



**muswellbrook
shire council**

**NON-BINDING EXPRESSION OF
INTEREST (EOI)**

**Non-binding EOI Title: *Market
Sounding EOI - Temporary Worker
Accommodation***

EOI Number: TWA-001

Issue Date: *3rd September 2026*

EOI Closing Time and Lodgement Details

EOI Closing Date:	Thursday, 18 September 2026
EOI Closing Time:	2:00 pm
EOI Lodgement Instructions:	Via email to invest@muswellbrook.nsw.gov.au
EOI Registration:	Please register your intention to submit an EOI to invest@muswellbrook.nsw.gov.au
EOI Questions:	Via email only to invest@muswellbrook.nsw.gov.au Any questions and answers will be emailed to all registered participants.

1. MARKET SOUNDING INVITATION

Muswellbrook Shire Council invites interested developers, investors, accommodation providers, operators, tourism operators and workforce accommodation specialists to participate in a non-binding market sounding exercise.

The purpose of this market sounding is to:

1. Test market interest in the delivery and operation of temporary worker and short-term accommodation solutions within the Muswellbrook Shire.
2. Understand the commercial viability of a range of potential accommodation delivery models.
3. Identify the development, operational and commercial requirements necessary to support successful accommodation outcomes.
4. Inform Council's future decision-making regarding potential accommodation opportunities.

This process is not a procurement, tender or request for proposal. Council is seeking market feedback to better understand industry interest, commercial requirements and potential barriers to delivery. Responses will assist Council in determining whether viable accommodation opportunities exist and what conditions may be required to support development.



2. BACKGROUND

Muswellbrook Shire is entering a period of unprecedented economic transformation and investment. The region is expected to play a significant role in NSW's energy transition and broader infrastructure development agenda, with numerous renewable energy generation projects, energy storage developments, transmission infrastructure initiatives and associated industrial investments either proposed, approved or under construction.

These projects are expected to generate substantial construction and commissioning workforces over extended periods. In addition to renewable energy developments, ongoing mining operations, transport infrastructure projects, water infrastructure upgrades and industrial developments continue to contribute to demand for workforce accommodation.

Council recognises that the availability of suitable temporary accommodation will be critical to:

- Supporting regional economic growth;
- Facilitating efficient project delivery;
- Reducing pressure on existing housing stock;
- Maintaining housing availability for local residents;
- Supporting local businesses and service providers;
- Enhancing workforce attraction and retention outcomes.

To proactively address these opportunities, Council has identified several strategically located properties that may be suitable for the development and/or operation of workforce accommodation facilities and/or other short-term accommodation facilities.

3. ACCOMMODATION OPTIONS

Stream 1: Tourist Park Transition Model

- Indicative capacity: up to 50 beds
- Tourist park accommodation incorporating temporary workforce accommodation
- Potential private sector build-own-operate model
- Potential Council-owned model with outsourced operations

Stream 2: Temporary Worker Camp(s)

- Indicative capacity: 150 to 300+ beds
- Purpose-built temporary workforce accommodation
- Private sector Build, Own, Operate, Deconstruct model
- Temporary lifecycle linked to major projects

Stream 3: Essential Ongoing Workers Accommodation

- Indicative capacity: 51 to 150 beds
- Accommodation for essential workers and longer-term workforce requirements
- Innovative housing models
- Long-term legacy accommodation outcomes

Council is seeking feedback regarding the commercial and operational requirements necessary to deliver each accommodation stream. Respondents are not required to nominate a preferred model, but rather identify the conditions required to make each model commercially viable.

4. OBJECTIVES

Council aims to:

- Measure market interest in delivering accommodation solutions.
- Understand the roles participants can perform, including developing, financing, owning, operating and decommissioning accommodation facilities.
- Assess the commercial viability of different accommodation models.
- Understand accommodation scale requirements and delivery constraints.
- Better understand demand and occupancy risk allocation.
- Inform future accommodation planning and investment decisions.
- Support the delivery of major regional projects while protecting local housing supply.

5. USE OF INFORMATION

Council intends to use market responses to assess:

- Market interest;
- Commercial viability;
- Delivery feasibility;
- Risk allocation;
- Flexibility and adaptability of delivery models;
- Infrastructure and servicing requirements.

6. INFORMATION TO BE PROVIDED IN THE EOI

Market Capability:

Please identify whether your organisation can:

- Build;
- Own;
- Operate;
- Finance;
- Manage;
- Deconstruct accommodation facilities;
- Or provide a combination of these services.

Scale and Site Requirements:

For each accommodation stream:

- Minimum viable bed numbers.

- Preferred operating scale.
- Land area requirements.
- Access requirements.
- Utility and servicing requirements.
- Buffer requirements.
- Amenities and support infrastructure required.

Commercial Viability:

Please provide indicative information regarding:

- Capital expenditure per bed.
- Operational expenditure.
- Indicative accommodation rates.
- Minimum occupancy levels required.
- Preferred project term.
- Target investment returns.
- Commercial assumptions underpinning viability.

Demand and Occupancy Risk:

Please identify:

- Whether you would accept occupancy risk.
- Whether accommodation must be linked to a specific project or proponent.
- Whether support arrangements would be required, including:
 - Guaranteed occupancy;
 - Head lease arrangements;
 - Minimum occupancy commitments;
 - Anchor tenant arrangements.

Tenure and Development Structure:

Please identify preferences for:

- Freehold purchase.
- Long-term lease.
- Development licence.

- Alternative tenure arrangements.

Planning and Infrastructure:

Please identify:

- Planning certainty required.
- Approval timeframes required.
- Infrastructure servicing requirements.
- Headworks requirements.
- Preferred allocation of servicing costs.

Deconstruction and Make Good:

For temporary worker camp models only:

- Preferred deconstruction methodology.
- Indicative decommissioning costs.
- Site remediation requirements.
- Make-good obligations.

7. INDICATIVE PROCESS

Activity	Timing
EOI Issued	03-Sep 2026
Enquiries Close	17-Sep 2026
EOI Submissions Close	18-Sep 2026
Review of EOIs	8-Oct 2026

Council may amend this timetable at its discretion.

8. NON-BINDING EOI SUBMISSIONS AND OUTCOMES

Council reserves the right to use the non-binding Expression of Interest process in a number of different ways to advance the project. This includes, but is not limited to:

- developing a subsequent open tender or request for proposal
- dealing directly with one or more respondents; and
- inviting one or more respondents to further develop their submission into a selective request for tender or request for proposal.

It is important to note that, although this is a non-binding Expression of Interest process, submissions should contain sufficient detail and evidence that enables the assessment panel to make an informed decision that may lead to a select tender or request for proposal process with one or more respondents in the future.

9. NON-BINDING PROCESS:

This market sounding is not a tender and does not commit Council to any procurement process, commercial arrangement or future transaction. Any future procurement process will be conducted separately and subject to Council's procurement requirements.

10. PROBITY STATEMENT:

Muswellbrook Shire Council acts both as a landowner and as the consent authority responsible for assessing development applications within the local government area. Appropriate governance and probity measures will be maintained throughout this market sounding process and any subsequent processes.

11. CONFIDENTIALITY:

Council will treat information provided by respondents as commercial-in-confidence to the extent permitted by law.

12. NO CANVASSING:

Respondents must not canvass Councillors or Council employees regarding this process other than through the nominated contact officer.

13. DISCLAIMER:

As at 3rd September 2026, the information contained in this document is believed to be true and correct however Council does not guarantee its accuracy or completeness. Council disclaims any and all liability for any errors, omissions, inaccuracies or misstatements in the information provided. Applicants must conduct their own due diligence and rely on their own investigations.