



ORDINARY COUNCIL MEETING

Wednesday 19 March, 2025

at 4:30pm

Council Chambers, 56 Chanter Street, Berrigan



Under Separate Cover Appendices



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AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING

Wednesday 12 February, 2025
at 10:30am

Council Chambers, 56 Chanter Street, Berrigan

Minutes



Audit, Risk and Improvement Committee Meeting

Wednesday 12 February, 2025

MINUTES

The Audit, Risk and Improvement Committee Meeting of the Shire of Berrigan held in the Council Chambers, 56 Chanter Street, Berrigan, on Wednesday 12 February, 2025 when the following business was considered:-

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Present:

Independent Members: Ms Linda MacRae (Chair); Dr Todd Bentley, Mrs Angela Urquhart.

Councillor Renee Paine attended the meeting on line.

Dylan Murray (RSD Audit); and Michael Kharzoo and Mubashshir Hassan from the New South Wales Audit Office NSWAO) were on line for consideration of Item 10.2. The following staff were also in attendance:

Matthew Hansen (Acting CEO), Simon Walsh (Acting Director Corporate Services – on line) and Keelan McDonald (Minute Taker – on line).

1 OPENING OF MEETING

The Audit, Risk and Improvement Committee Meeting opened its meeting at 10:33am

2 ACKNOWLEDGEMENT OF COUNTRY

Chair Ms Linda MacRae made an Acknowledgement of Country with the following statement:

“We acknowledge the original inhabitants whose country we are gathered on, and we pay respect to the elders, past, present, and future and extend respect to all first nations people.”

3 APOLOGIES

3.1 Apologies/Leave of Absence

Karina Ewer (Chief Executive Officer)

3.2 Attendance Via Audio-Visual Link

Simon Walsh (Acting Director Corporate Services), Cr Renee Paine and Keelan McDonald (Minute Taker).

4 DISCLOSURES OF INTERESTS

5 CONFIRMATION OF PREVIOUS MINUTES

Resolved

The minutes of the Audit, Risk and Improvement Committee Meeting held on 3 December 2024 were noted and adopted.



6 VISITORS

Dylan Murray, Michael Kharzoo and Mubashshir Hassan – New South Wales Audit Office (online).

7 ITEMS FOR DISCUSSION

ARIC 10.2 2024-25 External audit engagement plan

Dylan Murray (RSD Audit) and Michael Kharzoo and Mubashshir Hassan (New South Wales Audit Office) entered the meeting (on line) at 10:40am and presented the NSWAO 2024-25 external audit engagement plan.

The Chair raised a question in relation to the item regarding the amendments to AASB '13 Fair Value Measurement' seeking clarification of any actions Council may need to undertake, to comply with any valuation methodology changes. (Refer Page No 62 of the Agenda attachments). The Chair expressed her strong opposing views regarding the possibility that accounting position papers may be required to meet the requirements of this change and the significant imposition to Council resources that the preparation of such position papers utilises for no advantage to Council or its community. She requested that the Auditors and the NSW Audit Office ensure that any required changes are the absolute minimum and that there be no additional cost imposed incurred by Council such as internal resource costs; additional valuation contract costs and NSW Audit Office costs to meet any required valuation methodology changes.

The Acting Director Corporate Services advised that Council's Valuers (APV Valuers) have provided a 'degree of comfort' regarding this matter stating that Council should be compliant but to date no evidence of this has been received.

Michael Kharzoo advised that the Office of Local Government may provide some advice regarding this matter but the Council would need to work with the Valuers to ensure compliance.

Resolved:

That Council request the NSWAO and the valuers to provide specific details of the work that Council will need to undertake to meet the requirements to comply with the changes to AASB 13. Such details to also include an estimate of any additional resources (including costs) and that these details be provided to the Council as soon as possible.

Dylan Murray, Michael Kharzoo and Mubashshir Hassan left the meeting at 10:51am.

ARIC 12.3 FY25 QBRS2 update and FY26 Budget workshop

The Acting Director Corporate Services, Simon Walsh, presented the draft confidential (working document) power point 'Financial Planning and Reporting' document that had been discussed by the Council at a recent Councillor Development Session. This presentation provided details of Council's current and forward financial position. The Committee discussed the following:



- The draft 'Quarterly Budget Review Statement' (QBRs) for December 2024 (a detailed draft was provided as a late agenda item).
- Restricted and unrestricted cash position – estimated as at 30 June 2025.
- Net annual operating position since the 2015/16 financial year.
- Budget planning and process for 2025/26 and the Long Term Financial Plan (LTFP).
- Water; Sewer and Developer Contributions.
- Debt strategy.
- Financial Indicators.
- Rating strategy.
- Funding the organisational Information Technology uplift that is currently occurring.
- The Chair to advise the Committee of additional questions (due to time constraints at the meeting).

Resolved:

That The Audit, Risk and Improvement Committee Meeting note the following:

- The presentation delivered by Simon Walsh contained in the 'Financial Planning and Reporting' PowerPoint document;
- The draft Quarterly Budget Review Statement for December 2024.
- That the Council is potentially facing significant budget challenges in the short; medium and long term.

ARIC 7.1 Strategic Internal Audit Plan 2025-2029

Resolved

That The Audit, Risk and Improvement Committee Meeting note the following:

- That management develop a scope for an expression of interest for Council to appoint a panel of suitable providers to undertake internal audit reviews (in accordance with the Council adopted Internal Audit Charter).
- That the proposed internal audit review to be undertaken during the 2025/26 financial year be determined when the panel of suitable internal audit providers has been made and Council's budget allocation is adopted.



- That management develop a scope for an expression of interest for Council to appoint a panel of suitable providers to undertake internal audit reviews (in accordance with the Council adopted Internal Audit Charter).
- That the proposed internal audit review to be undertaken during the 2025/26 financial year be determined when the panel of suitable internal audit providers has been made and Council's budget allocation is adopted.

ARIC 7.2 Strategic assurance meeting

Resolved:

That the Chair write to the Mayor seeking a 'strategic assurance meeting' at a suitably convenient time.

ARIC 7.3 Policy review update

Resolved:

The Audit, Risk and Improvement Committee noted the report.

ARIC 7.4 Operational plan review - Q2 - 2024-25

Audit, Risk and Improvement Committee members indicated that the 2024/25 Operational Plan was aspirational and that many of the projects did not have resources (including costs) nor time frames allocated.

Todd Bentley advised that he had concerns regarding the tree management project.

The Committee was advised that senior management were working with the Council to ensure that the 2025/26 Operational Plan is achievable and appropriate.

Resolved:

The Audit, Risk and Improvement Committee comments and the report were noted.



ARIC 12.1 Update on ICT Projects

Resolved:

That costing details be provided to the Audit, Risk and Improvement Committee at the next meeting regarding the Information Technology uplift currently taking place. Such details to include:

- actual Year to date costs (YTD) current and past years and forecast;
- contract costs (eg Civica);
- capital and ongoing costs;
- additional staffing costs;
- funding sources and financing;
- 'other' costs'.

8 ITEMS FOR DECISION

ARIC 8.1 ARIC Work Plan 2025

Resolved:

That Audit, Risk and Improvement Committee Meeting note the work plan for 2025 and endeavour to meet the requirements contained in it..

9 RISK MANAGEMENT

ARIC 9.1 Council committees of management - update

Resolved:

The Audit, Risk and Improvement Committee noted the report.

10 EXTERNAL AUDIT AND ACCOUNTABILITY

ARIC 10.1 External Audit Management Letter action items - update



Resolved:

The Audit, Risk and Improvement Committee Meeting note that the report requires further updating to ensure consistency (particularly relating to completion dates).

ARIC 10.2 2024-25 External audit engagement plan

(This report was considered at the start of the meeting).

11 INTERNAL AUDIT

ARIC 11.1 Internal Audit action items - update

Resolved

The Audit, Risk and Improvement Committee Meeting noted the Quarter 1 audit action progress report on all internal audit action items, attached as appendix 1.

12 ITEMS FOR NOTING

ARIC 12.1 Update on ICT Projects

This report was for information only.

Cyber security concerns were expressed by the Committee. The Acting CEO advised that he would forward to Committee Members the recently issued Office of Local Government Circular (OLG Council Circular 25-01) regarding Cyber Security Guidelines for Councils.

ARIC 12.2 ICT Delivery Assurance

Resolved

The Audit, Risk and Improvement Committee Meeting received and noted this report.



ARIC 12.3 FY25 QBR2 update and FY26 Budget workshop

(This report was considered earlier in the Meeting)

ARIC 12.4 Implementation of software solution for budget management

Resolved:

The Audit, Risk and Improvement Committee Meeting received and noted this report.

13 GENERAL BUSINESS

Nil

14 CLOSE OF MEETING

Next Audit, Risk and Improvement Committee Meeting will be held on Wednesday 14 May 2025 from 10:30am. Council Chambers, 56 Chanter Street, Berrigan.



LOCAL TRAFFIC COMMITTEE

MINUTES

Held Thursday 20th February, 2025

Office Attendance 11:00 am at Berrigan

Shire Council Office



Transport
for NSW





PRESENT

MR DARRON FRUEND	OPERATIONS MANAGER – TRANSPORT BERRIGAN SHIRE COUNCIL
CR. RENEE PAINE	DEPUTY MAYOR BERRIGAN SHIRE COUNCIL
SGT ROB MAYO	HIGHWAY PATROL DENILIQUN POLICE
PETER BRAYDON	LOCAL MEMBER OF PARLIAMENT REPRESENTATIVE
MR FRANK GOODYER	ASSOCIATE COMMUNITY & SAFETY PARTNER – RIVERINA TRANSPORT FOR NSW

APOLOGIES

NIL

NEW BUSINESS

ITEMS FOR DISCUSSION

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LTC 2	FINLEY ANZAC DAY PARADE AND SERVICE 2025	3
LTC 3	TOCUMWAL ANZAC DAY PARADE AND SERVICE 2025	3
LTC 4	BAROOGA POLICE STATION – REQUEST FOR POLICE PARKING.....	4
LTC 5	REQUEST FOR 45 DEGREE PARKING JERILDERIE STREET BERRIGAN	4
LTC 6	SPEED ZONE REVIEW – TRIKKI KIDS BAROOGA	4



LOCAL TRAFFIC COMMITTEE MINUTES



LTC 1 BERRIGAN ANZAC DAY PARADE AND SERVICE 2025

BACKGROUND

The Berrigan Sub-Branch of the Returned Services League has applied for a road closure to hold their annual parade on ANZAC Day, Friday 25 April, 2025. They wish to close Chanter Street, Berrigan between Jerilderie Street and Drummond Street in Berrigan between 8.30am and 10.30am.

RECOMMENDATION

That the Council approves the application made by the Berrigan Sub-Branch of the Returned Services League to hold their annual parade on ANZAC Day, Friday 25 April 2025 and a temporary road closure of Chanter Street, Berrigan between the hours of 8.30am and 10.30am.

LTC 2 FINLEY ANZAC DAY PARADE AND SERVICE 2025

BACKGROUND

The Finley Sub-Branch of the Returned Services League has applied for a road closure to hold their annual parade on ANZAC Day, Friday 25 April, 2025. They wish to close Murray Street, Finley between Ulupna Street and Berrigan Road in Finley between 10.30am and 12.30pm.

RECOMMENDATION

That the Council approves the application made the Finley Sub-Branch of the Returned Services League to hold their annual parade on ANZAC Day, Friday 25 April 2025 and a temporary road closure of Murray Street, Finley between the hours of 10.30am and 12.30pm.

LTC 3 TOCUMWAL ANZAC DAY PARADE SERVICE 2025

BACKGROUND

The Tocumwal Sub-Branch of the Returned Services League has applied for a road closure to hold their Dawn Service on ANZAC Day, Tuesday 25 April, 2025. They wish to close Deniliquin Street, between Hennessy Street and Morris Street, Tocumwal between 5.30am and 7.00am.

The Tocumwal Sub-Branch of the Returned Services League has applied for a road closure to hold their annual parade on ANZAC Day, Friday 25 April, 2025. They wish to close Deniliquin Street, Tocumwal between 10.00am and 12 noon.

RECOMMENDATION

That the Council approves the application made by the Tocumwal Sub Branch of the Returned Services League to hold their dawn service on ANZAC Day, Friday 25 April 2025 and the temporary road closure of Deniliquin Street, between Hennessy Street and Morris Street,



LOCAL TRAFFIC COMMITTEE MINUTES



Tocumwal between 5.30am and 7.00am

That the Council approves the application made by the Tocumwal Sub Branch of the Returned Services League to hold their annual parade on ANZAC Day, Friday 25 April 2025 and the temporary road closure of Deniliquin Street, Tocumwal between 10.00am and 12 noon.

LTC 4 BAROOGA POLICE STATION – POLICE PARKING

BACKGROUND

There has been a request from Barooga Police Station for dedicated police parking. Issue is caused by playground across the road, library etc. Police vehicles are having difficulties parking when attending station.

RECOMMENDATION

That the Council approves the application made by Barooga Police Station for dedicated police vehicle parking. To be marked with painted area and signage.

LTC 5 REQUEST FOR 45 DEGREE PARKING JERILDERIE ST
BERRIGAN

BACKGROUND

There has been a request from Royal Hotel Berrigan – 59-61 Jerilderie Street, Berrigan for 45 degree parking to be installed to increase numbers of parking spaces.

CONCLUSION

Request does not meet a variety of standards. Transport for NSW advised that as Jeridlerie Street is a regional road, mixed parking options cannot be enacted, there is also issues around visibility from neighbouring driveway and laneway.

LTC 6 SPEED ZONE REVIEW – TRIKKI KIDS BAROOGA

BACKGROUND

Request to review speed zone around area of Trikki Kids Barooga (Nangunia Street).

CONCLUSION

All speed zone reviews are conducted by Transport for NSW only. Previous review by Transport for NSW showed that request did not meet the criteria for a reduction. Council will check signage in area.



LOCAL TRAFFIC COMMITTEE MINUTES



GENERAL BUSINESS:

- Scoullar Street, Finley
 - urban default for area is 50km/h.
 - Traffic count data to be collected, check signage in area
 - possible social media campaign around increased traffic
- Trucks parking in urban streets
 - 1hr parking only (break/meal),
 - enforcement issue, complaints need to be made to NSW Police for follow up
- Marion Drive, Tocumwal
 - Check for school bus signage
 - Check signage (speed & children in area)
- Racecourse Road / Murray Street, Tocumwal
 - Speed zone change approved by Transport for NSW
 - Quote for works with Transport for NSW
 - New signage to be ordered and installed by mid April 2025
 - Social media campaign around speed limit changes
- Disabled parking in shire
 - Has a review been previous undertaken by Council?
 - Refer to Director Infrastructure & CEO

Meeting Adjourned: 11:52 AM



Samsung C&T Renewable Energy Australia Pty Ltd (SREA)
Suite 8.04, Level 8
227 Elizabeth Street
Sydney NSW 2000

Karina Ewer – CEO
Berrigan Shire Council
56 Chanter Street
Berrigan NSW 2712
e: mail@berriganshire.nsw.gov.au

Dear Karina,

RE: Proposed South Coree Battery Energy Storage System

Following our previous communication in August 2024 about the proposed South Coree BESS, we are reaching out again to provide an update and gather your valuable feedback. The Project, being investigated by Samsung C&T Renewable Energy Australia Pty Ltd (SREA), is located approximately 5 km west of the Finley township, at 384 Broockmanns Road, Finley NSW 2713.

For context, SREA is studying a 4-ha portion of land (The Project Site) for the siting of the BESS, that would connect into the Finley Electrical Substation via an underground or overhead 132 kV transmission line, that will run along the southern boundary of Broockmanns Road reserve and potentially Canalla Road, before entering the TransGrid lot.

The expected capacity and storage duration for the BESS would be approximately 80MW/320MWh (4-hour storage) and its investment value will trigger the NSW State Significant Development (SSD) planning pathway through the Department of Planning, Housing and Infrastructure (DPHI).

A map of the proposed site location and indicative layout is enclosed with this letter for your reference.

Project update

In mid-2024, SREA commenced engaging with the community and key stakeholders to complete the initial stages of a development application, called a Scoping Report.

The Scoping Report was submitted to the NSW Department of Planning, Housing and Infrastructure (DPHI) in October, and SREA subsequently received the Secretary's Environmental Assessment Requirements (SEARs) on 20 November 2024. The SEARs list the information that must be included with a development application in the form of an Environmental Impact Statement (EIS).

The Project is now working through the detailed assessment required for the EIS, which will accompany the development application.

The EIS and the associated community engagement activities are being managed by NGH – a leading Australian environmental, social, and planning firm. SREA is currently working with NGH to gather information from locals to help inform the EIS.



Environmental Impact Statement (EIS)

The EIS allows us to fully assess the merits of the proposed BESS while engaging with the local Finley community in more detail to better understand issues, shape the Project and inform opportunities to share benefits locally.

The EIS assessments have commenced and will continue over the coming months. The EIS will include specialist impact assessment reports, such as:

- Visual impact
- Noise
- Biodiversity
- Heritage
- Traffic and transport
- Social impact

SREA aims to submit the EIS report to the DPHI in mid-2025. Community and stakeholder engagement over the coming months will be summarised within the EIS, along with the outcomes of the specialist reports outlined above.

Once the EIS is submitted, it will be placed on public exhibition. During this stage, the community and government agencies will be invited to provide feedback on the Project. SREA will then respond to any issues, comments or concerns raised by the community and stakeholders within a Submissions Report. DPHI will then make a recommendation on whether the Project should be approved.

Future engagement

SREA is committed to engaging and collaborating with residents to support beneficial outcomes for both the environment as well as the local community. Communities are at the centre of what we do, and our team is proudly committed to genuine community engagement and strives to build positive relationships.

SREA and NGH are hosting two community information sessions/events that will be held on **12 March and 13 March 2025**. Members from NGH and the SREA team will be there to discuss the Project and answer questions. The details of the events are:

Wednesday, 12 March 2025
1:30 pm – 6:30 pm

Finley Country Club
167-177 Murray Street
Finley NSW 2713

Thursday, 13 March 2025
7:30 am – 12:00 pm

Finley Newsagency (outside)
143 Murray Street
Finley NSW 2713

We would welcome the opportunity to meet with you and discuss the Project further at your Berrigan office. If this would be of interest, please advise a day and time outside of the above information sessions, and our team will organise an in-person meeting (or online, if preferred).



Local benefits

Community Benefit Schemes play a key role in State Significant Developments in NSW. These schemes are designed to ensure that the broader community benefits from the development beyond job creation and associated services.

We welcome your input on local priorities and ideas for sharing the benefits of the Project, as we explore ways to invest in the community.

During peak construction, the development will support approximately 60 jobs, with an average of 20-30 jobs throughout the entire construction period. Additionally, it will help boost the local economy by diversifying income and increasing revenue for businesses such as food providers, lodging, and tourism operators. If the Project is approved, we will engage with local businesses and service providers to explore opportunities for participation.

Once operational, the site will be largely remotely managed, with an estimated 1-2 full-time equivalent roles. The Project will also make a significant contribution to the NSW Government's goal of reaching net-zero emissions by 2050 by supplying clean, renewable energy to the grid.

About Samsung C&T Renewable Energy Australia Pty Ltd (SREA)

SREA began operations in Australia in 2022 and has solar and storage Project interests across New South Wales, Victoria, and Queensland. SREA currently operates out of offices in Sydney and Brisbane, with personnel working remotely in Victoria.

To meet the needs of clients aiming to diversify their energy mix amid stringent carbon emissions requirements, SREA strives to become a full-spectrum energy provider in the clean energy sector. The company is committed to deploying sustainable energy resources with a vision to create value globally.

Over the past two decades, SREA has completed several renewable Projects worldwide, including the world's largest wind and solar power cluster in Ontario, continuously delivering solutions that enable customers to fully leverage renewable resources.

Get in touch

SREA will always look for ways to invest in the local community to help support local initiatives and improvements. We would also love to hear your ideas on how to share Project benefits locally, so if you have any suggestions on initiatives or programs that would support the local community, please reach out.

If you have any questions about the Project, please contact us via any of the following methods:

W: <https://www.southcoreebess.com/>

E: engage@nghengage.com.au

P: 1800 607 484.

Kind regards,



S. Mitchell

Stephan Mitchell
Development Manager
Samsung C&T Renewable Energy Australia Pty Ltd (SREA)

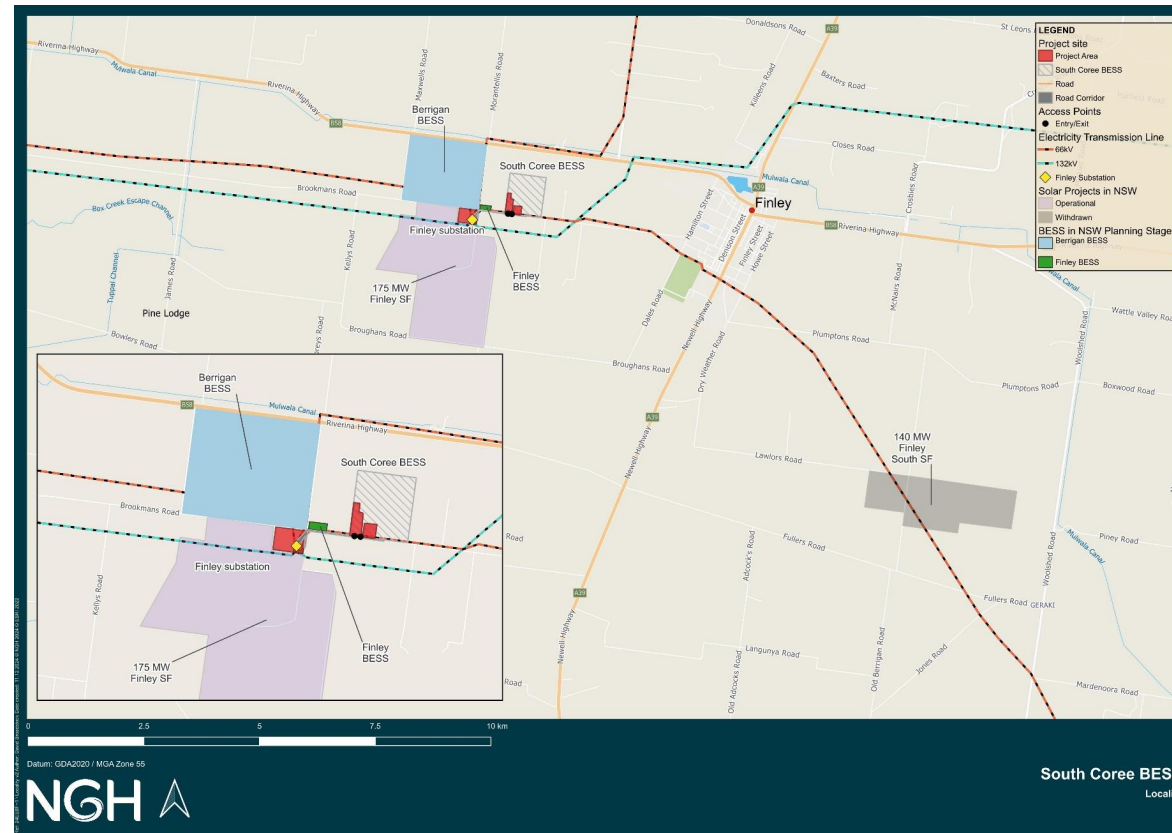


Figure 1 Project location map



BACK YOUR NEIGHBOUR

Local Government Mayoral Taskforce
Supporting People Seeking Asylum



Our Mission

The Local Government Mayoral Taskforce Supporting People Seeking Asylum speaks up for thousands of residents who seek safety and refugee protection within our communities.

We are made up of **over 40 Local Governments nationally**, representing **6 million residents** and endorsed by **more than 50 community organisations**, volunteer groups and peak bodies.

The Taskforce welcomes the Federal Government's resolution of over 20,000 refugees on temporary visas to permanent visas. This has provided certainty for people seeking refuge in Australia, who have been living and working in this country for over 10 years.

8,000 more face the prospect of persecution and conflict in their homelands. Granting them permanent residency would provide safety and protection for children and families.

Those without work rights or access to basic support, face poverty and homelessness amidst a cost-of-living crisis. Charities and local governments are stepping in to help but cannot meet even their most basic needs.

On behalf of our communities, our 'Back Your Neighbour' campaign asks the Government to make a commitment to:

What we need	How you can help us
<p>01</p> <p>Provide people with a valid visa and the opportunity to work.</p>	<p>Currently, 2,500 people seeking asylum do not have a valid visa and work rights. As a result, many live in poverty while others work illegally to keep food on the table.</p> <p><i>Amrita, a young woman from India, has been on a Bridging Visa for 11 years. She is eager to support herself and was offered work as a cook at her local charity but without work rights, Amrita has had to rely on limited support from charities to survive: "The strict visa conditions of 'no work' has placed...enormous stress on me, especially on my mental health."</i></p> <p>By providing people with a valid visa and work rights, they can contribute their skills to our society, remain independent and stay engaged in the asylum process.</p>



What we need

How you can help us

02

Expand access to health care, income support and essential services so people in crisis have basic support.

Approximately **5,000 people seeking asylum, including families with children, elderly and people with disabilities, currently face poverty and homelessness.** One in five of them receive a daily living allowance through the Federal 'Status Resolution Support Service Program', while the others receive no Federal income support.

Charities and Councils cannot meet the need for crisis assistance.

*Maryan, a Burmese mother and her 5 children sought assistance from her local council. With no access to SRSS, she is always looking for work to make ends meet.
"We are struggling to keep up with paying for bills," she explains, "I am in deep need of financial support."
Council provided Maryan with a food voucher and temporary bill relief.*

Expanding the eligibility criteria of the Status Resolution Support Service Program would ensure that people's basic needs are met, so they may live safely and with hopeful prospects for the future.

03

Grant permanent visas to people who have been refused a visa via the 'Fast Track' process.

People subject to the Federal 'Fast Track' assessment process have been **waiting up to 8 years** for a decision about their application.

8,600 people who have arrived over a decade ago to seek refugee protection **continue to live without safety and certainty.** This includes families with children who are Australian citizens and will be separated because the parents hold temporary status.

The Haidari family fled Afghanistan due to persecution. Their three children have permanent residency and recently completed university in Melbourne. Their father was medically evacuated from PNG to Australia on a Bridging Visa E. He lives with debilitating mental illness and will be separated from his family if forced to return to Afghanistan, where conditions have deteriorated.

Ending the uncertainty, by granting permanent visas to these 8,600 people, will at last resolve the matter, enabling them to rebuild their lives.

For more information, please contact our Administrator, Ann Ly:
ann@backyourneighbour.com.au



Local Government Mayoral Taskforce Supporting People Seeking Asylum acknowledges the Traditional Custodians of the land on which we work and live and pays respect to all Elders past and present. We acknowledge all Aboriginal and or Torres Strait Islander peoples and their communities.





The Winston Churchill
Memorial Trust
GPO Box 1536 Canberra
ACT 2601 Australia

Telephone +61 2 6247 8333
info@churchilltrust.com.au
churchilltrust.com.au

Subject: Churchill Fellowships 2025

Mayor Julia Cornwell McKean
via email address: mail@berriganshire.nsw.gov.au

CHURCHILL FELLOWSHIPS 2025

Dear Mayor,

We are writing to inform you of the chance for your local community members to apply for a Churchill Fellowship. We would love to see talented, passionate people from your area apply. Applications open 28 February and close 1 May 2025.

Churchill Fellowships offer everyday Australians from all walks of life the opportunity to travel overseas and investigate a topic or issue they are passionate about to benefit their community. No academic qualification is needed, and every idea will be considered.

The impacts of Churchill Fellowships are widespread across Australian society. For example:

- Katherine Webber was awarded a Churchill Fellowship in 2018 to increase accessibility to public toilets by researching taboos, design, policy and legal barriers. You can read about her project and achievements on our website. <https://www.churchilltrust.com.au/fellow/katherine-webber-qld-2018/>
- Megan Gilmour was awarded a Churchill Fellowship in 2016 to investigate education system models for maintaining school connection for seriously sick children. Her efforts were recognised as ACT Australian of the Year and a finalist in the in the national awards. <https://www.churchilltrust.com.au/fellow/megan-gilmour-act-2016/>

A promotional toolkit including sample newsletter text and social media posts is available on our website www.churchilltrust.com.au/media-centre

We would be grateful if you could please share this information with your colleagues and networks and encourage people in your communities to consider applying for a Churchill Fellowship.

Kind regards
Christine Dacey
Chief Executive Officer

21 February 2025



Learn globally, inspire locally.



Berrigan Shire
MR John Stringer
Councillor

Dear john,

Re-meeting with you in Barooga on the 7-2-2025, at 9-30am. My question to you was that the ARC swimming pool complex Barooga could have a hydrotherapy heated pool installed.

Although the existing pool is heated to approximately 30 Degrees Celsius, to cater for all those who use the facility. The temperature that it is set to during the time of the hydrotherapy use is not catering for the needs of the user.

The temperature for the swimmer is ideally between 26 and 28 Degrees Celsius and for children the ideal temperature is 29 Degrees Celsius to keep their muscles warm and loose to prevent difficulties while swimming like cramps, etc.

For seniors the ideal temperature of the swimming pool is between 30 to 32 Degrees Celsius especially for those who have arthritis. For people who require hydrotherapy and are required to do special exercises that you do within a warm pool, the temperature should ideally be between 33 to 36 Degrees Celsius. This is considerably warmer than the regular temperature of a swimming pool which is 26 to 28 Degrees Celsius.

The reason I think that a purpose-built hydrotherapy pool would be an asset in aiding people such as myself to recover while undertaking physiotherapy an additionally aiding in overcoming mental health issues.

Problems that may arise at the moment is people travel from places such as a Jerilderie, Yarrawonga, Berrigan, Finley, Tocumwal, Strathmerton, Numurkah, Katamatite, Cobram, Barooga and other surrounding areas to complete their hydrotherapy at the ARC complex.

I understand the management and staff are doing their very best to cater for all the different groups that use the pool.

At the meeting on the 7-2-2025 where I proposed two ideas the first being is to replace the spa and children's pool with hydrotherapy pool and the second being, construct a hydrotherapy pool to the existing building complex.

Sincerely,





Terms of Reference

Version: 2.1

Endorsed By Meeting Minute Ref: Item 4 Meeting No. 31 – Wednesday 13 December 2023

Commencement Date: 13 December 2023

1. Definition of Terms

Wherever “Taskforce” is mentioned below, it is referring to the Local Government Mayoral Taskforce Supporting People Seeking Asylum.

2. Purpose

- i. Coordination of joint state-wide advocacy by Australian Local Government Councils to address policies and guidelines affecting humanitarian arrivals. This is achieved in collaboration with peak refugee and people seeking asylum organisations.
- ii. Other issues relating to humanitarian arrivals where collaboration by Councils would be of benefit.

3. Strategic Priorities

See Appendix 1.

4. Duration

When Member Councils decide that the:

- i. need to continue advocating against the Federal Government humanitarian policy and guidelines has ceased.
- ii. that there are no other issues affecting humanitarian arrivals where collaboration by Member Councils would be of benefit.

5. Membership

The composition and responsibilities of the different membership are described as follows:

a) *Executive Member Council*

- i. Drive the implementation of the strategic priorities of the Taskforce.
- ii. Actively participate in the activities of the Taskforce, including providing feedback, endorsing motions and facilitating advocacy and campaign activities as required.
- iii. Make key decisions on strategic matters of the Taskforce in a timely manner, including the expenditure of funds collected from Member Councils.
- iv. Report decisions back to Member Councils including the acquittal of funds received.
- v. Always have a representative or delegate attend meetings - Mayors, Deputy Mayors, interested Councillors or senior officers.



**Local Government Mayoral Taskforce
Supporting People Seeking Asylum**

**BACK YOUR
NEIGHBOUR**

b) General Member Council

- i. Assist the Executive in setting and implementation of the strategic priorities of the Taskforce.
- ii. Provide resources where needed to help achieve the strategic priorities.
- iii. Contribute to decision-making on strategic matters of the Taskforce.
- iv. Participate in the activities of the Taskforce where appropriate, including attendance at meetings, providing feedback, endorsing motions and supporting other campaign activities.
- v. Advise the Executive on best practice examples of community engagement.

c) Supporter Council

- i. Support the purpose of the Taskforce.
- ii. Supply organisational logo for use in promotional activities of the Taskforce.
- iii. Encouraged to promote the Taskforce, campaign and associated activities.

d) Councillor Friends

- i. Support the purpose of the Taskforce.
- ii. Encouraged to promote the Taskforce, campaign and associated activities.

e) Secretariat

- i. Must be an Executive Member Council.
- ii. Arrange meetings as called by the Executive or upon request by Member Councils. Ensure the timely preparation and distribution of meeting agendas and minutes to Member Councils.
- iii. Maintain a current Member Council contacts database.
- iv. Facilitate activities of the Taskforce as agreed by all Executive Member Councils.
- v. Commit a minimum 0.5 EFT officer resourcing to the role.

6. Membership Transition

Member Councils can nominate for transition to a different membership tier at any point in time however the following recommendations should be noted:

- i. General Members are encouraged to nominate for Executive membership with the expectation to fulfil the requirements as an Executive Member Council after a membership duration of two years.
- ii. Supporter Members are encouraged to nominate for General membership with the expectation to fulfil the requirements as a General Member Council after a membership duration of two years.
- iii. Nominations are to be submitted for approval by Executive Member Councils at the next scheduled meeting.

7. Meetings

- i. Meetings will be called by the Executive or upon request by Member Councils for a general duration of two hours.
- ii. Meeting agendas will be prepared in consultation with Member Councils and all Member Councils can submit agenda items for consideration at meetings.
- iii. All meetings will have minutes recording attendees, apologies, decisions and actions.
- iv. Under special circumstances a meeting may be cancelled or re-scheduled.



**Local Government Mayoral Taskforce
Supporting People Seeking Asylum**

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- v. All meetings shall be held online or in a Council venue, rotated between the offices of Member Councils.
- vi. Decisions at meetings should be by consensus but if a vote is required there would be two votes per Executive Member Council and one vote per General Member Council, regardless of how many participants there are from any one Council at a particular meeting. The Chair may exercise a casting vote where appropriate.

8. Role of the Chair

The current Mayor of the Council performing the Secretariat function would be the Chair of the Taskforce.

On the occasion that the Mayor of the Secretariat Council is not available to Chair, the role of the Chair would default to the Mayor of another Executive Council Member.

The role and function of the Chair will be:

- i. to chair meetings of the Taskforce, ensuring fair and equitable opportunities for views and opinions to be voiced and discussed by the Taskforce.
- ii. to act as the default spokesperson of the Taskforce, except in the case where specific campaign spokespeople are used.

9. Officer Working Group

- i. The purpose of the officer working group would be to facilitate the implementation of joint actions agreed at meetings.
- ii. The officer working group would be composed of Council officers of Member Councils.

10. Conflict of Interest

Any matter deemed by a member to represent a Conflict of Interest shall be reported to the Chair either prior to a meeting or before the specific item is discussed.



Appendix 1 - Mayoral Taskforce Supporting People Seeking Asylum Strategic Priorities

We are calling on the Federal Government to:

- 1) **Provide everyone with a valid visa with work, travel and study rights.**
 - Provide all people waiting for their protection application to be processed with a valid visa and associated work rights.
 - Provide people higher education study rights and access to scholarships.
 - Enable all bridging visa classes to have overseas travel rights and remove the need to apply for a waiver.
- 2) **Expand the Status Resolution Support Services (SRSS) eligibility criteria and simplify the application process so that people in need can access healthcare, disability, housing support and other essential services.**
 - Expand SRSS eligibility to all people in need to fully utilise the underspent Federal budget allocated to the program.
 - Simplify the SRSS application process so eligible people are not excluded by the burden of applying.
 - Ensure all people seeking asylum have access to basic healthcare, disability, income, housing and social support while they await decisions in the refugee determination process, in order to reduce the burden on Local Governments and charitable organisations.
- 3) **Ensure an independent, timely and fair application and merits review process for all humanitarian applications.**
 - Enable fairer and faster processing of onshore protection visa applications, including providing certainty on processing timeframes.
- 4) **Provide people who have received a negative refugee determination under the 'Fast Track' system with a fair review process.**
 - There is no review process for people denied protection under the Fast Track system, other than requesting Ministerial intervention. People who have received a negative outcome under the Fast Track process should have their reviews heard in a timely and fair manner.
- 5) **Continue to invest resources to urgently clear the backlog of asylum applications and appeals.**
 - Ensure the backlog of applications and appeals are cleared with appropriate, ongoing resourcing.
- 6) **Abolish temporary visas like Temporary Protection Visas (TPVs) and Safe Haven Enterprise Visas (SHEVs) and replace them with permanent protection visas and pathways to citizenship for all humanitarian arrivals.**
 - Ensure all refugees on TPVs and SHEVs are offered permanent Resolution of Status visas by April 2024.
 - The temporary protection regime will continue to exist after the Resolution of Status conversion for refugees who arrive in Australia without a valid visa. Abolish temporary protection visas (TPVs and SHEVs) and provide permanent protection to all refugees.
 - Despite permanent residents being eligible for citizenship, many are unable to provide the proof of identity documentation that is required for their citizenship application and as a result, their applications are being refused. Permanent visa holders applying for citizenship should be permitted to use the same identity documents as per their permanent visa application, for their citizenship application.
 - In circumstances where proof of identity for application of citizenship cannot be provided that the Department considers other mechanisms for appropriate identification to be provided by applicant.



The Hon Courtney Houssos MLC

Minister for Finance
Minister for Domestic Manufacturing and Government Procurement
Minister for Natural Resources



5 March 2025

Clr Julia Cornwell Mckean
Mayor
Berrigan Shire Council
Via: mail@berriganshire.nsw.gov.au

Re: Fines Amendment (Parking Fines) Regulation 2025

Dear Clr Cornwell Mckean,

I would like to thank councils for their continued engagement on the Minns Labor Government's parking fine reforms.

The legislated changes include:

- requirements for on-the-spot notifications,
- safety exemptions to protect parking officers,
- the provision of images to Revenue NSW and the fine recipient,
- the invalidation of unfair 'repeat' parking fines, and
- the introduction of comprehensive data reporting.

Councils' feedback in 2024 was instructive in the drafting of the legislation which passed the Parliament unanimously.

In response to my letter on 16 December 2024 letter, councils and other key stakeholders have now also provided constructive feedback on the *Fines Amendment (Parking Fines) Regulation 2025*.

Revenue NSW is now reviewing technical feedback received on the *Regulation*. This feedback will be used to settle the terms of the *Regulation* before they are published in April.

Some submissions on the *Regulation* noted continued objections to the principles of the reforms, which provide a high and consistent standard for drivers across the state and improve fairness and transparency.

As the reforms have already been legislated these objections will not be considered.

Next steps

Councils should treat 30 June 2025 as the final deadline for implementation of these important reforms. Once the reforms have been fully enacted, they will have the force of law, and no extensions will be granted.



I understand that a number of councils have made significant progress towards implementation of the parking fine reforms.

Finally, I would welcome any further ideas you may have to improve transparency and fairness for families and households which the NSW Government could pursue.

Thank you for your ongoing engagement on these significant reforms.

Sincerely,

The Hon Courtney Houssos MLC

Minister for Finance

Minister for Domestic Manufacturing and Government Procurement

Minister for Natural Resources



OFFICIAL

Premier's Department



Ref: 086552
07/03/2025

**Berrigan Shire Council
56 Chanter Street,
Berrigan NSW 2712**

By Email: KarinaE@berriganshire.nsw.gov.au

Re: Preliminary Inquiry – Local Government (State) Award 2023

Dear Karina,

I refer to the routine investigation into Berrigan Shire Council (the Company) which was commenced the self-reporting of the Company dated 08 February 2024. I thank the Company for its cooperation and open engagement with the routine investigation.

The routine investigation has taken into account the responses received from the Company dated 27 February 2024 (**27 February Letter**) in response to our letter dated 20 February 2024, and the Company's provision of information and records on 29 July 2024

I also thank the Company for its provision of comprehensive information and records. Based on the information and records received in the 29 July Letter and payment records provided, the Company appears to be compliant with all of the legislative requirements that were the focus during this routine investigation.

In light of the above, NSW Industrial Relations is closing this routine investigation into the Company.

If you have any further enquiries, please contact me on 02 9228 4678 or email marianna.Elfar@industrialrelations.nsw.gov.au.

Additional information concerning NSW industrial relations laws are available on our website www.industrialrelations.nsw.gov.au

Yours sincerely,

Marianna Elfar
Inspector
Strategic Investigations Unit
Industrial Relations Inspectorate

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001
ABN 34 945 244 274

1800 555 677
industrialrelations.nsw.gov.au

1



Ref: KE/EM: 146531

4 March 2025

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Barooga Aquatic and Recreation Centre

I am writing on behalf of Cr John Stringer and in response to the letter received in our office on 3 March 2025 regarding a request for a hydrotherapy pool to be constructed at the Barooga Aquatic and Recreation Centre (BARC).

BARC is owned and operated as a community facility by the Barooga Sporties. As the Barooga Sporties experience year on year deficits to provide this service, both Berrigan Shire Council and Moira Shire Council contribute \$50,000 each (total \$100,000) under a Memorandum of Understanding (MOU) between Sporties and the two councils, to ensure this vital service continues to be provided for the community.

The MOU provides for both councils to contribute to the running costs of the BARC facility, but does not provide either council with decision making authority over its operation.

I have forwarded your email to the Chief Executive Officer of Sporties, Mr Bobby Brooks, including a copy of this letter. As Sporties are the provider of the service to the community Mr Brooks may respond to your letter.

I trust the above is of assistance to you. If you require further assistance, please contact me on either telephone 03 5888 5100 or email mail@berriganshire.nsw.gov.au.

Yours faithfully

Karina Ewer MBA, MCDR, GAICD, MAHRI
Chief Executive Officer

Berrigan Shire Council

56 Chanter Street, Berrigan NSW 2172
 (03) 5888 5100 www.berriganshire.nsw.gov.au



Ref: JCM/EM: 146547

4 March 2025

Mayor George Weston
Jackie Kruger
General Manager
Leeton Shire Council
23-25 Chelmsford Place
Leeton NSW 2705
Via georgew@leeton.nsw.gov.au jackiek@leeton.nsw.gov.au

Subject: Congratulations and Thanks for the Grand Re-Opening of the Roxy Theatre

Dear George and Jackie,

I would like to extend our heartfelt congratulations on the grand re-opening of the Roxy Theatre. It was a truly remarkable event, and we were thrilled to be a part of it.

The performances were outstanding, showcasing incredible talent and the hard work that has gone into revitalising this beloved community venue. The evening was a wonderful celebration of the theatre's rich history and its bright future.

We also wanted to thank you for your warm hospitality last Saturday night. It was an absolute pleasure to attend, and we truly appreciate the effort you both put into making the event such a success.

Once again, congratulations on the reopening, and we look forward to the continued success of the Roxy Theatre.

Yours sincerely,

Dr Julia Cornwell McKean GAICD

MAYOR

Berrigan Shire Council

56 Chanter Street, Berrigan NSW 2172

(03) 5888 5100 www.berriganshire.nsw.gov.au



Ref: JCM/EM: 146801

5 March 2025

The Hon. Jenny Aitchison MP
Minister for Regional Transport and Roads
GPO Box 5341
Sydney NSW 2001
Via Ministerial Portal

Concerns Regarding Accessibility and Regional Representation in Roundtable workshop review of the Roads Act 1993

Dear Minister Aitchison,


I am writing to raise concerns regarding the current consultation process for the review of the *Roads Act 1993*, specifically the stakeholder roundtable workshop scheduled for 9 April 2025. While we acknowledge the efforts made to involve local governments in this important reform, the in-person nature of the workshop in Sydney significantly limits participation from councils outside of the metropolitan area, particularly those in regional NSW.



Many councils, including ours, face significant logistical and financial barriers in attending events based in Sydney. These include travel, accommodation and associated costs, which often prevent meaningful participation from regional representatives. While I appreciate the mention of future online sessions, the absence of online access for the current roundtable workshop is a considerable disadvantage. It is crucial this consultation process be as inclusive as possible, ensuring all regions of NSW have an opportunity to voice their perspectives.

I urge you to reconsider the structure of these consultations, perhaps offering alternative in-person sessions in regional areas, particularly areas west of Wagga Wagga, which would allow for a broader range of local councils to participate without incurring excessive costs. Providing access to an online option would also help mitigate the accessibility issues we are currently facing.

We are committed to engaging in this review process and contributing constructively to the discussions. However, we feel the current approach risks undermining the validity and comprehensiveness of the feedback being gathered, particularly from those outside Sydney. I would welcome the opportunity to discuss these concerns further with you at your convenience.

Berrigan Shire Council

 56 Chanter Street, Berrigan NSW 2172

 (03) 5888 5100  www.berriganshire.nsw.gov.au




Thank you for your attention to this matter.

Yours sincerely,

Dr Julia Cornwell McKean GAICD

MAYOR

Berrigan Shire Council

 56 Chanter Street, Berrigan NSW 2172

 (03) 5888 5100  www.berriganshire.nsw.gov.au



Ref: KE/EM: 145664

21 February 2025

Stefan Hirschi
Enhance best practice
Via info@enhancebestpractice.com.au

Dear Stefan,


Subject: Letter of Support for Mental Health Awareness Training in Regional Farming Communities



On behalf of the Berrigan Shire Council, I am pleased to provide this letter of support for Enhanced Best Practice's initiative to deliver Mental Health Awareness Training and Discussions in Regional Farming Communities. We recognise the urgent need to address mental health challenges among our local farmers and commend your commitment to tackling this crisis through targeted education and community discussions.

The National Farmer Wellbeing Report, commissioned by Norco in partnership with the National Farmers' Federation, has highlighted the alarming prevalence of mental health issues within the farming community. With 45% of farmers experiencing depression, 64% reporting anxiety, and 45% having thoughts of self-harm or suicide, it is clear immediate action is needed. Farmers are often isolated and lack easy access to mental health services, making local initiatives like yours invaluable.

The Mental Health Awareness Training Project proposed by Enhanced Best Practice directly addresses these concerns by bringing essential support and education into the heart of farming communities. By eliminating the need for farmers to travel long distances for assistance, this initiative will foster open discussions, reduce stigma, and provide practical strategies for mental well-being.

Berrigan Shire Council

 56 Chanter Street, Berrigan NSW 2172

 (03) 5888 5100  www.berriganshire.nsw.gov.au



We strongly support the objectives of this project, including:

- increasing awareness of mental health issues and intervention strategies,
- reducing stigma and fostering open conversations within farming communities,
- strengthening social connections and reducing isolation and
- encouraging participation in community activities that promote resilience and well-being.

Furthermore, the project's implementation plan; targeting 10 regional towns across 6 Council districts with interactive evening sessions; ensures accessibility and relevance for our local farmers. The inclusion of expert-led training, community discussion forums, and practical well-being resources makes this initiative particularly impactful.

The Berrigan Shire Council fully endorses Enhanced Best Practice's grant application to Grain Corp and welcomes the opportunity to collaborate in bringing this vital initiative to our region. We look forward to working together to improve mental health outcomes for our farmers and would be happy to discuss further ways to support this initiative.

Yours faithfully

KARINA EWER MBA, MCDR, MAHRI, MAICD
CHIEF EXECUTIVE OFFICER

Berrigan Shire Council

56 Chanter Street, Berrigan NSW 2172

(03) 5888 5100 www.berriganshire.nsw.gov.au



Ref: EM/KE: 145451

18 February 2025

Mr. Tony Tranter
Manager Business Development
Sporties Group
Burkinshaw St.
Barooga NSW 3644

Dear Tony,


Re: Regional Economic Development and Community Investment Program – Funding application.



The Berrigan Shire Council is very pleased to provide this letter of support for your funding application to the Regional Economic Development and Community Investment Program (REDCIP) for Stage two of Bullanginya Dreaming.

Bullanginya Dreaming has been a game changing tourism development for Barooga and surrounding areas. It has not only brought extensive economic activity, but we have also seen new visitor segments coming to the area, drawn here specifically to experience the spectacular lunar light journey. It is exciting to think that stage two upgrades and accommodation option are already planned and ready for implementation.

The Sporties maintain both their community facilities and the Barooga Recreation Reserve, which meets the requirements of a NSW Office of Sport, Regionally Significant Sport Facility, due to quality and hosting a number of National, State and Regional events. The provision of a fit for purpose, compliant Operations Compound to manage and maintain these spaces is critical in assuring their capacity to be maintained at the appropriate level.

Berrigan Shire Council

 56 Chanter Street, Berrigan NSW 2172

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Bullanginya Dreaming – Stage two, comfortably aligns with all four key focus areas of the REDCIP.

- The project will enable Aboriginal business development and economic participation by furthering the already strong partnership with the Bangerang Aboriginal Corporation, by supporting Indigenous artists and by providing training opportunities in cultural tourism.
- The project supports continued tourism infrastructure development securing the future of cultural and nature-based tourism in the area. The completion of stage will make facilities available to target new demographics for the region in the form of school camps and corporate retreats.
- The Sporties Group is one of the largest employers regionally. The proposed project will continue to build capacity within the community with a strong focus on Aboriginal led cultural tourism initiatives that will grow the visitor economy.
- The project will improve regional service delivery by providing a contemporary accommodation option, tailor made for the astute, modern-day visitor and thereby address the gap in the current accommodation offering in the area.

The Berrigan Shire Council is confident in the capacity of the Sporties Group to deliver the project as they have a proven track record in this area over a long period of time. The project should be considered “shovel ready” and is highly recommended for consideration as a project that will have a significant impact on employment, Aboriginal enterprise development and tourism infrastructure in the region. The Council looks forward to a favourable outcome for this funding application.

Yours faithfully

KARINA EWER MBA. MCDR, MAHRI, MAICD
CHIEF EXECUTIVE OFFICER

Berrigan Shire Council

56 Chanter Street, Berrigan NSW 2172

(03) 5888 5100 www.berriganshire.nsw.gov.au



ACTIONS REPORT

Printed: 13 March 2025 11:55 AM

Division:
Committee: Council
Officer:

Date From:
Date To:

Meeting	Date	Officer	Title	Target
Council 22/01/2025	22/01/2025	Ewer, Karina	Tocumwal Aviation Museum - land and building	5/02/2025

Notes

13 Feb 2025 7:33am Hansen, Matthew

Council has obtained a valuation for the land and buildings. Work on the plan has not yet started

Meeting	Date	Officer	Title	Target
Council 21/02/2024	21/02/2024	Fletcher, Andrew	Construction of key worker housing - Lewis Crescent, Finley	6/03/2024

Notes

14 Jan 2025 1:50pm Fletcher, Andrew

Information and report to be presented to Council, February meeting.

13 Feb 2025 9:38am Fletcher, Andrew

Information is being included in the QBRS2 report. Depending on the discussion/motion a separate report may be tabled to Council.

13 Mar 2025 11:29am Fletcher, Andrew

Report submitted to Council in March

Meeting	Date	Officer	Title	Target
Council 6/12/2023	6/12/2023	Fletcher, Andrew	Rural Land Use Strategy	30/06/2025

Notes

06 May 2024 9:52am Fletcher, Andrew

Preparing a Rural Land Use Strategy in-house. Draft Gannt chart for the project has been prepared and will need to create a working committee/group for input throughout the process.

03 Oct 2024 11:15am Fletcher, Andrew

Strategy being done inhouse. Have advertised for a working group and have developed an implementation/staging plan.

14 Jan 2025 1:51pm Fletcher, Andrew

Drafting the Rural Land Use Strategy. Project Plan prepared and will follow the identified process.

Meeting	Date	Officer	Title	Target
Council 4/12/2024	4/12/2024	George, Gary	Vermont St Footpath	18/12/2024

Notes

17 Dec 2024 2:18pm George, Gary

A grant application has been applied for on the concept design of a footpath on the east side of Vermont St, between MacFarland St and Golf Course Road. Waiting to see if this gets funded from Transport NSW

13 Jan 2025 10:24am George, Gary

Still waiting on grant application if this was successful or not!

13 Feb 2025 9:03am George, Gary

still waiting on Grant application result

10 Mar 2025 2:14pm George, Gary

Transport NSW said announcement should be made in May 2025

Meeting	Date	Officer	Title	Target
Council 22/01/2025	22/01/2025	Hansen, Matthew	Berrigan Caravan Park Lease	5/02/2025

Notes

03 Feb 2025 2:01pm Hansen, Matthew

In principle agreement reached with lessees. New lease document to be created.

13 Feb 2025 7:15am Hansen, Matthew

Report prepared for the February 2025 meeting seeking additional discretion to negotiate a lease., Quote received for work to close the relevant section of Barooga St

11 Mar 2025 4:59pm Hansen, Matthew

New lease under development

Meeting	Date	Officer	Title	Target
Council 14/12/2022	14/12/2022	Hansen, Matthew	Council Action List Report	31/01/2024

Notes

Draft Plan of Management reviewed by Council at March SPW. Plan to be sent to Crown Lands for review in March



ACTIONS REPORT

Printed: 13 March 2025 11:55 AM

Division:
Committee: Council
Officer:

Date From:
Date To:

Meeting	Date	Officer	Title	Target
13 Jun 2024 3:16pm Hansen, Matthew Waiting on Native Title clearance				
10 Jul 2024 9:13am Hansen, Matthew Native Title clearance obtained. Report presented to this meeting				
04 Nov 2024 11:45am Hansen, Matthew Draft plans sent to Crown Lands for review. Waiting on response.				
15 Jan 2025 8:46am Hansen, Matthew Response received from Crown Lands - council yet to respond				

Meeting	Date	Officer	Title	Target
Council 17/07/2024	17/07/2024	Hansen, Matthew	Tocumwal Memorial Hall Reserve Crown Land Plan of Management	31/07/2024
Notes				
20 Sep 2024 10:48am Hansen, Matthew Draft Plan sent to Crown Lands for review on 16/082024				
11 Nov 2024 9:27am Hansen, Matthew Still waiting on Crown Lands review. Followed up on 4 November 2024				
15 Jan 2025 9:11am Hansen, Matthew Crown Lands has provided feedback. Council is yet to respond.				

Meeting	Date	Officer	Title	Target
Council 15/11/2023	15/11/2023	Hansen, Matthew	Mural - Foundry Park	29/11/2023
Notes				
10 Oct 2024 8:44am Hansen, Matthew Artist's brief complete and will be issued by 24 October.				
11 Nov 2024 9:30am Hansen, Matthew Considering reverse brief to selected artist now.				
15 Jan 2025 8:44am Hansen, Matthew DCEO to contact preferred artist in Feb. Concept change from vinyl wrap to directly painted mural on the wall				
13 Feb 2025 7:20am Hansen, Matthew Quote received from preferred artist. Waiting on permission from neighbouring landowner to use their wall.				
13 Mar 2025 11:15am Hansen, Matthew Permission to paint on neighbour's wall not provided				

Meeting	Date	Officer	Title	Target
Council 21/02/2024	21/02/2024	Hansen, Matthew	Chanter Street Update	6/03/2024
Notes				
09 Jan 2025 8:19am Hansen, Matthew Waiting on approval for final design. A noting report will be presented to the January meeting				
13 Mar 2025 11:14am Hansen, Matthew Tender documents being drawn up now				

Meeting	Date	Officer	Title	Target
Council 15/05/2024	15/05/2024	Hansen, Matthew	Closure - Wores Hill Road	29/05/2024
Notes				
11 Nov 2024 9:29am Hansen, Matthew Title has been created and road closure gazetted. Valuation required				
13 Feb 2025 7:22am Hansen, Matthew Valuation received. Contract for sale to be drawn up.				
13 Mar 2025 11:11am Hansen, Matthew Contract being drawn up now. Waiting on advice from purchaser				

Meeting	Date	Officer	Title	Target
Council 17/07/2024	17/07/2024	Hansen, Matthew	Tocumwal Foreshore Recreation Reserve Crown Land Plan of Management	31/07/2024
Notes				



ACTIONS REPORT

Printed: 13 March 2025 11:55 AM

Division:
Committee: Council
Officer:

Date From:
Date To:

Meeting	Date	Officer	Title	Target
20 Sep 2024 10:51am Hansen, Matthew Draft sent to Crown Lands for review 22/08/2024				
04 Nov 2024 11:59am Hansen, Matthew Still waiting on Crown Lands review. Follow up email sent 04/11/2024				
15 Jan 2025 9:14am Hansen, Matthew Crown Lands have responded. Council yet to respond back.				

Meeting	Date	Officer	Title	Target
Council 16/10/2024	16/10/2024	Nonavinakere, Vageesh	Barooga raw water intake remediation works	15/11/2024

Notes

05 Nov 2024 3:31pm Nonavinakere, Vageesh

SCS have been requested to clarify a few issues pertaining to the proposed works. Due to high water level, SC is planning the works in March/April next year.

05 Nov 2024 3:37pm Nonavinakere, Vageesh - Target Date Revision

Target date changed by Nonavinakere, Vageesh from 30 October 2024 to 15 November 2024 - Work is yet to be awarded pending some clarification on issues.

13 Jan 2025 9:42am Nonavinakere, Vageesh

Currently, the water level is still around 1.5m mark, the contractor has advised to wait till the level drops below 1m mark which occurs around April/May time.



ACTIONS REPORT

Printed: 13 March 2025 12:00 PM

Division:
Committee: Council
Officer:

Date From: 19/02/2025
Date To: 19/03/2025

Meeting	Date	Officer	Title	Target
Council 19/02/2025	19/02/2025	Ewer, Karina	Sustainability Report	5/03/2025

Notes

24 Feb 2025 12:01pm Ewer, Karina - Completion

Completed by Ewer, Karina (action officer) on 24 February 2025 at 12:01:10 PM - As per the report attached to the agenda, the professional development sessions have been booked into Council's schedule.

Meeting	Date	Officer	Title	Target
Council 19/02/2025	19/02/2025	George, Gary	T11-24-25 - National Memorial Creek Walk Bridge Replacement	5/03/2025

Notes

10 Mar 2025 2:17pm George, Gary

close - Tender report went to Council and Contractor successful letter has gone out

10 Mar 2025 2:56pm George, Gary - Completion

Completed by George, Gary (action officer) on 10 March 2025 at 2:55:55 PM - completed

Meeting	Date	Officer	Title	Target
Council 19/02/2025	19/02/2025	George, Gary	Information on Work Schedule	5/03/2025

Notes

10 Mar 2025 2:21pm George, Gary

cleaning of the Creek is to occur during replacement of foot bridges - programmed to complete before end o financial year.

10 Mar 2025 2:58pm George, Gary - Completion

Completed by George, Gary (action officer) on 10 March 2025 at 2:58:19 PM - completed

Meeting	Date	Officer	Title	Target
Council 19/02/2025	19/02/2025	George, Gary	T10-24-25 Haynes Court, Tocumwal	5/03/2025

Notes

10 Mar 2025 2:15pm George, Gary

close - Tender report went to Council and Contractor successful letter has gone out

10 Mar 2025 2:55pm George, Gary - Completion

Completed by George, Gary (action officer) on 10 March 2025 at 2:55:21 PM - completed

Meeting	Date	Officer	Title	Target
Council 19/02/2025	19/02/2025	George, Gary	T07-24-25 - Alexander Avenue Berrigan	5/03/2025

Notes

10 Mar 2025 2:17pm George, Gary

close - Tender report went to Council and Contractor successful letter has gone out

10 Mar 2025 2:55pm George, Gary - Completion

Completed by George, Gary (action officer) on 10 March 2025 at 2:55:38 PM - completed

Meeting	Date	Officer	Title	Target
Council 19/02/2025	19/02/2025	Hansen, Matthew	Consultation draft amendments to the code of meeting practice	5/03/2025

Notes

24 Feb 2025 11:59am Ewer, Karina - Reallocation

Action reassigned to Hansen, Matthew by Ewer, Karina - Matt, As you have prepared the response, would you please provide that response to the relevant review panel.

24 Feb 2025 12:19pm Hansen, Matthew

Copy of submission

24 Feb 2025 12:20pm Hansen, Matthew - Completion

Completed by Hansen, Matthew (action officer) on 24 February 2025 at 12:20:38 PM - Submission made 24-02-2025

Meeting	Date	Officer	Title	Target
Council 19/02/2025	19/02/2025	McDonald, Keelan	Council request pop up community consultations relating to future tocumwal	5/03/2025

Notes

24 Feb 2025 11:55am Ewer, Karina - Reallocation



ACTIONS REPORT

Printed: 13 March 2025 12:00 PM

Division:
 Committee: Council
 Officer:

Date From: 19/02/2025
 Date To: 19/03/2025

Meeting	Date	Officer	Title	Target
Action reassigned to McDonald, Keelan by Ewer, Karina - Delegation to you as the person responsible for delivering the pop ups etc.				
13 Mar 2025 11:15am McDonald, Keelan - Completion				
Completed by McDonald, Keelan (action officer) on 13 March 2025 at 11:15:14 AM - Pop-Up consultation has concluded in Tocumwal for the 'Future Tocumwal Plans'.				

Meeting	Date	Officer	Title	Target
Council 19/02/2025	19/02/2025	Socha, Merran	Action Spendmap Data	5/03/2025
Notes				
27 Feb 2025 12:57pm Ewer, Karina - Completion				
Completed by Ewer, Karina on behalf of Socha, Merran (action officer) on 27 February 2025 at 12:57:30 PM - Email sent from CEO 26 February 2025 to all councillors as requested. A report regarding the 2025 weekend will be provided once relevant data is available.				

Meeting	Date	Officer	Title	Target
Council 19/02/2025	19/02/2025	Walsh, Simon	Financial Quarterly Business Review Statement 2 FY 24 25 Q2	5/03/2025
Notes				
13 Mar 2025 11:51am Nicosia, Chanalee - Completion				
Completed by Nicosia, Chanalee on behalf of Walsh, Simon (action officer) on 13 March 2025 at 11:51:03 AM - Budget is updated in Practical				



BERRIGAN SHIRE
BAROOGA • BERRIGAN • FINLEY • TOCUMWAL



Berrigan Shire

Advocacy DOCUMENT

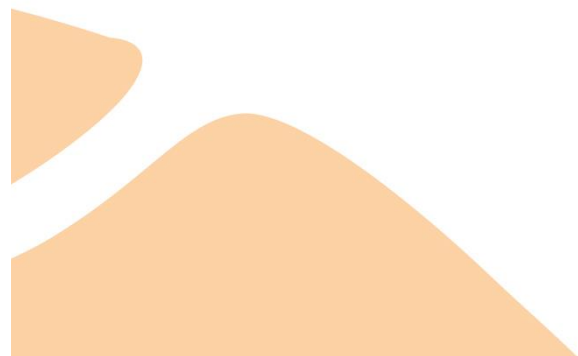
2025-2026





Acknowledgement of country

Berrigan Shire Council acknowledges the Traditional Custodians of the lands on which we live and thrive. We pay our respects to their elders; past, present and emerging. The peoples of these great Nations, their spirits and ancestors will always remain with our waterways and lands.





Message from the Mayor



Dr Julia Cornwell McKean
Mayor, Berrigan Shire Council

Berrigan Shire Council is committed to facilitating long term, sustainable growth of our community and economy.

We have a proven track record of working closely with other tiers of government and private industry to deliver projects that address regional challenges and capitalise on opportunities identified by our community in their Community Strategic Plan.

This Advocacy Plan outlines how Council will work with higher tiers of government, our peers and industry partners on priority and strategic initiatives to deliver economic and social benefit for Berrigan Shire and the broader region.

This document is a blueprint for these partnerships. I look forward to working with partners and decision makers to prioritise and deliver exciting and important outcomes for our community.





Berrigan Shire Advocacy Plan

The Berrigan Shire Advocacy Plan is aligned to the aspirations of our community through the Community Strategic Plan.

Plan on a page

BERRIGAN SHIRE, CREATE YOUR **future.**

Vision

Our diverse population and productive natural landscape fuel a vibrant economy and a harmonious and thriving community.

Council's role

- Provide**
Services, facilities, infrastructure, programs, planning, and engagement.
- Advocate**
Amplify the voice of our community to get the best possible outcomes.
- Collaborate**
Partner with the community, business and industry, other councils, and other tiers of government.

CO. Our community

An inclusive, resilient community with a strong sense of belonging and pride.

We're healthy and well with equitable access to services.

- CO.1** Deliver initiatives, facilities and services to advance health and wellbeing priorities.
- CO.2** Strengthen community safety and disaster resilience.
- CO.3** Support recreation, sporting and health pursuits.

We have a vibrant, inclusive, and creative community life.

- CO.4** Respect, promote and celebrate our heritage, identity, diversity, and culture.
- CO.5** Acknowledge and embed Aboriginal culture and stories within our community.
- CO.6** Support young people to be empowered and resilient and to stay in our shire.
- CO.7** Our community groups are supported.

EC. Our economy

A resilient and prosperous economy that supports employment and learning opportunities.

An economy characterised by growth, diversification, and a skilled workforce.

- EC.1** Encourage and support projects that diversify the economic base and provide local jobs.
- EC.2** Attract new local employment opportunities across the area.
- EC.3** Ensure sufficient and appropriate land is zoned for business and industrial purposes.
- EC.4** Advocate for accessible education, training, and employment pathways.
- EC.5** Support existing businesses to adapt and respond to economic shocks.

A destination with a strong tourism sector and a resilient, innovative agricultural industry.

- EC.6** Develop and promote local attractions and experiences.
- EC.7** Market the shire as a tourist destination, highlighting the unique rural character, natural environment, culture, and lifestyle.
- EC.8** Foster a diverse, adaptive and innovative agricultural industry.

EN. Our environment

Our natural assets are protected and enhanced for future generations.

Our environment and natural habitats are protected, and biodiversity thrives.

- EN.1** Protect and enhance biodiversity, including our natural environment, waterways, native flora and fauna.
- EN.2** Enhance public access and amenities at natural attractions like the Murray River and Finley Lake.

We work together to reduce our shire's carbon footprint.

- EN.3** Mitigate the impacts of climate change through renewable energy and water conservation measures and encourage sustainable living.

Robust planning systems support the liveability of our shire.

- EN.4** Our rural character and heritage assets are protected and maintained.
- EN.5** Plan for the availability of diverse and affordable housing.
- EN.6** Our public spaces and residential developments are designed to support health, safety, and connection.
- EN.7** Developers provide positive social and environmental contributions.

IN. Our infrastructure

Reliable and efficient infrastructure that meets the growing needs of our community.

We can move through our shire, and to other places with ease.

- IN.1** Improve the road network to ensure safety, and connectivity.
- IN.2** Improve public and community transport options to enhance access for all residents.

Our hidden infrastructure works and meets the needs of our community.

- IN.3** Strive to deliver best practice waste, water, sewerage and stormwater.
- IN.4** Advocate for better internet and telecommunications infrastructure services.

Our community facilities are planned to meet community needs and enhance social connection.

- IN.5** Community facilities are planned and maintained to meet the needs of our growing population and promote maximum use.
- IN.6** Community pride is encouraged through the beautification and maintenance of our towns.

CL. Our civic leadership

Transparent and responsible leadership that actively engages with and serves the community's interests.

The community is serviced in an effective, financially sustainable and responsible manner.

- CL.1** Improve Council processes to make doing business with Council easier.
- CL.2** Manage people, assets, resources, and risks responsibly to support the Council's ongoing viability and maximise value for money for ratepayers.

Our community is informed and engaged in decision-making.

- CL.3** Enhance communication channels between the council and residents.
- CL.4** Strengthen community engagement and participation in decision-making.

A community where collaborative efforts enhance development and service delivery.

- CL.5** Build partnerships with state agencies, businesses, and non-profits.
- CL.6** Secure funding and resources for projects and services.
- CL.7** Actively participate in regional bodies to advance shared action for our region.

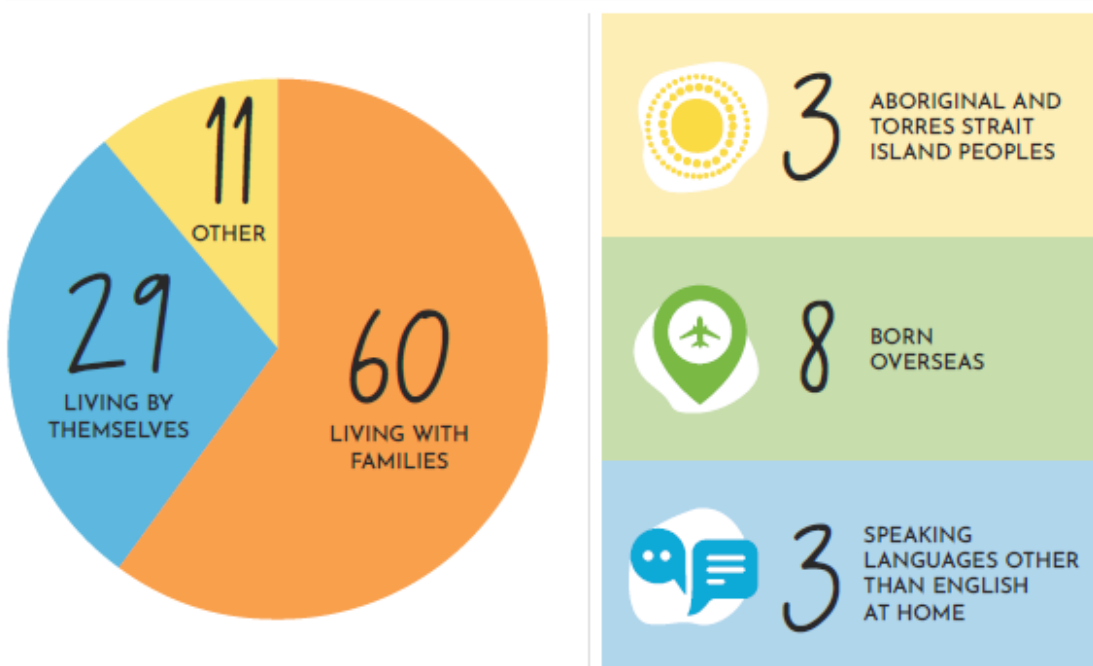
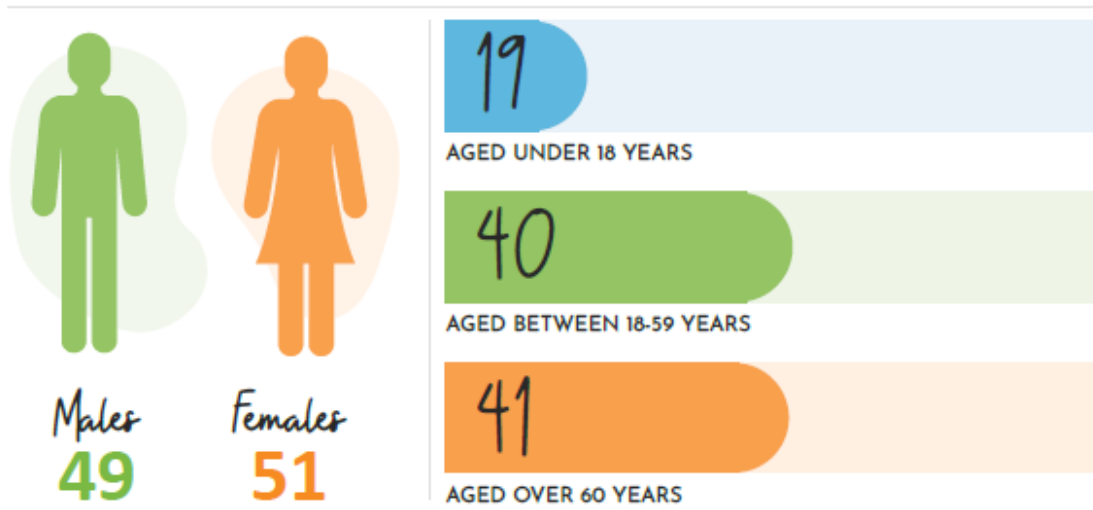


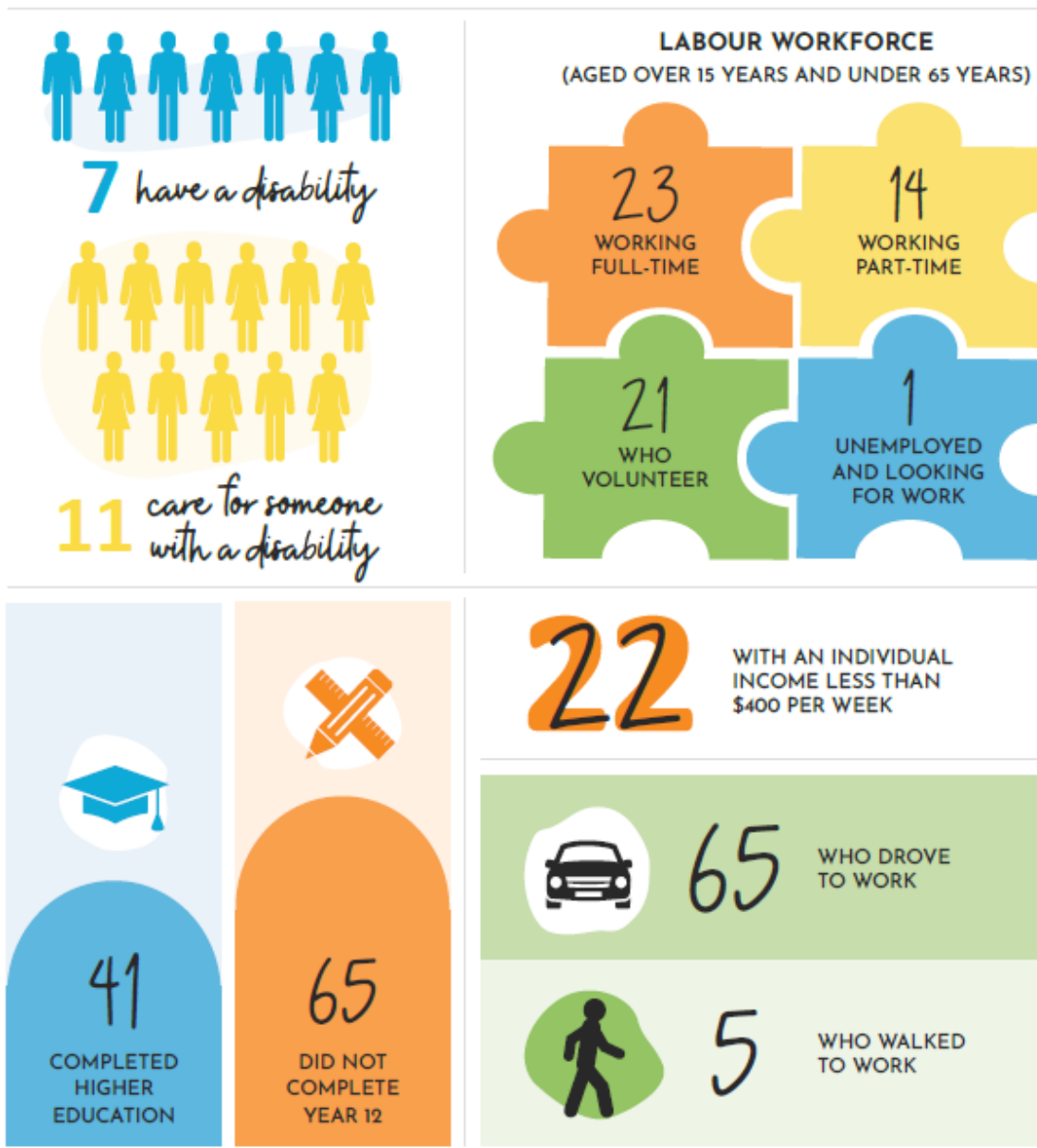
About Berrigan Shire

Berrigan Shire is a thriving rural community on the banks of the iconic Murray River, the border between New South Wales and neighboring Victoria, only three hours north of Melbourne (270 km) and 7 hours (670 km) south-west of Sydney. A growing population of 8,700 live in our four towns of Barooga, Berrigan, Finley and Tocumwal and the surrounding rural area. This population is expected to increase to over 10,000 by 2046.

Berrigan Shire's major industry is agriculture with most of our 2,066 square kilometre area having access to irrigation, allowing for intensive cropping and pasture with Finley and Berrigan acting as service towns. The Murray River and associated lifestyle options also attract many tourists from Victoria, especially in the river towns of Tocumwal and Barooga.

If Berrigan Shire consisted of 100 people, there would be:





Source: Profile.id. Economy.id. ABS Census 2020. NSW Health stats. NSW Population Health Survey.



Health

Objective

advocate:

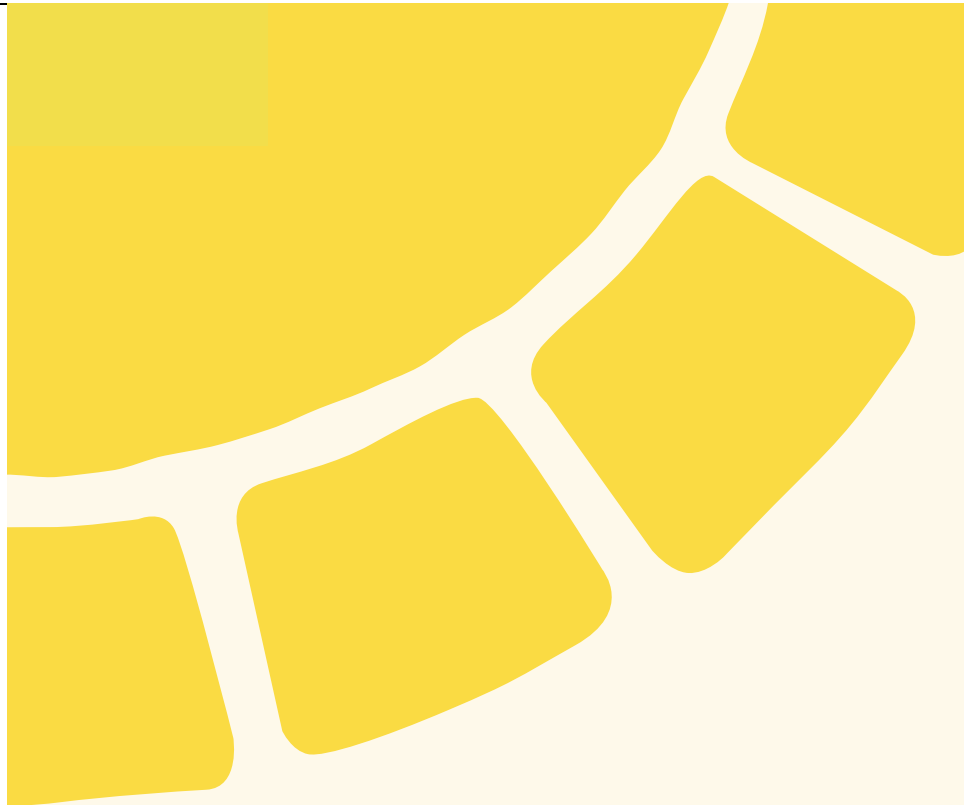
for the provision of equitable access to health care for our community, to ensure the promises of state and federal government are realised on the ground, for the provision of safe and sustainable quality care to our community and to strengthen the services provided to our community which ensure all care from start of life to end of life is available, supported and dignified.



CSP Alignment

CSP Aspiration	Priority	Budget
CO.1 Deliver initiatives, facilities and services to advance health and wellbeing priorities	Finley Hospital Upgrade (see equitable access to renal facilities)	\$25,000,000
	Equitable Access to Renal Facilities	\$300,000
	Tocumwal Ambulance Service	\$20,000,000
	Regional and Rural Health Inquiries	N/A

OPPORTINUTY	NEED	BENEFIT
Finley Hospital Upgrade	The Finley Health Services Plan (HSP) includes factual errors needing NSW Health's attention, including geographic and demographic misstatements. The 2022 \$25M rebuild budget has proven to insufficient, lacking CT scanning and renal services. Council will continue to advocate for these services.	Upgrading the Finley Hospital in line with the Health Services Plan will enhance health care access and provide essential services to our community. Improvements in early diagnosis, treatment options and overall health outcomes, reduces the need for residents to travel long distances for care, thus fostering a healthier, more resilient community.
Renal Services	As above, renal services and CT scanning were initially included in the Finley HSP, but were removed due to rising delivery costs. The Council aims to secure additional funding to address this gap and prevent health inequities, including developing a business case for renal services in the area.	Providing renal services within 30 minutes of home for Berrigan Shire residents will improve access to essential care, reduce travel burdens and enhance health outcomes. It ensures timely treatment, supports patient wellbeing and fosters a healthier community by addressing critical healthcare needs locally.



Health

continued . . .



OPPORTINUTY	NEED	BENEFIT
Tocumwal Ambulance Service	Priority ambulance response in Tocumwal averages 40 minutes, failing to ensure equitable emergency care access. The community's concerns regarding the introduction of a Community Emergency Response Team, combined with the presence of a paid First Responder unity, makes options other than a fully functioning ambulance station less viable.	A permanent ambulance station in Tocumwal would ensure faster emergency response times, improving access to critical care. This would enhance health outcomes and provide peace of mind, ensuring equitable healthcare access for the community. It will also ensure visitor have access to acceptable standards of care during surge periods, such as school holidays.
Rural and Remote Health Inquiries	Inquiries from 2020 led to Report No 57 on rural health services in NSW, published in May 2022. The NSW government supported 41 of 44 recommendations. In 2024, the implementation review involved Berrigan Shire's Mayor and CEO testifying to the Joint Select Committee. The final report is due in February 2025.	Berrigan Shire Council's engagement in rural health system reviews ensures local needs are addressed, influences policy decisions and advocates for equitable healthcare. Our involvement helps secure necessary resources and services, improving health outcomes and fostering a healthier community.

Alignment

Federal	State	Peers
Regional Development Australia (RDA) - Strategic Regional Plan 2022-2025	Murray Regional Economic Development Strategy (REDS)	RAMJO Statement of Regional Priorities
	NSW Regional Health Strategic Plan	Murrumbidgee Local Health Network
	Riverina Murray Regional Plan	GV Health Albury Wodonga Health



Education, Training and Employment

Objective

To establish a Regional University Study Hub in Finley under the Southern Riverina Country Universities Centre (CUC) model, aiming to increase local access to tertiary education, address workforce shortages and foster socio-economic growth within the region.

CSP Alignment

CSP Aspiration	Priority	Budget
EC.4 Advocate for accessible education, training and employment pathways	Country Universities Centres Southern Riverina	\$1,600,000 (over 4 years) BSC has committed \$10,000 per year for first 4 years of establishment.
	Access to funded traineeships, cadetships and apprenticeships	Nil or minimal cost to council
OPPORTINUTY	NEED	BENEFIT
Finley Campus, Southern Riverina Country University Centre	Berrigan Shire Council, Edward River Council and Country Universities Centres (CUC), aim to establish in Finley and Deniliquin. The Southern Riverina region faces significant barriers to tertiary education. A local CUC campus in Finley would address these challenges, providing modern facilities, academic support and community driven programs, boosting education access and socio-economic development.	Increased education access and equity by reducing relocation burdens and supporting underrepresented groups. Workforce development through local strategies and industry collaboration. Economic and social growth by retaining talent, encouraging lifelong learning and mitigating brain drain. Enhanced community infrastructure through the CUC as a learning and engagement hub.



Education, Training and Employment

Continued ...

OPPORTUNITY	NEED	BENEFIT
Trainees, Cadets and Apprentices	<p>Council has been successful in gaining the following positions under the Fresh Start program:</p> <ul style="list-style-type: none"> • Cadet Development Engineer • Cadet Accountant • Trainee Accountant • Cadet Town Planner <p>These positions are fully funded including 15% of their overheads. Advocacy in this area will be to ensure the funding offered lasts longer than the initial \$252.2 M, 6 year program.</p>	<p>Council, and the Berrigan Shire as a whole, have a number of key positions vacant due to the inability to attract qualified professionals to the positions. The Fresh Start program will enable council to meet its goal of "growing our own talent". The program will also require increased links with local high schools and the CUC once it is established.</p>

Alignment

Federal	State	Peers
National Higher Education Initiatives	Higher education and tertiary policy	<p>Edward River Council</p> <p>Country Universities Centres Central</p>



Adaptive and Innovative (Agricultural) Industry

Objective

To advocate for an economy that is characterised by growth, diversification, resilience, innovation and a skilled workforce.

CSP Alignment

CSP Aspiration	Priority	Budget
EC8. Foster a diverse, adaptive and innovative agricultural industry	450GL Buy Backs	N/A
	Freight Infrastructure	N/A
	Murray Irrigation Bridges	N/A
	Tocumwal Intermodal	N/A

OPPORTINUTY	NEED	BENEFIT
450GL Buy Backs	Water security is crucial for Berrigan Shire's agriculture and community cohesion. The 450GL water buyback program threatens production, posing risks to the food industry and livelihoods. A comprehensive water management plan is needed to address value, seepage, evaporation and fair allocation, ensuring the region's agricultural future and fair outcomes amid federal reforms.	Prioritising equitable water access ensures Berrigan Shire's agricultural productivity and food supply. Treating water as a national resource supports sustainable use and ecosystems. Engaging governments ensures fair, inclusive decision making, giving rural communities a stronger voice in water policy.
Freight Infrastructure	Berrigan Shire Council faces funding constraints, ageing infrastructure and limited resources in upgrading freight routes. Balancing local priorities with national heavy vehicle standards is challenging. Additionally, co-ordinating with multiple stakeholders and managing environmental impacts further complicates efforts to enhance infrastructure for safe, efficient transport.	Upgrading Berrigan Shire's freight route infrastructure is essential to meet national heavy vehicle standards. This ensures safe, efficient transport of goods, supports local businesses and boosts economic growth. Improved infrastructure reduces wear on roads, enhances safety and aligns with national logistics and trade requirements, benefiting the entire community.



Adaptive and Innovative (Agricultural) Industry

continued ...

OPPORTINUTY	NEED	BENEFIT
Murray Irrigation Limited (MIL) Bridges	MIL was successful in gaining considerable funding to assess all MIL bridges in its footprint. In Berrigan Shire there are 472. The prioritisation of repairs to these bridges is essential to assisting council to prioritise freight routes and upgrading crucial infrastructure to accommodate High Productivity Vehicles and support economic growth.	Collaborating with MIL to upgrade strategic bridges will assist to enhance Berrigan Shire's freight network, ensuring safer, more efficient transport options. This partnership will support economic growth, attract investment and improve infrastructure resilience. Upgraded bridges will accommodate HPV, boosting local businesses and regional development.
Tocumwal Intermodal	The grain export industry in Tocumwal is growing and requires increased access to the Port of Melbourne. Council has been working with the relevant grain merchants and VLine to ensure the expansion of the site meets the growing needs of the industry, now and into the future.	Increased access to the Port of Melbourne will allow for heavy industry growth in Tocumwal and provided increased employment opportunities to the community.

Alignment

Advocacy Topic	Federal	State	Peers
450GL Buy Backs	National water policy National Water Reform 2024 The Murray Darling Basin Plan Water Amendment (Restoring our Rivers) Act 2023	NSW Water Strategy Basin-wide Environmental Watering Strategy Basin Salinity Management 2030	RAMJO Water Position Paper Murray-Darling Basin Authority Murray Darling Association



Adaptive and Innovative (Agricultural) Industry

Continued ...

Alignment

Advocacy Topic	Federal	State	Peers
Freight Infrastructure	National Service Level Standards for Roads	NSW Heavy Vehicle Access Policy	Heavy Vehicle Productivity Plan 2025-2030
	Heavy Vehicle Road Reform		RAMJO Freight Priorities
MIL Bridges			MIL Safe Public Bridges Project
Tocumwal Intermodal	Infrastructure Investment Program	VLine (Victoria)	Kelly Grains Grain Corp



Planning and Housing

Objective

The objectives of this section are to:

- increase the offering of affordable housing,
- provide equitable access to housing and
- provide for an increase in intensive farming practices in the area.



CSP Alignment

CSP Aspiration	Priority	Budget
EN5. Plan for the availability of diverse and affordable housing	Increase the offering of affordable and equitable housing in the Berrigan Shire	TBC
	Assist council in rezoning identified areas to allow for the increase in intensive farming practices	TBC

OPPORTUNITY	NEED	BENEFIT
Affordable Housing	Berrigan Shire's housing stock is generally aging and therefore difficult to heat and cool for those who rent or own these premises. Access to funding through federal and state bodies would assist with upgrading the current housing stock to modern standards and provide new and affordable housing, particularly required in the townships of Finley and Berrigan.	People in stable housing are less likely to rely on social services, have better health and wellbeing outcomes, perform better academically and contribute directly to the community. Affordable housing can also contribute to environmental and infrastructure enhancements as modern standards reduce reliance on electricity and improve housing standards.
Intensive Farming	Berrigan Shire is experiencing an increase in the desire to implement intensive farming practices to diversify the industry in the area, reduce reliance on water and water infrastructure and to ensure the resilience of the agricultural industry into the future.	Intensive farming allows for reduced reliance on water and water infrastructure, whilst increasing crop production and farm outputs, helping to meet the growing demand for food experienced as a result of population growth. Finally intensive farming practices can lead to more affordable food for customers due to lower overheads in production.



Planning and Housing

continued . . .



CSP Alignment

CSP Aspiration	Priority	Budget
EN5. Plan for the availability of diverse and affordable housing	Increase the offering of affordable and equitable housing in the Berrigan Shire	TBC
	Assist council in rezoning identified areas to allow for the increase in intensive farming practices	TBC

Alignment

Advocacy Topic	Federal	State	Peers
Affordable Housing	National Housing Accord	Land and Housing Corporation	Community Housing Providers
	Housing Australia National Agreement on Social Housing and Homelessness	NSW Affordable Housing Ministerial Guidelines https://homesnorth.org.au/wp-content/uploads/2023/08/Affordable-Housing-Ministerial-Guidelines-2023-24.pdf Landcom Housing SEPP	Homes NSW
Intensive Farming	Climate Smart Agriculture Program	Intensive Livestock Planning Guidelines	Agribusiness Owners
	Agibusiness Expansion Initiative	NSW Department of Planning	



Water Utility and Trunk Infrastructure

Objective

To secure long term funding and support for the rationalisation and targeted upgrading of Berrigan Shire's water supply and trunk infrastructure, ensuring high quality, compliant and sustainable water, sewerage and stormwater provision for the shire's growing population.

CSP Alignment

CSP Aspiration	Priority	Budget
IN3. Strive to deliver best practice waste, water, sewerage and stormwater	Water Utility Provision	TBC
	Tocumwal and Barooga Growth	TBC

OPPORTUNITY	NEED	BENEFIT
Water Utility Provision	Berrigan Shire Council operates four aging water treatment facilities, with two facing compliance challenges. Local management ensures tailored, efficient services for rural populations. Challenges include ageing infrastructure, workforce shortages, population growth and changing regulations. A strategic, locally driven approach with targeted funding in essential for maintaining high quality, compliant water services as highlighted by the 2021 Productivity Commission's White Paper.	Upgrading ageing infrastructure ensures safe, compliant water delivery, meeting future demands. Local management allows tailored, efficient services for rural areas. Targeted upgrades maintain health and legislative standards. Funding and upgrades create local jobs, boosting the economy. Investing in the water network builds resilience against future challenges and supports growth.
Tocumwal and Barooga Growth	Our river towns are experiencing significant growth. Tocumwal in particular has primarily ageing infrastructure though both townships will struggle to keep pace with expected growth. Grant funding for repairs or upgrades is scarce. Flat topography and areas below river height necessitate pumps for water and sewer services, adding complexity.	Planning for growth in Tocumwal and Barooga ensures infrastructure keeps pace with community needs, enhancing quality of life. Collaborating with federal and state funding bodies secures necessary resources for upgrades, supporting sustainable development, economic stability and efficient service delivery, ultimately fostering a resilient and thriving community.



Water Utility and Trunk Infrastructure

Continued ...

Alignment

Advocacy Topic	Federal	State	Peers
Water Utility Provision	<p>Water Smart Australia</p> <p>Australian Infrastructure Plan Recommendation 6.1 - Securing our water future</p> <p>Water Quality Australia</p>	<p>NSW Government water utility strategic planning</p> <p>Riverina Murray Regional Plan</p>	<p>Department of Climate Change, Energy, the Environment and Water (federal)</p> <p>Department of Climate Change, Energy, the Environment and Water (NSW)</p>
Tocumwal and Barooga Growth	<p>Regional Development Australia (RDA) - Strategic Regional Plan 2022-2025</p>	<p>Riverina Murray Regional Plan</p> <p>Murray Regional Economic Development Strategy (REDS)</p>	<p>Berrigan Shire Sustainability Report</p> <p>Berrigan Shire Growth Strategy</p>



Digital Connectivity

Objective

To secure funding and streamline the process for the delivery of the agreed outcomes of the Regional Connectivity project as noted below. The project is being delivered to ensure equitable access to high quality telecommunications for all residents in the affected region.

CSP Alignment

CSP Aspiration	Priority	Budget
IN.4 Advocate for better internet and telecommunications infrastructure services.	Regional Connectivity Project	Approx \$43,500,000

OPPORTINUTY	NEED	BENEFIT
Regional Connectivity Project	Berrigan Shire faces unreliable mobile and broadband services, network congestion and insufficient capacity. These issues worsen during emergencies and peak periods. Targeted investments are needed to bridge the digital divide. The proposed project will improve coverage, reliability and capacity, enhancing regional connectivity and driving socio-economic growth.	Enhanced connectivity will improve mobile and broadband services, support businesses and boost economic growth by attracting new investments and bolstering tourism. Upgraded and new infrastructure will enhance emergency resilience and reduce digital inequity. Streamlined implementation will ensure timely delivery of benefits, fostering greater inclusion in the digital economy.

Alignment

Federal	State	Peers
National principles agreed for improved mobile connectivity and coverage Data and Digital Government Strategy 2024 Regional Telecommunications Review	NSW Digital Strategy	Telecommunications providers RAMJO Councils Murray River Group of Councils (MRCG) Federal and State Ministers and representatives Private sector partners

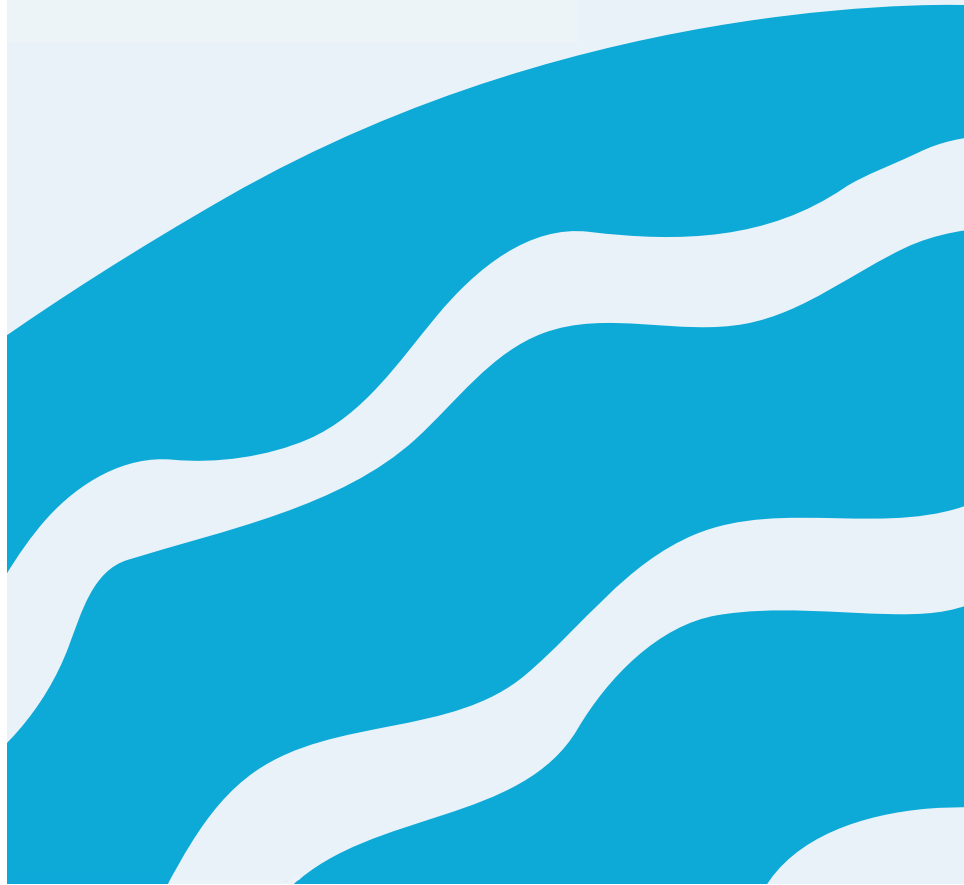


CL.

Sustainability

Objective

To advocate for the cessation of cost shifting from state and federal governments to local councils, ensuring Berrigan Shire Council can effectively deliver core services to the community without the undue financial burden or compromising service quality.



CL.

CSP Alignment

CSP Aspiration	Priority	Budget
CL.2 Manage people, assets, resources and risks responsibly to support Council's ongoing viability and maximise value for money for ratepayers	Cost Shifting	Approx \$5.9M
	Equitable Funding of Local Government	N/A
	Removal of Red Fleet Assets from Council ownership	

OPPORTINUTY	NEED	BENEFIT
Reduce Cost Shifting	Cost shifting transfers service responsibilities to local councils without funding, straining finances and limiting revenue. Berrigan Shire faces increased obligations, risking service quality and creating unsustainable models. Ending cost shifting ensures fair resource allocation, enabling councils to focus on local development and community wellbeing through intergovernmental collaboration.	Reducing financial burdens on council ensures sustainable budgets and better long term planning. Freed from unfunded mandates, councils can improve essential services. Ending cost shifting fosters fair responsibility distribution, enhancing service delivery. Redirected resources boost community investment, supporting economic development and housing. Addressing cost shifting strengthens local government advocacy for rural communities.



How we Advocate

We provide civic leadership in advocating to the Australian, New South Wales and Victorian governments. We work closely with our local Members of Parliament and Cross Border Commissioners to address the issues that affect our shared communities.

We engage with candidates of all political parties and independents to help them understand our priorities.

Berrigan Shire Council conducts high level advocacy and government relationship building on behalf of the community. We build the profile of Berrigan Shire Council with policy makers to understand and delivery our Community Strategic Plan.

Submissions

Through direct and formal channels.

Public Awareness and Media Presence

Using marketing and communications to raise the urgency and importance, and to gather community support.

Platforms and Networks

collaborating with our partners to strengthen our proposals and position.



Policy

20

PROCUREMENT POLICY

Strategic Outcome:	CL. Our Civic Leadership
Policy type	Administrative
Date of Adoption:	16 October 2024 Minute Number: ELT
Date for Review:	18 October 2028
Responsible Officer:	Deputy Chief Executive Officer
Document Control:	Replaces the Procurement and Disposal Policy, Disposal Policy and Local Preference Policies adopted 15 May 2017 and the Tender Policy adopted 17 July 2019.
Delivery Program Link:	CL.2 Manage people, assets, resources, and risks responsibility to support the Council's ongoing viability and maximise value for money for ratepayers.

1. POLICY STATEMENT

Berrigan Shire Council (“Council”) procures goods, services and works to effectively deliver services and infrastructure to the Berrigan Shire community. This Procurement Policy (“this Policy”) outlines the key principles, objectives and requirements that must be adhered to by all those conducting procurement activities on behalf of Council.

The Berrigan Shire community should have confidence Council will procure goods and services in a cost-effective, legislatively compliant, and appropriate manner. Suppliers should understand the processes by which goods, services and works are procured and have confidence Council’s procurement processes are applied fairly and consistently.

Council is required to undertake specified procurement in accordance with:

- (a) the *Local Government Act 1993* (in particular section 55), and
- (b) the *Local Government (General) Regulation 2021* (in particular Part 7).

This legislation applies to all contracts for goods and services, unless a relevant exception in accordance with the *Local Government Act 1993* applies.



Policy

2. PURPOSE

The purpose of this Procurement Policy is to:

- (a) establish a framework to guide Council officials involved in procurement and disposal activities to meet legislative requirements, manage risk and achieve a best value result,
- (b) create an environment where the Council's purchasing and disposal activities are - and are seen to be - ethical, accountable, transparent and effective,
- (c) enable Council to achieve the best value result when purchasing goods and services and disposing of goods and
- (d) ensure Council complies with its legislative obligations when purchasing goods and services and disposing of goods.

3. SCOPE

This Policy covers all procurement and disposal activities undertaken by or on behalf of, Council and applies to all Council Officials, volunteers, contractors or subcontractors who are involved in Council's procurement activities or engaged to perform work on behalf of Council.

This Policy does not apply to employment contracts, real estate property acquisition or sales, sponsorship agreements, grants, reimbursements, donations, or where Council has adopted a specific acquisition or sale strategy.

This Policy does not confer delegations of authority upon any person. All delegations to Council employees are conferred by the Chief Executive Officer.

This Policy will be accompanied by Procurement Guidelines which will provide Council employees and others, with guidance and direction on how to procure in accordance with this Policy.

Notwithstanding the prescribed exceptions outlined within the *Local Government Act 1993* ("the Act"), procurement activities involving an estimated expenditure or receipt of an amount equal to or greater than \$250,000 (including GST) will be subject to the provisions of section 55 of the Act. All other expenditure (not subject to the provisions of the Act) is subject to the provisions of Council's Procurement Guidelines.

Further information on procurement exemptions is referenced within section 55 of the Act.

4. OBJECTIVE

This Policy is developed to assist the Council with the Delivery Program Objective:



Policy

CL2. Manage people, assets, resources, and risks responsibility to support the Council's ongoing viability and maximise value for money for ratepayers

DEFINITIONS

Act, the:	means the <i>Local Government Act 1993</i> .
Asset disposal:	means the process whereby Berrigan Shire Council divests itself of an asset in an organised, transparent and authorised manner.
Best value:	represents the best return and performance for the money spent on procurement of goods and services. Best value must also consider price, “whole of life” and other ongoing costs, fitness for purpose, suitability, availability and timeliness, prior performance, and statutory compliance and work health and safety.
Chief Executive Officer:	means the General Manager of Berrigan Shire Council appointed pursuant to section 334 of the <i>Local Government Act 1993</i> .
Code of Conduct:	means Berrigan Shire Council’s Code of Conduct adopted pursuant to section 440 of the <i>Local Government Act 1993</i> .
Contract:	means a legally binding agreement between two or more parties that creates obligations on each party that is enforceable by law.
Council:	means Berrigan Shire Council.
Council Officials:	means councilors, administrators, employees, Section 355 committee member volunteers, consultants and contractors of Berrigan Shire Council.
Declared Natural Disaster:	means a natural disaster that has been declared in relation to the local government area by either (a) a Natural Disaster Declaration for the purposes of the Natural Disaster Relief and Recovery Arrangements jointly administered by the Commonwealth and the States and Territories, or (b) a declaration pursuant to section 33 of the <i>State Emergency and Rescue Management Act 1989</i> (NSW).
Emergency purchase:	means a purchase made to fill an immediate, unexpected need of a serious nature relating to health, safety or protection of property where insufficient time to procure by the normal means under this Policy is available.
Employee:	means a person who is directly employed by Berrigan Shire Council on a full-time, part-time, temporary, or casual basis.
GIPA Act, the:	means the <i>Government Information (Public Access) Act 2009</i> .



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ICAC:	means the New South Wales Independent Commission Against Corruption.
Local Supplier:	means a supplier whose main business location is within: (a) the Berrigan Shire, or (b) a NSW local government area within the Riverina and Murray Regional Organisation of Councils, being Albury City, Carrathool Shire, Edward River, Federation, Griffith City, Hay Shire, Leeton Shire, Murray River, Murrumbidgee, and Narrandera Shire, or (c) a Victorian local government area which is party to the Cross-Border Memorandum of Understanding endorsed in March 2022, being Moira Shire and Indigo Shire.
Main Business Location:	means the main business location defined by the Australian Business Number (ABN) search facility on the Australian Government's Australian Business Register.
Modern Slavery:	refers to a violation of and crime against, fundamental human rights. It takes many forms, such as slavery, forced and compulsory labour, servitude, and human trafficking, all of which have in common the deprivation of a person's liberty by another, in order to exploit them for personal or commercial gain.
PID Act, the:	means the <i>Public Interest Disclosures Act 2022</i> .
Probity:	means a process able to withstand internal and external scrutiny and achieve both accountability and transparency, providing suppliers and tenderers with fair, consistent and equal treatment.
Procurement:	means all activities in acquiring of goods, services and/or works either outright or by lease (including disposal and lease termination, the acquisition and disposal of consumables, capital equipment, real property, infrastructure, and services under consultancies, professional services, facilities management and construction).
Quotations:	means any offer, including verbal pricing, documented bids and proposals to provide goods, services or works to, or on behalf of, Berrigan Shire Council, for amounts up to \$249,999.
Regulation, the:	means the <i>Local Government (General) Regulation 2021</i> .
Section 355 committee member:	means a person appointed by Berrigan Shire Council to serve on a committee established pursuant to section 355 of the <i>Local Government Act 1993</i> .



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Splitting orders:	refers to the practice of corrupting a single procurement process by intentionally dividing it into two or more purchase orders or contracts to avoid review or competitive selection. This practice is also known as “order splitting” or “split purchasing”.
Supplier:	means an external person or organisation who supplies goods, services and/or works Berrigan Shire Council may procure, in conducting its business.
Tender:	means a formal offer to provide goods, services or works to, or on behalf of, Berrigan Shire Council, lodged in response to a public invitation from Council for amounts over \$250,000 (including GST), that are subject to requirements of section 55 of the <i>Local Government Act 1993</i> and accompanying <i>Local Government (General) Regulation 2021</i> .
Tendering Guidelines:	means the <i>Tendering Guidelines for NSW Local Government</i> published by the NSW Office of Local Government and prescribed under section 23A of the <i>Local Government Act 1993</i> .
Value for Money:	means the best possible outcome for the total cost of ownership over whole of life. Value for Money does not necessarily mean selecting the lowest value or price; rather, the right combination of quality, quantity and price at the right place and time, and where possible, having considered sustainability.



Policy

5. POLICY IMPLEMENTATION

5.3 Standards of Behaviour and Ethical Principles

All Council Officials involved in procurement activities must conduct themselves in accordance with Council's Code of Conduct.

Council Officials must not engage suppliers to procure goods, services or works for their personal use or for use by any organisation other than Council.

5.4 Authority to Procure

Approval for the procurement of goods, services and/or works for, or on behalf of, Council may only be undertaken by a Council employee or Section 355 committee member with the appropriate financial delegation and be in accordance with their Instrument of Delegation, including any conditions and limitations imposed.

All employees and Section 355 committee members engaged in procurement activities must ensure that they understand the scope of their delegation, including the financial limitations set out in their Instrument of Delegation, and not take action outside of this scope.

All Council employees and Section 355 Committee members engaged in procurement activities are accountable for the decisions they make in undertaking such activities.

5.5 Procurement Principles

5.5.1 Responsible Financial Management

The principle of responsible financial management is noted in section 8B of the Act and must be applied to all procurement activities. Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process, without compromising any of the procurement principles set out in this Policy.

5.5.2 Probity and Accountability

Council will conduct its procurement activities in a transparent manner which demonstrates probity and accountability. Therefore, procurement activities undertaken by, or on behalf of, Council must be:

- (a) performed ethically, transparently and with fairness to all participants,
- (b) carried out in accordance with the applicable legislation, guidelines, codes, policies and procedures,



Policy

- (c) undertaken by Council employees and Section 355 committee members who have the appropriate authority and delegations and are trained to perform their assigned procurement role, and
- (d) conducted on a “commercial-in-confidence” basis.

Council expects suppliers to conduct their business with Council in an ethical manner. Suppliers should be aware they may be subject to public scrutiny by bodies such as ICAC, and equally may be afforded protections under the *Public Interest Disclosure Act 1994*.

Suppliers must not lobby Council, including individual Council Officials, or seek favour/advantage during procurement activities. Canvassing of Council Officials (other than Council’s nominated contact employee or Section 355 committee member for the procurement process) at any stage of the procurement process will be deemed an unacceptable practice and will result in the supplier being disqualified from the procurement process.

Information in tenders and quotations, including the price, may be contained in the Council agenda paper, as well as on Council’s website and therefore be a public record in accordance with the *Government Information (Public Access) Act 2009* (“the GIPA Act”). Information relating to the actual assessment will be regarded as ‘commercial in confidence’ and will be treated as confidential. However, the information may still be available for release pursuant to the GIPA Act.

5.5.3 Fair and Ethical Dealings

Council will conduct its procurement activities honestly, transparently and in a manner that is fair and equitable to all parties. Therefore, procurement activities undertaken by, or on behalf of, Council must:

- (a) be undertaken with consistent and appropriate documentation and processes to ensure equitable treatment of all parties to the procurement process,
- (b) be free from any conflict of interest that may result in any unfavorable, favorable or preferential treatment,
- (c) ensure impartiality throughout the process and
- (d) not seek or receive personal gain.

Under Council’s Code of Conduct, all Council Officials have an obligation to disclose potential or actual conflicts of interest. Any declared conflict of interest in a contract must be declared and managed in accordance with Council’s Code of Conduct.

5.5.4 Modern Slavery

“Modern slavery” is defined in the *Modern Slavery Act 2018* as any conduct constituting a modern slavery offence within the meaning of that Act and any conduct involving the use of any form of



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slavery, servitude or forced labour to exploit children or other persons taking place in the supply chains of organisations.

Council recognises modern slavery is a serious violation of an individual's dignity and human rights. Exploitative practices including human trafficking, slavery, servitude, forced labour, debt bondage and forced marriage are all considered modern slavery and are serious crimes under Australian law.

Council will not engage with any suppliers engaged in modern slavery practices, nor those who do not manage the practice within their supply chains.

5.5.5 Value for Money

Council will conduct its procurement activities on the basis of obtaining Value for Money. This means minimising the total cost of ownership over the lifetime of the good or service consistent with acceptable quality, reliability, safety and delivery consideration.

The Value for Money assessment includes:

- (a) cost-related factors, including whole-of-life costs and transaction costs (amongst others) associated with acquisition, maintenance and disposal,
- (b) non-cost factors such as fitness for purpose, innovation, quality, risk profile, service, support, Work Health and Safety, community, environment and sustainability requirements,
- (c) contribution to the advancement of Council priorities, especially those set out in Council's Integrated Planning and Reporting ("IP&R") framework,
- (d) purchase price consistent with standard market prices/rates and
- (e) the ability to provide the goods, perform services and/or deliver works to a reasonable level depending on the requirements.

5.5.6 Sustainable Procurement

Council is committed to taking positive action to minimise the negative impact of the products and services procured and maximising the benefits. This includes minimising unnecessary purchasing and purchasing goods, services and works that contribute to a more sustainable future that is ethical and supportive of fair trade.

Council's procurement practices also aim to apply the principle of corporate social responsibility ("CSR") by taking positive action to demonstrate the Council's commitment to the local community and environment on which its procurement activities impact. Sustainable procurement is conducted through:

- (a) considering the environmental performance of all suppliers and contractors and encouraging them to conduct their operations in an environmentally sensitive manner,



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- (b) selecting products/services where possible, that have minimal effect on the depletion of natural resources and biodiversity,
- (c) choosing environmentally preferred "green" or recycled products and services where there is a value for money proposition,
- (d) purchasing ethically sourced and fair-trade goods and services where appropriate and
- (e) exploring opportunities to engage with social enterprises for the procurement of goods or services which support reinvigorating marginalised communities, underrepresented and disadvantaged people and increase the "social value" of doing business.

5.5.7 Local Supplier Preference

Council is committed to supporting the local economy and enhancing the capabilities of local business and industry by including a Local Supplier Preference framework in this Policy.

To ensure Value for Money is achieved through use of local suppliers and contractors when purchasing, employees and Section 355 committee members shall:

- (a) encourage a 'buy local' culture within the Council, where local providers can meet best value requirements,
- (b) encourage and support local suppliers to participate in Council business by use of the Council's VendorPanel, Tenderlink and other appropriate processes,
- (c) encourage and support local businesses to adopt suitable Work Health and Safety, Quality Assurance and other processes to meet the Council's procurement requirements,
- (d) ensure, as far as practicable, procurement policies and procedures do not disadvantage local suppliers,
- (e) ensure transparency in Council procurement practices,
- (f) encourage use of local suppliers by contractors, whenever goods, services and/or works must be sourced from outside the Berrigan Shire and
- (g) apply a Local Supplier Criteria weighting of 5 per cent (%) to all tenders, up to a maximum concession of \$15,000.

5.6 Procurement Requirements

5.6.1 Procurement Thresholds

Table 1, below, details the appropriate procurement thresholds including GST based on the estimated value of the contract or goods, services or works required.



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Table 1 Procurement Thresholds

Procurement Value	Procurement Process
< \$1,000	Minimum of one (1) verbal quotation.
\$1,001 - \$5,000	Minimum of one (1) written quotation.
\$5,001 - \$20,000	Minimum of two (2) written quotations.
\$20,001 - \$249,999	Minimum of three (3) written quotations.
> \$250,000	Prescribed Agency Purchase or Request for Tender as per legislative requirements.

Council employees and Section 355 committee members are prohibited from splitting orders for the purposes of acquiring goods, services or works above their delegated financial and procurement levels, or to avoid the necessity to obtain quotations or call for tenders.

5.6.2 Quotations

The assessment of quotations will be objective, consistent, documented, transparent and undertaken in accordance with Council's Procurement Manual.

Council will only accept one (1) Quotation from each supplier. Suppliers will not be given an opportunity to re-quote for the supply of goods, services and/or works unless the scope of work changes.

5.6.3 Tendering

Council is legally required to formally tender for goods, services and/or works where the anticipated expenditure for the life of the contract is greater than:

- (a) \$250,000 (including GST), or
- (b) \$150,000 (including GST) for a contract involving the provision of services where those services are, at the time of entering the contract, being provided by employees of Council.

Tenders will be called in accordance with section 55 of the Act, the Regulation, the Tendering Guidelines, and Council's Procurement Manual and approved by the Chief Executive Officer.

While a formal tendering process is not required for purchases under \$250,000, a formal tendering process can be utilised for any purchase under the threshold. Formal tendering is advisable when the:



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- (a) purchasing amount is close to \$250,000,
- (b) goods, services or works are of significant public interest,
- (c) purchase may be considered to be controversial or contentious,
- (d) procurement process is complex and/or
- (e) expected price of procurement is unknown.

5.6.4 Declared Natural Disaster Expenditure to Assist Council with a Response

Pursuant to Clause 170A of the Regulation, Council is not required to tender prior to entering into a contract with a value of less than \$500,000, where the contract:

- (a) is primarily for the purpose of response to, or recovery from, a Declared Natural Disaster and
- (b) is entered into within 12 months after the date on which the Natural Disaster is declared.

5.6.5 Prescribed Agencies

Section 55 of the Act provides Council with an exemption from the requirement to call tenders for the provision of goods, materials and services worth more than \$250,000 where such items are available under contract by prescribed authorities. Council will support the use of prescribed agency contracts, where considered appropriate.

The following agencies are prescribed within clause 163(1A) of the Regulation for the purposes of section 55(3)(a) of the Act:

- (a) the Trustee for LGP (LGA NSW) Trust & the Trustee for LGP (SA NSW) Trust, trading as Local Government Procurement Partnership (ABN 34 578 553 267) and
- (b) Procurement Australasia Ltd (ABN 45 058 335 363).

5.7 **Purchasing Methods**

5.7.1 Purchase Orders

Council will issue a purchase order number for approved purchases. Suppliers are expected to co-operate by quoting the purchase order number on invoices. Council may not pay invoices where an approved purchase order number is absent.

Purchase order variations which exceed \$10,000 will need to have approval by the relevant Director. Variations under this amount will need to be approved by a Council Official with the appropriate financial delegated authority.

Invoices which exceed the goods receipt by more than 10 per cent (%) will be returned to the appropriate Council Official for further approvals under their sub-delegations.



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Goods and/or services that may be exempt from requiring a purchase order include, but are not limited to:

- (a) statutory payments,
- (b) payments of utilities,
- (c) employee reimbursements,
- (d) loans and investments and
- (e) payments relating to donations and grants approved by Council.

5.7.2 Credit Cards

The use of corporate credits must be in accordance with Council's Corporate Credit Card Procedure.

5.7.3 Fuel Cards

The use of Council fuel cards must only be used for the purchase of fuel for Council vehicles, in accordance with Council's Procurement Manual.

5.8 Disposal Methods

Disposing of goods on behalf of Council is subject to the same principles as purchasing. Council employs a range of methods when undertaking asset disposal, including:

- (a) public auction,
- (b) online auction,
- (c) trade in,
- (d) direct sale or transfer of land, and / or
- (e) disposing of and writing off the value of the goods

The method of disposal used will be dependent on the type of asset and value of the asset being disposed of, subject to approval by Council's Chief Executive Office or delegate and consistent with Council's Procurement Manual.

5.9 Exceptions and Emergency Purchases

Council's Chief Executive Officer or delegate may approve exceptions to this Policy for emergency purchases.



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5.10 Reporting Obligations

Council will fulfil its reporting obligations of any procurement activities in accordance with legislative requirements. This includes:

- (a) reporting of contracts entered above \$50,000 (inclusive of GST) as a part of the Quarterly Budget Review Statement for the corresponding quarter,
- (b) registering contracts entered above \$150,000 (inclusive of GST) as a part of the Government Information (Public Access) Review Statement 2009 and
- (c) applying Modern Slavery reporting obligations as outlined by the Anti-Slavery Commission within Council's annual report.

Any additional statutory reporting requirements that eventuate after the adoption of this Policy is required to be reported upon as required.

5.11 Breaches

Breaches of this Policy by a Council Official will be dealt with in accordance with Council's Code of Conduct, which outlines the standards of ethical behaviour expected of Council Officials.

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

- (a) disciplinary action,
- (b) dismissal,
- (c) investigation for corruption, inappropriate or unethical conduct and / or
- (d) referral 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 is not limited to):

- (a) tender disqualification,
- (b) contract termination,
- (c) loss of future work with Council,
- (d) investigation for corruption, inappropriate or unethical conduct and / or
- (e) referral for criminal investigation.



Policy

6. RELATED LEGISLATION, POLICIES AND STRATEGIES

6.1 Legislation

- Australian Accounting Standards
- *Government Information (Public Access) Act 2009*
- *Independent Commission against Corruption Act 1988*
- *Local Government Act 1993*
- *Local Government Regulation 2021*
- *Modern Slavery Act 2018*
- *Privacy and Personal Information Protection Act 1998*
- *Public Finance and Audit Act 1993*
- *Work Health and Safety Act 2011*
- *Work Health and Safety Regulation 2011*

6.2 Council policies and guidelines

- Berrigan Shire Council Code of Conduct
- Berrigan Shire 2023 (Community Strategic Plan)
- Fraud Policy
- Privacy Management Plan
- Procurement Manual
- Resourcing Strategy
- Risk Management Policy and Framework

7. RECORDS MANAGEMENT

Accurate records of all procurement activities must be maintained to demonstrate a transparent and equitable process, and that probity considerations have been applied.

Procurement records can be requested by external authorities or be the subject of a request under the *Government Information (Public Access) Act 2009*.

Records for procurement activities must be kept and recorded in Council's records management system in accordance with Council's Record Management Policy.

8. REVIEW AND EVALUATION

This Policy will be evaluated and reviewed at least once every four (4) years as per Council's Governance Policy (currently under development) or as required.



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9. DOCUMENT AVAILABILITY

This Policy will be available for inspection at Council's principal office during ordinary business hours as per the requirements of section 18 (c) of the GIPA Act and section 167 of the Act.

Access to the policy in digital format is free and is available on Council's website <https://www.berriganshire.nsw.gov.au/>

Printed copies of the document are available at Council's principal office (address noted below) and are subject to Council's Fees and Charges.

Berrigan Shire Council
56 Chanter Street
BERRIGAN NSW 2712

Ph: 03 5888 5100

Email: mail@berriganshire.nsw.gov.au

10. RELATED LEGISLATION, POLICIES AND STRATEGIES

10.3 Legislation

- *Template Act 2000*
- *Template Regulation 2001*
- *Template Guidelines (2002)*

10.4 Council policies and guidelines

- Governance Policy
- Code of Conduct

11. RECORDS MANAGEMENT

Recording of all information relating to this policy ...

All Records must be kept in accordance with Council's Records Management Policy (currently under development) and destroyed as per the General Retention and Disposal Authority: Local Government Records (GA39).



Policy

12. REVIEW AND EVALUATION

This policy (procedure) will be evaluated and reviewed at least once every four (4) years as per Council's Governance Policy (currently under development) or as required.

13. DOCUMENT AVAILABILITY

A number of legislative instruments require Councils to have the policy available for inspection at Council's principal office (i.e. Policies made under Part 3, of the Local Government Act 1993). Each document should therefore state the ways in which the policy is available including any relevant fees and charges for access to such policy. An example of the required statement is provided below:

This policy will be available for inspection at Council's principal office during ordinary business hours as per the requirements of section 18 (c) of the *Government Information (Public Access) Act 2009* and section 167 of the *Local Government Act 1993*.

Access to the policy in digital format is free and is available on Council's website <https://www.berriganshire.nsw.gov.au/>

Printed copies of the document are available at Council's principal office (address noted below) and are subject to Council's Fees and Charges.

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14. VERSION CONTROL

Version Number	Date	Summary	Responsible Officer
1.0	16 October 2024	New Policy document	Deputy CEO



Procurement Manual



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Definitions

Table 1 Definitions

Term	Definition
Best value	Best value represents the best return and performance for the money spent on procurement of goods and services. Best value must also consider price, “whole of life” and other ongoing costs, fitness for purpose, suitability, availability and timeliness, prior performance, and statutory compliance and work health and safety.
Business Owner	Means the directorate, unit or employee that holds responsibility and budget for the delivery of the outcome as a result of a Tender process.
Consultant	Means a person or entity who provides expert advice professionally and is not an employee of Council (e.g. architect, town planner, engineering firm, management consulting firm, etc.).
Contract	Means an agreement between two or more parties (supplier and Council) that sets out what will be delivered at what cost.
Contract Management	Means the process of actively managing the relationship with a supplier over the term of the contract to ensure both parties meet their obligations and value for money is achieved through satisfactory completion of the contract.
Contract Supervisor	Person responsible for developing, administering and evaluating an appropriate contract, and continues through the performance of the job/service until the contract is complete or due for renewal.
Council Officer	Any person authorised by the Council to purchase goods or services or dispose of goods on behalf of the Council. This includes employees, volunteers, Councillors and other agents acting on behalf of the Council.
Disposal	The process of removing goods from Council’s service and the recovery of market value for the goods.
Due Diligence Checks	For the Council, this involves verification of the preferred tenderer’s claims relative to their ability to fulfil the contract.
Expression of Interest	Means a process used to identify a market for goods and services where the requirement is not well defined and where the market cannot be readily identified. An Expression of Interest is generally used to shortlist suppliers based on their technical capability as part of a two-stage procurement process. Shortlisted suppliers usually migrate to a further procurement process being either Request for Proposal (RFP), Request for Tender (RFT) or both. Pricing is generally not considered as part of the Expression of Interest process.
Job Number	Specific number allocated to track expenses relative to a project, asset, service or activity.
Least Cost Compliant Offer	This is a fast and simple method of assessing offers which involves:



Term	Definition
	<ul style="list-style-type: none"> • determining which offers are fully compliant, • rejecting any offer as soon as it becomes apparent that it is not compliant and • choosing the lowest cost offer from the compliant responses. <p>On a cost benefit basis, this method may be appropriate for simple procurement. It is not well suited to more complex procurements as it gives inappropriate emphasis to cost at the expense of other aspects of value for money. It also does not allow for consideration of the relative importance of the various evaluation criteria (weighting of criteria) or the degree of compliance of the offer. It is a major risk to use the least cost method to evaluate more complex offers.</p>
Legislated Threshold	Means the threshold value set by the <i>NSW Local Government Act 1993</i> and <i>Local Government (General) Regulation 2021</i> above which all procurement activity must be performed in accordance with the requirements of the legislation. The current Legislated Threshold is \$250,000 (GST inclusive) as described at section 55(3)(n) of the <i>Local Government Act 1993</i> .
Local Supplier	Means a supplier whose main business location is within: <ul style="list-style-type: none"> (a) the Berrigan Shire, or (b) a NSW local government area within the Riverina and Murray Regional Organisation of Councils, being Albury City, Carrathool Shire, Edward River, Federation, Griffith City, Hay Shire, Leeton Shire, Murray River, Murrumbidgee, and Narrandera Shire, or (c) a Victorian local government area which is party to the Cross-Border Memorandum of Understanding endorsed in March 2022, being Moira Shire and Indigo Shire.
Preferred Supplier	Means a standing offer arrangement, awarded to a single or a panel of suppliers for the provision of specific goods or services commonly used by the Council.
Prescribed Agency \ Organisation	Means an organisation listed in Clause 163 (1A) of the <i>Local Government (General) Regulation 2021</i> . Council is permitted to use contracts prepared by these organisations to obtain goods and services without having to invite Tenders.
Private Works	Is work undertaken on behalf of Council, by council staff, on a commercial basis for a third party.
Probity	Means a process able to withstand internal and external scrutiny and achieve both accountability and transparency, providing suppliers and tenderers with fair, consistent and equal treatment.
Procurement	Means all activities involved in acquiring goods or services either outright or by lease (including disposal and lease termination).



Term	Definition
	Procurement includes acquiring consumables, capital equipment, real property, infrastructure, and services under consultancies, professional services, facilities management and construction
Procurement strategy	Means a defined and structured way in which the Council will approach the market and conduct the Tender process for any given procurement, considering risk and the nature of the goods or services.
Project Manager	Person responsible for arranging works and contractors for a particular project. The Project Manager will take direction from the Contract Supervisor and will ensure the project runs according to project management plans.
Public Tender	Method by which tenders for the proposed contract are invited by public advertisement per Clause 166(a) of the <i>Local Government (General) Regulation 2005</i> .
Purchase Order	A purchase order is a Council generated document to a supplier which outlines types, quantities, and agreed prices or estimates. The purchase order constitutes a legal offer to buy goods or services and can only be raised by identified staff.
Purchase Requisition	A purchase requisition is an internal Council document that defines the need for goods and/or services which is lodged with staff with the authority to raise a purchase order. It does not constitute a contractual relationship with a supplier.
Purchasing	The actual buying process, whether placing or transmitting an order orally, in hard copy, electronically via e-commerce, or buying across the counter.
Quotation	Means an offer, either written or verbal, made in response to a selective invitation to supply specified goods or to perform a specified service up to the threshold value of \$249,999 (GST inclusive).
RAO	Means Council's delegated Responsible Accounting Officer.
RFX	Means any sourcing activity such as RFT, RFQ, RFP, EOI.
Specification	Means a detailed description of the Council's procurement requirement with which the supplier is required to comply.
Splitting orders	Refers to the practice of corrupting a single procurement process by intentionally dividing it into two or more purchase orders or contracts to avoid review or competitive selection. This practice is also known as "order splitting" or "split purchasing".
Tender	Means a price, bid, offer, quote, consultant proposal or Expression of Interest lodged in response to an invitation. Reference to a Tender includes reference to procurement processes including Request for Tender (RFT), Request for Proposal (RFP), Expression of Interest (EOI), or other approach to the market.



Term	Definition
TenderLink	Mean's Council electronic procurement system used for all RFXs above the Legislated Threshold.
Tendering Guidelines	Means the <i>Tendering Guidelines for NSW Local Government</i> issued by the Office of Local Government (previously the Division of Local Government, NSW Department of Premier and Cabinet) in October 2009 and prescribed under the <i>Local Government Act 1993</i> .
Value for Money	Means selecting the supply of goods, services or works considering both cost and non-cost factors including: <ul style="list-style-type: none">(a) contribution to the Council Strategic Plan and objectives,(b) fitness for purpose, quality, service and support, risk, and environmental and sustainability factors, and(c) whole-of-life costs, transaction costs associated with the purchase, utilisation, maintenance and disposal of the goods, materials or assets.
VendorPanel	Means Council's electronic procurement system used for all RFXs under the Legislated Threshold.



1. Introduction

Procurement within Berrigan Shire Council (“Council”) is centre led through the Finance Unit. In practice, this model means individual Departments and Units are responsible for undertaking their own procurement activities, in accordance with Council’s Procurement Policy and these Procurement Guidelines, as well as their delegations of authority conferred by the Chief Executive Officer. The Finance Unit provides support and assistance to Council employees responsible for undertaking procurement activities and acquiring the goods, services and works Council requires to deliver services and infrastructure to the Berrigan Shire community.

The Procurement Policy presents the key rules and principles which must be followed by Council in procuring goods, services and works from suppliers. All Council employees involved in procurement activities are responsible for reading, understanding and observing the Procurement Policy when undertaking procurement activities.

This Procurement Manual (**this document**) supports the implementation of the Procurement Policy. It sets out the procedures and processes governing the roles, responsibilities, authority and practices relating to the procurement of goods, services and works in accordance with the Procurement Policy. All procurement activities must be undertaken in accordance with this document, and any supplementary procedures developed to support its implementation.

Compliance with Council’s procurement procedures is mandatory for all Council employees. As an employee, you are accountable for the procurement decisions you make. Failure to comply may be considered a breach of Council’s related policies including the Code of Conduct and Statement of Business Ethics and may result in disciplinary action.



2. Which procurement process do I follow?

2.1. Procurement Matrix

The following Procurement Matrix outlines the minimum requirements for procurement activities where this is no established contract. However, employees may choose to obtain more Quotes or elect to undertake a more comprehensive market approach for any procurement process. Advice can be sought from Council's Finance Unit.

All employees are responsible for the procurement activities they undertake and must ensure they comply with this Procurement Manual and appropriate financial delegations are applied. Employees listed as Financial Delegates are accountable for ensuring compliance with the foregoing as they will be acting as the representative making the commitment/s on behalf of Council.

Table 2 Procurement Matrix

Estimated Total Value (incl. GST)	Minimum Quotation Requirements	Market Approach
< \$1,000	Minimum of one (1) verbal quotation.	Selective Quote from prequalified contractor or preferred supplier list (if available for the commodity/service being procured)
\$1,001 - \$5,000	Minimum of one (1) written quotation.	Source quotes via VendorPanel Internal List or Market Place if available.
\$5,001 - \$20,000	Minimum of two (2) written quotations.	No supplier list – use known supplier (local if available) or contact procurement Least Cost Compliant offer as determined by purchaser and approver
\$20,001 - \$249,999	Minimum of three (3) written quotations.	Selective Quote or Proposal from prequalified contractor, Council preferred supplier list (if available for the commodity/service being procured) or prescribed Agency Contract Source quotes via VendorPanel Internal List or External Lists (LGP/Marketplace) No supplier list – use known supplier (local if available) or contact procurement Value for Money evaluation criteria or Least Cost Compliant offer (dependant on risk and complexity level)
> \$250,000	Prescribed Agency Purchase or Request for Tender as per legislative requirements.	



2.2. Business rules

The following business rules apply to the procurement of goods, services and works with a value less than the Legislated Threshold (\$249,999 incl. GST) and are to be used when no established contract or agreement is in place.

For larger and/or high-risk procurement activities, formal tendering procedures must be followed. Please refer to these procedures or the Finance Unit for assistance.

The business rules are as follows:

1. The procurement value is the total of the acquisition (including GST) and is to include any contingency, likely variations, or possible extensions.
2. An approved Purchase Requisition and Purchase Order are required prior to committing to the purchase of any goods, services or works.
3. Where the required number of quotations are not requested, or single source is the only or best value option, documented endorsement from the relevant Manager and Director is required **prior** to requesting quotations or committing to the purchase (**Note:** this only applies for goods, services and works with a value less than the Legislated Threshold).
4. Business Rule 3, above, does not apply when:
 - (a) reasonable attempts have been made to obtain the required number of quotations, however, due to lack of market response the required number of quotations has not been received; or Council panels have been utilised and there are not enough suppliers in the category and / or
 - (b) Original Equipment Manufacturer (OEM) parts, maintenance or repairs are determined to be
 - i. the only option, or
 - ii. the best value option in the circumstances.
 - (c) upgrade to existing software – available from this software vendor who sells on a direct basis
 - (d) the vendor is the sole:
 - i. supplier of a patented or licensed product
 - ii. provider of service/maintenance/product
 - (e) the service/commodity is otherwise unique.

On these occasions, approval can be made under Financial Delegation up to a value of \$249,999 incl. GST. In these instances, the justification of the procurement is to be documented in the Purchase Requisition. (Use Form *BSC170: Exemption from Procurement Process Authorisation*)

5. The number of quotations defined in the Procurement Matrix above is the minimum corporate requirement. All approvers of expenditure are entitled to request more than the minimum where they believe value outcomes may not be derived from the minimum number of quotations requested.
6. If goods, services or works are required immediately to prevent damage to persons and/or property, and the requesting quotations will cause unacceptable delays, an emergency purchase order can be generated without the requirement of quotations. In these instances, the details of the emergency must be documented in the justification area of the Purchase



Requisition (**Note:** poor planning does not justify an emergency). Authorisation of emergency purchases will be in accordance with Council's Delegations.

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3. Procurement Process Overview

3.1. Scope

This Procurement Manual applies to all procurement activities, irrespective of estimated value, including:

- (a) general goods and services,
- (b) capital works for construction and improvement of facilities, including:
 - asset and facilities construction, repairs and maintenance,
 - Infrastructure and
 - minor and major capital works.
- (c) Information Communications and Technology (ICT) projects, services and infrastructure,
- (d) professional services and consultants,
- (e) services from agency hire personnel and independent contractors,
- (f) materials, supplies, parts, plant and equipment and
- (g) disposal of material, supplies, plant and equipment.

3.2. Context

The purpose of this Procurement Manual is to assist Council employees to meet the requirements of Council's Procurement Policy and the principles underpinning procurement activities across Council.

This Procurement Manual provides information on managing procurement processes that lead to Council entering a Contract or any arrangement with a supplier(s), including:

- (a) a purchase order made under Council-approved Purchase Order Terms and Conditions,
- (b) a contract based on the Conditions of Contract contained in the Quotation template relevant to the purchase,
- (c) a contract based on the Conditions of Contract related to a tender or quotation process and
- (d) any other Contract or arrangement.

Council employees must ensure the best possible outcome has been achieved considering all relevant issues over the whole of the procurement cycle.

3.3. Adherence to Procurement Processes

All procurement activities must be conducted in accordance with Council's Procurement Policy and the Procurement Principles (section 4, below) of this Procurement Manual.

All procurement activities with a value of less than \$249,999 incl. GST, where there is no corporate procurement contract, must be carried out in accordance with the established thresholds detailed in the Procurement Matrix contained in Section 2.1, above.



4. Procurement Principles

All procurement activities are to comply with Council's statutory obligations and responsibilities, its policies, and procedures, and adhere to the core principles as identified in the Procurement Policy and [Tendering Guidelines for NSW Local Government](#).

Council will support procurement activity by following the core principles and aims set out below.

4.1. Responsible Financial Management

The principle of responsible financial management is noted in section 8B of the *Local Government Act 1993* and must be applied to all procurement activities. Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process, without compromising any of the procurement principles set out in this Policy.

4.2. Probity and Accountability

Council must conduct its procurement activities in a transparent manner which demonstrates probity and accountability. Therefore, procurement activities undertaken by, or on behalf of, Council must be:

- (a) performed ethically, transparently and with fairness to all participants,
- (b) carried out in accordance with the applicable legislation, guidelines, codes, policies and procedures,
- (c) undertaken by Council employees who have the appropriate authority and delegations and are trained to perform their assigned procurement role and
- (d) conducted on a "commercial-in-confidence" basis.

Just as Council conducts its procurement activities ethically, so too, does Council expect its suppliers to do the same. Suppliers may be subject to public scrutiny by bodies as the Independent Commission Against Corruption (ICAC), and equally may be afforded protections under the *Public Interest Disclosure Act 1994*.

Suppliers must not lobby Council, including individual Council Officials, or seek favour/advantage during procurement activities. Canvassing of Council Officials (other than Council's nominated contact employee for the procurement process) at any stage of the procurement process will be deemed an unacceptable practice and will result in the supplier being disqualified from the procurement process.

4.3. Fair and Ethical Dealings

Council will conduct its procurement activities honestly, transparently and in a manner that is fair and equitable to all parties. Therefore, procurement activities undertaken by, or on behalf of, Council must:

- (a) be undertaken with consistent and appropriate documentation and processes to ensure equitable treatment of all parties to the procurement process,
- (b) be free from any conflict of interest that may result in any unfavourable, favourable or preferential treatment,
- (c) ensure impartiality throughout the process, and
- (d) not seek or receive personal gain.



Under Council's Code of Conduct, all Council Officials have an obligation to disclose potential or actual conflicts of interest. Any declared conflict of interest in a Contract must be declared and managed in accordance with Council's Code of Conduct.

4.4. Modern Slavery

"Modern slavery" is defined in the *Modern Slavery Act 2018* as any conduct constituting a modern slavery offence within the meaning of that Act and any conduct involving the use of any form of slavery, servitude or forced labour to exploit children or other persons taking place in the supply chains of organisations.

Council recognises Modern slavery is a serious violation of an individual's dignity and human rights. Exploitative practices including human trafficking, slavery, servitude, forced labour, debt bondage and forced marriage are all considered modern slavery and are serious crimes under Australian law.

Council will not engage with any suppliers engaged in Modern Slavery practices.

4.5. Value for Money

Council seeks Value for Money in all procurement activities. Value for Money is achieved in an open competitive environment in which suppliers can be confident their proposals will be assessed on merit. It does not automatically mean "lowest price", but means selecting the supply of goods, services and works considering both cost and non-cost factors.

The Value for Money assessment includes:

- (a) cost-related factors, including whole-of-life costs and transaction costs (amongst others) associated with acquisition, maintenance and disposal,
- (b) non-cost factors such as fitness for purpose, innovation, quality, risk profile, service, support, Work Health and Safety, community, environment and sustainability requirements,
- (c) contribution to the advancement of Council priorities, especially those set out in Council's Integrated Planning and Reporting ("IP&R") framework,
- (d) purchase price consistent with standard market prices/rates and
- (e) the ability to provide the goods, perform services and/or deliver works to a reasonable level depending on the requirements.

4.6. Sustainable Procurement

Council is committed to taking positive action to minimise the negative impact of the products and services procured and maximising their benefits. This includes minimising unnecessary purchasing and purchasing goods, services and works that contribute to a more sustainable future that is ethical and supportive of fair trade.

Council's procurement practices also aim to apply the principle of Corporate Social Responsibility ("CSR") by taking positive action to demonstrate the Council's commitment to the local community and environment on which its procurement activities impact. Sustainable procurement is conducted through:

- (a) considering the environmental performance of all suppliers and contractors and encouraging them to conduct their operations in an environmentally sensitive manner,



- (b) selecting products/services where possible, that have minimal effect on the depletion of natural resources and biodiversity,
- (c) choosing environmentally preferred "Green" or recycled products and services where there is a value for money proposition,
- (d) purchasing ethically sourced and fair-trade goods and services where appropriate and
- (e) exploring opportunities to engage with social enterprises for the procurement of goods or services which support reinvigorating marginalised communities, underrepresented and disadvantaged people and increase the "social value" of doing business.

4.7. Local Supplier Preference

Council is committed to supporting the local economy and enhancing the capabilities of local business and industry and has included a Local Supplier Preference framework in its Procurement Policy.

To ensure Value for Money is achieved through use of local suppliers and contractors when purchasing, employees shall:

- (a) encourage a 'buy local' culture within the Council, where local providers can meet "best value requirements",
- (b) encourage and support local suppliers to participate in Council business by use of the Council's VendorPanel process and other appropriate processes,
- (c) encourage and support local businesses to adopt suitable Work Health and Safety, Quality Assurance and other processes to meet the Council's procurement requirements,
- (d) ensure, as far as practicable, procurement policies and procedures do not disadvantage local suppliers,
- (e) ensure transparency in Council procurement practices,
- (f) encourage use of local suppliers by contractors, whenever goods, services and/or works have to be sourced from outside the Berrigan Shire and
- (g) apply a Local Supplier Criteria weighting of 5 per cent (%) to all Tenders, up to a maximum concession of \$15,000.



5. Procurement Governance

5.1. Delegations

Procurement of goods, services and works can only be approved by employees holding the relevant delegated authority for the total value of the procurement activity (not the annual value).

Financial delegations also restrict the approving of expenditure to amounts within current budgets, controlled by the employee's business unit, who is approving the expenditure.

5.2. Approvals

Council has adopted a business rule that requires one up approval by a suitably delegated officer, prior to purchasing goods, services or works. In practice, this requires an employee's line manager to approve the procurement. The intent of this is to segregate procurement decisions, facilitate good governance, and minimise the risks associated with procurement decisions. The "one-up" approval also applies to Invoice Approvals.

5.3. Restricted Commodities and Services

There are restrictions placed on the types of goods, services and works employees are permitted to purchase. A list of these commodities and services, along with the relevant Directorate or Business Unit delegated authority is provided below:

Table 3 Restricted Commodities and Services

Commodity/Service	Restriction
Fuel	<p>The purchasing of fuel for council's fleet of motor vehicles, plant and equipment must only be obtained using the Ampol Fuel Card facilities.</p> <p>Exceptions to this are Barooga workplaces, emergency situations and Section 355 Committees with authority to charge fuel purchases back to Council through approved suppliers.</p>
ICT Services and Equipment	<p>Only permitted to be procured by the council ICT service owner in consultation with the Director Corporate Services. This includes:</p> <ul style="list-style-type: none">• software products and subscriptions,• hardware,• laptops, PCs and tablets,• phones and smartphones and• internet, data and phone services.
Legal Services	<p>Only permitted to be procured by the CEO or another employee who holds express delegated authority from the CEO to procure legal services.</p>
Motor Vehicles and Plant	<p>Only to be procured with the approval of the Director Infrastructure. This includes all parts, servicing, repairs, accessories and plant hire.</p>



Stationery and Office Furniture	Only to be procured by the relevant Administration Officer.
Subscriptions	Only permitted to be procured when approved by the employee's Manager. This includes all subscriptions (other than those for ICT software), publications and memberships.

5.4. Order Splitting

Employees must not divide the value of the procurement activity into separate transactions for the purpose of bringing it below the threshold:

- (a) value at which additional quotes are required, or
- (b) value at which a formal quote or other sourcing activity (e.g. open tendering) is required, or
- (c) at which financial delegation limit applies.

This practice is known as "Order Splitting" and it is not permitted. It is considered a serious breach of Council's Procurement Policy, and it is prohibited under the *Tendering Guidelines for NSW Local Government* issued by the Office of Local Government, which state at section 3.1:

"Councils should not invoice, or order split to avoid tendering requirements as such activities would be contrary to the requirements of council's charter under the Local Government Act"

The value of procurement activity must include the total value of the purchase or engagement with a supplier for a specific project. If the value of the procurement activity is likely to increase due to additional required activity (e.g. scope creep), please contact the Finance Unit to seek guidance on the procurement strategy.

5.5. Segregation of Duties

Procurement processes must include appropriate oversight and segregation of duties to avoid end-to-end control by any individual. The employee approving the financial commitment on behalf of council (e.g. signing the Contract or approving the evaluation) must not be the employee who has obtained quotations from the supplier(s) and/or has evaluated the proposals and/or negotiated the Contract.

5.6. Conflicts of Interest

Procurement activities must be conducted in accordance with the council's Code of Conduct. Any conflict of interest should be reported and managed in accordance with the council's Code of Conduct.

All employees involved in a procurement activity are required to declare any potential or perceived conflicts of interest using council's Conflict of Interest Declaration Form.

All members of a Tender Evaluation Panel, as well as any other employees involved in the Tender evaluation or assessment, are required to maintain confidentiality and to disclose any Conflicts of Interest - perceived, potential or actual.

The approving officer, a representative from the Financial Unit or the financial delegate, will decide and approve whether the declared conflict presents an unacceptable risk to the Council and what mitigating actions to pursue.

The *Tendering Guidelines for NSW Local Government*, section 1.4, also deals with conflicts of interest and Council's obligations regarding their management.



5.7. Gifts, Benefits and Hospitality

Employees involved in any procurement activities, from the commencement of the sourcing activity until a Contract has been signed (e.g. tendering activity, post tender negotiation), are prohibited from accepting gifts or hospitality or any other benefits from current or prospective suppliers.

Employees involved in ongoing supplier relationship management, modest hospitality (e.g. token gifts and benefits including free or subsidised meals, beverages or refreshments) associated with business meetings to discuss goods or services may be acceptable, in accordance with the council's Code of Conduct. Such gifts must still be disclosed and reported in accordance with council's Code of Conduct.

Gifts and benefits that have more than a token value including tickets to major sporting events, and free or discounted travel, are prohibited in all cases.

Where there is confusion or difficulties surrounding proffered gifts and/or other benefits, please contact the Finance Unit.

5.8. Recordkeeping

Comprehensive records must be maintained on all acquisition of goods, services, infrastructure and works in accordance with the *State Records Act 1998*.

The *Government Information (Public Access) Act 2009* (GIPA Act) requires Council to publish the relevant details of all Contracts with an estimated value equal to or above \$150,000 incl. GST.

5.9. Confidentiality

It is the responsibility of all parties involved in procurement activity to ensure the confidentiality of all information provided as part of all procurement processes is maintained in perpetuity.

5.10. Risk Management

Procurement activities can expose organisations to extreme risk. There are not only financial risks to consider but environmental, health, safety, product or service suitability or quality, and reputational risks that need to be identified prior to purchase or entering a contract.

Some of the most common risks associated with procurement include:

- WHS risks to employees, contractors and the public,
- environmental damage,
- purchase of a product or service which is not suitable, or is of poor quality,
- reputational damage or public exposure and
- financial impact.

The *Tendering Guidelines for NSW Local Government* specifically require the following to be considered:

- all decisions regarding risk identification, assessment and management should be recorded to ensure an accountability trail,
- a risk register may be developed for works to be undertaken and the procurement and prospective suppliers should be informed of risks the council is aware of in respect to the goods, services or works being purchased.

Council has determined the following circumstances as presenting a high level of risk and therefore, requires more detailed risk analysis and Finance Unit endorsement to proceed:

- all sourcing activities when the estimated value is greater than \$150,000 incl. GST,



- when non-standard contracts are required,
- where there is a potential for extensive community interest,
- where there is a potential for adverse media coverage or political interest and
- where outsourcing of internal services is identified.

Please contact the Finance Unit to seek any further guidance.

5.10.1. Work Health and Safety (WHS)

All procurement activities must be conducted with the highest regard to the safety of workers, residents and the community. In addition to the procedures outlined in this document purchases must adhere to the requirements of the [Work Health and Safety Act 2011](#), [Work Health and Safety Regulation 2017](#), and Council's WHS policies. All procurement activities will require some level of consideration to WHS implications; however, the risk and extent of controls will vary.

Purchasing must consider the hierarchy of control. This requires the purchaser to work through options when purchasing to achieve the best health and safety outcome. Wherever possible, the purchase of a product or service should eliminate a risk. Where this is not possible, the steps of the hierarchy are sequentially followed:

1. Substitution – where a more suitable product or service is purchased in place of a high-risk product or service.
2. Isolation – a purchase is made separates the risk from the user, i.e. a remote-control device.
3. Engineering – purchases are made that are designed to reduce the risk to users, i.e. a new type of equipment that reduces manual handling.
4. Administration – administrative type controls which may include purchasing training programs.
5. PPE – the final but most common is the purchase of PPE. For example, this may accompany the purchase of new equipment where there is a requirement to wear stronger earmuffs.

There are many WHS requirements that must be considered prior to purchase. The type of procurement and level of risk will determine how they are treated and documented. Some considerations that may be applicable prior to purchase or entering a contract, include:

- what safety information needs to be communicated to the supplier, this may include risk assessments and or known hazards,
- what safety documentation are the suppliers required to submit (WHS management system, (Risk Assessments, SWMS, records of training, accreditations, licences and qualifications),
- identifying and consulting with workers who will be affected by the procurement (this might include employees, visitors, delivery people, public and contractors),
- whether worksite induction requirements have been considered,
- whether the designs or specifications consider Safety in Design elements,
- whether suitable storage requirements have been considered,
- whether the purchase poses a risk regarding Chain of Responsibility,
- whether safe maintenance of equipment/plant has been considered,
- whether training, instruction, work practice changes and supervision needs have been considered for this procurement,
- whether any signage requirements have been considered,



- whether licensing requirements, permits to operate or registration of equipment have been considered (if required by legislation),
- whether any potential emergency procedures associated with this procurement have been considered,
- whether the need for personal protective equipment have been considered (such as gloves or glasses) and / or
- whether safe and sustainable disposal of the product have been considered.

5.10.2. Items Subject to Inspection and Testing

There are certain items that are subject to legislated regular inspection and testing. If an item being purchased is identified as requiring inspection and testing it must be purchased through purchase requisition and delivered to one of the Council Stores locations for receiving so relevant registration and identification tags can be applied. Items currently identified as requiring inspection and testing include:

- electrical items,
- lifting slings, chains and apparatus,
- load restraint equipment and
- pressure vessels such as compressors.

5.10.3. Hazardous Chemicals

The purchase of hazardous chemicals poses significant risk to Council. Employees responsible for the purchase of hazardous chemicals are required to complete and document a WHS risk assessment prior to the initial purchase of a hazardous chemical. In addition to a WHS risk assessment the requestor will be required to have the chemical placed onto the Chemical Register prior to initiating purchase of the chemical. This requires the approval of Council's Enterprise Risk Manager.

By law, a Safety Data Sheet (SDS) must be provided with the first delivery of a hazardous substance and at any other time when requested. The SDS must be made available to users and is valid for five years.

Considerations that should be taken prior to purchasing a hazardous chemical for the first time include:

- Are there non-hazardous, or less hazardous, substitutes that can achieve the same result?
- Do workers require additional training in the storage, handling and application of the chemical?
- Are there Safe Work Method Statements and/or Standard Operating Procedures that need to be amended?
- Do we have the capacity and facilities to appropriately store the chemical?
- How will the chemical be disposed of?

Ensure notice of new chemicals purchased is forwarded to the Enterprise Risk Manager for inclusion on Council's Chemical Register.

Ensure prior to purchase that appropriate PPE, spill kits and firefighting equipment are available. Additional items may also need to be purchased.

At receipt, ensure packaging is not damaged, is free from contamination and items are clearly labelled with applicable hazard labelling.

Some chemicals, due to their classification, have limits on quantities that can be purchased. When these quantities are exceeded, they become known as "notifiable quantities", which requires stricter controls and SafeWork NSW notification. Prior to purchasing large quantities, seek guidance from the Enterprise Risk Manager, or from the SDS to ensure specific limits are not breached.



5.10.4. Plant and Equipment

When introducing new equipment into the workplace it can have impacts on personnel, existing working practices and the environment generally. This is a good time to review whether the new item alters known hazards or introduces new ones. In addition to preparing a Standard Operating Procedure (SOP) for new items, existing SOPs may be affected and require revision.

Prior to purchasing plant and equipment, the following must be adhered to:

- large plant items must be accompanied with their own risk assessment from the manufacturer or supplier which will need to be entered into the Plant database
- potential impacts from the purchase of plant and equipment must be assessed with additional controls identified. This may include staff training, noise levels requiring additional control measures, safe garaging/storage, etc,
- all plant must conform to the relevant safety standards and
- new equipment should be added to the register of plant items and details of inspection dates, maintenance schedules, expiry dates of registration, and other relevant information entered into relevant documents.

5.10.5. Office Equipment

Council has a standard office equipment order that meets Australian Standards. However, orders can be made, in consultation with the Administration Officer, the worker and their Manager, to purchase items that meet specific ergonomic or physical demands. These items may require supporting medical documentation prior to purchase.

5.10.6. Personal Protective Equipment (PPE)

Purchases of PPE will be guided by risk assessments, workplace inspections, and other information provided with purchases of plant and equipment and chemicals. All purchases of PPE will comply with Australian Standards.

5.10.7. Environmental Considerations

Consideration should be given to energy and water conservation and waste minimisation when selecting and purchasing new equipment and consumables.

Environmental assessment must include evaluation of the product, any emissions, wastes or disposal requirements, and if any Environment Protection Authority (EPA) licenses or approval is required.

In particular, Council promotes the purchase of:

- products which cause minimal or no environmental damage during normal use or maintenance,
- electrical equipment that has high energy efficiency ratings,
- equipment which uses water, does so in an efficient manner,
- products which are non-toxic, minimally toxic and biodegradable and
- products that promote the use of recycled materials.

5.11. Quality

Quality is a vitally important aspect throughout each stage of the purchasing process. Broadly it can be defined as procuring something which is fit for purpose however, in terms of Council's procurement



processes; it is also about ensuring each stage of the process is completed in accordance with procedures and in an ethical and responsible manner.

In purchasing terms, quality can cover attributes such as reliability, performance, standard of workmanship, conformance of design and economic and perceived value.

When determining what product or service to purchase, it is important suppliers understand what Council's requirements are, and that the purchased product or service meets the exact specifications as requested.

Where goods or services are required to meet a specific level of quality, the quality or level of standard must be clearly identified in the purchasing documentation. These levels of quality may include:

- requiring suppliers to demonstrate they have quality management systems in place,
- specific regulations,
- specific professional or trade qualifications and
- the required development of project-specific quality plans.

It is the responsibility of the person making the purchase to specify the method(s) of assuring quality appropriate to the goods or services being purchased. For high-risk purchases such as tendered contract works it may be necessary to ensure contractors have an accredited quality system; for low risk items the method for assuring quality can be as simple as inspection upon delivery to confirm compliance with the requirements on the purchase order.

5.12. Emergency Purchases

An emergency is a situation that poses an immediate risk to health, life, property or environment. Most emergencies require urgent intervention to prevent a worsening of the situation. In some situations, mitigation may not be possible, and Council may only be able to offer care for the aftermath. In order to be defined as an emergency, the incident should be one of the following:

- Immediately threatening to life, health, property or environment.
- Have already caused loss of life, health detriments, property and or environmental damage.
- Have a high probability of escalating to cause immediate danger to life, health, property or environment.
- Need to be implemented immediately to prevent unacceptable delays.
- Declared by the Local Emergency Management Committee (LEMC).

Note: poor planning is **not** an emergency.

Emergency purchases are exempt from Council quotation thresholds and requirements for tendering under section 55(3) of the *Local Government Act 1993*.



6. Locating the Goods, Services or Works required

6.1. Council Stores

Most of the regularly used products and materials required for your day-to-day work activities are available from Council stores. Items in stores comply with organisational requirements and have been subjected to a competitive process, hence they offer good value.

6.2. In-House Services

Council's preference is to use its own capable, competent and committed employees in providing services, prior to sourcing external suppliers. If you are unsure of what services can be provided internally, please talk to your Manager in the first instance or contact the Finance Unit.

The *Local Government Act 1993* and *Local Government (General) Regulation 2021* set out specific requirements for Contracts involving the provision of services where those services are, at the time of entering the contract, being provided by employees of the council, including:

- staff consultation and tabling at a consultative committee meeting prior to release to market,
- open tendering requirements apply for contracts with an estimated value \geq \$150,000 incl. GST and
- a resolution of the Council is required to acceptance of tenders to provide services currently provided by members of staff of the council.

6.3. Corporate Contracts

Corporate Contracts are established by Council to aggregate and leverage purchasing requirements and intern result in cost savings, risk mitigation and increased efficiencies for Council and Suppliers. Corporate contracts are usually established following an open market approach or through a selective tender process from a prescribed agency contract and will have a contract manager assigned.

If a corporate contract is available goods, services or works can be purchased directly from the selected supplier. There are variants of corporate contracts (such as a ranked panel or panel) that may require the requesting of quotations from the panel. If you are unsure, please contact Finance Unit.

6.4. Corporate Supplier Lists

Corporate supplier lists are panels of pre-approved suppliers or prequalified contractors established for regularly used commodities and services. There are advantages to procuring from Corporate Supplier Lists as an agreement has already been negotiated with the suppliers, including agreed terms and conditions and minimum insurance levels. In some cases, such as Prequalified Contractors the suppliers have been through a WHS and Environmental Management assessment and vetting process prior to being made active on the panel.

Employees can seek Quotes in accordance with this Procurement Manual and Financial Delegations. Corporate Supplier Lists are managed and maintained by the Finance Unit and in most cases each contract engagement cannot exceed \$249,999 incl. GST.

Corporate Supplier Lists are maintained within our eSourcing tool, VendorPanel, and the prequalified contractors register.



6.4.1. Prequalified Contractors Register

Prequalified Contractors are Contractors who have been through a WHS and Environmental Management assessment and vetting process prior to being engaged. The vetting processes includes:

- review of the contractors WHS Systems against the relevant requirements in the *Work Health and Safety Regulations 2017*
- confirmation the contractor meets Council's minimum insurance requirements:
 - workers compensation insurance policy that covers all employees working on Council assets, and
 - public liability insurance minimum of \$20 million and
- the contractor holds current trade specific licences and or qualifications applicable to the category or industry discipline.

The register contains over 40 business types and 400 suppliers. If the business type or category is listed in the register, the prequalified contractors within the relevant category **MUST** be used.

6.5. External Supplier Lists

The Finance Unit may consider the use of other panel arrangements or other supplier arrangement schemes set up by third parties if there is one in place that matches Council's requirements.

These third parties may include but are not limited to the following:

- Local Government Procurement (LGP), a business arm of Local Government NSW,
- NSW Government (e.g. NSWBuy),
- Commonwealth Government, and / or
- Procurement Australia, previously known as MAPS Group Limited.

When using third party contracts, the terms and conditions associated with the specific contract must be followed. Instructions can be found in the relevant contracts' "buyers guide" associated with the contract, generally located on the third party's website. If wishing to use these contracts, you must first consult with the Finance Unit.

6.6. Engaging the Market

If the goods, services or works cannot be sourced via the above listed methods you will be required to approach the market to source a supplier. There are several options available regarding sourcing new suppliers, the most appropriate method will be determined by; the value of the contract, type and availability of the commodity or services and risks associated with the procurement.



7. Simple Procurements (Up to \$20,000 incl. GST)

Simple procurements are often referred to as Tactical Procurement and are generally for low value, low risk “off the shelf” products or services that require little planning or analysis. Simple purchases are generally below \$20,000 incl. GST in value and are made under purchase order terms and conditions.

If the goods or services are not available from an existing Corporate Contract Arrangements or ERP catalogue, quotations are required in accordance with the Quotation thresholds listed in this document (refer to the Procurement Matrix).

7.1. Obtaining Quotations under \$20,000

All Quotes up to \$20,000 incl. GST in estimated value that are low value low risk are considered simple purchases. The process documentation for low or medium risk quotes under \$20,000 incl. GST may be generated by the Business Owner using standard Procurement templates.

Generally, quotes with an estimated value less than \$20,000 incl. GST are requested from Corporate Supplier Lists and are awarded based on the Lowest Cost Compliant Offer method. If additional criteria are being considered, evaluation criteria and weightings must be established and documented prior to requesting quotes.

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8. Planning Complex Procurements (\$20,001 and Over incl. GST)

While planning might take time initially, it inevitably saves time in the long run and makes it easier to manage the contract. This stage involves consulting stakeholders to define Council's need, assessing the supply market and defining the best procurement strategy consistent with Council's legislative framework.

Planning can be informal and take only a few hours for a simple procurement or be much more formalised and take up to a few months for high risk/high value procurement.

Key considerations for the planning phase include:

- budget and financial considerations,
- identification and engagement with stakeholders,
- scope or requirements development,
- contract risk management (Financial, WHS, ENV, Regulatory, Reputation),
- commercial terms,
- market analysis and sourcing strategy,
- selection of evaluation criteria and weightings and
- consideration of external consultants and probity advisor.

The form *BSC171 Procurement Plan* is a useful template to support the development of a procurement plan.

Council officers **must** use the pre-procurement checklist (BSC???) for all complex procurements.

8.1. Estimated Costs, Budget and Financial Considerations

It is important estimates are well informed and as accurate as possible as the estimated Contract Award value will drive procurement strategies. The total Contract Award Value of the procurement can be the total estimated one-off all-inclusive Contract value, or the 'Whole-of-Life' costs (including maintenance, training, consumables, spare parts etc.) and should include all possible extensions, provisional sums and be inclusive of GST.

Once estimated values are determined it is essential funding sources are identified, and budgets established and approved. Council is unable to proceed with the procurement if available budget cannot be confirmed.

8.2. Stakeholder Identification and Engagement

To ensure best possible outcomes are achieved through procurement, relevant stakeholders need to be engaged early. Stakeholders may include:

- staff who may be involved in this procurement activity, have input into the specifications or operation of the proposed Contract, or be otherwise impacted by this proposed Contract,
- community groups, individual members of the public, sporting groups, chambers of commerce or other special interest groups and
- current or perspective suppliers who may affect or provide beneficial input to the procurement.



8.3. Scope or Requirements Development

A well-developed scope outlines and defines in detail what it is that you're looking for from your procurement activity. Not only does it communicate to your suppliers what you want – it ensures Council has a clear idea of this too.

A clear and precise procurement scope of works saves time, money, enables like for like evaluations and can reduce likelihood of variations once the contract is established. Rather than relying on your suppliers to correctly guess what you want, you can ensure everyone inside and out of Council is on the same page, with no disagreement about what is to be delivered.

The level of detail within your scope will be dependent on the complexity of the procurement activity. For regularly available, off the shelf products or services, the scope may be as simple as a 1- or 2-line description and be communicated via Purchase Order, however for complex and bespoke procurement projects a more detailed and comprehensive scope will be required.

8.4. Commercial Terms

During the planning phase of a complex procurement the business owner is required to consider the commercial terms applicable to the contract. In most cases Council has established minimum requirements contained in our Standard Contract Terms and Conditions.

However, there are specific requirements generally applicable when sourcing Construction or Professional services contracts. Outlined below are some of the key commercial terms to be considered during the planning phase.

8.4.1. Contract templates

Council may use a standard external template for Construction or Professional services contracts. These may include:

- Minor Works MW21-LG (Local Government)
- AS4000-1997 General Conditions of Contract
- AS4122-2010 – General Conditions of Contract for Consultants

The choice of contract shall be made by the Business Owner in consultation with the Procurement Unit.

8.4.2. Level of Insurance

Although Council has some minimum requirements regarding Public Liability (\$20 million) and Workers Compensation (as required by law) the requirements will be dependent on the scale and nature of the contract.

It is the responsibility of the person acquiring the goods, services or works to determine an appropriate level of insurance coverage. Values can be increased, and other types of insurance added, however Manager (minimum) approval is required to decrease or remove Council's minimum requirements. If doing so, please engage with Council's Enterprise Risk Manager in the first instance.

8.4.3. Contract Security

Security is applicable in many construction contracts. The purpose of security is to provide the principal (council) with protection if the contractor or subcontractor fails to fulfil its obligations or defaults in some way on the contract. Council can recoup losses due to default.



Council holds security in the form of Bank Guarantees. Although security can be offered in other forms, such as cash retention or insurance bonds; Council’s preferred option is Bank Guarantee. Procurement Unit approval is required to accept other forms of security.

The business owner is responsible for ensuring appropriate levels of security are applied to construction contracts. Generally, security is not requested on contracts with an estimated value less than \$500,000 unless deemed high risk.

8.4.4. Liquidated Damages

Liquidated Damages (LDs) are applicable in many construction contracts in which the parties seek protection from delays. The purpose of LDs is to cover uninsured risk inherent with a delay caused by the Contractor that leaves Council significantly ‘out of pocket’ in terms of lost revenue and continued expense. The estimate for liquidated damages must be recorded and disclosed in the draft contract.

The value must be a reasonable estimate of costs borne by the Principal (Council) if the contract is delayed. Generally, LDs will only be applied to construction contracts with an estimated value greater than \$500,000 or if the risk of services under the contract not being completed on time is so high that a level of LDs is required.

When applied, the estimate for LDs must be recorded in the Contract folder prior to going to the market and must be a reasonable estimate of costs borne by the Principal if the contract is delayed. Failure to properly consider and document LD values may affect the ability to claim against them during the contract management stage.

8.5. Market Analysis and Sourcing Strategy

Council may use a variety of procurement strategies and approaches to the market, sometimes in a staged process, and appropriate to the desired outcome. The sourcing strategy or approach to market will be dependent on the market of the commodity or service you require i.e. for an off the shelf product with a competitive market a selective RFQ may be appropriate, however for a bespoke service with a limited supply market an Open Tender or EOI process may achieve better results.

When planning a Contract, consideration will be given to the following approaches to market:

Table 4 Sourcing Strategies

Sourcing strategy	Description
Call for Registration (CFR)	An approach to market used by the Council to seek the details of potential suppliers who are interested in participating in an upcoming tender process.
Expression of Interest (EOI)	<p>Used primarily to determine the market's ability or desire to meet the Council's procurement need following which the Council may collect additional information to make procurement decisions.</p> <p>An EOI is usually used to shortlist capable suppliers for a select Tender process as detailed at clause 166 (b) of the <i>Local Government (General) Regulation 2021</i>.</p> <p>An EOI is not an invitation to bid, is not binding on either party, does not contain pricing, and is usually followed by a selective RFT or RFP based on a more detailed specification.</p>



Sourcing strategy	Description
Request for Information (RFI)	Commonly used on major procurements usually to establish market capability particularly if Council's requirements could potentially be met through several alternate means. An RFI is not an invitation to bid and is not binding on either party.
Request for Proposal (RFP)	Used where the Council clearly understands its business needs but does not have defined details of the solution. This approach is often used for the procurement of Professional Services or as part of Information and Communication Technology projects.
Request for Quotation (RFQ)	Used when detailed specifications of the required goods or service are known, and competitive bids are to be evaluated predominantly on price.
Request for Tender (RFT)	Used when the Council is seeking potential suppliers for a scope of work that is known and has been designed and specified in detail. An RFT is often used for building and construction works. Evaluation is based on price and a range of technical factors.

8.6. Probity Advice

Council may require probity advisors be used for high profile, complex or high value procurement projects, where it is decided in collaboration between the Business Owner and the Finance Unit.

As part of the Contract Planning process consideration will be given as to whether internal or external probity advice and oversight is required for the conduct of the sourcing process (e.g. EOI and/or RFT).

Generally, where project values exceed \$5 million and/or where there is the potential for extensive community interest, media coverage, political interest, or other high-risk factors it is strongly recommended external probity advice be engaged.

A probity advisor will provide advice during a procurement activity to ensure fair and transparent process and no one supplier is given an unfair advantage over another. The probity advisor should have no authority or decision-making power in the procurement activity. The procurement decision rests with the relevant employee who will be accountable for the outcome (or for evaluating or approving delegate).



9. Quotations

9.1. Pre-Approval of Expenditure

Purchases should only be made within the delegated authority of the purchaser or be pre-approved by a duly authorised delegate in accordance with their delegated authority.

Council staff who make purchases or approve expenditure on behalf of the Council must do so from an approved source of funds and within available budgets. Any staff member who incurs expenditure beyond or without an approved source of funds, is accountable for that expenditure and may be in breach of their financial delegation and / or the Code of Conduct.

9.2. Quotation Thresholds

Whilst the use of pre-approved contracts via Local Government Procurement is encouraged, wherever this is not possible, a competitive quotation process will be conducted for the procurement of all goods and services valued up to \$249,999 incl. GST to ensure the Council obtains best Value for Money, consistent with the Procurement Policy.

9.3. Existing supply relationships

Procurement of some goods and services will be covered by Council's existing supply relationships which have been established on a qualified basis. In such instances, quotations must be obtained from these suppliers unless an exemption is granted.

9.4. Exemptions to Quotations

Certain circumstances may justify or necessitate an exemption to the Council's quotation procedures such as:

- existing contractual arrangements for the same or similar goods and services,
- functional, technical, logistic and/or geographic requirements,
- alternative procurement methods offer better value for money and/or lower cost, risk and complexity, and/or
- there is a sole supplier in the market.

An exemption to quotation may be approved by the appropriate Director, or Chief Executive Officer, provided there is adequate documentation to support the request. (Use Form *BSC170: Exemption from Procurement Process Authorisation*)

9.5. Obtaining Quotations

A detailed specification must be prepared prior to obtaining quotations for goods or services valued over \$50,000. The specification must clearly describe the goods or services being procured, and the requirements for the purchase.

The specification must be clear to:

- enable suppliers to formulate true pricing,
- enable assessment of tendered proposals,
- ensure the accurate delivery of the specified supplies and services and
- form the basis of the contract agreement.



The specification should:

- state the requirements clearly, concisely, logically and unambiguously,
- contain enough information for suppliers to decide and cost the goods, services or works they will offer,
- state the selection criteria for the output to be evaluated against defined criteria by examination, trial, test and documentation,
- state the criteria for acceptance of the contractor by examination, trial, test or documentation,
- include performance criteria,
- specify timing requirements – start, finish, duration, occurrence,
- indicate any obligations such as use of existing agency resources – work space, data, equipment,
- contain only essential features or characteristics of the requirements,
- not over-specify requirements,
- provide the opportunity for all tenderers to offer a product which satisfies the needs of Council, including alternative technical solutions and
- include sketches, diagrams, tables and attachments where relevant.

Where appropriate, VendorPanel will be used for request for quotations. This allows Council to access its pre-qualified contractors and preferred suppliers. Where VendorPanel is not utilised, a hard copy of the specifications will be forwarded to the suppliers.

Information to potential suppliers may include:

- a description of the goods and services to be procured,
- detailed specifications as required,
- quantity (units or hours as applicable),
- contact details for the relevant area,
- delivery time or other requirements, and / or
- point of delivery or performance as required.
- terms and conditions of the contract

Quotation documentation must be written so it does not unduly limit the range of potential suppliers. In instances where an exemption to quotation has been approved, the functional specification criteria must still be sufficiently detailed to confirm the quotation meets the Council's requirements and offers best value for money.

9.6. Communication during the Quotation process

Communications during the quotation process will be handled with due regard for probity. All potential suppliers will receive the same information and time for a response, and no single supplier will be given a potentially unfair advantage. This includes clarifications on any aspect of the quotation unless there are reasons relating to confidentiality or intellectual property.

9.7. Evaluating quotes

All tenders shall be considered in a fair and equitable manner taking into account the nominated evaluation criteria, the weightings and the relative scores and merits of each tender. Where a large number of submissions are received, the assessor may elect to shortlist prior to undertaking a detailed evaluation.



Each quote will be discussed and evaluated against the criteria, with a score determined. A record of the evaluation process, including all scores must be kept.

9.8. Negotiations during the Quotation process

Negotiations will be undertaken to achieve an agreement that is fair, durable, meets the needs of both parties and maintains or improves the relationship between the parties. The Council will not attempt to lower the price by negotiating or trading between shortlisted or recommended suppliers.

9.9. Approval of Recommended Supplier

Council reserves the right to accept a quotation other than the lowest submitted and in such cases, the reasons will be clearly documented. Preference to a particular supplier will reflect the objectives clearly defined in Council's policies.

9.10. Unsuccessful Suppliers

Unsuccessful suppliers or contractors will be advised of the outcome of the quotation process, and advised, if requested, of the successful supplier/contractor.

9.11. Information and Privacy

Any requests for quotations will include a statement re the *Government Information (Public Access) Act 2009* (GIPA Act) and public access rights to information.

Council will protect confidential information and other private information unless the public interest test in the GIPA applies.



10. Contractors and Preferred Suppliers

When Council staff arrange works to be performed by contractors, in addition to providing best value, additional information may be requested to ensure the contractor can be used.

This information can include:

- Certificate of Currency of Public Liability insurance to a minimum value of \$20 million,
- Certificate of Currency of Professional Indemnity insurance to a value relevant to the nature of the work,
- Certificate of Currency of Workers Compensation insurance where the contractor employs staff,
- Certificate of Currency of Commercial Motor Vehicle Insurance where the contracted service includes the use of plant,
- evidence of an established Work Health and Safety Management system,
- evidence of appropriate licenses, qualifications, etc.,
- information demonstrating legislative compliance such as conformance to Australian Standards, supply of Safety Data Sheets, etc. and
- due diligence checks which include feedback on performance through other organisations, solvency, legal capacity, etc.

Where staff are satisfied with the standard of work performed and the return on investment, and all appropriate information has been provided, contractors can be included on Council's database of local preferred suppliers.

Employees must use preferred suppliers wherever possible.

10.1. VendorPanel

The VendorPanel system is a transparent web portal by which Local Government customers can either purchase direct from a schedule of rates contract or obtain quotes from Local Government Procurement qualified based contracts. It also allows Council to manage their local preferred panel of suppliers.

Council has a designated Administrator who is responsible for the co-ordination of the VendorPanel system.

10.1.1. Establishing the Local Preferred Suppliers List

Local suppliers will be added to the list as required. The list is updated on a regular basis, based on information received, supplier responses to Council requests and historical performance.

Suppliers of different goods and services are invited to register their information on VendorPanel. This involves providing information regarding the business and contact information as well as uploading the required documentation. Suppliers are expected to do this independently of the Council Administrator. If they experience any problems or require assistance, they are to contact VendorPanel who will guide them through the process.

10.1.2. Request for Quotes

Prequalified Suppliers

Council may utilise the VendorPanel software to obtain quotes from an approved panel of contractors from a range of LGP contracts. Because LGP have conducted a full tender process in establishing their



contracts, the Administrator just submits a Request for Quote (RFQ). When submitting an RFQ, the following rules apply:

- Keep it simple, it is a quotation not a tender.
- Obtain three or more quotes where possible to ensure market competition.
- Verify the status of contractor's insurances.
- Do not attach Council's terms and conditions, LGP has already established these.
- Where additional terms and conditions are required, approval from LGP must be sought.

Local Suppliers

Staff with delegated authority will contact and provide the Administrator with detailed information on a work request, or a goods and/or services request. The Administrator will create the request on the VendorPanel system and invite suppliers from the Preferred Suppliers List to respond with quotes by a due date.

The Administrator will print off the received responses and forward to the appropriate staff member to accept a quote.

Unless responding to urgent or emergency situations, suppliers who are not on the Preferred Suppliers List will not be used.

10.1.3. Responding to a Quote

Following a decision on the successful quote, the Administrator will forward an email to the successful supplier and works/goods/services will then be co-ordinated by the appropriate staff member. The Administrator will send emails to those suppliers who responded to the request and were unsuccessful. Notes will be made on all supplier's records.

10.2. Preferred Supplier Arrangements

Council has a number of "preferred supplier arrangements" for which a collective competitive tender has already been undertaken and agreed rates and conditions negotiated. Suppliers under these arrangements have been identified and selected in accordance with Council policies and procedures. Purchases can be made under the terms of the preferred supplier arrangement without requirement to seek competitive quotations.

Where a preferred supplier arrangement exists, staff are directed to use a supplier from this arrangement unless they can demonstrate council will achieve better value for money from an alternative supplier.

10.3. Project Delivery Method

The Director responsible for the project will determine whether the project is to be delivered by Council staff, contract or a mixture of both. The Director will develop the required contracts for a specific project or service agreement.

10.4. Contract Management

Where contracts have been awarded, Council will appoint a Contract Superintendent. The Contract Superintendent will be responsible for ensuring the contract is executed, performance monitored and at the completion, evaluated.



10.5. Project Management

Council projects may include roadworks or other construction works and involve the appointment of contractors to complete the identified works. To ensure a project is completed to Council requirements, Council will appoint a Project Manager and develop a Project Management Plan.

The Project Manager is responsible for co-ordinating contractors, ensuring all relevant documentation is collated and communicated, and on-site rules are documented and adhered to. The Project Manager is also responsible for addressing any concerns.

10.5.1. Project Management Plans

The Project Management Plan (PMP) outlines all the elements and documents required for a specific project. Items covered include:

- Site Plan
- Scope of Works
- Budgets/Job Number Allocation
- Organisational Responsibility
- Purchasing Plan
- Contractor Management
- Induction and Training
- Site Risk Assessment and Tool Box Meetings
- First Aid
- Inspection and Testing
- Hold Points
- Specification Standards
- Plant, Equipment and Facilities
- Construction Program
- Work Health and Safety Management Plan
- Safe Work Method Statements
- Standard Operating Procedures
- Environmental Management Plan
- Traffic Control Plans
- Survey Plans
- Materials List
- B 4 U Dig Plans
- Checklists and Forms

Copies of the PMP are available on site and with relevant Managers.

10.6. Supplier Performance

Performance monitoring is encouraged by all staff who use external Suppliers for goods and/or services.

Effective performance monitoring should provide the Responsible Officer with a timely warning if the Supplier is having difficulty in meeting the terms of the contract or the agreed performance standards (which include quality, environmental and work health and safety practices). Prompt action must be taken if monitoring reveals Supplier performance does not meet the agreed standards. Early intervention may prevent a potential problem from escalating into a dispute; it also protects Council's best value objective.

Suppliers should be made aware of any shortcomings in their performance as soon as they occur. It is important Council staff or Responsible Officers do not accept a practice of continuing supplier default or tolerate small performance problems, as these problems typically escalate, and the supplier has often formed an expectation, based on your previous dealings, that these will also be tolerated.

For most performance problems, particularly for more serious or recurring problems, Suppliers should be given a formal warning their current level of performance is not satisfactory, an explanation of why this is the case and details as to what changes are required in order to meet the performance expectations. This enables performance issues to be identified clearly and addressed by all parties and



provides an opportunity for the Supplier to improve performance to a satisfactory level before more serious actions are taken.

Feedback on a Supplier's performance is a vital part of the contractor management process. It provides valuable information so a Supplier Profile can be developed, and Council staff can feel confident when they elect to use a particular Supplier.

Any criticisms or positive reinforcements with a Supplier should be forwarded to the VendorPanel Administrator who will include this feedback on the Supplier Profile.

10.7. Contractor Payments

Most Suppliers will be straightforward and paid on invoice through Council's Accounts Payable processes.

Where a contract specifies progress payments are to be made to a supplier, the Contractor Supervisor must put in place a process to ensure progress targets, as per the project management plan are met, sub-contractors have been paid and variations have been approved before authorising any payment.

The Finance Unit must keep a progressive record of all payments made under the contract and the amount yet to be paid.

Where the contract allows for a retention, the retention is to be deducted from the progress payments made throughout the contract period until the retention sum is reached – unless otherwise specified in the contract.

The retention is not to be released to the contractor until the Contract Supervisor is satisfied the contract terms have been met – or otherwise directed under law.



11. Tender and Prequalified Contracts

The purpose of these procedures is to provide a framework that guides staff through the supplier selection and tender evaluation process to ensure a consistent and transparent approach towards achieving best value for Council.

When deciding upon contracted services which exceed \$250,000 incl. GST, a decision will be made to either utilise prequalified contracts or call for tenders.

In accordance with Council's Procurement Policy, the tender process is to be followed for:

- the purchase of either goods or services which cost more than \$250,000 incl. GST,
- projects which are expected to cost more than \$250,000 incl. GST,
- other purchases where there is a statutory obligation to seek tenders and
- other purchases where a tender process is considered the best option to ensure probity.

11.1. Probity Plan

For complex or sensitive tenders, the Business Owner should prepare a probity plan.

A probity plan ensures accountability throughout the procurement process, maintains public sector integrity, ensures compliance with relevant procedures, and ensures that all offers are evaluated against the same criteria.

The probity plan may be developed alongside the Evaluation Plan and can be combined where appropriate. Council will provide a template for use.

The tender assessment panel should not prepare the probity plan or the evaluation plan. However, the chair of the panel may be part of the group that develops one or both of these plans.

Where a probity plan is required, it must be endorsed and approved by one of the following

- the Director of the relevant directorate responsible for the outcomes of the procurement process,
- the Deputy Chief Executive Officer, or
- the Chief Executive Officer.

11.2. Tender Document

The Tender Document is prepared by the appropriate Business Owner using standard templates and reviewed and approved by the appropriate Director.

The Tender Document should address the:

- specific conditions for participation,
- information and documents suppliers are to submit,
- inclusion of the option to adopt Council's WHS Small Contractor Pack in the absence of a documented WHS system,
- nature, scope and the quantity of goods and services required including outputs required for services or the functional and performance requirements for goods,
- specific criteria to be used in the evaluation of responses and detail the evaluation process,
- importance given to different criteria,
- the scope of financial information required from the supplier,



- technical specifications wherever appropriate in terms of performance and functional requirements rather than design or descriptive characteristics,
- environmental factors,
- project contact person and the arrangements for receiving relevant information which may include briefing sessions and dissemination of additional information, procedures for submitting questions, arrangements for site visits or notification of changes to tender procedures and
- tender delivery/submission/lodgement instructions.

11.3. Advertising and Lodgement of Tenders

Where Council is undertaking an open tender process, the *Local Government Act 1993* requires open tenders are publicly advertised via a Council website, or any other manner considered necessary, to bring it to the attention of persons who may be interested in tendering for the proposed contract.

If considered appropriate, the Finance Unit may also require open tenders be advertised via a local, regional or metropolitan newspaper.

Suppliers will be offered the minimum statutory timeframe required to lodge their tenders, or longer, if deemed necessary by the appropriate Director during the development of the tender document.

Lodgement will occur via e-tendering however Council may choose to accept hardcopy tenders. Lodgement requirements will be clearly stipulated in the tender document.

Tenders will only be received if lodged in accordance with the instructions outlined in the tender document, including the specified closing date.

11.4. Pre-Tender Submission Discussion/Information

On occasion it may be necessary for Council to issue an addendum to the tender documents. The addendum will usually involve significant changes or clarification and will be issued prior to the closing date. For all contractors to bid on the same tender package, addenda must be used to ensure all bidders receive written notification of changes or clarifications made during the tender call period.

It is critical to ensure that if one contractor is provided information on a change or clarification to the tender, all other contractors receive the same information and all are bidding on identical information.

A pre-tender meeting may also be conducted if deemed necessary. Such a meeting permits the explanation or clarification of complicated specifications and requirements to interested bidders.

Pre-tender meetings guarantee the benefits of full and free competition by clarifying possible points of confusion on requirements so all potential bidders may submit tenders on equal footing with equal understanding. Attendance at pre-tender meetings will be mandatory.

11.5. Evaluation Plan

An evaluation plan must be developed and approved prior to opening tenders. The evaluation plan must be approved by either the Procurement Officer, Deputy CEO or CEO.



The evaluation and probity report cannot be developed by the tender assessment panel, though it may include the chair of the panel.

11.6. Opening of Tenders

On close of tenders, tenders will be downloaded, or where the tender box has been utilised, the tender box shall be secured to prevent the unauthorised lodgement of late tenders.

A minimum of two Council staff shall participate in the opening and recording of the tenders received.

The staff shall endorse the cover of each tender and the page(s) on which the tender sum appears with a date stamp and each of their personal signatures.

The name of each tenderer and the value (where known) of their tender shall be recorded and consecutively numbered as opened. Every effort shall be made to retain those materials relevant to the consideration of the tender, including the envelope and any packaging which might include proof of receipt and or dispatch.

A list will be prepared specifying the names of the tenderers in alphabetical order and will be posted for public display, on the noticeboard in the Council reception area.

11.7. Late Tenders

Tenders received after the closing time will not be considered with the tenderer notified by letter, and any hardcopy documents returned and unopened where possible.

Under no circumstances will late tenders be made available to the Tender Evaluation Panel.

11.8. Tender Evaluation Panel

The Tender Evaluation Panel shall be determined and approved by the Chief Executive Officer, who will also appoint a Chairperson. A minimum of three members must be appointed to the panel

Each member of the Tender Evaluation Panel will be formally notified of the date and time of the evaluation process. Staff assigned to the Tender Evaluation Panel must disclose any interests or dealings which could be construed as potentially influencing their independent judgement in carrying out their assigned duties.

The Chairperson is responsible for managing the evaluation and decision-making process, and:

- ensures panel members are aware of their responsibilities, including confidentiality,
- ensures the security of the documentation,
- ensures timely decision making,
- manages communication between the panel and other interested parties,
- ensures due diligence checks have been performed on all tenderers,
- provides the panel with the documentation they require to assess the tender responses and
- prepares the final recommendation report.

11.9. Tender Evaluation

Before the tenders are evaluated, all panel members must complete a confidentiality deed and conflict of interest declaration as per the requirements of these procedures.

All tenders shall be considered in a fair and equitable manner taking into account the nominated evaluation criteria, the weightings and the relative scores and merits of each tender. Where a large



number of submissions are received, the panel may elect to shortlist prior to undertaking a detailed evaluation.

Panel members are encouraged to participate in the discussion and evaluation process and are invited to put forward views based on their experience and knowledge. Each tender will be discussed and evaluated against the criteria, with a score determined. The outcomes of each evaluation shall be logged by the Chairperson on the "Tender Submission Evaluation" form for each tenderer and signed off by each panel member on conclusion of the evaluation process.

On completion of the evaluation for each tender, the Chairperson shall transfer the **Total Score** for each tender to the "Tender Evaluation Report" form. The panel shall review the Tender Evaluation Report and determine an outcome, i.e. select a preferred tenderer for recommendation to Council.

Where the outcome remains unclear, or members of the panel express doubts about the outcome, the panel shall shortlist the highest scoring candidates and reassess the short listed tenders. If an outcome is still in doubt, or the panel is not satisfied an appropriate result has been achieved, the panel may opt to apply additional criteria and reassess the short listed submissions until an outcome becomes clear. A majority decision by the panel is required to conclude the evaluation and recommend an outcome.

GATE 1

Having due regard to the cost of the process, the effects of delaying an outcome and the standard of tenders received, the panel may choose to recommend no contract be awarded.

Should the panel as a whole, or any individual members of the panel, at any time harbour reservations or concerns in regard to either the process, or the likely or actual outcome of the process, they shall immediately bring their concerns to the attention of the Chief Executive Officer or Department Director. All concerns and actions taken by the panel must be fully recorded and filed.

11.10. Tender Evaluation Criteria

The list of selection criteria is generated using the specifications to measure which suppliers can best meet the requirements. The different criteria should be weighted.

The evaluation criteria and weightings shall be as specified in the tender specifications and remain fixed once published in the specification.

11.10.1. Mandatory criteria

Mandatory factors are 'pass' or 'fail' hurdle requirements. If a respondent does not meet or have the mandatory criteria, then the submission cannot proceed past this first point of evaluation.

The threshold to pass this stage needs to be transparent and definitive. The types of items that can be mandatory criteria include:

- Insurance cover e.g. professional indemnity and/or public liability
- Work health and safety compliance*
- Approvals, registrations or standards such as Quality Assurance accreditation (e.g. ISO 9001)
- Certifications, professional registration or memberships
- Capacity or availability



11.10.2. Comparative criteria

Comparative criteria provide ways for tenders to be measured and differentiated. They are factors that can be compared to a benchmark standard and given a value score or rating.

It is important to get the right balance of targeted criteria - enough to give respondents an opportunity to outline their case and the right ones for council to be confident that its procurement requirements are understood and can be met.

There are two categories of comparative criteria and they have distinctive ways of being evaluated:

- Commercial (price or value for money)
- Technical (non-price or qualitative)

11.10.3. Technical criteria

Technical criteria provide an opportunity for tenderers to demonstrate how they propose to meet the specifications and to be scored on their responses. This is the stage at which tenderers can be shortlisted.

Types of criteria include:

- Understanding of the requirement/s
- Previous performance
- Experience and/or capability of tenderer and their personnel
- Organisational and financial capability and capacity
- Innovation offered
- Delivery timing
- Quality
- Workplace health and safety management practices and performance
- Workplace and Industrial Relations management practices and performance
- Environmental Management practices and performance
- Community Relations practices and performance
- Value adding components - economic, social and environmental.
- Development initiatives
- Conformity with tender requirements.

GATE 2

An example of an evaluation table for technical criteria is shown below. The specific criteria will vary depending on the nature of the procurement. This table should be prepared and agreed before the tender evaluation process.

Experience and Capability of Firm						
Score	10	8	6	4	2	0
	Indicates extensive Tenderer experience in 3 similar relevant projects. Exceptional experience has been	Indicates experience on 3 similar relevant projects. Experience has been well	Indicates experience on 3 similar relevant projects. Experience has been	Indicates experience on 2 similar relevant projects. Experience is limited and offer	Indicates experience on a minimum of 1 similar relevant project. Offer is difficult to assess	Fails to indicate any similar relevant experience.



	demonstrated and the offer has little or no risk	demonstrated and the offer has little risk.	demonstrated and the offer has acceptable risk	has some element of risk.	against the criteria and is high risk.	
Key Project Personnel Experience						
Score	10	8	6	4	2	0
	Nominated key personnel have extensive demonstrated experience on similar projects and superior relevant skills. Nominated personnel do hold desired accreditations to satisfy requirements.	Nominated key personnel with excellent demonstrated experience on similar projects with relevant project skills. Nominated personnel do hold desired accreditations to satisfy requirements.	Nominated key personnel with well demonstrated experience on similar projects and good project skills. Nominated personnel do hold desired accreditations to satisfy requirements.	Nominated key personnel with sufficient demonstrated experience on similar projects and acceptable project skills. Nominated personnel do hold desired accreditations to satisfy requirements.	Nominated key personnel with minimal demonstrated experience on similar projects. Nominated personnel do hold desired accreditations to satisfy requirements.	Tenderer has failed to provide adequate evidence to satisfy the criteria. Nominated personnel do not hold desired accreditations to satisfy requirements
Understanding of Tender Requirements						
Score	10	8	6	4	2	0
	Tenderer has provided a highly detailed, very well-supported response that demonstrates a thorough understanding of the criteria and client needs.	Tenderer has provided a detailed, well-supported response that demonstrates a thorough understanding of the criteria and client needs.	Tenderer has provided sufficient detail to demonstrate satisfactory understanding of the criteria and client needs.	Tenderer has provided sufficient detail to demonstrate satisfactory understanding of the criteria, but does not engender confidence in understanding the client needs.	Tenderer has attempted to provide some evidence to satisfy the criteria, but evidence is not adequate to engender confidence in understanding the client needs.	Tenderer has failed to provide any evidence to satisfy the criteria.



11.10.4. Weighting criteria

Weighting evaluation criteria helps to identify their relative importance. This allows for a more comprehensive evaluation process in which priorities are clearly identified. The detail can help to ascertain the best tender solution. It also strengthens the probity and equity framework by adding a layer to the evaluation process.

The weightings of the Commercial (Price) and Technical (non-Price) is the first thing to be determined.

Commercial Criteria (Value for Money)



This relates to the pricing proposal of the tender. It can include:

- Whole-of-life costs including capital, operational and disposal costs
- Lump sum pricing
- Schedule of rates.

The evaluation of the commercial criteria can be more complex than scoring the technical criteria.

Council must consider the total cost of ownership or whole of life cost to make an informed assessment of the combined Value for Money proposition. This means considering factors like ongoing administration or maintenance costs.

It is essential that the request documents and the evaluation methodology include the full range of costs to be considered.

Commercial Criteria (Value for Money)

The Weighted Criteria Scoring Method involves a comparative assessment and ranking of tenders typically against a range of both 'price' and 'non-price' evaluation criteria. Tenders are evaluated for quality before price is considered. Price is considered last, so as not to impact or influence evaluation of the other components.

This model is considered appropriate where optimal Value for Money is anticipated to be influenced by a mix of price and non-price factors.

The Weighted Criteria Scoring Method requires in the first instance, the determination of the weighting for the price and non-price components.

The Weighted Criteria Scoring Method requires in the first instance, the determination of the weighting for the price and non-price components. An example of this might be –

- Price (or commercial criteria) = 40%
- Non Price (or technical criteria) = 60%

In the above example, 40% of the calculated price score and 60% of the non-price score are added together to determine each tenders total weighted score

Note: Price must not be weighted less than 30% of the total weighted score of a tender without express approval from the Chief Executive Officer.

Normalising price

To normalise and score price across submissions received, the panel must use the following calculation:

$$S = \frac{LTP}{TP} \times W$$

Where:

S – Price score



LTP – Lowest Tender Price – the lowest total price tendered by a proponent across the total pool of conforming tender submissions.

TP – Tender Price – the total price of the specific submission being scored.

W – Weighting – the weighting (as a percentage) assigned to the price criterion.

An example is shown below:

	Bidder A	Bidder B	Bidder C
Price	\$97,680	\$74,685	\$82,327
Lowest price / each tenderer's price (e.g. \$74,685/97,680 = 0.76)	0.76	1.00	0.91
Price weighting – 30%	22.8%	30%	27.3%

Where the pricing received is not in the form a lump sum total, a like-for-like calculation of the total cost of a mix of goods and/or services can be used to determine the 'price' for the purposes of scoring the pricing aspect of the tender. This is sometimes known as a 'basket of goods' approach to calculating price.

A template scoring sheet, along with a completed example, is attached to this procedure.

11.11. Evaluation activities

11.11.1. Receipt and screening

Once the tender has closed all submissions must be registered and opened in accordance with council's policies and procedures. This is the point at which to check if submissions conform to requirements. Submissions will be screened to identify which tenders meet the mandatory criteria and can proceed to the next stage.

11.11.2. Alternative offers

Sometimes suppliers may submit alternative tenders with differing proposals to meet the specifications. This can be a way to encourage innovative responses to meet council's requirements.

A tender should always state if alternative submissions are invited.

Alternative offers should be evaluated at the same time as conforming submissions.

Any offer that fails to meet mandatory requirements is non-conforming and should be eliminated from further consideration.

11.11.3. Clarification of Submissions

Sometimes a bid may lack clarity or there is an inconsistency or contradiction that needs to be explained by the tenderer before the team can proceed to evaluate.

It's important to take care at this stage to maintain probity and equity standards. There can be no advantage gained by the tenderer if they are approached to clarify.

A clarification should not be confused with a 'Bid Repair' that would give the tenderer an unfair opportunity to update their submission after closing.



Requests for clarifications, and the responses, must be in writing. Focus entirely on the item(s) requiring clarification and the format for response. Do not divulge any evaluation information or feedback.

Any departures to the tender documents should be noted for consideration during evaluation.

11.11.4. Evaluation of Technical Criteria

The evaluation process should be undertaken in stages:

1. Panel members use methodology to individually assess the submissions. They each provide a quantitative score and appropriate supporting qualitative information on their assessment.
2. The chair then leads the panel in a consensus scoring exercise.

Should the panel be unable to reach consensus the most common option is for an average of the individual scores to be calculated and applied to determine the decision.

11.11.5. Evaluation of Commercial Criteria

Scoring will be undertaken in accordance with the method outlined in the Tender Evaluation Plan i.e. normalising or lowest conforming price models.

11.11.6. Identification of Preferred Proponent

The aim of the evaluation process is to identify a clear-cut leading proponent. However, under certain circumstances if there are multiple tenders whose scores are closely grouped a shortlist might be developed for further evaluation in a round of negotiations or a Best and Final Offer process (BAFO).

The Tender Evaluation Plan must detail that Council reserves the right to enter into negotiations or complete a BAFO process to inform the decision making.

Following the negotiation stage, Council should then ensure that all commercial, technical and contractual matters are finalised for the development of the contract documents. Once this is completed the Tender Evaluation Report can be finalised.

11.12. Confidentiality

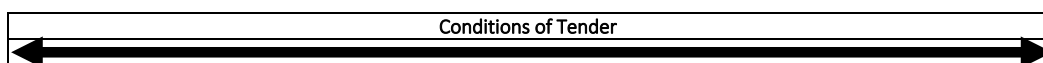
In accordance with Council’s Code of Conduct, all staff and Councillors are prohibited from divulging any information or considerations relevant to the evaluation of tenders, as any unauthorised release of confidential information may adversely affect the integrity of the tender process.

Throughout the tender assessment period all enquiries should be directed to the designated Chairperson of the assessment panel.

All tender submissions, the associated assessment materials and notes shall remain the confidential property of the Council and shall be secured in the relevant Contract file.

11.13. Non-conforming Tenders

Some tenders may be received and upon assessment and evaluation, are lacking in required information. These can be considered by the Tender Evaluation Panel as either minor or major issues. The following table is designed to act as a guide to assist the panel in understanding the concepts of compliance and conformance in tender responses.





<p>No issues: If a tender has been lodged on time and all the required documents are properly completed, then you would say that it has no compliance issues and it is thus fully conforming to the Conditions of Tender.</p>	<p>Minor issues: If a tender has been lodged on time and contains most of the required documents properly completed, or if it contains all the required documents, but perhaps there might be a small amount of non-crucial information missing, or some obvious but not critical errors, then you might say that it has some minor compliance issues and would be considered to be partially conforming to the Conditions of Tender. You would then consider seeking clarifications and/or corrections and subject to the tenderer's response, you may be able to receive and consider those as allowable amendments to the original submission. The situation would be one of partial conformance potentially resulting in a fully conforming tender provided the amendments are allowed.</p>	<p>Major issues: If a tender has been lodged on time but is perhaps missing the pricing schedule, or perhaps missing a number of the required documents, or perhaps the documents have a poor level of completion, or perhaps there is a lot of required information missing, or the forms are not properly completed, then you would say that it has major compliance issues and it is thus non-conforming to the Conditions of Tender.</p> <p>Inevitably, this would lead to rejection of the tender without any further evaluation taking place.</p>
Specification		
<p>No issues: If a tender has been lodged on time and it fully meets all requirements of the Specification, then you would say that it has no compliance issues and it is thus fully conforming to the Specification.</p>	<p>Minor issues: If a tender has been lodged on time and contains most of the requirements of the Specification, then you might say that it has some minor compliance issues and would be considered partially conforming to the Specification. Depending on the non-compliances, you may then consider seeking clarifications and subject to the tenderer's response, you will then determine the net effect of the situation. The situation would be one of partial conformance and acceptability of the goods or services would need to be assessed.</p>	<p>Major issues: If a tender has been lodged on time but does not match many of the Specification requirements, then you would say that it has major compliance issues and it is thus non-conforming to the Specification.</p> <p>This represents an "alternate" tender and would not normally be allowed to be considered unless a separate fully complying tender had also been received from the same tenderer or unless alternate tenders were specifically mentioned as being allowed in the Conditions of Tender.</p>
Conditions of Contract		
<p>No issues: If a tender has been lodged and the tenderer fully accepts all the principle's proposed terms and conditions of contract, then you would say that it has no compliance issues and it is thus fully conforming to the Conditions of Contract.</p>	<p>Minor issues: If a tender has been lodged but the tenderer indicates it is not willing to accept a small number of the principle's proposed terms and conditions of contract or perhaps seeks to have changed working in a small number of terms and conditions, then you would say that it has some non-compliance issues and it is thus partially conforming to the Conditions of Contract. You need to determine whether you would allow the changes or whether you would wish to negotiate the final wording.</p>	<p>Major issues: If a tender has been lodged but the tenderer is not willing to accept a large number or most of the principle's proposed terms and conditions, then you would say that it has major compliance issues and it is thus non-conforming to the Conditions of Contract. It would presumably be rejected.</p>

11.14. Due Diligence Checks

Following the evaluation, due diligence checks will be conducted on the preferred tenderer. These checks will include:

- company search on the ASIC database and
- credit check

Where the due diligence checks reveal adverse results, the preferred tenderer will be contacted and given an opportunity to clarify the results and provide further supporting information.

Results of the due diligence checks and supporting information will be disseminated to the Tender Evaluation Panel, a further meeting convened and further evaluation conducted. The Panel will



decide, either to continue with the recommendation to appoint the original tenderer, or to appoint a new tenderer.

All information from the due diligence checks and supporting information will be included in the Tender Report to Council.

11.15. Tender Report

On conclusion of each tender assessment, the Chairperson of the evaluation panel shall be responsible for the preparation of a confidential Tender Report to formally record the outcome of the tender evaluation process.

The recommendation made in the Tender Report shall be presented to Council for consideration.

A Tender report template is provided (refer Appendices) which contains all necessary information considered mandatory to the requirements of the Contract, including:

- a short description of the Contract,
- the nature of the tendering arrangement,
- the names of the (contracted) parties,
- the date and term of the (proposed) Contract,
- the date and place of publication of public notice calling for tenders or expressions of interest or the names of tenderers (invited from expressions of interest) and date of invitation,
- the names of all tenderers received and if any late tenders were received,
- the closing date for submission of tenders,
- the tender evaluation criteria and each tenderer's ranking as assessed against each criteria,
- the names of persons forming the evaluation panel,
- a clear recommendation, including justification (evidence) for the recommendation, especially if the lowest priced tender was not recommended,
- the estimated value of contract for the present and future financial years and
- comparison to budget allowance for services/goods.

For simple contracts (i.e. single supply quotations of low value), the report need only be brief provided the evidence for the recommendation is clear.

All documentation should be stored in the appropriate Contract file.

11.16. Feedback to Successful and Unsuccessful Tenderers

Following Council adoption of contract recommendations in the Tender Report, and signed contracts by the successful tenderer, formal written notification will be sent to unsuccessful tenderers advising them of their unsuccessful bid.

If an unsuccessful tenderer requests a debriefing, the Chairperson of the Panel should provide feedback in terms of the tenderer's performance against the RFT evaluation criteria (but not in comparison to the successful tenderer) in a structured and formal manner.

In accordance with the *Government Information (Public Access) Act 2009*, the name and address of the successful contractor, duration of the contract, tendered amount, method of tendering, criteria of



tender evaluation and any provisions, will be included on the Contracts Register and posted on Council's website.

Council will protect confidential information and other private information unless the public interest test in the GIPA Act applies.

11.17. Prequalified Contracts Procedures

Under Section 55 of the *Local Government Act 1993* and Part 7 of the *Local Government (General) Regulation 2021*, and with the express approval of the CEO, Council is able to utilise NSW Procurement and Local Government Procurement (LGP) to access contracts and prequalified suppliers without the need to go through the tender process.

11.17.1. Prepared brief

The appropriate Business Owner will prepare a brief and specification outlining what is required for the goods or services to be purchased. This will be approved by the relevant Director and forwarded onto the VendorPanel Administrator to arrange for quotes and information from the contacts listed on the NSW Procurement or LGP systems.

11.17.2. Evaluation panel

On receipt of the requested information, the Director will arrange an Evaluation Panel to assess the information using the same evaluation documents as used in the Tender Evaluation process.

As the contracts are prequalified, only price and quality criteria are used to assess the successful supplier.

11.17.3. Council report

On completion of the evaluation process, a report will be prepared for Council as an information report only. The prequalified nature of the contracts eliminates the need to obtain a Council resolution to use the successful supplier.

As a minimum, the report will include:

- the rationale behind selecting the successful supplier,
- the estimated value of contract for the present and future financial years and
- comparison to budget allowance for services/goods.

The evaluation report must be attached as an appendix to the report.

11.17.4. Feedback to successful and unsuccessful suppliers

Upon notification, the VendorPanel Administrator will notify the successful supplier and the unsuccessful suppliers through the NSW Procurement and LGP systems.

11.18. Contract Development

All successful tenderers must have a contract prepared and signed before they may be engaged to undertake any works for council.

The contract may use a terms and conditions template such as

- Minor Works MW21-LG (Local Government)



- AS4000-1997 General Conditions of Contract
- AS4122-2010 – General Conditions of Contract for Consultants

The contract must also include the request for tender documents and the tender submission as the foundation documents on which the contract is based.

DRAFT



BSC STRATEGIC PLAN FOR WATER AND SEWERAGE SERVICES

PROJECT PLAN

The development of a Strategic Plan for all water and sewerage services in the Berrigan Shire Council townships of Barooga, Tocumwal, Finley and Berrigan that complies with the Regulatory and Assurance Framework, July 2022.

Prepared by: [Adelaide McLeod](#)



Project Plan
Strategic Plan for water and sewerage services

Revision	Type	Date
A	Draft	24/02/2025
B	First review	27/02/2025
0	For Internal Stakeholder endorsement	28/02/2025
1	Revised risk register	05/03/2025
2	Approved version	12/03/2025



Project Plan
Strategic Plan for water and sewerage services

1. Introduction

On 1 July, 2022, NSW Department of Planning and Environment (DCCEEW) implemented a new framework for local water utilities in NSW.

The framework known as the Regulatory and Assurance Framework, sets a new standard that local water utilities must manage their water and sewer services to ensure safe, secure, sustainable and affordable water and sewerage services for healthy and resilient communities, businesses and the environment, now and into the future.

As a result, Berrigan Shire Council have engaged NSW Public Works Authority (PWA) to submit a proposal to develop a Strategic Plan for all water and sewerage services in the townships of Barooga, Tocumwal, Finley and Berrigan.

The project will be part funded by Berrigan Shire Council and part funded by The Public Works Authority (PWA). PWA will find 60% of the project costs, Berrigan Shire Council to fund the remaining 40%.

This project management plan outlines the project's objectives, scope, stakeholder engagement, timeline, risk assessment, and communication strategies to ensure successful project execution.

2. Project Overview

The project aims to develop a strategic plan for all water and sewerage services in the Berrigan Shire Council's townships of Barooga, Tocumwal, Finley and Berrigan.

The strategic plan will address the requirements of DCCEEW's Regulatory and Assurance Framework, ensuring the Berrigan Shire Council have a safe, compliant and fit for purpose strategy for the management of water and sewerage services.

3. Objectives

To develop a Strategic Plan for Berrigan Shire's water and sewerage services that complies with DCCEEW's Regulatory and Assurance Framework (July 2022) objectives, which are to ensure:

- safe and secure drinking water supply to protect public health and the environment, and to support economic development and liveability
- effective sewerage services to protect public health and the environment, and to support economic development and liveability
- services that meet customer and community needs, expectations, and preferences
- financially sustainable water utilities with efficient and affordable pricing for services.

4. Scope

The scope of work for the Strategic Plan for water and sewerage services is to address the following required outcomes from the Regulatory Assurance Framework to a reasonable standard:

- Understanding service needs
- Understanding water security
- Understanding system capacity, capability and efficiency
- Understanding water quality
- Understanding environmental impacts
- Understanding other key risks and challenges



Project Plan

Strategic Plan for water and sewerage services

- Understanding solutions to deliver services
- Understanding resourcing needs
- Understanding revenue sources
- Make and implement sound strategic decisions
- Implement sound pricing and prudent financial management

5. Stakeholder Management Plan

Stakeholder Identification

- Internal Stakeholders:
 - Berrigan Shire Council
- External Stakeholders:
 - Local Residents
 - Public Works Authority (PWA)
 - DCCEEW

Stakeholder Engagement Strategies

- Communication:
 - Regular project updates on BSC Website.
 - Informal stakeholder's in advance on their input required
- Consultation:
 - Seek feedback from stakeholders on key project scope including level of service, options and potential financial scenarios.
- Partnerships:
 - Collaborate with local organizations, departments, contractors and the Shire Council for shared goals.
- Conflict Resolution:
 - Proactively address any concerns through dialogue and mediation.

6. Timeline

- Phase 1: Project Initiation (3 months)
 - Project Administration
 - Information gathering and review
- Phase 2: Issues Paper (5 months)
 - Population Analysis
 - Water demand and sewer load analysis
 - Hydraulic modelling of water supply schemes
 - Hydraulic modelling of sewer networks
 - Performance assessments
 - Baseline asset renewable plan
 - Prepare issues paper
- Phase 3: Options Assessment (3 months)
 - Proof of concepts
 - Consolidated options assessment report

Commented [AM1]: I've made a few changes but is this usually pretty standard?

Commented [GG2R1]: That's good



Project Plan
Strategic Plan for water and sewerage services

- Presentation of options
- Phase 4: Scenario Analysis (3 months)
 - Formulation of scenarios
 - Baseline financial modelling
 - Financial scenario modelling
 - Scenario Analysis report
 - Presentation of scenarios

Phases	Expected Timeline
Phase 1	Mar 2025 – May 2025
Phase 2	Apr 2025 – Aug 2025
Phase 3	Jul 2025 – Oct 2025
Phase 4	Nov 2025 – Jan 2026
Phase 5	TBC

7. Project Budget

Item No.	Description	Estimate
1	Project Overheads:	
1.1	Project Management	\$20,000
1.2	Project Services: legal, engagement, procurement	\$20,000
1.3	Contingency	\$10,000
2	Strategic Plan	
2.1	Proposal	\$740,700
2.2	Contingency (10%)	\$74,070
3	Provisional Items	
3.1	Preparation of Drought and Emergency Response Contingency Plan	\$15,100
3.2	Allowance of up to 3 additional workshops at Council office to present the scenarios/strategy (\$13,000/workshop)	\$39,000
3.3	Review of pricing options	\$9,800
3.4	Update of the water and sewerage tariff structure for the adopted pricing option	\$14,000
3.5	Update DSP documentation	\$17,500
Total		\$960,170

Commented [AM3]: Is there a fifth phase for BSC to update their asset management plans, financial projections, asset registers etc. Or is that a separate project/internal KPI/objective.

Commented [GG4R3]: There coming to us with Scenarios for Council to consider and adopt

Commented [AM5R3]: Ok no worries. I will leave as is for now.

Commented [AM6]: Thoughts on rates here and have I missed anything?

Commented [GG7R6]: Looks good

Commented [AM8R6]: I'll just add approx. 5% for Project Overheads for now.

Commented [AM9]: Do you want to break this down to match the proposal or keep it rolled up?

Commented [GG10R9]: This is fine at this stage

Commented [AM11]: Do you know if you will be likely to accept any of these. E.g. which do you want to include in the budget?

Commented [GG12R11]: Want to capture all (a lot of this budget will be for me to consider for 25/26



Project Plan
Strategic Plan for water and sewerage services

8. Risk Assessment

Water/Sewer Project Risk Assessment											
Hazard	The Risk: What can happen and how can it happen	Location of Risk	Risk Type	Consequence	Likelihood	L/hood Rating	Cons. Rating	Level of Risk	Risk Priority	Suggested Control Measures	Responsibility
Inadequate data	Project delay due to inadequate asset data resulting in a loss of funding and increased strain on Council funds.	Water and Sewer system/ Berrigan Shire residents	Financial	Level 4	Likely	B	4	21	High	Comprehensive data collection and verification. Established budgets and strategy. Monthly project meetings to track schedule and budget.	Project Manager
Inaccurate data	Inaccurate data resulting in an inability to meet project objectives and community needs	Water and Sewer System/ Berrigan Shire residents	Built environment	Level 3	Possible	C	3	14	High	Comprehensive data collection and verification. Extensive study into community need and population growth. Monthly project meetings to track schedule and scope of works/objectives.	Project Manager
Lack of contractors/suppliers	Project delay due to contractor/supplier unavailability	Water and Sewer System/ Berrigan Shire residents	Community Social & Cultural/ Government/ Reputation and Media	Level 3	Possible	C	3	14	High	Contractor assessment/screening and inclusion on preferred suppliers list. Procurement planning and supplier engagement. Contingency plans in place.	Procurement Team
Budget overruns	Poor budgeting forecasts result in overruns and project scope reduction.	Water and Sewer System/ Berrigan Shire residents	Financial	Level 2	Possible	C	2	8	Medium	Established budgets and comprehensive financial forecasting. Contingency plans in place.	Project Manager/ Finance Team



Project Plan
Strategic Plan for water and sewerage services

Water/Sewer Project Risk Assessment											
Hazard	The Risk: What can happen and how can it happen	Location of Risk	Risk Type	Consequence	Likelihood	L/hood Rating	Cons. Rating	Level of Risk	Risk Priority	Suggested Control Measures	Responsibility
Unidentified risks	Throughout project implementation, unknown risks around quality, service, non-compliance and/or financial risks are discovered, threatening completion.	Water and Sewer System/ Berrigan Shire residents	Governance	Level 5	Unlikely	D	5	19	High	Comprehensive risk assessment utilising historical data collection and future forecasts. Contingency plans in place. Ongoing risk assessments and risk reporting at project meetings. Plans in place to respond to any project anomalies.	Project Manager



Project Plan
Strategic Plan for water and sewerage services

9. Communication Management Plan

Objectives

- Keep stakeholders informed and engaged throughout the project.
- Ensure transparency and open dialogue with community members.
- Manage expectations and address concerns promptly.

Communication Plan

- Internal Communication:
 - Weekly project team meetings to review progress.
 - Email updates to stakeholders on key milestones and issues.
 - Collaboration tools for document sharing and progress tracking.
- External Communication:
 - Public announcements via on site communication and social media.
 - Daily community liaison with Property owners for updates and feedback.
 - Promote project milestones.
- Feedback Mechanisms:
 - Email and phone hotlines for inquiries and issue reporting.

10. Project Benefits

- Strategic Plan for water and sewerage services that complies with DCCEEW's Regulatory and Assurance Framework.
- BSC can make confident, informed decisions regarding their water and sewerage services
- Improved level of service for water and sewerage services
- Confidence in financial projections for water and sewerage services
- Confidence in risks associated with water and sewerage services

Commented [AM13]: Is this section fairly standard for BSC projects or do we need to edit. What type of projects trigger the need for a Community Engagement Plan?

Commented [GG14R13]: I give this a bit of thought

Commented [KE15R13]: Maybe talk with Keelan and see the level of engagement. I think we need to speak quite a bit with the community. It is clear from comments on socials etc that there is a gap between the service council currently provides (i.e. potable water) and what is expected (consistent and higher water pressure). We will need good conversations with the community for them to understand how much providing pressure will cost them for example.

Commented [AM16R13]: Good point. I'll send this to Keelan for comment.

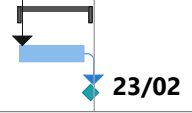


Program - Berrigan Shire Council Strategic Planning for Water & Sewer																						
ID	Task Name	Start	Finish	Predecessors	Feb '25	Mar '25	Apr '25	May '25	Jun '25	Jul '25	Aug '25	Sep '25	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26	May '26	Jun '26	
					W-4	W-1	W3	W6	W9	W12	W15	W18	W21	W24	W27	W30	W33	W36	W39	W42	W45	
1	Project initiation	Mon 10/03/25	Fri 30/05/25																			
2	Administrative requirements	Mon 10/03/25	Fri 21/03/25																			
3	Information gathering at Council office - Stage 1	Mon 24/03/25	Fri 28/03/25	2																		
4	Review of information gathered	Mon 31/03/25	Fri 18/04/25	3																		
5	Information gathering at Council office - Stage 2	Mon 5/05/25	Fri 9/05/25	4FS+10 days																		
6	Review of information gathered	Mon 12/05/25	Fri 30/05/25	5																		
7	Issues Paper	Mon 21/04/25	Fri 29/08/25																			
8	Population analysis	Mon 21/04/25	Fri 30/05/25	4,6FF																		
9	Water demand and sewer load analysis	Mon 21/04/25	Fri 13/06/25	4,8FF,6FF																		
10	Hydraulic modelling of water supply schemes	Mon 12/05/25	Fri 18/07/25																			
11	Barooga and Tocumwal	Mon 12/05/25	Fri 18/07/25	6FF,5																		
12	Berrigan and Finley	Mon 12/05/25	Fri 18/07/25	4,5																		
13	Hydraulic modelling of sewer networks	Mon 12/05/25	Fri 18/07/25																			
14	Barooga	Mon 12/05/25	Fri 18/07/25	6FF,5																		
15	Tocumwal	Mon 12/05/25	Fri 18/07/25	6FF,5																		
16	Performance assessment of water supply schemes	Mon 5/05/25	Fri 13/06/25	4FS+10 days																		
17	Capacity and performance assessment of Berrigan and Finley STP	Mon 2/06/25	Fri 27/06/25	8																		
18	Baseline asset renewable plan	Mon 21/04/25	Fri 20/06/25																			
19	Review of Council's asset registers	Mon 21/04/25	Fri 2/05/25	4																		
20	Condition assessment of aboveground assets	Mon 19/05/25	Fri 23/05/25	19FS+10 days																		
21	preparation of asset renewal plan	Mon 9/06/25	Fri 20/06/25	20FS+10 days																		
22	Prepare Issues Paper	Mon 14/07/25	Fri 29/08/25																			
23	Draft Issues Paper for Council & DCCEEW review	Mon 14/07/25	Fri 8/08/25	8,9,10FS-5 days,1																		
24	Workshop to present Issues Paper	Fri 22/08/25	Fri 22/08/25	23FS+10 days																		
25	Final Issues Paper	Mon 25/08/25	Fri 29/08/25	24																		
26	Options assessment	Mon 21/07/25	Fri 31/10/25																			
27	Potable and non-potable water supply schemes (from hydraulic model)	Mon 21/07/25	Fri 15/08/25	11,12																		
28	Barooga and Tocumwal sewerage schemes	Mon 21/07/25	Fri 15/08/25	14,15																		
29	Proof of Concept for Barooga and Tocumwal STPs	Mon 25/08/25	Fri 3/10/25	24																		
30	Proof of Concept for WTPs	Mon 25/08/25	Fri 3/10/25	24																		
31	Consolidated Options assessment report	Mon 6/10/25	Fri 17/10/25	30																		
32	Presentation of Options	Fri 31/10/25	Fri 31/10/25	31FS+10 days																		
33	Scenario Analysis	Mon 3/11/25	Fri 30/01/26																			
34	Formulation of scenarios	Mon 3/11/25	Fri 21/11/25	32																		
35	Baseline financial modelling & First Cut DC	Mon 3/11/25	Fri 12/12/25	32,21																		
36	Financial modelling for Scenarios	Mon 15/12/25	Fri 19/12/25	34,35																		
37	End of year break	Mon 22/12/25	Fri 9/01/26	36																		
38	Scenario Analysis report	Mon 12/01/26	Fri 16/01/26	37																		
39	Presentation of Scenarios	Fri 30/01/26	Fri 30/01/26	38FS+10 days																		



Program - Berrigan Shire Council Strategic Planning for Water & Sewer

ID	Task Name	Start	Finish	Predecessors	2025												2026							
					Feb '25	Mar '25	Apr '25	May '25	Jun '25	Jul '25	Aug '25	Sep '25	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26					
					W-4	W-1	W3	W6	W9	W12	W15	W18	W21	W24	W27	W30	W33	W36	W39	W42	W45	W48	W51	W54
40	IWCM Strategy	Mon 2/02/25	Mon 23/02/25																					
41	Draft IWCM Strategy	Mon 2/02/26	Fri 20/02/26	39																				
42	Issue Draft IWCM Strategy	Mon 23/02/26	Mon 23/02/26	41																				



Project: Berrigan IWWCM Strat Date: Tue 18/02/25	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			



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Proposal Strategic Planning Water supply and sewerage services

Proposal Number: FY20231641

Prepared for: Berrigan Shire Council

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Document control

Version	Author(s)	Reviewer	Approved for issue	
			Name	Date
1.0 Draft	Glenn Fernandes	Jennifer Blaikie	Glenn Fernandes	25/10/2024
2.0 Final Draft – incorporating comments from Council and DCCEEW – email from Vageesh dated 17/12/2024	Glenn Fernandes		Glenn Fernandes	30/01/2025
3.0 Final incorporating comments received from Council email from Vageesh dated 13/02/2025	Glenn Fernandes		Glenn Fernandes	14/02/2025

Glenn Fernandes, Director Water Resources Management

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Executive summary

Berrigan Shire Council (BSC) has requested a quotation for strategic planning for Council's water supply and sewerage services.

NSW Public Works (NSWPW) is pleased to provide this proposal to Council. The benefits to Council from engaging NSWPW for this study are:

- NSWPW has extensive experience in Strategic Planning for Local Water Utilities. We have completed the Strategic Planning for the Hay, Wingecarribee, Queanbeyan-Palerang Regional, Muswellbrook, Singleton, Temora and Lockhart Shire, and Hilltops Councils. We are also working with many Councils delivering the strategic planning under the new Regulatory and Assurance Framework.
- We have a long history of close interactions and working relationships with government agencies, particularly the Department of Climate Change Energy Environment and Water (DCCEEW). NSWPW has a clear understanding of the expectations from and requirements for the Strategic Planning study, including the requirements set out in the July 2022 Regulatory and Assurance Framework for local water utilities.



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- The strength of NSWPW is in its ‘team of experts’. Whilst we have a core planning team experienced in Strategic Planning, we also have access to technical experts with experience in the design, operation and maintenance of dams, water and sewage transport, treatment systems and storm water. We can draw on this expertise when assessing the current systems to identify issues and evaluate options.
- NSWPW is not focused on maximising profits, and as a Government Agency, is in a unique position to provide genuine impartial advice.

We look forward to working with Berrigan Shire Council to develop a Strategic Plan for Council’s water supply and sewerage services.



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1 Project understanding

1.1 Background

Berrigan Shire Council (BSC) has invited NSW Public Works (NSWPW) to submit a proposal for the preparation of a Strategic Plan for their water and sewer business. NSWPW is pleased to submit this proposal.

This proposal should be read in conjunction with our proposal submitted to Council for the '72-hour composite sampling, performance and capacity assessment of the Barooga and Tocumwal sewage treatment plants' dated 10/09/2024 addressed to Vageesh Nonavinakere.

1.2 Water supply and sewerage schemes

The water supply and sewerage services provided in the Shire, are listed in Table 1. There are no unserviced villages in the Shire.

Table 1: Water supply and sewerage services in the Shire

Town/Village	Water supply scheme	Sewerage scheme
Barooga	Dual water supply scheme. Source from the Murray River. Dissolved air flotation water treatment process with two trains, each having a capacity of 1 ML/d.	Comprises nine (9) sewage pumping stations (SPS) pumping to an oxidation pond-based treatment plant. The effluent is evaporated.
Berrigan	Dual water supply scheme. Supplied from the Murray Irrigation Canal to two winter ponds treated at a WTP with a conventional treatment process. Sludge lagoons for wastewater management.	Trickling filter sewage treatment plant. Effluent stored in ponds and used for irrigation of the golf course.
Finley	Dual water supply scheme Source – Murrumbidgee Irrigation Channel Winter storages New WTP – 1ML/d	Comprises 8 SPS with one SPS pumping to the Trickling Filter STP. Effluent used to irrigate the golf course with excess effluent being discharged to the drainage channel.
Tocumwal	Source – Extraction from the Murray River Water treatment plant (WTP) – 7ML/d Dissolved air flotation (DAF) plant	Comprises seventeen (17) SPS with one SPS pumping to a Trickling Filter sewage treatment plant (STP). The effluent mixes with stormwater and is reused for irrigating the golf course.



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1.3 Key Known issues

A discussion will be held at the start-up meeting with internal Council stakeholders to identify and confirm issues and identify any new or emerging issues.

Water supply schemes

- The Barooga water treatment plant requires an upgrade due to age and condition and potentially to service growth
- The Berrigan water treatment plant requires an upgrade to provide automation for operation, monitoring and control.
- Renewal of water mains for the Berrigan water supply scheme
- Finley raw water intake is old and can only extract 1.8ML/d despite having a capacity of 5ML/d.
- Renewal of water mains for the Finley water supply scheme
- Raw water intake at Tocumwal requires renewal

Sewerage schemes

- The Barooga sewage treatment plant requires an upgrade due to age and condition and potentially to service growth
- Renewal of sewer mains at Berrigan
- Maturation pond at Finley STP may be at capacity
- Tocumwal STP requires upgrading due to age and may require capacity augmentation to service future growth

1.4 Scope of work

A new Regulatory and Assurance Framework for local water utilities was developed in implemented from July 1, 2022. While DCCEEW sets expectations for the outcomes that strategic planning needs to achieve to be effective and evidence-based, utilities can decide what approach to take to meet them. For effective, evidence-based strategic planning to occur, DCCEEW expects it to achieve the following outcomes to a reasonable standard:

- Understanding service needs
- Understanding water security
- Understanding system capacity, capability and efficiency
- Understanding water quality
- Understanding environmental impacts
- Understanding other key risks and challenges
- Understanding solutions to deliver services



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- Understanding resourcing needs
- Understanding revenue sources
- Make and implement sound strategic decisions
- Implement sound pricing and prudent financial management

The process of preparing a Strategic Plan, proposed by NSW Public Works, is shown in Figure 1-1. The Figure also shows the relative length of each task in the whole process.



Figure 1-1: Process for the preparation of a Strategic Plan

Our methodology, based on the above process, is developed to address the outcomes of the RAF to a reasonable standard.



2 Proposed methodology

2.1 Information gathering

The analysis and assessments to be undertaken for the Strategic Plan will rely on project information being made available by Council in the format requested and in a timely manner, to complete the study. A list of information required for the study along with the format and the order of priority is provided in Appendix A. Figure 2-1 shows at most of the Priority 1 information is required at the start of the project. Hence suitable and sufficient Council resources must be made available at the start of the project for the completion of the issues paper. Once the Issues Paper is completed, the resource commitment from Council is significantly reduced.

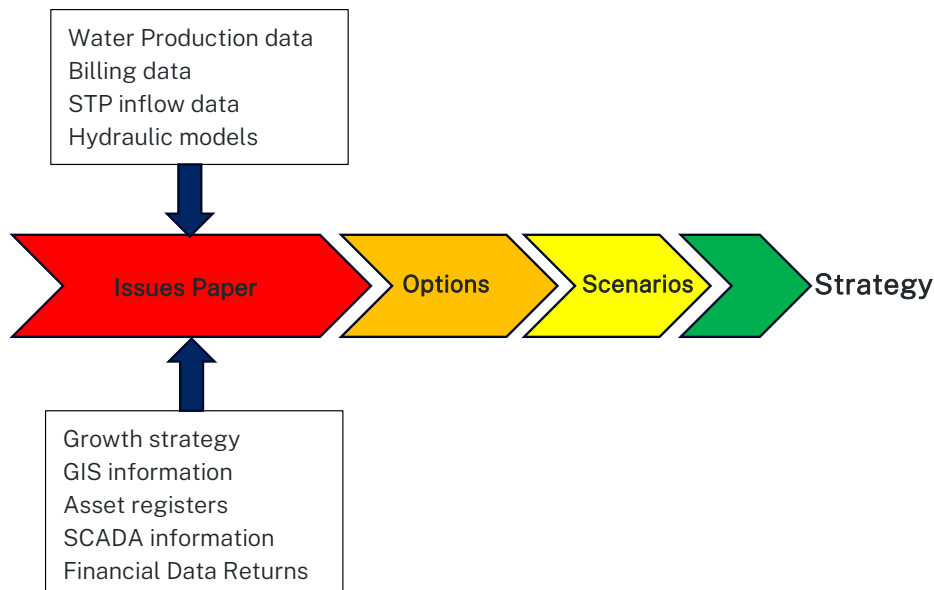


Figure 2-1: Requirement of priority 1 information during the process

From our experience, we have found that a lot of time and effort may be needed to get the information that is required in the right format, and this has an impact on the program. In order to reduce this time period and the effort required from Council, we have included a price for one of our engineers to be present at the Council offices to assist with the data collection. This approach will not only reduce the timeframe for completion but also the reliability of the data used for the analysis. Our price for this task is based on having one engineer at Council offices for up to 10 days to gather the information. These will be in two blocks of 5 days. Information will be extracted and



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taken during the first visit and reviewed before returning for a second visit of five days to collect any remaining information as well as discussing any issues with the information extracted.

Before visiting Council's offices, we will provide a plan for the information gathering process which will include the information that we are looking for, the task to which it pertains and the likely relevant contact person within Council. Prior to arriving at Council's office, we will review the information that Council has collated and provided to PW. This will allow for ours and Council's time together to be spent more efficiently.

2.2 Start-up meeting at Site

We propose a start-up meeting at site with the objectives to:

- Inspect the sites to identify performance, WHS, conditions and any operational issues
- Take photographs that would be presented as evidence in the document
- Discuss and finalise the project program and timeframes
- Identify and discuss any data gaps from a preliminary review of the information provided
- Discuss the community engagement process.

Council and DCCEEW will be informed of the site visit date and program.

2.3 Understanding service needs

Meeting service needs is a key objective of a water utility. Service needs determine the requirements for operation, maintenance, and capital works. In general, DCCEEW's expectations are that a local water utility understands its service needs, including:

- requirements and expectations of regulators, which often determine minimum service levels or outcomes
- needs, values and preferences of customers revealed through consultation with customers, which can determine service levels or outcomes where the regulatory framework allows discretion, for example where:
 - service levels or outcomes are not mandated by regulation or
 - customers are willing to pay for service levels/outcomes above minimum levels mandated by regulation

Our methodology to determine the service needs is outlined below:

2.3.1 Setting the LOS Framework

Levels of Service (LOS) are used to explicitly define the standards required from a water utilities' assets to ensure that they are maintained to provide appropriate and consistent levels of water supply and sewerage services to their customers.



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The NSW Local Government Act 1993, Water Management Act 2000 and many other pieces of legislation such as the Commonwealth Telecommunications Act 1997, Water Act 2007 and the Bureau of Meteorology requirements, influence the way in which Council can provide the urban water and sewage services and have specific implications for the operation of the schemes. We will assess the status of compliance with the legislative and regulatory requirements by the Council and integrate the legislative/regulatory compliance situation analysis with the LOS requirements.

We will also assist Council to review the LOS so that they can simply and reliably be used to measure change and assess performance against a goal or target. The LOS needs to be reviewed early in the process in order to negotiate with the community an appropriate balance between LOS and the resulting Typical Residential Bill (TRB). The LOS will largely shape the objectives and requirements for operation, maintenance, human resources, and provision of Capital Works in the Total Asset Management Plan (TAMP). The LOS will be aligned with a template that NSWPW has developed in consultation with DCCEEW.

2.3.2 Assessing the current performance

We will undertake a LOS performance assessment by using the Customer Relationship Management data, the Triple Bottom Line (TBL) performance monitoring reports and other operational data available within Council. We will identify the areas where current LOS targets are not being met. This data will be collected during our initial information gathering visit to Council's offices.

We will review the current customer complaints handling process to see how it relates to the nominated LOS, and how it integrates with Council's financial and asset management systems, to identify any gaps and issues.

2.4 Current and future population

2.4.1 Historical population

Historical population analysis will be undertaken for all the service areas. To analyse the historical population and demographics for the Council we will utilise the existing population and demographic data from Council's billing database obtained during our initial visit, as well as data from the Australian Bureau of Statistics, the Department of Planning, Housing and Infrastructure and any other data available within Council. We will also use any annual planning activity reports that Council prepares and submits to the Department of Planning, Housing and Infrastructure. Our proposed methodology for this task is as follows:

- Collate the historical ABS Estimated Resident Population (ERP) data for the LGA, and Significant Urban Areas, and calculate the historical population growth.
- Use the Place of Enumeration data from the most recent census (2021) to calculate the number of occupied and unoccupied dwellings, occupancy rate, and population and household size for different private dwelling types (for example separate houses, semi-detached, flats and units) for each urban area. This will be reconciled with all data obtained from different sources together with mapping on GIS to ensure consistency, with no missing data.



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- Analyse Council's water billing data to calculate historical growth in assessments for different user types (such as residential, strata, non-residential etc.), and to estimate unoccupied and seasonally occupied properties and assessments.
- Analyse Council's 30-year population and demographic analysis and forecast, compare it to the historical growth (described above), identify any data gaps, and recommend any actions that are required.
- Map the new growth areas, ABS data collection boundaries, the reservoir zone boundaries and the sewage pumping station catchment boundaries and assign the population and dwelling data to the catchments.

The results will be reported as connected residential and non-residential properties (or assessments depending on the format of the billing information), with the non-residential connected properties further classified into the user categories used for the billing data.

2.4.2 Growth strategy

We understand that Council is experiencing growth in Barooga and Tocumwal and not in Berrigan and Finley.

We will consider the expected population growth of the service areas and the aspirational growth target that may be driven by specific projects in the region. We will liaise with Council's Planning Department to obtain any annual planning activity reports, and land use strategies that Council may have prepared. The following information will be requested from Council for each service area:

- nominated growth rate for the 30-year planning horizon
- number (or percentage) of infill developments
- identification of new development areas with number of lots and order or priority
- spatial distribution of the growth within reservoir zones and sewer catchments.

Council can then nominate a growth rate for the Shire and/or existing/proposed service areas. This growth rate will then be used to project:

- the number of existing and new connected residential and non-residential properties and assessments, permanent and peak equivalent population (EP) and equivalent residential assessments to be served by each reservoir zone and SPS catchment for the next 30 years.
- the number of existing and new connected residential and non-residential properties and assessments, and the permanent and peak population to be served by each water treatment and sewage treatment works for the next 30-years.
- where Council's 30-year forecast is missing required data, NSWPW will suggest assumptions (such as for distributing growth by reservoir zone and sewage pumping station catchment) and these will be clearly documented.



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2.5 Current and future water demands and sewer loads

A local water utility's understanding of demand (analysis and forecasting) should:

- be developed from a consistent set of assumptions around residential population and dwelling growth and non-residential growth.
- be at a spatial resolution to support the strategic analysis and planning being undertaken.
- use a forecasting time frame that supports the strategic analysis and planning being undertaken.
- apply consistent assumptions around the impacts of non-climate driven peaks in demand and load such as tourism or industry driven increases.
- demonstrate consistency in terms of end use assumptions that link water demands and dry weather sewer loads.

The water demands, sewer loads, and infrastructure needs will be considered and assessed for the expected and aspirational growth scenarios. Our methodology to estimate the water demands and sewer loads is outlined below:

2.5.1 Water demand analysis

The water demand analysis will be undertaken for the following potable and raw (non-potable) water supply schemes:

- Barooga raw and potable water supply schemes
- Berrigan raw and potable water supply schemes.
- Finlay raw and potable water supply schemes
- Tocumwal potable water supply scheme

For the non-potable supply schemes, it is expected that the water is mainly used for outdoor lawn irrigation. The analysis will therefore assess the usage for lawn irrigation and the associated climate dependence.

The objective of the water demand analysis is to determine the non-revenue water, the unit demands (future average day and peak day) per connected active residential property, the unit non-residential demands, and to project the 30-year peak day, average year and dry year demands.

Our methodology is outlined below:

- analyse the historical water supply data from flow records and consumption data from the customer billing database
- correct the demands for historical factors and trends such as unaccounted-for water, water restrictions, water efficiency, pricing and climate change and variability
- determine the unit annual and peak day residential and non-residential demands



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- estimate the number of equivalent active connected residential properties for the non-residential assessments by proportioning each non-residential consumption with the unit demand per active residential property
- determine the trend corrected unrestricted dry year, average year, and peak day demand
- project the 30-year unrestricted dry year, average year, and peak day water demands.

We will forecast the unrestricted dry year, average year, and peak day demands for each service area for the expected growth and for any aspirational growth scenario. We will also forecast the peak day demands at a reservoir zone level, where an independent zone is clearly established.

Analysis of production data

A production data analysis will be undertaken on the daily production volumes supplied to the distribution system, assuming that daily production data is available from Council. The production data and any extraction data for the water supply schemes will be modelled to understand the influence of various factors and trends (demographic, climatic due to irrigation and evaporative coolers, restrictions, pricing, and demand management) on the town's water demands. The aim is to develop a model using a certain production data set, which predicts the water demand for a given climate. The model is then tested on another period of available water production and extraction information.

Average annual and unrestricted annual demands

The modelled consumption would be hindcast over about 130 years of available climate data (rainfall and evapotranspiration) to estimate the demands if the current conditions of lot size, household size, pricing, and consumer consumption patterns were prevalent. The average year and unrestricted demands (95th or 99th percentile) for the 100-year period would then be determined. These demands will be used as the starting point for the projections.

Peak day demands

The historical recorded daily production data will be analysed to identify the peak demand periods. All peak days will be reviewed to confirm that the peak day production was in response to actual demand and not due to operational reasons such as mains break, plant maintenance, time of day recording, and accommodation of operators working hours.

We have received feedback from a few Water Utilities that the impact of climate change on peak demand periods is to extend the length of the peak period, rather than increase the peak day demand. This results in the system being stressed and being unable to recover. To analyse this impact NSWPW will identify a peak week or peak fortnight with the most stressful demand persistence pattern for the system. The ratio of the peak day to the average day in the peak week (or fortnight) will be estimated with consideration also given to the size of the system and the storage capacity.

The peak week (or fortnight) from the hindcast model will be determined. This will then be multiplied by the nominated peak day to peak week average day ratio to provide the starting point for the peak day demand projections.



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The reservoir zone peak day demands will be estimated based on an analysis of reservoir outflow information from bulk meters, if available. If there are no meters, the reservoir zone peak day demand will be estimated by climate correcting and agglomerating the unit residential and non-residential demands that have been estimated from the water billing data for that reservoir zone.

Non-revenue water

Non-Revenue Water (NRW) is made up of a number of components including:

- unbilled authorised consumption which includes water used for fire-fighting and operational uses for example mains flushing
- apparent losses including illegal connections and metering inaccuracies
- real losses, mostly leakage from the network.

The need for climate correction of non-revenue water will be determined on reviewing the results. We will compare the results with the non-revenue water estimated in DCCEEW's Water leakage program results, and any other measures implemented by Council, to nominate an appropriate non-revenue water for the projections.

Analysis of customer billing data

We will undertake an analysis of five years of customer billing data. For the raw water systems, it is assumed that the consumption is metered, and that the billing data is available in the required format. Before commencing the analysis, a quality check on the data will be undertaken to:

- Ensure that the assessments cover all the connected properties whether residential or non-residential so that the NRW estimated is appropriate.
- Check that all the residential assessments are identified so that the demand per unit active residential connection is appropriate.

The assessments usually contain a unique identifier which can be co-related to the cadastre. We use this information to ensure that all the assessments have been provided and to identify the user type if this is not clear.

Similar to the analysis for the water production data, the climate independent and climate dependent demand will be estimated for the residential and non-residential users from the water billing data. Unit peak day and average day demands will be assessed for an active connected residential property within each reservoir zone and for the sewered and unsewered properties within each system.

Water demands, including climate dependence, for major non-residential, and rural residential customers will also be estimated. A split of the average and peak day demand for the residential and non-residential user categories will be provided. This will be used to estimate the peak day demand per reservoir zone. The peak day demand built up from the metered consumption, will be checked against the peak day demand estimated from modelling the production data. The residential demand will be split into a baseline climate independent demand and a climate dependent demand.

Demand forecasts



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The 30-year future potable water demands will be projected including the expected annual and daily water usage in 5-year intervals. These demands will be adjusted based on a review of the following:

- The dry year demands during the most recent drought
- Non-revenue water
- Slight reduction in residential demands for new dwellings due to the implementation of BASIX.

The starting point for the forecasts would be demands estimated from the hindcast model of the water production data, and customer billing data. The forecast will factor the future climate, changes in dwelling occupancy, mix of residential dwelling types and BASIX water demands for all new dwellings.

We will also have discussions with major non-residential/industrial users to understand their current and future operations, philosophy and expectations for both water quality and quantity.

Climate change impacts

To assess the impact of climate change on the unrestricted demand, we will either:

- apply an increase in irrigation demand using factors developed for a neighbouring LGA or
- model the increased irrigation demand for a climate change scenario that will be based on the NARCLiM 1.5 data.

2.5.2 Sewer load analysis

Estimation of the sewer load for the Barooga and Tocumwal sewerage schemes is included in the separate proposal that has been submitted to Council. This proposal includes the sewer load analysis for the Berrigan and Finley sewerage schemes.

The objective of the sewer load analysis is to determine the Average Dry Weather Flow (ADWF), Peak Wet Weather Flow (PWWF) and unit hydraulic loading for each sewerage scheme. Based on the assessed hydraulic load per ET, NSWPW will use the information to forecast the 30-year sewer loads. As for the water demands, the sewer loads will be projected for the expected growth and any aspirational growth scenario. The loads will be estimated at a sewerage scheme level and at SPS catchment level.

The sewer load analysis will be undertaken for all the sewerage schemes.

Average Dry Weather Flow (ADWF)

Daily STP inflow data will be used to estimate the ADWF. Generally, a dry day is taken as a day with less than 2 mm of rainfall on that day, and any of the five preceding days and two following days. However, the 'five day' period will be reviewed if it is found, from a review of the STP inflows, that the system takes longer than five days to return to ADWF after a rainfall event.

Our experience in other studies has shown that estimating ADWF using STP inflow could be unreliable as it is impacted by many factors including:

- inaccuracies in the flowmeter



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- exfiltration from sewers especially in older sewerage schemes
- inflow/infiltration, again especially in older schemes

Therefore, as an 'independent cross check', we will also estimate the ADWF from the historical customer water billing data. This analysis uses documented discharge factors to estimate the commercial, non-residential contribution to the sewer flows and uses climate independent demand and winter water consumption to estimate the residential loads. We note that this analysis may be affected by customer water meters under reading.

Peak Dry Weather Flow (PDWF)

The peak dry weather flow will be estimated using the peaking factor calculated from design principles, or from pump run time telemetry data. This would be cross checked with any 72-hour composite sampling that has been done recently. Telemetry data, if available, will be collected during our initial visit to Council's office.

Peak Wet Weather Flow (PWWF)

The methodology for estimation of the peak wet weather flow will depend on whether the sewage is transferred by gravity or whether it is pumped to the STP.

Where there is gravity flow, the wet weather flow includes the sewage flow and the storm induced inflow/infiltration. Available rainfall information corresponding to historical STP inflow data, will be used to estimate the PWWF and correlate it to an ARI of rainfall intensity. This will also be compared with the industry standard of being based on the storm allowance. PWWF to each SPS will be calculated from the number of equivalent tenements (ET) in the gravity catchment, using Public Work's sewer design manual (also referring to the WSAA methodology). We will ground truth the estimated flows by comparing them with performance data such as SCADA run times during recent wet weather events.

Where all sewage is pumped, we will estimate the PWWF as above and use this to check that the capacity of the pumps pumping to the STP is adequate based on a single pump running and considering any overflows/bypass that is provided.

Biological and nutrient loading

The biological and nutrient loading for the sewage treatment plants would be nominated based on design principles and from the 72-hour composite sampling undertaken for Barooga and Tocumwal sewerage schemes.

2.6 Lifecycle asset management

2.6.1 Performance assessment

The purpose and methodology of our performance assessment is as follows:

- Review Council's asset management system and its interaction with the finance and customer relationship management system to check the water and sewerage tariff structure are cost-



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reflective and consumption based with a long-term price path that achieve equitable and affordable pricing.

- Review the gross replacement costs to determine if they are reasonable, as it has an influence on how the developer is charged.
- High level review to check that all assets are included at the appropriate level of componentisation.
- Review the condition rating of the assets and check against Council's adopted condition rating.
- Review the relevant asset performance indicators from Council's financial statements for the last 3 to 5 years.
- Review the relevant financial performance indicators from Council's financial statements for the last 3 to 5 years.
- Review of current residential and non-residential water supply pricing to check if it complies with the Regulatory Assurance Framework.
- Review the current residential and non-residential sewerage pricing to check if it complies with the Regulatory Assurance Framework.
- Review outcomes of the liquid trade waste policy and its implementation, summarising if the policy is current and approved, and its effectiveness of implementation, with a list of 'High' category discharges and their compliance status.
- Compare Council's financial performance with the DCCEE's benchmarking indicators for similar sized Local Water Utilities.

2.6.2 Baseline asset renewal plan

Council does not have a 30-year baseline asset renewal plan that is based off a recent condition and criticality assessment. We have included in our scope, a fee for the preparation of a 30-year asset renewal plan. This will include the following:

Condition assessment/rating of assets

We will undertake a condition assessment of Council's above ground water supply and sewerage assets for all the schemes to determine a condition rating for the assets. Our scope of work/methodology will be as follows:

- a site visit to all above-ground assets as recorded in the Council's asset registers and nominate a condition rating based on visual inspection and at the level of componentisation provided in the asset register
- where the componentisation is not at an appropriate level, a rating along with a recommendation will be provided
- assign an age/performance-based condition rating for underground assets where condition rating data are unavailable in the asset registers



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NSWPW has developed an 'app' for the site inspection using the Fulcrum platform which ensures that the site inspection and assessment of assets is closely linked with the asset register and the information captured is more structured. Council's asset register, at the available level of componentisation, is uploaded to the app and this makes sure that the assessment is undertaken at the same component level as in the asset register. Assets for which NSWPW has established the appropriate level of componentisation, will also be uploaded to the Fulcrum platform. The location, photographs, and comments for each asset, is captured in the Fulcrum software.

Our team undertaking the inspection will include one experienced mechanical engineer and one experienced process engineer with knowledge of WHS requirements. Photographs of civil structures and electrical equipment will be taken to obtain an assessment from a civil and electrical engineer off-site. We have allowed for a five-day site visit for the condition assessment. A daily rate is provided as an optional item if additional time/return to site is required for any reason such as bad weather.

Preparation of asset renewal plan

The asset renewal plan will cover the above and below ground water supply and sewerage assets. For the below ground assets renewals will be identified based on available information. The condition rating provided by Council, will be used to estimate the residual life of the asset and will inform the preparation of the asset renewal plan. A criticality assessment will be used to prioritise the renewals in the plan. The scope of work/methodology will be as follows:

- undertake a desktop assessment and allocation of criticality for asset groups/ types in line with the IPWEA Practice Note 7 (2016)
- undertake an asset renewal analysis and determine the timing for asset replacement in future based on a condition rating and criticality adopting the principles in the IPWEA Practice Note 7
- use performance related information/data to determine condition for below ground asset renewal planning
- identify any issues that may impact on the performance of the asset, its ability to provide the required Levels of Service, and that may not comply with WHS or current best practice requirements
- update of the current replacement costs of assets to current year values using the latest Construction Cost Factors in accordance with the NSW Reference Rates Manual

Our price does not include an update of the asset registers. However, we will review the register and the level of componentisation and comment on its appropriateness for renewal planning.

2.7 Understanding water security

All the water supply schemes source water from regulated river system . The reliability for these regulated River systems will be provided by DCCEEW. We will also refer to the reliability analysis for these systems that is included in the Regional Water Strategies.



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The water security assessment will include a review of the Service Level Agreement (SLA) between Council and the irrigation Corporations to identify issues including:

- water security versus canal close-down for planned maintenance
- water quality variations versus WTP capability including HBT, algae, etc
- monitoring/trigger/information exchange protocols, pricing etc

2.8 Understanding system capacity, capability and efficiency

2.8.1 Water Supply Schemes

Distribution system

The capacity of a distribution system and its ability to meet the levels of service for supply, is generally assessed as the combined capacity of the water treatment plant (WTP) and the reservoir storage.

Barooga and Tocumwal potable water supply scheme

A hydraulic model has been built for the Barooga and Tocumwal potable water supply schemes. High growth is expected in Barooga and Tocumwal and hence a system capacity and capability assessment to meet the service levels for the current and future service populations using the hydraulic model, is proposed.

Our scope of work includes:

1. Review and validate the model using water billing data for consumption and corresponding SCADA for system behaviour.
2. Assess network performance under current peak day demand over 24 hrs. Based on the performance assessments establish vulnerability and deficiencies in the system to meet demands and levels of service at each reservoir zone. The performance assessment (such as pump/plant run times, reservoir levels, friction loss, etc) will consider all network components - water plant, pumping facilities, reservoirs and trunk mains.
3. The assessment in item 1 will be repeated for an extended period of at least 7 days using peak day demand persistence curves to establish vulnerability and deficiencies in the system.
4. The assessment in item 1 will be repeated for fire fighting; of 2 simultaneous fires each with demand of 11 L/s over a 4-hr period and establish vulnerability and deficiencies in the system.
5. Assess performance on the periphery of the network in the event of emergency/supply interruptions (trunk main break, power supply failure, etc.) leading to a water supply discontinuity/lower pressure and determine appropriate levels of service performance measures. A maximum of three scenarios will be assessed.



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6. This assessment will be based on reservoir drawdown and the response time before the reservoir can draw-down by 30%

Assuming that a hydraulic model is also available for the Barooga non-potable water supply, the capacity and performance of the system (as outlined above) will also be undertaken for the Barooga non-potable water supply scheme using the hydraulic model.

Our methodology and scope of works is provided in Appendix B.

Berrigan and Finley potable and non-potable water supply scheme

A hydraulic model will be built for the distribution systems of these schemes. The scope of the bulk water supply hydraulic modelling includes the following:

- Map all pump stations, rising mains, reservoirs and key reticulation pipes
- Validate the model using available system demand and reservoir level data. The model performance will be validated to Council's reasonable satisfaction with current operation using SCADA information provided by Council.

Undertake the following assessments:

- Assess network performance under current peak day demand over 24 hrs. Based on the performance assessments establish vulnerability and deficiencies in the system to meet demands and levels of service at each reservoir zone. The performance assessment (such as pump/plant run times, reservoir levels, friction loss, etc) will consider all network components - water plant, pumping facilities, reservoirs and trunk mains.
- Item 1 above will be repeated over an extended period of at least 7 days using peak day demand persistence curves to establish vulnerability and deficiencies in the system.
- Item 1 above will be repeated for fire fighting; of 2 simultaneous fires each with demand of 11L/s over a 4 hr period and establish vulnerability and deficiencies in the system.
- We will assess the performance on the periphery of the network in the event of emergency (trunk main break, power supply failure, etc.) leading to a water supply discontinuity/lower pressure and determine appropriate levels of service performance measures.

The assessment will be based on reservoir drawdown and the response time before the reservoir can draw-down by 30%

We will prepare a paper summarise the study findings and all assumptions.

Information and Data Collection

The following data has been identified as input requirements for the modelling.

Water modelling

Available infrastructure asset data including:

- GIS data of the water supply and sewer network
- Schematic Layout of the Water Supply Trunk Network



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- Summary of the telemetry / control philosophy for network assets
- Reservoir, treatment plant and WPS details
- Pipe network: location, size, type, age, condition and connections.
- Major valves: location, size, type and settings.
- Pump stations and pump curves.
- Reservoirs' location, elevation, capacities, TWL, BWL, diameters.

Current operating control system including:

- Pump controls.
- Valve settings and controls.
- Reservoir controls.

Geographical Data including:

- Contour data.

Software Selection

NSW Public Works has extensive experience in the use of a wide range of hydraulic modelling software packages. InfoWorks or Mike Urban will be used for modelling of the network. NSWPW has a licence agreement which includes continuous technical support and the latest upgrades, ensuring that the modelling work will be based on the most up to date version of the software.

Water treatment

Our methodology to assess the performance and regulatory compliance, and levels of service for the water treatment plants, is outlined below:

1. Identify and characterise the raw water quality risks – We will review the historical raw water quality data to identify and characterise the risk in the raw water. We will also ascertain if these water quality issues are related to flow in the river and any specific events. This will also provide an understanding of the duration and frequency of the events. We will also review the catchment vulnerability classification and assess the risk to meeting the health based targets.
2. Assessment of plant capability – We will review the plant process and design criteria to ascertain the design raw water envelope of the plant. This will help to understand if the treatment process of the plant can cope with the current and future raw water quality being encountered.
3. Assessment of plant equipment – We will assess the design criteria of the process units to ascertain if there are any constraints with respect to the capacity of the process units and equipment to treat the raw water quality being encountered.
4. Assessment of plant operation – We will discuss with the plant operation staff and obtain an understanding of the current plant operation. This will help ascertain if the plant is being



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operated in accordance with the design intent and if there are any operational issues affecting the performance of the plant.

5. Assessment of monitoring and control procedures – We will assess if the plant has a suitable and appropriate monitoring and control system to detect an issue and respond with an adjustment such as a change of chemical dosage or plant flowrate, or an event with a plant shutdown. We will also check if the Standard Operating Procedures (SOPs) are appropriate for the plant operator to respond.
6. Assessment of WHS issues, condition-criticality of assets (assessed during our condition assessment of critical assets) to continue to achieve the adopted levels of service including timing of renewals
7. Compliance with the NSW Fluoridation Act and Code

The information required for this assessment includes:

- the historic flow and raw water quality data at the intake
- raw water design envelope for the plant
- design criteria for the process units of the plant
- design capacity for the plant equipment
- process and instrumentation diagrams for the plant
- DWMS and Standard Operating Procedures

Barooga WTP – The plant requires to be repaired and refurbished due to age and condition. Specifically the raw water intake facility will be reviewed during the site visit and also during the condition assessment. The age and condition related issues will be identified through the asset condition assessment. The cost and timing of the refurbishments will be nominated based on the remaining useful life determined through the criticality adjusted condition rating of the equipment. The need for a capacity augmentation to service future growth will be determined through the hydraulic modelling. The process related upgrades will be determined through the performance and levels of service assessment outlined above.

Berrigan WTP – As for Barooga WTP, the cost and timing of the refurbishments due to age and condition, will be nominated based on the remaining useful life determined through the criticality adjusted condition rating of the equipment. No capacity augmentation is expected as there is no growth forecast for Berrigan. Any process related upgrades will be determined through the performance and levels of service assessment outlined above.

Finley WTP – A new WTP has been constructed and hence no capacity or performance issues are expected. Capacity constraints have been identified with the raw water intake. We will undertake an investigation to identify the issue that is causing this constraint and estimate a cost to address this issue. No alternative options will be assessed for the raw water intake. The cost and timing of the refurbishments due to age and condition, will be nominated based on the remaining useful life determined through the criticality adjusted condition rating of the equipment.



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Tocumwal WTP – The capacity of the Tocumwal WTP will be assessed through the hydraulic modelling. Any process related upgrades will be determined through the performance and levels of service assessment outlined above. The raw water intake facility will be reviewed during the site visit and also during the condition assessment.

2.8.2 Sewerage Schemes

Collection and transfer system

Barooga sewerage scheme

We will build a bulk hydraulic model for the scheme which includes all the pumping stations to assess the performance of the network. We will undertake the following assessments:

1. assess transfer system performance under current dry and peak wet weather flows/loads. Based on the performance assessment establish vulnerability and deficiencies in the transfer system to meet loads and levels of service.
2. the performance assessment will analyse at a minimum the capacity, storage availability, overflow risks at up to 3 different ARIs. For gravity pipe systems the performance assessment will consider the LOS such as the maximum flow depth over internal pipe diameter, overflows and the freeboard available in manholes.
3. the assessment in item 1 will be repeated for the projected future peak wet weather flows/loads.
4. assess options and develop preferred solutions for one selected ARI with timing of works and costs

Our methodology and scope of works is provided in Appendix B.

Berrigan and Finley sewerage schemes

For these schemes we will assess the performance of the sewer network using a spreadsheet-based analysis. The current equivalent tenement (ET) determined from the water meter analysis, and the projected ET determined from the spatial distribution analysis will be used to estimate the inflows to the sewage pumping stations and sewage treatment plants.

Each sewage pumping station will be assessed for the following:

- emergency storage available in the sewage pump stations to compare with the target response time nominated in the LOS framework including availability and/or provision for emergency power sources, control, and containment measures, etc.
- potential for odour/septicity based on detention time in the rising main.
- capacity of the pumps to transfer peak wet weather flows with only one pump running.
- Pump run time when transferring dry weather flows obtained through calculations or from telemetry data.

The information required to undertake this analysis is:

- Number of pumps, arrangement (duty/standby), and pump duties.



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- Drawings of the pump wells showing pump diameter, and pump control levels.
- Rising main diameter and length.
- Pump run time data from the telemetry data.

This information will be collected during our initial visit to Council's offices.

Tocumwal Sewerage scheme

A hydraulic model has been built for the scheme. Besides the model build tasks, all other tasks for the hydraulic modelling will be as listed for Barooga system assessment.

Sewage treatment plants (STPs)

Our methodology to assess the performance, capacity and regulatory compliance, and levels of service for the sewage treatment plants over the planning horizon, is outlined below:

1. the existing (& known potential future) medium and high risk trade waste discharges and their operating and management practices and any implication on the treatment works;
2. the existing and proposed future sewage receival and by-pass arrangements and the design and actual operating philosophy and practices during dry and peak wet weather events;
3. the performance capability of the individual process units, to achieve the adopted Levels of Service targets based on both the original design basis and actual operating performance;
4. the environmental sustainability, public health and on-going risks and management issues and risks of the effluent disposal;
5. the sludge handling and dewatering system requirements and current performance within the context of bio solids reuse opportunities;
6. the adequacy of existing process monitoring with an aim to improve operational efficiency and performance and operational decision making;
7. the existing operations and maintenance regime and on-going requirements with an aim to improve longevity, resilience, efficiency and performance and strategic investment decision making;
8. whether the plant, and its individual process units, has sufficient capacity and capability to meet the growth and levels of service needs based on both the original design basis and actual loads and to identify any structural constraints/issues and upgrade opportunities to enhance the capacity and capability of the works.

The capacity and performance of the Barooga and Tocumwal sewage treatment plants will be assessed, in accordance with the above methodology, as part of a separate engagement which includes the 72-hour composite sampling and testing of the influent.

Effluent Reuse Schemes



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The effluent from the Barooga STP is evaporated. The effluent from the Berrigan, Finley and Tocumwal STPs is used to irrigate the golf course.

For the effluent reuse schemes we will assess the effluent quality requirements, in terms of Log Reduction Values (LRVs) for protozoa, bacteria and virus, for the reuse application based on the Australian Guidelines for Water Reuse (AGWR) and DCCEE's Recycled Water Management System. Using the same guidelines we will assess the effluent quality produced, in terms of LRVs achieved, by the current STP and identify any shortfalls in LRVs required.

2.9 Understanding water quality

The assessment of the performance, capacity and regulatory compliance, and levels of service for the water treatment plants will identify current and future issues that may impact water quality. For all the potable and non-potable water supply schemes, we will review the historical and current raw and reticulated water quality and identify any issues in meeting the DWMS/ADWG, including the risk assessments, to understand the vulnerabilities.

In addition to this, the following reviews and assessments will provide an understanding of water quality risks in Council's water supply systems.

Compliance with Health Based Targets (HBTs)

We note that Health Based Targets have now been incorporated in the Australian Drinking Water Guidelines (ADWG) and the implementation of these HBTs in NSW is being discussed by NSW Health and DCCEE. We will undertake the following tasks to assess the ability of Council's existing systems, to meet the requirements of the HBTs:

- Review and characterise the hazards in the catchment and determine the vulnerability class of the catchment in accordance with the criteria in the ADWG.
- Determine the raw water pathogen Log Reduction Values (LRVs) to be achieved for the identified catchment vulnerability class
- Assess the LRVs achieved by the existing treatment process train based on the criteria nominate in the ADWG.
- Identify required source control, operation and maintenance improvements, or additional process units required to reduce the catchment vulnerability class or meet the shortfall in LRVs for the treatment process train.
- Update the improvement plan and risk assessment and incorporate the findings into the 30-year TAMP and FP.

NSWPW has developed a tool, in consultation with DCCEE, that assesses the risk pathways for potential microbial hazards and characterises the inherent risk to the water supply and the residual risk based on an assessment of the performance of the existing barriers.

LWU Circular 18



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LWU Circular 18 outlines the 'Safety of Water Supply Distribution Systems' by ensuring that sufficient chlorine contact time (C.t) is provided for disinfection, reservoir integrity is maintained, and a chlorine residual is maintained in the system to prevent contamination due to a breach in the system. We will review all these three aspects of the water supply system and include any required improvement works and management actions with costs in Council's TAMP. The review of reservoir integrity will be based on the information and inspections report Council may have completed through others.

LGA S61 Report Recommendations for water and sewer

We will review the annual performance reports over the past few years and the reports prepared by the DCCEEW inspectors under Section 61 of the Local Government Act, to identify any recurrent issues and the status of any recommendations. We will also contact the DCCEEW Inspector for the region if there are any issues of concern. All outstanding issues and recommendations will be documented and an action plan with cost (if applicable) will be included in the TAMP.

2.10 Understanding environmental impacts

The assessment of the performance, capacity and regulatory compliance, and levels of service for the sewerage schemes will identify current and future issues that may have environmental impacts. In addition to this, the potential environmental risks related to effluent reuse areas will also be assessed.

The effluent from the Berrigan, Finley and Tocumwal STPs is used to irrigate the golf course. We understand that the effluent in each plant is mixed with urban stormwater run-off. To have an effective effluent irrigation system that achieves the environmental outcome, it is essential that the correct amount of effluent is applied at the right times to meet the crop requirements while ensuring increases in runoff and percolation are minimised.

A desktop water balance will be undertaken to determine the maximum volume of effluent that could sustainably be used on average each year on land that is currently irrigated with effluent. This assessment will consider the effluent and stormwater mix. The inputs to the water balance will include:

- weather data
- proposed crop type
- storage information
- soil data including soil class, field capacity, wilting point
- water availability
- PWWF and ADWF

The outputs include;

- annual water balance summaries, including graphs



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- details of plan stress expressed as additional water requirement
- details of likely storage overflows

The analysis will be done using in-house models developed from the Food and Agricultural Organisations Irrigation and Drainage Paper No 56 Crop Evapotranspiration (guidelines for computing crop water requirements).

Although the loading rates of both phosphorus and nitrogen can limit the quantity of effluent to be used for irrigation in a given area, the level of phosphorus typically limits the application rates. Within limits the phosphorus will be absorbed by plants or contained in the soil, but if the limits are exceeded the surplus will leach out in the environment. We will undertake a desktop phosphorus balance to identify and characterise any issues relating to environmental sustainability outcomes. The phosphorus water balance together with the on-site cropping system management and geological information will be used to estimate the sustainable rate of effluent application (under current phosphorus levels) for the existing area, which would enable PWA to identify if the existing area is adequate or inadequate or if the phosphorus level in the effluent needs to be required for long-term sustainable irrigation.

In the phosphorus mass balance, we will compare the amount of phosphorus assumed to be applied in a year with the amount taken up by the crop-soil system. We will use indicative values of phosphorus uptake by crops and phosphorus adsorption potential of NSW soils, provided in the DEC Guidelines.

2.11 Unserviced areas

There are no unserviced areas within the Shire.

2.12 Issues Paper

We will prepare an Issues Paper to include the outcome of the analysis, and the issues identified. The Issues Paper will:

- provide a description of all the water supply and sewerage schemes
- summarise the analysis undertaken and present the outcomes
- capture and review all (existing unresolved, new, and emerging) issues in the urban water service system
- review the works identified in the Drinking Water Management Plan
- categorise issues on the basis of regulatory compliance, LOS, performance or capacity
- review the current capital works program to identify if alternative cost-effective solution paths may exist to address the issues
- review appropriateness and effectiveness of the existing Total Asset Management Plan



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- review the existing TAMP and Financial Plan measures and identify if issues are being addressed
- establish the base case Financial Plan based on the asset renewal plan prepared as part of this study.

A preliminary draft Issues Paper will be provided to Council for review of the analysis, the outcomes and the Issues that have been identified.

2.13 Understanding solutions to deliver services

Following the identification of issues, we will evaluate and assess options to address the issues. Our scope of work and methodology is provided below.

2.13.1 Water security

As all the water sources are from regulated systems, and water security has not been identified as an issue, we have not considered an options assessment for water security in our proposal.

2.13.2 Water supply

Distribution system capacity

If any capacity or levels of service issues are identified from the hydraulic modelling or the spreadsheet-based analysis, options such as additional storage or booster pumping arrangements will be evaluated to address these issues.

Water treatment

Based on the growth, performance, capacity and capability assessment and the water quality risk assessment we will identify options to achieve the levels of service outcomes and prioritise these into short, medium and long-term. For the identified options we will develop feasibility level proof of concept for all works. This will include life cycle cost estimation, to assess their pros and cons and understand implementation risks.

The scope/extent of this options development can only be clearly defined after completion of the assessment outlined in Section 2.5.1 of our proposal. Accordingly, we have included an allowance for this task in our proposal. Once the scope has been defined will confirm the fee to Council and DCCEEW for approval before proceeding.

2.13.3 Sewerage schemes

Collection and transfer system

Based on the outcomes of the hydraulic modelling and spreadsheet assessments, we will identify if any augmentations are required to the sewerage schemes and will provide an indicative cost estimate in the asset management plan.

Sewage treatment plants

Barooga and Tocumwal



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As Barooga and Tocumwal are experiencing growth, a capacity augmentation is likely. Our approach to formulating a strategy would be:

- From the capacity assessment, determine the headroom available for individual process units and identify the capacity constraint and the timing based on the growth strategy.
- Determine the cost and timing of plant renewal/upgrade requirements from the condition assessment, to assess the benefit between upgrading the existing plant or building a new plant.

The treatment process for a new plant will be determined by the effluent management option. We will consider evaporation, discharge, agricultural reuse or irrigation of public open spaces as effluent management options. Accordingly, the treatment process options evaluated will be:

- Oxidation ponds with evaporation of effluent
- Oxidation ponds with effluent reused for agricultural irrigation
- Activated sludge with environmental discharge or reuse for irrigation of public open spaces
- Appropriate tertiary treatment, if required, to achieve the LRVs required for effluent reuse

In addition to the existing site we have allowed for the assessment of two additional sites for the STP. For each option we will provide the following:

- Description of the option
- A footprint on an aerial photograph from Google Earth or Six maps.
- A schematic diagram of the process
- A life cycle cost estimate.

Berrigan and Finley

Since there is no growth expected at Berrigan and Finley, we do not expect any capacity augmentation for the plant. From the performance assessments, if any additions or modifications to the treatment plant are required to meet the EPA license or effluent quality requirements for reuse, these will be identified and costed.

2.13.4 Options report

We will prepare a consolidated options assessment report which will present the options evaluated and assessed. A separate options assessment report will be prepared to document the options of the water security options assessment.

2.14 Development and assessment of scenarios

Using a qualitative triple bottom line (TBL) value approach, we will select the options from the shortlisted opportunities for inclusion in a maximum of three scenarios that address all identified issues. The Total Asset Management Plan (TAMP), which will include a 30-year capital, operation, maintenance, and renewal expenditure forecasts will be developed, and a 30-year present value analysis undertaken for each Scenario.



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The scenarios will then be evaluated and ranked using a triple bottom line (TBL) analysis in order to consider the social, environmental, and economic considerations of each scenario. The TAMP for each of the scenarios will be used to forecast revenue requirements and the typical residential bills (TRB) to achieve the required revenue. The scenario analysis will be presented to Council and DCCEEW via an on-line meeting.

2.15 Financial modelling

We understand that an estimation of developer charges (DC) is required for the analysis of their impact on forecasted Typical Residential Bills (TRB) for the scenarios. This will enable Council to decide on the preferred scenario based on TBL assessment that includes consideration of both the TRB and the DC.

We have provided a fee to undertake the estimation of 'first-cut' DCs for the water supply and sewerage schemes, for the scenarios adopting the calculation methodology outlined in the 2016 NSW DC Guidelines. The estimation of a first-cut DC will be based on the growth forecasts in the identified service areas and the existing and future capital assets required to service the forecast growth. For each of the service areas, we will calculate the capital charges and reduction amount and derive the first-cut DC at the allowable level of service area agglomeration for each of the scenarios. The scenario DC will be used for the forecast of TRBs for the respective scenarios.

We have also provided an optional price for further refinement and finalisation of the 'first-cut' DC and preparation of a Development Servicing Plan (DSP) for the adopted Scenario. This will include further cross-subsidy and the resultant service area agglomeration requirements, as required, and preparation of a DSP document for external audit before adoption by Council following public exhibition. The adopted DSP can then be forwarded to DCCEEW for registration.

The financial plan will provide the revenue requirements to support the TAMP. The financial modelling will be undertaken using the 'Finmod' financial modelling software. The typical sources of funding for the TAMP are:

- Minor works – from revenue,
- Major new works (non-growth related) – From borrowings and revenue, assisted where appropriate, with Government grants,
- Major new works (growth related) – from developer charges, with the remainder from borrowings and income, and
- Major renewals – from accumulated cash and investments, with the remainder from borrowings.

The principal criterion for developing a sound financial plan is to ensure a stable and sustainable Typical Residential Bill while maintaining an acceptable minimum level of cash and investments. We will also carry out a sensitivity analysis to determine the impact of alternative financing strategies, changes to the inflation rate and the borrowing and interest rates and higher or lower growth rates on the capital works program and the required Typical Residential Bill and key performance indicators.



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We understand that currently Council has a shire wide uniform pricing structure. We have offered an optional price to review different pricing options like area specific tariff structure, and combined water and sewerage tariffs in accordance with the NSW Water Supply, Sewerage and Trade Waste Pricing Guidelines. The review will compare the pros and cons of the options with that of a shire wide uniform pricing structure and provide an indicative approximate tariff for each option in accordance with the guidelines.

For the adopted scenario, we have also offered as an optional price, to update the tariff structure for Council's preferred pricing option based on the financial model forecasts. The scope of work covered by the fee quote is as below:

- development of access and usage charge options for water supply and sewerage services for all the towns and villages in accordance with the adopted pricing strategy and the Regulatory Assurance Framework to achieve the revenue forecast by the financial models or as required by the Council.
- preparation of a brief Pricing Summary Reports

This has been included as a provisional item in our proposal.

2.16 Strategy report

A draft Strategy report will be prepared which will summarise the outcomes of the analysis undertaken. This will include:

- Forecast growth including the spatial and temporal distribution
- Outcomes of the water cycle analysis
- Performance and capacity assessment of the water supply schemes
- Evaluation and assessment of options
- Scenario analysis
- Updated Total Asset Management Plan
- Financial plan.

The final Strategy report will be provided which will incorporate one set of all the review comments. This has been included as a provisional item in our proposal.

2.17 Drought and Emergency Response Contingency (DERC) Plan

DERCP is a response plan with a 5-10 year forward outlook to ensure continuity of water & sewer services including contingency measures to ensure water supply systems do not run out of water. It sets out tactical measures to respond to water shortages and/or incidents, if they arise in the immediate to short-term (for example, if inflows are worse than expected, a water quality event,



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asset failure, bushfire, IT security, etc.). We understand that the DERCP needs to identify and document the:

- critical assets
- hazards and the impact of hazards on service continuity
- risk based contingency measures to maintain service continuity

Our methodology includes the facilitation of a workshop with Council staff and stakeholders to:

- confirm the criticality of the assets
- identify the hazards that impact on the water supply and sewerage operations
- determine the triggers to initiate actions to secure the water supply during drought
- identify contingency measures to manage the water supply during a drought

We will document the outcomes of the workshop, undertake a desktop review of any actions and contingency measures identified and prepare high level cost estimates for contingency measures to manage water supply during drought. We will prepare the DERCP to sufficient details enabling Council to complete the plan based on site specific information and actions.

This has been included as an optional item in our proposal.

2.18 Consultation

We have allowed for the following workshops/meetings to present the outcomes of the analyses and assessments undertaken.

Workshop 1 – presentation of the analysis and findings

We have allowed for a workshop at Council office to present the Issues Paper. Our fee for this workshop is based on the following scope of work:

- to prepare presentation slides including suitable notes
- attend and facilitate the meeting
- prepare consultation outcomes.

Technical review meeting (two, on-line)

This will be an on-line meeting to present the options evaluation and scenarios analysis and assessments, including the financial modelling.

Workshop 2 – presentation of the updated strategy to Council

We have allowed for a workshop at Council office to present the outcomes of the Strategy. Our fee for this workshop is based on the following scope of work:

- to prepare presentation slides including suitable notes
- attend and facilitate the meeting



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- prepare consultation outcomes

The cost for each workshop is based on 2 people attending one of which will be the facilitator and the other the scribe. From our experience, we have found that it is important to have a scribe to ensure that the outcomes of the meeting are effectively captured. The workshop venue and catering will be arranged by Council.

An optional fee has been provided for three additional workshops at Council, which can be taken up by Council if required.

3 Project team

NSW Public Works propose a highly experienced team for this project, reflecting the requirement that works are carried out to the highest professional standard. Key members of the project team and their respective roles are as follows:

Name	Position	Project role
Glenn Fernandes	Director	Project Oversight and review
Kafil Uddin	Senior Engineer - Planning	Project Manager
M Sundar	Senior Asset and Financial Planner	Asset and Financial Planning
Van Abbott	Planning Engineer	Population and water cycle analysis and report preparation
Abdul Mamoon	Sewage treatment Engineer	Assessment of sewage treatment options
Xiaojuan Pan	Senior Water modeller	Water modelling
Deepthi Jayasinghe	Senior sewer modeller	Sewer modelling

CVs for the above team members are available on request. We propose to use these resources based on current availability. If any of the proposed team members are unavailable at the agreed project start, we will provide alternative staff with similar capabilities and experience.

4 Why NSW Public Works



NSW Public Works



Organisation name/trading name: NSW Public Works; a division of the Department of Regional NSW

ABN: 19 948 325 463

ACN: Not applicable (NSW Government agency)

Website: publicworks.nsw.gov.au

NSWPW is the delivery powerhouse behind some of the state's most crucial projects. We're local people delivering local solutions. Every day we help shape the ambitious projects that bring progress to more people in NSW. From forging a more sustainable relationship with the land around us, to engineering the big ideas of the future.

In every challenge we see the chance to build stronger and more connected communities. We do this by developing solutions that show creativity and grassroots ingenuity, providing impartial advice and support at all levels of government and the private sector, and partnering with experts to maximise the benefits of our knowledge and experience. In NSWPW offices all over the state, you'll find local expertise for local issues. We uncover the best talent, scrutinise cost and risk, and bridge the gap between private sector and government.

In 2021/22 NSWPW contributed to the design, procurement and delivery of approximately \$5 billion of critical regional infrastructure projects for State and Local Government partners across NSW. This included over 1,500 road and bridge, heritage, building and major development, water and wastewater, river structure, dam, waste facility and coastal infrastructure projects for communities with limited access to high-end engineering and project management services.



Figure 4-1 Map of NSWPW regions and offices





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5 Demonstrated experience

NSW Public Works (NSWPW) supports local and state government agencies in their delivery of infrastructure and investment projects. Through our expert teams, NSWPW provides advice and services ranging from project management, asset management, environmental impact services, infrastructure and building development, and much more. NSWPW is a critical arm of the government that supports, connects, and builds-up regional communities to allow them to flourish and prosper.



NSWPW has provided similar services for numerous Local Government clients. Examples of recent projects include.

	<p>Muswellbrook Shire Council</p> <p>NSWPW has completed the IWCM Strategy for Muswellbrook Shire Council in accordance with the DCCEE's IWCM Checklist.</p> <p>The IWCM Strategy will support the funding of a significant industrial development in the Shire which will contribute to the economic development of the region.</p>
	<p>Singleton Council</p> <p>NSWPW has completed the IWCM Strategy for Singleton Council. The Strategy addressed water security, water quality and environmental issues within Council's water supply and sewerage business and helped identify resources required to implement the capital works program over the next five years.</p>
	<p>Riverina Water County Council</p> <p>NSWPW has completed the IWCM Strategy for Riverina Water County Council. The Strategy includes a capital works program in excess of \$150M over the next 30-years. The adopted IWCM Scenario includes the timing and sizing for upgrades to Riverina Water's integrated water scheme which consists of four individual schemes.</p> <p><i>Riverina Water won the Sam Samra award for the most improved Water Utility at the 2022 Local Government's Water Management conference.</i></p>



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	<p>Wingecarribee Shire Council</p> <p>NSWPW has completed the IWCM Strategy for Wingecarribee Shire Council. The Strategy includes a capital works program in excess of \$90M over the next 30-years. The adopted IWCM Scenario includes the timing and sizing for upgrades to three sewerage schemes and three water supply schemes and provides a total asset management plan and a financial plan.</p> <p><i>The WSC's IWCM Strategy won the Sam Samra award at the 2020 Local Government's Water Management conference.</i></p>
	<p>Hay Shire Council</p> <p>NSWPW has completed the IWCM Strategy for Hay Shire Council in accordance with the DCCEEW's IWCM Checklist.</p> <p>Findings from the IWCM Issues Paper have assisted Council in sizing an upgrade to the Hay Sewerage scheme, for which NSWPW completed the STP Detailed Design. The completed IWCM Strategy supported a successful funding application for \$6.5M. for the new STP.</p>

Referees are available for the above projects on request.

6 Project program/schedule

The proposed program for delivery of the project is tabled below:

Milestone	Timeframe (weeks from commencement)
Draft Issues Paper Report	5 months
Options assessment and scenario analysis report	5 months
Draft Strategy Report	2 months

The above timeframe excludes review time required by Council or DCCEEW. A GANTT chart with detail task breakdown can be provided, if required.

We have included monthly progress meetings which will be followed by a Progress Report.



7 Service fee and conditions of engagement

7.1 Service fee

NSWPW offers the services outlined in this proposal on a fixed fee basis. The estimated fee for the proposed services is provided in the table below:

No	Tasks	Fee \$ (ex GST)
1	Project Management <ul style="list-style-type: none">• Monthly Progress meeting and reporting• Management and co-ordination	17,000
2	Project initiation <ul style="list-style-type: none">• Start-up meeting• Site visit• Data gathering (10-days at Council office)• Review of information provided by Council	30,000
5	Issues Paper	
5.1	Population and water cycle analysis (4 water supply – potable and non-potable, and 2 sewerage schemes)	50,500
5.2	Capacity assessment of water supply schemes	
5.2.1	Hydraulic modelling of the Barooga (potable and non-potable) and Tocumwal water supply scheme	63,700
5.2.2	Hydraulic modelling of the Berrigan (potable and non-potable) and Finley water supply scheme	50,000
5.3	Performance assessment (includes HBT and Circular 18 assessment) of 4 water supply schemes	20,000



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No	Tasks	Fee \$ (ex GST)
5.4	Performance, capacity and capability assessment for water treatment plants (as per Section 2.8.1 of this proposal)	28,000
5.4	Capacity assessment sewer networks	
5.4.1	Hydraulic modelling of Barooga sewer network	24,000
5.4.2	Hydraulic modelling of Tocumwal sewer network	15,500
5.4.3	Spreadsheet based analysis for Berrigan and Finley sewer networks	7,000
5.4.4	Capacity and performance assessment of Berrigan and Finley STPs	15,000
5.4.3	Assessment of effluent quality and sustainability for reuse at golf course (Berrigan, Finley and Tocumwal)	15,000
5.5	Preparation of 30-year baseline asset renewal plan	
	• Condition assessment and rating of aboveground assets	27,500
	• Preparation of baseline asset renewal plan	17,000
5.6	Issues Paper Report	25,000
6.0	Options assessment	
6.1	Options evaluation and assessment	9,500
	• Demand management	
	• Berrigan and Finley sewerage schemes	
6.2	Barooga and Tocumwal potable water schemes (from hydraulic model)	12,500
6.3	Barooga and Tocumwal sewerage schemes (hydraulic model)	12,000
6.4	Feasibility level proof of concept for WTPs (allowance only)	55,000
6.5	Options assessment (proof of concept) for Barooga and Tocumwal STPs	52,500
6.6	Preparation of consolidated options report	27,000
7.0	Stakeholder and community consultation	
7.2	Workshop 1 at Council office – presentation of Issues Paper Outcomes	13,000



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No	Tasks	Fee \$ (ex GST)
7.3	Technical review meeting (2 meetings on-line) – for presentation of options and scenarios	21,000
8	Scenario analysis	
8.1	Financial modelling	21,500
8.2	Estimation of 'First cut' Developer Charge for water supply and sewerage schemes	40,000
8.3	Scenario development and assessment	21,500
9	Strategy Report – including financial plan	36,500
10	Workshop 2 at Council office – presentation of draft Strategy	13,500
	Total (ex GST)	740,700
Optional Items – Task		Fee (ex GST)
1	Preparation of Drought and Emergency Response Contingency Plan	15,100
2	Allowance of up to 3 additional workshops at Council office to present the scenarios/strategy (\$13,000/workshop)	39,000
3	Review of pricing options	9,800
4	Update of the water and sewerage tariff structure for the adopted pricing option	14,000
5	Update DSP documentation	17,500

The above fee is based on our proposed Methodology as outlined in Section 2 of this proposal submission.

Hourly Rates

Hourly rates to be applied, should there be a change of scope during the project for the NSWPW team members, are as follows:



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Designation	Hourly rate (ex GST)
Principal Engineer	302
Senior Engineer	249
Project Engineer	219
Engineer	192

7.2 Payment

Unless otherwise agreed, NSWPW will submit a monthly payment claim for amounts due under the Agreement up to the date of that payment claim, less amounts previously paid.

Within the agreed time for payment set out in our proposal (or otherwise, 20 business days) after we send you an invoice, you will pay the invoice in full and without set off, deduction, counterclaim or withholding.

The amount you will pay for any additional services will be the amount we agree with you (or otherwise, the amount calculated by multiplying the number of hours our employees spend undertaking the additional services by the hourly rates plus disbursements at cost, and any amount due to our sub-consultants or subcontractors plus 12.5%). We may ask you to confirm in writing that you will pay for any additional services, in which case we are not required to commence the relevant additional services until we receive your written confirmation.

7.3 Assumptions

The scope of work outlined in this proposal is based on the following assumptions:

Name	Details
Information required	Is provided in the format requested in Appendix A of our proposal
Asset Renewal Planning	Council's asset registers are well structured and up to date with latest revaluations. Optional DSP finalisation (fee will vary depending on Council considering any capping and cross-subsidy of calculated DCs for service areas)



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7.4 Conditions of engagement

This offer of services is subject to the terms and conditions set out in the NSW Public Works Conditions of Engagement, as attached in Appendix B.

If our proposal is acceptable, to commence work we would appreciate receiving your letter (or email) of acceptance.



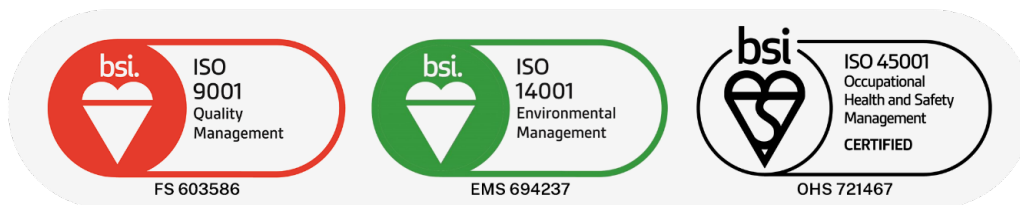
8 Quality, safety and environmental management

NSWPW operates under an Integrated Management System (IMS) which governs the management Safety, Environmental and Quality elements of our activities.

The IMS is certified by BSI to comply with the requirements of ISO 9001 for Quality Management Systems, ISO 14001 for Environment Management Systems and ISO 45001 for Occupational Health and Safety Management Systems and has been embedded in the organisation. These certifications remain valid until 31 December 2024.

The scope of NSWPW' certification includes providing asset advisory services, project management, design and delivery of built and natural environment and associated infrastructure for government agencies.

These services are associated with the planning, investigation, design, documentation, development, procurement, construction, commissioning, asset management and maintenance of natural and built assets and infrastructure for the State of NSW and other clients.



8.1 Quality

The main quality framework for service delivery at NSWPW is our Project Management Framework, which is used to manage projects to ensure we deliver to agreed requirements. NSWPW achieves this through planned preventative actions utilising our standard practices and procedures to avoid re-work.

At the start of the project we plan the appropriate level of validation and verification activities through the quality control checklist, and then manage and report on these during the project.

- Quality controls, practices and procedures we may use include:
- Change / variation control
- Configuration management of documents
- Formal reviews of key project artefacts / documents



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- Regular management project reviews of the project performance
- Performance reporting
- RFIs and issues management
- Audits of contractor performance and quality plans
- WHS and environmental management
- Design guidelines.

We also conduct internal project assurance reviews as required utilising NSWPW' Project Assurance Framework.

8.2 Safety

The safety management practices outlined in the IMS are the foundation for our safety culture, which embraces safety leadership at all levels and integrates safety risk management into all activities. Our Lost Time Injury Frequency Ratio (LTIFR), an industry measure of safety performance on projects, ranged between 1.0 and 3.7 over the past ten years. This represents a safety record at least three times better than the construction industry average for the same period.

An element of managing the safety of the projects NSWPW delivers, is managing Principal Contractor safety performance in accordance with the NSW Government Work Health and Safety Management Guidelines 6th Edition November 2019.

8.3 Environment

Enhancing the liveability and productivity of our regional communities and cities through responsible environmental practice as well as advancing sustainability in infrastructure planning, procurement, delivery and operation, is core to what we do at NSWPW. The environmental management elements of our IMS were developed to enable NSWPW to meet its legislative requirements and incorporate NSW Government environmental policy and objectives in the delivery of services to government agencies.



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Appendix A Information Required



IWCM Information list

The list of information required for the preparation of an IWCM Strategy is provided in the table below. An order of priority for the information has been nominated based on the following criteria.

Level 1 – Essential information required for analysis

Level 2 – Moderately important information for analysis

Level 3 – Lowest priority, information mainly used for presentation

Please annotate data with any known quality issues (for example bulk meter calibration is known to be poor) or system issues (for example there is an issue with the dry weather STP influent volume at XYZ STP as there is a weather independent infiltration issue near a waterway)

	Item	Alternative	Issue with alternative	Levels of importance for project	Status/Comment
1	Reference Documents				
1.1	Existing IWCMs	None		Level 2	
1.2	Strategic Business Plan (SBP)	None		Level 3	
1.3	Drinking Water Management System (DWMS) and copy of latest review/audit	None		Level 2	
1.4	Development Servicing Plan (DSP)	None		Level 2	
1.5	Reports relating to WHS inspections or WHS issues at to Council's water supply / sewerage sites	None		Level 3	
1.6	Reports from the Safety Management System for any prescribed dams.	None		Level 3	
1.7	LEP with maps of flood risk areas	Other flood risk studies		Level 3	
1.8	Regulator Correspondence <ul style="list-style-type: none"> - NSW Health Cryptosporidium Risk Assessment - DPIE Water Safe and Secure Water Program Risk Prioritisation 	None		Level 1	



	Item	Alternative	Issue with alternative	Levels of importance for project	Status/Comment
1.9	Council's risk management/prioritisation framework i.e. risk matrix and categories	None		Level 1	
2 Levels of Service and Performance Monitoring					
2.1	Council's water/sewerage LOS targets and current performance.	None		Level 2	
2.2	Register of last five years of customer complaints relating to water / sewerage.	None		Level 2	
2.3	Description of Council's use of Customer Relationship Management (CRM) system <ul style="list-style-type: none"> - How Council handles and records complaints relating to water / sewerage - Are entries reviewed to ensure appropriate response and close out? - Are location of issues reviewed and used for scheduling asset maintenance and renewals? 	None		Level 2	
3 Asset and Business Performance					
3.1	Council's latest water supply and sewerage fees and charges	None		Level 2	
3.2	Council's financial statements from the last five years <ul style="list-style-type: none"> - Prior to 2018/19 these were Council's Financial Statement with Special Schedules 3 to 6, usually available on Council's website - Now referred to as Financial Data Return (sent to Office of Local Government as excel file), not usually published 	Financial Statements may be on Council website		Level 2	



	Item	Alternative	Issue with alternative	Levels of importance for project	Status/Comment
3.3	Council's water supply and sewerage asset register(s), and explanation of how condition rating is assessed / calculated. The asset register should have an ID for each asset or asset component, with an associated condition rating, age, useful life and replacement cost	None		Level 1	
3.4	Latest Valuation Report and asset condition assessment for all water supply and sewerage assets	Data can be obtained from asset register		Level 2	
3.5	Description of the existing management systems used for assets, customer complaints/relationship, finance and its effectiveness in use by staff.	None		Level 2	
3.6	Current Total Asset Management Plan (TAMP)	None		Level 3	
3.7	Overview of access to communities and their water and sewer infrastructure during floods	None		Level 3	
4 Growth Strategy					
	Council's current 30-year growth strategy for serviced communities. This should include				
4.1	- nominated population growth rate per serviced community, and for the LGA	PWA to nominate based on historical growth, ABS data, DPIE planning data		Level 1	
4.2	- any anticipated growth in non-residential customers, in terms of equivalent tenements (ET)	PWA to assume no increase or proportional increase		Level 1	
4.3	- spatial distribution and staging of growth in new developments and infill.	None		Level 1	
4.4	- which reservoir zones and sewer catchments the new growth areas will contribute to	PWA to assume new growth is connected to closest reservoir zone / sewer catchment		Level 1	



	Item	Alternative	Issue with alternative	Levels of importance for project	Status/Comment
4.5	- Include Special Activation Precinct (SAP) information if applicable	Assume no SAP		Level 1	
4.6	Current and future service area boundaries (e.g. from DSP)			Level 3	
4.7	Record of dwellings built to BASIX requirements. Council may keep a register for all the dwellings that have BASIX certificate (with address or lot/sec/dp or assessment number) - To assess if newly constructed residential dwellings are more water efficient, useful for projection of new dwellings.	Google earth satellite imagery (historical view)	There may not be historical satellite imagery for some towns	Level 3	
5 Existing Scheme Information – Water Supply					
5.1	Water supply scheme details - Maps showing locations of all water supply assets (pipelines, reservoirs, WTPs, pump stations, bores etc.) in GIS format (tab or shp files). With asset identifiers used in asset database if available	If GIS format not available map diagrams or images can be used		Level 1	
5.2	- Descriptive overview and schematic diagrams of all water supply schemes, including major assets, water extraction, water treatment (O&M manual if available), and distribution system	None		Level 1	
5.3	- Capacities of all assets e.g. reservoir, raw water intake pumping stations and treatment plants	None		Level 1	
5.4	- Process flow diagrams of water treatment systems showing treatment processes and flow monitoring points			Level 1	
5.6	- Reports on bore testing and geology if available			Level 2	



	Item	Alternative	Issue with alternative	Levels of importance for project	Status/Comment
5.7	<ul style="list-style-type: none"> - Any Section 61 inspection reports conducted by DPIE Water. Section 60 approvals if treatment plants constructed after 1993. 			Level 2	
5.8	<p>Minimum of 5 years water supply customer billing details, provided as one excel workbook</p> <ul style="list-style-type: none"> - See examples at end of table for typical data formats - Data to show water usage for each assessment, for each billing period, including read dates - A user category for each assessment (e.g. residential, commercial, council etc.) - Indicate any assessments which are metered but not charged for water (e.g. community uses) 			Level 1	
5.9	<p>Historical records or information of other water usage not accounted for in water billing data E.g.</p> <ul style="list-style-type: none"> - Standpipe usage - Unmetered uses such as use on Council properties or operational/maintenance uses (e.g. mains flushing, use of hydrants, etc.) 			Level 1	
5.10	<p>GIS data</p> <ul style="list-style-type: none"> - Cadastre with each lot having an identifier that can be linked to each assessment in the water billing data - Reservoir / pressure zone boundaries 	<p>State Cadastre. Requires billing data contain Lot/Section/DP or Lot/Section/SP per assessment</p> <p>System maps</p>	<p>May not include new developments or changes to the Lot/Section/DP</p>	Level 1	



	Item	Alternative	Issue with alternative	Levels of importance for project	Status/Comment
5.11	Minimum of 5 years water production data (water intake daily pump records, WTP daily inflow and outflow records), provided as one excel workbook, and where to locate or calculate in the workbook. Notes on how Council operates WTP (e.g. if it is not run on weekends)	One of extraction or WTP outflow	Non-revenue water will not be accurate	Level 1	
5.12	Details of any Service Level Agreements (SLAs) regarding supply of water by LWU (such as to major users, or bulk supply customers)	None		Level 3	
5.13	List of all of Council's Water access licence(s) (WAL)	Can be found on NSW Water Register	May be difficult to identify Council's WAL	Level 1	
5.14	Information on historic water pricing (as many years as billing or production data, whichever is longer)	Comparison reports		Level 2	
5.15	Information on historic water restrictions (as many years as billing or production data, whichever is longer)	Newspapers, Council minutes, Council Facebook	Data often not available	Level 2	
5.16	Pollution Incident Response Management Plan (PIRMP) for each water treatment plant (WTP)	None		Level 3	
5.17	Council's water restriction policy including triggers (e.g. storage level or water allocation) and measures for each restriction level/stage (e.g. limits on garden watering)	None		Level 3	
5.18	Historical WTP water quality data in one excel worksheet for each WTP: <ul style="list-style-type: none"> - Raw water data for each source (if bores are used then the water quality data for each bore) - Location of monitoring points - Monitoring data at each Critical Control Point (CCP) 	None		Level 2 Level 2 Level 2	



	Item	Alternative	Issue with alternative	Levels of importance for project	Status/Comment
5.19	Information on how Council is addressing requirements of LWU Circular 18 <ul style="list-style-type: none"> - C.t. calculations at WTP - Records of reservoir inspections and any issues - Records of residual chlorine in reticulation 	<p>Can be estimated from process information</p> <p>Council can provide ASAM login if available</p> <p>Can be provided from NSW Health Online Drinking Water Quality Database, if Council gives PWA access permission</p>		<p>Level 3</p> <p>Level 3</p> <p>Level 3</p>	
5.20	Overview of flood effected infrastructure based on recent floods			Level 3	
6 Existing Scheme Information – Sewerage					
6.1	<p>Sewerage scheme details</p> <ul style="list-style-type: none"> - Maps showing locations of all sewerage assets (pipelines, STPs, sewage pumping stations) in GIS format (tab or shp files). With asset identifiers used in asset database if available 	Use information provided to develop schematic		Level 1	
6.2	<ul style="list-style-type: none"> - Details and schematic diagrams of all sewerage schemes including major assets, collection system, sewage treatment, and effluent management 	Use information provided to develop schematic		Level 1	
6.3	<ul style="list-style-type: none"> - Process flow diagrams of sewage treatment plants (STPs) showing treatment processes. O&M manual if available 	Process diagram developed from process description		Level 3	



	Item	Alternative	Issue with alternative	Levels of importance for project	Status/Comment
6.4	<ul style="list-style-type: none"> - Design capacities for each treatment process unit for all STPs. - Any Section 61 inspection reports conducted by DPIE Water. Section 60 approvals if treatment plants constructed after 1993. 	None		Level 3	
6.5	Liquid Trade Waste Regulation Policy and list of any Category 3 dischargers.	Should be available from Council website		Level 3	
6.6	Pollution Incident Response Management Plan (PIRMP) for each STP	None		Level 3	
6.7	SPS specifications including <ul style="list-style-type: none"> - Sewage Pumping Station (SPS) hierarchy 	Can be drawn from GIS data (see 3.12)		Level 1	
6.8	<ul style="list-style-type: none"> - pumping capacities of duty / standby pumps 	None		Level 2	
6.9	<ul style="list-style-type: none"> - emergency storage volume assessment 	Pump station general arrangement diagram		Level 2	
6.10	<ul style="list-style-type: none"> - rising main length and diameter for septicity assessment 	None		Level 2	
6.11	Minimum of 5 years sewerage customer billing details to estimate number of connections (in spreadsheet format)				
6.12	<ul style="list-style-type: none"> - Assessment number (relating to cadastral data) 	Use customer water billing data and sewerage service area boundaries		Level 3	
6.13	<ul style="list-style-type: none"> - Estimated sewage discharge (if used to estimate non-residential sewage charges) 	Use standard discharge factors		Level 3	
6.14	<ul style="list-style-type: none"> - Customer categories 	Use customer water billing data		Level 3	



	Item	Alternative	Issue with alternative	Levels of importance for project	Status/Comment
6.15	GIS data - Cadastre with lot identifies used with meter data (see 3.11)	State Cadastre. Requires billing data contain DP and lot number per assessment	May not include new developments or changes to the lot/Section/DP	Level 2	
6.16	- SPS catchment boundaries	Can be drawn from map/diagrams	If this takes significant time may require a variation		
6.17	Sewer pumping station telemetry data showing pump run time. Preferably data for three recent dry days and three recent high rainfall days	Estimated from hydraulic unit loading	Less accurate	Level 2	
6.18	Historical daily STP inflow measurements, at least back 5 years	Can be estimated from SPS run time data (e.g. SCADA) if available and data verified	Only works if all sewage is pumped to STP	Level 1	
6.19	For each effluent reuse scheme: - management system (RWMS) - historical effluent flow data - quality data (if applicable) - information about Section 60 approval	None		Level 1	
6.20	Details of each effluent reuse customer including: - use of effluent - management practices to ensure safe use - customer agreement	None		Level 2	
6.21	Most recent data on actual hydraulic and biological / nutrient loading to STP (e.g. 72 hour monitoring)	Estimate from sewer manual.	Less accurate	Level 2	
6.22	Overview of flood effected infrastructure based on recent floods	None		Level 3	



	Item	Alternative	Issue with alternative	Levels of importance for project	Status/Comment
7	Urban Stormwater Systems				
7.1	Details and schematic diagrams of all urban stormwater systems.	None		Level 3	
7.2	Details of any current stormwater issues	None		Level 3	
7.3	Storm water management plan	None		Level 3	
7.4	If Council have declared dams, for each dam: - Dam safety rating - Dam Safety Management Plan (DSMS) - Dam Emergency Plan - Operation and Maintenance Plan	None		Level 3	
8	Unserviced /partially serviced communities				
8.1	Description of on-site sewer management systems (OSSMS) performance in each community	None		Level 1	
8.2	Council register of OSSMS showing risk rating and link to GIS if available			Level 1	
8.3	Information on unserviced urban centres including estimated number of dwellings and future growth	ABS data		Level 1	
8.4	Qualitative information about water availability in unserviced communities (e.g. rivers, dams, bores, rainwater tanks)	None		Level 2	
8.5	Information on development plans for unserviced areas	None		Level 3	



For billing data exports from CIVICA

Land Classification Report (this will be a screen shot)

Type	Classification C	Description	Code 1	Code 2
rte_ds	BUS	Business		Major Group
rte_ds	BUSG	Business Gateway		Major Group
rte_ds	BUSS	Business - Special		Major Group

Zone code report (this will be a screen shot)

Type	Zone Code	Description
rte_zne	ASH	Ashley
rte_zne	BIN	Biniguy
rte_zne	BOG	Boggabilla

WB history list

MPSC LIVE 6.14.2 WATER BILLING HISTORY LIST Report Date: 02/03/2021 Page: 1
 r_wb011 02/03/2021 16:32:58 Billing Year: 2016 Report Detail: R Asmt No: ALL

Asmnt No	Owner	Zone	Classification	YTD Allowance	YTD Special	Account	Closed			
1	Mr M D & Mrs K Brown	0	RES	0	0					
Meters:										
	Meter No	Connection	Status	Type	Route	Cycle Walk	Bill Period	YTD Allowance	YTD Special	
	20V01351T	04/06/2020	1	20M6	9	1 3061	4	0	0	
Readings:										
	Meter No	Previous Date	Previous Reading	Reading Date	Current Reading	Consumpt	Allow Units	Special Allow	Billable Units	Bill Amount
	07W111018	22/05/15	1213	24/08/2015	1224	11	0	0	11	16.68
	07W111018	24/08/15	1224	19/11/2015	1245	21	0	0	21	33.18
	07W111018	19/11/15	1245	24/02/2016	1255	10	0	0	10	15.80
	07W111018	24/02/16	1255	26/05/2016	1263	8	0	0	8	12.64
Current Balances:										
	Current	Overdue	Cur Int	Arrears	Arr Int	Legal Fees	Min Held	Round Held		
	0.00	0.00	0.00	0.00	-55.12	0.00	0.00	0.00		
Total Balances:								-55.12		



Customer water billing data example

Assessment	Lot and DP	Address	User class	Note if strata
10000000	CP/SP1234	4 Smith St Town A	Residential	Strata Parent
10000001	1/SP1234	1/4 Smith St Town A	Residential	Strata Child
10000002	1/SP1234	2/4 Smith St Town A	Residential	Strata Child
10000002	1//DP1001	6 Smith St Town A	Commercial	None

Meter details example

Meter identifier	Assessment	Address (especially for strata)	User class (if there are any assessments with multiple classes, e.g. residential and commercial or residential and school)	Meter size (mm)	Water supply name	Water class (filtered, raw, recycled, etc.)	Units
M00001	10000001	2/4 Smith St Town A	Residential	25mm	Town A	Potable	kL

Meter reads example 1

Meter number	Start read date	Start meter read	End read date	End meter read
M00001	20/06/2018	80000	18/9/2018	80450

Meter reads example 2

Meter number	End read date	Number of days	Metered volume (kL)
M00001	18/9/2018	90	450



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Department of Regional NSW



Appendix B Scope of work and methodology for hydraulic modelling

Water modelling

The scope of the bulk water supply hydraulic modelling includes the following:

- Mapp all pump stations, rising mains, reservoirs and key reticulation pipes
- Validate the model using available system demand and reservoir level data. The model performance will be validated to Council's reasonable satisfaction with current operation using SCADA information provided by Council.

Undertake the following assessments:

- Assess network performance under current peak day demand over 24 hrs. Based on the performance assessments establish vulnerability and deficiencies in the system to meet demands and levels of service at each reservoir zone. The performance assessment (such as pump/plant run times, reservoir levels, friction loss, etc) will consider all network components - water plant, pumping facilities, reservoirs and trunk mains.
- Item 1 above will be repeated over an extended period of at least 7 days using peak day demand persistence curves to establish vulnerability and deficiencies in the system.
- Item 1 above will be repeated for firefighting; of 2 simultaneous fires each with demand of 11L/s over a 4-hr period and establish vulnerability and deficiencies in the system.
- We will assess the performance on the periphery of the network in the event of emergency (trunk main break, power supply failure, etc.) leading to a water supply discontinuity/lower pressure and determine appropriate levels of service performance measures.

The assessment will be based on reservoir drawdown and the response time before the reservoir can draw-down by 30%

We will undertake sensitivity analysis of performance where appropriate and if required, with higher friction co-efficient for older pipes.

We will prepare a paper summarise the study findings and all assumptions.

Sewer modelling

Performance of the bulk sewer transport network will be assessed by building a hydraulic model of the bulk sewer network. The scope works includes the following:

- Building of a bulk sewer model. The model will include all the pumping stations and rising mains. In addition, major/significant gravity lines identified during the assessment will be added as required. The sewage loading will be included as bulk loads to the pumping stations or to the gravity mains that are in the model. Two model versions to represent current and future loadings will be created.
- Development of flow hydrographs (dry weather and wet weather). Wet weather hydrographs will be limited to 3 rainfall events (ARI).



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- Calibration and validation of the model. The model will be calibrated for dry weather and wet weather scenarios using available data with Council so that the model will represent the actual network to establish dry weather loading and wet weather infiltration parameters. The required data include previous flow records of STP and/or pumping stations during dry weather and wet weather with corresponding rainfall data. The quality of the model depends on the available data for calibration.
- Simulation of the calibrated model (current and future) for dry weather and 3 wet weather (i.e. ARI) scenarios to assess the existing system capacity to service current and future load.
- Simulation of both models (current and future) to establish upgrades required for a single wet weather (i.e. ARI) event and identify options (limiting to 3 options)
- Summarising the above including the timing of the upgrades required and capital costs

Information and Data Collection

The following data has been identified as input requirements for the modelling.

Water modelling

Available infrastructure asset data including:

- GIS data of the water supply and sewer network
- Schematic Layout of the Water Supply Trunk Network
- Summary of the telemetry / control philosophy for network assets
- Reservoir, treatment plant and WPS details
- Pipe network: location, size, type, age, condition and connections.
- Major valves: location, size, type and settings.
- Pump stations and pump curves.
- Reservoirs' location, elevation, capacities, TWL, BWL, diameters.

Current operating control system including:

- Pump controls.
- Valve settings and controls.
- Reservoir controls.

Geographical Data including:

- Contour data.

Sewer modelling:

Sewerage infrastructure asset data (in GIS format) including

- Manhole locations, invert and surface levels
- Pipeline, diameters, and lengths



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- SPS locations, levels, dimensions and pump curves
- Rising main diameters, lengths and levels
- STP location and levels at inlet works

Geographical data (preferably in GIS format) including

- Contour data
- Dwelling lot maps
- Land use details

Flow records for STP and or pumping stations (for calibration) including

- Dry weather flow records (STP and/or pumping stations) if available preferably diurnal variation or otherwise daily totals
- Wet weather flow records (STP and/or pumping stations) if available preferably diurnal variation or otherwise daily totals and corresponding rainfall data

Software Selection

NSW Public Works has extensive experience in the use of a wide range of hydraulic modelling software packages. InfoWorks or Mike Urban will be used for modelling of the network. NSWPW has a licence agreement which includes continuous technical support and the latest upgrades, ensuring that the modelling work will be based on the most up to date version of the software.



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Appendix C Conditions of Engagement

PUF-0601 [v0.3]

1. PREAMBLE

1.1 If any provision in these Conditions of Engagement conflicts with a provision in the Proposal to which they apply, the provision in the Proposal will apply to the extent of the conflict.

2. SERVICES WE WILL PROVIDE

- 2.1 We will provide the Services in accordance with the terms set out in the Agreement, none of which may be changed without the prior written consent of both parties.
- 2.2 We will, subject to matters beyond our reasonable control, provide the Services with the skill and care generally exercised by competent persons performing services of a similar nature at the time the Services are carried out.
- 2.3 We will provide the Services in accordance with the Timetable unless the provisions of Clause 10 apply.

3. FUNDING

3.1 It is a necessary precondition of the Agreement under these Conditions of Engagement that you are responsible for and have sufficient funds available for payment to us of the total cost of the Services and/or Project including but not limited to variations and dispute resolution processes.

4. YOUR OBLIGATIONS

- 4.1 You and your Associates will co-operate with us and not delay or vary the Services without adjusting the Timetable and the Fee as required under Clauses 10 and 11.
- 4.2 You will only communicate with us about the Services through the NSW Public Works Representative nominated at item 3 in Schedule 1.
- 4.3 To help us understand your requirements for the Services, you will:
- inform us of your specific requirements;
 - answer any questions and provide any information we ask of you, including providing information specified in the Proposal by the specified time; and
 - provide written comments on any Contract Material, if we request you to do so.
- 4.4 We assume that any information you or your Associates provide to us for the purpose of carrying out the Services is complete and accurate and will not check it unless doing so is part of the Services. We do not accept any Liability in connection with any information you provide to us.
- 4.5 You agree to indemnify us in the event that our use of information you provide infringes the intellectual property rights of a Third Party.

5. CONFIDENTIALITY

- 5.1 All information that either of us provides to the other is confidential and must not be disclosed to any other person, unless the disclosure is authorised under this Agreement or required by law.
- 5.2 You authorise us to disclose to our Associates any information you provide for the purpose of carrying out the Services.
- 5.3 You agree that we can publish promotional and technical information relating to the Services and the Project unless you advise us otherwise in writing when we enter into the Agreement.

6. INTELLECTUAL PROPERTY RIGHTS



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- 6.1 Intellectual Property Rights in all Contract Material shall be vested in us.
- 6.2 We grant you an irrevocable, non-exclusive, royalty-free and non-transferable licence to use the Contract Material for the Project. However, you must not use, adapt, publish or otherwise exploit any of the Contract Material for any other purpose or allow others to do so without our prior written consent.

7. CHANGES TO THE CONTRACT MATERIAL

- 7.1 We authorise you and your Associates to make minor changes to the Contract Material:
- to suit site conditions encountered in completing the Project, providing such changes do not affect the design intent; and
 - to produce work-as-executed drawings.
- 7.2 If you or your Associates change the Contract Material whether pursuant to clause 7.1 or otherwise, you agree to release and indemnify us against any and all claims, proceedings, demands, losses, damages, costs or expenses, by you or any Third Party resulting from such changes; and
- 7.3 Any change made by you to the Contract Material will be annotated to indicate where and when changes were made and by whom.

8. LIABILITY AND INDEMNITY

- 8.1 You agree that, except where the law does not permit such limitation, our Liability to you is limited (in the aggregate) to the lesser of:
- \$5 million; or
 - ten times the Fee payable at the Date of Agreement (the “cap”) and you release us from any further Liability
- 8.2 You agree to indemnify us and our Associates against any claim made against us by any of your Associates for any loss or damages which are greater than the cap. Further, you agree that our Liability to you is reduced to the extent that an act or omission by you or any of your Associates contributed to the injury, damage or loss.
- 8.3 The Services and the Contract Material are provided for your exclusive benefit. We accept no Liability to any Third Party in respect of any claim made in connection with the Services, and you agree to indemnify us against any such claim.
- 8.4 We are not liable to you or any Third Party in respect of any Consequential Loss, however it arises.
- 8.5 On the date that is three years after the date we send you our final payment claim under the Agreement, you release us and our Associates from all Liability.

9. INSURANCE

- 9.1 We will maintain self-insurance arrangements with the NSW Treasury Managed Fund in relation to professional indemnity and public liability. We will give you confirmation of such self-insurance arrangements on request, at any time before we complete the Services.

10. DELAYS TO THE SERVICES

- 10.1 If we are, or will be, delayed in carrying out the Services:
- we will give you reasonable notice after becoming aware of the delay;
 - we will advise the effect on the Timetable;
 - you will extend the time(s) for carrying out the Services provided for in the Timetable by the extent of the delay; and
 - you will reimburse us, as a Variation, for any additional costs and expenses we incur as a result of any delay that is not a result of our breach of the Agreement.

11. VARIATIONS TO THE SERVICES



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Variations Proposed by You

- 11.1 If you propose a Variation, you will advise us in writing what is required and request a written quotation from us.
- 11.2 We will provide a written quotation setting out the effects of the proposed Variation on the Fee, the Timetable and any other relevant matters, for your consideration and acceptance.
- 11.3 We will not commence any Variation proposed by you until we receive your written instruction to do so (which may be before you receive or accept our written quotation).

Unavoidable Variations

- 11.4 If we become aware of any circumstances, including those listed at item 4 in Schedule 1, which have caused, or may cause, a Variation, we will notify you in writing as soon as practicable, setting out the circumstances and the likely effect on the provision of the Services, the Fee and the Timetable.
- 11.5 Unless we ask for confirmation under Clause 11.6, we will continue to carry out the Services, including any unavoidable Variation, until we receive instructions to the contrary from you in writing.
- 11.6 In some circumstances, we may ask you to confirm in writing that you will pay for a notified unavoidable Variation. If we do so, you agree that we are not required to carry out that Variation work until we receive your written confirmation and that, if this delays the Services, the provisions of Clause 10 will apply.

Adjustments for Variations

- 11.7 You will pay us the additional costs and expenses we incur in connection with any Variation instructed by you under Clause 11.3 or notified by us under Clause 11.4. Payment will be made on the basis of:
 - a. an agreed lump sum adjustment to the Fee; or
 - b. in accordance with Clause 12.4(e).
- 11.8 If a Variation delays the Services, you will extend the Timetable in accordance with Clause 10.

12. PAYMENT

- 12.1 You will pay the Fee, other amounts payable under the Agreement and applicable tax in accordance with this Clause.
- 12.2 Where the Fee was based on a nominated percentage of the estimated construction cost of the Project and the pre-tender estimate or accepted tendered price for the Project exceeds the estimate by more than 10%, the Fee repayable will be the Fee set out in the Proposal plus an amount calculated by applying the nominated percentage to the difference between the estimated construction cost and the tendered price. If the pre-tender estimate or accepted tendered price for the Project is less than the estimated construction cost when the Services commenced, the Fee will not be adjusted.
- 12.3 Unless otherwise agreed, we will submit a monthly payment claim for amounts due under the Agreement up to the date of that payment claim, less amounts previously paid.
- 12.4 The amounts due under the Agreement will be calculated as follows:
 - a. Where the Fee is a lump sum: based on the percentage of the Services carried out;
 - b. Where the Fee is to be paid on an Hourly Rates basis: based on the hours worked by our personnel multiplied by the Hourly Rates;
 - c. For Disbursements: as set out at item 1 in Schedule 1;
 - d. For Variations for which a lump sum Fee adjustment was agreed: based on the percentage of the Variation work carried out; and
 - e. For all other Variations:
 - (i) an amount based on the hours worked by our personnel multiplied by the Hourly Rates, plus
 - (ii) any amounts due to our subcontractors or sub-consultants, plus a 12.5% margin, plus
 - (iii) the costs we incurred for Disbursements of the kinds listed in paragraphs (a), (b) and (c) in item 1 of Schedule 1; plus
 - (iv) costs and expenses we incurred due to delays.



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- 12.5 Within 20 Business Days after you receive our payment claim you will pay the amounts due under the Agreement.
- 12.6 All amounts in the Agreement and other documents we give you in relation to amounts payable are exclusive of GST or other applicable tax unless expressly included.
- 12.7 If you fail to pay any amount due under the Agreement in full within 10 Business Days after the agreed time for payment:
- a. you will pay interest at the rate of 7% per annum on all overdue amounts, until the amount is paid in full; and
 - b. we may keep any Contract Material prepared in connection with the Agreement and:
 - (i) suspend carrying out the Services until the amount is paid in full and the provisions of Clause 10 will apply; or
 - (ii) end the Agreement by giving you written notice under Clause 15.

13. CIRCUMSTANCES BEYOND OUR CONTROL

- 13.1 We are not liable for any loss or damage caused by any failure or delay in performance of the Agreement resulting from any cause beyond our reasonable control including, but not limited to: acts of God, acts or omissions by you or your Associates, adverse weather conditions and industrial disputes.

14. DISPUTE

- 14.1 In the event of any dispute between the parties arising in connection with this Agreement that cannot be resolved within 20 (twenty) business days of either party giving the other party notification and details of the dispute, then either party may commence legal proceedings or, if agreed in writing by the parties commence alternative dispute resolution proceedings.
- 14.2 Notwithstanding the existence of a dispute, the parties must continue to perform their obligations under this Agreement.
- 14.3 Nothing in this Agreement is intended to stop either party from instituting proceedings to enforce payment due under the Agreement or to seek injunctive or declaratory relief.

15. ENDING THE AGREEMENT

- 15.1 Either party may end the Agreement at any time by giving the other party at least 10 Business Days notice.
- 15.2 If the Agreement is ended, we will send you a payment claim for Services carried out up to the date the Agreement is ended and you will pay us all amounts owing under the Agreement plus expenses incurred by us as a result of ending the Agreement.
- 15.3 The Clauses in these Conditions of Engagement headed "Confidentiality", "Intellectual Property", "Liability", "Variation", "Payment", "Dispute", "Ending the Agreement" and "General Matters" continue to operate after this Agreement is ended.

16. GENERAL MATTERS

- 16.1 The only duties, obligations and responsibilities we have in connection with the Agreement are those expressly set out in the Agreement.
- 16.2 The Agreement will be governed by and interpreted in accordance with the laws in force in the State of New South Wales, Australia.
- 16.3 The parties submit to the exclusive jurisdiction of the courts of the State of New South Wales, Australia.
- 16.4 Neither party may transfer the Agreement or any right or obligation under the Agreement without the other party's prior written consent.
- 16.5 You authorise us to destroy all Contract Material and other documents we hold in connection with the Agreement seven (7) years after the date we send you our final payment claim under the Agreement.



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17. DEFINITIONS

Unless the context otherwise requires, in these Conditions of Engagement:

“Agreement” means either:

- a) the Agreement executed by the parties in connection with the Services; or
- b) if the Agreement is made by a Letter of Award, it means the contract formed by the Agreement Documents, which supersede all understandings, representations and communications made between the parties in connection with the Agreement before the Date of Agreement.

“Agreement Documents” include:

- (a) the Proposal;
- (b) these Conditions of Engagement; and
- (c) the Letter of Award and any other documents listed therein.

“Associates” means the relevant party’s employees, personnel and agents. Our Associates include our subcontractors and sub-consultants who are involved in carrying out the Services. Your Associates include your contractors and consultants who are involved in carrying out the Project.

“Business Day” means any day other than a Saturday, Sunday, public holiday or 27, 28, 29, 30 or 31 December.

“Consequential Loss” includes loss of revenue, loss of profit, loss of custom, loss of goodwill, loss of overhead recovery, loss of business opportunity, loss of the use of property, loss of contract, loss of production, loss of financing charges or cost recovery, loss of the use of money and payment of liquidated sums or damages under any other Agreement.

“Contract Material” means all material that is produced by us or on our behalf in carrying out the Services, including but not limited to documents (including drawings, reports, specifications and bills of quantities), calculations, equipment, information and data stored in hard copy or electronic format.

“Date of Agreement” means the date of execution of the Agreement or the date of the Letter of Award, as applicable.

“Disbursements” means costs and expenses we incur in carrying out the Services that are not included in our Fee. These are set out at item 1 in Schedule 1.

“Fee” means either:

- a) the lump sum amount set out in the Agreement; or
- b) an amount calculated on the basis of hours worked multiplied by the Hourly Rates.

The Fee is adjusted in accordance with the Agreement.

“Hourly Rates” means:

- a) the relevant Hourly Rate(s) set out in the Proposal; or
- b) if relevant Hourly Rate(s) are not set out in the Proposal, the rate(s) that NSW Public Works normally charges for the relevant personnel, at the time the Services are carried out.

“Intellectual Property Right” means any statutory and other proprietary right in respect of inventions, innovations, patents, utility models, designs, circuit layouts, mask rights, copyright (including future copyright), confidential information, trade secrets, know-how, trademarks and any other right in respect of intellectual property.

“Latent Condition” means an aspect of the Services or the Project, including physical conditions on the Project site or its surroundings, which differs materially from what could reasonably have been anticipated by us at the time we prepared the Proposal, including conditions that were known by you and not disclosed to us.

“Letter of Award” means written notification that you accept the Proposal.

“Liability” means legal liability for injury, loss or damage arising in connection with or for breach of the Agreement, however such liability arises.

“NSW Public Works Representative” means the person nominated in item 3 in Schedule 1.

“Project” means the project(s) that the Services relate to.

“Proposal” means the proposal (or if more than one, the final proposal) we gave you in relation to the Services.

“Services” means the services we carry out in connection with the Agreement, including any Variations. Refer to item 2 in Schedule 1.

“Third Party” means a person who is not a party to the Agreement, but does not include our Associates.



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"Timetable" means any schedule included in the Agreement Documents that sets out when the Services are to be carried out.

"Variation" means any change to the scope or timing of the Services set out in the Agreement. A Variation may be caused by any of the circumstances listed at item 4 in Schedule 1.

"We", "us" and/or "our" means NSW Public Works and all its branches and divisions, on behalf of the Crown in right of the State of New South Wales through the Department of Regional NSW.

"You", "you" and/or "your" means the client(s) addressed in the Proposal.



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Schedule 1 – Agreement Information

Item No	
1	<p style="text-align: right;"><i>Mentioned in Clauses 12.4 & 17</i></p> <p>Disbursements are costs and expenses identified as Disbursements in the Proposal and costs and expenses for any of the following, unless the Proposal specifically states that they are included in the Fee:</p> <ul style="list-style-type: none"> a) fees, charges, levies and taxes payable to authorities; b) travel and accommodation associated with attendance at meetings, site inspections, audits etc; c) preparation of archived material, or transfer or translation of computer files; and d) products and services provided by subcontractors or sub-consultants, such as: site investigations; Building Code of Australia (“BCA”) inspections; hazardous materials or geotechnical studies; condition surveys; cadastral or infrastructure surveys; production of measured drawings of existing infrastructure; printing multiple copies of reports; and printing or production of artist’s impressions/ perspectives / 3D CAD modelling, videos or other presentation material. <p>Notes: Unless the Proposal specifically states otherwise:</p> <ul style="list-style-type: none"> 1. The costs of word processing, phone, fax and routine photocopying are not Disbursements. 2. For Disbursements listed in (a), (b) and (c) above, you will pay us the actual costs we incur. 3. For products and services provided by subcontractors and sub-consultants (as set out in item (d) above), you will pay us the costs we incur plus a 12.5% margin.
2	<p style="text-align: right;"><i>Mentioned in Clauses 2 & 17</i></p> <p>The Services are described in the Proposal, subject to the following:</p> <p>DELETE ITEMS BELOW THAT ARE NOT APPLICABLE TO THE TYPE OF ENGAGEMENT.</p> <ul style="list-style-type: none"> 1. Unless specifically stated in the Proposal, the Services do NOT include advice during the tendering period or construction phase of the Project. If the Proposal included giving such advice and you receive a Request for Information (RFI): <ul style="list-style-type: none"> a) you will assess the RFI and only pass it on to us if you are unable to provide the information; b) where the RFI relates to an error or ambiguity in the Contract Material, or requires details it would not be reasonable to expect an experienced and competent person to understand, we will respond at no additional cost; and c) where the RFI relates to a matter that it would be reasonable to expect an experienced and competent person to understand, our response will be treated as a Variation. 2. If the Services include managing construction contractors, their management systems will be relied upon for quality, safety and environmental management. We will carry out the level of audits, reviews and site visits generally required to manage a competent, experienced contractor.
3	<p style="text-align: right;"><i>Mentioned in Clauses 4.2 & 17</i></p> <p>INSERT THE NAME OF THE PERSON WHO WILL MANAGE THE ENGAGEMENT. DO NOT DELETE THE WORDS IN BRACKETS.</p> <p>The NSW Public Works Representative is :>> [If not nominated here, we will advise the NSW Public Works Representative at your request.]</p>
4	<p style="text-align: right;"><i>Mentioned in Clauses 11, 12 & 17</i></p> <p>DELETE ITEMS BELOW THAT ARE NOT APPLICABLE TO THE TYPE OF ENGAGEMENT.</p> <p>A Variation occurs when:</p> <ul style="list-style-type: none"> 1. There is a change to the Services because: <ul style="list-style-type: none"> a) you request additional or reduced Services, for example due to changes in the budget; b) there are changes to the scope or timing of the Project; c) Latent Conditions are encountered; d) information provided by you or your Associates is incomplete, inaccurate or contains discrepancies; e) you request re-work, except if due to our failure to provide Services complying with the



NSW Public Works



	<p>Agreement;</p> <p>f) there is a change to legislative requirements affecting the Services, Project or amounts payable; or</p> <p>g) we are required to provide unexpected additional resources to manage the construction work due to poor work quality or an under-performing contractor;</p> <p>2. Part or all of the Services are delayed by a cause (including suspension, acceleration or deceleration instructed by you or interference by you or your Associates) other than our breach of the Agreement;</p> <p>3. we are required to carry out work to enable safe access in order to carry out the Services;</p> <p>4. we incur costs in resolving a dispute with a contractor or consultant involved in the Project; or</p> <p>5. during or after completion of the Services, we or any of our employees are required to give evidence before, or provide any information to, a court or other competent authority.</p>
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Exemption from Procurement Process Authorisation

Activity <Strategic Planning – Water and Sewer>

Description <Procurement Exemption for Strategic Planning to engage Public Works Australia>

<Strategic Planning - Water Supply & Sewer Services 2025>

Version Control

Version	Description of Change	Author	Date
1	Proposal for Exemption to engage PWA	Vageesh Nonavinakere	12 Feb 2025



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Privacy and Personal Information Protection Notice

- this information is voluntarily required to process your request and will not be used for any other purpose without seeking your consent, or as required by law;
- your information may comprise part of a public register related to this purpose;
- your application will be retained in Council's Records Management System and disposed of in accordance with the Local Government Disposal Authority;
- your personal information can be accessed and corrected at any time by contacting this Council.

BSC170:V01



This form is to be completed to apply for authorisation for exemption from the requirements of the Council's procurement framework. Any application for exemption must be supported with detailed information qualifying the need for exemption. The application must be endorsed by the relevant Director before being submitted to the General Manager for approval. It is at the General Manager's discretion whether to grant or not an application for exemption.

Applications must provide all supporting information attached to the application where available.

The exemption process is primarily to be used for expenditure less than \$250,000.

All expenditure where the whole-of-life cost is anticipated to be \$250,000 (inc. GST) or greater cannot be exempt from the requirements as contained in the NSW Local Government Act (1993) or the NSW Local Government (General) Regulations (2021).

Completion of this form does not constitute approval or that the proposed supplier will be selected.

1. Purpose of Form

To obtain exemption from:

- ✓ The procurement process as detailed in Council's procurement framework (i.e. exemption from process)
- ✓ The use of identified aggregator contracts that would satisfy the requirement
- ✓ The use of Council preferred supplier lists / panel contracts
- ✓ Other – Please provide detail – To engage PWA who have expertise in delivering Strategic Planning for other councils

2. Application Details

Details of Application	
Date of Application:	12 March 2025
Applicant Name and title:	Glenn Fernandes, Director, Water Resource Management
Proposed Supplier:	NSW Public Works
Supplier Contact:	0421 487 408, glenn.ferandes@pwa.nsw.gov.au
Cost:	\$740,700
Description of product / service being procured:	Strategic Planning – Water Supply and Sewerage Services
Details of application begin sought:	Preparation of a Strategic Plan understanding water and sewer schemes performance, capacity, capability, constraints and efficiency of whole infrastructure and assets to achieve levels of service.

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BSC170:V01



3. Reason Exemption Sought

Tick the box next to the relevant condition under which the exemption is being sought.

- ~~Repair or maintenance parts are unavailable from sources other than the original equipment manufacturer or their designated service dealer.~~
- ~~Upgrade to existing software — available from this software vendor who sells on a direct basis.~~
- ~~Continuity of assets / fleet type (manufacturer, make, model etc. — provide further detail below)~~
- ~~Sole supplier of a patented or licensed product.~~
- ~~Sole provider of service/maintenance/product~~
- ~~Service/commodity is unique.~~
- Other (please provide detail below)

Additional details as to reason exemption is being sought as required above

Under Section 55(3) (c) of the Local Government Act 1993, Council does not need to invite tender for “a contract entered into by a council with the Crown (whether in right of the Commonwealth, New South Wales or any other State of a Territory), a Minister of the Crown or a statutory body representing the Crown”

4. Justification for Exemption

In the space below, please provide all relevant details as to the justification for the exemption being sought to support the application. Information to include:

- the process used to attempt to locate additional supplier, e.g. internet search or consultation with other staff / Councils;
- other suppliers that supply similar but not identical equipment (please provide a quote to assist with price justification);
- qualification as to why existing arrangements are not suitable in this instance;
- information that the proposed solution satisfies the Council’s guiding procurement principles, e.g. Value for Money, probity considerations etc.

Information Supporting Application

Reason for exemption being sought:

- PWA have provided a demonstrated experience in delivering such magnitude projects to other councils
- The department DCCEEW have recommended PWA to engage their services due to their extensive experience and resources in delivering similar projects
- PWA proposed scope of works have been ratified by DCCEEW who are providing the funding assistance to this project.

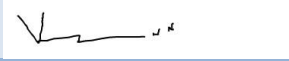
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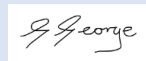
BSC170:V01



5. Proposal, Endorsement and Authorisation

Applicant	
Name	Vageesh Nonavinakere
Signature	
Date	12 March 2025

I certify that to the best of my knowledge the information provided, including the reasons, explanations and documentation supporting this application is true and accurate and that my actions are in compliance with the Council's guiding procurement principles including Value for Money and Probity considerations.

Director Endorsement	
<input checked="" type="checkbox"/> Endorsed <input type="checkbox"/> Not Endorsed	
Name	Gary George
Signature	
Date	12 March 2025
Comments	Endorsed

Chief Executive Officer Approval	
<input type="checkbox"/> Approved <input type="checkbox"/> Not Approved	
Name	Karina Ewer
Signature	
Date	
Comments	

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