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**HELD ON WEDNESDAY 17 JUNE 2026**

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## **CODE OF MEETING PRACTICE**

Adopted: 17 June 2026  
(previously adopted 2022)

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## 1 INTRODUCTION

This Code of Meeting Practice incorporates the mandatory provisions of the Model Meeting Code for Local Councils in NSW (the Model Meeting Code) prescribed under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

This Code of Meeting Practice applies to all meetings of council and committees of council of which all the members are board members (committees of council). Council committees whose members include persons other than board members may adopt their own rules for meetings unless the council determines otherwise.

## 2 MEETING PRINCIPLES

2.1 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 members and staff act ethically and make decisions in the interests of the whole community.

*Respectful:* Members, staff and meeting attendees treat each other with respect.

*Effective:* Meetings are well organised, effectively run and skilfully chaired.

*Orderly:* Members, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

## 3 BEFORE THE MEETING

### Timing of ordinary council meetings

3.1 The council shall, by resolution, set the frequency, time, date and place of its ordinary meetings.

3.2 The council may, by resolution, vary the time, date and place of ordinary meetings for flexibility on given circumstances.

**Note: Under section 396 of the Act, county councils are required to meet at least four (4) times each year.**

Extraordinary meetings

- 3.3 If the chairperson receives a request in writing, signed by at least two (2) members, the chairperson must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The chairperson can be one of the two members requesting the meeting.

**Note: Clause 3.3 reflects section 366 of the Act.**

Notice to the public of council meetings

- 3.4 The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of committees of the council.

**Note: Clause 3.4 reflects section 9(1) of the Act.**

- 3.5 For the purposes of clause 3.4, notice of a meeting of the council and of a committee of council is to be published before the meeting takes place. The notice must be published on the council's website, and in such other manner that the council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.
- 3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

Notice to members of ordinary council meetings

- 3.7 The general manager must send to each member, at least three (3) days before each meeting of the council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

**Note: Clause 3.7 reflects section 367(1) of the Act.**

- 3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to members in electronic form, but only if all councillors have facilities to access the notice, agenda and business papers in that form.

**Note: Clause 3.8 reflects section 367(3) of the Act.**

Notice to members of extraordinary meetings

- 3.9 Notice of less than three (3) days may be given to members of an extraordinary meeting of the council in cases of emergency.

**Note: Clause 3.9 reflects section 367(2) of the Act.**

### Giving notice of business to be considered at council meetings

- 3.10 A member may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted four (4) business days before the meeting is to be held.
- 3.11 A member may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.
- 3.12 If the general manager considers that a notice of motion submitted by a member for consideration at an ordinary meeting of the council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the general manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by the council.
- 3.13 A notice of motion for the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the general manager must either:
- (a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the council, or
  - (b) by written notice sent to all members with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the council to such a date specified in the notice, pending the preparation of such a report.

### Questions with notice

- 3.14 A member may, by way of a notice submitted under clause 3.10, ask a question for response by the general manager about the performance or operations of the council.
- 3.15 A member is not permitted to ask a question with notice under clause 3.14 that comprises a complaint against the general manager or a member of staff of the council, or a question that implies wrongdoing by the general manager or a member of staff of the council.
- 3.16 The general manager or their nominee may respond to a question with notice submitted under clause 3.14 by way of a report included in the business papers for the relevant meeting of the council or orally at the meeting.

### Agenda and business papers for ordinary meetings

- 3.17 The general manager must cause the agenda for a meeting of the council or a committee of the council to be prepared as soon as practicable before the meeting.

- 3.18 The general manager must ensure that the agenda for an ordinary meeting of the council states:
- (a) all matters to be dealt with arising out of the proceedings of previous meetings of the council, and
  - (b) any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
  - (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
  - (d) any business of which due notice has been given under clause 3.10.
- 3.19 Nothing in clause 3.18 limits the powers of the chairperson to put a chairperson's minute to a meeting under clause 9.6.
- 3.20 The general manager must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the general manager, the business is, or the implementation of the business would be, unlawful. The general manager must report, without giving details of the item of business, any such exclusion to the next meeting of the council.
- 3.21 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:
- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
  - (b) states the grounds under section 10A(2) of the Act relevant to the item of business.

**Note: Clause 3.21 reflects section 9(2A)(a) of the Act.**

- 3.22 The general manager must ensure that the details of any item of business which, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a member or by any other person to another person who is not authorised to have that information.

#### Statement of ethical obligations

- 3.23 Business papers for all ordinary and extraordinary meetings of the council and committees of the council must contain a statement reminding members of their oath or affirmation of office made under section 233A of the Act and their obligations under the council's code of conduct to disclose and appropriately manage conflicts of interest.

#### Availability of the agenda and business papers to the public

- 3.24 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of

council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.

**Note: Clause 3.24 reflects section 9(2) and (4) of the Act.**

- 3.25 Clause 3.24 does not apply to the business papers for items of business that the general manager has identified under clause 3.21 as being likely to be considered when the meeting is closed to the public.

**Note: Clause 3.25 reflects section 9(2A)(b) of the Act.**

- 3.26 For the purposes of clause 3.24, copies of agendas and business papers must be published on council's website and made available to the public at a time that is as close as possible to the time they are available to members.

**Note: Clause 3.26 reflects section 9(3) of the Act.**

- 3.27 A copy of an agenda, or of an associated business paper made available under clause 3.24, may in addition be given or made available in electronic form.

**Note: Clause 3.27 reflects section 9(5) of the Act.**

#### Agenda and business papers for extraordinary meetings

- 3.28 The general manager must ensure that the agenda for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.
- 3.29 Despite clause 3.28, business may be considered at an extraordinary meeting of the council, even though due notice of the business has not been given, if:
- (a) a motion is passed to have the business considered at the meeting, and
  - (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 3.30 A motion moved under clause 3.29(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.
- 3.31 Despite clauses 10.20–10.30, only the mover of a motion moved under clause 3.29(a) can speak to the motion before it is put.
- 3.32 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.29(b) on whether a matter is of great urgency.

#### Pre-meeting briefing sessions

- 3.33 Prior to each ordinary meeting of the council, the general manager may arrange a pre-meeting briefing session to brief members on business to be considered at the meeting. Pre-meeting briefing sessions may also be held for

extraordinary meetings of the council and meetings of committees of the council.

- 3.34 Pre-meeting briefing sessions are to be held in the absence of the public.
- 3.35 Pre-meeting briefing sessions may be held by audio-visual link.
- 3.36 The general manager or a member of staff nominated by the general manager is to preside at pre-meeting briefing sessions.
- 3.37 Members must not use pre-meeting briefing sessions to debate or make preliminary decisions on items of business they are being briefed on, and any debate and decision-making must be left to the formal council or committee meeting at which the item of business is to be considered.
- 3.38 Members (including the chairperson) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of a briefing at a pre-meeting briefing session, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at pre-meeting briefing sessions and how the conflict of interest was managed by the member who made the declaration.

#### **4 PUBLIC FORUMS**

- 4.1 The council may hold a public forum prior to each ordinary meeting of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary council meetings and meetings of committees of the council.
- 4.2 Public forums may be held by audio-visual link.
- 4.3 Public forums are to be chaired by the chairperson or their nominee.
- 4.4 To speak at a public forum, a person must first make an application to the council in the approved form. Applications to speak at the public forum must be received by 4pm on the Monday before the date on which the public forum is to be held, and must identify the item of business on the agenda of the council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.
- 4.5 A person may apply to speak on no more than two (2) items of business on the agenda of the council meeting.
- 4.6 Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.
- 4.7 The general manager or their delegate may refuse an application to speak at a public forum. The general manager or their delegate must give reasons in writing for a decision to refuse an application.

- 4.8 No more than two (2) speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the council meeting.
- 4.9 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to address the council on the item of business. If the speakers are not able to agree on whom to nominate to address the council, the general manager or their delegate is to determine who will address the council at the public forum.
- 4.10 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may, in consultation with the chairperson or the chairperson's nominated delegate, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the council to hear a fuller range of views on the relevant item of business.
- 4.11 Approved speakers at the public forum are to register with the council any written, visual or audio material to be presented in support of their address to the council at the public forum, and to identify any equipment needs no more than two days before the public forum. The general manager or their delegate may refuse to allow such material to be presented.
- 4.12 The general manager or their delegate is to determine the order of speakers at the public forum.
- 4.13 Each speaker will be allowed five (5) minutes to address the council. This time is to be strictly enforced by the chairperson.
- 4.14 Speakers at public forums must not digress from the item on the agenda of the council meeting they have applied to address the council on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.
- 4.15 A member (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.
- 4.16 Speakers are under no obligation to answer a question put under clause 4.15. Answers by the speaker, to each question are to be limited to three (3) minutes.
- 4.17 Speakers at public forums cannot ask questions of the council, members, or council staff.
- 4.18 The general manager or their nominee may, with the concurrence of the chairperson, address the council for up to five (5) minutes in response to an address to the council at a public forum after the address and any subsequent questions and answers have been finalised.
- 4.19 Where an address made at a public forum raises matters that require further consideration by council staff, the general manager may recommend that the

council defer consideration of the matter pending the preparation of a further report on the matters.

- 4.20 When addressing the council, speakers at public forums must comply with this code and all other relevant council codes, policies, and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the council's code of conduct or making other potentially defamatory statements.
- 4.21 If the chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 4.20, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.
- 4.22 Clause 4.21 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 14 of this code.
- 4.23 Where a speaker engages in conduct of the type referred to in clause 4.20, the general manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the general manager or their delegate considers appropriate.
- 4.24 Members (including the chairperson) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at public forums and how the conflict of interest was managed by the councillor who made the declaration.

**Note: Public forums should not be held as part of a council or committee meeting. Council or committee meetings should be reserved for decision-making by the council or committee of council. Where a public forum is held as part of a council or committee meeting, it must be conducted in accordance with the other requirements of this code relating to the conduct of council and committee meetings.**

## 5 COMING TOGETHER

### Attendance by members at meetings

- 5.1 All members must make reasonable efforts to attend meetings of the council and of committees of the council of which they are members.

**Note: A member may not attend a meeting as a member (other than the first meeting of the council after the member is elected or a meeting at which the member takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.**

- 5.2 A member cannot participate in a meeting of the council or of a committee of the council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this code.
- 5.4 Where a member is unable to attend one or more ordinary meetings of the council, the member should request that the council grant them a leave of absence from those meetings. This clause does not prevent a member from making an apology if they are unable to attend a meeting. However, the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act.
- 5.5 A member's request for leave of absence from council meetings should, if practicable, identify (by date) the meetings from which the member intends to be absent and the grounds upon which the leave of absence is being sought.
- 5.6 The council must act reasonably when considering whether to grant a member's request for a leave of absence.
- 5.7 A member's civic office will become vacant if the member is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

**Note: Clause 5.7 reflects section 234(1)(d) of the Act.**

- 5.8 A member who intends to attend a meeting of the council despite having been granted a leave of absence should, if practicable, give the general manager at least two (2) days' notice of their intention to attend.

#### The quorum for a meeting

- 5.9 The quorum for a meeting of the council is a majority of the members of the council who hold office at that time and are not suspended from office.

**Note: Clause 5.9 reflects section 368(1) of the Act.**

- 5.10 Clause 5.9 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the council.

**Note: Clause 5.10 reflects section 368(2) of the Act.**

- 5.11 A meeting of the council must be adjourned if a quorum is not present:
- (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
  - (b) within half an hour after the time designated for the holding of the meeting, or
  - (c) at any time during the meeting.

- 5.12 In either case, the meeting must be adjourned to a time, date, and place fixed:
- (a) by the chairperson, or
  - (b) in the chairperson's absence, by the majority of the members present, or
  - (c) failing that, by the general manager.
- 5.13 The general manager must record in the council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the council, together with the names of the members present.
- 5.14 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of members, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the chairperson may, in consultation with the general manager and, as far as is practicable, with each member, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.15 Where a meeting is cancelled under clause 5.14, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the council or at an extraordinary meeting called under clause 3.3.

#### Meetings held by audio-visual link

- 5.16 A meeting of the council or a committee of the council may be held by audio-visual link where the chairperson determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The chairperson may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of members and staff at risk. The chairperson must make a determination under this clause in consultation with the general manager and, as far as is practicable, with each member.
- 5.17 Where the chairperson determines under clause 5.16 that a meeting is to be held by audio-visual link, the general manager must:
- (a) give written notice to all members that the meeting is to be held by audio-visual link, and
  - (b) take all reasonable steps to ensure that all members can participate in the meeting by audio-visual link, and
  - (c) cause a notice to be published on the council's website and in such other manner the general manager is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.
- 5.18 This code applies to a meeting held by audio-visual link under clause 5.16 in the same way it would if the meeting was held in person.

Note: Where a council holds a meeting by audio-visual link under clause 5.16, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting.

Attendance by members at meetings by audio-visual link

- 5.19 Members may attend and participate in meetings of the council and committees of the council by audio-visual link with the approval of the council or the relevant committee.
- 5.20 A request by a member for approval to attend a meeting by audio-visual link must be made in writing to the general manager prior to the meeting in question and must provide reasons why the member will be prevented from attending the meeting in person.
- 5.21 Members may request approval to attend more than one meeting by audio-visual link. Where a member requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.20.
- 5.22 The council must comply with the Health Privacy Principles prescribed under the Health Records and Information Privacy Act 2002 when collecting, holding, using and disclosing health information in connection with a request by a member to attend a meeting by audio-visual link.
- 5.23 A member who has requested approval to attend a meeting of the council or a committee of the council by audio-visual link may participate in the meeting by audio-visual link until the council or committee determines whether to approve their request and is to be taken as present at the meeting. The member may participate in a decision in relation to their request to attend the meeting by audio-visual link.
- 5.24 A decision whether to approve a request by a member to attend a meeting of the council or a committee of the council by audio-visual link must be made by a resolution of the council or the committee concerned. The resolution must state:
- (a) the meetings the resolution applies to, and
  - (b) the reason why the member is being permitted to attend the meetings by audio-visual link where it is on grounds other than illness, disability, or caring responsibilities.
- 5.25 If the council or committee refuses a member's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.
- 5.26 A decision whether to approve a member's request to attend a meeting by audio-visual link is at the council's or the relevant committee's discretion. The council and committees of the council must act reasonably when considering requests by members to attend meetings by audio-visual link. However, the council and committees of the council are under no obligation to approve a member's request to attend a meeting by audio-visual link where the technical capacity does not exist to allow the member to attend the meeting by these

means.

- 5.27 The council and committees of the council may refuse a member's request to attend a meeting by audio-visual link where the council or committee is satisfied that the member has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one or more previous occasions they have attended a meeting of the council or a committee of the council by audio-visual link.
- 5.28 This code applies to a member attending a meeting by audio-visual link in the same way it would if the member was attending the meeting in person. Where a member is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.
- 5.29 A member must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The member's camera must be on at all times during the meeting except as may be otherwise provided for under this code.
- 5.30 A member must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the council or the committee into disrepute.

#### Entitlement of the public to attend council meetings

- 5.31 Everyone is entitled to attend a meeting of the council and committees of the council. The council must ensure that all meetings of the council and committees of the council are open to the public.

**Note: Clause 5.31 reflects section 10(1) of the Act.**

- 5.32 Clause 5.31 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

- 5.33 A person (whether a member or another person) is not entitled to be present at a meeting of the council or a committee of the council if expelled from the meeting:

- (a) by a resolution of the meeting, or
- (b) by the person presiding at the meeting if the council has, by resolution, authorised the person presiding to exercise the power of expulsion.

**Note: Clause 5.33 reflects section 10(2) of the Act.**

**Note: If adopted, clauses 15.14 and 15.15 confer a standing authorisation on all chairpersons of meetings of the council and committees of the council to expel persons from meetings. If adopted, clause 15.14 authorises chairpersons to expel any person, including a member, from a council or committee meeting. Alternatively, if adopted, clause 15.15**

**authorises chairpersons to expel persons other than members from a council or committee meeting.**

Webcasting of meetings

- 5.34 Each meeting of the council or a committee of the council is to be recorded by means of an audio or audio-visual device.
- 5.35 At the start of each meeting of the council or a committee of the council, the chairperson must inform the persons attending the meeting that:
- (a) the meeting is being recorded and made publicly available on the council's website, and
  - (b) persons attending the meeting should refrain from making any defamatory statements.
- 5.36 The recording of a meeting is to be made publicly available on the council's website as soon as practicable after the meeting.
- 5.37 The recording of a meeting is to be made publicly available on the council's website for at least 12 months after the meeting.
- 5.38 Clauses 5.36 and 5.37 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.

**Note: Clauses 5.34 – 5.38 reflect section 236 of the Regulation.**

- 5.39 Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

Attendance of the general manager and other staff at meetings

- 5.40 The general manager is entitled to attend, but not to vote at, a meeting of the council or a meeting of a committee of the council of which all of the members are board members.

**Note: Clause 5.40 reflects section 376(1) of the Act.**

- 5.41 The general manager is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote.

**Note: Clause 5.41 reflects section 376(2) of the Act.**

- 5.42 The general manager may be excluded from a meeting of the council or a committee while the council or committee deals with a matter relating to the standard of performance of the general manager or the terms of employment of the general manager.

**Note: Clause 5.42 reflects section 376(3) of the Act.**

- 5.43 The attendance of other council staff at a meeting, (other than as members of

the public) shall be with the approval of the general manager.

- 5.44 The general manager and other council staff may attend meetings of the council and committees of the council by audio-visual-link. Attendance by council staff at meetings by audio-visual link (other than as members of the public) shall be with the approval of the general manager.

## 6 THE CHAIRPERSON

### The chairperson at meetings

- 6.1 The chairperson, or at the request of or in the absence of the chairperson, the deputy chairperson (if any) presides at meetings of the council.

**Note: Clause 6.1 reflects section 369(1) of the Act.**

- 6.2 If the chairperson and the deputy chairperson (if any) are absent, a member elected to chair the meeting by the members present presides at a meeting of the council.

**Note: Clause 6.2 reflects section 369(2) of the Act.**

### Election of the chairperson in the absence of the chairperson and deputy chairperson

- 6.3 If no chairperson is present at a meeting of the council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.

- 6.4 The election of a chairperson must be conducted:

- (a) by the general manager or, in their absence, an employee of the council designated by the general manager to conduct the election, or
- (b) by the person who called the meeting or a person acting on their behalf if neither the general manager nor a designated employee is present at the meeting, or if there is no general manager or designated employee.

- 6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.

- 6.6 For the purposes of clause 6.5, the person conducting the election must:

- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
- (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.

- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.

- 6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

- 6.9 When the chairperson rises or speaks during a meeting of the council:
- (a) any member then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
  - (b) every member present must be silent to enable the chairperson to be heard without interruption.

**7 ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS**

- 7.1 The general order of business for an ordinary meeting of the council shall be:
- 01 Opening meeting
  - 02 Acknowledgement of country
  - 03 Recording of Meeting Statement
  - 04 Apologies and applications for a leave of absence or attendance by audio-visual link by members
  - 05 Confirmation of minutes
  - 06 Matters arising from previous minutes
  - 07 Disclosures of interests
  - 08 Public Forum
  - 09 Chairperson's minute
  - 10 Member Representation
  - 11 Notices of Motion
  - 12 Reports of Staff
  - 13 Questions on Notice
  - 14 Confidential Matters
  - 15 Late Reports
  - 16 Conclusion of the meeting
- 7.2 The order of business as fixed under clause 8.1 may be altered for a particular meeting of the council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

**Note: If adopted, Part 13 allows council to deal with items of business by exception.**

- 7.3 Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 8.3 may speak to the motion before it is put.

**8 CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS**Business that can be dealt with at a council meeting

- 8.1 The council must not consider business at a meeting of the council:
- (a) unless a member has given notice of the business, as required by clause 3.10, and

- (b) unless notice of the business has been sent to the councillors in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.
- 8.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:
  - (a) is already before, or directly relates to, a matter that is already before the council, or
  - (b) is the election of a chairperson to preside at the meeting, or
  - (c) subject to clause 9.9, is a matter or topic put to the meeting by way of a chairperson's minute, or
  - (d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of the council.
- 8.3 Despite clause 9.1, business may be considered at a meeting of the council even though due notice of the business has not been given to the members if:
  - (a) a motion is passed to have the business considered at the meeting, and
  - (b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 8.4 A motion moved under clause 9.3(a) can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 9.3(a) can speak to the motion before it is put.
- 8.5 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.3(b).

#### Chairperson's minutes

- 8.7 A chairperson's minute, when put to a meeting, takes precedence over all business on the council's agenda for the meeting.
- 8.8 A recommendation made in a chairperson's minute put by the chairperson is, so far as it is adopted by the council, a resolution of the council.
- 8.9 A chairperson's minute must not be used to put without notice matters that are routine and not urgent or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 8.10 Where a chairperson's minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the chairperson's minute does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the recommendation if adopted.

### Staff reports

- 8.11 A recommendation made in a staff report is, so far as it is adopted by the council, a resolution of the council.

### Reports of committees of council

- 8.12 The recommendations of a committee of the council are, so far as they are adopted by the council, resolutions of the council.
- 8.13 If in a report of a committee of the council distinct recommendations are made, the council may make separate decisions on each recommendation.

### Questions

- 8.14 A question must not be asked at a meeting of the council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.14.
- 8.15 A member may, through the chairperson, put a question to another member about a matter on the agenda.
- 8.16 A member may, through the general manager, put a question to a council employee about a matter on the agenda. Council employees are only obliged to answer a question put to them through the general manager at the direction of the general manager.
- 8.17 A member or council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a member or council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the council.
- 8.18 Members must put questions directly, succinctly, respectfully and without argument.
- 8.19 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a member or council employee.

## **9 RULES OF DEBATE**

### Motions to be seconded

- 9.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

### Notices of motion

- 9.2 A member who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.

- 9.3 If a member who has submitted a notice of motion under clause 3.10 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to members, the member may request the withdrawal of the motion when it is before the council.
- 9.4 In the absence of a member who has placed a notice of motion on the agenda for a meeting of the council:
- (a) any other member may, with the leave of the chairperson, move the motion at the meeting, or
  - (b) the chairperson may defer consideration of the motion until the next meeting of the council.

#### Chairperson's duties with respect to motions

- 9.5 It is the duty of the chairperson at a meeting of the council to receive and put to the meeting any lawful motion that is brought before the meeting.
- 9.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 9.7 Before ruling out of order a motion or an amendment to a motion under clause 10.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.
- 9.8 Any motion, amendment, or other matter that the chairperson has ruled out of order is taken to have been lost.

#### Motions requiring the expenditure of funds

- 9.9 A motion or an amendment to a motion which if passed would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the motion. If the motion does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the motion if adopted.

#### Amendments to motions

- 9.10 An amendment to a motion must be moved and seconded before it can be debated.
- 9.11 An amendment to a motion must relate to the matter being dealt with in the original motion before the council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.
- 9.12 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.

- 9.13 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before council at any one time.
- 9.14 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 9.15 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 9.16 An amendment may become the motion without debate or a vote where it is accepted by the member who moved the original motion.

#### Foreshadowed motions

- 9.17 A member may propose a foreshadowed motion in relation to the matter the subject of the original motion before the council, without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.
- 9.18 Where an amendment has been moved and seconded, a member may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before the council at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.
- 9.19 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

#### Limitations on the number and duration of speeches

- 9.20 A member who, during a debate at a meeting of the council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 9.21 A member, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 9.22 A member must not, without the consent of the council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.

- 9.23 Despite clause 9.22, the chairperson may permit a member who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the member to make a statement limited to explaining the misrepresentation or misunderstanding.
- 9.24 Despite clause 9.22, the council may resolve to shorten the duration of speeches to expedite the consideration of business at a meeting.
- 9.25 Despite clauses 9.20 and 9.21, a member may move that a motion or an amendment be now put:
- (a) if the mover of the motion or amendment has spoken in favour of it and no member expresses an intention to speak against it, or
  - (b) if at least two (2) members have spoken in favour of the motion or amendment and at least two (2) members have spoken against it.
- 9.26 The chairperson must immediately put to the vote, without debate, a motion moved under clause 9.25. A seconder is not required for such a motion.
- 9.27 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 9.20.
- 9.28 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 9.29 All members must be heard without interruption and all other members must, unless otherwise permitted under this code, remain silent while another member is speaking.
- 9.30 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.

## 10 VOTING

### Voting entitlements of members

- 10.1 Each member is entitled to one (1) vote.

**Note: Clause 10.1 reflects section 370(1) of the Act.**

- 10.2 The person presiding at a meeting of the council has, in the event of an equality of votes, a second or casting vote.

**Note: Clause 10.2 reflects section 370(2) of the Act.**

- 10.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

### Voting at council meetings

- 10.4 A member who is present at a meeting of the council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- 10.5 If a member who has voted against a motion put at a council meeting so requests, the general manager must ensure that the member's dissenting vote is recorded in the council's minutes.
- 10.6 The decision of the chairperson as to the result of a vote is final unless the decision is immediately challenged and not fewer than two (2) members rise and call for a division.
- 10.7 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The general manager must ensure that the names of those who vote for the motion and those who vote against it are recorded in the council's minutes for the meeting.
- 10.8 When a division on a motion is called, any member who fails to vote will be recorded as having voted against the motion in accordance with clause 10.4 of this code.
- 10.9 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the council may resolve that the voting in any election by members for chairperson or deputy chairperson is to be by secret ballot.

## **11 COMMITTEE OF THE WHOLE**

- 11.1 The council may resolve itself into a committee to consider any matter before the council.

**Note: Clause 11.1 reflects section 373 of the Act.**

- 11.2 All the provisions of this code relating to meetings of the council, so far as they are applicable, extend to and govern the proceedings of the council when in committee of the whole, except the provisions limiting the number and duration of speeches.

**Note: Clauses 9.20–9.30 limit the number and duration of speeches.**

- 11.3 The general manager or, in the absence of the general manager, an employee of the council designated by the general manager, is responsible for reporting to the council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full, but any recommendations of the committee must be reported.

- 11.4 The council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the council's minutes. However, the council is not taken to have adopted the report until a motion for adoption has been made and passed.

## **12 DEALING WITH ITEMS BY EXCEPTION**

- 12.1 The council or a committee of council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution.
- 12.2 Before the council or committee resolves to adopt multiple items of business on the agenda together under clause 12.1, the chairperson must list the items of business to be adopted and ask members to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.
- 12.3 The council or committee must not resolve to adopt any item of business under clause 12.1 that a member has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.
- 12.4 Where the consideration of multiple items of business together under clause 12.1 involves a variation to the order of business for the meeting, the council or committee must resolve to alter the order of business in accordance with clause 8.3.
- 12.5 A motion to adopt multiple items of business together under clause 12.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.
- 12.6 Items of business adopted under clause 12.1 are to be taken to have been adopted unanimously.
- 12.7 Members must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 12.1 in accordance with the requirements of the council's code of conduct.

## **13 CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC**

### Grounds on which meetings can be closed to the public

- 13.1 The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:
- (a) personnel matters concerning particular individuals (other than members),
  - (b) the personal hardship of any resident or ratepayer,
  - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,

- (d) commercial information of a confidential nature that would, if disclosed:
  - (i) prejudice the commercial position of the person who supplied it, or
  - (ii) confer a commercial advantage on a competitor of the council, or
  - (iii) reveal a trade secret,
- (e) information that would, if disclosed, prejudice the maintenance of law,
- (f) matters affecting the security of the council, members, council staff or council property,
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
- (i) alleged contraventions of the council's code of conduct.

**Note: Clause 13.1 reflects section 10A(1) and (2) of the Act.**

- 13.2 The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

**Note: Clause 13.2 reflects section 10A(3) of the Act.**

Matters to be considered when closing meetings to the public

- 13.3 A meeting is not to remain closed during the discussion of anything referred to in clause 13.1:
- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
  - (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

**Note: Clause 13.3 reflects section 10B(1) of the Act.**

- 13.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 13.1(g) unless the advice concerns legal matters that:
- (a) are substantial issues relating to a matter in which the council or committee is involved, and
  - (b) are clearly identified in the advice, and
  - (c) are fully discussed in that advice.

**Note: Clause 13.4 reflects section 10B(2) of the Act.**

- 13.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 13.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 13.1.

**Note: Clause 13.5 reflects section 10B(3) of the Act.**

- 13.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:
- (a) a person may misinterpret or misunderstand the discussion, or
  - (b) the discussion of the matter may:
    - (i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or
    - (ii) cause a loss of confidence in the council or committee.

**Note: Clause 13.6 reflects section 10B(4) of the Act.**

- 13.7 In deciding whether part of a meeting is to be closed to the public, the council or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

**Note: Clause 13.7 reflects section 10B(5) of the Act.**Notice of likelihood of closure not required in urgent cases

- 13.8 Part of a meeting of the council, or of a committee of the council, may be closed to the public while the council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed, but only if:
- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 13.1, and
  - (b) the council or committee, after considering any representations made under clause 13.9, resolves that further discussion of the matter:
    - (i) should not be deferred (because of the urgency of the matter), and
    - (ii) should take place in a part of the meeting that is closed to the public.

**Note: Clause 13.8 reflects section 10C of the Act.**Representations by members of the public

- 13.9 The council, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

**Note: Clause 13.9 reflects section 10A(4) of the Act.**

- 13.10 A representation under clause 13.9 is to be made after the motion to close the part of the meeting is moved and seconded.

- 13.11 Where the matter has been identified in the agenda of the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 13.9, members of the public must first make an application to the council in the approved form. Applications must be received by 4pm on the Monday before

the meeting at which the matter is to be considered.

- 13.12 The general manager (or their delegate) may refuse an application made under clause 13.11. The general manager or their delegate must give reasons in writing for a decision to refuse an application.
- 13.13 No more than four (4) speakers are to be permitted to make representations under clause 13.9.
- 13.14 If more than the permitted number of speakers apply to make representations under clause 13.9, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the council. If the speakers are not able to agree on whom to nominate to make representations under clause 13.9, the general manager or their delegate is to determine who will make representations to the council.
- 13.15 The general manager (or their delegate) is to determine the order of speakers.
- 13.16 Where the council or a committee of the council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 13.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than four (4) speakers to make representations in such order as determined by the chairperson.
- 13.17 Each speaker will be allowed three (3) minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers must confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

#### Expulsion of non-members from meetings closed to the public

- 13.18 If a meeting or part of a meeting of the council or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a member and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 13.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

#### Obligations of members attending meetings by audio-visual link

- 13.20 Members attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is

closed to the public under section 10A of the Act.

#### Information to be disclosed in resolutions closing meetings to the public

13.21 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:

- (a) the relevant provision of section 10A(2) of the Act,
- (b) the matter that is to be discussed during the closed part of the meeting,
- (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**Note: Clause 13.21 reflects section 10D of the Act.**

#### Resolutions passed at closed meetings to be made public

13.22 If the council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.

13.23 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 13.22 during a part of the meeting that is webcast.

## **14 KEEPING ORDER AT MEETINGS**

### Points of order

14.1 A member may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.

14.2 A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.

14.3 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the member raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

### Questions of order

14.4 The chairperson, without the intervention of any other member, may call any member to order whenever, in the opinion of the chairperson, it is necessary to do so.

- 14.5 A member who claims that another member has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.
- 14.6 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the council.
- 14.7 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

#### Motions of dissent

- 14.8 A member can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 14.9 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 14.10 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

#### Acts of disorder

- 14.11 A member commits an act of disorder if the member, at a meeting of the council or a committee of the council:
- (a) contravenes the Act, the Regulation or this code, or
  - (b) assaults or threatens to assault another member or person present at the meeting, or
  - (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the council or the committee, or addresses or attempts to address the council or the committee on such a motion, amendment or matter, or
  - (d) insults, makes unfavourable personal remarks about, or imputes improper motives to any other council official, or alleges a breach of the council's code of conduct, or
  - (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the council or the committee into disrepute.

**Note: Clause 14.11 reflects section 182 of the Regulation.**

- 14.12 The chairperson may require a member:
- (a) to apologise without reservation for an act of disorder referred to in clauses 14.11(a), (b), or (e), or
  - (b) to withdraw a motion or an amendment referred to in clause 14.11(c) and, where appropriate, to apologise without reservation, or

- (c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 14.11(d) and (e).

**Note: Clause 14.12 reflects section 233 of the Regulation.**

How disorder at a meeting may be dealt with

- 14.13 If disorder occurs at a meeting of the council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of members.

Expulsion from meetings

- 14.14 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person, including any member, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act.
- 14.16 Clause 14.14 does not limit the ability of the council or a committee of the council to resolve to expel a person, including a councillor, from a council or committee meeting, under section 10(2)(a) of the Act.
- 14.17 A member may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for having failed to comply with a requirement under clause 14.12. The expulsion of a member from the meeting for that reason does not prevent any other action from being taken against the member for the act of disorder concerned.

**Note: Clause 14.17 reflects section 233(2) of the Regulation.**

- 14.18 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for engaging in or having engaged in disorderly conduct at the meeting.
- 14.19 Where a member or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.
- 14.20 If a member or a member of the public fails to leave the place where a meeting of the council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the member or member of the public from that place and, if necessary, restrain the member or member of the public from re-entering that place for the remainder of the meeting.

How disorder by members attending meetings by audio-visual link may be dealt with

- 14.21 Where a member is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the member's audio link to the meeting for the purposes of enforcing compliance with this code.

- 14.22 If a member attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person authorised by the chairperson, may terminate the member's audio-visual link to the meeting.

Use of mobile phones and the unauthorised recording of meetings

- 14.23 Members, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the council and committees of the council.
- 14.24 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the council or the committee.
- 14.25 Without limiting clause 14.18, a contravention of clause 14.24 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 14.18. Any person who contravenes or attempts to contravene clause 14.24, may be expelled from the meeting as provided for under section 10(2) of the Act.
- 14.26 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

**15 CONFLICTS OF INTEREST**

- 15.1 All members and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of the council and committees of the council in accordance with the council's code of conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person who made the declaration must be recorded in the minutes of the meeting at which the declaration was made.
- 15.2 Members attending a meeting by audio-visual link must declare and manage any conflicts of interest they may have in matters being considered at the meeting in accordance with the council's code of conduct. Where a member has declared a pecuniary or significant non-pecuniary conflict of interest in a matter being discussed at the meeting, the member's audio-visual link to the meeting must be suspended or terminated and the member must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the council or committee, or at any time during which the council or committee is voting on the matter.

## 16 DECISIONS OF THE COUNCIL

### Council decisions

- 16.1 A decision supported by a majority of the votes at a meeting of the council at which a quorum is present is a decision of the council.

**Note: Clause 16.1 reflects section 371 of the Act in the case of councils and section 400T(8) in the case of joint organisations.**

- 16.2 Decisions made by the council must be accurately recorded in the minutes of the meeting at which the decision is made.

### Rescinding or altering council decisions

- 16.3 A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.10.

**Note: Clause 16.3 reflects section 372(1) of the Act.**

- 16.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

**Note: Clause 16.4 reflects section 372(2) of the Act.**

- 16.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.10.

**Note: Clause 16.5 reflects section 372(3) of the Act.**

- 16.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) members if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

**Note: Clause 16.6 reflects section 372(4) of the Act.**

- 16.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

**Note: Clause 16.7 reflects section 372(5) of the Act.**

- 16.8 The provisions of clauses 16.5–16.7 concerning lost motions do not apply to motions of adjournment.

**Note: Clause 16.8 reflects section 372(7) of the Act.**

16.9 A notice of motion submitted in accordance with clause 16.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.

16.11 A motion to alter or rescind a resolution of the council may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the council.

**Note: Clause 16.11 reflects section 372(6) of the Act.**

16.12 Subject to clause 16.7, in cases of urgency, a motion to alter or rescind a resolution of the council may be moved at the same meeting at which the resolution was adopted, where:

- (a) a notice of motion signed by three members is submitted to the chairperson, and
- (b) a motion to have the motion considered at the meeting is passed, and
- (c) the chairperson rules the business that is the subject of the motion is of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.

16.13 A motion moved under clause 16.12(b) can be moved without notice. Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 16.12(b) can speak to the motion before it is put.

16.14 A motion of dissent cannot be moved against a ruling by the chairperson under clause 16.12(c).

Recommitting resolutions to correct an error

16.15 Despite the provisions of this Part, a member may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:

- (a) to correct any error, ambiguity or imprecision in the council's resolution, or
- (b) to confirm the voting on the resolution.

16.16 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 16.15(a), the member is to propose alternative wording for the resolution.

16.17 The chairperson must not grant leave to recommit a resolution for the purposes of clause 16.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.

16.18 A motion moved under clause 16.15 can be moved without notice. Despite clauses 9.20–9.30, only the mover of a motion referred to in clause 16.15 can speak to the motion before it is put.

16.19 A motion of dissent cannot be moved against a ruling by the chairperson under clause 16.15.

- 16.20 A motion moved under clause 16.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

## 17 AFTER THE MEETING

### Minutes of meetings

- 17.1 The council is to keep full and accurate minutes of the proceedings of meetings of the council.

**Note: Clause 17.1 reflects section 375(1) of the Act.**

- 17.2 At a minimum, the general manager must ensure that the following matters are recorded in the council's minutes:

- (a) the names of members attending a council meeting and whether they attended the meeting in person or by audio-visual link,
- (b) details of each motion moved at a council meeting and of any amendments moved to it,
- (c) the names of the mover and seconder of the motion or amendment,
- (d) whether the motion or amendment was passed or lost, and
- (e) such other matters specifically required under this code.

- 17.3 The minutes of a council meeting must be confirmed at a subsequent meeting of the council.

**Note: Clause 17.3 reflects section 375(2) of the Act.**

- 17.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

- 17.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

**Note: Clause 17.5 reflects section 375(2) of the Act.**

- 17.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

- 17.7 The confirmed minutes of a council meeting must be published on council's website. This clause does not prevent the council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

### Access to correspondence and reports laid on the table at, or submitted to, a meeting

- 17.8 The council and committees of the council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

**Note: Clause 17.8 reflects section 11(1) of the Act.**

- 17.9 Clause 17.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

**Note: Clause 17.9 reflects section 11(2) of the Act.**

- 17.10 Clause 19.8 does not apply if the council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

**Note: Clause 17.10 reflects section 11(3) of the Act.**

- 17.11 Correspondence or reports to which clauses 17.9 and 17.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the council

- 17.12 The general manager is to implement, without undue delay, lawful decisions of the council.

**Note: Clause 17.12 reflects section 335(b) of the Act.****18 COUNCIL COMMITTEES**Application of this Part

- 18.1 This Part only applies to committees of the council whose members are all board members.

Council committees whose members are all board members

- 18.2 The council may, by resolution, establish such committees as it considers necessary.
- 18.3 A committee of the council is to consist of the chairperson and such other members as are elected by the members or appointed by the council.
- 18.4 The quorum for a meeting of a committee of the council is to be:
- (a) such number of members as the council decides, or
  - (b) if the council has not decided a number – a majority of the members of the committee.

Functions of committees

- 18.5 The council must specify the functions of each of its committees when the committee is established but may from time to time amend those functions.

Notice of committee meetings

- 18.6 The general manager must send to each member, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:
- (a) the time, date and place of the meeting, and
  - (b) the business proposed to be considered at the meeting.
- 18.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

Attendance at committee meetings

- 18.8 A committee member (other than the chairperson) ceases to be a member of a committee if the committee member:
- (a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or
  - (b) has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given to the committee acceptable reasons for the member's absences.
- 18.9 Clause 18.8 does not apply if all of the members of the council are members of the committee.

Non-members entitled to attend committee meetings

- 18.10 A member who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the member is not entitled:
- (a) to give notice of business for inclusion in the agenda for the meeting, or
  - (b) to move or second a motion at the meeting, or
  - (c) to vote at the meeting.

Chairperson and deputy chairperson of council committees

- 18.11 The chairperson of each committee of the council must be:
- (a) the chairperson, or
  - (b) if the chairperson does not wish to be the chairperson of a committee, a member of the committee elected by the council, or
  - (c) if the council does not elect such a member, a member of the committee elected by the committee.
- 18.12 The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.
- 18.13 If neither the chairperson nor the deputy chairperson of a committee of the

council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.

- 18.14 The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

#### Procedure in committee meetings

- 18.15 Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council unless the council or the committee determines otherwise in accordance with this clause.
- 18.16 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the council or the committee determines otherwise in accordance with clause 18.15.
- 18.18 Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

#### Closure of committee meetings to the public

- 18.19 The provisions of the Act and Part 13 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the council to the public.
- 18.20 If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of the council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.
- 18.21 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 18.20 during a part of the meeting that is webcast.

#### Disorder in committee meetings

- 18.22 The provisions of the Act and this code relating to the maintenance of order in council meetings apply to meetings of committees of the council in the same way as they apply to meetings of the council.

#### Minutes of council committee meetings

- 18.23 Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the

following matters are recorded in the committee's minutes:

- (a) the names of members attending a meeting and whether they attended the meeting in person or by audio-visual link,
- (b) details of each motion moved at a meeting and of any amendments moved to it,
- (c) the names of the mover and seconder of the motion or amendment,
- (d) whether the motion or amendment was passed or lost, and
- (e) such other matters specifically required under this code.

- 18.25 The minutes of meetings of each committee of the council must be confirmed at a subsequent meeting of the committee.
- 18.26 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 18.27 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- 18.28 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 18.29 The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

## 19 IRREGULARITIES

- 19.1 Proceedings at a meeting of a council or a council committee are not invalidated because of:
- (a) a vacancy in a civic office, or
  - (b) a failure to give notice of the meeting to any member or committee member, or
  - (c) any defect in the election or appointment of a member or committee member, or
  - (d) a failure of a member or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a council or committee meeting in accordance with the council's code of conduct, or
  - (e) a failure to comply with this code.

**Note: Clause 19.1 reflects section 374 of the Act.**

**20 DEFINITIONS**

the Act	means the <i>Local Government Act 1993</i>
act of disorder	means an act of disorder as defined in clause 15.11 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
audio-visual link	means a facility that enables audio and visual communication between persons at different places
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of the council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.11 of this code
this code	means the council's adopted code of meeting practice
committee of the council	means a committee established by the council in accordance with clause 20.2 of this code (being a committee consisting only of councillors) or the council when it has resolved itself into committee of the whole under clause 12.1
council official	has the same meaning it has in the Model Code of Conduct for Local Councils in NSW
day	means calendar day
division	means a request by two councillors under clause 11.7 of this code requiring the recording of the names of the councillors who voted both for and against a motion
foreshadowed amendment	means a proposed amendment foreshadowed by a councillor under clause 10.18 of this code during debate on the first amendment
foreshadowed motion	means a motion foreshadowed by a councillor under clause 10.17 of this code during debate on an original motion
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means
planning decision	means a decision made in the exercise of a function of a council under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including

	the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	means an order issued under section 438A of the Act
quorum	means the minimum number of councillors or committee members necessary to conduct a meeting
the Regulation	means the <i>Local Government (General) Regulation 2021</i>
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time
year	means the period beginning 1 July and ending the following 30 June

**CTW Investment Report**

**30-Apr-26**

		Credit Rating	Term (Days)	Rate	Maturity Date	% of Portfolio
<b>Short Term Deposits</b>	<b>\$ 13,100,000.00</b>					<b>84.41%</b>
Unity Bank Ltd	\$ 500,000.00	BBB+	182	4.60%	11/06/26	3.22%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.00%	02/07/26	3.22%
Unity Bank Ltd	\$ 500,000.00	BBB+	365	4.15%	14/07/26	3.22%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.15%	05/08/26	3.22%
MyState - Curve Securities	\$ 500,000.00	BBB+	365	4.15%	03/09/26	3.22%
NAB - Curve Securities	\$ 500,000.00	AA-	367	4.15%	14/09/26	3.22%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.15%	15/09/26	3.22%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.18%	30/09/26	3.22%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.20%	07/10/26	3.22%
ING - Curve Securities	\$ 500,000.00	A	365	5.03%	16/10/26	3.22%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.10%	29/10/26	3.22%
ING - Curve Securities	\$ 500,000.00	A	365	4.21%	03/11/26	3.22%
Westpac Banking Corporation	\$ 500,000.00	AA-	367	4.33%	07/11/26	3.22%
Bank Vic - Curve Securites	\$ 500,000.00	BBB+	365	4.40%	18/11/26	3.22%
Bank of QLD - Curve Securities	\$ 500,000.00	A-	367	4.35%	07/12/26	3.22%
Bank Vic - Curve Securites	\$ 500,000.00	BBB+	365	4.45%	08/12/26	3.22%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.78%	03/02/27	3.22%
Defence Bank - Curve	\$ 1,000,000.00	BBB+	365	4.05%	25/02/27	6.44%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.97%	03/03/27	3.22%
ING - Curve Securities	\$ 500,000.00	A	365	5.14%	11/03/27	3.22%
Bank Vic - Curve Securites	\$ 600,000.00	BBB+	364	5.25%	12/03/27	3.87%
ING - Curve Securities	\$ 500,000.00	A	364	5.23%	12/03/27	3.22%
MyState - Curve Securities	\$ 500,000.00	BBB+	365	5.50%	24/03/27	3.22%
ING - Curve Securities	\$ 500,000.00	A	364	5.44%	25/03/27	3.22%
Defence Bank - Curve	\$ 500,000.00	BBB+	365	5.55%	02/04/27	3.22%

<b>At Call Bank Accounts</b>	<b>\$ 2,419,435.83</b>					<b>15.59%</b>
Macquarie Bank - Curve Securities	\$ 500,000.00	A+		4.65%	At Call	3.22%
Commonwealth Bank - General Account	\$ 36,575.32	AA-	At Call	3.95%	N/A	0.24%
Commonwealth Bank - BOS Account	\$ 1,882,823.69	AA-	At Call	4.00%	N/A	12.13%
Unity Bank Ltd - Cheque Account	\$ 36.82	BBB+	At Call	0.00%	N/A	0.00%

Total Value of Investment Funds **\$ 15,519,435.83** **100%**

<b>Average Rate on Term Deposits</b>	
90 Day BBSW for April 2026	4.3731%
Average Rate on Term Deposits	4.5804%
Margin over 90 day BBSW	0.2073%

Average Term - Short Term Deposits (days) 358

<b>Portfolio by Long Term Credit Rating</b>	<b>Principal Amount</b>	<b>Portfolio %</b>	<b>Policy Limit</b>	<b>Remaining Capacity</b>
AA-	\$ 6,919,399.01	44.59%	100%	55%
A+	\$ 500,000.00	3.22%	100%	97%
A	\$ 2,500,000.00	16.11%	80%	64%
A-	\$ 500,000.00	3.22%	80%	77%
BBB+	\$ 5,100,036.82	32.86%	50%	17%
Unrated	-	0.00%	30%	30%
<b>Total</b>	<b>\$ 15,519,435.83</b>	<b>100.00%</b>		

**CTW Bank Reconciliation**

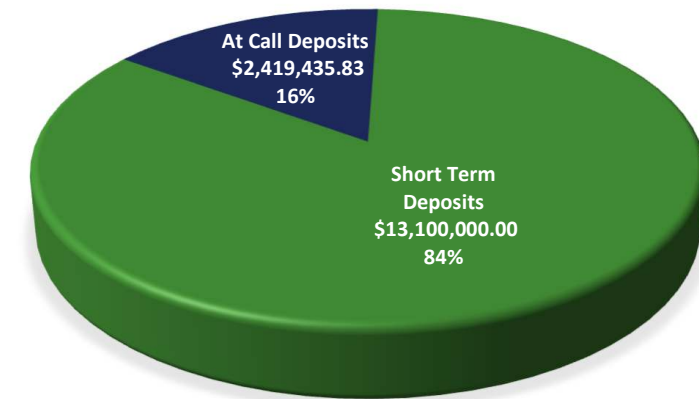
Balance as per Bank Statement	\$ 1,919,435.83
Add: Visa card to be processed May 2026	\$ 6,178.49
Add: Receipting 30.04.2026 deposited May 2026	\$ 219.65

Balance as per Cash Book - General Account **\$ 1,925,833.97**

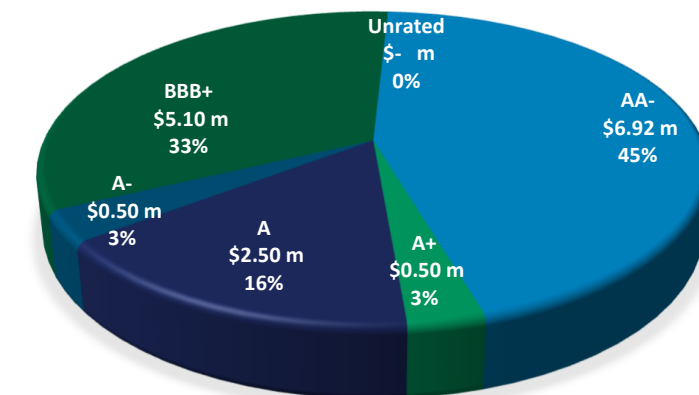
**GENERAL FUND**

(a) Cash Book Balance	\$ 1,925,833.97
(b) Bank Balance	\$ 1,925,833.97

**Portfolio by Investment Type**



**Portfolio by Credit Rating (\$m)**



**CTW Investment Report**

**31-May-26**

		Credit Rating	Term (Days)	Rate	Maturity Date	% of Portfolio
<b>Short Term Deposits</b>	<b>\$ 13,100,000.00</b>					<b>82.28%</b>
Unity Bank Ltd	\$ 500,000.00	BBB+	182	4.60%	11/06/26	3.14%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.00%	02/07/26	3.14%
Unity Bank Ltd	\$ 500,000.00	BBB+	365	4.15%	14/07/26	3.14%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.15%	05/08/26	3.14%
MyState - Curve Securities	\$ 500,000.00	BBB+	365	4.15%	03/09/26	3.14%
NAB - Curve Securities	\$ 500,000.00	AA-	367	4.15%	14/09/26	3.14%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.15%	15/09/26	3.14%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.18%	30/09/26	3.14%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.20%	07/10/26	3.14%
ING - Curve Securities	\$ 500,000.00	A	365	5.03%	16/10/26	3.14%
NAB - Curve Securities	\$ 500,000.00	AA-	365	4.10%	29/10/26	3.14%
ING - Curve Securities	\$ 500,000.00	A	365	4.21%	03/11/26	3.14%
Westpac Banking Corporation	\$ 500,000.00	AA-	367	4.33%	07/11/26	3.14%
Bank Vic - Curve Securites	\$ 500,000.00	BBB+	365	4.40%	18/11/26	3.14%
Bank of QLD - Curve Securities	\$ 500,000.00	A-	367	4.35%	07/12/26	3.14%
Bank Vic - Curve Securites	\$ 500,000.00	BBB+	365	4.45%	08/12/26	3.14%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.78%	03/02/27	3.14%
Defence Bank - Curve	\$ 1,000,000.00	BBB+	365	4.05%	25/02/27	6.28%
Westpac Banking Corporation	\$ 500,000.00	AA-	365	4.97%	03/03/27	3.14%
ING - Curve Securities	\$ 500,000.00	A	365	5.14%	11/03/27	3.14%
Bank Vic - Curve Securites	\$ 600,000.00	BBB+	364	5.25%	12/03/27	3.77%
ING - Curve Securities	\$ 500,000.00	A	364	5.23%	12/03/27	3.14%
MyState - Curve Securities	\$ 500,000.00	BBB+	365	5.50%	24/03/27	3.14%
ING - Curve Securities	\$ 500,000.00	A	364	5.44%	25/03/27	3.14%
Defence Bank - Curve	\$ 500,000.00	BBB+	365	5.55%	02/04/27	3.14%

<b>At Call Bank Accounts</b>	<b>\$ 2,821,857.41</b>					<b>17.72%</b>
Macquarie Bank - Curve Securities	\$ 500,000.00	A+		4.65%	At Call	3.14%
Commonwealth Bank - General Account	\$ 282,576.66	AA-	At Call	3.95%	N/A	1.77%
Commonwealth Bank - BOS Account	\$ 2,039,243.93	AA-	At Call	4.00%	N/A	12.81%
Unity Bank Ltd - Cheque Account	\$ 36.82	BBB+	At Call	0.00%	N/A	0.00%

Total Value of Investment Funds **\$ 15,921,857.41** **100%**

<b>Average Rate on Term Deposits</b>	
90 Day BBSW for May 2026	4.4563%
Average Rate on Term Deposits	<u>4.5804%</u>
Margin over 90 day BBSW	<u>0.1241%</u>

Average Term - Short Term Deposits (days) 358

<b>Portfolio by Long Term Credit Rating</b>	<b>Principal Amount</b>	<b>Portfolio %</b>	<b>Policy Limit</b>	<b>Remaining Capacity</b>
AA-	\$ 7,321,820.59	45.99%	100%	54%
A+	\$ 500,000.00	3.14%	100%	97%
A	\$ 2,500,000.00	15.70%	80%	64%
A-	\$ 500,000.00	3.14%	80%	77%
BBB+	\$ 5,100,036.82	32.03%	50%	18%
Unrated	-	0.00%	30%	30%
<b>Total</b>	<b>\$ 15,921,857.41</b>	<b>100.00%</b>		

**CTW Bank Reconciliation**

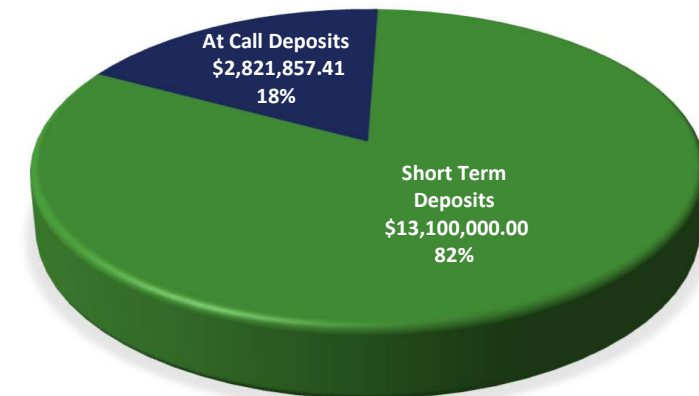
Balance as per Bank Statement	\$ 2,321,857.41
Add: Visa card to be processed June 2026	\$ 10,026.56
Add: Eftpos receipting deposited June 2026	\$ 354.46
Less: WSC receipting posted period 12	-\$ 206.25

Balance as per Cash Book - General Account **\$ 2,332,032.18**

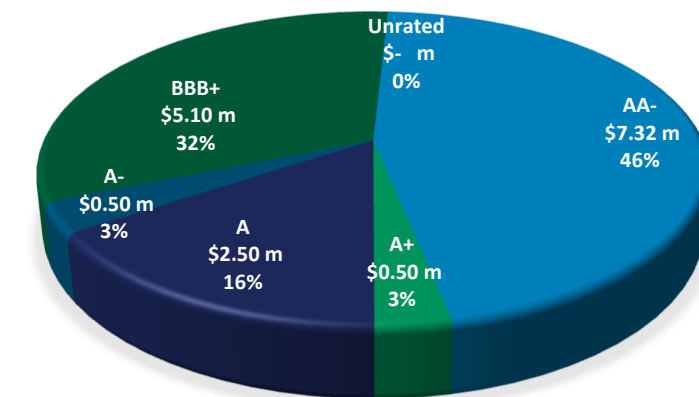
**GENERAL FUND**

(a) Cash Book Balance	\$ 2,332,032.18
(b) Bank Balance	\$ 2,332,032.18

**Portfolio by Investment Type**



**Portfolio by Credit Rating (\$m)**



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**POLICY**



**CENTRAL TABLELANDS WATER**

# **PROCUREMENT POLICY**

## DOCUMENT CONTROL

Document Title		Procurement Policy			
Policy Number		CTW-PR029			
Responsible Officer		Executive Manager Corporate Services			
Reviewed by		General Manager, Executive Management Accountant			
Date Adopted		xx July 2026			
Adopted by		Council			
Review Due Date		July 2028			
Revision Number		03			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1	12/10/2016		DFCS		16/079
2	11/12/2024	Updated Policy	DFCS		24/109
3	May 2026	Updated Policy to align with NSW procurement guidelines	EMCS		

## PURPOSE

This Policy has been written to standardise and coordinate purchase practices and inform procedures at Central Tablelands Water (Council) and to provide guidance to buyers.

## SCOPE

This Policy applies to all Council officers, staff, authorised representatives, and consultants who are formally approved to undertake procurement activities on behalf of Council.

Council staff must not commit Council to the purchase of goods and services except in accordance with this policy, their delegations, and approved budget. Purchase orders are the preferred method for formalising commitments and should be used, wherever practicable prior to the purchase of goods and services.

Council is required to call tenders for goods or services in accordance with the NSW Local Government Act and Regulations.

This policy does not apply to goods and services purchased:

- In an emergency.

## POLICY STATEMENT

Council is committed to implementing best practice procurement policy, principles and procedures for the procurement of goods, services and materials. Council recognises that by conducting its procurement activities in a cost effective, socially responsible, sustainable, accountable and ethical manner we are ensuring value for Council and best possible outcome for the community and the environment.

The following principles should be observed when purchasing goods and services for Council:

- Compliance with the Local Government Act 1993 and relevant Regulations;
- Ethical behaviour and fair dealing;
- Value for money;
- Open and effective competition; and
- Business and operational needs being met.

## Legislative Context

The procurement of goods and services by Council must be in accordance with the provisions of Section 55 of the Local Government Act 1993 and the Local Government (General) Regulation 2021.

### Responsibilities

Position	Responsibilities
<b>Councillors and Administrators</b>	The role of Councillors or the Administrator(s) is to provide the strategic direction for this policy and ensure it complies with legislative requirements. When determining a tender, a Council decision should be made in the accordance with the objectives of this policy. The General Manager's delegations will influence how this policy is executed.
<b>General Manager</b>	Is responsible for determining the appropriate delegations to Council staff to enable them to administer and perform procurement activities in a way that promotes integrity and value for money.
<b>Executive Manager Corporate Services</b>	<p>The Executive Manager Corporate Services (EMCS) is responsible for the implementation of this policy and will establish internal controls to ensure the execution of this policy is in accordance with its intended outcomes.</p> <p>The EMCS is responsible for regularly reviewing this policy and the Procurement Guidelines, to ensure they are congruent and ensuring the reporting requirements of this policy are completed.</p> <p>The EMCS will provide sound, reliable advice to the Council and General Manager on procurement matters.</p>
<b>Council staff</b>	<p>Council staff (staff) when conducting or participating in a procurement activity.</p> <p>Staff are to act in accordance with Council's Code of Conduct and are required to only procure goods and services applicable to their delegated authority for the use at Council.</p> <p>Staff must ensure that engagement of a supplier is conducted through issuing a formal commitment from Council (or other third parties) by using a Purchase Order or other form of agreement (excluding Credit Card purchases).</p>
<b>Contractors and Suppliers</b>	Suppliers must act in good faith and ethically in accordance with Council's Code of Conduct when participating in a Council led procurement activity. Council's Code of Conduct and Work, Health & Safety provisions are extended to any engaged contractor or supplier delivering a service or providing goods on of behalf of Council.

## Definitions

<b>Compliance</b>	Adherence to relevant governance requirements
<b>Conflict of Interest</b>	Staff must always avoid situations where their personal interests conflict, or could be seen to conflict, with their work duties. Any actual, potential, or perceived conflict of interest must be declared and recorded before starting any procurement activity. Staff involved in procurement—such as assessing quotes, preparing tender documents, writing specifications, opening tenders, or evaluating bids—must avoid conflicts between their work responsibilities and personal interests, including those of Council, their family, or close associates. They must confirm that they have no conflict of interest, and if one arises later, they must inform their manager or the chair of the evaluation panel so a decision can be made about their continued involvement. Staff must also follow Council's Code of Conduct and NSW Government guidelines on managing conflicts of interest and must not misuse any information for personal benefit or any other advantage.
<b>Council official</b>	Staff, board members, contractors, consultants, volunteers
<b>Emergency</b>	A serious, unexpected, and often dangerous situation requiring immediate action
<b>GST</b>	Goods and Services Tax
<b>Modern Slavery</b>	Modern Slavery occurs when individuals are exploited through coercion, threats, or deception and deprived of their freedom. Examples include human trafficking, forced labour, debt bondage and child labour.
<b>Preferred supplier</b>	A supplier appointed as a result of a market appraisal or prequalification assessment.
<b>Procurement</b>	The end-to-end process from identification of a requirement to the disposal of the acquisition at the end of its useful life (in the case of goods) or the completion of obligations (in the case of services).
<b>Procurement Card</b>	Includes credit cards, fuel cards etc.
<b>Prescribed organisation</b>	An organisation prescribed in the Local Government Act (NSW) 1993 under Section 55 (3) (a)
<b>Request for Quotation (RFQ)</b>	Invitation to suppliers that may be publicly advertised or direct invitation to submit priced quotations for defined specifications for goods or services.
<b>Standing offer</b>	A standing offer is an offer from a potential supplier to provide goods and/or services at pre-arranged prices, under set terms and conditions, when and if required.
<b>Tender</b>	As defined in the Local Government Act. May take the form of open or selective tenders.

<b>Value for Council`</b>	<p>“Value to Council” means achieving the best overall outcome from procurement by considering whole-of-life cost, quality, risk, and the contractor’s capability, as well as the strength of a trusted, positive working relationship. It recognises that a contractor’s reliability, integrity, and demonstrated performance can materially reduce risk and improve delivery outcomes, and therefore form an important component of value.</p> <p><b>Example:</b> For a \$20,000 water main repair, Council may engage a slightly higher-priced contractor with a strong track record and established working relationship, as their reliability and quality of work reduce the likelihood of rework or service interruptions—delivering better overall value.</p>
<b>Written quote</b>	A written submission from a supplier that specifies the cost of supplying goods or services which may include a record of a published price from a supplier’s website or catalogue.

## Principles

### 1. Conduct of Council staff

Council staff (and all persons engaged in procurement on Council’s behalf) must maintain the principles of integrity, transparency and accountability, good management practices, and prevention of misconduct when undertaking procurement activities for Council.

All staff have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest.

In procurement:

- Treat potential and existing suppliers with equality and fairness;
- Maintain confidentiality of Commercial in Confidence matters and information such as contract prices and other sensitive information;
- Councillors must not improperly direct or improperly influence a member of staff in the exercise of any power on/in the performance of any duty or function;
- Staff must comply with the Code of Conduct;
- All staff engaged in the evaluation of quotation or tender evaluations must adhere to this Policy; and
- All Councillors and Staff must adhere to councils Gifts & Benefits Policy in matters of procurement.

### 2. Value for Money

Maintaining integrity in the procurement process by adhering to principles of transparency and accountability, good management practices, and prevention of misconduct are considered the principles that will provide value for Council.

CTW staff are not required to accept any or the lowest cost submission. Instead, CTW staff are required to take into account issues of fit for purpose, quality, whole of life costs, sustainability, the accessibility of the service and other relevant factors when assessing best value for Council as part of their procurement activities.

### 3. General Provisions

All goods and services are to be purchased using an appropriate purchase order or procurement card, except in the following circumstances:

- Insurances
- Fees imposed under an Act of Parliament
- Corporate credit card purchases
- Fuel card purchases
- Electricity
- Employment contracts
  - Consultants and contractors undertaking their own specialist contracted duties for Council, unless they are specifically engaged to procure goods or services on behalf of Council.

If it is impractical to issue the appropriate purchase order due to an emergency prior to the event, a confirmation order should be issued as soon as practical after the event.

### 4. Levels of Ordering

#### 4.1 Procurement Panels

Staff are encouraged to seek quotations from suppliers on Council's procurement panels, Local Government Procurement, or State Government panel contracts, as they are pre-qualified (having been through a tendering process). Staff must always demonstrate they are obtaining value for money for Council and follow the purchasing thresholds listed in this policy.

#### 4.2 Cumulative Spend

The likely total cumulative value of a procurement activity, or a category of activity for which there are several suppliers providing similar goods, services or works, must be considered during the planning phase of a procurement. Cumulative spending will be calculated over two (2) financial years, where supply arrangements are ongoing.

Council should, wherever practical, leverage this cumulative spend, rather than treating each discrete arrangement as a separate procurement, to achieve greater value for money. Council must proactively identify opportunities for aggregation.

#### 4.3 Panel Contracts

Council has access to a range of Local Government Contracts including Local Government Procurement, Buy NSW, and NSW Procurement. There may also be local trades panels available. These panel contracts are pre-approved panels of providers and should be used where available. If a panel is available, then an open RFQ or RFT does not need to be undertaken. In this case, the required number of quotes are sought from the panel, rather than through a full and open RFQ or RFT process. Where the panel contract includes fixed pricing, Council may direct purchase from a single supplier, having regard to the price that appears to be the most advantageous. Where the cost is above \$100,000, a panel evaluation report is to be completed. If the cost is also above \$250,000, a report is to be prepared for Council.

#### 4.4 All other Purchasing Requirements

Taking into consideration 4.2 *Cumulative Spend*, in all other situations the following limitations apply:

Value of Expenditure	Council Requirements	Pre-Qualified Panel Contracts
0 - <\$5,000	Direct Purchase via credit card or purchase order	Direct purchase via purchase order.
\$5,001 - < \$15,000	Minimum 1 documented written or verbal quote	Direct purchase via purchase order.
\$15,001 - < \$100,000	Minimum 2 written quotes	Minimum 1 documented quotation
\$100,001 - < \$249,999	A competitive RFQ process inviting at least 3 submissions must be undertaken, via Vendor Panel or public advertising. Detailed specification must be completed prior to advertising, and a weighted assessment method must be conducted, and documented for all procurements in this range.	A competitive RFQ process inviting at least 3 submissions must be undertaken, via Vendor Panel or public advertising. A detailed specification must be completed prior to advertising, and a weighted assessment method must be conducted, and documented for all procurements in this range.
\$250,000 and over	Tender managed in accordance with the Local Government Act 1993 (Section 55) and the Local Government (General) Regulation 2021 (Part7). General Manager to approve method of Tendering and approval must be sought by General Manager prior to going out to Tender.	Tender managed in accordance with the Local Government Act 1993 (Section 55) and the Local Government (General) Regulation 2021 (Part 7). General Manager to approve method of Tendering and approval must be sought by General Manager prior to going out to Tender.

All purchases are to be approved by Council staff who have delegated financial and operational authority by the General Manager, and are subject to the following:

- a) The purchase shall be within that employee's responsible area and within budgeted amounts. If a purchase is outside of the employee's usual responsible area, or is of an out of the ordinary, one-off nature – the relevant Manager must authorise the purchase;
- b) Prices/rates being considered are reasonable;
- c) Prices/rates being consistent with comparable, usual or standard market or professional industry scale prices or rates for such goods, services, consultancies, etc.;
- d) Under no circumstances are orders to be split so that the total value of the order falls under the amount of the individual's delegated authority level; and
- e) All prices are GST Inclusive.

The financial delegations of Council staff are specified in the Financial Delegation document.

## 5. Exemptions to the Requirement to Seek Tenders or Quotations

### 5.1 Tender Exemption

Section 55(3) of the NSW Local Government Act 1993 specifies the exemptions to the requirement to seek tenders. These are exemptions to tendering only. Council staff are still required to follow the purchasing requirements listed above to demonstrate obtaining value for money. Quotations can be sought from the organisations referenced in Section 55(3)(a) and (b) and staff are encouraged to use them as they negate the need for a full tendering process due to contractors being pre-qualified (i.e. having already been through a tendering process).

### 5.2 Quotation Exemptions

In exceptional circumstances where the required quotations in line with policy cannot be obtained, for example, there are not any viable alternative products, suppliers, or service providers, or it is in Council's best interests to continue using such a supplier of contractor for ongoing or related services, a Quotation Exemption must be obtained from the General Manager.

## 6. Modern Slavery

Council is committed to ensuring its operations and supply chains do not cause, involve, or contribute to modern slavery; and its suppliers, relevant stakeholders, and others with whom we do business respect and share our commitment regarding minimising the risk of modern slavery.

## 7. Environmental Sustainability

Where applicable, staff shall consider the following environmental principles as part of their procurement activity:

- REFUSE – Choose not to purchase a product/service.
- REDUCE – Choose to purchase less of a given product/service.
- REUSE – Purchase a product of extended life or of multiple uses.
- RECYCLE – Purchase a product that contains amounts of non-virgin materials.
- REPLACE – Choose to replace or offset the resources purchased in a product.

## 8. Standing Offer Arrangement | Preferred Supplier Arrangement | Pre-Qualified Suppliers

Council may establish a standing offer arrangement, a preferred supplier arrangement, or use pre-qualified suppliers following a tender process if:

- The supply of goods or services is needed in large volumes or frequently.
- It can obtain better value for Council by aggregating demand for the goods or services needed; and
- The requirement for the goods or services can be stated in terms that would be well understood in the industry concerned.
- It would be costly to prepare and evaluate invitations each time the goods or services are needed; or
- the capability or financial capacity of the supplier is critical to Council's operations; or
- there are significant security considerations; or
- compliance with defined standards is a pre-condition of offer to contract; or
- the ability of local business to supply the goods or services required by Council needs to be encouraged.

**9. Purchasing Arrangement Durations**

It is recommended that Council only enter purchasing arrangement for a period of two (2) years or less to ensure regular review and value for Council.

Council may enter a purchasing arrangement for longer than two (2) years only if it is satisfied that better value will be achieved by entering a longer arrangement.

**10. Contractor Performance**

Contractor performance shall be monitored and documented at regular intervals throughout the delivery of a project.

**11. Business Ethics**

Council expects all its staff and Council suppliers to abide by its Statement of Business Ethics.

**12. Insurance**

Various levels of insurance are required to be held both during the delivery of a project and for a period after completion. Staff will ensure a risk-based process is used to determine the insurance requirements for each tender or quotation while planning for a procurement.

**13. Policy Implementation**

This policy will be implemented immediately upon adoption. A copy will be available on Council's website and provided to all staff.

There are no specific reporting requirements for this policy.

**14. Non-Compliance**

Council policies are mandatory. Any departure from this policy is to be documented and approved by the General Manager. A policy review may be conducted out of the review cycle at the request of the General Manager.

Should a departure of policy occur that has not been approved and documented, notification should be made to the General Manager and Executive Manager Corporate Services as a breach of the Code of Conduct 3.1 (b) states that *"You must not conduct yourself in a manner that is contrary to statutory requirements or the council's administrative requirements or policies"*.

**REVIEW**

This policy will be reviewed each term of Council, or more frequently if needed, with reference to any relevant legislation, best practice guides, or other related factors.

**REFERENCES**

- Statutory Requirements
  - Local Government Act 1993
  - Local Government (General) Regulation 2005
- Council Related Policies
  - Code of Conduct
  - Procurement Cards
  - Enterprise Risk Management

- Government References
  - NSW Government Procurement Policy and Guidelines
  - Local Government Tendering Guidelines

**VARIATION**

Council reserves the right to review, vary, or revoke this policy.

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**POLICY**



**CENTRAL TABLELANDS WATER**

# **PROCUREMENT POLICY**

## DOCUMENT CONTROL

Document Title	Procurement Policy				
Policy Number	CTW-PR029				
Responsible Officer	<del>Director Finance and Corporate Services</del> <u>Executive Manager Corporate Services</u>				
Reviewed by	<del>Director Finance and Corporate Services &amp; Governance and executive Support Officer</del> <u>General Manager, Executive Management Accountant</u>				
Date Adopted	<del>11 December 2024</del> <u>xx July 2026</u>				
Adopted by	Council				
Review Due Date	<del>11 December 2028</del> <u>July 2028</u>				
Revision Number	<del>03</del>				
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1	12/10/2016		DFCS		16/079
2	11/12/2024	Updated Policy	<u>DFCS</u>		24/109
<u>3</u>	<u>May 2026</u>	<u>Updated Policy to align with NSW procurement guidelines</u>	<u>EMCS</u>		

**PURPOSE****Policy Statement****1.1 Purpose**

This Policy has been written to standardise and coordinate purchase practices and inform procedures at Central Tablelands Water (Council) and to provide guidance to buyers.

**1.3 Scope**

~~This Policy applies to all Council officers, staff, authorised and representatives who undertake purchase goods and services procurement activities on behalf of Council. This Policy applies to all Council officers, staff, authorised representatives, and consultants who are formally approved to undertake procurement activities on behalf of Council.~~

~~Council staff are not to commit Council to the purchase of goods and services except other than in accordance with this policy, their delegations, and approved budget. As a rule, purchase orders are required to be raised prior to purchase of goods and services unless in the case of an emergency. Purchase orders are the preferred method for formalising commitments and should be used, wherever practicable prior to the purchase of goods and services.~~

~~Goods and services purchased as part of a tender can be obtained on issue of a letter of acceptance. Purchase orders must follow to record committal of costs.~~

~~Council is required to call tenders for goods or services in accordance with the NSW Local Government Act and Regulations with an estimated value exceeding the NSW Office of Local Government tender limit of \$250,000 (including GST).~~

~~This policy does not apply to goods and services purchased:~~

- ~~In an emergency.~~

**1.4 Responsibilities**

~~Council is committed to implementing best practice procurement policy, principles and procedures for the procurement of goods, services and materials. Council recognises that by conducting its procurement activities in a cost effective, socially responsible, sustainable, accountable and ethical manner we are ensuring value for Council and best possible outcome for the community and the environment.~~

~~The following principles should be observed when purchasing goods and services for Council:~~

- ~~Compliance with the Local Government Act 1993 and relevant Regulations;~~

- Ethical behaviour and fair dealing;
- Value for money;
- Open and effective competition; and
- Business and operational needs being met.

**Legislative Context**

The procurement of goods and services by Council must be in accordance with the provisions of Section 55 of the Local Government Act 1993 and the Local Government (General) Regulation 2021.

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Responsibilities

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<u>Responsibilities for this Policy are as follows:</u> Position	Responsibilities
<b>Councillors and Administrators</b>	The role of Councillors or the Administrator(s) is to provide the strategic direction for this policy and ensure it complies with legislative requirements. When determining a tender, a Council decision should be made in the accordance with the objectives of this policy. The <del>Council will also determine the</del> General Manager's delegations <del>which</del> will influence how this policy is executed.
<b>General Manager</b>	Is responsible for determining the appropriate delegations to Council staff to enable them to administer and perform procurement activities in a way that promotes integrity and value for money.
<b>Director Finance and Corporate Services</b> <del>Executive Manager Corporate Services</del>	<p>The <del>Executive Manager Corporate Services (EMCS) Director Finance and Corporate Services</del> is responsible for the implementation of this policy. <del>The Director Finance and Corporate Services and</del> will establish internal controls to ensure the execution of this policy is in accordance with its intended outcomes.</p> <p>The <del>EMCS Director Finance and Corporate Services</del> is responsible for regularly reviewing this policy and the Procurement Guidelines, to ensure they are congruent and ensuring the reporting requirements of this policy are completed.</p> <p>The <del>Director Finance and Corporate Services</del> <del>EMCS</del> will provide sound, reliable advice to the Council and General Manager on procurement matters.</p>
<b>Council staff</b>	<p>Council staff <del>must adhere to this policy and the Procurement Procedures w/(staff) when</del> <del>is</del> conducting or participating in a procurement activity.</p> <p><del>Council's</del> Staff are <del>also</del> to act in accordance with Council's Code of Conduct and are required to only procure goods and services applicable to their delegated authority for the use <del>of</del> <del>at</del> Council.</p> <p><del>Council's</del> Staff must ensure that engagement of a supplier is conducted through issuing a formal commitment from Council (or other third parties) by using a Purchase Order or other form of agreement (excluding Credit Card purchases).</p>
<b>Contractors and Suppliers</b>	Suppliers must act in good faith and ethically in accordance with Council's Code of Conduct when participating in a Council led procurement activity. <del>Council's</del> Code of Conduct and Work, Health <del>and</del> & Safety provisions <del>are</del> extended to <del>when any engaged</del> contractor or supplier <del>is engaged and</del> delivering a service or providing <del>a goods</del> on of behalf of Council.

## Definitions

<b>Compliance</b>	<u>Adherence to relevant governance requirements</u>
<b>Conflict of Interest</b>	<u>Staff must always avoid situations where their personal interests conflict, or could be seen to conflict, with their work duties. Any actual, potential, or perceived conflict of interest must be declared and recorded before starting any procurement activity. Staff involved in procurement—such as assessing quotes, preparing tender documents, writing specifications, opening tenders, or evaluating bids—must avoid conflicts between their work responsibilities and personal interests, including those of Council, their family, or close associates. They must confirm that they have no conflict of interest, and if one arises later, they must inform their manager or the chair of the evaluation panel so a decision can be made about their continued involvement. Staff must also follow Council’s Code of Conduct and NSW Government guidelines on managing conflicts of interest and must not misuse any information for personal benefit or any other advantage.</u>
<b>Council official</b>	<u>Staff, board members, contractors, consultants, volunteers</u>
<b>Emergency</b>	<u>A serious, unexpected, and often dangerous situation requiring immediate action</u>
<b>GST</b>	<u>Goods and Services Tax</u>
<b>Modern Slavery</b>	<u>Modern Slavery occurs when individuals are exploited through coercion, threats, or deception and deprived of their freedom. Examples include human trafficking, forced labour, debt bondage and child labour.</u>
<b>Preferred supplier</b>	<u>A supplier appointed as a result of a market appraisal or prequalification assessment.</u>
<b>Procurement</b>	<u>The end-to-end process from identification of a requirement to the disposal of the acquisition at the end of its useful life (in the case of goods) or the completion of obligations (in the case of services).</u>
<b>Procurement Card</b>	<u>Includes credit cards, fuel cards etc.</u>
<b>Prescribed organisation</b>	<u>An organisation prescribed in the Local Government Act (NSW) 1993 under Section 55 (3) (a)</u>
<b>Request for Quotation (RFQ)</b>	<u>Invitation to suppliers that may be publicly advertised or direct invitation to submit priced quotations for defined specifications for goods or services.</u>
<b>Standing offer</b>	<u>A standing offer is an offer from a potential supplier to provide goods and/or services at pre-arranged prices, under set terms and conditions, when and if required.</u>
<b>Tender</b>	<u>As defined in the Local Government Act. May take the form of open or selective tenders.</u>

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<b>Value for Council</b>	<p>“Value to Council” means achieving the best overall outcome from procurement by considering whole-of-life cost, quality, risk, and the contractor’s capability, as well as the strength of a trusted, positive working relationship. It recognises that a contractor’s reliability, integrity, and demonstrated performance can materially reduce risk and improve delivery outcomes, and therefore form an important component of value.</p> <p><b>Example:</b> For a \$20,000 water main repair, Council may engage a slightly higher-priced contractor with a strong track record and established working relationship, as their reliability and quality of work reduce the likelihood of rework or service interruptions—delivering better overall value.</p>
<b>Written quote</b>	<p>A written submission from a supplier that specifies the cost of supplying goods or services which may include a record of a published price from a supplier’s website or catalogue.</p>

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## 1.5 Review of the Procurement Policy

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~~This policy will be reviewed each council term or more frequent in response to legislative change or the control environment.~~

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### 4. ~~Guidance Notes~~Principles

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#### 1. ~~1.1~~ Conduct of Council staff

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Council staff (and all persons engaged in procurement on Council’s behalf) must maintain the principles of integrity, transparency and accountability, good management practices, and prevention of misconduct when undertaking procurement activities for Council.

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All ~~members of~~ staff have an overriding responsibility to act impartially and with integrity, avoiding conflicts of interest.

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In procurement ~~matters:~~

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- Treat potential and existing suppliers with equality and fairness;
- Maintain confidentiality of Commercial in Confidence matters and information such as contract prices and other sensitive information;
- Councillors must not improperly direct or improperly influence a member of ~~council~~ staff in the exercise of any power on/-in the performance of any duty or function;
- ~~Members of s~~Staff must ~~also~~ comply with the Code of Conduct;

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- All staff engaged in the evaluation of quotation or tender evaluations must adhere to this Policy; ~~and~~
- All Councillors and Staff must adhere to councils Gifts ~~and~~ & Benefits Policy in matters of procurement.

#### ~~1.2 Conflicts of Interest~~

~~CTW staff shall at all times avoid situations in which private interests conflict, or might reasonably be thought to conflict, or have the potential to conflict, with their duties. All perceived, direct or indirect conflicts of interest must be declared, recorded and saved prior to entering into any procurement activities.~~

~~CTW staff involved in the procurement process, in particular preparing tender documentation, including writing tender specifications, tender opening, and tender evaluation panels, must:~~

~~Avoid conflicts, whether actual, potential or perceived, arising between their official duties and their private interests. Private interests include the financial and other interests of CTW, plus their relatives and close associates;~~

~~Declare that there is no conflict of interest. Where future conflicts, or relevant private interests arise CTW staff must make their manager, or the chairperson of the relevant tender evaluation panel aware and allow them to decide whether the officer should continue to be involved in the specific Procurement exercise; and~~

~~Observe prevailing CTW, and governmental, guidelines on how to prevent or deal with conflict of interest situations and not take advantage of any tender related information whether or not for personal gain.~~

#### ~~1.3 Accountability and Transparency~~

~~Accountability in procurement means being able to explain and evidence what has happened. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.~~

~~All procurement activities will follow Council's procurement policies and procedures.~~

~~Additionally:~~

~~The responsible Council staff must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by the Council;~~

~~Where necessary, brief tenderers regarding the documented decision-making process, and~~

~~All procurement activities are to leave an audit trail for monitoring and reporting purposes.~~

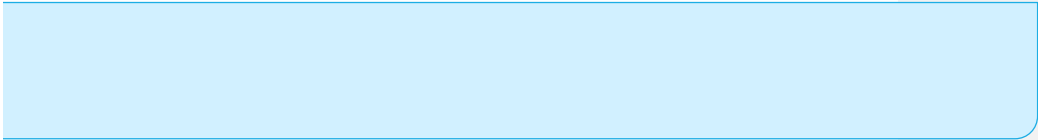
#### ~~1.4 Gifts and Benefits~~

~~CTW staff shall at all times ensure compliance with CTW's Gifts & Benefits Policy, which prohibits the offering or acceptance of promotional goods, rewards, benefits or any other form of incentive in relation to the purchase of goods and services.~~

## **21.2. Value for Money**

Maintaining integrity in the procurement process by adhering to principles of transparency and accountability, good management practices, and prevention of misconduct are considered the principles that will provide value for Council.

CTW staff are not required to accept any or the lowest cost submission. Instead, CTW staff are required to take into account issues of fit for purpose, quality, whole of life costs, sustainability,



the accessibility of the service and other relevant factors when assessing best value for Council as part of their procurement activities.

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#### 1.6 Sustainable Procurement

CTW recognises it has an implicit role in furthering sustainability objectives, through its procurement of goods, services and works.

CTW will maintain a procurement framework designed to support the achievement of value for Council outcomes and facilitate opportunities to further organisational environmental, social and economic development objectives.

#### 1.7 Social Procurement

Council is committed to Social Procurement by:

- Procurement practices are sustainable and strategically aligned with the wider Council objectives;
- Achieving greater value for Council across the community through the use of effective procurement;
- Ensuring all businesses have the same opportunity to tender for Council contracts;
- Enhancing partnerships with other Councils, suppliers and community stakeholders;
- Building and maintaining a strong community by exploring ways to generate local employment and further strengthening the local economy;
- Purchasing ethical and fair trade goods to support equitable, local, national and international trade; and
- Follow modern Slavery compliance requirements (refer 1.9)

#### 1.8 Environmental Sustainability

Where applicable, CTW staff shall consider the following environmental principles as part of their procurement activity:

- REFUSE – Choose not to purchase a product/service.
- REDUCE – Choose to purchase less of a given product/service.
- REUSE – Purchase a product of extended life or of multiple uses.
- RECYCLE – Purchase a product that contains amounts of non-virgin materials.
- REPLACE – Choose to replace or offset the resources purchased in a product.

#### 1.9 Modern Slavery Compliance

Council is committed to doing all that it can to prevent slavery and human trafficking in its activities and to ensure as far as is practicable that its supply chains are free from slavery and/or human trafficking. Council will ensure all tenders take into consideration all relevant ethical supply chain provisions identified in the Modern Slavery Act 2018.

Commitment to eradicate modern slavery: Council is committed to preventing and eradicating modern slavery within its supply chains and operations. Modern slavery encompasses human trafficking, forced labour, and other forms of exploitation. Council expects its suppliers and contractors to share this commitment and to implement measures to address and mitigate the risks of modern slavery.

Supplier Due Diligence and reporting requirements: The Council is involved with Central NSW Joint Organisation (CNSWJO) which undertakes a collaborative Modern Slavery assessment of suppliers. This collaborative process will offer efficiencies by lessening the burden on suppliers utilised across regional

councils in responding to multiple surveys requesting the same or similar information. This work will result in a central data list accessible to councils for informational purposes. CNSWJO will then conduct this work on an ongoing basis to keep track of suppliers utilised throughout the region and their risk levels concerning modern slavery.

**Non-Compliance:** Failure to comply with the Modern Slavery Act or the requirements outlined in this policy may result in termination of contracts, and suppliers may be removed from Council's list of approved vendors.

**Training and Awareness:** Council will provide training and awareness programs for its employees involved in procurement activities to recognise and address modern slavery risks. This will include training on identifying indicators of modern slavery, understanding supplier obligations, and reporting mechanisms.

**Continuous Improvement:** Council is committed to continuous improvement in its efforts to combat modern slavery. This policy will be reviewed each council term or more frequent in response to legislative change or the risk environment.

#### 1-10 Procurement Procedure

Procurement Procedures are developed to assist CTW to meet the requirements of Procurement Policy and the principles underpinning procurement activities across the Council.

All councilors, Council staff and all persons undertaking procurement activities on Council's behalf are required to follow the procurement procedure requirements.

#### 1-11 Prequalified Supplier of Goods and Services

Council may use existing contracts of the State Government, Local Government Procurement (LGP) Central NSW Joint Organisation or other suppliers registered on a Constituent Councils pre-qualified supplier register as is deemed appropriate for the procurement activity.

Council, if resources enable, may establish and use a register of pre-qualified suppliers of goods and services if:

It would be costly to prepare and evaluate invitations each time the goods and services are needed; or

The capability or financial capacity of the supplier is critical; or

There is significant security considerations; or

Compliance with defined standards is a pre-condition of offer to contract; or

The ability of local businesses to supply the goods and services needed by CTW needs to be established or encouraged.

#### 1-12 Breaches of this policy

A breach of this policy by a Council Officer will be dealt with in accordance with Council's Code of Conduct Policy. The Code of Conduct Policy articulates the standards of ethical behaviour expected of Council officials and external service providers in their dealings with Council.

Evidence of corrupt and/or unethical conduct by a Council official could lead to (but not limited to):

~~Disciplinary action;~~

~~Dismissal;~~

~~Investigation for corruption, inappropriate or unethical conduct; and~~

~~Referral of the matter for criminal investigation.~~

~~Evidence of corrupt and/or unethical conduct by a contractor or supplier participating in a procurement activity or engaged to conduct works on behalf of Council could lead to (but not limited to):~~

~~Tender disqualification;~~

~~Contract termination;~~

~~Loss of future work with Council;~~

~~Investigation for corruption, inappropriate or unethical conduct; and~~

~~Referral of the matter for criminal investigation.~~

### **3. General Provisions**

All goods and services are to be purchased using an appropriate purchase order or procurement card, except in the following circumstances:

- Insurances
- Fees imposed under an Act of Parliament
- Corporate credit card purchases
- Fuel card purchases
- Electricity
- Employment contracts
  - Consultants and contractors undertaking their own specialist contracted duties for Council, unless they are specifically engaged to procure goods or services on behalf of Council.

If it is impractical to issue the appropriate purchase order due to an emergency prior to the event, a confirmation order should be issued as soon as practical after the event.

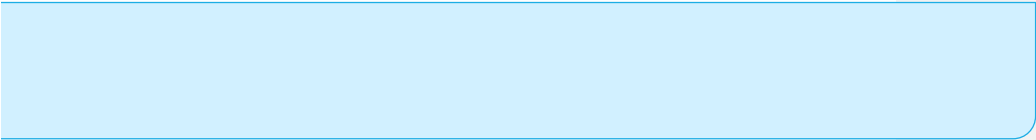
### **4. Levels of Ordering**

#### **4.1 Procurement Panels**

Staff are encouraged to seek quotations from suppliers on Council's procurement panels, Local Government Procurement, or State Government panel contracts, as they are pre-qualified (having been through a tendering process). Staff must always demonstrate they are obtaining value for money for Council and follow the purchasing thresholds listed in this policy.

#### **4.2 Cumulative Spend**

The likely total cumulative value of a procurement activity, or a category of activity for which there are several suppliers providing similar goods, services or works, must be considered during the planning phase of a procurement. Cumulative spending will be calculated over two (2) financial years, where supply arrangements are ongoing.



Council should, wherever practical, leverage this cumulative spend, rather than treating each discrete arrangement as a separate procurement, to achieve greater value for money. Council must proactively identify opportunities for aggregation.

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**4.3 Panel Contracts**

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Council has access to a range of Local Government Contracts including Local Government Procurement, Buy NSW, and NSW Procurement. There may also be local trades panels available. These panel contracts are pre-approved panels of providers and should be used where available. If a panel is available, then an open RFQ or RFT does not need to be undertaken. In this case, the required number of quotes are sought from the panel, rather than through a full and open RFQ or RFT process. Where the panel contract includes fixed pricing, Council may direct purchase from a single supplier, having regard to the price that appears to be the most advantageous. Where the cost is above \$100,000, a panel evaluation report is to be completed. If the cost is also above \$250,000, a report is to be prepared for Council.

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**4.43 All other Purchasing Requirements**

Taking into consideration [4.2 Cumulative Spend](#), in all other situations the following limitations apply:

<a href="#">Value of Expenditure</a>	<a href="#">Council Requirements</a>	<a href="#">Pre-Qualified Panel Contracts</a>
<a href="#">0 - &lt;\$25,000</a>	<a href="#">At least 1 quotation (written or verbal) Direct Purchase via credit card or purchase order</a>	<a href="#">Direct purchase via purchase order.</a>
<a href="#">\$25,001 - &lt; \$150,000</a>	<a href="#">Minimum 1 documented written or verbal quote</a>	<a href="#">Direct purchase via purchase order.</a>
<a href="#">\$150,001 - &lt; \$2100,000</a>	<a href="#">Minimum 2 written quotes</a>	<a href="#">Minimum 1 documented quotation.</a>
<a href="#">\$21000,001 - &lt; \$25249,999</a>	<a href="#">Minimum 3 written quotes A competitive RFQ process inviting at least 3 submissions must be undertaken, via Vendor Panel or public advertising. Detailed specification must be completed prior to advertising, and a weighted assessment method must be conducted, and documented for all procurements in this range.</a>	<a href="#">A competitive RFQ process inviting at least 3 submissions must be undertaken, via Vendor Panel or public advertising. A detailed specification must be completed prior to advertising, and a weighted assessment method must be conducted, and documented for all procurements in this range.</a>
<a href="#">\$250,000 and over</a>	<a href="#">Tender managed in accordance with the Local Government Act 1993 (Section 55) and the Local Government (Tendering/General) Regulation (2021) (Part 7). General Manager to approve method of Tendering and approval must be sought by General Manager prior to going out to Tender.</a>	<a href="#">Tender managed in accordance with the Local Government Act 1993 (Section 55) and the Local Government (General) Regulation 2021 (Part 7). General Manager to approve method of Tendering and approval must be sought by General Manager prior to going out to Tender.</a>

[All purchases are to be approved by Council staff who have delegated financial and operational authority by the General Manager, and are subject to the following:](#)

- [a\) The purchase shall be within that employee’s responsible area and within budgeted amounts. If a purchase is outside of the employee’s usual responsible area, or is of an out of the ordinary, one-off nature – the relevant Manager must authorise the purchase;](#)
- [b\) Prices/rates being considered are reasonable;](#)
- [c\) Prices/rates being consistent with comparable, usual or standard market or professional industry scale prices or rates for such goods, services, consultancies, etc.;](#)
- [d\) Under no circumstances are orders to be split so that the total value of the order falls under the amount of the individual’s delegated authority level; and](#)
- [e\) All prices are GST Inclusive.](#)

[The financial delegations of Council staff are specified in the Financial Delegation document.](#)

**3.4 Cumulative Spend**

~~The likely total cumulative value of a procurement activity, or a category of activity for which there are several suppliers providing similar goods, services or works, must be considered during the planning phase of a procurement. Cumulative spend will be calculated over the financial year, or two (2) or more financial years where supply arrangements are ongoing.~~

~~Council should, wherever practical, leverage this cumulative spend, rather than treating each discrete arrangement as a separate procurement, to achieve greater value for money. Council must proactively identify opportunities for aggregation.~~

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## **5. Exemptions to the Requirement to Seek Tenders or Quotations**

### **5.1 Tender Exemption**

Section 55(3) of the NSW Local Government Act 1993 specifies the exemptions to the requirement to seek tenders. These are exemptions to tendering only. Council staff are still required to follow the purchasing requirements listed above to demonstrate obtaining value for money. Quotations can be sought from the organisations referenced in Section 55(3)(a) and (b) and staff are encouraged to use them as they negate the need for a full tendering process due to contractors being pre-qualified (i.e. having already been through a tendering process).

### **5.2 Quotation Exemptions**

In exceptional circumstances where the required quotations in line with policy cannot be obtained, for example, there are not any viable alternative products, suppliers, or service providers, or it is in Council's best interests to continue using such a supplier of contractor for ongoing or related services, a Quotation Exemption must be obtained from the General Manager.

## **6. Modern Slavery**

Council is committed to ensuring its operations and supply chains do not cause, involve, or contribute to modern slavery; and its suppliers, relevant stakeholders, and others with whom we do business respect and share our commitment regarding minimising the risk of modern slavery.

## **7. Environmental Sustainability**

Where applicable, staff shall consider the following environmental principles as part of their procurement activity:

- REFUSE – Choose not to purchase a product/service.
- REDUCE – Choose to purchase less of a given product/service.
- REUSE – Purchase a product of extended life or of multiple uses.
- RECYCLE – Purchase a product that contains amounts of non-virgin materials.
- REPLACE – Choose to replace or offset the resources purchased in a product.

## **8. Standing Offer Arrangement | Preferred Supplier Arrangement | Pre-Qualified Suppliers**

Council may establish a standing offer arrangement, a preferred supplier arrangement, or use pre-qualified suppliers following a tender process if:

- The supply of goods or services is needed in large volumes or frequently.
- It can obtain better value for money Council by aggregating demand for the goods or services needed; and
- The requirement for the goods or services can be stated in terms that would be well understood in the industry concerned.
- It would be costly to prepare and evaluate invitations each time the goods or services are needed; or
- the capability or financial capacity of the supplier is critical to Council's operations; or
- there are significant security considerations; or
- compliance with defined standards is a pre-condition of offer to contract; or
- the ability of local business to supply the goods or services required by Council needs to be encouraged.

**9. Purchasing Arrangement Durations**

It is recommended that Council only enter purchasing arrangement for a period of two (2) years or less to ensure regular review and value for money Council.

Council may enter a purchasing arrangement for longer than two (2) years only if it is satisfied that better value will be achieved by entering a longer arrangement.

**10. Contractor Performance**

Contractor performance shall be monitored and documented at regular intervals throughout the delivery of a project.

**11. Business Ethics**

Council expects all its staff and Council suppliers to abide by its Statement of Business Ethics.

**12. Insurance**

Various levels of insurance are required to be held both during the delivery of a project and for a period after completion. Staff will ensure a risk-based process is used to determine the insurance requirements for each tender or quotation while planning for a procurement.

**13. Policy Implementation**

This policy will be implemented immediately upon adoption. A copy will be available on Council's website and provided to all staff.

There are no specific reporting requirements for this policy.

**14. Non-Compliance**

Council policies are mandatory. Any departure from this policy is to be documented and approved by the General Manager. A policy review may be conducted out of the review cycle at the request of the General Manager.

Should a departure of policy occur that has not been approved and documented, notification should be made to the General Manager and Executive Manager Corporate Services as a breach of the Code of Conduct 3.1 (b) states that "You must not conduct yourself in a manner that is contrary to statutory requirements or the council's administrative requirements or policies".

**1.5 Review of the Procurement Policy REVIEW**

This policy will be reviewed each term of Council, or more frequently if needed, with reference to any relevant legislation, best practice guides, or other related factors.

This policy will be reviewed each council term or more frequent in response to legislative change or the control environment.

**REFERENCES**

- Statutory Requirements
    - Local Government Act 1993
    - Local Government (General) Regulation 2005
- Government Information (Public Access) Act 2009  
 Privacy and Personal Information Protection Act 1998  
 Trade Practices Act 1974 (Cth)  
 A New Tax System (Goods and Services Tax) Act 1999 (Cth)

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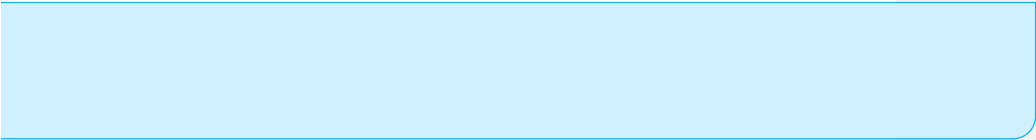
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~~Electronic Transaction Act 2000 (Cth)~~  
~~Occupational Health and Safety Act 2000~~  
~~Personal Information Protection Act 2004 (Cth)~~  
~~State Records Act 1998~~

- ~~Council Related Policies/Procedure~~
  - ~~Code of Conduct~~
  - ~~Procurement Policy~~
  - ~~Corporate Credit Procurement Cards Policy~~
  - ~~Enterprise Risk Management Policy~~
- ~~Project Management Policy & Methodology~~

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- ~~Government References~~
  - ~~NSW Government Procurement Policy and Framework~~
  - ~~NSW Government Procurement Policy and Guidelines Paper~~
  - ~~NSW Government Code of Practice for Procurement~~
  - ~~NSW Government Tendering Guidelines~~
  - ~~Department of Local Government Tendering Guidelines for NSW Local Government~~

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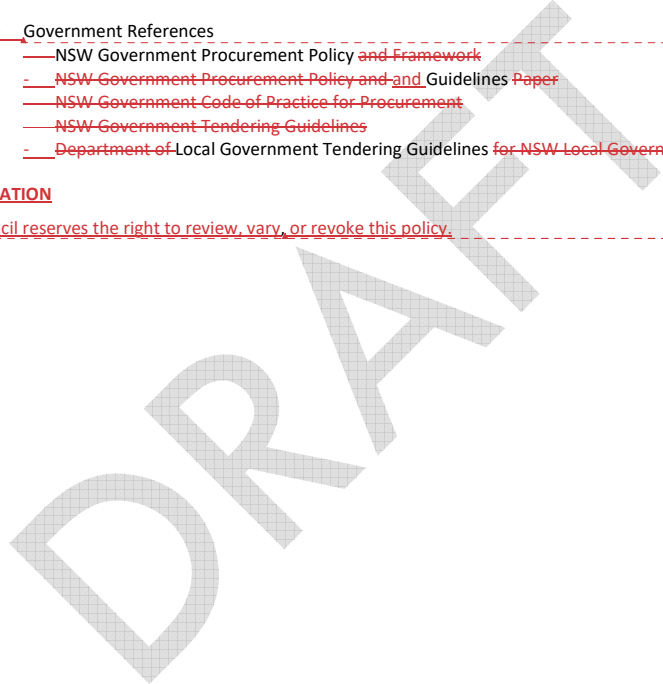
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**VARIATION**

~~Council reserves the right to review, vary, or revoke this policy.~~

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**POLICY**



**Central  
Tablelands  
Water**

# **DATA BREACH POLICY**



## DOCUMENT CONTROL

Document Title		Data Breach Policy			
Policy Number		CTW-PR049			
Responsible Officer		Executive Manager Corporate Services			
Reviewed by		Council			
Date Adopted		Xx July 2026			
Adopted by		Council			
Review Due Date		June 2028			
Revision Number		2			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1	June 2024		DFCS	Council	24/043
2	June 2026	Standard review; move operational tasks into a procedure	EMCS	Council	

## PURPOSE

The purpose of this policy is to provide guidance for CTW into responding to a Data Breach. This policy sets out the procedures for managing a Data Breach, including the considerations around notifying persons whose privacy may be affected by the breach. This policy also:

- provides examples of situations considered to constitute a Data Breach
- details the steps to respond to a Data Breach
- outlines the considerations around notifying persons whose privacy may be affected by the breach and our approach to complying with the NSW Mandatory Notification of Data Breach Scheme.

Effective breach management, including notification where warranted, assists CTW in avoiding or reducing possible harm to both the affected individuals/organization. It also provides the opportunity for lessons to be learned which may prevent future breaches.

## SCOPE

This Policy applies to all Council officers, staff, authorised representatives, and consultants who are formally approved to undertake procurement activities on behalf of Council.

The scope of the policy includes Council data held in any format or medium (paper based or digital). The policy does not apply to information that has been classified as public.

## POLICY STATEMENT

This policy sets out how we will respond to a data breach in a timely and effective manner, including the considerations around notifying persons whose privacy may be affected by the breach.

Council will, at all times, maintain appropriate records of all data breaches, regardless of the seriousness of the data breach or whether it is immediately contained.

### Reporting a Data Breach

All actual or suspected Data Breaches are to be reported immediately to:

- The General Manager
- Executive Manager Corporate Services.

Where a data breach is reported a preliminary assessment will be undertaken. Where required, such as where the incident meets the requirements of an eligible data breach or involves sensitive information, the Executive Manager Corporate Services will promptly review and respond to the breach.

A member of the public can report an actual or suspected data breach by completing the form on the 'Contact us' section of the CTW website [www.ctw.nsw.gov.au](http://www.ctw.nsw.gov.au) or emailing [water@ctw.nsw.gov.au](mailto:water@ctw.nsw.gov.au).

### What is an eligible data breach?

A data breach occurs when personal information held by an agency (whether held in digital or hard copy) is subject to unauthorised access, unauthorised disclosure, or is lost in circumstances where the loss is likely to result in unauthorised access or unauthorised disclosure.

This may or may not involve disclosure of personal information external to Council. For example, unauthorised access to personal information by a council employee, or unauthorised sharing of personal information between teams within Council, may amount to a data breach.

A data breach may occur as the result of malicious action, systems failure, or human error. A data breach may also occur because of a misconception about whether a particular act or practice is permitted under the Information Protection Principles (IPPs).

Examples of causes of data breaches include:

- Human error
  - when a letter or email is sent to the wrong recipient
  - when system access is incorrectly granted to someone without appropriate authorisation
  - when a physical asset such as a paper record, laptop, USB stick, or mobile phone containing personal information is lost or misplaced
  - when staff fail to implement appropriate password security, such as not securing passwords or sharing password and log in information.
- System failure
  - where a coding error allows access to a system without authentication
  - where a coding error results in automatically generated notices including the wrong information or being sent to incorrect recipients
  - where systems are not maintained through the application of known and supported patches
  - disclosure of personal information to a scammer as a result of inadequate identity verification procedures.
- Malicious or criminal attack
  - cyber incidents such as ransomware, malware, hacking, phishing or brute force access attempts resulting in access to or theft of information
  - social engineering or impersonation leading into inappropriate disclosure of information
  - insider threats from Council employees using their valid credentials to access or disclose information outside the scope of their duties or permissions
  - theft of a physical asset such as a paper record, laptop, USB stick, or mobile phone containing information.

#### **Breaches relating to external service providers**

Depending on certain requirements, the Council's external contracted service providers have obligations under relevant privacy legislation to notify Council of any data breaches that they may experience. Further, the Council endeavours to ensure that contracts with vendors that store or manage data for and on behalf of Council include appropriate provisions that require the prompt notification of a data breach. In the event of a data breach concerning Council, staff work closely with relevant external contractors to mitigate the effects of the data breach on Council and/or its customers.

Any data breach relating to external service providers that impacts the Council should be reported immediately the General Manager or Executive Manager Corporate Services.

#### **Training and Awareness**

Council ensures that its Workers are aware of and understand this Policy, including how to identify and report actual or suspected data breaches. This policy is published on Council's website. We provide our staff with regular reminders of their obligations regarding sensitive information and how to reduce the risk of human error data breaches from occurring.

**NSW Mandatory Notification**

Council will report all eligible data breaches to the NSW Privacy Commissioner using the IPC online data breach notification form, in line with the NSW Mandatory Notification of Data Breach (MNDB) Scheme.

Under the MNDB, Council will:

- undertake an assessment within 30 days where there are reasonable grounds to suspect there may have been an eligible data breach
- during the assessment period, make all reasonable attempts to mitigate the harm done by the suspected breach
- decide whether a breach is an eligible data breach or there are reasonable grounds to believe the breach is an eligible data breach
- notify the Privacy Commissioner and affected individuals of the eligible data breach.

**Data Breach Records**

Records relating to data breaches will be stored in Council's records management system. Council will maintain an internal register of Eligible Data Breaches.

**Roles and Responsibilities**

Council has the following roles and responsibilities allocated

Positions	Responsibilities
General Manager and Executive Managers	<ul style="list-style-type: none"> <li>• Review, assess, and remediate incidents</li> <li>• Follow this policy when responding to a data breach</li> <li>• Consult with internal and external stakeholders as required</li> <li>• Determine if a Data Breach is an Eligible Data Breach</li> <li>• Review and respond to data breaches impacting Council's external service providers</li> <li>• Determine recommendations to prevent a repeat incident</li> <li>• Follow up on containment actions</li> <li>• Notify Council's insurers, if required</li> </ul>
Governance Executive Support Officer	<ul style="list-style-type: none"> <li>• Maintain an internal register of data breaches</li> <li>• Forward each data breach incident report to the Executive Manager Corporate Services</li> </ul>
All staff	<ul style="list-style-type: none"> <li>• Ensure they have read this policy and understand what is expected of them</li> <li>• Follow the requirements of this policy and understand their obligations to minimise data breaches</li> <li>• Immediately report any actual or suspected data breaches to the Executive Manager Corporate Services</li> </ul>
Third Party ICT provider	<ul style="list-style-type: none"> <li>• Take immediate and any longer-term steps to contain and respond to security threats to Council's IT systems and infrastructure.</li> <li>• Reports any communications regarding data breach or eligible data breach to the Executive Manager Corporate Services.</li> <li>• Determine recommendations to prevent a repeat incident.</li> </ul>

**Definitions**

Council	Central Tablelands Water
Delegation	any staff member that holds a financial delegated authority to undertake the engagement of a contractor, for the purchase of goods and services.
Staff	All Council staff, including permanent (whether full-time or part-time), temporary, casual, trainees, or apprentices.
Data Breach	For the purposes of this policy, a data breach occurs when there is a failure that has caused unauthorized Access to, or Unauthorised Disclosure of, data held by Council.
Cyber security incident	means an occurrence or activity that may threaten the confidentiality, integrity or availability of a system or the information stored, processed or communicated by it.
Personal information	means information or an opinion about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion.
Unauthorised Access	Examples include (but not limited to): <ul style="list-style-type: none"> <li>• an staff member browsing customer records without a legitimate purpose</li> <li>• a computer network being compromised by an external attacker resulting in sensitive information being accessed without authority.</li> </ul>
Unauthorised Disclosure	Examples include (but limited to): <ul style="list-style-type: none"> <li>• a staff member sending an email containing personal information to the wrong recipient</li> <li>• incorrect contact details entered into information systems e.g., water account notices.</li> </ul>
Sensitive Information	Information and data (including metadata) including Personal Information, information protected under legal professional privilege, information covered by secrecy provisions under any legislation, commercial-in-confidence provisions, floor plans of significant facilities, Security Classified Information and information related to Council's IT/cyber security systems.
Serious Harm	Harm arising from a data breach that has or may result in a real and substantial detrimental effect to the individual. The effect on the individual must be more than mere irritation, annoyance, or inconvenience.

**POLICY REVIEW**

This policy will be reviewed every 2 years or more frequently if needed, with reference to any relevant legislation, best practice guides, or other related factors.

**REFERENCES**

- Privacy and Personal Information Protection Act 1998 (NSW)
- Government Information (Public Access) Act 2009 (NSW)
- NSW Mandatory Notification of Data Breach Scheme (Part 6A PPIP Act)
- NSW IPC Data Breach Policy Guidance
- Council Cyber Security Policy
- IPC Guide to [Preparing a Data Breach Policy May 2023](#)

**VARIATION**

Council reserves the right to review, vary or revoke this policy.

**DRAFT**

**POLICY**



# DATA BREACH POLICY

**DOCUMENT CONTROL**

Document Title	Data Breach Policy				
Policy Number	CTW-PR049				
Responsible Officer	<del>Director Finance and Corporate Services</del> <u>Executive Manager Corporate Services</u>				
Reviewed by	Council				
Date Adopted	<del>Xx 19 July</del> <u>2026</u>				
Adopted by	Council				
Review Due Date	<u>June 2028</u>				
Revision Number	<u>24</u>				
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
<u>1</u>	<u>June 2024</u>		<u>DFCS</u>	<u>Council</u>	<u>24/043</u>
<u>2</u>	<u>June 2026</u>	<u>Standard review; move operational tasks into a procedure</u>	<u>EMCS</u>	<u>Council</u>	

## PURPOSE

The purpose of this policy is to provide guidance for CTW into responding to a Data Breach. This policy sets out the procedures for managing a Data Breach, including the considerations around notifying persons whose privacy may be affected by the breach. This policy also:

- provides examples of situations considered to constitute a Data Breach
- details the steps to respond to a Data Breach
- outlines the considerations around notifying persons whose privacy may be affected by the breach and our approach to complying with the NSW Mandatory Notification of Data Breach Scheme.

Effective breach management, including notification where warranted, assists CTW in avoiding or reducing possible harm to both the affected individuals/organization. It also provides the opportunity for lessons to be learned which may prevent future breaches.

## SCOPE

~~This Policy applies to all Council officers, staff, authorised representatives, and consultants who are formally approved to undertake procurement activities on behalf of Council. This Policy applies to all persons employed at CTW, including Councillors, contractors, volunteers and other officials.~~

The scope of the ~~p~~Policy includes ~~CTW-Council~~ data held in any format or medium (paper based or ~~electronic~~digital). The ~~p~~Policy does not apply to information that has been classified as ~~p~~Public (e.g., ~~posted on the website or Facebook~~).

~~Where a data breach is also a cyber security incident, the cyber security and related procedures will also apply.~~

## ~~The Data Breach Policy~~POLICY STATEMENT

This policy sets out how we will respond to a ~~D~~ata ~~b~~reach in a timely and effective manner, ~~and includes our procedures for managing a Data Breach~~, including the considerations around notifying persons whose privacy may be affected by the breach.

~~This Policy will assist the Council to meet its legal obligations in respect of Mandatory Reporting Data Breaches under the Privacy and Personal Information Protection Act 1998 (PPIP Act) and Privacy Act and complies with best practice guidelines.~~

Council will, at all times, maintain appropriate records of all ~~d~~ata ~~b~~reaches, regardless of the seriousness of the ~~d~~ata ~~b~~reach or whether it is immediately contained.

### Reporting a Data Breach

All actual or suspected Data Breaches are to be reported immediately ~~via the Data Breach Reporting Form to any one of the Data Breach Review Team members below:~~

- The General Manager
- ~~Director Finance & the Corporate Services~~Executive Manager Corporate Services.

~~Any cyber security incident that involves unauthorized access to the CTW data must be reported as soon as possible to the Data Breach Review Team in accordance with the cyber security policy.~~

Where a ~~D~~ata ~~B~~reach is reported ~~the Data Breach Review team will undertake~~ a preliminary assessment ~~will be undertaken~~. Where required, such as where the incident meets the requirements of an ~~e~~ligible ~~D~~ata ~~B~~reach or involves ~~s~~ensitive ~~i~~nformation, ~~the Data Breach Review Team will be assembled~~ ~~the Executive Manager Corporate Services will~~ promptly ~~to~~ review and respond to the breach.

A member of the public can report an actual or suspected ~~d~~ata ~~b~~reach by completing the form on the '~~C~~ontact us' section ~~on the of the CTW~~ website ~~www.ctw.nsw.gov.au~~ ~~or directly emailing to customer-service-on-water@ctw.nsw.gov.au~~.

#### What is an eligible data breach?

A data breach occurs when personal information held by an agency (whether held in digital or hard copy) is subject to unauthorised access, unauthorised disclosure, or is lost in circumstances where the loss is likely to result in unauthorised access or unauthorised disclosure.

This may or may not involve disclosure of personal information external to ~~the agency Council or publicly~~. For example, unauthorised access to personal information by ~~an agency a council~~ employee, or unauthorised sharing of personal information between teams within ~~an agency Council~~, may amount to a data breach.

A data breach may occur as the result of malicious action, systems failure, or human error. A data breach may also occur because of a misconception about whether a particular act or practice is permitted under the Information Protection Principles (IPPs).

Examples of causes of data breaches include:

- Human error
  - when a letter or email is sent to the wrong recipient
  - when system access is incorrectly granted to someone without appropriate authorisation
  - when a physical asset such as a paper record, laptop, USB stick, or mobile phone containing personal information is lost or misplaced
  - when staff fail to implement appropriate password security, ~~for examples such as~~ not securing passwords or sharing password and log in information.
- System failure
  - where a coding error allows access to a system without authentication
  - where a coding error results in automatically generated notices including the wrong information or being sent to incorrect recipients
  - where systems are not maintained through the application of known and supported patches
  - disclosure of personal information to a scammer as a result of inadequate identity verification procedures.
- Malicious or criminal attack
  - cyber incidents such as ransomware, malware, hacking, phishing or brute force access attempts resulting in access to or theft of ~~personal~~ information
  - social engineering or impersonation leading into inappropriate disclosure of ~~personal~~ information
  - insider threats from ~~agency Council~~ employees using their valid credentials to access or disclose ~~personal~~ information outside the scope of their duties or permissions
  - theft of a physical asset such as a paper record, laptop, USB stick, or mobile phone containing ~~personal~~ information.

#### Breaches relating to external service providers

Depending on certain requirements, the Council's external contracted service providers have obligations under relevant privacy legislation to notify ~~stakeholders Council~~ of any ~~d~~ata ~~b~~reaches that they may experience. Further, ~~the Council~~ endeavours to ensure that contracts with vendors that store or manage data for and on behalf of ~~the Council~~ include appropriate provisions that require the

prompt notification of a ~~d~~Data ~~b~~Breach ~~to the Council~~. In the event of a ~~D~~ata ~~B~~reach concerning ~~the~~ Council, ~~the Council's~~staff works closely with relevant external contractors to mitigate the effects of the ~~d~~Data ~~b~~Breach on ~~the~~Council and/or its customers.

Any ~~d~~Data ~~b~~Breach relating to external service providers that impacts the Council should be reported immediately ~~to the Data Breach Review Team~~the General Manager or Executive Manager Corporate Services.

#### **Training and Awareness**

~~The~~Council ensures that its Workers are aware of and understand this Policy, including how to identify and report actual or suspected ~~d~~Data ~~b~~Breaches. This policy is published on ~~the~~Council's website. We provide our ~~Workers~~staff with regular reminders of their obligations regarding ~~s~~Sensitive ~~i~~nformation and how to reduce the risk of human error ~~D~~ata ~~B~~breaches from occurring.

### NSW Mandatory Notification of Data Breach Scheme

The Council will report all eligible data breaches to the NSW Privacy Commissioner using the IPC online data breach notification form, in line with the NSW Mandatory Notification of Data Breach (MNDB) Scheme.

Under the MNDB, Council will:

- undertake an assessment within 30 days where there are reasonable grounds to suspect there may have been an eligible data breach
- during the assessment period, make all reasonable attempts to mitigate the harm done by the suspected breach
- decide whether a breach is an eligible data breach or there are reasonable grounds to believe the breach is an eligible data breach
- notify the Privacy Commissioner and affected individuals of the eligible data breach.

### Data Breach documentation Records

Documentation Records relating to data breaches will be stored in the Council's records management system. The Council will maintain an internal register of Eligible Data Breaches.

### Roles and Responsibilities

Council will have the following roles and responsibilities allocated as part of their Data Breach Policy.

Positions	Responsibilities
General Manager & Directors Executive Managers	<ul style="list-style-type: none"> <li>• Review, assess, and remediate incidents escalated to the team.</li> <li>• Follow this policy when responding to a data breach.</li> <li>• Consult with internal and external stakeholders as required.</li> <li>• Determine if a Data Breach is an Eligible Data Breach.</li> <li>• Review and respond to data breaches impacting Council's external service providers.</li> <li>• Determine recommendations to prevent a repeat incident.</li> <li>• Follow up on containment actions.</li> <li>• Notify the Council's insurers, as if required.</li> </ul>
Governance Executive Support Officer	<ul style="list-style-type: none"> <li>• Maintain an internal register of data breaches, including all Eligible Data Breaches.</li> <li>• Forward each data breach incident report to the Data Breach Review Team Executive Manager Corporate Services, which may include a recommendation to consider the incident as an Eligible Data Breach.</li> <li>• Follow up on containment actions.</li> </ul>
All employees/staff	<ul style="list-style-type: none"> <li>• Ensure they have read this policy and that they understand what is expected of them.</li> <li>• Follow the requirements of this policy and understand their obligations to minimise data breaches.</li> <li>• Immediately report any actual or suspected data breaches to the Executive Manager Corporate Services Data Breach Review Team.</li> </ul>
3rd-Third Party ICT provider	<ul style="list-style-type: none"> <li>• Take immediate and any longer-term steps to contain and respond to security threats to the Council's IT systems and infrastructure.</li> <li>• Reports any communications regarding data breach or eligible data breach to the Data Breach Executive Manager Corporate Services Management Team.</li> <li>• Determine recommendations to prevent a repeat incident.</li> </ul>

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**Definitions**

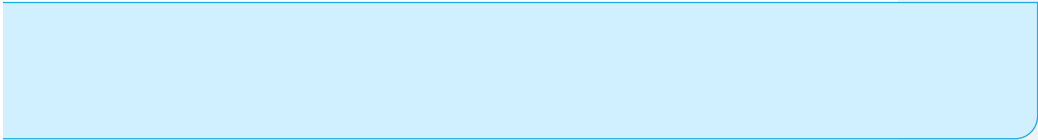
Council	Central Tablelands Water
<del>GM, Directors, Managers, Delegation</del>	any <del>person staff employed member by Council</del> that holds a financial delegated authority to undertake the engagement of a contractor, for the purchase of goods and services.
<del>Employees Staff</del>	All Council <del>employees staff</del> , including permanent (whether full-time or part-time), temporary, <del>casual employees, trainees, or and</del> apprentices.
Data Breach	For the purposes of this policy, a data breach occurs when there is a failure that has caused <del>Unauthorized Access to, or Unauthorised Disclosure of, data held by the Council.</del>
Cyber security incident	means an occurrence or activity that may threaten the confidentiality, integrity or availability of a system or the information stored, processed or communicated by it.
Personal information	means information or an opinion about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion. <del>In this policy, personal information also encompasses health information within the meaning of the HRIP Act and includes information about an individual's physical or mental health, or disability, or information connected to the provision of a health service to an individual.</del>
Unauthorised Access	Examples include <del>(but not limited to):</del> <ul style="list-style-type: none"> <li>• an <del>employee staff member</del> browsing customer records without a legitimate purpose</li> <li>• a computer network being compromised by an external attacker resulting in <del>sensitive information</del> being accessed without authority.</li> </ul>
Unauthorised Disclosure	Examples include <del>(but limited to):</del> <ul style="list-style-type: none"> <li>• an <del>employee staff member</del> sending an email containing personal information to the wrong recipient</li> <li>• incorrect contact details entered into <del>automatic</del>-information systems e.g., water account notices.</li> </ul>
Sensitive Information	Information and data (including metadata) including Personal Information, <del>Health Information</del> , information protected under legal professional privilege, information covered by secrecy provisions under any legislation, commercial-in-confidence provisions, floor plans of significant <del>buildings facilities</del> , Security Classified Information and information related to <del>the Council's</del> IT/cyber security systems.
Serious Harm	Harm arising from a <del>d</del> Data <del>b</del> Breach that has or may result in a real and substantial detrimental effect to the individual. The effect on the individual must be more than mere irritation, annoyance, or inconvenience.

**POLICY REVIEW**

~~This policy will be reviewed every 2 years or more frequently if needed, with reference to any relevant legislation, best practice guides, or other related factors.~~

**REFERENCES**

- [Privacy and Personal Information Protection Act 1998 \(NSW\)](#)
- [Government Information \(Public Access\) Act 2009 \(NSW\)](#)
- [NSW Mandatory Notification of Data Breach Scheme \(Part 6A PPIP Act\)](#)
- [NSW IPC Data Breach Policy Guidance](#)
- [Council Cyber Security Policy](#)



- [IPC Guide to Preparing a Data Breach Policy May 2023](#)

**VARIATION**

Council reserves the right to review, vary or revoke this policy.

**DRAFT**

**POLICY**



**Central  
Tablelands  
Water**

# **INVESTMENT AND RESTRICTED ASSETS POLICY**

**DOCUMENT CONTROL**

Document Title		Investment and Restricted Assets Policy			
Policy Number		CTW-PR007			
Responsible Officer		Executive Management Accountant			
Reviewed by		General Manager and Executive Management Accountant			
Date Adopted		xx July 2026			
Adopted by		Council			
Review Due Date		July 2027			
Revision Number		6			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1	12/10/15				16/079
2	12/02/20		DFCS		20/011
3	15/02/23		DFCS		23/009
4	16/10/24		DFCS		24/098
5	29/11/25	Updated delegations and minor changes	EMA	Council	25/104
6	01/06/26	Updated to extend maximum tenure of investments, incorporate requirements where investment balances change after an investment is placed, and incorporation of restricted assets	EMA	Council	

## PURPOSE

- (a) To undertake investment of surplus funds, maximising earnings from authorised investments, whilst ensuring the security of Council Funds
- (b) To ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of an investment.
- (c) To ensure that capital invested is preserved and invested in accord with Council's risk appetite.
- (d) To ensure that all restricted funds are backed by cash or investments.
- (e) To provide a framework for management of Council's restricted assets.
- (f) To ensure Council preserves external restricted funds from unauthorised use.

## SCOPE

This Policy applies to all persons at Central Tablelands Water (CTW), including employees, volunteers, contractors, and consultants.

## POLICY STATEMENT

### Legislative Requirements

All investments are to be made in accordance with:

- (a) Local Government Act 1993;
- (b) Ministerial Investment Order;
- (c) Trustee Act 1925;
- (d) Local Government (General) Regulation 2005;
- (e) Local Government Code of Accounting Practice and Financial Reporting;
- (f) Australian Accounting Standards; and
- (g) Office of Local Government Circulars.

### Delegation of Authority

Authorised Officer	Roles & Responsibilities	Value
General Manager	Authority to approve the investment of surplus funds and authority to delegate this function.	Up to \$1 million
Executive Management Accountant	Authority to approve investment of surplus funds.	Up to \$1 million
Executive Manager Corporate Services	Authority to approve investment of surplus funds.	Up to \$1 million
Executive Manager Operations & Technical Services	Authority to approve investment of surplus funds.	Up to \$1 million
Finance Officer	Authority to recommend and set up investment of surplus funds.	

### Authorised Investments

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government dated 12 January 2011.

Council shall only invest money (on the basis that all investments must be denominated in Australian Dollars) in the following forms of investment:

- (a) any public funds or securities issued by or guaranteed by, the Commonwealth, any State of the Commonwealth or a Territory;
- (b) any debentures or securities issued by a council (within the meaning of the Local Government Act 1993 (NSW));
- (c) interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (as defined in the Banking Act 1959 (Cwth)), but excluding subordinated debt obligations;
- (d) any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority; and
- (e) a deposit with the New South Wales Treasury Corporation or investments in an Hour-Glass investment facility of the New South Wales Treasury Corporation.

All investment instruments (excluding short term discount instruments) referred to above include principal and investment income (interest).

### Prudent Person Standard

The investments shall be managed with care, diligence, and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

### Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

If engaged, independent advisors shall also be required to declare that they have no actual or perceived conflicts of interest.

### Prohibited Investments

This Investment Policy prohibits any investment carried out for speculative purposes including:

- (a) Derivative based instruments;
- (b) Principal only investments or securities that provide potentially nil or negative cash flow;
- (c) Stand-alone securities issued that have underlying futures, options, forward contracts and swaps of any kind; and
- (d) The use of leveraging (borrowing to invest) of any investment.

### Risk Management Guidelines

Investments are to comply with the following criteria:

- (a) Preservation and return of capital - all reasonable measures are to be taken to prevent losses in portfolio value;
- (b) All investments will be made with Authorised Deposit Institutions (ADI). These consist of all financial institutions approved and regulated by the Australian Prudential Regulatory Authority (APRA)
- (c) Institutional Diversification:
  - a. Not less than three (3) quotations shall be obtained from authorised institutions when an investment is proposed, with an investment time period of a minimum of 3 months to a maximum of 2 years.
  - b. Direct investments, including cash at bank, shall not exceed 50% with any single ADI rated "A" or higher by Standard and Poors at any one time.
  - c. Direct investments with any single ADI rated lower than "A" by Standard and Poors shall not exceed 40% at any one time.
  - d. Direct investments with any single unrated ADI shall not exceed 30% at any one time.
- (d) Maturity Risk: the investment portfolio is to be invested within the following maturity constraints:

Overall Portfolio Return to Maturity		
Portfolio % < 1 year	Min 50%	Max 100%
Portfolio % > 1 year	Min 0%	Max 50%
Portfolio % > 2 years	Min 0%	Max 25%

- (e) Market/Credit Risk: consideration shall be given to the risk that the fair value or the future cash flows of an investment will fluctuate due to changes in market prices, or the risk of failure to repay principal or pay interest of in investment.
- (f) Liquidity Risk:
  - (i) Matching investments with cash flow requirements.
  - (ii) Ensure access is available within seven (7) days to at least \$500,000 or 5% of value of total investments, whichever is greater.
- (g) Counterparty Limits

The following counter party limits will apply under this policy:

Long Term Rating Range	Short Term Rating Range	Maximum Holding %
AAA	A-1+	100
AA	A-2	100
A	A-2	80
BBB	A-3	50
Unrated		30

For the purposes of determining the limits pursuant to this policy, the sum of the cash, cash equivalence (call accounts) and investments held at a point in time shall be considered.

If any of Council's investment institutions are downgraded or policy limits are raised, such that they no longer fall within the investment policy limits, they will be divested as soon as practicable having regard to potential losses resulting from early redemption and subject to minimising any loss of capital that may arise from compliance with this provision.

Where growth in investments, resulting from strong investment returns, or the total value of all investments decreases, either causing an institutional Credit Framework limit to be exceeded, the exceeding investments may be retained until maturity. However, no further investment may be made in the institution (which has exceeded the limit) while the institution exceeds the limit. Such investments must be reviewed annually.

#### **Performance Benchmarks**

The performance of the investment portfolio shall be assessed against the industry standard of the 90-day Bank Bill Swap Rate (BBSW) rate for all investments. **The objective of the investments is to be => the BBSW rate over a 12-month period.**

#### **Measurement**

As Council holds term deposits only, the value of the investment will generally be its face value at the time of investment.

#### **Reporting and Responsibilities of Council Officers**

- (a) The Responsible Accounting Officer shall be responsible for reconciling the investment register monthly and ensuring sufficient records are maintained, including:
  - (i) the source and amount of money invested;
  - (ii) particulars of the security or form of investment in which the money was invested;
  - (iii) the term of the investment, and
  - (iv) if appropriate, the rate of interest to be paid, and the amount of money earned, in respect of money invested.
- (b) A monthly report shall be provided to Council, detailing the investment portfolio in terms of performance, investment institution and amount of each investment.
- (c) The report should also detail each average return percentage against the performance benchmark rates.
- (d) For audit purposes, certificates must be obtained from financial institution confirming the amounts of investment held on the council's behalf at 30 June each year.
- (e) The documentary evidence must provide Council legal title to the investment.

#### **Investment Advisor**

Should council engage an investment advisor or finance brokers.

The advisor must be approved by Council and licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

The finance broker must be licensed by the Australian Securities and Investment commission.

### **Council's Restricted Assets**

Council holds significant cash, cash equivalents and investments to meet current and future obligations. Council is subject to contractual conditions imposed by third parties and legislative obligations to hold and spend funds only for a specific purpose, these are external restrictions. Council may also establish internal cash restrictions; these allocations are a budget and risk management technique and are adopted by Council to cover future commitments where it is prudent to hold cash to meet those commitments or risks.

Typically, restrictions are established to allocate funds for Council to:

- meet legislative or contractual requirements
- fund Council's future projects and activities
- ensure funds are available for long-term requirements

Council must also hold an unrestricted cash buffer to cover all operational needs and to meet any unexpected or emergency costs at any point in time.

### **Cash Management**

Council has a legislative responsibility under section 409(3) of the Local Government Act 1993, to ensure that funds that are subject to an external restriction are only used for the specific purposes attached to the funding. Externally restricted funds cannot be used to fund the general operational expenses of the Council. Council will ensure external restrictions are always fully cash backed.

Cash balances vary daily and are influenced by the receipts and payments moving through Council's accounts. The management of cash liquidity to meet short-term and medium-term obligations as they arise will take precedence over the goal of ensuring that internal allocations are fully cash-backed at all times.

As such internal allocation balances are notional balances from an operational perspective during the financial year. Actual balances will be confirmed at 30 June each year, will be cash-backed and reported within the Financial Statements.

Council will maintain a minimum unrestricted cash balance equivalent to three months of estimated operational expenses (currently \$500,000). Given the impact of timing differences on cash, cash equivalent and investment balances, the Executive Management Accountant will adjust the notional balance of the Infrastructure Fund internal cash restriction to ensure the unrestricted allocation is maintained.

### **Reporting**

Restriction balances, including unrestricted cash, are reported in Council's Annual Financial Statements and estimated quarterly as part of the Quarterly Budget Review Statement.

## Changes to Restrictions

### External Restrictions

External restrictions are automatically established when funds are received with legislative, contractual or funding agreement conditions.

No Council resolution is required to establish externally restricted reserves.

External restrictions cannot be closed or repurposed unless the original legislative or contractual restriction has expired or been fulfilled.

### Internal Cash Restrictions

Any new internal cash restriction will only be established on a Council resolution. Council must be clear about:

- The purpose of the restriction and the administration of its application
- How the restricted funds are to be accumulated
- How the restricted funds are to be spent
- Any anticipated dissolution date for the restriction

Any changes to internal cash restrictions, including amendments to the purpose or intention; contribution to; utilisation; or dissolution, will only occur following a Council resolution, with the exception of Employee Leave Entitlements as these are held against legislative requirements. A Council resolution regarding internal cash restrictions can be made at any time.

A review of all restrictions will be undertaken as part of the annual budget preparation and in preparation for the Annual Financial Statements. All reviews will be made based on the best use of those funds.

### Interest

Interest must be added to external cash restriction balances where required by legislation, e.g. on Section 64 Developer Contributions. The rate of interest is equal to the average rate of return on Council's investments for the applicable period (unless another rate or methodology is required by legislation).

Interest is not applicable on internal cash restrictions unless specified in the resolution of Council, including the justification, rate or methodology to be applied.

### Borrowings

#### Borrowings from External Restrictions

The Local Government Act restrains and controls the way Council raises and uses money for its operations. Section 409(3) of the Local Government Act 1993 states:

- a) money that has been received as a result of the levying of a special rate or charge may not be used otherwise than for the purpose for which the rate or charge was levied, and
- b) money that is subject to the provisions of this or any other Act may be used only for that purpose, and
- c) money that has been received from the Government or from a public authority by way of a specific purpose advance or grant may not, except with the consent of the Government or public authority, be used otherwise than for that specific purpose.

In reference to part (a) above, special rates or charges, Council may be able to utilise externally restricted funds by way of internal loan if it receives Ministerial approval to do so in accordance with subsections 410(3) and (4) of the Local Government Act.

Section 410 (3) of the Local Government Act states:

Money that is not yet required for the purpose for which it was received may be lent (by way of internal loan) for use by the Council for any other purpose if, and only if, its use for that other purpose is approved by the Minister.

Section 410 (4) of the Local Government Act states:

In granting such approval, the Minister must impose conditions as to the time within which the internal loan must be repaid and as to any additional amount, in the nature of interest, that is to be paid in connection with that loan.

In reference to parts (a) and (b) above, Council may be able to utilise externally restricted funds by way of an internal loan if it receives Ministerial approval (in the case of developer contributions), or approval from the Government or public authority providing the funding (in the case of specific purpose grant funding).

#### **Borrowings from Internal Cash Restrictions**

Council may borrow from internal cash restrictions following a resolution of Council.

The full impact of the borrowings must be disclosed in the Council resolution, and the resolution must set out:

- the reason for the borrowing
- the basis of calculating the amount of the borrowing
- the permitted use/s of the borrowed funds
- the internal cash restriction that will be borrowed from
- if borrowing cost (interest) is to be applied to the borrowing, then the interest rate to be used
- loan repayment period

A repayment schedule to repay internal borrowings will be drafted to ensure repayments to internal cash restrictions can be funded.

#### **DEFINITIONS**

<b>Term</b>	<b>Meaning</b>
Restricted Assets or Cash Restrictions	Funds that cannot be used for general purposes as they are subject to an established obligation or a Council commitment expected to arise in future.
Internal Cash Restrictions or Internally Restricted Assets	Funds established by a resolution of Council towards a future obligation or commitment within the remit of Council.
External Restrictions or Externally Restricted Assets	Funds that are subject to external legislative or contractual obligations.
Unrestricted Assets or Unrestricted Cash	Funds that are not subject to any internal or external restriction and can be used for any general purpose.

**List of Restricted Assets****External Restrictions**

<b>Developer Contributions</b>	
Purpose	The provision of infrastructure required due to development, applied to expenditure associated with works identified in the Development Servicing Plan and as permitted by the legislation governing the Plan.
Source of Funds	Capital contributions under the Development Servicing Plan
<b>Specific Purpose Grants and Other Contributions</b>	
Purpose	Income received from a third party for a specific project or purpose, subject to contractual obligations or other legislation not restricted elsewhere, is restricted for the approved purpose.  *Funds are released from this restriction as the project or specific purpose obligations are met.
Source of Funds	Grants and contributions received and not spent

**Internal Cash Restrictions**

<b>Employee Leave Entitlements</b>	
Purpose	A partial cash reserve to fund employee leave liabilities accrued over an employee's tenure and payable in service or on termination. Amounts held are based on applicable industry benchmarks.
Source of Funds	Operational income
<b>Infrastructure Fund</b>	
Purpose	A partial cash reserve to fund the acquisition, construction and renewal of water infrastructure assets. This fund is the primary fund used to balance any surplus or deficit cash.
Source of Funds	Operational income
<b>Plant and Vehicle Replacement</b>	
Purpose	A partial cash reserve to fund the acquisition, of plant and vehicles.
Source of Funds	Operational income
<b>IT Fund</b>	
Purpose	A cash reserve to fund the management of critical IT requirements.
Source of Funds	Operational income

<b>Drought Fund</b>	
Purpose	Financial capacity to manage income reduction during times of drought to protect funding of operations, capital and asset renewal.
Source of Funds	Surplus operational income
<b>Consultancy Fund</b>	
Purpose	A partial cash reserve to fund unplanned works to prepare applications for grant funding or to contribute to investigations in respect to regional water matters.
Source of Funds	Operational income

### **POLICY REVIEW**

This policy will be reviewed annually if needed, with reference to any relevant legislation, best practice guides, or other related factors.

### **REFERENCES**

- Local Government Act 1993
- Local Government Code of Accounting Practice and Financial Reporting:
  - Australian Accounting Standards
  - Office of Local Government Circulars

### **VARIATION**

Council reserves the right to review, vary or revoke this policy.

**DRAFT**

**POLICY**



**CENTRAL TABLELANDS WATER**

**INVESTMENT AND  
RESTRICTED  
ASSETS POLICY**

## DOCUMENT CONTROL

Document Title		Investment <a href="#">and Restricted Assets</a> Policy			
Policy Number		CTW-PR007			
Responsible Officer		Executive Management Accountant			
Reviewed by		General Manager and Executive Management Accountant			
Date Adopted		<del>17 December 2025</del> <a href="#">July 2026</a>			
Adopted by		Council			
Review Due Date		<del>December 2026</del> <a href="#">July 2027</a>			
Revision Number		<del>6</del>			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1	12/10/15				16/079
2	12/02/20		DFCS		20/011
3	15/02/23		DFCS		23/009
4	16/10/24		DFCS		24/098
5	29/11/25	Updated delegations and minor changes	EMA	<a href="#">GM</a> <a href="#">Cou</a> <a href="#">ncil</a>	25/104
<del>6</del>	<del>01/06/26</del>	<del>Updated to extend maximum tenure of investments, incorporate requirements where investment balances change after an investment is placed, and incorporation of restricted assets into policy</del>	<del>EMA</del>	<del><a href="#">GM</a> <a href="#">Cou</a> <a href="#">ncil</a></del>	

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**ObjectivesPURPOSE**

- (a) To undertake investment of surplus funds, maximising earnings from authorised investments, whilst ensuring the security of Council Funds
- (b) To ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of an investment.
- (c) To ensure that capital invested is preserved and invested in accord with Council's risk appetite.
- ~~(d)~~ (d) To ensure that all restricted funds are backed by cash or investments.
- (e) To provide a framework for management of Council's restricted assets.
- ~~(f)~~ (f) To ensure Council preserves external restricted funds from unauthorised use.

**SCOPE**

This Policy applies to all persons at Central Tablelands Water (CTW), including employees, volunteers, contractors, and consultants.

**PolicyPOLICY STATEMENT****Legislative Requirements**

All investments are to be made in accordance with:

- (a) Local Government Act 1993;
- (b) Ministerial Investment Order;
- (c) Trustee Act 1925;
- (d) Local Government (General) Regulation 2005;
- (e) Local Government Code of Accounting Practice and Financial Reporting;
- (f) Australian Accounting Standards; and
- (g) Office of Local Government Circulars.

**Delegation of Authority**

Authorised Officer	Roles & Responsibilities	Value
General Manager	Authority to approve the investment of surplus funds and authority to delegate this function.	Up to \$1 million
Executive Management Accountant	Authority to approve investment of surplus funds.	Up to \$1 million

Executive Manager Corporate Services	Authority to approve investment of surplus funds.	Up to \$1 million
Executive Manager Operations & Technical Services	Authority to approve investment of surplus funds.	Up to \$1 million
Finance Officer (Receivables)	Authority to recommend and set up investment of surplus funds.	

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### Authorised Investments

Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government dated 12 January 2011.

Council shall only invest money (on the basis that all investments must be denominated in Australian Dollars) in the following forms of investment:

- (a) any public funds or securities issued by or guaranteed by, the Commonwealth, any State of the Commonwealth or a Territory;
- (b) any debentures or securities issued by a council (within the meaning of the Local Government Act 1993 (NSW));
- (c) interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (as defined in the Banking Act 1959 (Cwth)), but excluding subordinated debt obligations;
- (d) any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority; and
- (e) a deposit with the New South Wales Treasury Corporation or investments in an Hour-Glass investment facility of the New South Wales Treasury Corporation.

All investment instruments (excluding short term discount instruments) referred to above include principal and investment income (interest).

### Prudent Person Standard

The investments shall be managed with care, diligence, and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this Investment Policy, and not for speculative purposes.

### Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

If engaged, independent advisors shall also be required to declare that they have no actual or perceived conflicts of interest.

### Prohibited Investments

This Investment Policy prohibits any investment carried out for speculative purposes including:

Central Tablelands Water

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Investment [and Restricted Assets](#) Policy

- (a) Derivative based instruments;
- (b) Principal only investments or securities that provide potentially nil or negative cash flow;
- (c) Stand-alone securities issued that have underlying futures, options, forward contracts and swaps of any kind; and
- (d) The use of leveraging (borrowing to invest) of any investment.

#### Risk Management Guidelines

Investments are to comply with the following criteria:

- (a) Preservation and return of capital - all reasonable measures are to be taken to prevent losses in portfolio value;
- (b) All investments will be made with Authorised Deposit Institutions (ADI). These consist of all financial institutions approved and regulated by the Australian Prudential Regulatory Authority (APRA)
- (c) Institutional Diversification:
  - a. Not less than three (3) quotations shall be obtained from authorised institutions when an investment is proposed, with an investment time period of a minimum of 3 months to a maximum of 2 years.
  - b. Direct investments, including cash at bank, shall not exceed 50% with any single ADI rated "A" or higher by Standard and Poors at any one time.
  - c. Direct investments with any single ADI rated lower than "A" by Standard and Poors shall not exceed 40% at any one time.
  - d. Direct investments with any single unrated ADI shall not exceed 30% at any one time.
- (d) Maturity Risk: the investment portfolio is to be invested within the following maturity constraints:

Overall Portfolio Return to Maturity		
Portfolio % < 1 year	Min 50%	Max 100%
Portfolio % > 1 year	Min 0%	Max 50%
Portfolio % > 2 years	Min 0%	Max <del>025</del> %

- (e) Market/Credit Risk: consideration shall be given to the risk that the fair value or the future cash flows of an investment will fluctuate due to changes in market prices, or the risk of failure to repay principal or pay interest of in investment.
- (f) Liquidity Risk:
  - (i) Matching investments with cash flow requirements.
  - (ii) Ensure access is available within seven (7) days to at least \$500,000 or 5% of value of total investments, whichever is greater.
- (g) Counterparty Limits

The following counter party limits will apply under this policy:

Long Term Rating Range	Short Term Rating Range	Maximum Holding %
AAA	A-1+	100

AA	A-2	100
A	A-2	80
BBB	A-3	50
Unrated		30

For the purposes of determining the limits pursuant to this policy, the sum of the cash, cash equivalence (call accounts) and investments held at a point in time shall be considered.

If any of Council's investment institutions are downgraded or policy limits are raised, such that they no longer fall within the investment policy limits, they will be divested as soon as practicable having regard to potential losses resulting from early redemption and subject to minimising any loss of capital that may arise from compliance with this provision.

Where growth in investments, resulting from strong investment returns, or the total value of all investments decreases, either causing an institutional Credit Framework limit to be exceeded, the exceeding investments may be retained until maturity. However, no further investment may be made in the institution (which has exceeded the limit) while the institution exceeds the limit. Such investments must be reviewed annually.

#### Performance Benchmarks

The performance of the investment portfolio shall be assessed against the industry standard of the 90-day Bank Bill Swap Rate (BBSW) rate for all investments. **The objective of the investments is to be => the BBSW rate over a 12-month period.**

#### Measurement

As Council holds term deposits only, the value of the investment will generally be its face value at the time of investment.

#### Reporting and Responsibilities of Council Officers

- (a) The Responsible Accounting Officer shall be responsible for reconciling the investment register monthly and ensuring sufficient records are maintained, including:
  - (i) the source and amount of money invested;
  - (ii) particulars of the security or form of investment in which the money was invested;
  - (iii) the term of the investment, and
  - (iv) if appropriate, the rate of interest to be paid, and the amount of money earned, in respect of money invested.
- (b) A monthly report shall be provided to Council, detailing the investment portfolio in terms of performance, investment institution and amount of each investment.
- (c) The report should also detail each average return percentage against the performance benchmark rates.
- (d) For audit purposes, certificates must be obtained from financial institution confirming the amounts of investment held on the council's behalf at 30 June each year.
- (e) The documentary evidence must provide Council legal title to the investment.

#### Investment Advisor

Should council engage an investment advisor or finance brokers.

The advisor must be approved by Council and licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to choose the most appropriate product within the terms and conditions of the investment policy.

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The independent advisor is required to provide written confirmation that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

The finance broker must be licensed by the Australian Securities and Investment commission.

~~This policy shall be reviewed annually or if legislative or regulatory changes necessitate earlier amendment.~~

#### Council's Restricted Assets

Council holds significant cash, cash equivalents and investments to meet current and future obligations. Council is subject to contractual conditions imposed by third parties and legislative obligations to hold and spend funds only for a specific purpose, these are external restrictions. Council may also establish internal cash restrictions; these allocations are a budget and risk management technique and are adopted by Council to cover future commitments where it is prudent to hold cash to meet those commitments or risks.

Typically, restrictions are established to allocate funds for Council to:

- meet legislative or contractual requirements
- fund Council's future projects and activities
- ensure funds are available for long-term requirements

Council must also hold an unrestricted cash buffer to cover all operational needs and to meet any unexpected or emergency costs at any point in time.

#### Cash Management

Council has a legislative responsibility under section 409(3) of the Local Government Act 1993, to ensure that funds that are subject to an external restriction are only used for the specific purposes attached to the funding. Externally restricted funds cannot be used to fund the general operational expenses of the Council. Council will ensure external restrictions are always fully cash backed.

Cash balances vary daily and are influenced by the receipts and payments moving through Council's accounts. The management of cash liquidity to meet short-term and medium-term obligations as they arise will take precedence over the goal of ensuring that internal allocations are fully cash-backed at all times.

As such internal allocation balances are notional balances from an operational perspective during the financial year. Actual balances will be confirmed at 30 June each year, will be cash-backed and reported within the Financial Statements.

Council will maintain a minimum unrestricted cash balance equivalent to three months of estimated operational expenses (currently \$500,000). Given the impact of timing differences on cash, cash equivalent and investment balances, the Executive Management Accountant will adjust the notional balance of the Infrastructure Fund internal cash restriction to ensure the unrestricted allocation is maintained.

#### Reporting

Restriction balances, including unrestricted cash, are reported in Council's Annual Financial Statements and estimated quarterly as part of the Quarterly Budget Review Statement.

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### Changes to Restrictions

#### External Restrictions

External restrictions are automatically established when funds are received with legislative, contractual or funding agreement conditions.

No Council resolution is required to establish externally restricted reserves.

External restrictions cannot be closed or repurposed unless the original legislative or contractual restriction has expired or been fulfilled.

#### Internal Cash Restrictions

Any new internal cash restriction will only be established on a Council resolution. Council must be clear about:

- The purpose of the restriction and the administration of its application
- How the restricted funds are to be accumulated
- How the restricted funds are to be spent
- Any anticipated dissolution date for the restriction

Any changes to internal cash restrictions, including amendments to the purpose or intention; contribution to; utilisation; or dissolution, will only occur following a Council resolution, with the exception of Employee Leave Entitlements as these are held against legislative requirements. A Council resolution regarding internal cash restrictions can be made at any time.

A review of all restrictions will be undertaken as part of the annual budget preparation and in preparation for the Annual Financial Statements. All reviews will be made based on the best use of those funds.

### Interest

Interest must be added to external cash restriction balances where required by legislation, e.g. on Section 64 Developer Contributions. The rate of interest is equal to the average rate of return on Council's investments for the applicable period (unless another rate or methodology is required by legislation).

Interest is not applicable on internal cash restrictions unless specified in the resolution of Council, including the justification, rate or methodology to be applied.

### Borrowings

#### Borrowings from External Restrictions

The Local Government Act restrains and controls the way Council raises and uses money for its operations. Section 409(3) of the Local Government Act 1993 states:

- money that has been received as a result of the levying of a special rate or charge may not be used otherwise than for the purpose for which the rate or charge was levied, and
- money that is subject to the provisions of this or any other Act may be used only for that purpose, and
- money that has been received from the Government or from a public authority by way of a specific purpose advance or grant may not, except with the consent of the Government or public authority, be used otherwise than for that specific purpose.

In reference to part (a) above, special rates or charges, Council may be able to utilise externally restricted funds by way of internal loan if it receives Ministerial approval to do so in accordance with subsections 410(3) and (4) of the Local Government Act.

Section 410 (3) of the Local Government Act states:

Money that is not yet required for the purpose for which it was received may be lent (by way of internal loan) for use by the Council for any other purpose if, and only if, its use for that other purpose is approved by the Minister.

Section 410 (4) of the Local Government Act states:

In granting such approval, the Minister must impose conditions as to the time within which the internal loan must be repaid and as to any additional amount, in the nature of interest, that is to be paid in connection with that loan.

In reference to parts (a) and (b) above, Council may be able to utilise externally restricted funds by way of an internal loan if it receives Ministerial approval (in the case of developer contributions), or approval from the Government or public authority providing the funding (in the case of specific purpose grant funding).

#### **Borrowings from Internal Cash Restrictions**

Council may borrow from internal cash restrictions following a resolution of Council.

The full impact of the borrowings must be disclosed in the Council resolution, and the resolution must set out:

- the reason for the borrowing
- the basis of calculating the amount of the borrowing
- the permitted use/s of the borrowed funds
- the internal cash restriction that will be borrowed from
- if borrowing cost (interest) is to be applied to the borrowing, then the interest rate to be used
- loan repayment period

A repayment schedule to repay internal borrowings will be drafted to ensure repayments to internal cash restrictions can be funded.

#### **DEFINITIONS**

<b><u>Term</u></b>	<b><u>Meaning</u></b>
<u>Restricted Assets or Cash Restrictions</u>	<u>Funds that cannot be used for general purposes as they are subject to an established obligation or a Council commitment expected to arise in future.</u>
<u>Internal Cash Restrictions or Internally Restricted Assets</u>	<u>Funds established by a resolution of Council towards a future obligation or commitment within the remit of Council.</u>
<u>External Restrictions or Externally Restricted Assets</u>	<u>Funds that are subject to external legislative or contractual obligations.</u>
<u>Unrestricted Assets or Unrestricted Cash</u>	<u>Funds that are not subject to any internal or external restriction and can be used for any general purpose.</u>

**List of Restricted Assets****External Restrictions**

<b>Developer Contributions</b>	
<u>Purpose</u>	<u>The provision of infrastructure required due to development, applied to expenditure associated with works identified in the Development Servicing Plan and as permitted by the legislation governing the Plan.</u>
<u>Source of Funds</u>	<u>Capital contributions under the Development Servicing Plan</u>
<b>Specific Purpose Grants and Other Contributions</b>	
<u>Purpose</u>	<u>Income received from a third party for a specific project or purpose, subject to contractual obligations or other legislation not restricted elsewhere, is restricted for the approved purpose.</u>  <u>*Funds are released from this restriction as the project or specific purpose obligations are met.</u>
<u>Source of Funds</u>	<u>Grants and contributions received and not spent</u>

**Internal Cash Restrictions**

<b>Employee Leave Entitlements</b>	
<u>Purpose</u>	<u>A partial cash reserve to fund employee leave liabilities accrued over an employee's tenure and payable in service or on termination. Amounts held are based on applicable industry benchmarks.</u>
<u>Source of Funds</u>	<u>Operational income</u>
<b>Infrastructure Fund</b>	
<u>Purpose</u>	<u>A partial cash reserve to fund the acquisition, construction and renewal of water infrastructure assets. This fund is the primary fund used to balance any surplus or deficit cash.</u>
<u>Source of Funds</u>	<u>Operational income</u>
<b>Plant and Vehicle Replacement</b>	
<u>Purpose</u>	<u>A partial cash reserve to fund the acquisition, of plant and vehicles.</u>
<u>Source of Funds</u>	<u>Operational income</u>
<b>IT Fund</b>	
<u>Purpose</u>	<u>A cash reserve to fund the management of critical IT requirements.</u>
<u>Source of Funds</u>	<u>Operational income</u>

<b>Drought Fund</b>	
<b>Purpose</b>	<u>Financial capacity to manage income reduction during times of drought to protect funding of operations, capital and asset renewal.</u>
<b>Source of Funds</b>	<u>Surplus operational income</u>
<b>Consultancy Fund</b>	
<b>Purpose</b>	<u>A partial cash reserve to fund unplanned works to prepare applications for grant funding or to contribute to investigations in respect to regional water matters.</u>
<b>Source of Funds</b>	<u>Operational income</u>

### **POLICY REVIEW**

This policy will be reviewed annually if needed, with reference to any relevant legislation, best practice guides, or other related factors.

### **REFERENCES**

- Local Government Act 1993
- Local Government Code of Accounting Practice and Financial Reporting:
  - Australian Accounting Standards
  - Office of Local Government Circulars

### **VARIATION**

Council reserves the right to review, vary or revoke this policy.

28 March 2026

The General Manager  
Central Tablelands Water  
By Email: [water@ctw.nsw.gov.au](mailto:water@ctw.nsw.gov.au)

Dear General Manager,

**RE: Submission of Objection – Draft Rural Water Supply Policy (CTW-PR004)**

I am writing to formally lodge my objection to the Draft Rural Water Supply Policy (CTW-PR004), currently on public exhibition by Central Tablelands Water (CTW). I own an RU2 zoned property in [REDACTED] and will be directly affected by this policy.

My concerns primarily relate to how the proposed policy impacts security of domestic water supply, public health, water quality for domestic use, and equity of essential services for rural residents. The proposal as currently drafted conflicts with several legislative protections in New South Wales.

I also wish to raise a formal objection regarding the absence of "Savings and Transitional" provisions in the Draft Policy for development applications currently under Council assessment.

Please find a summary of my objections and requested changes below.

**1. Statutory Priority for Domestic Water Use**

Under the [Water Management Act 2000 \(NSW\)](#), the management of water sources is governed by strict priority principles. Section 60 explicitly states that in the event of severe water shortage (an "extreme event"), the first priority is given to "the taking of water for domestic purposes or essential town services authorised by an access licence".

- **Objection:** The proposal to cease supply to rural properties at Level 5 drought restrictions appears to bypass this statutory priority. Rural residents rely on this connection for essential "domestic purposes" including drinking, sanitation, and hygiene.
- **Requested Change:** The policy be amended to ensure that even at Level 5 restrictions, a "minimum essential supply" for internal domestic use on rural properties is maintained to align with the Water Management Act 2000.

**2. Security of Supply and Public Health**

The Public Health Act 2010 (NSW) and the Australian Drinking Water Guidelines mandate that water suppliers provide safe, accessible water to protect public health.

- **Objection:** Ceasing supply entirely to a domestic residence in the event of severe water shortage creates a significant public health risk. Without access to reticulated water, rural residents may be forced to use unmanaged or unsafe alternative sources, potentially violating CTW's obligations under its Quality Assurance Program.
- **Requested Change:** CTW to implement restrictive flow measures rather than total cessation of supply to ensure that basic human health and safety standards are met for rural domestic consumers during extreme drought.



**DRAFT**

**POLICY**



**Central  
Tablelands  
Water**

# Rural Water Supply Policy

**DOCUMENT CONTROL**

Document Title		Rural Water Supply Policy			
Policy Number		CTW-PR004			
Responsible Officer		Executive Manager Operations & Technical Services			
Reviewed by		General Manager			
Date Adopted		17 June 2026			
Adopted by		Council			
Review Due Date		June 2030			
Revision Number		4			
Previous versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1	19/12/15				16/097
2	28/07/25	Revised to include ownership of supply and other updates	GM	Council	25/064
3	18/2/26	Full update to include water quality commentary and definitions	GM	Council	Nil
4	20/4/26	Updated definition of 'Non-Potable' for water quality purposes and overall revision	GM	Council	

## PURPOSE

The purpose of this Policy is to outline clear guidelines for the provision of water from Central Tablelands Water (CTW) supply network to rural customers only.

## SCOPE

This Policy applies to all rural customers located outside an adopted reticulated service area. The town or village 50 km/hr zone is used by CTW as an indicative operational marker but is not determinative where CTW has otherwise identified the applicable reticulated service area.

## POLICY STATEMENT

CTW operates a water treatment and distribution system that supplies treated water through its network to towns and villages. In these reticulated service areas, the water is managed to be compliant with the Australian Drinking Water Guidelines, and Council is committed to providing affordable, quality drinking water to its customers.

**The same treated water is supplied through Council's network to rural customers.** However, due to the extended distances water travels through trunk mains, rural pipelines and the low demand at rural properties, Council cannot guarantee that disinfection is maintained to the customer's meter. Council acknowledges that the level of service provided to rural customers differs in relation to water quality assurance and availability. Accordingly, the supply of water to rural customers is classified as a Non-Potable Water Supply.

CTW's statutory obligations under the Public Health Act 2010 (NSW), Public Health Regulation 2022 (NSW), CTW's Drinking Water Management System and any applicable Quality Assurance Program remain unaffected. However, rural connections governed by this Policy are not supplied as a guaranteed potable service at the customer meter and must not be used for drinking, food preparation, personal hygiene or internal domestic uses unless independently treated and managed by the customer as appropriate.

For the avoidance of doubt, the following conditions apply to the operation of this Policy and all connections governed by it:

- a) Water supplied through rural, trunk-main, or unreticulated connections governed by this Policy is non-potable and is not guaranteed to meet the Australian Drinking Water Guidelines. Such water is not fit for direct human consumption, drinking, or food preparation.
- b) This Policy does not of itself retrospectively invalidate any formal connection approval, entitlement, water supply agreement, or lawful use existing before 1 July 2026.
- c) Nothing in this Policy authorises, permits, or should be taken to endorse the use of water from these rural, trunk-main, or unreticulated connections for drinking or human consumption.

- d) Existing and new customers supplied via these connections are expressly advised that the water is supplied under this policy as non-potable water and may lack adequate disinfection residuals for drinking purposes and may pose a risk to human health if consumed. Accordingly, customers must take appropriate independent steps to protect their health, including the provision and maintenance of an alternative, independent supply of potable water suitable for drinking and food preparation.
- e) CTW reserves the right to take regulatory action, issue compliance directions, or impose operational requirements where necessary to address risks to public health or protect the integrity of the broader water network, in accordance with applicable local government and public health legislation.

## POLICY OBJECTIVES

The objective of this policy is to:

1. Provide clear direction to how a rural property owner may access CTW water supply trunk mains (network) within the CTW serviced areas for the purposes of receiving non-potable water from CTW.
2. Provide appropriate controls for a water connection to protect the water quality in the CTW network.
3. Provide clear indication of the non-potable water quality and supply performances for rural customers.

## POLICY DETAILS

1. This policy is applicable to properties that are located adjacent to a Council trunk water main, or properties that have a Council trunk water main running through them or those outside of a town or village 50km/hr area. This policy does not apply to properties within an identified reticulated service area. For the purposes of this policy, any property located outside of a town or village 50km/hr area will be referred to as a 'Rural Property' and therefore a rural customer.
2. The rural property owner is to make an application to connect a CTW service to the rural property and in doing so will agree to enter into a water supply agreement.
3. The water supply agreement may include restrictions regarding intended water use; for example, using water to fill a dam or undertaking commercial irrigation activities would be an unacceptable use of the water supply.
4. CTW cannot assure ongoing disinfectant residuals or potable water compliance at rural connections. Guaranteeing a residual would require operational control and monitoring that is not practically or economically feasible. The rural property owner accepts that water supplied to rural customers by CTW in its trunk mains or a pipe network outside of a reticulated service area within a town or village 50km/hr area may not meet Australian Drinking Water Guidelines in regard to chlorine residual. Therefore, the water provided by CTW to rural customers is considered non-potable and is not suitable for human consumption including drinking, food preparation, personal hygiene, or other domestic internal uses.
5. The water supply is made available for non-potable external rural property uses, stock watering and other approved uses only, excluding drinking, food preparation, bathing, showering, personal hygiene and internal household uses.

6. CTW reserves the right to cease providing water or disconnect the service to a rural property for any breach of the water supply agreement. Any disconnection will incur a disconnection fee.
7. For the purposes of the water supply agreement CTW at its complete discretion can cease providing water to rural properties should the Drought Management Plan reach Level 5 or greater water restriction to reticulated service areas.
8. CTW reserves the right to disconnect a rural property service if the connection is identified as having an unacceptable risk to the security and quality of the water supply.
9. Rural property connections will be limited to a 20mm service. Each property will be limited to one (1) service connection. The service connection will be metered with the meter being located within 1mtr of the property boundary along a road frontage, or by agreement if this is not achievable.
10. The rural property owner agrees to fully protect the service connection and any other CTW assets required to provide the service. The property owner must ensure the service remains readily accessible for the purposes of meter reading or servicing of equipment by CTW staff or its approved contractor.
11. The rural property owner will be subject to all costs associated with providing the service connection to the property, including the developer charges for 1 Equivalent Tenement.
12. Council cannot guarantee continuity of supply. On-site storage with a minimum capacity of 20 kilolitres must be installed. The property owner is responsible for determination of the capacity of the storage tank if greater than 20kL is required, including the location and maintenance of the storage tank. The infrastructure between the CTW service connection and the consumer's on-site storage tank is the sole responsibility of the property owner, including any maintenance requirements of this infrastructure.
13. The pipeline feeding from the service connection to the tank is to discharge only to the top of the storage tank. A minimum 100mm airgap must be maintained between the inlet point of the storage tank and the tank overflow. The water supply is required to be directly connected from the service connection point to the storage tank with a single supply line. No connections in any form are permissible in the supply line between the water meter and the storage tank.
14. As rural properties are classified as high risk for cross contamination due to potential use of hazardous chemicals and connection to livestock facilities, a back flow prevention device may also be fitted to the service. This device is to safeguard against contaminated water re-entering Council's treated water network, including parts of the network used to supply potable water. The responsibility and costs for testing and maintaining this device are the sole responsibility of the property owner.
15. A pressure reducing valve and/or a flow control device of ~6.3 L/min may be required for the service connection to the rural property. These devices will ensure the supply does not impact on the urban reticulated supply systems. The responsibility and costs for maintaining and replacing these devices are the sole responsibility of the property owner.
16. Where a private installation is required to cross over other privately owned land, that owner's written permission is to be submitted to CTW prior to the supply being connected.
17. Where a private installation is required to be placed in a road or rail reserve, the Local Council or authority responsible is to be consulted and any required conditions complied with. Council is to be provided with the authority's written permission for the work proposed, prior to the supply being connected.

18. The property owner is responsible for the maintenance and operation of the water supply from the meter into the property. Council will not accept any responsibility for the loss of water, or resultant cost, from after the installed meter.
19. In addition to the above conditions, contained in clauses 1 to 18, Council reserves the right to alter or amend any of the conditions of supply in line with changing standards and policies. Failure to abide by any of these conditions in the future may lead to Council refusing to continue to supply the property with water.

## DEFINITION

### **Reticulated Service Area:**

Reticulated Service Area means an area identified by CTW as receiving a standard potable reticulated water service, generally within town or village 50km/hr limits, as determined by CTW.

### **Trunk water main:**

A large water pipe used to convey treated water from a water treatment plant to a reticulation network.

### **Non-Potable Water Supply:**

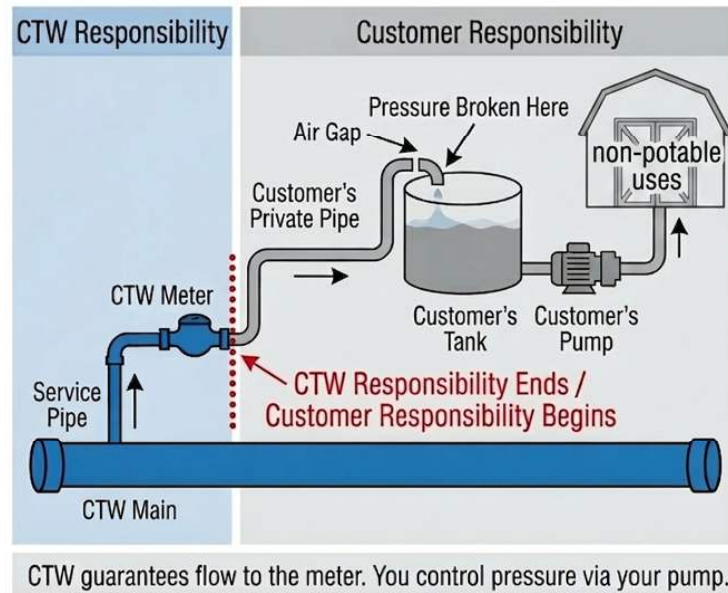
Water supplied by Central Tablelands Water to rural customers is classified as non-potable and is not intended or suitable for drinking, food preparation, personal hygiene, or other domestic internal uses without additional treatment.

Customers receiving a non-potable water supply are responsible for ensuring the water is not used for drinking or other potable purposes and for maintaining appropriate on-site controls to prevent inadvertent or improper use.

Rural customers are encouraged to seek guidance from NSW Health, including the water quality resources available on its website, to assist in understanding suitable on-site controls measures and management options.

# Where Your Service Begins

## Rural/Tank Fill Service (Volume Supply)



Customer Responsibility (All pipes, tanks, and pumps after the meter)

CTW Responsibility (The Main, Service Pipe, Meter)

### POLICY REVIEW

This policy will be reviewed each Council term, or more frequently if needed, with reference to any relevant legislation, best practice guides, or other related factors. This policy does not replace CTW's DWMS/QAP review, monitoring or reporting obligations.

### REFERENCES

- Local Government Act 1993
- Local Government (General) Regulation 2005
- Public Health Act 2010 (NSW)
- Public Health Regulation 2022 (NSW)
- Australian Drinking Water Guidelines (ADWG)
- CTW Drinking Water Management System (Quality Assurance Program)
- Rural Water Supply Connection Form

### VARIATION

Council reserves the right to review, vary or revoke this policy.

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**POLICY**



**Central  
Tablelands  
Water**

# Rural Water Supply Policy

**DOCUMENT CONTROL**

Document Title	Rural Water Supply Policy				
Policy Number	CTW-PR004				
Responsible Officer	Executive Manager Operations & Technical Services				
Reviewed by	General Manager				
Date Adopted	17 <del>March</del> <u>June</u> 2026				
Adopted by	Council				
Review Due Date	<del>February</del> <u>June</u> 2030				
Revision Number	<del>4</del>				
Previous versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1	19/12/15				16/097
2	28/07/25	Revised to include ownership of supply and other updates	GM	Council	25/064
3	18/2/26	Full update to include water quality commentary and definitions	GM	Council	<u>Nil</u>
<u>4</u>	<u>20/4/26</u>	<u>Updated definition of 'Non-Potable' for water quality purposes and overall revision</u>	<u>GM</u>	<u>Council</u>	

## PURPOSE

The purpose of this Policy is to outline clear guidelines for the provision of water from Central Tablelands Water (CTW) supply network to rural customers only.

## SCOPE

This Policy applies to all rural customers located outside an adopted reticulated service area. The town or village 50 km/hr zone is used by CTW as an indicative operational marker but is not determinative where CTW has otherwise identified the applicable reticulated service area. that are not located within the town and village limits. The Policy will apply to Central Tablelands Water (CTW) employees responsible for the assessment and approval of connection of Rural customers.

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## POLICY STATEMENT

CTW has a system that treats and provides water through its network that is compliant with the Australian Drinking Water Guidelines. Council is committed to providing affordable, quality drinking water to our customers in the CTW reticulated service areas.

This policy acknowledges the level of service that will be provided to rural customers relating to quality and availability of water.

CTW operates a water treatment and distribution system that supplies treated water through its network to towns and villages. In these reticulated service areas, the water is managed to be compliant with the Australian Drinking Water Guidelines, and Council is committed to providing affordable, quality drinking water to its customers.

The same treated water is supplied through Council's network to rural customers. However, due to the extended distances water travels through trunk mains, rural pipelines and the low demand at rural properties, Council cannot guarantee that disinfection is maintained to the customer's meter. Council acknowledges that the level of service provided to rural customers differs in relation to water quality assurance and availability. Accordingly, the supply of water to rural customers is classified as a Non-Potable Water Supply.

CTW's statutory obligations under the Public Health Act 2010 (NSW), Public Health Regulation 2022 (NSW), CTW's Drinking Water Management System and any applicable Quality Assurance Program remain unaffected. However, rural connections governed by this Policy are not supplied as a guaranteed potable service at the customer meter and must not be used for drinking, food preparation, personal hygiene or internal domestic uses unless independently treated and managed by the customer as appropriate.

For the avoidance of doubt, the following conditions apply to the operation of this Policy and all connections governed by it:

- a) Water supplied through rural, trunk-main, or unreticulated connections governed by this Policy is non-potable and is not guaranteed to meet the Australian Drinking Water Guidelines. Such water is not fit for direct human consumption, drinking, or food preparation.

b) This Policy does not of itself retrospectively invalidate any formal connection approval, entitlement, water supply agreement, or lawful use existing before 1 July 2026.

c) Nothing in this Policy authorises, permits, or should be taken to endorse the use of water from these rural, trunk-main, or unreticulated connections for drinking or human consumption.

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d) Existing and new customers supplied via these connections are expressly advised that the water is supplied under this policy as non-potable water and may lack adequate disinfection residuals for drinking purposes and may pose a risk to human health if consumed. Accordingly, customers must take appropriate independent steps to protect their health, including the provision and maintenance of an alternative, independent supply of potable water suitable for drinking and food preparation.

e) CTW reserves the right to take regulatory action, issue compliance directions, or impose operational requirements where necessary to address risks to public health or protect the integrity of the broader water network, in accordance with applicable local government and public health legislation.

## POLICY OBJECTIVES

The objective of this policy is to:

1. Provide clear direction to how a rural property owner may access CTW water supply trunk mains (network) within the CTW serviced areas for the purposes of receiving non-potable water from CTW.
2. Provide appropriate controls for a water connection to protect the water quality in the CTW network.
3. Provide clear indication of the non-potable water quality and supply performances for Rrural customers.

## POLICY DETAILS

1. This policy is applicable to properties that are located adjacent to a Council trunk water main, or properties that have a Council trunk water main running through them or those outside of a town or village 50km/hr area. This policy does not apply to properties within an identified reticulated service area. For the purposes of this policy, any property located outside of a town or village 50km/hr area will be referred to as a 'Rural Property' and therefore a RRural CCustomer'.
2. The rural property owner is to make an application to connect a CTW service to the rural property and in doing so will agree to enter into a water supply agreement.
3. The water supply agreement may include restrictions regarding intended water use; for example, using water to fill a dam or undertaking commercial irrigation activities would be an unacceptable use of the water supply.
4. CTW cannot assure ongoing disinfectant residuals or potable water compliance at rural connections. Guaranteeing a residual would require operational control and monitoring that is not practically or economically feasible. The rural property owner accepts that water supplied to rural customers by CTW in its trunk mains or a pipe network outside of a reticulated service area within a town or village 50km/hr area may not meet Australian Drinking Water Guidelines in regard to chlorine residual. Therefore, the water provided by CTW to rural customers is considered non-potable and is not suitable for human consumption including drinking, food preparation, personal hygiene, or other domestic internal uses.
5. The water supply is made available for non-potable external rural property uses, stock watering and other approved uses only, excluding drinking, food preparation, bathing, showering, personal hygiene and internal household uses.

- ~~3-6.~~ CTW reserves the right to cease providing water or disconnect the service to a rural property for any breach of the water supply agreement. Any disconnection will incur a disconnection fee.
- ~~4-7.~~ For the purposes of the water supply agreement CTW at its complete discretion can cease providing water to rural properties should the Drought Management Plan reach Level 5 or greater water restriction to reticulated services areas ~~are enforceable~~.
- ~~5-8.~~ CTW reserves the right to disconnect a rural property service if the connection is identified as having an unacceptable risk to the security and quality of the water supply.
- ~~6-9.~~ Rural property connections will be limited to a 20mm service. Each property will be limited to one (1) service connection. The service connection will be metered with the meter being located within 1mtr of the property boundary along a road frontage, or by agreement if this is not achievable.
- ~~7-10.~~ The rural property owner agrees to fully protect the service connection and any other CTW assets required to provide the service. The property owner must ensure the service remains readily accessible for the purposes of meter reading or servicing of equipment by CTW staff or its approved contractor.
- ~~8-11.~~ The rural property owner will be subject to all costs associated with providing the service connection to the property, including the developer charges for 1 Equivalent Tenement.
- ~~9-12.~~ Council cannot guarantee continuity of supply. On-site storage with a minimum capacity of 20 kilolitres must be installed. The property owner is responsible for determination of the capacity of the storage tank if greater than 20kL is required, including the location and maintenance of the storage tank. The infrastructure between the CTW service connection and the consumer's on-site storage tank is the sole responsibility of the property owner, including any maintenance requirements of this infrastructure.
- ~~10-13.~~ The pipeline feeding from the service connection to the tank is to discharge only to the top of the storage tank. A minimum 100mm airgap must be maintained between the inlet point of the storage tank and the tank overflow. The water supply is required to be directly connected from the service connection point to the storage tank with a single supply line. No connections in any form are permissible in the supply line between the water meter and the storage tank.
- ~~11-14.~~ As rural properties are classified as high risk for cross contamination due to potential use of hazardous chemicals and connection to livestock facilities, a back flow prevention device may also be fitted to the service. This device is to safeguard against contaminated water ~~from~~ re-entering ~~our Council's treated water network, including parts of the network used to supply~~ potable water ~~network~~. The responsibility ~~of and~~ costs for testing and maintaining this device ~~is~~ are the sole responsibility of the property owner.
- ~~12-15.~~ A pressure reducing valve and/or a flow control device of ~6.3 L/min may be required for the service connection to the rural property. These devices will ensure the supply does not impact on the urban reticulated supply systems. The responsibility and costs for maintaining and replacing these devices ~~is~~ are the sole responsibility of the property owner.
- ~~13-16.~~ Where ~~the a~~ private installation is required to cross over other privately owned land, that owner's written permission is to be submitted to CTW prior to the supply being connected.
- ~~14-17.~~ Where ~~the a~~ private installation is required to be placed in a road or rail reserve, the Local Council or authority responsible is to be consulted and any required conditions complied with. Council is to be provided with the authority's written permission for the work proposed, prior to the supply being connected.

~~15-18.~~ The property owner is responsible for the maintenance and operation of the water supply from the meter into the property. Council will not accept any responsibility for the loss of water, or resultant cost, from after the installed meter.

~~16-19.~~ In addition to the above conditions, contained in clauses 1 to 18, Council reserves the right to alter or amend any of the conditions of supply in line with changing standards and policies. Failure to abide by any of these conditions in the future may lead to Council refusing to continue to supply the property with water.

~~**A Rural Customer that receives water from CTW is deemed to have entered into a water supply agreement in accordance with this policy or any future revisions**~~**DEFINITION**

**Reticulated Services Area:**

~~This applies to the CTW pipe network that is within a town or village 50km/hr area and where water is supplied from a Reservoir to consumers.~~ Reticulated Service Area means an area identified by CTW as receiving a standard potable reticulated water service, generally within town or village 50km/hr limits, as determined by CTW.

**Trunk water main:**

A large water pipe used to convey treated water from a water treatment plant to a reticulation network.

**Non-Potable Water Supply:**

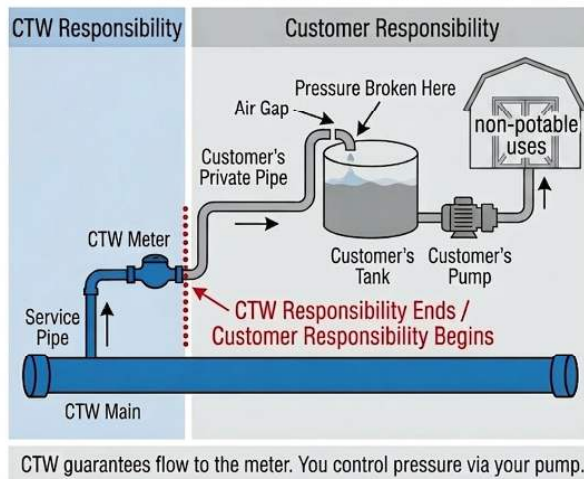
Water supplied by Central Tablelands Water to rural customers is classified as non-potable and is not intended or suitable for drinking, food preparation, personal hygiene, or other domestic internal uses without additional treatment.

Customers receiving a non-potable water supply are responsible for ensuring the water is not used for drinking or other potable purposes and for maintaining appropriate on-site controls to prevent inadvertent or improper use.

Rural customers are encouraged to seek guidance from NSW Health, including the water quality resources available on its website, to assist in understanding suitable on-site controls measures and management options.

## Where Your Service Begins

### Rural/Tank Fill Service (Volume Supply)



Customer Responsibility (All pipes, tanks, and pumps after the meter)

CTW Responsibility (The Main, Service Pipe, Meter)

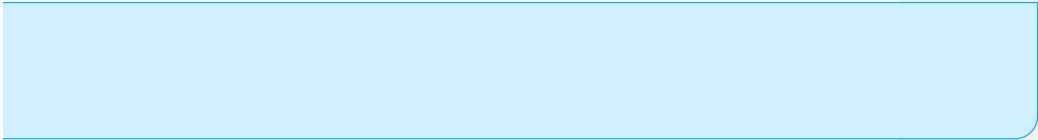
#### POLICY REVIEW

This policy will be reviewed each Council term, or more frequently if needed, with reference to any relevant legislation, best practice guides, or other related factors. [This policy does not replace CTW's DWMS/QAP review, monitoring or reporting obligations.](#)

#### REFERENCES

- Local Government Act 1993
- Local Government (General) Regulation 2005
- [Public Health Act 2010 \(NSW\)](#)
- [Public Health Regulation 2022 \(NSW\)](#)
- [Australian Drinking Water Guidelines \(ADWG\)](#)
- [CTW Drinking Water Management System \(Quality Assurance Program\)](#)
- Rural Water Supply Connection Form

#### VARIATION



Council reserves the right to review, vary or revoke this policy.

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**POLICY**



**Central  
Tablelands  
Water**

# **Unconnected Land Availability Charge Policy**

## DOCUMENT CONTROL

Document Title	Unconnected Land Availability Charge				
Policy Number	CTW-PR052				
Responsible Officer	Executive Management Accountant				
Reviewed by	Executive Management Team				
Date Adopted	17 June 2026				
Adopted by	Council				
Review Due Date	June 2030				
Revision Number	1.2				
Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1.0	Oct 2025	New policy draft	EMCS	EMT	
1.1	Dec 2025	Updated references, format and refer to Council	EMT	Council	25/104
1.2	June 2025	Terminology refined for clarity, equity definitions and unit standardisation	GM	Council	

## PURPOSE

This policy establishes the principles and administrative framework applied by Central Tablelands Water (CTW) when determining availability charges for unconnected land. It aims to secure an equitable financial contribution from property owners who benefit from infrastructure proximity, ensuring long-term network sustainability, pricing clarity, and transparency.

## SCOPE

This Policy applies to all unconnected parcels of land within CTW's reticulated service areas where water connection is available or can be reasonably provided. It excludes land outside the reticulated service areas or exempted by legislation.

## POLICY STATEMENT

This policy is enacted in accordance with Council's statutory powers under **Section 552 of the Local Government Act 1993 (NSW)**. The policy ensures equitable cost recovery for asset upkeep, readiness, and network capacity and acknowledges unconnected land located within proximity to CTW's infrastructure and derives a benefit from network availability is subject to a water availability charge.

Unconnected land within CTW's reticulated service areas derives a direct, distinct benefit from the proximity of water infrastructure, even where services are not connected. To ensure equitable cost recovery for constructing and maintaining infrastructure that provides an immediate connection capability to each separate legal title. Such land is subject to quarterly water availability charges in line with Section 552 of the Local Government Act 1993 (NSW) and associated regulations.

These charges contribute to:

- The ongoing operation, maintenance, and renewal of existing infrastructure.
- The equitable distribution of costs across property owners who benefit from service availability.
- The financial sustainability of CTW's water supply service.

## Principles

CTW's approach to charging for unconnected land is guided by the following principles:

- **Equity:** All land that benefits from infrastructure availability contribute proportionately to fixed costs.
- **Cost Reflectivity:** Charges reflect the contribution to maintaining service capacity and network readiness.
- **Transparency:** The assessment criteria is objective, publicly accessible, and applied consistently.
- **Encouragement of Development:** The framework supports timely connection and efficient land use.
- **Compliance:** The policy aligns within the legislative and pricing framework governing local water utilities.

### Charging Framework

Service type	Charge type	Applicability	Charging basis
Water supply	Water availability charge	Unconnected land within 225 metres of a CTW reticulated water main, AND water could be supplied to some part of the land from a standpipe at least 1 metre above ground level, if such a pipe were laid and connected to CTW's mains subject to physical and servicing constraints.	50% of the standard 20mm water availability charge as set out in CTW's annual Fees & Charges schedule and levied on a quarterly basis.

### Assessment Process, Statutory Exclusions and Discretionary Exemptions

Pursuant to Section 558 of the *Local Government Act 1993 (NSW)*, Council has established specific criteria under which the Section 552 unconnected land availability charge shall be exempt from the charge. These exclusions and discretionary exemptions are structured to maintain network equity while recognising clear physical, legal, and operational boundaries.

#### Assessment Process Framework

To ensure a robust, transparent, and consistent application of the charge, Central Tablelands Water (CTW) will utilise a structured two-stage assessment framework for all land within the reticulated service areas. Each parcel of land not yet connected to the reticulated water service area will be evaluated via the following sequence:

- 1. First-Instance Statutory Assessment (Section 552):** In the first instance, the property will be assessed against the core statutory criteria of Section 552 of the *Local Government Act 1993 (NSW)* to determine if it falls within the legal charging perimeter (i.e., situated within 225 metres of a CTW water main and physically capable of being supplied via a 1-metre-high standpipe).
- 2. Discretionary Exemption Review (Section 558):** Following the initial statutory assessment, Council's localised discretionary exemptions, established in accordance with Section 558 of the Act, will be applied to the assessment to determine if a specific operational, legal, or physical exclusion is warranted.

**Discretionary Exclusion Criteria:** Subject to the outcome of the two-stage assessment process, the unconnected land availability charge shall not be levied on:

- **Land Outside Reticulated Footprints:** Land situated entirely outside CTW's designated reticulated service areas.
- **Physical or Engineering Barriers:** Land that cannot reasonably or practically be connected to the network due to severe topography or engineering constraints (e.g., parcels separated from the water main by a railway line or a major water body).
- **Public and Crown Allocations:** Dedicated public reserves, public roads, and non-rateable Crown land.

- **Development-Prohibited Allotments:** Land upon which development or building construction is expressly prohibited by a constituent council's Local Environmental Plan (LEP) or planning instrument.
- **Constituent Council Community Space:** Community land owned and operated by a constituent council for public benefit, subject to the review and approval of an annual application.
- **Overriding Legislative Exemptions:** Any other parcel of land granted a mandatory exemption by prevailing state or federal legislation.

### Definition

**Reticulated Service Area:** The portion of the CTW pipe network operating within a town or village area, where water is supplied from a Reservoir and matching the Land Use Zones listed under Local Environmental Plans.

**Unconnected Land:** A distinct legal parcel of land that is within 225m of the CTW reticulated service area that does not currently possess an active metered water service connection and is not excluded by Section 552(2) criteria

**Land Use Zones:** For the purposes of this policy, unconnected land within the following LEP zones will be assessed against this policy:

- *Residential:* R1 (General Residential), R5 (Large Lot Residential).
- *Commercial/Business:* B2 (Local Centre), B5 (Business Development), B6 (Enterprise Corridor).
- *Industrial:* IN1 (General Industrial), IN2 (Light Industrial).
- *Special Purposes/Other:* RE1 (Public Recreation), RU5 (Village), SP2 (Infrastructure).

### Governance and Implementation

CTW will apply and review unconnected land availability charges annually as part of its Revenue Policy and Fees & Charges schedule.

Land subject to the availability charge will be reviewed and updated when modifications to CTW's reticulation service area are completed. CTW will monitor all modifications to ensure ongoing compliance with this policy.

The Executive Management Accountant is responsible for implementing this policy and ensuring compliance with legislative and regulatory requirements.

#### **Pensioner Discount**

Where the land is a pensioner's primary residence, as shown on their pension concession card, the fee may be reduced by the pensioner concession amount, subject to customer application and confirmation of concession status from the applicable government department.

#### **Customer Review Pathway**

Customers may request a review of the charge which will be completed by CTW technical staff with a written response provided to the applicant.

#### **Customer Appeal pathway**

Should a customer request an appeal of the staff's review decision, escalation of the review will be delegated to the General Manager for a final decision on the appeal.

**POLICY REVIEW**

This policy will be reviewed every term of Council (4 years), or more frequently if needed, with reference to any relevant legislation, best practice guides, or other related factors.

**REFERENCES**

- Local Government Act 1993 (NSW) – Sections 501–552
- Local Government (General) Regulation 2021
- Water Management Act 2000 No 92
- Regulatory and Assurance Framework for Local Water Utilities 2022
- CTW Revenue Policy and annual Fees & Charges

**VARIATION**

Council reserves the right to review, vary or revoke this policy.

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**POLICY**



**Central  
Tablelands  
Water**

**Unconnected  
~~Vacant~~ Land  
Availability Charge  
Policy**

**DOCUMENT CONTROL**

Document Title	Unconnected <del>Vacant</del> Land Availability Charge				
Policy Number	CTW-PR052				
Responsible Officer	Executive Management Accountant				
Reviewed by	Executive Management Team				
Date Adopted	17 <del>December 2025</del> <u>June 2026</u>				
Adopted by	Council				
Review Due Date	<del>December June 2030</del> <u>29</u>				
Revision Number	<u>1.2</u>				
Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
1.0	Oct 2025	New policy draft	EMCS	EMT	
1.1	<del>Nov</del> <u>Dec</u> 2025	Updated references, format and refer to Council	EMT	Council	<del>Confirm</del> <u>25/104</u>
<u>1.2</u>	<u>June 2025</u>	<u>Terminology refined for clarity, equity definitions and unit standardisation</u>	<u>GM</u>	<u>Council</u>	

## PURPOSE

~~The purpose of t~~This policy ~~establishes to outline~~ the principles and ~~administrative~~ framework applied by Central Tablelands Water (CTW) ~~in when~~ determining availability charges for unconnected ~~vacant~~ land. It ~~aims to secure an ensures~~ equitable ~~financial~~ contribution ~~by all from~~ property owners who benefit from ~~infrastructure proximity, ensuring long-term network sustainability, pricing clarity, and transparency service availability, enables financial sustainability, and develops fairness and transparency in application of charges~~

## SCOPE

This Policy applies to all unconnected ~~vacant parcels of~~ land within CTW's reticulated service areas where water ~~connection~~ is available or can be reasonably provided. It excludes land outside the reticulated service areas or exempted by legislation.

## POLICY STATEMENT

~~This policy is enacted in accordance with Council's statutory powers under Section 552 of the Local Government Act 1993 (NSW). The policy ensures equitable cost recovery for asset upkeep, readiness, and network capacity and acknowledges unconnected land located within proximity to CTW's infrastructure and derives a benefit from network availability is subject to a water availability charge.~~

Unconnected ~~vacant~~ land within CTW's reticulated service areas ~~derives a direct, distinct~~ benefits from the ~~proximity availability~~ of water infrastructure, even where services are not connected. To ensure equitable cost recovery for ~~constructing and~~ maintaining ~~infrastructure that provides and providing an immediate connection~~ capability ~~to each separate legal title, and capacity, s~~Such land is subject to quarterly water availability charges in line with Section 552 of the Local Government Act 1993 (NSW) and associated regulations.

These charges contribute to:

- The ongoing operation, maintenance, and renewal of existing infrastructure.
- The equitable distribution of costs across property owners who benefit from service availability.
- The financial sustainability of CTW's water supply service.

## Principles

CTW's approach to charging for ~~vacant unconnected~~ land is guided by the following principles:

- **Equity:** All ~~property owners who land that~~ benefits from ~~service infrastructure~~ availability contribute ~~proportionately~~ to ~~system fixed~~ costs.
- **Cost Reflectivity:** Charges reflect the contribution to maintaining service capacity and network readiness.
- **Transparency:** The ~~assessment criteria are is objective, basis for charging is clear,~~ publicly accessible, and applied consistently.
- **Encouragement of Development:** The framework supports timely connection and efficient land use.
- **Compliance:** The policy ~~operates aligns~~ within the legislative and pricing framework governing local water utilities.

## Charging Framework

Service type	Charge type	Applicability	Charging basis
Water supply	Water availability charge	Unconnected <del>vacant</del> land within 225 metres of a CTW reticulated <del>service area</del> water main, AND <del>the land</del> water could be supplied to some part of the land from a standpipe at least 1 metre above ground level, if such a pipe were laid and connected to CTW's mains subject to physical and servicing constraints, can be reasonably serviced by CTW if a connection was requested by the customer.	50% of the standard 20mm water availability charge as set out in per CTW's annual Fees & Charges schedule and levied on a billed quarterly basis.

Commented [CW2]: Should we add another line here for mentioning the pensioner concession?

Where the land is a pensioner's primary residence, as shown on their pension concession card, the fee may be reduced to the pensioner concession amount, subject to customer application and confirmation of concession status from applicable government departments.

Commented [CH3R2]: Lets put under Governance and implementation

Commented [CW1]: Capitalised - are we defining Land?

#### Assessment Process, Statutory Exclusions and Discretionary Exemptions

Pursuant to Section 558 of the *Local Government Act 1993 (NSW)*, Council has established specific criteria under which the Section 552 unconnected land availability charge shall be exempt from the charge. These exclusions and discretionary exemptions are structured to maintain network equity while recognising clear physical, legal, and operational boundaries.

#### Assessment Process Framework

To ensure a robust, transparent, and consistent application of the charge, Central Tablelands Water (CTW) will utilise a structured two-stage assessment framework for all land within the reticulated service areas. Each parcel of land not yet connected to the reticulated water service area will be evaluated via the following sequence:

- 1. First-Instance Statutory Assessment (Section 552):** In the first instance, the property will be assessed against the core statutory criteria of Section 552 of the *Local Government Act 1993 (NSW)* to determine if it falls within the legal charging perimeter (i.e., situated within 225 metres of a CTW water main and physically capable of being supplied via a 1-metre-high standpipe).
- 2. Discretionary Exemption Review (Section 558):** Following the initial statutory assessment, Council's localised discretionary exemptions, established in accordance with Section 558 of the Act, will be applied to the assessment to determine if a specific operational, legal, or physical exclusion is warranted.

**6.2-Discretionary Exclusion Criteria:** Subject to the outcome of the two-stage assessment process, the unconnected land availability charge shall not be levied on:

- **Land Outside Reticulated Footprints:** Land situated entirely outside CTW's designated reticulated service areas.
- **Physical or Engineering Barriers:** Land that cannot reasonably or practically be connected to the network due to severe topography or engineering constraints (e.g., parcels separated from the water main by a railway line or a major water body).

- **Public and Crown Allocations:** Dedicated public reserves, public roads, and non-rateable Crown land.
- **Development-Prohibited Allotments:** Land upon which development or building construction is expressly prohibited by a constituent council's Local Environmental Plan (LEP) or planning instrument.
- **Constituent Council Community Space:** Community land owned and operated by a constituent council for public benefit, subject to the review and approval of an annual application.
- **Overriding Legislative Exemptions:** Any other parcel of land granted a mandatory exemption by prevailing state or federal legislation.

Availability charges do not apply to:

- Land outside CTW's reticulated service areas.
- Land beyond 225 metres of CTW's reticulation network.
- Land that cannot reasonably be connected due to topography or infrastructure constraints e.g. separated by a water body or railway line.
- Public reserves, roads, and non-rateable Crown land.
- Land that is prohibited from development by a constituent council's documentation.
- Land owned and operated by a Constituent council for the benefit of the community and categorised as community land (upon annual application).
- Any other land exempted by legislation.

#### Definition

**Reticulated Services Area:** ~~This applies to the~~ The portion of the CTW pipe network operating that is within a town or village area, where water is supplied from a Reservoir ~~and matching the Land Use Zones listed under Local Environmental Plans.~~ **Environmental Plans.**

**Unconnected Vacant Land:** A property or ~~is a~~ distinct legal parcel of land that is within 225m of the CTW reticulated service area that ~~is~~ does not currently ~~being charged the availability charge~~ possesses an active metered water service connection and is not excluded by Section 552(2) criteria.

**Land Use Zones:** For the purposes of this policy, unconnected ~~vacant~~ land within the following LEP zones as defined in Land Zoning Maps shown in Constituent Council Local Environmental Plans will be assessed against this policy:

- Residential: R1 (General Residential), R5 (Large Lot Residential).
- Commercial/Business: B2 (Local Centre), B5 (Business Development), ~~B6 (Enterprise Corridor).~~
- Industrial: IN1 (General Industrial), IN2 (Light Industrial).
- Special Purposes/Other: RE1 (Public Recreation), RU5 (Village), SP2 (Infrastructure).

~~B2: Local Centre~~

~~B5: Business Development~~

~~B6: Enterprise Corridor~~

~~IN1: General Industrial~~

~~IN2: Light industrial~~

Commented [CW4]: We say services (plural) here but singular elsewhere.

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Commented [CW5]: Weddin use - E1 - Local centre, E4 General Industrial. Plus Cabonne E3 Commercial Support, I Heavy Industrial

Commented [CH6R5]: Not sure where you are getting this info see Grenfell 8100 COM LZN 008A 020 20180314.p Molong 1400 COM LZN 004A 020 20120719 Blayney 0850 COM LZN 004B 020 20151014 They all follow same naming alpha numeric delineators

~~R1: General Residential~~  
~~R5: Large Lot Residential~~  
~~RE1: Public Recreation~~  
~~RUS: Village~~  
~~SP2: Infrastructure~~

### Governance and Implementation

CTW will apply and review unconnected ~~vacant~~ land availability charges annually as part of its Revenue Policy and Fees & Charges schedule.

Land subject to the availability charge will be reviewed and updated when modifications to CTW's reticulation ~~network~~ service area are completed. CTW will monitor all modifications to ensure ongoing compliance with this policy.

Commented [CW7]: Network or service area?

The Executive Management Accountant is responsible for implementing this policy and ensuring compliance with legislative and regulatory requirements.

#### Pensioner Discount

Where the land is a pensioner's primary residence, as shown on their pension concession card, the fee may be reduced by the pensioner concession amount, subject to customer application and confirmation of concession status from the applicable government departments.

#### Customer Review Pathway

Customers may request a review of the charge which will be completed by CTW technical staff with a written response provided to the applicant.

#### Customer Appeal pathway

Should a customer request an appeal of the staff's review decision, escalation of the review will be delegated to the General Manager for a final decision on the appeal.

**POLICY REVIEW**

This policy will be reviewed every term of Council (4 years), or more frequently if needed, with reference to any relevant legislation, best practice guides, or other related factors.

**REFERENCES**

- Local Government Act 1993 (NSW) – Sections 501–552
- Local Government (General) Regulation 2021
- Water Management Act 2000 No 92
- Regulatory and Assurance Framework for Local Water Utilities 2022
- CTW Revenue Policy [and annual Fees & Charges](#) ~~CTW Annual Fees and Charges~~

**VARIATION**

Council reserves the right to review, vary or revoke this policy.

DRAFT

## Circular to Councils

<b>Subject/title</b>	<b>2026/27 Determination of the Local Government Remuneration Tribunal</b>
<b>Circular Details</b>	Circular 26-05 / 15 May 2026 / A1005478
<b>Previous Circular</b>	<u><a href="#">Circular 25-10 - 21-05 2025/26 Determination of the Local Government Remuneration Tribunal</a></u>
<b>Who should read this</b>	Councillors / General Managers / Council Governance Staff
<b>Contact</b>	Council Governance Team / 02 4428 4100 / <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
<b>Action required</b>	Council to Implement

### What's new or changing?

- The Local Government Remuneration Tribunal (the Tribunal) has determined an increase of 3.7% to mayoral and councillor fees for the 2026-27 financial year, with effect from 1 July 2026.
- The Tribunal is required to determine the remuneration categories of councils and mayoral offices at least once every 3 years under section 239 of the *Local Government Act 1993* (the Act). The Tribunal last undertook a significant review of the categories as part of its 2023 determination.
- In undertaking its review this year, the Tribunal concluded that it was necessary to rectify a criteria anomaly identified in the 'Regional Strategic' category established by the 2023 annual determination, and to adjust the population criteria for the 'Major Strategic Area' category, from 300,000 to 200,000.
- The Tribunal found that the allocation of most councils into the current categories continued to be appropriate having regard to the 2023 review, the current category model and criteria, and the evidence put forward in the submissions received. However, the Tribunal has reclassified Dungog Shire Council as 'Rural Large' due to population growth.
- The Tribunal has indicated it will undertake a further review of the categories of councils as part of its 2027 determination.

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## What will this mean for council?

- Section 248 and 249 of the Act require councils to fix and pay an annual fee to councillors and mayors from 1 July 2026 based on the Tribunal's determination for the 2026-27 financial year.

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## Key points

- The level of fees paid will depend on the category the council is in.
- A council cannot fix a fee higher than the maximum amount determined by the Tribunal.
- If a council does not fix a fee, the council must pay the minimum fee determined by the Tribunal.

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## Where to go for further information

- The Tribunal's report and determination is available at:  
<https://www.remtribunals.nsw.gov.au/local-government/current-lgrt-determinations>.
- For further information please contact the Council Governance Team on 02 4428 4100 or by email at [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au).



**Brett Whitworth PSM**  
Deputy Secretary, Office of Local Government

## Circular to Councils

Subject/title	Rating information 2026-27
Circular Details	Circular 26-06 / 15 May 2026 / A994414
Previous Circular	<u><a href="#">25-06 – Rating-information-2025-26</a></u>
Who should read this	General Managers / All council staff
Contact	Performance Team / (02) 4428 4100 / <a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>
Action required	Information / Council to Implement

### What's new or changing?

- Maximum boarding house tariffs for 2026-27 have been determined
- Maximum interest rate payable on overdue rates and charges for 2026-27 has been determined
- Section 603 Certificate fee for 2026-27 has been determined
- Statutory limit on the maximum amount of minimum rates for 2026-27 has been determined

### What will this mean for council?

- Councils should incorporate these determinations into their 2026-27 rating structures, Operational Plan and Revenue Policy.

### Key points

#### Boarding House Tariffs

- In accordance with section 516 of the *Local Government Act 1993* (the Act), it has been determined that for the purpose of the definition of 'boarding house' and 'lodging house', the maximum tariffs, excluding GST, that a boarding house or lodging house may charge tariff-paying occupants are:



- a) Where full board and lodging is provided:  
\$482 per week for single accommodation; or  
\$794 per week for a family or shared accommodation.
  - b) Where less than full board or lodging is provided:  
\$325 per week for single accommodation; or  
\$534 per week for family or shared accommodation.
- Notice giving effect to these decisions has been published in the NSW Government Gazette (Government Gazette No 184 – 15<sup>th</sup> day of May 2026).

#### Maximum Interest Rate on Overdue Rates and Charges

- In accordance with section 566(3) of the Act, it has been determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2026 to 30 June 2027 will be 9.5% per annum
- The methodology used to calculate the interest rate applicable for the period 1 July 2026 to 30 June 2027 is the Supreme Court methodology (the Reserve Bank cash rate plus 6%), rounded to the nearest half per cent. The cash rate used for the purposes of the maximum interest rate for local government is based on the cash rate set by the Reserve Bank of Australia on 9 December 2025.
- Notice giving effect to these decisions has been published in the NSW Government Gazette (Government Gazette No 184 – 15<sup>th</sup> day of May 2026)

#### Section 603 Certificate

- Under section 603 of the Act, councils may issue a certificate as to the amount (if any) of rates, charges, etc. due or payable to the council for a parcel of land. Section 603(2) states the application must be accompanied by the approved fee. In accordance with the approved methodology, the approved fee for 2026-27 is determined to be \$105.
- This determination applies to the issuing of a certificate for the matters specified in section 603(2) of the Act. Where a council offers to provide other information as an optional service, the council is not prevented from separately determining an approved fee for that additional service. Furthermore, a council is not prevented from determining approved fees for additional services required by an applicant for the expedited processing of a Section 603 Certificate.

### Statutory limit on the maximum amount of minimum rates

- Following a recommendation by Independent Pricing and Regulatory Tribunal (IPART), clause 126 of the Local Government (General) Regulation 2021 will be amended on 1 July 2026 by the Local Government (General) Amendment (Minimum Amounts of Rate) Regulation 2026, so that under section 548(3)(a) of the Act, the maximum amount of the minimum ordinary rate will be \$655 for 2026-27.
- The maximum amount of a minimum special rate (not being a water supply special rate or a sewerage special rate) prescribed by section 548(3)(b) of the Act will remain unchanged at \$2.

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### Where to go for further information

- Office of Local Government has further information available at <https://www.olg.nsw.gov.au/councils/council-finances/rating-and-special-variations/>.



**Brett Whitworth PSM**  
Deputy Secretary, Local Government

**DRAFT**



**Central  
Tablelands  
Water**



# **ANNUAL BUDGET & STATEMENT OF REVENUE POLICY 2026/27**

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## ACKNOWLEDGEMENT OF COUNTRY

Central Tablelands Water acknowledges the Traditional Custodians of the lands on which we live and work. We recognise the Wiradjuri people as the Traditional Owners and Custodians of this region and pay our respects to their Elders past, present and emerging.

We acknowledge the deep and continuing connection Aboriginal and Torres Strait Islander peoples have to land, water and community. We recognise that water is a vital and shared resource, and that First Nations peoples have cared for and managed these water systems for thousands of years.

Central Tablelands Water is committed to respecting this ongoing connection and to working in a way that honours the cultural significance of land and water, while supporting strong relationships with Aboriginal communities across our region.

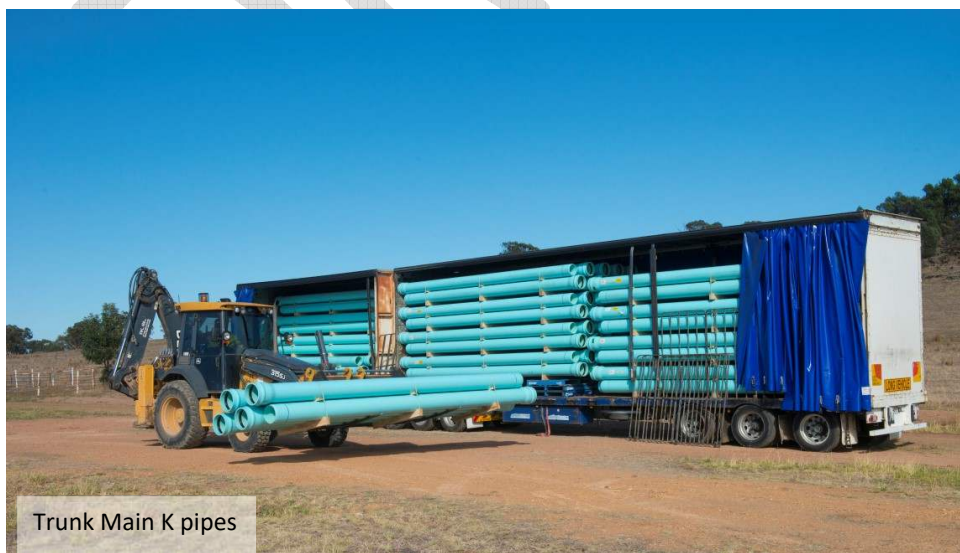
## EXECUTIVE SUMMARY

Central Tablelands Water (Council) was established in the 1940s to supply potable water across our region. Council currently supplies 14 towns and villages with quality drinking water for our constituent councils of Blayney, Cabonne and Weddin; and supplies bulk water to industrial customers and neighbouring councils.

The preparation of an Annual Budget and Revenue Policy is a requirement under the Office of Local Government's Integrated Planning & Reporting (IP&R) framework. The Annual Budget provides a short-term snapshot of Council's financial performance against key measures and outlines the detailed factors within the next year's budget. The Revenue Policy outlines key information on the charges Council levies and the principles underlying those charges.

The Annual Budget is the recommended base case from the Long-Term Financial Plan (LTFP). The budget shows Council is financially stable if key assumptions are met over the 2026/27 financial year. Year two of the adopted availability charges increase is expected to see Council achieve a small operational surplus following six years of operational deficits. These operational results either increase or decrease the amount of money available for capital works which helps to ensure a sustainable long-term. There are no significant changes to expense budgets with price tracking expected increases in costs due to increased CPI and with a new Local Government (NSW) Award agreement from 1 July 2026 providing salary raises for staff.

The 2026/27 Annual Budget and Revenue Policy support the continued delivery of safe, quality, and reliable water services to our communities, and present a stable and prudent financial position.



## MISSION

To supply quality, affordable drinking water to our customers across our region, in collaboration with our constituent councils.

## VISION

As a regional leader and provider, to achieve excellence in water supply, now and into the future.

## VALUES

Central Tablelands Water values our customers, our workforce, and our regional partners. We provide our water supply valuing sustainability, quality, efficiency, equity, and innovation.



# OPERATIONAL PLAN 2026/27

## COUNCIL'S ANNUAL BUDGET

Operationally, the 2026/27 year is a mostly 'business-as-usual year'; workforce levels are steady and though large capital works are programmed they are within Council's typical scope for renewals.

Year 2 of the availability charge increase will steady Council's financial position and ensure that base operating costs can be covered.

Rainfall indicators and current dam levels point to a consistent supply of water over the year.

Section 64 contributions are slightly higher due to two upcoming developments. The budget estimates a modest surplus to contribute towards the significant capital works programs in the next 10 years.

Strategically, the 2026/27 year is significant as:

- The Belubula Water Security Project is expected to complete the Final Business Case to determine if additional water storage will be recommended for government funding.
- The completion of the Safe & Secure Strategic projects will facilitate comprehensive review of Council's 30-year term across finances and asset management.
- The Central Tablelands Regional Water Supply Grid (Stage 2 of the Sub-Regional Town Water Strategy) will address the broader context of water security across our region and set the long-term vision for ensuring populations across the Central Tablelands have an intergenerational safe and reliable water supply.

## DETAILED INCOME STATEMENT PROPOSED FOR 2026/27

	Actuals for 2024/25 \$	Original Budget for 2025/26 \$	Proposed Budget - Q3 to end of 2025/26 \$	Proposed Budget for 2026/27 \$	Indicative Budget Year 2 2027/28 \$	Indicative Budget Year 3 2028/29 \$
<b>Income from Continuing Operations</b>						
<b>Revenue:</b>						
Rates & Annual Charges	2,019,000	2,415,149	2,415,149	3,031,830	3,203,695	3,352,741
User Charges & Fees	5,690,000	6,175,967	6,190,967	6,520,877	6,885,055	7,205,727
Other Revenues	93,000	91,579	78,492	97,183	100,199	102,964
Grants & Contributions provided for Operating Purposes	10,000	250,000	306,206	1,148,247	37,647	37,647
Grants & Contributions provided for Capital Purposes	513,000	1,367,550	440,000	924,292	240,775	247,998
Interest & Investment Revenue	612,000	430,000	679,932	570,000	507,000	507,000
Net Gains from the Disposal of Assets	35,000	50,000	50,000	50,000	50,000	50,000
<b>Total Income from Continuing Operations</b>	<b>9,007,000</b>	<b>10,780,245</b>	<b>10,160,746</b>	<b>12,342,429</b>	<b>11,024,371</b>	<b>11,504,077</b>
<b>Expenses from Continuing Operations</b>						
Employee Benefits & On-Costs	2,584,000	3,331,424	3,030,824	3,338,447	3,468,830	3,611,741
Borrowing Costs	0	0	0	0	0	0
Materials & Contracts	3,005,000	3,365,549	3,261,539	4,470,836	3,436,910	3,579,415
Depreciation & Amortisation	3,249,000	3,402,276	3,402,276	3,504,344	3,609,475	3,747,759
Other Expenses	17,000	23,508	23,508	23,508	23,508	23,508
<b>Total Expenses from Continuing Operations</b>	<b>8,855,000</b>	<b>10,122,757</b>	<b>9,718,147</b>	<b>11,337,135</b>	<b>10,538,723</b>	<b>10,962,423</b>
<b>Net Operating Result for the Year</b>	<b>152,000</b>	<b>657,488</b>	<b>442,599</b>	<b>1,005,294</b>	<b>485,648</b>	<b>541,654</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(361,000)</b>	<b>(710,062)</b>	<b>2,599</b>	<b>81,002</b>	<b>244,873</b>	<b>293,656</b>

## PRICING REGIME

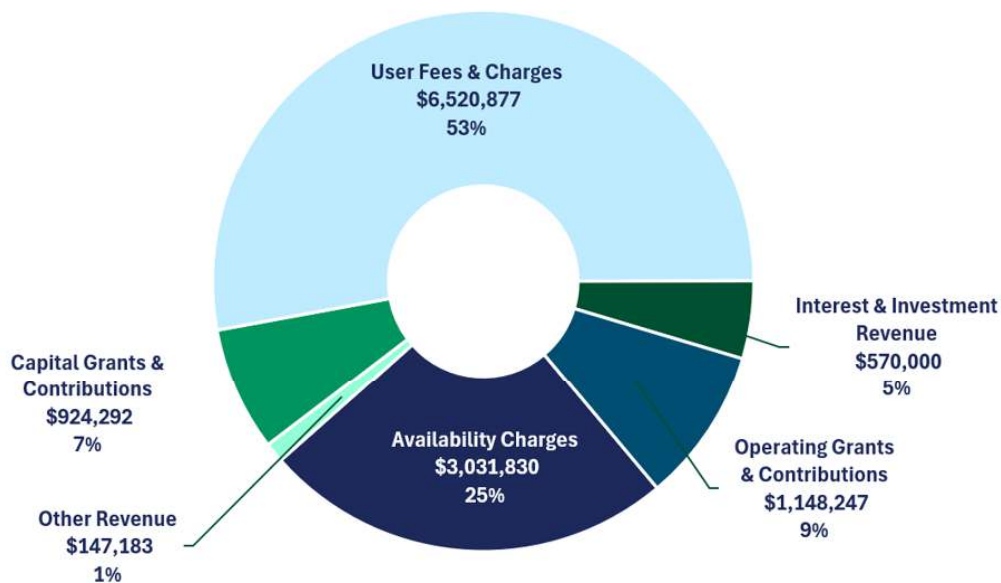
Council has the following pricing regime:

1. A two-part pricing policy of an availability charge and a consumption charge,
2. Water accounts are rendered quarterly, and
3. No cross subsidies between non-residential customers.

In setting fees and charges Council endeavours to ensure it can continue to provide a high level of service, whilst generating sufficient funds to renew infrastructure. Council is mindful of the economic and social impacts its pricing has on customers and endeavours, where possible, to keep prices affordable.

## COUNCIL'S INCOME

The major sources of revenue for Council are availability charges and user fees and charges which account for nearly 89% of all budgeted income in 2026/27. Minimal grants and capital contributions are currently expected. Council also receives income from interest on overdue charges and investments, and other small sources include the sale of assets and rebates. A snapshot of the income budget by category is shown below.



## AVAILABILITY CHARGES

The Availability Charge is one of Council's main income streams. The charge reflects the size of the meter, with larger meters making a larger draw on the network. A detailed explanation of how Flow Capacity Factors are applied to calculate the Availability Charge are outlined in Council's Revenue Policy.

Council plans to increase the availability charge by approximately 20% in the 2026/27 budget, in accordance with Council's resolution of June 2025. This was approved so that Council can adequately fund the water network depreciation from a stable income base.

The Availability Charge now applies for unconnected vacant land within 225 metres of a water main. The charge is 50% of the 20mm availability rate. The purpose of this charge is to contribute to funding the cost of maintaining the infrastructure that can service the property in future.

## USER FEES AND CHARGES

Water consumption charges are the second main income stream for Council. Council proposes to increase water consumption charges by 5% in 2026/27. This increase reflects the cost increases anticipated across salaries and contracts. Overall consumption across our customers has been assumed to remain the same as 25/26 FY.

Private work installation, including installation of new connections and extensions of water mains are charged to customers at cost rate. Council proposes to increase the wages component of private works charges by 5% in the current budget, with the cost of materials reflecting the real costs borne by Council plus an administrative fee.

## STATUTORY CHARGES

Council has no discretion to determine the amount of a fee for service when the amount is fixed by regulation or by another authority, this includes Section 603 Certificates, GIPA fees and the maximum interest applicable to overdue water accounts.

## GRANTS & CONTRIBUTIONS

Council is expecting to receive the following operational grants in 2026/27:

- \$100k from the Office of Local Government under the Local Government Traineeship scheme covering most of the costs of the engagement of two trainees by Council.
- \$516k from the National Water Grid under the Central Tablelands Regional Water Supply Grid (Stage 2 of the Sub-Regional Town Water Strategy).

Council receives revenue from:

- Developer contributions in accordance with its Development Servicing Plan (DSP). The DSP adopted in 2021 provides for development contribution rates to change in accord with the movement in the Sydney City Consumer Price Index (CPI). Council has provided for a 5% increase in this budget.

- Operational contributions from Cabonne Council and Orange City Council as co-contributions towards the Central Tablelands Regional Water Supply Grid (Stage 2 of the Sub-Regional Town Water Strategy).

## INVESTMENT REVENUE

Council's investment strategy is intended to balance three key factors:

- the investment of surplus funds to maximise earnings,
- the security of Council funds, and
- maintain sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due.

Given the difficulty of predicting interest rates, an estimated average return of 4% has been estimated in this budget. Council will continue to seek the best rates available.

## BORROWINGS

Council has developed a strategic plan for loan borrowings to align with the proposed Capital program and anticipated receipt of grants.

Council does not currently have any borrowings and is not proposing to borrow any additional funds in the 2026/27 financial year.

## OTHER REVENUE

The majority of other revenue is generated by rental income on Council properties, insurance claim recoveries, insurance discounts, and employee contributions to leased motor vehicles. It has been assumed that these revenues will increase by around 5% in this budget.

A new fee for quotation of a private work installation will be introduced in 2026/27 at \$85 per quote. This fee is intended to cover the staff costs in estimating price and scope of works.

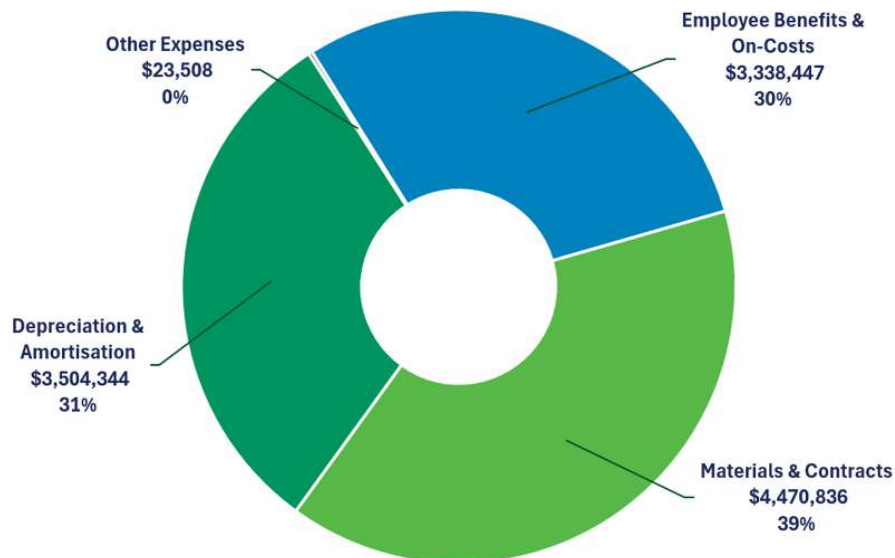
## TYPICAL RESIDENTIAL BILL

The impact on a typical residential bill of the increase in fees and charges is shown below, based on a standard 20mm residential connection and an annual consumption of 155KL.

	2024/25		2025/26		Average Increase	
	Per Year	Per Quarter	Per Year	Per Quarter	Per Year	Per Quarter
Availability Charge	\$352.00	\$88.00	\$424.00	\$106.00	\$72.00	\$18.00
Consumption Charge	\$638.60	\$159.65	\$671.15	\$167.79	\$32.55	\$8.14
<b>Total on a Typical Residential Bill</b>	<b>\$990.60</b>	<b>\$247.65</b>	<b>\$1,095.15</b>	<b>\$273.79</b>	<b>\$104.55</b>	<b>\$26.14</b>

## COUNCIL'S EXPENSES

Council has three major expense categories; staff, which is expected to stay stable during the budget year; materials and contracts, which includes contractor costs, raw materials and electricity; and depreciation of assets. A snapshot of the expense budgets by category is shown below.



## SALARIES, WAGES AND EMPLOYEE ON-COSTS

Council's long-term forecast relating to staffing is contained in within the Workforce Management Strategy (WMS). The WMS also identifies the resources Council requires to continue its strategic direction to deliver services in an efficient and effective manner.

The salary increase applicable to staff for 2026/27 is currently under negotiation, for the purpose of budgeting a 4.5% increase has been applied. Some employees will progress through the salary system to higher steps where applicable, and it is anticipated this will add another 0.5% to costs. An overall 5% increase is budgeted.

## MATERIALS, CONTRACTS AND OTHER OPERATING COSTS

These costs have been assumed to increase by 5% in this budget. Due to Council's size, Council is reliant on the use of consultants to complete specific projects where internal resources are not available, or subject matter experts are required. The cost of consultants has risen significantly in recent years with inflation. These increased costs are included in the budget. There is a significant increase in contract costs from the delivery of the \$1m Central Tablelands Regional Water Supply Grid (Stage 2 of the Sub-Regional Town Water Strategy) project.

## SUMMARY OF KEY ASSUMPTIONS

The following table shows the increases used in the preparing the 2026/27 budget

Aspect	Increase for 2026/27
Availability Charges Income	20%
Water Charges (per KL) and Other Fees and Charges Income	5%
Section 64 Income	3.7%
Salary and Wages Increase	5%
Cost Escalation (CPI) on Operating Costs	5%
Interest Rate Income on Investments (p.a.)	4%

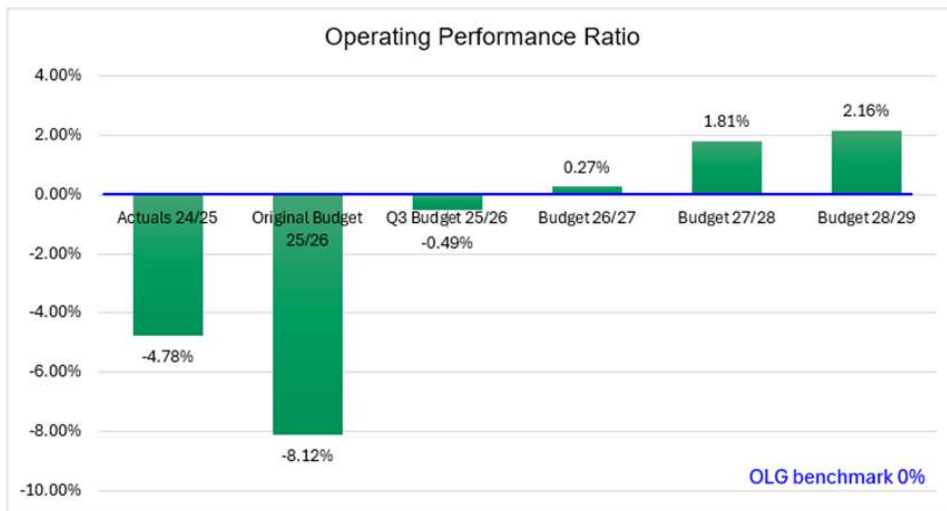


## PERFORMANCE MEASURES

Key financial indicators help Council to monitor performance and demonstrate financial sustainability. These indicators provide clear targets on which Council can report its performance.

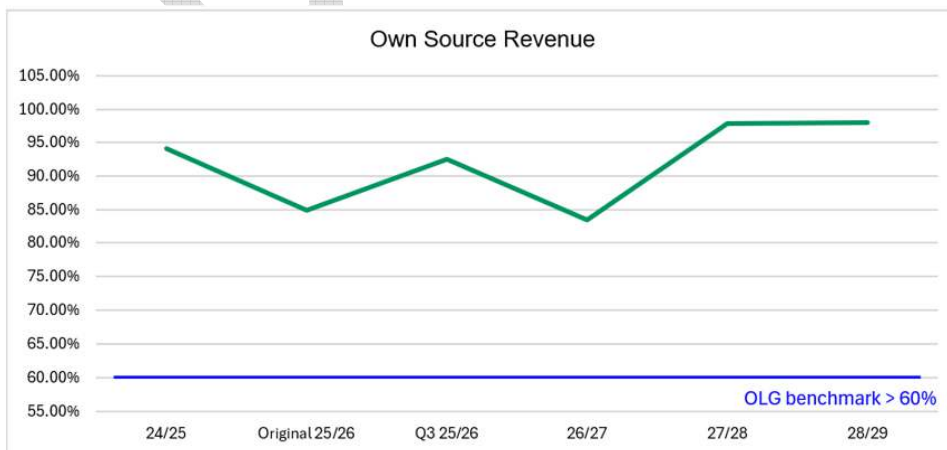
### OPERATING PERFORMANCE RATIO

This ratio measures how well Council contains its expenditure within its operating revenue. Council’s budget meets the OLG benchmark of greater than 0% in 2026/27.



### OWN SOURCE REVENUE

This ratio measures the Council’s ability to be self-supporting and the degree to which it does not rely on external funding sources such as operating grants and contributions. Council budget meets the OLG benchmark of greater than 60% for LTFP.



## CAPITAL WORKS PROGRAM

The following are the capital projects included in the annual budget. Each project has been assessed for alignment with strategic priorities and capacity within the financial year.

### New Assets & Upgrades

Project	Budget
Bangaroo Bore Replacement Study	\$ 150,000
Carcoar Town Reservoir Chlorine Pump	\$ 25,000
Gooloogong Bore Turbidity Analyser	\$ 50,000
OCC-CTW Analyser	\$ 60,000
Quandialla Bore Telemetry	\$ 75,000
Renewable Energy Action Plan	\$ 50,000
Reservoir Meters & Monitoring	\$ 200,000
Smart Metering	\$ 150,000
Telemetry Upgrades	\$ 200,000

### Renewal Projects

Project	Budget
Blayney Office Refurbishment	\$ 300,000
Blayney WTP Equipment	\$ 30,000
Carcoar WTP Equipment	\$ 60,000
Clear Water Tank Recoating	\$ 55,000
Computer Hardware	\$ 90,000
Depot Upgrades	\$ 140,000
Gooloogong Bore Switchboard Renewal	\$ 114,000
Lake Rowlands Walkway Remediation	\$ 100,000
Manildra Reticulation Main	\$ 64,000
Plant & Vehicle Replacements	\$ 590,000
Pump Renewals	\$ 60,000
Reservoir Access Ladders	\$ 160,000
Reticulation Mains Renewals	\$ 420,000
Trajere Pump Station Renewal	\$ 100,000
Trunk Main 'U' to 'C' at Cudal	\$ 250,000

## REVENUE POLICY 2026/27

Council is conscious of the needs of customers who require a reliable and high-quality water supply that complies with the Australian Drinking Water Guidelines. Council is also aware of ensuring its pricing policies must permit the renewal and upgrading of its water network infrastructure so that current service levels can be maintained into the future.

The following principles are applied in the Revenue Policy:

1. Full cost recovery inclusive of both direct and indirect costs.
2. Seeking to achieve an operating surplus before capital amounts.
3. Structured to ensure the sustainability of funding due to impacts of drought.
4. Ability to fund the capital program to maintain service levels across the region's population.
5. Infrastructure is upgraded where is required to maintain service standards.
6. Statutory charges are applied in accordance with legislative requirements.
7. Capacity to service any borrowing requirements.
8. Price changes are communicated to consumers on a timely basis.
9. GST is applied in accordance with regulatory requirements.

Council applies the principles of the Regulatory Assurance Framework (RAF) developed by the Department of Climate Change, Environment, Energy and Water to determine its fees and charges. In summary, the following pricing regime is in place:

1. A two-part pricing policy of an availability charge, determined on the diameter of the meter, and a straight-line consumption charge.
2. There are no non-residential cross subsidies.
3. Water accounts are rendered quarterly, so customers have a timely record of consumption and costs. Some major customers are billed monthly.
4. Development Service Charges (section 64) are set in accordance with methodology in the Development Servicing Plan and indexed annually to the Sydney City CPI (all groups).
5. Dedicated fire services connections are charged the fee applicable to a 20mm meter service. Full access charges apply if the fire service is used for purposes other than fire control or testing of the service. Customers should advise Council of any testing to ensure that a full access charge is not levied. Lack of notification will attract an administration processing fee of \$55.

Council has reviewed its Revenue Policy for 2026/27 with the main features being:

1. Water consumption charges will increase by 5% to \$4.33 per kilolitre (kl)
2. Availability charges will increase by 20% and are applied in accordance with the Flow Capacity Factors outlined below.
3. Unconnected vacant land availability charges, in accordance with Section 552(1)(b) of the Local Government Act, are 50% of the 20mm standard residential availability charge.

4. Bulk supply water charges to other councils will increase by 5.0% to \$2.47 per kl.
5. Development contributions, set in accordance the (DSP) and Sydney City CPI.
6. Legal Expenses and all costs incurred for debt recovery purposes are at full cost recovery in accordance with Council's Debt Recovery Policy.
7. Section 603 Certificate fees are set by the Office of Local Government (OLG) at the approved fee of \$10~~50~~, ~~subject to confirmation~~confirmed by ~~from~~ the OLG for 2026/27.
8. Special Reading fees have been set at \$110.
9. Council's automatic filling stations (AFS) fee will increase by 5% to \$9.45 per kl. Between 2020/21 and 2024/25 the average costs per kl sold through the AFS was \$26.91. The subsidy has costed \$128,409 over 5 years.
10. Council's standpipes fees will increase by 5% to \$11.03 per kl.
11. Service connection fees and private works will be priced upon application.
12. The processing fee for customer requested account refunds will be set at \$55.00.
13. Interest on overdue accounts are set under section 566(3) of the LG Act and are subject to confirmation from the Minister for 2026/27.
14. The fee to restrict or disconnect will be \$220.
15. The fee for unrestricting or reconnection due to non-payment of a water account will be \$220.
16. Pressure and flow testing requested by consumers will be \$550.
17. Fees to cover the installation of Backflow Prevention devices and Backflow Inspections, where annual inspections are not undertaken by the property owner, are set at cost plus 15%.
18. Introduction of a fee to cover the cost of preparing private works quotes will be set at \$85 per quote.
- ~~18.~~19. Interest on overdue accounts is set at 9.5% confirmed by the OLG for 2026/27.

## AVAILABILITY CHARGES

Council estimates for 2026/27 financial year a yield of Water Annual Charges of \$3.0m.

Connection	2026/27 (per annum)
20mm	\$424
25mm	\$663
32mm	\$1,086
40mm	\$1,696
50mm	\$2,650
80mm	\$6,784
100mm	\$10,600
150mm	\$23,850
200mm	\$42,400

Availability charges are billed quarterly.

The availability charge is calculated by multiplying the charge for a standard 20mm connection by the Flow Capacity Factor (FCF) listed in the flow capacity table below.

Service size	20mm	25mm	32mm	40mm	50mm	80mm	100mm	150mm	200mm
Flow capacity factor	1.00	1.5625	2.56	4.00	6.25	16.00	25.00	56.25	100.00

The FCF is based upon relative meter size and measures the load that can be placed on the system by that service size. Larger services can place a much larger load on Council's supply. Based on the formula, a 40mm supply can put 4 times more load on the system than a 20mm connection, therefore the availability charge is 4 times that of a 20mm service. The larger the load that can be placed on the system the larger the FCF.

A concessional fee applies to dedicated Fire Services with the access charge capped at the 20mm supply rate unless the service is used for purposes other than fire prevention and control. Use of a fire service for fire control and or testing should be advised to Council to ensure the correct tariff is applied.

## DEVELOPER CHARGES

The 2021 Development Servicing Plan details how the calculated developer charge per Equivalent Tenement (ET) is levied on all new developments, or additions/changes to existing developments, supplied from the Lake Rowlands Supply Area.

- Section 64 Developer Charge for Lake Rowlands Supply Area is \$7,623 per ET
- Section 64 Developer Charge for Quandialla is \$3,813 per ET

An ET is calculated in accordance with the Section 64 Determination of Equivalent Tenement (ET) Guidelines, published by the NSW Water Directorate. It is important to note that blocks exceeding 2,000m<sup>2</sup> are considered in the guidelines to exceed 1 ET.

Developer Charges have been increased by 3.7% being the 'all groups CPI' for Sydney for the past year (movement December 2024 to December 2025).

The capital contribution charge (for infill developments) in the Lake Rowlands supply area has also been set at \$7,623 per equivalent tenement.

## LOAN BORROWINGS

Council does not currently have any borrowings and does not plan to borrow any funds in 2026/27.

## FEES & CHARGES PROPOSED FOR 2026/27

Type	Description	GST	Pricing Principle	Amount (\$)
<b>Water Charges</b> (Per Kilolitre)	Residential/Rural	N	User Charge	4.33
	Non-Residential	N	User Charge	4.33
	Industrial	N	User Charge	4.33
	<del>Non-Potable Water</del>	<del>N</del>	<del>User Charge</del>	<del>3.47</del>
	Temporary Access Standpipe	N	User Charge	6.51
	Automatic Filling Stations	N	User Charge	9.45
	Standpipe Sales	N	User Charge	11.03
<b>Bulk Water Charges</b> (Per Kilolitre)	Cowra Shire	N	User Charge	2.60
	Other councils	N	User Charge	2.60
<b>Availability Charges</b> (Per Annum)	20mm 106.00 / quarter	N	User Charge	424.00
	25mm 165.75 / quarter	N	User Charge	663.00
	32mm 271.50 / quarter	N	User Charge	1,086.00
	40mm 424.00 / quarter	N	User Charge	1,696.00
	50mm 662.50 / quarter	N	User Charge	2,650.00
	80mm 1,696.00 / quarter	N	User Charge	6,784.00
	100mm 2,650.00 / quarter	N	User Charge	10,600.00
	150mm 5,962.50 / quarter	N	User Charge	23,850.00
	200mm 10,600.00 / quarter	N	User Charge	42,400.00
	Fire Service (fire use only) 106.00 / quarter	N	User Charge	424.00
	Unconnected Vacant Land 53.00 / quarter	N	User Charge	212.00
	<b>Restriction/Disconnection and Remove Restriction/ Reconnection Fees and Other Fees</b>	Attend to Restrict or Disconnect	N	User Charge
Attend to remove Restriction or Reconnect due to Non-Payment		N	User Charge	220.00
Other Reconnection		N	User Charge	POA
*Reconnection after 10 years will be subject to Developer Charges				
Meter Test Fees - 20mm and 25mm (other sizes – price on application). Use of registered laboratory. Refundable if the variance is greater than 3.0%.		N	At Cost	490.00
Special Reading Fee		N	User Charge	110.00
<b>Developer Charges - Lake Rowlands*</b>	Per equivalent tenement (ET). Block sizes exceeding 2000m <sup>2</sup> are greater than 1 ET. Seek quote on application.	N	At Cost	7,623.00

## Fees &amp; Charges Proposed for 2026/27 (Continued)

Type	Description	GST	Pricing Principle	Amount \$
<b>Developer Charge - Quandialla*</b>	Per ET. Block sizes exceeding 2000m <sup>2</sup> are greater than 1 ET. Seek quote on application.	N	At Cost	3,813.00
<b>New Service Connection &amp; Mains Extensions</b>	Price on Application	N	User Charge	POA
<b>Private Works - Other</b>	Quotation	N	User Charge	85.00
	Labour rate per hour (during working hours)	Y	User Charge	110.00
	(Overtime rates apply outside working hours)			
	Utility hire rate per kilometre	Y	User Charge	1.42
	Excavator rate per hour (includes operator)	Y	User Charge	220.00
	Pressure/Flow Testing	N	User Charge	550.00
	Backflow Prevention Devices - Test Fees	N	User Charge	Cost + 25%
	Install Backflow Prevention Device	N	User Charge	Cost + 25%
<b>Administrative Fees</b>	Section 603 Certificate (per property)	N	Statutory	<del>105.00</del> 100.00
	Dishonoured Cheque	Y	At Cost	55.00
	Dishonoured Direct Debit	Y	At Cost	55.00
	Photocopying Black & White (A4) per copy	Y	User Charge	0.60
	Photocopying Colour (A4) per copy	Y	User Charge	1.20
	Photocopying Black & White (A3) per copy	Y	User Charge	1.00
	Photocopying Colour (A3) per copy	Y	User Charge	2.00
	Copy of Water Notices - per notice (single notice only no charge)	Y	At Cost	4.50
	Search Fees - per hour	Y	User Charge	84.00
	Processing Fee - Account refund request - per refund if more than 1 annually	Y	At Cost	55.00
	Interest - overdue accounts	N	Statutory	<del>9.5%</del> 10.5%
	Debt Collection Costs on overdue accounts - including early and late stage intervention and service fees	Y & N	At Cost	Actual Cost
	<b>Government Information Public Access (GIPA)</b>	Formal Application	N	Statutory
Processing Charge (per hour)		N	Statutory	30.00
Internal Review Processing Fee		N	Statutory	40.00

**Lynette Safranek**

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**From:** CTW Water  
**Sent:** Friday, 5 June 2026 11:38 AM  
**To:** Lynette Safranek  
**Subject:** FW: Submission on the 2026-27 Operational Plan

*An independent Regional Water Authority providing a quality water supply - reliably and sustainably.*

This message is intended for addressee named and may contain confidential information. If you are not the intended recipient, please delete it and notify the sender. Views expressed in this message are those of the individual sender, and are not necessarily the views of Central Tablelands Water unless otherwise stated. The Council does not warrant that this message is free from viruses or any other defect or error. For the purposes of the Copyright Act, the permission of the holder of copyright, in this communication may be taken to have been granted unless stated otherwise, for the copying of forwarding of this message, as long as both the content of this communication and the purpose for which it is copied or forwarded are work related.

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**From:** [REDACTED]  
**Sent:** Thursday, 4 June 2026 3:30 PM  
**To:** CTW Water <water@ctw.nsw.gov.au>  
**Subject:** Submission on the 2026-27 Operational Plan

As a long-term consumer of Central Tablelands Water (CTW) based in Blayney I wish to make a submission on the 2026-27 Operational Plan.

**Water Charge Increases proposed for 2026-27**

Noting the CTW has a mission to provide "affordable drinking water". the extent of the water charge price increases proposed for 2026/27 are considered excessive. It is noted that the rise in water chares since 2024/25 has been excessive and many times the movement in the consumer price index. Water user charges have risen by 9.4% since 2024/25 (\$3.96 per kl compared to \$4.33 per kl proposed for 2026/27). Water access have increased by a staggering 44.0% from 2024/25 to those proposed in 2026/27. These amounts to a combined increase of over 53% in two years. (9.4 plus 44 = 53.4%)

As a monopoly provider of an essential service (being drinking water supply) it appears that CTW is engaging in price gouging of its consumers. CTW needs to consider the financial impacts of the staggering increases proposed in 2026/27 upon its consumers. Given the mission of CTW is to provide "affordable drinking water" at what point does the provision of an essential service such as water supply become unaffordable? CTW should follow its own mission statement.

I call upon CTW to consider the financial impacts of its extreme price increases upon its consumers. I request that CTW consider its extreme pricing proposed for 2026/27 and make changes more in line with the CPI.

**Increased use and cost of Consultants.**

Since 2024 Council has engaged in an explosion in the use of consultants at considerable cost to CTW. Council needs to critically evaluate whether the continuing engagement of consultants is

justified on a need basis. Increasingly, these increased consultant costs need to be passed on to consumers through excessive water charge increased.

**Increased costs due to the payment of Performance Bonuses to the General Manager**

Since 2024 it has been the practice of CTW to pay substantial increases in the form of performance bonuses to the General Manager. These payments have been in addition to annual rises already provided for in the contract. This has occurred at a time when substantial rises in water charges have been adopted by CTW. At a time when CTW needs to control its costs Council needs to consider reputational damage being done by paying performance bonuses on a frequent basis. As the bonus payments are being made frequently at a time of substantial water charge increases CTW needs to assess if such bonus payments need to be made.

It is also notable that such bonuses need to be funded out of the 2026/27 Operational Budget.

**Absence of Cost Control measures and oversight of 2026/27 Budget**

At a time of substantial water charge increases, the 2026/27 Operational Plan did not appear to outline any cost savings measures or how CTW intends to "live within its means" rather than imposing substantial water charge increases resulting in hardship to its consumers.

I call upon CTW to indicate how it intends to ensure cost control within its operations noting that the use of consultants and performance bonus payments to the General Manager are two obvious areas. The substantial increases in water charges over the past two years (2024/25 to 2026/27) indicates that CTW does not understand the financial impacts that its pricing is causing its consumers who are struggling to afford an essential service. At the time of a cost of living crises and many businesses already struggling to remain viable I request that CTW to reconsider its proposed water charges for 2026/27.

Thank You.

Doug Pursehouse

## Delivery Program 6-month Progress Report: 1 January to 30 June 2026

● Not due to commence  
● Completed  
● Progressing  
●

### STRATEGIC PRIORITY 1

#### PROVIDING A HIGH QUALITY AND RELIABLE DRINKING WATER SUPPLY

KEY RESULT AREA – 1.1 SERVICE PROVISION THROUGH FIT FOR PURPOSE INFRASTRUCTURE							
DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments for period Jan - Jun 2026	New progress
1.1.1	Deliver capital works program	Capital works milestones delivered	EMOTS		X	Delays due to staff vacancies and recruitment	<span style="color: red;">●</span>
1.1.2	Develop and implement maintenance programs	Maintenance programs revised and implemented	EMCS, WNM, GM		X	- Network maintenance programs have been identified and are currently being reviewed and implemented. - Identified through DWMS monthly meetings and under development	<span style="color: yellow;">●</span>
1.1.3	Develop and implement backflow prevention program.	Program is in place	EMOTS, WNM		X	Policy developed and program has commenced	<span style="color: yellow;">●</span>
1.1.4	Undertake regular water meter replacement program.	All meters in excess of 7500k are replaced	EMOTS, WNM	X	X	Replacement program for meters is now at 7,000kL and is undertaken each quarter	<span style="color: green;">●</span>




KEY RESULT AREA – 1.2 ENSURE COMPLIANCE WITH REGULATION							
DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	
1.2.1	Review and update CTW's Drinking Water Management System (DWMS).	Annual Report submitted to NSW Health	EMOTS, WQM	X	X	The DWMS improvement plan is reviewed monthly, with annual report submitted.	<span style="color: green;">●</span>
1.2.2	Inform customers and regulators of water quality performance.	Performance report updated monthly on website	GM, EMOTS	X	X	Website updated	<span style="color: green;">●</span>
1.2.3	Undertake regular water sampling programs in accordance with NSW Health guidelines.	Program ongoing with NSW Health	WQM	X	X	NSW Health testing program is performed in accordance with requirements	<span style="color: green;">●</span>

KEY RESULT AREA – 1.3 BEST PRACTICE ASSET MANAGEMENT							
DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	
1.3.1	Have a total Asset Management Plan.	Develop a total asset mgmt plan	GM, EMOTS	X	X	In progress and as part of the Safe & Secure grant project. Due to be presented to Council in August 2026	<span style="color: yellow;">●</span>
1.3.2	Assets revaluation undertaken in accordance with audit cycle.	Revaluations completed	GM, EMOTS			CTW had a desktop review in 2025, with the revaluation due in 2027	<span style="color: yellow;">●</span>
1.3.3	Review and update asset management plan.	Undertake full revaluation of assets	GM, EMOTS, EMCS		X	Will review and update after it is finalised in August 2026	<span style="color: blue;">●</span>


## STRATEGIC PRIORITY 1 (continued)

### PROVIDING A HIGH QUALITY AND RELIABLE DRINKING WATER SUPPLY

- Not due to commence
- Completed
- Progressing
- Not progressing

KEY RESULT AREA – 1.4 MITIGATE ENVIRONMENTAL IMPACTS OF SERVICE DELIVERY							
DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	
1.4.1	Complete the Source Management Strategy.	Plan implemented	EMOTS, WQM	X	X	Noted by Council at their June 2025 meeting Discussions with Blayney Shire Council and LEMO underway	
1.4.2	Look for opportunities to optimize operational processes with objective to mitigate emissions.	Environmental impacts mitigated	EMOTS, WNM	X	X	Optimising solar power; transition to low emissions vehicles with two electric and one hybrid	
1.4.3	Environmental flows from Lake Rowlands to be modelled and incorporated into BWSP.	Completion of BWSP with detailed environment flows	EMOTS, WNM, WQM		X	BWSP in progress	

### KEY RESULT AREA - 1.5 EFFICIENT USE OF WATER




DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	
1.5.1	Provide information to educate customers and CTW community about water supply and how to use water wisely.	Information provided through various methods	GM, EMCS	X	X	Information provided through Social Media, Water Notice Newsletters, and participation in National Water Day	

## STRATEGIC PRIORITY 2

### AN EFFICIENT, SUSTAINABLE AND CUSTOMER FOCUSED ORGANISATION

- Not due to commence
- Completed
- Progressing
- Not progressing

### KEY RESULT AREA – 2.1 QUALITY CUSTOMER SERVICE

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	
2.1.1	Review and update community/ stakeholder engagement strategy.	Strategy implemented	EMCS, GM	X	X	Strategy under review	
2.1.2	Maintain levels of service	Regular reporting	GM, EMOTS, EMCS	X	X	Levels of service are being reviewed	
2.1.3	Provide regular updates to stakeholders and customers regarding projects and works.	Regular media & communications	GM, EMOTS, EMCS	X	X	Updates provided through Social Media and Water Notice Newsletters	

## STRATEGIC PRIORITY 2 (continued)

### AN EFFICIENT, SUSTAINABLE AND CUSTOMER FOCUSED ORGANISATION

- Not due to commence
- Completed
- Progressing
- Not progressing

#### KEY RESULT AREA – 2.2 SOUND FINANCIAL MANAGEMENT

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	
2.2.1	Review and monitor Councils financial position.	Reviewed and adopt LTFP annually	EMA	X	X	Completed as part of IP&R; ongoing QBRs monitoring	●
2.2.2	Review fees and charges annually as part of the operational plan.	Reviewed and adopted annually	EMA	X	X	Completed as part of IP&R	●
2.2.3	Collaborate with constituent councils in the review and update of the Development Servicing Plan (DSP) in accordance with applicable guidelines.	Reviewed and adopted within guidelines	EMA		X	Due in 2026/27	●
2.2.4	Explore and secure grant funding to support the delivery and development of services and infrastructure.	Apply when suitable funding identified	EMA	X	X	Ongoing grants for two trainees (Fresh Start) and Safe & Secure Water Stage 2. No further grants identified as suitable.	●
2.2.5	Seek funding for delivery of BWSP.	Advocate for funding	EMA, GM	X		Business case finalisation due June 2026.	●

#### KEY RESULT AREA – 2.3 CONTINUOUS IMPROVEMENT WHILST MANAGING RISK

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	
2.3.1	Use the Risk Management Framework to mitigate risk.	Framework is reviewed and tested	EMCS	X	X	Risk Register under review	●
2.3.2	Review and update Business Continuity Plan (BCP).	BCP reviewed and updated	EMCS	X	X	BCP review underway, 1 desktop exercise undertaken in May with a second scheduled for July with Marsh	●
2.3.3	Undertake internal audits in accordance with the adopted Audit Risk and Improvement Committee (ARIC) plan.	Audits completed	EMCS, EMA	X	X	DWMS audited	●
2.3.4	Maintain Work, Health & Safety (WHS) policy and procedures in accordance with WHS legislation.	Policy and procedures implemented	EMOTS, EMCS	X	X	Policy reviewed and adopted, WHS Committee active	●

## STRATEGIC PRIORITY 2 (continued)

### AN EFFICIENT, SUSTAINABLE AND CUSTOMER FOCUSED ORGANISATION

- Not due to commence
- Completed
- Progressing
- Not progressing

#### KEY RESULT AREA – 2.4 A CAPABLE AND MOTIVATED WORKFORCE

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	
2.4.1	Annual review of Workforce Management Strategy.	Strategy implemented	GM, EMCS, EMA, EMOTS	X	X	A new WMS was completed as part of the S&S Program and approved as part of the IP&R process in June 2026	●
2.4.2	Develop and implement professional development and training matrix.	Professional development and training undertaken	EMCS, EMOTS, EMA	X	X	Training ongoing in accordance with training matrix	●
2.4.3	Develop capability and innovate with technological advances in the field.	Use of technology to enable an effective workforce	EMOTS, EMCS	X	X	Use of Infrastructure Data and Metrix in the field	●

## STRATEGIC PRIORITY 3

### REGIONAL LEADERSHIP AND COLLABORATION

#### KEY RESULT AREA – 3.1 REGIONAL COLLABORATION AND PARTNERSHIPS


DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	
3.1.1	Work with Central NSW Joint Organisation (CNSWJO) for the continued delivery of safe and secure water.	Active participation with CNSWJO	GM, EMOTS, EMCS	X	X	Ongoing IT, HR, Water Alliance, Water Loss Management, Asset Revaluation, Training, Finance, Fleet Managers, and IP&R	●
3.1.2	Participate in CNSWJO opportunities for relevant joint procurement activities, knowledge and resource sharing, and advocacy for strategic regional priorities.	Opportunities identified, considered and pursued	GM, EMOTS, EMCS, EMA	X	X	Participating with pre-employment medical checks and employment assistance program	●
3.1.3	Collaborate with and support constituent councils to attract residential, commercial and industrial growth to the region.	Meet with constituent councils	GM, EMOTS	X	X	Safe & Secure projects will consider future growth projections	●
3.1.4	Seek opportunity to continue to develop regional water security.	Opportunities considered	GM, EMOTS	X	X	Natonal Water Grid, Safe & Secure Stage 2	●
3.1.5	Reach agreement with all other relevant water utilities on the governance, management and operation of regional water assets across LGA boundaries.	Water Supply Agreements in place	GM, EMOTS	X	X	Orange and Cowra agreements in place	●

## STRATEGIC PRIORITY 3 (continued)



### REGIONAL LEADERSHIP AND COLLABORATION

- Not due to commence
- Completed
- Progressing
- Not progressing

#### KEY RESULT AREA – 3.1 REGIONAL COLLABORATION AND PARTNERSHIPS

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	
3.1.6	Continue to be productive member of the project control group of the Belubula Water Security Project (BWSP).	BWSP business case completed	GM, EMOTS	X	X	Ongoing	

#### KEY RESULT AREA – 3.2 REGIONAL LEADERSHIP IN THE WATER SECTOR

DP REF.	Activity	Performance Measure	Responsible Officer	Jul-Dec 2025	Jan-Jun 2026	Comments	
3.2.1	Explore opportunities to influence water industry policy and direction through participation in industry groups and bodies.	Active participation in water industry groups	GM	X	X	Attended 2026 LG Conference to advocate for funding; ongoing engagement with Water Directorate	
3.2.2	Continue to collaborate and build upon the strong relationship with the other water county councils and advocate collectively on water industry issues.	Regular meetings and collaboration	GM	X	X	Ongoing participation	

**Minutes of the Audit Risk & Improvement Committee Meeting of Central Tablelands Water held at Blayney Shire Community Centre, on Wednesday, 6 May 2026, commencing at 11.35am**

**Present**

Ron Gillard	Chairperson – Independent Member – Voting
Stephen Coates	Independent Member – Voting
Liz Jeremy	Independent Member – Voting
Cr. Craig Gosewisch	Councillor Member – Non Voting
Charlie Harris	General Manager
Claire Wright	Executive Management Accountant
Achal Deo	Governance & Executive Support Officer - Secretariat

Proceedings in brief:

***The Committee noted all items are resolved by consensus and that, its minutes will record any instances of dissent.***

**1. WELCOME**

The Chairperson opened the meeting at 11.35am.

**2. ACKNOWLEDGEMENT OF COUNTRY**

The Chairperson gave an acknowledgement of country.

**3. DECLARATION OF ANY CONFLICT OF INTEREST**

Outside of the existing standing declarations for Independent Members, no new declarations were made by those in attendance.

**4. APOLOGIES FOR NON-ATTENDANCE**

Apologies were received from Lynette Safranek (Executive Manager Corporate Services), Katy Henry (Intentus), and Min Lee (Audit Office).

**5. CONFIRMATION OF MINUTES**

**5.1) MINUTES OF THE AUDIT RISK & IMPROVEMENT COMMITTEE HELD ON 25 FEBRUARY 2026**

**RESOLVED:**

That the Minutes of the Audit Risk & Improvement Committee of Central Tablelands Water, held on 25 February 2026, be confirmed.

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This is Page No. 1 of the Minutes of the Audit Risk & Improvement Committee Meeting held 6 May 2026.

**6. REPORTS OF STAFF****6.1) GENERAL MANAGER UPDATE (CM.AG.1)****RESOLVED:**

That Audit Risk & Improvement Committee note the General Manager update.

**6.2) QUARTERLY BUDGET REVIEW STATEMENT - 31 MARCH 2026 (FM.FR.1)****RESOLVED:**

That the Committee note the Quarterly Budget Review Statements, as presented to Council on 30 April 2026.

**6.3) FINANCIAL STATEMENTS UPDATE - 2025-26 (FM.AC.1)****RESOLVED:**

That Audit, Risk & Improvement Committee note the early closure draft formatted General Purpose Financial Statements for 2025-26.

**6.4) LONG TERM FINANCIAL PLAN 2027-2036 (GO.PR.1)****RESOLVED:**

That Audit Risk & Improvement Committee to note the report on the Draft Long-Term Financial Plan 2027-2036.

**6.5) AUDIT ACTIONS UPDATE (CM.AU.3)****RECOMMENDATION:**

That the Audit Risk & Improvement Committee note the report regarding progress of Audit recommendations.

**6.6) POLICY REVIEWS (CM.PL.1)****RESOLVED:**

That the Audit Risk & Improvement Committee note the update of Council endorsed policies.

**6.7) INTERNAL AUDIT CHARTER (GO.CO.1)****RESOLVED:**

That amended Internal Audit Charter be endorsed by the Audit Risk & Improvement Committee and presented to Council for adoption.

**6.8) STANDING ITEMS / NOTIFICATIONS (CM.RP.1)****RESOLVED:**

That Audit Risk & Improvement Committee receives and notes the report on Standing Items / Notifications.

**7. GENERAL BUSINESS**

Proceedings in brief:

The meeting moved briefly into a confidential session.

**8. NEXT MEETING**

**Next Meeting:** The next ARIC meeting of Central Tablelands Water will be held at Blayney Shire Community Centre on Thursday 6 August 2026 at 11.30am.

**9. CONCLUSION OF THE MEETING**

There being no further business, the Chairperson declared the meeting closed at 12.26pm.



# Central Tablelands Water

## Business Paper

### Audit Risk & Improvement Committee Meeting of Central Tablelands Water

6 May 2026

Blayney Shire Community  
Centre



Wednesday, 29 April 2026

### Notice to Members

Your attendance is requested at an Audit Risk & Improvement Committee Meeting of Council to be held at the Blayney Shire Community Centre on Wednesday 6 May 2026 at 11.30am.

#### Agenda

1. Welcome
2. Acknowledgement of Country
3. Declaration of any Conflict of Interest
4. Apologies for non-attendance
5. Confirmation of Minutes
6. Reports of Staff
7. General Business
8. Next Meeting - 6 August 2026
9. Conclusion of the Meeting

Yours faithfully

A handwritten signature in blue ink, appearing to be "C. Harris", is positioned above the printed name.

C. Harris  
**General Manager**

**ACKNOWLEDGEMENT OF COUNTRY**

I would like to acknowledge the Wiradjuri people who are the Traditional Custodians of the Land. I would also like to pay respect to their people both past and present and extend that respect to other Aboriginal Australians who are present.

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This is Page No. 1 of the Agenda presented to the Audit Risk & Improvement Committee Meeting of Central Tablelands County Council held at Blayney Shire Community Centre on 6 May 2026

**INDEX OF REPORTS**  
**OF THE AUDIT RISK & IMPROVEMENT COMMITTEE MEETING OF CENTRAL**  
**TABLELANDS WATER**  
**HELD ON WEDNESDAY 6 MAY 2026**

<b>5.</b>	<b>CONFIRMATION OF MINUTES</b>	
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**5. CONFIRMATION OF MINUTES****5.1) MINUTES OF THE AUDIT RISK & IMPROVEMENT COMMITTEE HELD ON 25 FEBRUARY 2026**

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**RECOMMENDATION:**

That the Minutes of the Audit Risk & Improvement Committee of Central Tablelands Water, held on 25 February 2026, be confirmed.

**ATTACHMENTS**

1. Minutes of the Audit Risk & Improvement Committee held on 25 February 2026

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This is Page No. 3 of the Agenda presented to the Audit Risk & Improvement Committee Meeting of Central Tablelands County Council held at Blayney Shire Community Centre on 6 May 2026

**Minutes of the Audit Risk & Improvement Committee Meeting of Central Tablelands  
Water held at Blayney Community Centre, on Wednesday, 25 February 2026,  
commencing at 11.33am**

**Present**

Ron Gillard	Chairperson – Independent Member – Voting
Stephen Coates	Independent Member – Voting
Liz Jeremy	Independent Member – Voting
Cr. Craig Gosewisch	Councillor Observer
Katy Henry	Intentus – Auditor
Min Lee	Audit Office
Charlie Harris	General Manager
Lynette Safranek	Executive Manager Corporate Services
Claire Wright	Executive Management Accountant
Achal Deo	Governance & Executive Support Officer - Secretariat

**1. WELCOME**

The Chairperson opened the meeting at 11.33am and noted that this was his first meeting in the role of Chairperson. He acknowledged that, in line with previous practices, all items would be resolved by consensus. Additionally, the minutes would reflect any instances of dissent. This approach will be followed in all future ARIC meetings.

Proceedings in brief:

***The Committee noted all items are resolved by consensus and that, its minutes will record any instances of dissent.***

**2. ACKNOWLEDGEMENT OF COUNTRY**

The Chairperson gave an acknowledgement of country.

**3. DECLARATION OF ANY CONFLICT OF INTEREST**

The Chairperson and the independent members made standing declarations that they are also members of other Council ARICs. Any changes to these standing declarations will be advised as required.

**4. DECLARATION OF ANY UNETHICAL BEHAVIOURS REPORTED TO COUNCIL**

Nil

This declaration to be included in the Governance Report in future and removed from the agenda.

**5. APOLOGIES FOR NON-ATTENDANCE**

Nil

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## **6. CONFIRMATION OF MINUTES**

### **6.1) MINUTES OF THE AUDIT RISK & IMPROVEMENT COMMITTEE HELD ON 13 NOVEMBER 2025**

**RESOLVED:**

That the Minutes of the Audit Risk & Improvement Committee of Central Tablelands Water, held on 13 November 2025, be confirmed.

Proceedings in brief:

The chairperson added a new item 6.2 Matters Arising to the Agenda.

### **6.2) MATTERS ARISING**

**RESOLVED:**

13 November 2025 Agenda 7.9: The Chair stated that he believes that due to a conflict of interest with the agenda item, the Committee members were unable to 'endorse' the recommendation. The Committee members agreed with the statement by the Chair to "remove the word endorse from Item 7.9 of the previous meeting".

## **7. REPORTS OF STAFF**

### **7.1) GENERAL MANAGER UPDATE (CM.AG.1)**

**RESOLVED:**

That Audit Risk & Improvement Committee note the General Manager update.

Proceedings in brief:

Item 7.3 was moved forward to allow the Auditors to discuss 7.2 and leave the meeting.

Katy introduced Min Lee from the Audit Office, who has replaced Farisha Ali as the Auditor. Katy provided an overview of the 2025/26 Audit Engagement Letter.

### **7.3) 2025/26 AUDIT ENGAGEMENT LETTER (CA.CO.1)**

**RESOLVED:**

That the Audit Risk & Improvement Committee note the 2025/26 Audit Engagement Letter.

Katy Henry and Min Lee left the meeting at 12.10pm.

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- 7.2) **QUARTERLY BUDGET REVIEW STATEMENT - 31 DECEMBER 2025 (FM.FR.1)**
- RESOLVED:**
- The Committee note the Quarterly Budget Review Statements as presented to Council 18 February 2025.
- 7.4) **AUDIT ACTIONS UPDATE (CM.AU.3)**
- RESOLVED:**
- That the Audit Risk & Improvement Committee note the report regarding progress of Audit recommendations.
- 7.5) **DRINKING WATER MANAGEMENT SYSTEM (DWMS) INTERNAL AUDIT (CA.CO.1)**
- RESOLVED:**
- That Audit Risk & Improvement Committee Note the Drinking Water Management System Internal Audit and the staff actions in relation to recommendations.
- 7.6) **POLICY REVIEWS (CM.PL.1)**
- RESOLVED:**
- That ARIC Note the updated Council endorsed policies.
- 7.7) **RISK REGISTER REVIEW (GO.AM.1)**
- RESOLVED:**
- That Audit Risk & Improvement Committee Note the Risk Register presented in this report.
- 7.8) **GENERAL MANAGER ATTESTATION AND 4-YEAR WORKPLAN (CA.CO.1)**
- RESOLVED:**
- That the Audit Risk & Improvement Committee noted the report and for the Chair to assist to finalise the General Manager Attestation for Year Ended 2024/25 and the draft 4-year Workplan out of session, and the report to be presented back to the May ARIC meeting.
- 7.9) **DELIVERY PROGRAM 6-MONTH PROGRESS REPORT (CA.CO.1)**
- RESOLVED:**

That Audit Risk & Improvement Committee note the Delivery Program 6-month progress report covering the period July to December 2025.

**7.10) CORPORATE SERVICES UPDATE (CM.CP.2)**

**RESOLVED:**

That the Audit Risk & Improvement Committee note the information provided within the Corporate Services Update.

**8. GENERAL BUSINESS**

The Chair raised the need to review and potentially revise the Internal Audit Charter to ensure it complies with the updated global internal audit standards 2025. This matter will be followed up and addressed with the Executive Manager Corporate Services prior to the next meeting.

**9. NEXT MEETING**

**Next Meeting:** The next meeting of Central Tablelands Water will be held at Blayney Community Centre on Wednesday, 6 May 2026 at 11.30am

**10. CONCLUSION OF THE MEETING**

There being no further business, the Chairperson declared the meeting closed at 1.06pm.

**6. REPORTS OF STAFF****6.1) GENERAL MANAGER UPDATE (CM.AG.1)****Author:** General Manager**IP&R Link:** Strategic Priority 2: An efficient, sustainable and customer focused organisation

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**RECOMMENDATION:**

That Audit Risk & Improvement Committee note the General Manager update.

**REPORT*****Central Tablelands Regional Water Supply Grid PBC (Stage 2 of the Sub Regional Town Water Strategy (SRTWS))***

The Central Tablelands Regional Water Supply Grid is the official name for the second stage of the SRTWS and is being funded by the Federal Government through the National Water Grid Funding, and jointly by Central Tablelands Water, Orange City Council and Cabonne Council. with the aim of strengthening long-term water security across participating service areas.

The project will deliver a Preliminary Business Case that aims to demonstrate the viability of the 3 utilities working together to strengthen long-term water security across the participating service areas.

Central Tablelands Water is the lead Council in the project and have been advised of the success of the application and funding. However, works have been delayed as the funding deed has not yet provided for execution.

The strategy aligns with broader regional water security planning, including investigations associated with the Belubula Water Security project, which is examining options such as increasing storage capacity at Lake Rowlands and potential transfer infrastructure between key catchments to enhance resilience for communities across the Belubula Valley and beyond. The SRTWS supports integrated planning across neighbouring water utilities and reflects joint advocacy for sustainable water supply solutions for the Central Tablelands region.

***Safe and Secure Water Programs Stream 2***

Council successfully secured funding under the Safe and Secure Water Programs Stream 2 through the Department of Climate Change, Energy, the Environment and Water (DCCEEW) to undertake a strategic planning initiative aimed at strengthening the future direction of Central Tablelands Water (CTW).

These works will clearly identify the long term challenges and costs involved in providing service to our customers, enabling Council to make fully informed decisions.

The works to be completed as part of this project are:

1. Review and update of Levels of Service framework
2. Asset condition assessment of the Carcoar and Blayney water treatment plants (WTP), pump stations and reservoirs.
3. Carcoar and Blayney WTP process capacity assessment

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4. Network capacity and capability assessment for Canowindra, Millthorpe and Blayney to understand their capacity to meet current and future requirements
5. Development of Total Asset Management Plans
6. Preparation of the Long-Term Financial Plan, ensuring linkages between finances and asset management
7. Completion of a detailed water supply risk assessment and emergency response plan, integrating into the Business Continuity Plan
8. Development of a resourcing and workforce plan
9. Review and update Strategic Plan

Since the last report in February, the targeted completion date has been moved to August 2026 to enable suitable time to fully develop the documents without impacting business as usual work.

#### *Funding Deed*

The funding deed was signed by DCCEEW and Council on 16 January 2026, finalising stage 1 of the project, and officially commencing stage 2.

Following the signing of the deed, contracts were signed with NSW Public Works to deliver Task 4 Network modelling, and City Water Technology to deliver Task 3 Water treatment plant capacity assessment. PulseHR has also been engaged to deliver Task 8 Development of a resourcing and workforce plan.

#### *Updates by Task*

- Task 1 – Levels of Service Framework

A draft level of service document has been completed that aligns with current practices and clearly defines the different levels of service between various customer types. The levels of service have been structured to align with the International Infrastructure Management Manual, providing an easy-to-read level of service for customers, and the more in-depth technical requirements.

It has considered the water security work within the Sub-Regional Town Water Strategy and identifies the challenges facing Council surrounding water security.

- Task 2 – Condition Assessment

Council's asset management system provider has deployed a new capability to attach barcodes to assets to ease identification of them within their system. This was led through a request from Council to help improve its capacity in maintaining the Blayney and Carcoar Water Treatment Plants.

Inspections will be completed in May to complete the detailed condition assessment of the water treatment plants.

- Task 3 – Carcoar and Blayney WTP Capacity Assessment

The draft report has been provided for both Carcoar and Blayney which has been reviewed and provided back for finalisation.

For the Carcoar Water Treatment Plant, the key shortcomings identified are:

- Raw water main inlet is unable to provide the volume of water, 6.7ML/day vs 10ML/day required in the future
- Sludge lagoons are undersized for the expected loading
- There is a treatment gap for protozoa that requires an additional treatment process
- There are manual dosing processes that aren't recorded into the telemetry system

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- Some dosing systems contact time is likely too short based on modelling
- Fluoride system may be undersized, further modelling is being undertaken

Other processes within the plant would appear to be within capacity but will require testing to confirm. With the current constraint on flow rate from Lake Rowlands, this is a challenge to achieve.

For the Blayney Water Treatment Plant, there are more shortcomings due to its age, with less certainty about its capacity to sustain future growth:

- There are manual dosing processes that aren't recorded into the telemetry system
- There are critical processes that don't have redundancy (chlorine dosing, backwash pumps, backwash blower)
- Clarifier design doesn't manage sludge development well, resulting in a large, thick blanket that is constraining its capacity
- There is a treatment gap for protozoa that requires an additional treatment process
- There is evidence of concrete aging within filters and clarifier that warrants further investigation.

Blayney would need significant renewals to enable it to deliver the required volume of water over the longer term. The final report is currently being completed, with findings from this to be integrated into the asset management planning.

- Task 4 – Blayney, Canowindra, and Millthorpe Network Modelling  
Network modelling is nearing completion, with a meeting undertaken to review the draft findings. Initial modelling of flows has been completed for each of the villages, with validation being made back to water reservoir levels.

This process has identified gaps in the telemetry modelling across the network, with water flow throughout the system not measured at each stage of the transfer increasing the modelling challenge.

- Task 5 – Asset Management Planning  
Initial modelling has been completed, with risk assessment needed to prioritise appropriate asset renewals.

A draft Asset Management Strategy has been commenced with it currently under review. Further development of the renewal and acquisitions will be developed following the completion of tasks 3 and 4.

- Task 6 – Long Term Financial Plan  
A draft Long Term Financial Plan has been developed and presented to the April Council meeting.
- Task 7 – Update of Business Continuity Plan  
Nil progress to report, focus has been on other items of the works.
- Task 8 – Workforce Plan  
A draft workforce management strategy has been developed and reviewed, with feedback provided to the consultant on the draft.
- Task 9 – Strategic Plan Update  
Initial drafting of this has commenced, setting out the document structure.

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***Belubula Water Security Project (BWSP)***

The Belubula Water Security Project continues to be overseen through the established Project Control Group governance framework. The project continues to work toward completion of the final business case by end of June. There have been challenges faced by the project team who are proactively working towards acceptable outcomes for the business case.

The Project Manager heading the project on behalf of DCCEEW has been meeting with the General Manager more frequently with other consultants to progress technical requirements of the project and their influences on CTW.

**BUDGET IMPLICATIONS**

Works are proceeding in accordance with the budget, with no variations currently being considered or approved

**POLICY IMPLICATIONS**

DCCEEW's Regulatory and Assurance Framework

**ATTACHMENTS**

Nil.

**6.2) QUARTERLY BUDGET REVIEW STATEMENT - 31 MARCH 2026 (FM.FR.1)****Author:** Executive Management Accountant**IP&R Link:** – 2.2: Sound & Sustainable Financial Management – 2.2.1: Review and monitor Councils financial position.

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**RECOMMENDATION:**

That the Committee note the Quarterly Budget Review Statements, as presented to Council on 30 April 2026.

**REPORT**

Attached is a copy of the Quarterly Budget Review Statements for the quarter ending 31 March 2026, as presented to Council at their April 2026 meeting.

**BUDGET IMPLICATIONS**

As per report

**POLICY IMPLICATIONS**

Nil

**ATTACHMENTS**

- 1 Quarterly Budget Review Q3 2025/26

**6.3) FINANCIAL STATEMENTS UPDATE - 2025-26 (FM.AC.1)**

**Author:** Executive Management Accountant  
**IP&R Link:** – 2.2: Sound & Sustainable Financial Management Strategic Priority 2:  
An efficient, sustainable and customer focused organisation

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**RECOMMENDATION:**

1. That Audit, Risk & Improvement Committee note the early closure draft formatted General Purpose Financial Statements for 2025-26

**REPORT****Draft Formatted Financial Statements for Early Close**

The draft formatted GPFS are attached. Formatting in the LG Solutions template is as per the Local Government Code of Accounting Practice and Financial Reporting 2025/26 issued in December 2025. There are minor changes to wording and formatting.

The review of performance measures is ongoing, until this is completed CTW has elected to maintain the pre-existing ratios as supplementary to mandated Code requirements in G1-1. The other additions that are not mandated in the Code but deemed important to ensure Council's finances are transparent, relevant, provide meaningful financial information, and allow comparison of financial results to previous years include:

- The introduction section incorporating 'Understanding Council's Financial Statements'
- Inclusion of the number of 'full-time equivalent' employees at year end in B3-1
- Disaggregation of depreciation and amortisation in B3-3
- Unrestricted and unallocated cash, cash equivalents and investments in C1-3 (c)
- Key financial figures of Council over the past 5 years in G1-2

It is important to note that the numbers shown should be disregarded until the final draft accounts are produced after year end. The financial year is not completed, and significant year-end adjustments, processing and reconciliations need to be completed, numbers are presented to demonstrate format only.

The purpose of presenting the draft formatted accounts to ARIC is so the formatting and disclosures have been considered prior to year-end. This is in accordance with CTW's early closure procedures that have been undertaken over the past years in line with the early closure recommendations made by the NSW Audit Office (NSWAO).

**BUDGET IMPLICATIONS**

Nil

**POLICY IMPLICATIONS**

Nil

**ATTACHMENTS**

- 1 Draft Format of Annual Financial Statements GPFS 2025-26

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**6.4) LONG TERM FINANCIAL PLAN 2027-2036 (GO.PR.1)**

**Author:** Governance Executive Support Officer  
**IP&R Link:** Strategic Priority 2: An efficient, sustainable and customer focused organisation

**RECOMMENDATION:**

1. That Audit Risk & Improvement Committee to note the report on the Draft Long-Term Financial Plan 2027-2036.

**REPORT****1. Long-Term Financial Plan**

A revised approach has been taken to the Long-Term Financial Plan (LTFP), with the annual budget now presented separately. The LTFP provides the strategic financial context in which CTW operates, outlining challenges, assumptions, and long-term considerations that shape financial sustainability.

The shorter-term view, such as the specific financial impacts on the coming year, and the Revenue Policy, are addressed in the Annual Budget.

Below is a summary of four long-term scenarios that have been modelled:

- **Scenario 1** (the Base Case recommended for adoption) includes facilitating moderate growth in demand, renewal of major assets at the end of their lifecycle and embedding an annual rolling budget for a capital program to construct and renew of assets as they are needed. It also assumes successful grant funding to raise the dam wall to secure long-term water sales.
- **Scenario 2** highlights the level of reliance on grant funds. The key difference from the Base Case is the Belubula Project does not proceed, resulting in a requirement to self-fund \$26 million in dam safety works. This scenario uses \$25m in loan funding over the 10-year period, representing the upper limit of Council's debt-servicing capacity. Population growth and/or increase in water demand would be significantly inhibited which would limit constituent councils' ability for regional growth.
- **Scenario 3** reviews the risk of calculated condition assessments and over-estimated useful lives. The key difference to the Base Case is that the annual renewals budget increases by \$1m due to assets failing faster than anticipated and/or renewals expenditure exceeding current estimated replacement costs.
- **Scenario 4** evaluates the impact of increased demand and the capacity expansion required to service a larger population. The key difference to the Base Case is the increase in capacity of Trunk Mains A & C to transfer more water to the Carcoar WTP from Lake Rowlands and population and demand growth west from Lyndhurst.

**BUDGET IMPLICATIONS**

As per the Operational Plan

**POLICY IMPLICATIONS**

Nil

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**ATTACHMENTS**

- 1 Draft - Long-Term Financial Plan 2027-2036

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**6.5) AUDIT ACTIONS UPDATE (CM.AU.3)**

**Author:** Executive Manager Corporate Services  
**IP&R Link:** Strategic Priority 2: An efficient, sustainable and customer focused organisation

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**RECOMMENDATION:**

That the Audit Risk & Improvement Committee note the report regarding progress of Audit recommendations.

**REPORT**

This report provides an update for all active Audit Recommendations.

***Project Management 2022***

There were originally 22 recommendations, of which 18 have been completed. Following a change of staff, we have been able to complete a total of 88% of the recommendations and aim to have the last 13% finalised by 30 June 2026. Refer to attachment for details.

***Fraud & Risk 2022***

Staff have completed 25 of 28 recommendations, or 94%. It is anticipated that the remaining three recommendations will be completed by June 2026. Refer to attachment for details.

***Drinking Water Management System 2024***

There was a total of 7 recommendations with only 4 remaining (23%) to be completed. Refer to attachment for details.

***Audit Management Year Ended 30 June 2025***

Three of the nine recommendations have been completed, with the remaining due to be completed by June 2026. Refer to attachment for details.

**BUDGET IMPLICATIONS**

Refer to Operational Plan.

**POLICY IMPLICATIONS**

Nil

**ATTACHMENTS**

- 1 Internal Audit Recommendations

**6.6) POLICY REVIEWS (CM.PL.1)**

**Author:** Executive Manager Corporate Services  
**IP&R Link:** Strategic Priority 2: An efficient, sustainable and customer focused organisation

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**RECOMMENDATION:**

That ARIC Note updated policies in accordance with ARIC Terms of Reference Requirement [per Schedule 1 (s.428A of Act)] to ensure appropriate policies and procedures are in place for the management and exercise of delegations.

**REPORT**

Council endorsed following policies at their February 2026 Ordinary meeting. With no submissions, these policies are now considered adopted.

- Asset Capitalisation
- Asset Management
- Rural Water Supply – this policy is being further reviewed following a submission and will return to Council in June.

The policies below were endorsed by Council at their April 2026 meeting and are currently on public exhibition.

- Complaints Management
- Artificial Intelligence
- Debt Recovery and Hardship

The Reports to Council and Policies are attached for the Committee's review.

**BUDGET IMPLICATIONS**

If budget implication, they are within the Operational Plan.

**POLICY IMPLICATIONS**

Nil

**ATTACHMENTS**

- 1 February Council Report
- 2 Asset Capitalisation Policy
- 3 Asset Management Policy
- 4 April Council Report
- 5 Draft Complaints Management Policy
- 6 Draft Artificial Intelligence (AI) Policy
- 7 Draft Debt Recovery and Hardship Policy

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**6.7) INTERNAL AUDIT CHARTER (GO.CO.1)**

**Author:** Executive Manager Corporate Services  
**IP&R Link:** – 2.2: Sound & Sustainable Financial Management

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**RECOMMENDATION:**

That the Internal Audit Charter be endorsed by the Audit Risk & Improvement Committee and presented to Council for adoption.

**REPORT**

The Internal Audit Charter is required to be reviewed annually.

The Internal Charter has only been amended to align with the Global Internal Audit Standards 2025 (refer Attachment).

**BUDGET IMPLICATIONS**

In accordance with Operational Plan.

**POLICY IMPLICATIONS****ATTACHMENTS**

- 1 Draft CTW Internal Audit Charter - 2026

**6.8) STANDING ITEMS / NOTIFICATIONS (CM.RP.1)**

**Author:** Governance Executive Support Officer  
**IP&R Link:** – 2.3: Continuous Improvement Whilst Managing Risk

**RECOMMENDATION:**

1. That Audit Risk & Improvement Committee receives and notes the report on Standing items / Notifications.

**REPORT**

To provide a single report summarising any issues occurring since last meeting for each of the sub-items listed below.

<b>Non- compliance</b>		
Any matters of non-compliance that the ARIC should be aware/advised of, including any matters of non-compliance against the OLG compliance calendar		
<b>Issues/ Situation</b>	<b>Date / Time</b>	<b>Comment / Action Taken</b>
Nil	-	-

<b>Fraud &amp; Corruption</b>		
Any matters of fraud or corruption that have arisen. Matters can be deferred to a 'closed session' if needed.		
<b>Issues/ Situation</b>	<b>Date / Time</b>	<b>Comment / Action Taken</b>
Nil	-	-

<b>Conflicts of interest</b>		
Any significant conflicts of interest matters that the ARIC should be made aware of; matters can be deferred to a 'closed session' if needed.		
<b>Issues/ Situation</b>	<b>Date / Time</b>	<b>Comment / Action Taken</b>
Nil	-	-

<b>Change in risk profile</b>		
Any matters that have/ could significantly change Council's risk profile in the immediate term; include both negative and positive changes.		
<b>Issues/ Situation</b>	<b>Date / Time</b>	<b>Comment / Action Taken</b>
Nil	-	-

<b>OLG circulars</b>		
Any OLG Circulars issued more than 3 months ago that remain unresolved or unaddressed by Council.		
<b>Issues/ Situation</b>	<b>Date / Time</b>	<b>Comment / Action Taken</b>
Nil	-	-

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**BUDGET IMPLICATIONS**

Nil

**POLICY IMPLICATIONS**

Nil

**ATTACHMENTS**

Nil

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**DRAFT**

**POLICY**



**CENTRAL TABLELANDS WATER**

# **INTERNAL AUDIT CHARTER**

## DOCUMENT CONTROL

Document Title		Internal Audit Charter			
Responsible Officer		Executive Manager Corporate Services (EMCS)			
Reviewed by		Chair and EMCS			
Date Adopted		June 2026			
Adopted by		Council			
Review Due Date		April 2026			
Revision Number		2			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
New	14/02/2025		DFCS		
2	April 2026	To bring the Charter in line with updated Global Internal Audit Standards 2025	EMCS	ARIC/ Council	

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## INTERNAL AUDIT CHARTER

Council has established an internal audit function as a key component of the Council's governance and assurance framework, in compliance with the Local Government (General) Regulation 2021 and the Office of Local Government's Guidelines for risk management and internal audit for local government in NSW. This charter provides the mandate for the conduct of the internal audit function at Council and has been approved by the governing body considering the advice of the Council's Audit, Risk and Improvement Committee.

### 1. Purpose of Internal Audit

Internal audit strengthens the organisation's ability to create, protect and sustain value by providing Council's with independent, risk-based, and objective assurance, advice, insight, and foresight.

It achieves this by providing advice to the governing body, General Manager and Audit, Risk and Improvement Committee about the Council's governance processes, risk management and control frameworks and its external accountability obligations. It also assists the Council to improve its business performance.

Internal audit services may include:

- Assurance Services – objective examination of evidence for the purpose of providing an independent assessment of risk management, control and governance processes.
- Advisory Services – advisory and related client activities, the nature and scope of which are agreed upon with the client and which are intended to add value and improve business operations.

### 2. Independence

Council's internal audit function is to be independent of the Council so it can provide an unbiased assessment of the Council's operations and risk and control activities.

The internal audit function reports functionally to Council's Audit, Risk and Improvement Committee on the results of completed audits, and for strategic direction and accountability purposes, and reports administratively to the General Manager to facilitate day-to-day operations. Internal audit activities are not subject to direction by the Council and the Council's management has no role in the exercise of its internal audit activities.

The Audit, Risk and Improvement Committee is responsible for communicating any internal audit issues or information to the governing body. Should the governing body require additional information, a request for the information may be made to the Chairperson by resolution. The Chairperson is only required to provide the information requested by the governing body where the Chairperson is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under

the Local Government Act. Individual Councillors are not entitled to request or receive information from the Internal Audit Coordinator or the Committee.

The General Manager must consult with the Chairperson of the Council's Audit, Risk and Improvement Committee before appointing or making decisions affecting the engagement of the Internal Audit Coordinator. If the Internal Audit Coordinator is dismissed, the General Manager must report the reasons for their dismissal to the Council. The Audit, Risk and Improvement Committee, through the Chairperson, will contribute to the annual performance assessment of the Internal Audit Coordinator (in relation to their internal audit role only).

Where the Chairperson of the Council's Audit, Risk and Improvement Committee has any concerns about the independence of the Internal Audit Coordinator, or any action taken that may compromise their ability to undertake their functions independently, they should report their concerns to the General Manager and/or governing body.

The Internal Audit Coordinator is to confirm at least annually to the Audit, Risk and Improvement Committee the independence of internal audit activities from the Council.

### **3. Authority and Confidentiality**

Council authorises the internal audit function to have full, free and unrestricted access to all functions, premises, assets, personnel, records and other documentation and information that the Internal Audit Coordinator considers necessary for the internal audit function to undertake its responsibilities.

All records, documentation and information accessed while undertaking internal audit activities are to be used solely for the conduct of those activities. The Internal Audit Coordinator and individual internal audit staff are responsible and accountable for maintaining the confidentiality of the information they receive when undertaking their work.

All internal audit documentation including external service provider working papers, will remain the property of Council.

Information and documents pertaining to the internal audit function are not to be made publicly available. The internal audit function may only release Council information to external parties that are assisting the internal audit function to undertake responsibilities with the approval of the General Manager, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention and is a legal requirement.

#### 4. Role

The internal audit function is to support the Council's Audit, Risk and Improvement Committee to review and provide independent advice to the Council in accordance with section 428A of the Local Government Act 1993. This includes conducting internal audits of council and monitoring the implementation of corrective actions.

The internal audit function is to also play an active role in:

- developing and maintaining a culture of accountability and integrity
- facilitating the integration of risk management into day-to-day business activities and processes, and
- promoting a culture of high ethical standards.

The internal audit function has no direct authority or responsibility for the activities it reviews. The internal audit function has no responsibility for developing or implementing procedures or systems and does not prepare records or engage in Council functions or activities (except in carrying out its own functions).

#### 5. Internal Audit Coordinator

Day to day management of Council's internal audit function is to be led by a member of Council's staff with sufficient skills, knowledge and experience to ensure it fulfils the internal audit function's role and responsibilities to Council and the Audit, Risk and Improvement Committee. The Internal Audit Coordinator must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the Internal Audit Coordinator include:

- contract management of the external provider,
- managing the internal audit budget,
- ensuring the external provider completes internal audits in line with the Audit, Risk and Improvement Committee's annual work plan and four-year strategic work plan,
- forwarding audit reports by the external provider to the Audit, Risk and Improvement Committee,
- acting as a liaison between the external provider and the Audit, Risk and Improvement Committee,
- monitoring the implementation of corrective actions that arise from the findings of audits and reporting progress to the Audit, Risk and Improvement Committee, and
- assisting the Audit, Risk and Improvement Committee to ensure the Council's internal audit activities comply with the Office of Local Government's Guidelines for risk management and internal audit for local government in NSW.

Within Council's structure, the Internal Audit Coordinator is also responsible for a range of non-audit functions and in this regard the following safeguards apply:

- when performing those duties, they are not acting in their internal audit role and the reporting lines specified in this Charter do not apply, and
- if an internal audit is required of one of the non-audit functions for which the Internal Audit Coordinator is responsible, the external service provider will report directly to the General Manager and the Audit, Risk and Improvement Committee on the results of the audit.

## 6. Outsourced Internal Audit (External Service Provider)

Council is to contract an external third-party provider to undertake its internal audit activities. To ensure the independence of the external provider, the Internal Audit Coordinator will ensure that the external provider:

- does not conduct any audits on specific Council operations or areas that the external service provider has provided consulting services on within the last two years (excluding the conduct of internal audits in these areas);
- is not the same provider conducting Council's external audit;
- is not the auditor of any contractors of the Council that may be subject to the internal audit, and
- can satisfy the requirements of the Office of Local Government's Guidelines for risk management and internal audit for local government in NSW.

The Internal Audit Coordinator must consult with the Audit, Risk and Improvement Committee and General Manager regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by the Council.

## 7. Performing Internal Audit Activities

The work of the internal audit function is to be thoroughly planned and executed.

The internal audit function must also develop an Annual Work Plan to guide the work of internal audit over the forward year.

The Internal Audit Coordinator will:

- Provide the findings and recommendations of internal audits to the Audit, Risk and Improvement Committee at the end of each audit. Each report is to include responses from the relevant senior manager(s).
- Establish an ongoing monitoring system to follow up Council's progress in implementing corrective actions.

- Develop and maintain policies and procedures to guide the operation of the Council's internal audit function. These should be reviewed and approved by the Audit, Risk and Improvement Committee as appropriate.
- Ensure that the Audit, Risk and Improvement Committee is advised at each of the committee's meetings of the internal audit activities completed during that quarter, progress in implementing the annual work plan and progress made implementing corrective actions.

## 8. Conduct and Standards

Internal audit personnel (including external service providers) must comply with the Council's Code of Conduct. Complaints about breaches of the code of conduct by internal audit personnel are to be dealt with in accordance with the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW. The General Manager must consult with the Council's Audit, Risk and Improvement Committee before any disciplinary action is taken against the Internal Audit Coordinator in response to a breach of the Code of Conduct. Declaration and management of conflicts of interest will occur in line with the requirements of Council's Code of Conduct.

Internal audit personnel will govern themselves by adherence to mandatory guidance contained in the International Professional Practices Framework ("IPPF") issued by the Institute of Internal Auditors ("IIA"), including the Global Internal Audit Standards.

This mandatory guidance constitutes the fundamental requirements for the professional practice of internal auditing and the principles against which to evaluate the effectiveness of the Internal Audit Function's performance.

The internal audit function, including external service providers, will perform their work in accordance with the IPPF. While the IPPF applies to all internal audit work, technology audits may also apply the ISACA standards contained in the Information Technology Assurance Framework ("ITAF"). Where relevant, the current Australian risk management standard may also be applied.

## 9. Administrative Arrangements

### Audit, Risk and Improvement Committee Meetings

The Internal Audit Coordinator:

- Will attend Audit, Risk and Improvement Committee meetings as an independent non-voting observer. The Internal Audit Coordinator can be excluded from meetings by the committee at any time.
- Must meet separately with the Audit, Risk and Improvement Committee at least once per year.
- As necessary, should meet with the Chairperson of the Audit, Risk and Improvement Committee at any time between committee meetings.

**Other Assurance Providers**

The activities of the internal audit function and other assurance providers (including but not limited to external audit) will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic meetings and contact between the internal audit function and other assurance providers shall be held to discuss matters of mutual interest and to facilitate coordination.

Internal audit plans, working papers and reports, will be made available to other assurance providers as required.

**Dispute Resolution**

The internal audit function should maintain an effective working relationship with the Council and the Audit, Risk and Improvement Committee and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

In the event of a disagreement between the internal audit function and the Council, the dispute is to be resolved by the Audit, Risk and Improvement Committee. Disputes between the internal audit function and the Audit, Risk and Improvement Committee are to be resolved by the governing body.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Departmental Chief Executive of the Office of Local Government in writing.

**Review Arrangements**

The Council's Audit, Risk and Improvement Committee will review the performance of the internal audit function each year and report its findings to the governing body. A strategic review of the performance of the internal audit function must be conducted each council term that considers the views of an external party with a strong knowledge of internal audit and reported to the governing body.

This charter is to be reviewed annually by the committee and once each council term by the governing body. Any substantive changes are to be approved by the governing body.

## SCHEDULE 1 – INTERNAL AUDIT FUNCTION RESPONSIBILITIES

### AUDIT

#### Internal audit

- Conduct internal audits as directed by the Council's Audit, Risk and Improvement Committee.
- Implement Council's annual internal audit work plan.
- Monitor the implementation by Council of corrective actions.
- Assist the Council to develop and maintain a culture of accountability and integrity.
- Facilitate the integration of risk management into day-to-day business activities and processes.
- Promote a culture of high ethical standards.

#### External audit

- Review all external plans and reports in respect of planned or completed audits and monitor the Council's implementation of audit recommendations.
- Provide advice on action taken on significant issues raised in relevant external audit reports and better practice guides.

### RISK

#### Risk management

Review and advise:

- if the Council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard.
- whether the Council's risk management framework is adequate and effective for identifying and managing the risks the Council faces, including those associated with individual projects, programs and other activities.
- if risk management is integrated across all levels of the Council and across all processes, operations, services, decision-making, functions and reporting.
- of the adequacy of risk reports and documentation, for example, the Council's risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- if the Council has taken steps to embed a culture which is committed to ethical and lawful behaviour

- if there is a positive risk culture within the Council and strong leadership that supports effective risk management
- of the adequacy of staff training and induction in risk management
- how the Council's risk management approach impacts on the Council's insurance arrangements
- of the effectiveness of the Council's management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

#### **Internal controls**

Review and advise:

- whether the Council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective.
- whether the Council has in place relevant policies and procedures and that these are periodically reviewed and updated.
- whether appropriate policies and procedures are in place for the management and exercise of delegations.
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with.
- if the Council's monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

#### **Compliance**

Review and advise of the adequacy and effectiveness of the Council's compliance framework, including:

- if the Council has appropriately considered legal and compliance risks as part of the Council's risk management framework
- how the Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- whether appropriate processes are in place to assess compliance.

#### **Fraud and corruption**

Review and advise of the adequacy and effectiveness of the Council's fraud and corruption prevention framework and activities, including whether the Council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

**Financial management**

Review and advise:

- if the Council's financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
  - appropriate authorisation and approval of payments and transactions
  - adequate segregation of duties
  - timely reconciliation of accounts and balances
  - review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of the Council are adequate
- if the Council's grants and tied funding policies and procedures are sound.

**Governance**

Review and advise of the adequacy of the Council governance framework, including the Council's:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge.

**IMPROVEMENT****Strategic planning**

Review and advise:

- of the adequacy and effectiveness of the Council's Integrated, Planning and Reporting (IP&R) processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the council is successfully implementing and achieving its IP&R objectives and strategies.

**Service reviews and business improvement**

Review and advise:

- if the Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
- if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
- how the Council can improve its service delivery and the Council's performance of its business and functions generally

**Performance data and measurement**

Review and advise:

- if the Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators the Council uses are effective, and
- of the adequacy of performance data collection and reporting.

**DRAFT**

**POLICY**



**CENTRAL TABLELANDS WATER**

# **INTERNAL AUDIT CHARTER**

## DOCUMENT CONTROL

Document Title		Internal Audit Charter			
Responsible Officer		<del>Director Finance and Corporate Services</del> Executive Manager Corporate Services (EMCS)			
Reviewed by		Chair and EMCS			
Date Adopted		June 2026			
Adopted by		Council			
Review Due Date		April 2026			
Revision Number		21			
Previous Versions	Date	Description of Amendments	Author	Review/ Sign Off	Minute No: (if relevant)
<u>New</u>	14/02/2025		DFCS		
<u>2</u>	April 2026	To bring the Charter in line with updated Global Internal Audit Standards 2025	EMCS	ARIC/ Council	

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## INTERNAL AUDIT CHARTER

Council has established an internal audit function as a key component of the Council's governance and assurance framework, in compliance with the Local Government (General) Regulation 2021 and the Office of Local Government's Guidelines for risk management and internal audit for local government in NSW. This charter provides the [mandate framework](#) for the conduct of the internal audit function [at Council](#) and has been approved by the governing body [considering taking into account](#) the advice of the Council's Audit, Risk and Improvement Committee.

### 1. Purpose of Internal Audit

Internal audit ~~strengthens the organisation's ability to create, protect and sustain an independent, objective assurance and consulting activity designed to add value by providing and improve~~ Council's ~~with independent, risk-based, and objective assurance, advice, insight, and foresight~~ operations. It helps Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes<sup>1</sup>.

~~It achieves this by providing~~ Internal audit provides an independent and objective review and advisory service to provide advice to the governing body, General Manager and Audit, Risk and Improvement Committee about the Council's governance processes, risk management and control frameworks and its external accountability obligations. It also assists the Council to improve its business performance.

Internal audit services may include:

- Assurance Services – objective examination of evidence for the purpose of providing an independent assessment of risk management, control and governance processes.
- Advisory Services – advisory and related client activities, the nature and scope of which are agreed upon with the client and which are intended to add value and improve business operations.

### 2. Independence

Council's internal audit function is to be independent of the Council so it can provide an unbiased assessment of the Council's operations and risk and control activities.

The internal audit function reports functionally to Council's Audit, Risk and Improvement Committee on the results of completed audits, and for strategic direction and accountability purposes, and reports administratively to the General Manager to facilitate day-to-day operations. Internal audit activities are not subject to direction by the Council and the Council's management has no role in the exercise of its internal audit activities.

The Audit, Risk and Improvement Committee is responsible for communicating any internal audit issues or information to the governing body. Should the governing body require additional information, a request for the information may be made to the Chairperson by resolution. The Chairperson is only required to provide the information requested by the governing body where the Chairperson is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the Local Government Act. Individual Councillors are not entitled to request or receive information from the [Internal Audit Coordinator or the](#) Committee.

The General Manager must consult with the Chairperson of the Council's Audit, Risk and Improvement Committee before appointing or making decisions affecting the engagement of the Internal Audit Coordinator. [If the Internal Audit Coordinator is dismissed, the General Manager must report the reasons for their dismissal to the Council. The Audit, Risk and Improvement Committee, through the Chairperson, will contribute to the annual performance assessment of the Internal Audit Coordinator \(in relation to their internal audit role only\).](#)

Where the Chairperson of the Council's Audit, Risk and Improvement Committee has any concerns about the [independence](#)~~treatment~~ of the Internal Audit Coordinator, or any action taken that may compromise their ability to undertake their functions independently, they ~~should~~[can](#) report their concerns to the [General Manager and/or](#) governing body.

The Internal Audit Coordinator is to confirm at least annually to the Audit, Risk and Improvement Committee the independence of internal audit activities from the Council.

\*As defined by the International Standards for the Professional Practice of Internal Auditing (2017)

### 3. Authority [and Confidentiality](#)

Council authorises the internal audit function to have full, free and unrestricted access to all functions, premises, assets, personnel, records and other documentation and information that the Internal Audit Coordinator considers necessary for the internal audit function to undertake its responsibilities.

All records, documentation and information accessed while undertaking internal audit activities are to be used solely for the conduct of those activities. The Internal Audit Coordinator and individual internal audit staff are responsible and accountable for maintaining the confidentiality of the information they receive when undertaking their work.

All internal audit documentation [including external service provider working papers, will](#) ~~is to~~ remain the property of Council, ~~including where internal audit services are performed by an external third party provider.~~

Information and documents pertaining to the internal audit function are not to be made publicly available. The internal audit function may only release Council information to external parties that are assisting the internal audit function to undertake responsibilities with the approval of the General Manager, except where it is being provided to an external

investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention [and is a legal requirement](#).

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## 4. Role

The internal audit function is to support the Council's Audit, Risk and Improvement Committee to review and provide independent advice to the Council in accordance with section 428A of the Local Government Act 1993. This includes conducting internal audits of council and monitoring the implementation of corrective actions.

The internal audit function is to also play an active role in:

- developing and maintaining a culture of accountability and integrity
- facilitating the integration of risk management into day-to-day business activities and processes, and
- promoting a culture of high ethical standards.

The internal audit function has no direct authority or responsibility for the activities it reviews. The internal audit function has no responsibility for developing or implementing procedures or systems and does not prepare records or engage in Council functions or activities (except in carrying out its own functions).

## 5. Internal Audit Coordinator

[Day to day management of](#) Council's internal audit function is to be led by a member of Council's staff with sufficient skills, knowledge and experience to ensure it fulfils [the internal audit function's](#) role and responsibilities to Council and the Audit, Risk and Improvement Committee. The Internal Audit Coordinator must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the Internal Audit Coordinator include:

- contract management [of the external provider,](#)
- managing the internal audit budget,
- ensuring the external provider completes internal audits in line with the Audit, Risk and Improvement Committee's annual work plan and four-year strategic work plan,
- forwarding audit reports by the external provider to the Audit, Risk and Improvement Committee,
- acting as a liaison between the external provider and the Audit, Risk and Improvement Committee,
- [monitoring the implementation of corrective actions that arise from the findings of audits and reporting progress to the Audit, Risk and Improvement Committee, and](#)
- [assisting the Audit, Risk and Improvement Committee to ensure the Council's internal audit activities comply with the Office of Local Government's Guidelines for risk management and internal audit for local government in NSW.](#)

Within Council's structure, the Internal Audit Coordinator ~~is~~ will also ~~be~~ responsible for a range of non-audit functions and in this regard the following safeguards apply:

- when performing those duties, they are not acting in their internal audit role and the reporting lines specified in this Charter do not apply, and
- if an internal audit is required of one of the non-audit functions for which the Internal Audit Coordinator is responsible, the external service provider will report directly to the General Manager and the Audit, Risk and Improvement Committee on the results of the audit.

## 6. Outsourced Internal Audit (External Service Provider) Function

Council is to contract an external third-party provider to undertake its internal audit activities. To ensure the independence of the external provider, the Internal Audit Coordinator ~~will~~ is to ensure ~~that~~ the external provider:

- does not conduct any audits on specific Council operations or areas that ~~the external service provider has provided consulting services they have worked~~ on within the last two years ~~(excluding the conduct of internal audits in these areas)~~;
- is not the same provider conducting Council's external audit;
- is not the auditor of any contractors of the Council that may be subject to the internal audit, and
- can satisfy the requirements of the Office of Local Government's Guidelines for risk management and internal audit for local government in NSW.

The Internal Audit Coordinator must consult with the Audit, Risk and Improvement Committee and General Manager regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by the Council.

## 7. Performing Internal Audit Activities

The work of the internal audit function is to be thoroughly planned and executed.

~~The Council's Audit, Risk and Improvement Committee must develop a Strategic Work Plan every four years to ensure that the matters listed in Schedule 1 are reviewed by the Committee and considered by the Internal Audit Function when developing their risk-based program of internal audits. The Strategic Work Plan must be reviewed at least annually to ensure it remains appropriate.~~

The ~~internal audit function~~ committee must also develop an Annual Work Plan to guide the work of ~~internal audit~~ the Internal Audit Function over the forward year.

~~All internal audit activities are to be performed in a manner that is consistent with relevant professional standards including the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and AS ISO 31000:2018.~~

~~The Internal Audit Coordinator is to provide the findings and recommendations of internal audits to the Audit, Risk and Improvement Committee at the end of each audit. Each report is to include a response from the relevant senior manager.~~

The Internal Audit Coordinator will:

- ~~Provide the findings and recommendations of internal audits to the Audit, Risk and Improvement Committee at the end of each audit. Each report is to include responses from the relevant senior manager(s).~~
- ~~is to~~ establish an ongoing monitoring system to follow up Council's progress in implementing corrective actions.
- ~~The General Manager, in consultation with the Audit, Risk and Improvement Committee, is to~~ develop and maintain policies and procedures to guide the operation of the Council's internal audit function. These should be reviewed and approved by the Audit, Risk and Improvement Committee as appropriate.
- ~~The Internal Audit Coordinator is to~~ ensure that the Audit, Risk and Improvement Committee is advised at each of the committee's meetings of the internal audit activities completed during that quarter, progress in implementing the annual work plan and progress made implementing corrective actions.

## 8. Conduct and Standards

Internal audit personnel (including external service providers) must comply with the Council's Code of Conduct. Complaints about breaches of the code of conduct by internal audit personnel are to be dealt with in accordance with the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW. The General Manager must consult with the Council's Audit, Risk and Improvement Committee before any disciplinary action is taken against the Internal Audit Coordinator in response to a breach of the Code of Conduct. Declaration and management of conflicts of interest will occur in line with the requirements of Council's Code of Conduct.

Internal audit personnel will govern themselves by adherence to mandatory guidance contained in the International Professional Practices Framework ("IPPF") issued by the Institute of Internal Auditors ("IIA"), including the Global Internal Audit Standards.

This mandatory guidance constitutes the fundamental requirements for the professional practice of internal auditing and the principles against which to evaluate the effectiveness of the Internal Audit Function's performance.

The internal audit function, including external service providers, will perform their work in accordance with the IPPF. While the IPPF applies to all internal audit work, technology audits may also apply the ISACA standards contained in the Information Technology Assurance Framework ("ITAF"). Where relevant, the current Australian risk management standard may also be applied. Internal auditors must also comply with the Code of Ethics for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

## 9. Administrative Arrangements

### Audit, Risk and Improvement Committee Meetings

The Internal Audit Coordinator:

- ~~Will~~ will attend Audit, Risk and Improvement Committee meetings as an independent non-voting observer. The Internal Audit Coordinator can be excluded from meetings by the committee at any time.
- ~~The Internal Audit Coordinator must~~ meet separately with the Audit, Risk and Improvement Committee at least once per year.
- ~~As necessary, should~~ ~~The Internal Audit Coordinator can~~ meet with the Chairperson of the Audit, Risk and Improvement Committee at any time, ~~as necessary~~, between committee meetings.

### Other Assurance Providers External audit

~~The internal and external audit~~ activities of the internal audit function and other assurance providers (including but not limited to external audit) will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic meetings and contact between the internal audit function and other assurance providers external audit shall be held to discuss matters of mutual interest and to facilitate coordination.

~~External audit will have full and free access to all~~ internal audit plans, working papers and reports, will be made available to other assurance providers as required.

### Dispute Resolution

The internal audit function should maintain an effective working relationship with the Council and the Audit, Risk and Improvement Committee and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

In the event of a disagreement between the internal audit function and the Council, the dispute is to be resolved by the Audit, Risk and Improvement Committee. Disputes between the internal audit function and the Audit, Risk and Improvement Committee are to be resolved by the governing body.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Departmental Chief Executive of the Office of Local Government in writing.

### Review Arrangements

The Council's Audit, Risk and Improvement Committee ~~will~~ must review the performance of the internal audit function each year and report its findings to the governing body. A strategic review of the performance of the internal audit function must be conducted each council term that considers the views of an external party with a strong knowledge of internal audit and reported to the governing body.

This charter is to be reviewed annually by the committee and once each council term by the governing body. Any substantive changes are to be approved by the governing body.

## SCHEDULE 1 – INTERNAL AUDIT FUNCTION RESPONSIBILITIES

### AUDIT

#### Internal audit

- Conduct internal audits as directed by the Council’s Audit, Risk and Improvement Committee.
- Implement Council’s annual ~~and four-year Strategic Internal~~ [Audit Work Plans](#).
- Monitor the implementation by Council of corrective actions.
- Assist the Council to develop and maintain a culture of accountability and integrity.
- Facilitate the integration of risk management into day-to-day business activities and processes.
- Promote a culture of high ethical standards.

#### External audit

- ~~Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided.~~
- Review all external plans and reports in respect of planned or completed audits and monitor the Council's implementation of audit recommendations.
- Provide advice on action taken on significant issues raised in relevant external audit reports and better practice guides.

## RISK

### Risk management

Review and advise:

- if the Council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard.
- whether the Council's risk management framework is adequate and effective for identifying and managing the risks the Council faces, including those associated with individual projects, programs and other activities.
- if risk management is integrated across all levels of the Council and across all processes, operations, services, decision-making, functions and reporting.
- of the adequacy of risk reports and documentation, for example, the Council's risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- if the Council has taken steps to embed a culture which is committed to ethical and lawful behaviour
- if there is a positive risk culture within the Council and strong leadership that supports effective risk management
- of the adequacy of staff training and induction in risk management
- how the Council's risk management approach impacts on the Council's insurance arrangements
- of the effectiveness of the Council's management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

### Internal controls

Review and advise:

- whether the Council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective.

- whether the Council has in place relevant policies and procedures and that these are periodically reviewed and updated.
- whether appropriate policies and procedures are in place for the management and exercise of delegations.
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with.
- if the Council's monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

### **Compliance**

Review and advise of the adequacy and effectiveness of the Council's compliance framework, including:

- if the Council has appropriately considered legal and compliance risks as part of the Council's risk management framework
- how the Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- whether appropriate processes are in place to assess compliance.

### **Fraud and corruption**

Review and advise of the adequacy and effectiveness of the Council's fraud and corruption prevention framework and activities, including whether the Council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

### Financial management

Review and advise:

- ~~if Council is complying with accounting standards and external accountability requirements~~
- ~~of the appropriateness of Council's accounting policies and disclosures~~
- ~~of the implications for the Council of the findings of external audits and performance audits and the Council's responses and implementation of recommendations~~
- ~~whether the Council's financial statement preparation procedures and timelines are sound~~
- ~~the accuracy of the Council's annual financial statements prior to external audit, including:~~
  - ~~management compliance/representations~~
  - ~~significant accounting and reporting issues~~
- ~~the methods used by the Council to account for significant or unusual transactions and areas of significant estimates or judgements~~
- ~~appropriate management signoff on the statements~~
- ~~if effective processes are in place to ensure financial information included in the Council's report is consistent with signed financial statements~~
- if the Council's financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
  - appropriate authorisation and approval of payments and transactions
  - adequate segregation of duties
  - timely reconciliation of accounts and balances
  - review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of the Council are adequate
- if the Council's grants and tied funding policies and procedures are sound.

### Governance

Review and advise of the adequacy of the Council governance framework, including the Council's:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities

- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge.

## **IMPROVEMENT**

### **Strategic planning**

Review and advise:

- of the adequacy and effectiveness of the Council's Integrated, Planning and Reporting (IP&R) processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the council is successfully implementing and achieving its IP&R objectives and strategies.

### **Service reviews and business improvement**

Review and advise:

- if the Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
- if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
- how the Council can improve its service delivery and the Council's performance of its business and functions generally

### **Performance data and measurement**

Review and advise:

- if the Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators the Council uses are effective, and
- of the adequacy of performance data collection and reporting.

# CTW Newsletter

## Help Us Keep Your Details Up to Date



To ensure we can keep you informed and provide the best possible service, we encourage all customers to regularly check and update their contact details with us.

Having your current email address and mobile number allows us to share important updates quickly and efficiently, such as service notifications, planned works, water outages, and account information.

If your details have changed, updating them is easy. Simply contact our team:

- Visit the CTW team at the Blayney office
- Email: [water@ctw.nsw.gov.au](mailto:water@ctw.nsw.gov.au)
- Phone: 02 6391 7200 (during business hours)

Keeping your details current helps us stay connected with you when it matters most.

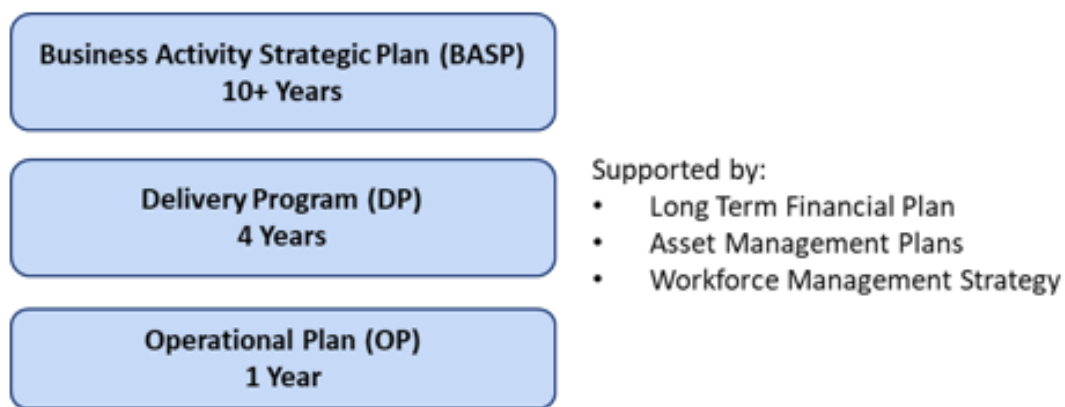
**Don't forget to update your address and contact details if you have recently moved.  
Call or email us on 6391 7200 or [water@ctw.nsw.gov.au](mailto:water@ctw.nsw.gov.au)**

## Integrated Planning & Reporting (IP&R)

### Public Exhibition: Have Your Say

P&R is how CTW plans its work, uses its money and resources, and shows the community how we are performing. IP&R uses a set of connected documents to link long-term goals, available money and resources, day-to-day work, and reporting back to the community.

At CTW, IP&R is built around the Business Activity Strategic Plan (BASP) and supporting plans. IP&R helps ensure that we plan for the long term, we deliver on our commitments to the community, and we stay financially and operationally sustainable.



CTWs IP&R documents will be on public exhibition from 5 May to 2 June 2026.

We encourage our community members and stakeholders to review the documents and provide **feedback no later than 5.00pm on 2 June 2026**. All submissions need to be emailed to [water@ctw.nsw.gov.au](mailto:water@ctw.nsw.gov.au) during the exhibition period and will be considered prior to the June Council meeting, where the documents will be presented for approval.

For more information and to access the documents, please visit our website [www.ctw.nsw.gov.au](http://www.ctw.nsw.gov.au) or contact CTWs Corporate Services team on 6391 7200 during business hours.

If you are having difficulty paying your account by the due date, please do not hesitate to contact CTW to make a agreed payment arrangement on 6391 7200 or email: [water@ctw.nsw.gov.au](mailto:water@ctw.nsw.gov.au)

## Pensioner Concessions



Let's make sure you're receiving the support you're entitled to.

If you're eligible for a pensioner concession, it's important to ensure your details with Central Tablelands Water are up to date. This helps ensure you receive the correct rebate on your account and avoids any unnecessary issues.

Even if you don't currently have a water connection, some properties, such as Unconnected Vacant Land may still incur charges, so it's worth checking what applies in your situation.

If you're unsure about your eligibility, need to update your details, or would like assistance with an application, our friendly team is happy to help:

- Visit the CTW team at the Blayney office
- Email: [ctw@water.nsw.gov.au](mailto:ctw@water.nsw.gov.au)
- Phone: 02 6391 7200 (during business hours)

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## Why I like to work at CTW

Our people are at the heart of what we do. In this section, members of the team share what they enjoy most about working at Central Tablelands Water.

### Meet Dylan – Network Operator, Blayney



When Dylan first considered working at Central Tablelands Water, the security of working for a council organisation and the opportunity to be part of a small, close-knit team really stood out.

Now that he's part of the team, Dylan says one of the things that makes the organisation different is how well everyone works together across such a large service area. Even though staff are spread out, communication is strong and the team is always willing to support each other.

"The people here are really easy to get along with," Dylan says. "It's a safe working environment where everyone has everyone's back and people are always willing to work alongside you."

One of Dylan's favourite parts of the job is the variety of work. No two days are the same, and the role gives him the chance to keep learning.

"Every day I'm picking up new skills," he says. "I've already been offered training and development opportunities, which is great."

Working at Central Tablelands Water also fits well with Dylan's life outside of work. The 9-day fortnight flexible approach within the team, and the country lifestyle make it easier to balance work and family.

"The flexibility really stands out," he says. "My co-workers are always happy to swap days if something comes up with family life."

For Dylan, it all comes down to the team, the opportunities to learn, and the supportive culture.

"It's a great place to work if you want variety, support from your team, and the chance to keep building your skills."

### Meet Barb - Blayney, Customer Service Officer



I'm proud to work at Central Tablelands Water and be part of something that supports our community every day.

Blayney has always been home for me. I was born and raised here, so working close to home means a lot, especially with my family commitments. Before joining CTW, I worked in Orange for more than 35 years until my previous employer retired. A family member who works at CTW told me about the opportunity and how much she loves working here, and I was lucky enough to secure the role of Customer Service Officer.

What I enjoy most about CTW is the strong team environment. Everyone works together and supports each other, and our department feels like a family. I've learned so much since starting here, mostly through on-the-job training and customer service training, and I'm now able to help support my teammates as well.

One thing that really surprised me is how much work goes into something as simple as turning on a tap. From sourcing and storing water to treating and distributing it to the community, there is so much involved behind the scenes.

As a Customer Service Officer, I'm often the first point of contact for customers. I help with enquiries, outages, service requests, payments and account information, and I always try to listen carefully so I can help people in the best way possible.

I feel very privileged to work at CTW and to help provide such an essential service to our community. I'm incredibly proud of the work we do.

If you are having difficulty paying your account by the due date, please do not hesitate to contact CTW to make a agreed payment arrangement on 6391 7200 or email: [water@ctw.nsw.gov.au](mailto:water@ctw.nsw.gov.au)