

# Delivery Program 2026-2029 and Operational Plan 2025-2026



## Acknowledgement of Country

The Liverpool Plains Shire local government area sits within Kamilaroi Country.

In the spirit of reconciliation, Liverpool Plains Shire Council acknowledges and the Kamilaroi people as the traditional custodians of the land and pays respect to Elders past, present and future and we extend our respect to all Indigenous Australians in the Liverpool Plains Shire.

We recognise and respect their cultural heritage, beliefs and continuing connection with the land and waterways. We also recognise the resilience, strength, and pride of the Kamilaroi community.

### Community Images:

The photographs featured have been obtained from many sources including professional photographers and Council officers.

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### Disclaimer:

Every reasonable effort has been made to ensure that this document is correct at the time of publishing.

Prepared by Liverpool Plains Shire Council

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# Message from the Mayor and General Manager

**We are pleased to present the combined Delivery Program and Operational Plan for Liverpool Plains Shire Council. This document is driven by our Community Strategic Plan 2022-2032, which was developed through extensive consultation with our community.**

This document is a key component of Council's Integrated Planning and Reporting Framework and translates your vision into tangible results for our community. The plan is designed to provide quality services to our community with the resources Council has available and work towards improving our sustainability into the future.

Our services, projects, programs and events are focused on delivering outcomes you told us were important to you:

- Our community offers a great rural lifestyle,
- Our shire has strong, accountable and trusted leadership,
- Our natural and built environments are valued, sustainable and liveable, and
- Our economy is thriving, diverse and growing.

As a region with a strong history in agriculture, we continue to focus heavily on ensuring our assets and infrastructure meet the expected level of service for our community. As a result, a large portion of our operating budget continues to be attributed to roads and asset maintenance as done so in previous years.

The Delivery Program describes how we will deliver these key objectives and as we move into the final year of the four-year program our commitment to the community is that we will continue to deliver on projects.

The Operational Plan identifies the actions we will take to deliver these objectives over the 2025-2026 financial year, some of the major actions and

projects include:

- Delivering the Quirindi Aquatic Centre redevelopment,
- Finalising the design of the Kokoda Trail project between Werris Creek and Quirindi,
- Working alongside the Local Advisory Groups on local priorities and seeking their input on whole-of-Shire priorities,
- Continually enhancing our systems and processes to ensure we are providing a quality customer experience, and
- Progressing implementation of the Waste Management Strategy Program.

Council continues to work hard to improve our organisation's long-term financial sustainability, while continuing to provide a wide range of services and programs to our community. This is an ongoing challenge, but one we are committed to addressing. We have worked hard to deliver a Budget that balances the need to improve our long-term sustainability, with delivering results for our community.

Together with our Councillors and staff, we look forward to continuing to deliver quality outcomes for the residents, ratepayers and visitors of the Liverpool Plains.

**Cr Ken Cudmore**  
**Mayor**

**Cian Middleton**  
**General Manager**

# Our Vision

The Liverpool Plains Shire provides the best of country living.

Our community is active, engaged and inclusive, and we benefit from strong leadership to carry us into the future.

Our unique landscapes and natural environment are valued and preserved, and our quality services and infrastructure support a thriving economy and growing population.

# Our Liverpool Plains Shire

**The Liverpool Plains Shire is centrally located in the New England-North West region of New South Wales, strategically nestled in the foothills of the Great Dividing Range. Stretching across 5,086 square kilometres, the Liverpool Plains is home to a vibrant community and offers the best of country living.**

The main population centres of Quirindi and Werris Creek are located at the heart of the Shire and are supported by several smaller villages and hamlets including Blackville, Carroona, Currabubula, Pine Ridge, Premer, Spring Ridge, Wallabadah, and Willow Tree.

Extending across the traditional lands of the Kamilaroi people, the Liverpool Plains Shire has a strong Indigenous heritage. Approximately 15 per cent of the local population identify as Aboriginal or Torres Strait Islander, which is significantly higher than the NSW average of 3.4 per cent.



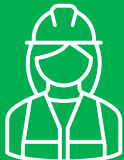


Renowned as the food bowl of New South Wales, the Liverpool Plains Shire is a food and fibre-producing powerhouse. Home to some of the most fertile soils in the world, the shire is known for its rich agricultural land and produces

a wide range of crops such as wheat, sorghum, and sunflowers. Livestock farming, including beef cattle, sheep and poultry, also play an important role in the local economy.

Sitting at the junction of the New England and Kamilaroi Highways, the Liverpool Plains Shire is approximately 350 kilometres north of Sydney, 250 kilometres north-west of Newcastle and 60 kilometres south of Tamworth. The shire is bordered by Gunnedah Shire to the north, Tamworth Region to the west, Upper Hunter Shire to the south, and Warrumbungle Shire to the west.



# Community and economic profile

Population		Population: 7,667 Families: 1,937 Median age: 48 Aboriginal and Torres Strait Islander: 14.8% Born overseas: 16.9%
Education		Preschool students: 5.8% Primary school students: 24.9% Secondary school students: 19.8% <b>Highest educational attainment:</b> <ul style="list-style-type: none"><li>• Vocational: 19.6%</li><li>• Advanced diploma or diploma: 6.0%</li><li>• Bachelor degree or higher: 9.3%</li></ul>
Workforce		Workforce participation: 52% Median annual income: \$40,419 Local businesses: 1,014 Local jobs: 5,985
Housing		Median house price: \$320,000 Median weekly rent: \$230 Average household size: 2.3 people
Land Use		Total land area: 508,224 hectares Protected land area: 11,369 hectares

# Our Councillors

Liverpool Plains Shire Council's governing body comprises seven Councillors, all of whom are elected to carry out duties under the Local Government Act 1993 (the Act).

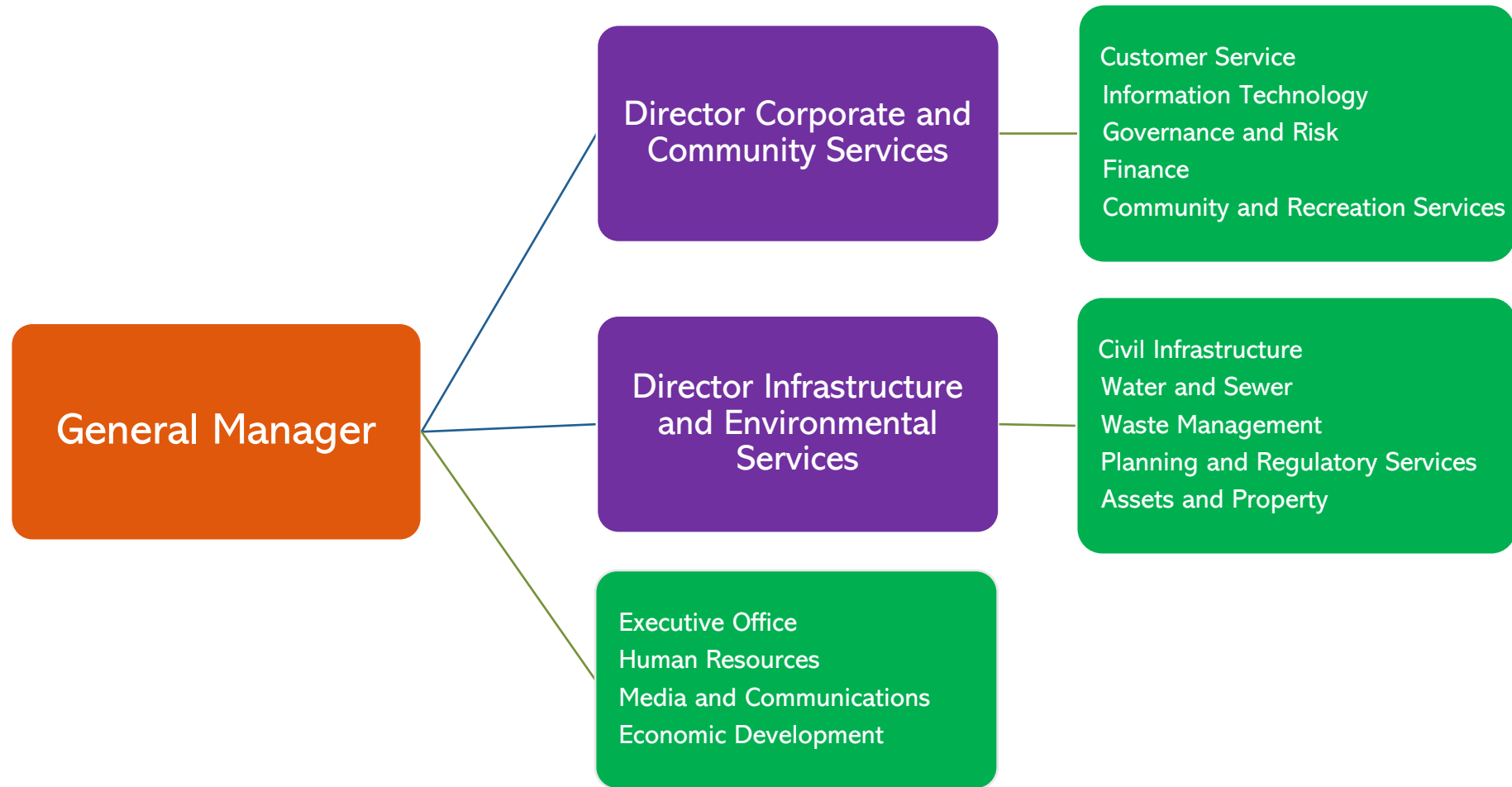
As our governing body, the Councillors are responsible for developing and endorsing the combined Delivery Program and Operational Plan and reviewing Council's performance in delivering on the activities and actions contained within it.



From left to right, Mayor Cr Ken Cudmore, Cr James Robertson, Cr Shawn Cain, Cr Jason Allan, Deputy Mayor Cr Donna Lawson, Cr Terry Cohen and Cr Charlie Simkin

# Our Organisation

Council is led by our General Manager and assisted by two Directors who form Council's Executive Leadership Team.



# Our Services

Liverpool Plains Shire Council delivers a wide range of services to our community every day. Service delivery has long since evolved beyond the traditional narrow emphasis on 'roads, rates and rubbish' towards broader objectives to promote the social, economic, environmental, and cultural wellbeing of the Liverpool Plains Shire and our community.

Services delivered by Council can be broadly categorised as either 'mandatory' or 'discretionary'. Services which Council is legally required to deliver to our community are referred to as mandatory (or 'core'), whereas those which Council chooses to deliver are known as discretionary (or 'non-core') services.

Over the four-year life of this Delivery Program, Council will continue to deliver services to our community to assist in achieving the vision of our Community Strategic Plan and the strategies set out in this Delivery Program. In line with our legislative obligations – and reflective of good public administration – we will continually review our services to ensure they are appropriate, effective and efficient.

The below list provides an overview of the services provided by Council:

- Asset and Spatial Systems
- Biosecurity
- Business and Industry Development
- Caravan Park
- Cemeteries
- Communications and Brand
- Community Inclusion and Social Justice
- Corporate Governance
- Corporate Planning and Performance
- Councillor and Executive Support
- Customer Services
- Destination Marketing
- Development Assessment and Certification
- Eastside Childcare Centre
- Emergency Services Support
- Environmental Health
- Events
- Facilities and Amenities
- Financial Services
- Financial Strategy and Performance
- Human Resources
- IT Hardware
- IT Systems and Applications
- Library Services
- Parks and Gardens
- Plains Fitness Recreation Centre
- Plant and Fleet
- Procurement
- Project Design and Delivery
- Property and Lands
- Public Swimming Pools
- Records Management
- Risk, Assurance and Improvement
- Road Safety
- Sealed Roads
- Sportsgrounds
- Strategic Planning
- Unsealed Roads
- Urban Stormwater
- Visitor Services
- Waste Management
- Water Supply
- Work Health and Safety

# Service Reviews, Internal Audits and Continuous Improvement

**Liverpool Plains Shire Council is committed to fostering a culture of continuous improvement across our organisation and operations, to ensure that our services are efficient, effective, affordable, and in line with changing community needs.**

In line with the Integrated Planning and Reporting (IP&R) framework and the expectations of the NSW Office of Local Government, this Delivery Program includes details of Council's service reviews, internal audits, and improvement initiatives. These activities are designed to:

- Ensure service appropriateness: Align services and service levels with community needs and priorities, adapting to future demands, changes and opportunities as they emerge.
- Enhance service effectiveness: Deliver targeted, high-quality services through innovative, best-practice approaches.
- Improve resource efficiency: Optimise the use of resources to achieve financial sustainability and redirect savings to enhance services.

## Service Reviews

Council will undertake targeted service reviews to examine their performance and cost effectiveness. These reviews will assess alignment with strategic priorities, community expectations, and sector better practice. Findings from service reviews will inform decisions around improving service delivery, service levels, refining processes, and exploring alternative service delivery models to ensure ongoing value and responsiveness. Over the life of this four-year Delivery Program, we will review the following services:

1. Customer Service
2. Development Assessment and Certification
3. Plant and Fleet
4. Unsealed Roads

## Internal Audits

Council will undertake internal audits in line with our Internal Audit Program. Whereas service reviews focus on service efficiency, effectiveness and affordability; internal audits focus on key governance, financial and operational risks and assessing our controls to manage those risks.

The Internal Audit Program is designed to provide independent assurance, promote accountability, and ensure compliance with legislative obligations. Audit outcomes and follow-up management actions will be monitored and reported to Council's Audit, Risk and Improvement Committee.

The Audit, Risk and Improvement Committee will also receive regular updates on Council's service reviews, IP&R progress, risk management and continuous improvement initiatives.

## Continuous Improvement

Beyond formal reviews and audits, Council will support a culture of continuous improvement through staff and community engagement and ongoing customer feedback. These initiatives will encourage innovation, streamline internal processes, and improve service quality and customer experience across all areas of Council's organisation and operations.

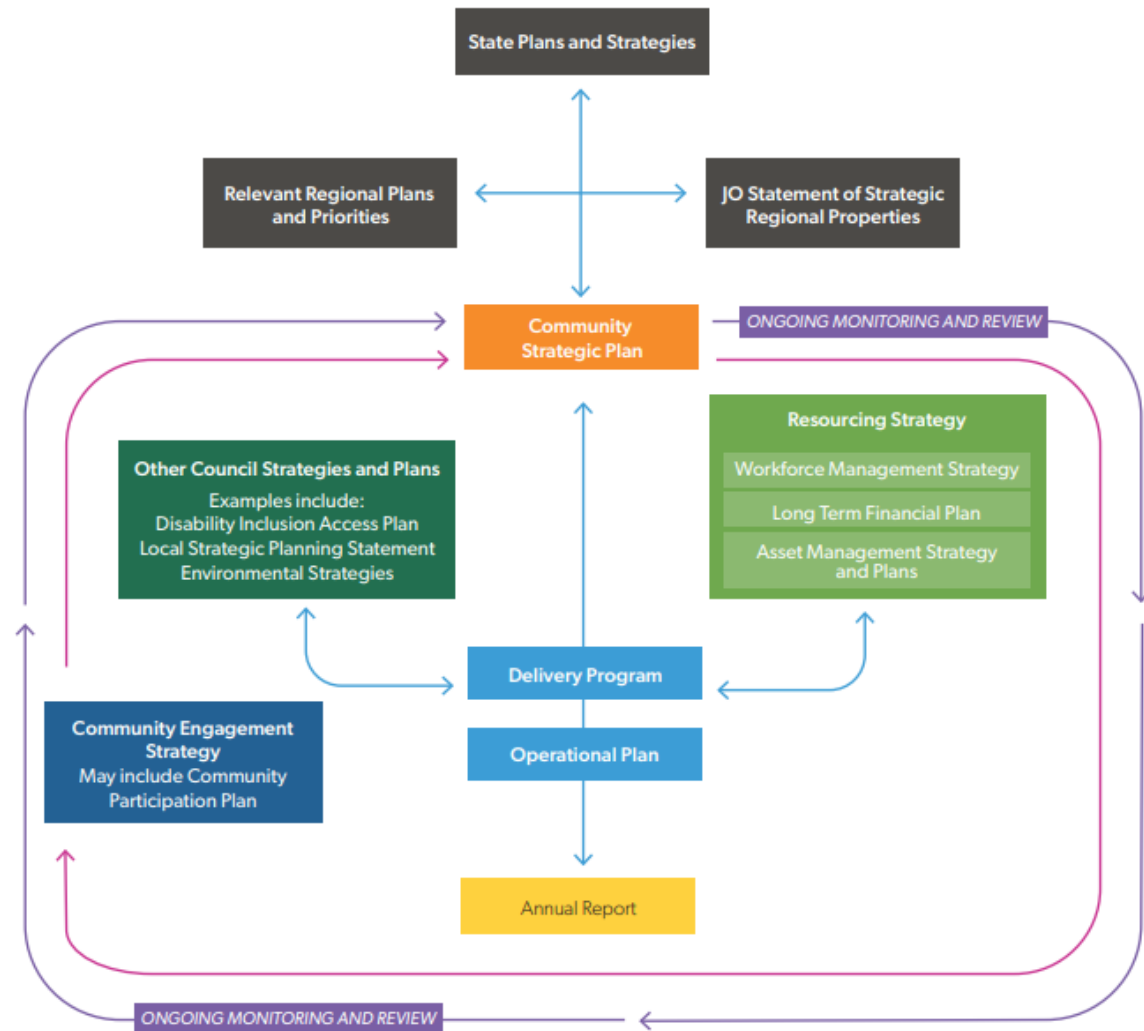
# Planning for Our Future

## Our Strategic Approach

The NSW Local Government Integrated Planning and Reporting (IPR) Framework is a legislative requirement for all NSW councils. Council is required to develop a series of strategies and plans that are community focused and provide sustainability for future generations.

Utilising the framework depicted here, the following documents detail how Council plans to deliver on our communities' priorities.

- Community Strategic Plan (10+years)
- Community Engagement Strategy (4 years)
- Resourcing Strategies and Plans (4-10 years)
- Delivery Program (4 years)
- Operational Plan (1 year)



# Delivering the Community Strategic Plan

## Delivery Program 2025-2029

Our Delivery Plan is a statement of commitment to the community from the newly elected council and translates the community's aspirations and goals into clear actions. This plan is reviewed annually to determine which objectives can be achieved and resourced in the upcoming financial year and these actions then form the Operational Plan for 2025-2026.

## Operational Plan 2025-2026

Our Operational Plan provides greater detail on the actions, projects and services planned for the current financial year.

Other information provided in this plan includes a detailed Annual Capital and Operational Budget, Capital Program, Council's Revenue Policy and Fees and Charges for the new financial year.

### Assessing and reporting on progress

Council is required to report every six months to the community on how the Delivery Program is tracking to the measures outlined in the Operational Plan. This progress is outlined in both the Mid-Year and Annual Delivery Program Progress Reports.

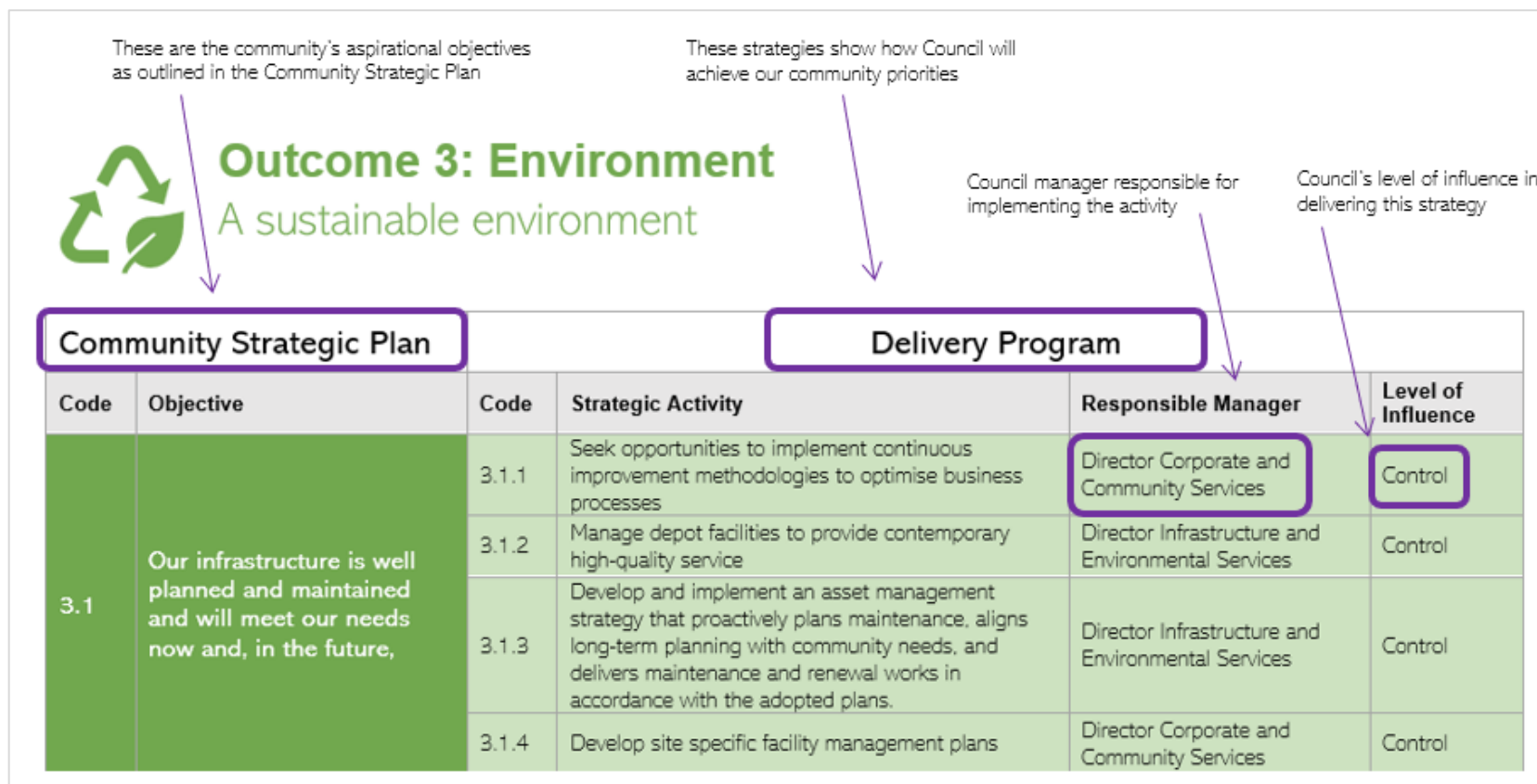
Each year the Annual Report includes Councils achievements towards the implementation of the Delivery Program.

### The flow of IPR plans and reports:



## How to read the Delivery Program

The following diagrams show how to read the following Community Strategic Plan objectives and the Delivery Program strategic activities as set out in this report.



## How to read the Operational Plan

The following diagrams show how to read the following Operational Plan actions and Budget Summary's as set out in this report.

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
3.1.1.1	Commit to reviewing and updating all Finance Policies and Procedures by 30 June 2026	1. % of policy's updated by due date 2. % of procedures updated by due date	Chief Financial Officer	Finance	✓			
3.1.2.1	Develop Master Plan for depot to address operational efficiency and safety	Delivery of Master Plan actions	Director Infrastructure and Environmental Services	Depot	✓	✓	✓	✓
3.1.3.1	Roof Replacement – Council Administration Building	Project completed	Manager Property and Assets	Building Programs	✓			

These are the actions that Council has scheduled over the next four years

The measure of how we record the implementation of these actions

Council officer responsible for implementing the action

Where the action is budgeted

Targeted completion year

Operational Plan Actions 2025-2026 – Budget Summary		
Service Function	Operational Budget	Capital Budget
Administration - Infrastructure and Environmental	1,222,264	-
Building Programs	218,421	2,084,297

Where the action is budgeted

Operational budget assigned to these actions by CSP Outcome

Capital budget assigned to these actions by CSP Outcome

## Council's role

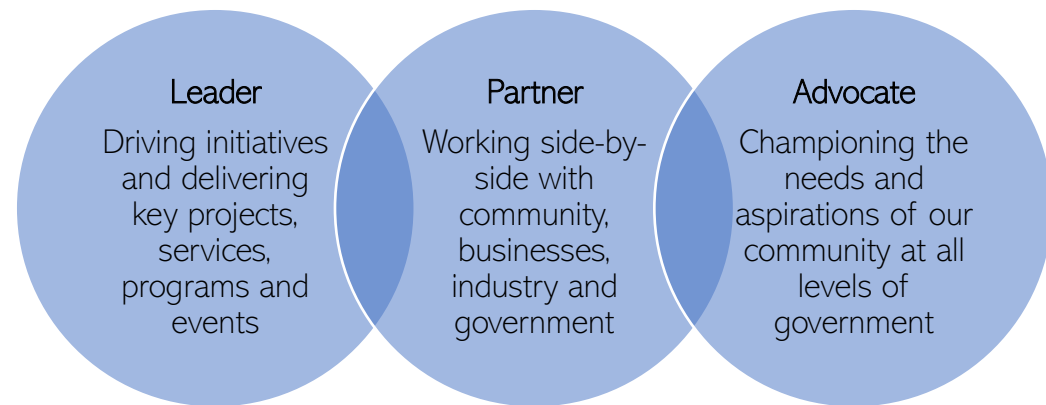
Our Community Strategic Plan has been prepared by Council on behalf of our community. While Council has a custodial role to deliver on the aspirations articulated in the Plan, it is not wholly responsible for its implementation.

All our community, including government agencies, local businesses, not-for-profit agencies and our residents have a role in its success.

The level of influence identifies the role Council plays in delivering the actions listed in the Delivery Program and Operational Plan.

Council's role can be described using the following terms:

- **Leader:** Council takes a lead role in delivering infrastructure, providing services and community facilities, as well as in planning and providing strategic direction through policy and practices, to achieve the strategic objective.
- **Partner:** Council takes a partnership role and works with the community, business and industry, other councils, and other tiers of government, to jointly achieve the strategic objective.
- **Advocate:** Council takes an advocacy role and amplifies the voice of our community and works with key decision-makers to get the best possible outcomes, but is not primarily responsible for achieving the strategic objective.



# Operational Plan Highlights



## Outcome 1: Community

Our community offers a great rural lifestyle



## Outcome 2: Leadership

Our shire has strong, accountable and trusted leadership



## Outcome 3: Environment

Our natural and built environments are valued, sustainable and liveable



## Outcome 4: Economy

Our economy is thriving, diverse and growing

- Open the new Quirindi Aquatic Centre
- Develop the Active Transport Strategy
- Advocate through the NSW Government and Federal Government for project funding and assistance
- Offer a diverse selection of fitness classes at Plains Fitness

- Develop and implement a program of events and activities at the libraries
- Implement the General Practitioner Strategy actions to appoint resident doctors to the shire
- Support members of the community to access services with Services Australia

- Partner with Service NSW to provide a range of services and transaction capabilities
- Develop a trainee and apprentice program to transfer knowledge of our existing workforce
- Implement bookings system for Council facilities and venues

- Enhance and strengthen Council's Cyber Security maturity levels in line with industry standards
- Facilitate Local Emergency Management Committee meetings to coordinate the review of the Emergency Management Plan, update contact network and undertake exercises

- Water main renewals in accordance with the Asset Management Plans
- Water quality monitoring equipment updated
- Delivery of maintenance and capital works
- Develop Master Plan for depot to address operational efficiency and safety

- Implement options to reduce the amount of waste going to landfill
- Develop a Zero Emissions Strategy to minimise council carbon emissions
- Replace ageing plant fleet
- Completion and operation of the landfill facility at Willow Tree

- Collaborate with NSW DPI to develop investment packages for Investor Target Groups
- Implement the actions outlined in Growth Management Strategy
- Development of New Residents packs with local real estate agents and local businesses

- Develop levels of service that balance community expectations with resources available
- Partner with other tourism bodies to promote Liverpool Plains region to a wider audience
- Review of Freedom Camping services

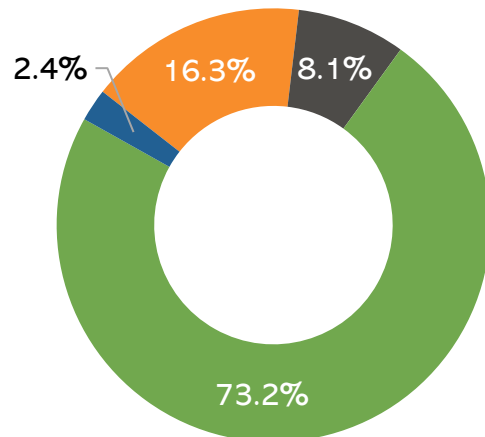
## Budget Summary

The budget summary is an overview of our financial estimates for the term of the Delivery Program 2026-2029. The overall forecast for the next four years is approximately \$199 million, excluding depreciation.

Detailed financial information is contained in the Financial Information section.

### Budget at a glance

2025-2026 Budget by Community Strategic Plan Outcomes (excluding depreciation and disposal costs)



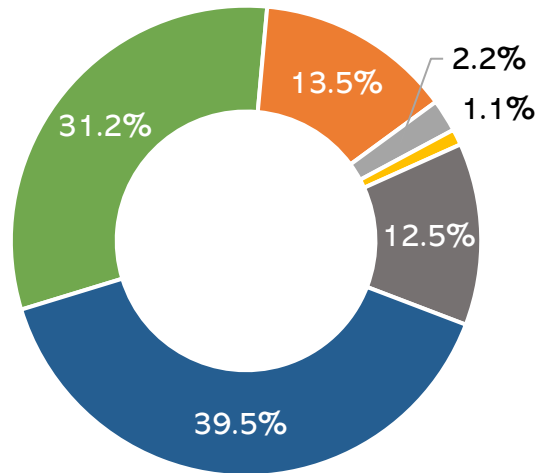
### 4-year budget forecast summary

	2025-2026 \$	2025-2026 \$	2026-2027 \$	2027-2028 \$
Operational expenditure (excluding depreciation)	25,698,570	26,325,359	27,027,798	27,680,945
Capital expenditure	41,675,127	23,873,551	15,594,980	11,533,317
<b>Total</b>	<b>67,373,697</b>	<b>50,198,910</b>	<b>42,622,778</b>	<b>39,214,263</b>

Legend	By Outcome	\$'000	%
<span style="color: orange;">■</span>	A great rural lifestyle with access to quality services and facilities	11,000	16.3%
<span style="color: grey;">■</span>	Strong community, council and business leadership	5,455	8.1%
<span style="color: green;">■</span>	A sustainable environment	49,281	73.2%
<span style="color: blue;">■</span>	A thriving economy	1,638	2.4%
<b>Total</b>		<b>67,374</b>	<b>100%</b>

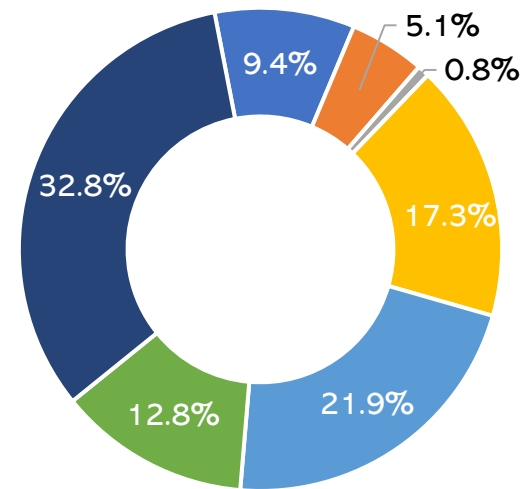
## Funding at a glance

2025-2026 Source of Income



Legend	Source of Funds	\$'000	%
<span style="color: green;">■</span>	Rates Income and Annual Charges	16,281	31.2%
<span style="color: orange;">■</span>	User Fees and Charges	7,053	13.5%
<span style="color: grey;">■</span>	Interest and Investments	1,170	2.2%
<span style="color: yellow;">■</span>	Other Revenue	573	1.1%
<span style="color: brown;">■</span>	Grant Contributions - operating	6,546	12.5%
<span style="color: blue;">■</span>	Grant Contributions - capital	20,628	39.5%
<b>Total</b>		<b>52,252</b>	<b>100%</b>

## 2025-2026 Capital Budget - by Asset Class



Legend	Asset Class	\$'000	%
<span style="color: blue;">■</span>	Plant	3,907	9.4%
<span style="color: orange;">■</span>	Buildings	2,111	5.1%
<span style="color: grey;">■</span>	Furniture, Fittings and Office Equipment	331	0.8%
<span style="color: yellow;">■</span>	Other Structures	7,192	17.3%
<span style="color: lightblue;">■</span>	Roads, Bridges, Footpath and Kerb and Gutter	9,128	21.9%
<span style="color: green;">■</span>	Water	5,353	12.8%
<span style="color: darkblue;">■</span>	Sewer	13,652	32.8%
<b>Total</b>		<b>41,675</b>	<b>100%</b>

## Capital Expenditure at a glance



View from Who-Do-Thought-It lookout - Quirindi

# Our Community Strategic Plan

Our role at Council is to use our community's vision to guide our plans and resources towards our future. The aspirations of the Liverpool Plains community are captured in the Liverpool Plains Shire Community Strategic Plan.

Our four community outcomes are:

## **Community**

Our community offers a great rural lifestyle

## **Leadership**

Our shire has strong, accountable and trusted leadership

## **Environment**

Our natural and built environments are valued, sustainable and liveable

## **Economy**

Our economy is thriving, diverse and growing



## Outcome 1: Community

Our community offers a great rural lifestyle

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager	Council's role
1.1	Enhance our landscapes, town centres and villages.	1.1.1	Liaise with all relevant State and Federal Governments and community organisations to support partnerships and advocate for the local area	General Manager	Partner
		1.1.2	Foster collaborative and inclusive planning that ensures safety and resilience	Director Infrastructure and Environmental Services	Leader
		1.1.3	Enhance and maintain public spaces and landscapes whilst protecting and celebrating local identity	Manager Property and Assets	Leader
1.2	Promote active lifestyles and strengthen community connections and sense of belonging.	1.2.1	Support the delivery of official civic events that promote engaged citizenship and foster civic pride	General Manager	Leader
		1.2.2	Identify opportunities to partner with Aboriginal organisations and the community to recognise and retain Aboriginal heritage and culture	General Manager	Partner
		1.2.3	Enhance recreation facilities and support inclusive community spaces	Director Infrastructure and Environmental Services	Leader
		1.2.4	Advance implementation of 2019-2030 Recreation Strategy actions	Director Infrastructure and Environmental Services	Leader
		1.2.5	Local pools promote inclusivity by offering accessible programs for all cultures and abilities, supporting health and fitness, and fostering community spirit through shared recreational spaces that strengthen connections and belonging.	Manager Community and Recreation Services / Director Infrastructure and Environmental Services	Leader
		1.2.6	Plains Fitness offers a 24/7 service and a variety of membership options to promote fitness, health and well-being	Manager Community and Recreation Services	Leader

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager	Council's role
1.3	Deliver accessible and quality health, education and community services.	1.3.1	Provide targeted events and activities within our libraries that engage all demographics in the community	Manager Community and Recreation Services	Leader
		1.3.2	Provide outreach library services that engage all demographics in the community	Manager Community and Recreation Services	Leader
		1.3.3	Provide a library service to the community including access to Services Australia at the Werris Creek Library	Manager Community and Recreation Services	Leader
		1.3.4	Manage cemeteries to ensure the interments are undertaken per legislation and there is sufficient capacity within the cemeteries.	Director Infrastructure and Environmental Services	Leader
		1.3.5	Advocate, facilitate and promote partnerships with philanthropic, local community groups and key departmental stakeholders to develop our Health and Education services	General Manager	Partner
1.4	Expand and improve our internet and telecommunications services.	1.4.1	Improve transport infrastructure to better serve the community's needs, while collaborating with other government stakeholders to ensure optimal and achievable transport outcomes.	Director Infrastructure and Environmental Services	Partner
		1.4.2	Develop strategies and advocate for the improved delivery of services	Director Infrastructure and Environmental Services	Leader

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
1.1.1.1	Advocate through the NSW Government and Federal Government for project funding and assistance	# meetings facilitated and correspondence sent	General Manager	Executive Services	✓	✓	✓	✓
1.1.1.2	Develop the Quipolly Water Treatment Plant site as a training facility	Meetings held with NSW Department of Education (DET)	Manager Water Services	Water Services	✓	✓	✓	✓
1.1.2.1	Review of Council facilities for safety and security	Installation of eCliq key system in council facilities	Manager Property and Assets	Building Programs	✓			
1.1.2.2	Review of Council facilities for safety and security	CCTV review and upgrade for Council facilities	Manager Customer and Information Services	Information Technology			✓	
1.1.3.1	Develop a Design Guide for park renewals	Design Guide approved	Manager Property and Assets	Building Programs		✓		
1.2.1.1	Facilitate Australian Citizenship ceremonies, as required by Department of Home Affairs	Ceremonies held as required	General Manager	Executive Services	✓	✓	✓	✓
1.2.1.2	Support the delivery of annual Anzac Day and other Commemorative Services held in the community	# services held	General Manager	Executive Services	✓	✓	✓	✓
1.2.2.1	Partner with Local Aboriginal Land Council (LALC) organisations and community to recognise and retain First Nation heritage and culture	1. # events collaborated on 2. Active participation in NAIDOC Week activities	General Manager	Executive Services	✓	✓	✓	✓
1.2.3.1	Investigate and design lighting at Golland Fields	Project completed	Manager Property and Assets	Sporting Grounds			✓	

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
1.2.3.2	Seek external grant funding to Supply and installation of lighting at Golland Fields	Project completed	Manager Property and Assets	Sporting Grounds			✓	
1.2.3.3	Seek external grant funding to investigate and develop the Longfield Oval canteen, change room and amenities	Project completed	Manager Property and Assets	Sporting Grounds			✓	
1.2.3.4	Repurpose of previous infield canteen area into office and first-aid facilities	Project completed	Manager Property and Assets	Racecourse / Showgrounds		✓		
1.2.3.5	New cardio equipment installed at Plains Fitness	Installation completed	Plains Fitness and Recreation Coordinator	Recreational Centre	✓			
1.2.3.6	New fresh group fitness room completed at Plains Fitness	Group Fitness room completed	Manager Property and Assets	Building Programs		✓		
1.2.3.7	Upgrade air conditioning in gym area at Plains Fitness	Installation completed	Manager Property and Assets	Building Programs		✓		
1.2.3.8	Install washing machines at Plains Fitness	Installation completed	Plains Fitness and Recreation Coordinator	Recreational Centre		✓		
1.2.3.9	Enhance Plains Fitness street appeal	Project completed	Manager Property and Assets	Building Programs		✓		
1.2.3.10	New televisions installed at Plains Fitness	Installation completed	Plains Fitness and Recreation Coordinator	Recreational Centre	✓			

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
1.2.3.11	Bike rack installed at Plains Fitness	Installation completed	Manager Property and Assets	Building Programs		✓		
1.2.3.12	Squash court upgrade at Plains Fitness	Project completed	Manager Property and Assets	Building Programs			✓	
1.2.4.1	Review of recreation grounds and public parks	1. Create passive recreation space at Bill McNamara Park 2. Support the Quirindi Golf Club's efforts to secure funding to install a bore for cost effective irrigation of greens	Manager Property and Assets	Building Programs	✓			
1.2.5.1	Operation of aquatic facilities, including programming such as Learn to Swim and Aqua Aerobic sessions	# attendees	Pool Coordinator	Swimming Centres	✓	✓	✓	✓
1.2.5.2	Construction of new Quirindi Aquatic Centre	Project completed - October 2025	Director Corporate and Community Services	Building Programs	✓			
1.2.5.3	Solar heating installed at the Quirindi Aquatic Centre	Project completed	Manager Property and Assets	Building Programs		✓		
1.2.5.4	Replacement of chemical holding tanks at the Werris Creek Pool	Project completed	Manager Property and Assets	Building Programs		✓		
1.2.5.5	Replace tiling at the Werris Creek Pool	Project completed	Manager Property and Assets	Building Programs	✓			

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
1.2.6.1	Work with the broader community and community groups such as sporting clubs, allied health groups, Rural Fit and We Care to use our facilities for their members and participants	# membership and attendance	Plains Fitness and Recreation Coordinator	Recreational Centre	✓	✓	✓	✓
1.2.6.2	We offer a diverse selection of fitness classes including yoga, HIIT, boxing and strength training to keep members engaged and challenged while having fun.	# attendees	Plains Fitness and Recreation Coordinator	Recreational Centre	✓	✓	✓	✓
1.2.6.3	Develop and implement a Facilities and Equipment Renewal Plan	1. # membership and attendance 2. Customer Satisfaction Survey results	Plains Fitness and Recreation Coordinator	Recreational Centre	✓	✓	✓	✓
1.3.1.1	Develop and implement a program of events and activities	1. # of events 2. # of attendees	Library Services and Community Development Coordinator	Library	✓	✓	✓	✓
1.3.2.1	Run library stalls at community events	# of community events attended	Library Services and Community Development Coordinator	Library	✓	✓	✓	✓
1.3.3.1	Support members of the community to access services with Services Australia	# attendees	Library Services and Community Development Coordinator	Library	✓	✓	✓	✓
1.3.3.2	Work in collaboration with Central Northern Regional Library (CNRL) to enhance our resources and range of services	# attendees	Library Services and Community Development Coordinator	Library		✓		
1.3.4.1	Issue interment rights and excavation of graves as required for Council operated cemeteries	1. Interments as required 2. Service levels met	Manager Customer and Information Services	Public Cemeteries	✓	✓	✓	✓

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
1.3.4.2	Develop a Cemetery Strategy	Strategy adopted	Director Infrastructure and Environmental Services	Public Cemeteries		✓		
1.3.4.3	Management of cemeteries	1. Ground truthing of plots and digitising 2. New niche walls installed at Werris Creek and Quirindi cemeteries	Director Infrastructure and Environmental Services	Public Cemeteries	✓			
1.3.4.4	Implementation of actions from the Cemetery Strategy	Wayfinding signage and maps installed	Director Infrastructure and Environmental Services	Public Cemeteries		✓		
1.3.5.1	Implement the General Practitioner Strategy actions	Resident doctors appointed to the Shire	General Manager	Executive Services	✓			
1.3.5.2	Delivery of the Eastside Long Day Care Centre Service Review actions	Recommendations implemented	Manager Community and Recreation	Eastside Day Care Centre	✓	✓	✓	✓
1.4.1.1	Development of Active Transport Strategy	Adopted by Council	Manager Property and Assets	Building Programs	✓	✓		
1.4.2.1	Develop strategy for reducing potable water usage for recreation	Adopted by Council	Director Infrastructure and Environmental Services	Admin - Infrastructure and Environment	✓			
1.4.2.2	Review Freight Strategy	Adopted by Council	Director Infrastructure and Environmental Services	Admin - Infrastructure and Environment		✓		

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
1.4.2.3	Review Recreation Strategy	Adopted by Council	Director Infrastructure and Environmental Services	Admin - Infrastructure and Environment				✓
1.4.2.4	Develop Road Safety Strategy	Adopted by Council	Director Infrastructure and Environmental Services	Admin - Infrastructure and Environment		✓		

Operational Plan Actions 2025-2026 – Budget Summary		
Budget Funding	Operation Budget	Capital Budget
Administration - Infrastructure and Environmental	407,421	30,000
Building Programs	364,035	50,000
Eastside Day Care Centre	849,879	-
Executive Services	367,526	-
Library	571,550	-
Public Cemeteries	125,340	-
Recreational Centre	332,305	90,000
Swimming Centres	689,565	6,809,287
Water Operations	312,987	-
<b>Total</b>	<b>4,020,608</b>	<b>6,979,287</b>



## Outcome 2: Leadership

Our shire has strong, trusted and accountable leadership

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager/s	Council's role
2.1	Model collaborative and transparent leadership	2.1.1	Provide strong long-term direction for the community via the Integrated Planning and Reporting framework	General Manager	Leader
		2.1.2	Progress Council's long-term financial sustainability and prudently manage our expenditure	Director Corporate and Community Services	Leader
		2.1.3	Promote open and shared communication throughout the entire organisation and improve staff knowledge, practices and processes	General Manager	Leader
		2.1.4	Develop and support preparedness, resilience and recovery arrangements for emergencies	Director Infrastructure and Environmental Services	Leader
2.2	Engage diverse voices to plan for the future	2.2.1	Encourage diverse and inclusive involvement in leadership positions	General Manager	Leader
		2.2.2	Position Council as an employer of choice for youth	General Manager	Leader
2.3	Demonstrate good governance	2.3.1	Develop and implement a robust governance and integrity framework	General Manager	Leader
		2.3.2	Develop and implement a robust risk management and internal audit framework	Director Corporate and Community Services	Leader
		2.3.3	Develop and implement a robust Work Health and Safety (WHS) framework	Manager Human Resources	Leader
		2.3.4	Attract, retain and develop the skilled workforce required to deliver services to our community	General Manager	Leader
2.4	Deliver quality, effective and sustainable civic services	2.4.1	Undertake Service Delivery Reviews to improve Council's financial sustainability	Director Corporate and Community Services	Leader

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager/s	Council's role
		2.4.2	Development and planning services meets all statutory requirements regarding the development and other applications and certificates	Director Infrastructure and Environmental Services	Leader
		2.4.3	Provide the community with opportunities to conduct their business within the local area	Manager Customer and Information Services	Leader
		2.4.4	Provide enhanced Customer Experience when communicating with Council	Director Corporate and Community Services	Leader
		2.4.5	Provide contemporary, reliable, secure and fit-for-purpose information management and technology services	Director Corporate and Community Services	Leader

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
2.1.1.1	Regularly monitor progress and performance against the adopted Delivery Program and provide updates to the community	1. Progress reports presented to Council within two months of the end of the period 2. Annual Report adopted by Council by 30 November	Management Accountant/IPR	Finance	✓	✓	✓	✓
2.1.1.2	Review and update the Long-Term Financial Plan (LTFP)	Adopted by Council by 30 June	Chief Financial Officer	Finance	✓	✓	✓	✓
2.1.1.3	Develop the Operational Plan for each financial year with supporting documents	Adopted by Council by 30 June	Management Accountant/IPR	Finance	✓	✓	✓	✓
2.1.1.4	Review and update the Strategic Workforce Management Plan	Endorsed by Council by 30 June 2029	Manager Human Resources	Human Resources				✓
2.1.2.1	Provision of financial planning and analytics, statutory reporting, revenue and expenditure management and procurement	Report bi-annually: 1. % of creditor payments made within agreed terms 2. % of aged debtors >90 days 3. % of rate and water debtors at debt recovery	Finance Manager	Finance	✓	✓	✓	✓
2.1.2.2	Undertake a Financial Sustainability Review	Review completed and adopted by Council	Chief Financial Officer	Finance	✓			
2.1.2.3	Financial strategy parameters reported through the Quarterly Budget Review Statements (QBRs) and Annual Financial Statements	Adopted by Council	Financial Accountant	Finance	✓	✓	✓	✓

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
2.1.2.4	Maintain a register of grant-ready capital and operational projects	Register reviewed annually	General Manager	Executive Services	✓	✓	✓	✓
2.1.3.1	Develop and maintain a contemporary staff intranet	Intranet updated and maintained	Manager Customer and Information Services	Customer Service	✓	✓	✓	✓
2.1.4.1	Facilitate Local Emergency Management Committee meetings to coordinate the review of the Emergency Management Plan, update contact network and undertake exercises	1. Four annual meetings held 2. Include the Local Aboriginal Land Council (LALC) in the Local Emergency Management Committee (LEMC) meetings	Director Infrastructure and Environmental Services	Emergency Services	✓	✓	✓	✓
2.1.4.2	Advocate for stream monitoring gauges to identify flooding impact	Gauges installed on high-risk streams	Director Infrastructure and Environmental Services	Emergency Services			✓	✓
2.2.2.1	Develop a trainee and apprentice program to transfer knowledge of our existing workforce	# of successful traineeships	Manager Human Resources	Human Resources	✓	✓	✓	✓
2.2.2.2	Provide training and resources to leaders to facilitate a supportive learning experience	Attendance rate of leaders who supervise trainees	Manager Human Resources	Human Resources	✓	✓	✓	✓
2.3.1.1	Maintain a register of Council resolutions	1. Report quarterly on # of Council reports 2. Report quarterly on # of Open Council and Closed Council resolutions	General Manager	Executive Services	✓	✓	✓	✓
2.3.1.2	Maintain a register of Actions from Council resolutions	1. Report to every ordinary Council meeting on # of Actions 2. Report to every ordinary Council meeting on # of Actions Completed	General Manager	Executive Services	✓	✓	✓	✓

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
2.3.1.3	Submit all annual statutory returns within prescribed timeframes	1. Government Information (Public Access) (GIIPA) statistics included in Annual Report 2. Public Interest Disclosures (PID) Annual Return submitted and tabled 3. Annual Code of Conduct statistics tabled at Council and submitted	Coordinator Governance, Risk and Corporate Records	Corporate Governance	✓	✓	✓	✓
2.3.1.4	Review Councillor Facilities and Payments Policy	Policy review adopted	Coordinator Governance, Risk and Corporate Records	Corporate Governance				✓
2.3.2.1	Provide regular reports to Council Management and the Audit, Risk and Improvement Committee (ARIC) on status of Policy Review schedule	% of policies that are current and/or fit for purpose	Coordinator Governance, Risk and Corporate Records	Corporate Governance	✓	✓	✓	✓
2.3.2.2	Provide regular reports to Council Management and the Audit, Risk and Improvement Committee (ARIC) on the results of Council's Department Risk Assessments	Quarterly report to the Audit, Risk and Improvement Committee (ARIC) meeting	Coordinator Governance, Risk and Corporate Records	Corporate Governance	✓	✓	✓	✓
2.3.2.3.	Continual review of Council's Business Continuity Plan	Report to the Audit, Risk and Improvement Committee (ARIC) on the results of desktop testing of the plan	Coordinator Governance, Risk and Corporate Records	Corporate Governance	✓	✓	✓	✓
2.3.3.1	Update Workplace Health and Safety (WHS) Policies and Procedures as necessary	Policies and procedures are updated according to timeline	Human Resources Officer – WHS and Wellbeing	Workplace Health and Safety	✓	✓	✓	✓
2.3.3.2	Workplace Health and Safety (WHS) Induction and Training is facilitated for all staff	1. 100% staff attendance rate on an annual basis 2. Frequency rate is below the industry median	Human Resources Officer – WHS and Wellbeing	Workplace Health and Safety	✓	✓	✓	✓

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
2.3.3.3	Facilitate Annual Wellbeing Week	% of staff who feel positive about their workplace as measured by the Employee Engagement/ Wellbeing Week survey	Human Resources Officer – WHS and Wellbeing	Workplace Health and Safety	✓	✓	✓	✓
2.3.4.1	Facilitate ongoing leadership training and coaching to upskill and support our frontline leaders	% of staff who have confidence in the ability of their manager as measured by the Employee Engagement survey	Manager Human Resources	Human Resources	✓	✓	✓	✓
2.3.4.2	Support all staff to develop the necessary qualifications to undertake their roles	1. 100% completion rate of mandatory learning bi-yearly by staff 2. Staff to provide post-training feedback achieving a rating of 80% of staff believing the training was beneficial	Manager Human Resources	Human Resources	✓		✓	
2.3.4.3	Employee Engagement Survey facilitated	1. Achieve a participation rate of 70% of staff completing survey 2. Measurement of the three outcome scores, engagement, wellbeing and progress	Manager Human Resources	Human Resources	✓	✓	✓	✓
2.3.4.4	Create a Reward and Recognition Strategy to attract and retain talent	Reward and Recognition strategy is implemented	Manager Human Resources	Human Resources		✓		
2.4.1.1	Completion of annual Service Reviews	Report to Council Management, the Audit, Risk and Improvement Committee (ARIC) and Council on the results and actions of the annual Service Reviews	Coordinator Governance, Risk and Corporate Records	Corporate Governance	✓	✓	✓	✓
2.4.2.1	Issue of approvals and certificates	1. Issue of Planning Certificates and diagrams within 5 business days of receipt >90%	Manager Planning and Regulation	Planning and Development	✓	✓	✓	✓

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
		2. # of Development Assessment (DA) applications determined within 105 days from lodgement						
2.4.3.1	Partner with Service NSW to provide a range of services and transaction capabilities	# transactions conducted	Customer and Visitor Coordinator	RMS Agency	✓	✓	✓	✓
2.4.4.1	Provide the first point of contact for members of the community when contacting Council by phone or in person	# of customer interactions	Manager Customer and Information Services	Customer Service	✓	✓	✓	✓
2.4.4.2	Create knowledgebase for Customer Service staff to increase first point resolution enquiries	% enquiries resolved at first point of contact	Manager Customer and Information Services	Customer Service	✓	✓	✓	✓
2.4.4.3	Implement call centre software for improved phone call handling abilities	Improved reporting of customer contact metrics	Manager Customer and Information Services	Customer Service	✓			
2.4.5.1	Deliver Information Technology (IT) services to enable Council operations	% of IT system availability	Manager Customer and Information Services	Information Technology	✓	✓	✓	✓
2.4.5.2	Information Technology (IT) hardware renewals - laptops, servers, phones	# of renewals	Manager Customer and Information Services	Information Technology	✓			
2.4.5.3	Develop reliable and dynamic corporate reporting and auditing solutions	Implementation of reporting system	Manager Customer and Information Services	Information Technology		✓		
2.4.5.4	Enhance and strengthen Council's Cyber Security maturity levels in line with industry standards.	Achieve Essential 8 maturity level 1	Manager Customer and Information Services	Information Technology	✓			

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
2.4.5.5	Implement bookings system for Council facilities and venues	Booking system implemented	Manager Customer and Information Services	Information Technology	✓			

Operational Plan Actions 2025-2026 – Budget Summary		
Service Function	Operational Budget	Capital Budget
Corporate Governance	657,404	-
Customer Service	484,750	-
Emergency Services	907,960	-
Executive Services	294,021	-
Finance	960,600	-
Human Resources	452,505	-
Information Technology	1,175,443	126,000
Planning and Development	202,399	-
RMS Agency	91,334	-
Workplace Health & Safety	103,000	-
<b>Total</b>	<b>5,329,416</b>	<b>126,000</b>



## Outcome 3: Environment

Our natural and built environments are valued, sustainable and liveable

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager	Council's role
3.1	Plan, deliver and maintain infrastructure that meets our needs	3.1.1	Seek opportunities to implement continuous improvement methodologies to optimise business processes	Director Corporate and Community Services	Leader
		3.1.2	Manage depot facilities to provide contemporary high-quality service	Director Infrastructure and Environmental Services	Leader
		3.1.3	Develop and implement an asset management strategy that proactively plans maintenance, aligns long-term planning with community needs, and delivers maintenance and renewal works in accordance with the adopted plans.	Director Infrastructure and Environmental Services	Leader
		3.1.4	Develop site specific facility management plans	Director Corporate and Community Services	Leader
3.2	Plan, deliver and maintain affordable and reliable water and waste services	3.2.1	Provide sufficient potable water supply through effective water distribution systems	Director Infrastructure and Environmental Services	Leader
		3.2.2	Prioritise sustainable water, waste and energy resources in asset management planning	Director Infrastructure and Environmental Services	Leader
		3.2.3	Provide sufficient wastewater collection through effective wastewater systems	Director Infrastructure and Environmental Services	Leader
		3.2.4	Increase awareness of the environmental impact of poor waste management	Director Infrastructure and Environmental Services	Partner
3.3	Protect our agricultural landscapes	3.3.1	Encourage farmers to investigate value-add opportunities for their businesses	General Manager	Partner

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager	Council's role
		3.3.2	Advocate education and awareness in relation to land use practises	General Manager	Partner
3.4	Protect our natural environment and biodiversity	3.4.1	Council ensures compliance with our facilities licenced under Environmental Protection Licences	Manager Planning and Regulation	Leader
		3.4.2	Proactively manage the impact of noxious weeds on our environment	Manager Planning and Regulation	Leader
		3.4.3	Council partners with other government and industry bodies to achieve the targets set by the NSW State Government - Net Zero Plan	Director Infrastructure and Environmental Services	Partner

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
3.1.1.1	Commit to reviewing and updating all Finance Policies and Procedures by 30 June 2026	1. % of policy's updated by due date 2. % of procedures updated by due date	Chief Financial Officer	Finance	✓			
3.1.2.1	Develop Master Plan for depot to address operational efficiency and safety	Delivery of Master Plan actions	Director Infrastructure and Environmental Services	Depot	✓	✓	✓	✓
3.1.3.1	Roof Replacement – Council Administration Building	Project completed	Manager Property and Assets	Building Programs	✓			
3.1.3.2	Roof Replacement – Werris Creek Pool	Project completed	Manager Property and Assets	Building Programs		✓		
3.1.3.3	Roof Replacement – Recreation Centre (Plains Fitness)	Project completed	Manager Property and Assets	Building Programs	✓			
3.1.3.4	Roof Replacement – Visitor Information Centre (VIC)/Gate Café	Project completed	Manager Property and Assets	Building Programs		✓		
3.1.3.5	Roof Replacement – Jockey Club Dining Room	Project completed	Manager Property and Assets	Building Programs	✓			
3.1.3.6	Village bore replacements and installation of new bores	Project completed	Manager Water Services	Water Operations	✓	✓		
3.1.3.7	Replacement of meter fleet with automatic meter readings	Project completed	Manager Water Services	Water Operations	✓	✓		

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
3.1.3.8	Review and update telemetry technology	Project completed	Manager Water Services	Water Operations	✓	✓	✓	✓
3.1.3.9	Reservoir roof replacements as identified	Project completed	Manager Water Services	Water Operations	✓	✓	✓	
3.1.3.10	Quipolly Dam Early Warning System upgrade	Project completed	Manager Water Services	Water Operations	✓			
3.1.3.11	Werris Creek High Zone pump station replacement	Project completed	Manager Water Services	Water Operations	✓			
3.1.3.12	Renewal of No. 8 Quirindi bore	Project completed	Manager Water Services	Water Operations			✓	
3.1.3.13	Quirindi High Zone pump station replacement	Project completed	Manager Water Services	Water Operations			✓	
3.1.3.14	Quirindi Balance Tank site rehabilitation completed	Project completed	Manager Water Services	Water Operations			✓	
3.1.3.15	Review Asset Management Plans	Adopted by Council	Director Infrastructure and Environmental Services	Admin Infrastructure and Environment	✓	✓	✓	✓
3.1.3.16	Review and update Asset Management Strategy	Adopted by Council	Manager Property and Assets	Building Programs			✓	

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
3.1.3.17	Quirindi WPS 9 and rising main planning completed	Project completed	Manager Water Services	Water Operations				✓
3.1.3.18	Quirindi Wastewater Treatment Plant upgrade and renewal	Scope of projects identified and completed	Manager Water Services	Sewer Operations	✓	✓		
3.1.3.19	Werris Creek Wastewater Treatment Plant upgrade and renewal	Scope of projects identified and completed	Manager Water Services	Sewer Operations	✓	✓		
3.1.3.20	Quirindi Waste-Water Pump Station (WWPS) #1 scope of project identified and completed	Project completed	Manager Water Services	Sewer Operations	✓			
3.1.3.21	Quirindi Waste-Water Pump Station (WWPS) #7 scope of project identified and completed	Project completed	Manager Water Services	Sewer Operations			✓	
3.1.3.22	Quirindi Waste-Water Pump Station (WWPS) #6 scope of project identified and completed	Project completed	Manager Water Services	Sewer Operations				✓
3.1.3.23	Undertake manhole and main renewals in line with Asset Management Plan	Renewals completed	Manager Water Services	Sewer Operations	✓	✓	✓	✓
3.1.3.24	Successful completion of the centralised landfill facility at Willow Tree	Facility operational - January 2026	Manager Civil Infrastructure	Waste Services	✓			
3.1.3.25	Utilise Artificial Intelligence (AI) to create a pro-active approach to road maintenance	Proactively manage road infrastructure, including preventive maintenance activities like resealing,	Manager Civil Infrastructure	Roads		✓		

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
		edge grading, and drainage improvements						
3.1.3.26	Implementation of the Plant Replacement Strategy	Successful completion	Manager Civil Infrastructure	Plant	✓	✓	✓	✓
3.1.3.27	Delivery of maintenance and capital works	Asset condition as reported under Special Schedule 7 in the Audited Financial Statements	Director Infrastructure and Environmental Services	Admin Infrastructure and Environment	✓	✓	✓	✓
3.1.4.1	Install air conditioning in offices and meeting room at Visitor Information Centre	Installed	Manager Customer and Information Services	Promotion and Tourism	✓			
3.1.4.2	Install automatic door at main entry to Visitor Information Centre	Installed	Manager Customer and Information Services	Promotion and Tourism	✓			
3.1.4.3	Install air conditioning to back office and kitchen of RMS building	Installed	Manager Customer and Information Services	RMS Agency	✓			
3.1.4.4	Develop a business plan for the Quirindi Caravan Park	Business Plan completed	Manager Customer and Information Services	Caravan Park	✓			
3.2.1.1	Water quality monitoring equipment updated	Review and update technology	Manager Water Services	Water Operations	✓	✓	✓	✓
3.2.1.2	Water main renewals in accordance with the Asset Management Plans	# of main renewals identified and completed	Manager Water Services	Water Operations	✓	✓	✓	✓

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
3.2.1.3	Drinking water management system maintained	Water Quality Annual Report published on Council website annually	Manager Water Services	Water Operations	✓	✓	✓	✓
3.2.1.4	Investigate options for non-potable water supply for the Quirindi Showgrounds and Racecourse precinct, and the Quirindi Golf Course	Investigation undertaken	Manager Property and Assets	Racecourse / Showgrounds	✓			
3.2.2.1	Wastewater main renewals in accordance Asset Management Plan	# main renewals identified and rehabilitated	Manager Water Services	Sewer Operations	✓	✓	✓	✓
3.2.2.2	Update Sewer Management System	Program implemented	Director Infrastructure and Environmental Services	Admin Infrastructure and Environment	✓	✓	✓	✓
3.2.3.1	Implement options to reduce the amount of waste going to landfill	Meet EPA targets > 80% diversion from landfill	Manager Civil Infrastructure	Waste Services	✓	✓	✓	✓
3.3.1.1	Liaise with University of Sydney and their research station in Liverpool Plains to promote better land use	# contacts with University to advocate for further education	General Manager	Executive Services		✓		
3.3.1.2	Pollution Incident Response Management Plan updated and implemented	Annual exercise undertaken	Manager Water Services	Sewer Operations	✓	✓	✓	✓
3.4.2.1	Deliver on approved Weed Action Plan, in partnership with Local Land Services	# of actions delivered under the plan	Senior Biosecurity Officer	Weeds (Biosecurity)	✓	✓	✓	✓

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
3.4.2.2	Control weeds at Council facilities	# of Hectares sprayed	Senior Biosecurity Officer	Weeds (Biosecurity)	✓	✓	✓	✓
3.4.2.3	On-going weed control maintenance for the Shire	# of Hectares sprayed	Senior Biosecurity Officer	Weeds (Biosecurity)	✓	✓	✓	✓
3.4.3.1	Develop a Zero Emissions Strategy to minimise council carbon emissions	Strategy developed	Manager Civil Infrastructure	Plant	✓	✓	✓	✓

## Operational Plan Actions 2025-2026 – Budget Summary

Service Function	Operational Budget	Capital Budget
Administration - Infrastructure and Environmental	1,222,264	-
Building Programs	218,421	2,084,297
Caravan Park	27,620	-
Depot	96,270	-
Eastside Day Care Centre	-	15,000
Finance	160,100	-
Library	-	75,000
Parks and Reserves	714,850	-
Plant	-462,329	3,906,758
Promotion and Tourism	97,133	-
Racecourse/Showgrounds	175,820	-
RMS Agency	91,334	-
Sewer Operations	773,145	13,652,000
Waste Services	3,417,086	300,000
Water Operations	2,816,880	5,353,037
Weeds Division	242,746	-
Works - Maintenance and Construction	5,174,971	9,128,303
<b>Total</b>	<b>14,910,311</b>	<b>34,514,395</b>



## Outcome 4: Economy

Our economy is thriving, diverse and growing

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager	Council's role
4.1	Grow our agriculture industry and secondary sectors	4.1.1	Endorse Investor Target Groups as identified by NSW Department of Primary Industries and Regional Development in their report, Investment Opportunities Analysis for the Liverpool Plains.	General Manager	Partner
		4.1.2	Provide a contemporary and targeted approach to economic development	General Manager	Leader
		4.1.3	In collaboration with NSW Department of Primary Industries and Regional Development, approach Investor Target Groups to invest in the Liverpool Plains.	General Manager	Partner
4.2	Grow our population and workforce	4.2.1	Leverage Tamworth's growth by providing different housing options and employment opportunities	General Manager	Partner
		4.2.2	Work with surrounding Councils to advocate a whole-of-region approach to economic and business development	General Manager	Partner
		4.2.3	Implement a campaign to attract new residents to the shire	General Manager	Leader
4.3	Beautify our town centres and facilitate residential and business development	4.3.1	Ensure that Council facilities and amenities are well maintained	Director Infrastructure and Environmental Services	Leader
		4.3.2	Implement the recommendations of the Growth Management and Housing Strategy	Director Infrastructure and Environmental Services	Leader
		4.3.3	Review planning controls in the context of the adopted Growth Management and Housing Strategy	Director Infrastructure and Environmental Services	Leader

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager	Council's role
		4.3.4	Review and streamline approvals processes that are under Council's control	Director Infrastructure and Environmental Services	Leader
		4.3.5	Implement a Street Beautification Plan	Director Infrastructure and Environmental Services	Leader
		4.3.6	Partner with Business NSW, the Liverpool Plains Business Chamber and other industry organisations to support existing businesses and encourage the development of new business opportunities	General Manager	Partner
4.4	Grow our visitor economy and showcase our attractions, events and experiences	4.4.1	Partner with existing tourism organisations to enhance the visitor experience and explore opportunities to create new visitor experiences	General Manager	Partner
		4.4.2	Promote Liverpool Plains region and attractions	General Manager	Leader
		4.4.3	Provide caravan and camping accommodation options for visitors to the Liverpool Plains region	Manager Customer and Information Services	Leader

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
4.1.1.1	Collaborate with NSW Department Primary Industries (DPI) to develop investment packages for investor target groups	Investment packages developed	Tourism and Economic Development Officer	Economic Development	✓			
4.1.3.1	Approach target investor groups with the view to investment in the Liverpool Plains	# of groups approached	Tourism and Economic Development Officer	Economic Development	✓			
4.2.1.1	Implement the actions outlined in Growth Management Strategy	# of actions implemented	Tourism and Economic Development Officer	Economic Development	✓	✓	✓	✓
4.2.1.2	Advocate for industry and employment development opportunities arising from the State Government's Namoi Regional Job Precinct	Identify regional employment opportunities	General Manager	Executive Services	✓	✓	✓	✓
4.2.2.1	Actively participate in the Namoi Joint Organisation meetings	# of meetings attended	General Manager	Executive Services	✓	✓	✓	✓
4.2.3.1	Develop New Residents packs with local real estate agents and local businesses	Residents' packs completed	Media and Communication Officer	Executive Services	✓	✓	✓	✓
4.2.3.2	Develop and implement marketing campaign to attract residents to the shire	Marketing campaign developed	Media and Communication Officer	Executive Services	✓	✓	✓	✓
4.3.1.1	Develop levels of service that balance community expectations with resources available	Meet inspection, mowing and cleaning schedules	Manager Civil Infrastructure / Manager Assets and Property	Building Programs	✓	✓	✓	✓
4.3.2.1	Investigate a clear and simple development process for markets and temporary events	Process developed	Manager Planning and Regulation	Planning and Development		✓		

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
4.3.2.2	Following the adoption of the Growth Management and Housing Strategy, review Council's Development Control Plan	Revisions made	Manager Planning and Regulation	Planning and Development	✓	✓		
4.3.2.3	Advocate for the redevelopment of the old TAFE site in line with the Growth Management and Housing Strategy	# meetings facilitated	General Manager	Executive Services	✓	✓	✓	✓
4.3.3.1	Finalise and adopt the Growth Management Strategy	Strategy adopted	Manager Planning and Regulation	Planning and Development	✓			
4.3.4.1	Review and amend Local Environment Plan (LEP) as required	Prepare amendments for State Government review and approval	Manager Planning and Regulation	Planning and Development	✓	✓	✓	✓
4.3.4.2	Review and update Development Control Plan	Review completed	Manager Planning and Regulation	Planning and Development	✓	✓	✓	✓
4.3.5.1	Develop options for the old Bogas site	Adopted by Council	Director Infrastructure and Environmental Services	Admin - Infrastructure and Environment				
4.4.1.1	In partnership with Business NSW and the Liverpool Plains Business Chamber, host networking and professional developments events throughout the year	# of events held	Tourism and Economic Development Officer	Economic Development	✓	✓	✓	✓
4.4.1.2	Implement a Business Industry support grant program	Program implemented	General Manager	Economic Development		✓	✓	✓

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
4.4.1.3	Implement a Tourism Industry support grant program	Program implemented	General Manager	Economic Development		✓	✓	✓
4.4.1.4	In partnership with tourism organisations develop promotional activities throughout the year.	# of activities held	Tourism and Economic Development Officer	Economic Development	✓	✓	✓	✓
4.4.1.5	Provide the first point of contact for members of the community and tourists when seeking tourism information for the Liverpool Plains and surrounding regions	# visitors attending Visitor Information Centre (VIC)	Customer and Visitor Services Coordinator	Promotion and Tourism	✓	✓	✓	✓
4.4.1.6	Partner with other tourism bodies to promote Liverpool Plains region to a wider audience	1. # existing partnership's 2. # new partnerships	Tourism and Economic Development Officer	Economic Development	✓	✓	✓	✓
4.4.1.7	Operate Quirindi Caravan park and provide quality facilities and amenities for tourists visiting Quirindi	# of nights stayed (occupancy rate)	Customer and Visitor Services Coordinator	Caravan Park	✓	✓	✓	✓
4.4.1.8	Install public Wi-Fi to offer guests of Quirindi Caravan Park	% of increased visitation	Customer and Visitor Services Coordinator	Caravan Park	✓			
4.4.1.9	Install CCTV at Quirindi Caravan Park	% of increased visitation	Customer and Visitor Services Coordinator	Caravan Park	✓			
4.4.1.10	Install upgraded Council facility booking system	% of increased visitation	Customer and Visitor Services Coordinator	Caravan Park		✓		
4.4.1.11	Undertake review of Freedom Camping services	Review undertaken	Manager Property and Assets	Building Programs	✓			

Operational Plan Actions 2025-2026 – Budget Summary		
Service Function	Operational Budget	Capital Budget
Building Programs	145,614	-
Caravan Park	82,860	-
Economic Development	54,567	-
Executive Services	441,031	-
Information Technology	-	55,445
Planning and Development	809,595	-
Promotion and Tourism	48,567	-
<b>Total</b>	<b>1,582,234</b>	<b>55,445</b>

# Quirindi Aquatic Centre



Liverpool Plains Shire Council is upgrading the Quirindi Swimming Pool with a modern facility.

The \$6.6m project will provide the community with a 50m pool for recreational and competitive use, an accessible ramp into the pool, a water-based play (splash pad) area, barbeque facilities and a wading pool.

Funding for this \$6.6 million project is courtesy of the NSW State Government.

Liverpool Plains Shire Council  
T: (02) 6746 1755  
council@liverpoolplains.nsw.gov.au



Liverpool  
Plains  
Shire Council

## Quirindi Aquatic Centre Development.

Proudly funded by the NSW Government



# Financial Information

As part of Council's Operational Plan, a detailed breakdown of Council's finances helps to give context to the planned projects and activities as well as Council's proposed capital spending. This information details the

funding required for Council's services and functions for the 2025-2026 financial year to achieve the objectives and strategies outlined in the Community Strategic Plan.

## Projected Income Statements 2026-2029 (4-year period)

Consolidated Funds	2025-2026 Proposed	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast
<b>Income:</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates and annual charges	16,281	16,802	17,418	18,060
Fees and charges	7,053	7,355	7,621	7,874
Interest and investments	1,170	1,203	1,237	1,272
Other revenue	573	551	564	577
Grants and contributions – operating	6,546	6,125	6,308	6,486
Grants and contributions – capital	20,628	11,698	5,424	5,440
<b>Total income from continuing operations</b>	<b>52,252</b>	<b>43,733</b>	<b>38,572</b>	<b>39,709</b>
<b>Expenses:</b>				
Employee costs	11,058	11,375	11,701	12,037
Borrowing costs	628	602	581	554
Materials and contracts	13,387	13,705	14,083	14,428
Depreciation	14,424	14,497	14,867	15,916
Other expenses	625	643	663	663
<b>Total expenses from continuing operations</b>	<b>40,122</b>	<b>40,823</b>	<b>41,895</b>	<b>43,597</b>
<b>Net operating result from continuing operations</b>	<b>12,129</b>	<b>2,911</b>	<b>(3,323)</b>	<b>(3,888)</b>
<b>Net operating result before capital items</b>	<b>(8,498)</b>	<b>(8,787)</b>	<b>(8,747)</b>	<b>(9,327)</b>

General Fund	2025-2026 Proposed	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast
<b>Income:</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates and annual charges	12,284	12,691	13,114	13,551
Fees and charges	4,772	4,916	5,081	5,252
Interest and investments	760	781	803	825
Other revenue	573	551	564	577
Grants and contributions – operating	6,546	6,125	6,308	6,486
Grants and contributions – capital	9,207	5,579	5,406	5,421
<b>Total income from continuing operations</b>	<b>34,142</b>	<b>30,643</b>	<b>31,276</b>	<b>32,112</b>
<b>Expenses:</b>				
Employee costs	9,761	10,041	10,328	10,625
Borrowing costs	27	22	20	18
Materials and contracts	12,007	12,258	12,568	12,836
Depreciation	11,546	11,166	11,168	11,956
Other expenses	625	643	663	663
<b>Total expenses from continuing operations</b>	<b>33,342</b>	<b>33,487</b>	<b>34,085</b>	<b>35,435</b>
<b>Net operating result from continuing operations</b>	<b>800</b>	<b>(2,843)</b>	<b>(2,809)</b>	<b>(3,323)</b>
<b>Net operating result before capital items</b>	<b>(8,406)</b>	<b>(8,422)</b>	<b>(8,215)</b>	<b>(8,744)</b>

## Projected Income Statements 2026-2029 (4-year period) continued –

Water Fund	2025- 2026 Proposed	2026- 2027 Forecast	2027- 2028 Forecast	2028- 2029 Forecast
<b>Income:</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates and annual charges	2,362	2,433	2,433	2,507
Fees and charges	2,138	2,285	2,375	2,447
Interest and investments	209	215	222	228
Other revenue	0	0	0	0
Grants and contributions – operating	0	0	0	0
Grants and contributions – capital	1,465	15	16	16
<b>Total income from continuing operations</b>	<b>6,175</b>	<b>4,878</b>	<b>5,046</b>	<b>5,198</b>
<b>Expenses:</b>				
Employee costs	957	994	1,032	1,072
Borrowing costs	601	580	561	536
Materials and contracts	1,572	1,641	1,712	1,774
Depreciation	1,998	2,179	2,328	2,400
Other expenses	0	0	0	0
<b>Total expenses from continuing operations</b>	<b>5,128</b>	<b>5,394</b>	<b>5,633</b>	<b>5,781</b>
<b>Net operating result from continuing operations</b>	<b>1,047</b>	<b>(517)</b>	<b>(587)</b>	<b>(584)</b>
<b>Net operating result before capital items</b>	<b>(418)</b>	<b>(532)</b>	<b>(603)</b>	<b>(600)</b>

Sewer Fund	2025- 2026 Proposed	2026- 2027 Forecast	2027- 2028 Forecast	2028- 2029 Forecast
<b>Income:</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates and annual charges	1,749	1,871	1,871	2,002
Fees and charges	144	154	164	176
Interest and investments	201	207	213	219
Other revenue	0	0	0	0
Grants and contributions – operating	0	0	0	0
Grants and contributions – capital	9,956	6,103	3	3
<b>Total income from continuing operations</b>	<b>11,934</b>	<b>8,212</b>	<b>2,251</b>	<b>2,400</b>
<b>Expenses:</b>				
Employee costs	340	340	340	340
Borrowing costs	0	0	0	0
Materials and contracts	433	449	466	481
Depreciation	879	1,152	1,372	1,560
Other expenses	0	0	0	0
<b>Total expenses from continuing operations</b>	<b>1,653</b>	<b>1,941</b>	<b>2,177</b>	<b>2,380</b>
<b>Net operating result from continuing operations</b>	<b>10,282</b>	<b>6,271</b>	<b>74</b>	<b>19</b>
<b>Net operating result before capital items</b>	<b>326</b>	<b>168</b>	<b>71</b>	<b>17</b>

## Projected Cashflow Statement 2026-2029 (4-year period)

	2025-2026 Proposed	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast
<b>Cash flows from Operating Activities</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Receipts:</b>				
Rates and Annual Charges	16,170	16,743	17,354	17,994
User charges and fees	7,053	7,355	7,621	7,874
Investment and interest revenue received	1,170	1,203	1,237	1,272
Grants and Contributions	27,174	17,822	11,732	11,926
Other	1,373	551	564	577
<b>Payments:</b>				
Employee benefits and on-costs	11,058	11,375	11,701	12,037
Materials and Contracts	13,325	13,585	13,972	14,341
Borrowing Costs	628	602	581	554
Other	625	643	663	663
<b>Net cash provided (or used in) operating activities</b>	<b>27,304</b>	<b>17,469</b>	<b>11,591</b>	<b>12,049</b>
<b>Cash flows from Investing Activities</b>				
<b>Payments:</b>				
Purchase of infrastructure, property, plant and equipment	41,327	23,504	15,206	11,119
<b>Net cash provided (or used in) investing activities</b>	<b>(41,327)</b>	<b>(23,504)</b>	<b>(15,206)</b>	<b>(11,119)</b>
<b>Cash flows from Financing Activities</b>				
<b>Receipts:</b>				
Proceeds from borrowing and advances	0	0	0	0
<b>Payments:</b>				
Repayment of borrowings and advances	410	432	451	476
<b>Net cash flow provided (or used in) financing activities</b>	<b>(410)</b>	<b>(432)</b>	<b>(451)</b>	<b>(476)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(14,433)</b>	<b>(6,467)</b>	<b>(4,066)</b>	<b>454</b>
Plus: Cash and cash equivalents and investments - beginning of year	44,686	30,253	23,786	19,720
<b>Cash and cash equivalents and investments - end of the year</b>	<b>30,253</b>	<b>23,786</b>	<b>19,720</b>	<b>20,173</b>

## Projected Statement of Financial Position 2026-2029 (4-year period)

	2025-2026 Proposed \$'000	2026-2027 Forecast \$'000	2027-2028 Forecast \$'000	2028-2029 Forecast \$'000
<b>Assets</b>				
<b>Current Assets</b>				
Cash and Cash Equivalents	30,253	23,786	19,720	20,173
Receivables	2,196	2,256	2,320	2,386
Other Assets	2,200	2,200	2,200	2,200
<b>Total Current Assets</b>	<b>34,649</b>	<b>28,241</b>	<b>24,240</b>	<b>24,759</b>
<b>Non-Current Assets</b>				
Infrastructure, property, plant and equipment	671,689	681,065	681,793	677,411
Investment Property	1,190	1,190	1,190	1,190
Other Non-Current Assets	63	26	0	0
<b>Total Non-Current Assets</b>	<b>672,942</b>	<b>682,281</b>	<b>682,983</b>	<b>678,601</b>
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Payables	2,339	2,397	2,457	2,519
Borrowings	432	451	476	500
Provisions	2,475	2,500	2,525	2,550
<b>Total Current Liabilities</b>	<b>5,246</b>	<b>5,348</b>	<b>5,458</b>	<b>5,569</b>
<b>Non-Current Liabilities</b>				
Borrowings	10,017	9,566	9,090	8,590
Provisions	7,162	7,162	7,162	7,162
<b>Total Non-Current Liabilities</b>	<b>17,179</b>	<b>16,728</b>	<b>16,252</b>	<b>15,752</b>
<b>Net Assets</b>	<b>685,165</b>	<b>688,446</b>	<b>685,513</b>	<b>682,039</b>
<b>Equity</b>				
Retained Earnings	277,034	279,945	276,622	272,735
Revaluation Reserve	408,131	408,501	408,890	409,304
<b>Total Equity</b>	<b>685,165</b>	<b>688,446</b>	<b>685,513</b>	<b>682,039</b>

## Capital Works Program 2025-2026

Operational Plan - Code	Asset Class	New/ Renew
<b>Bridges</b>		
3.1.3.27	Pittsford Street - pedestrian bridge	Renew
<b>Bridges Total</b>		<b>463,303</b>

<b>Buildings</b>		
3.1.3.27	General Building - emergency works	Renew
3.1.3.27	Council Chamber - redesign and refurbishment	Renew
3.1.3.27	Administration Building - redesign and refurbishment	Renew
1.1.2.1	eCliq key system installed across the network	Renew
3.1.3.27	Werris Creek & Quirindi Library - upgrade (some furniture)	Renew
3.1.3.27	Eastside Child Care Building - renew carpet	Renew
3.1.3.1	Roof Replacement – Council Administration Building	Renew
3.1.3.3	Roof Replacement – Plains Fitness	Renew
3.1.3.27	Currabubula Recreation Grounds - septic tank concept, review and installation	Renew
3.1.3.5	Roof Replacement – Jockey Club dining room	Renew
3.1.4.1	Visitor Information Centre - install air conditioning in offices and meeting room	New
3.1.4.2	Visitor Information Centre - install automatic door at main entry	New
3.1.4.3	Service NSW building - install air conditioning to back office & kitchen	New
<b>Buildings Total</b>		<b>2,111,403</b>

Operational Plan - Code	Asset Class	New/ Renew
<b>Footpath</b>		
3.1.3.27	Footpath - renewal	Renew
<b>Footpath Total</b>		<b>80,000</b>

<b>Furniture and Fittings</b>		
3.1.3.27	Furniture - new/renew	Renew
3.1.3.27	Quirindi Library - shelving and signage	New
<b>Furniture and Fittings Total</b>		<b>10,000</b>

<b>Kerb and Gutter</b>		
3.1.3.27	Kerb and gutter - renewal	Renewal
<b>Kerb and Gutter Total</b>		<b>100,000</b>

<b>Office Equipment</b>		
2.1.19.3	Computer/Laptop - renewal	Renew
2.1.19.3	Computer/Communications Infrastructure - new/renewal	Renew
1.2.3.11	Plains Fitness - televisions in gym area	Renew
1.2.3.5	Plains Fitness - upgrade gym equipment	Renew
4.5.3.4	Quirindi Caravan Park - install CCTV	New
2.1.18.3	Customer Service - install call centre software	New
<b>Office Equipment Total</b>		<b>321,445</b>

## Capital Works Program 2025-2026 continued –

Operational Plan - Code	Asset Class	New/ Renew
<b>Other Structures</b>		
3.1.3.27	Who'd-a-thought-it Lookout - shelter, picnic table and benches	Renew
3.1.3.27	Spring Ridge Lachlan Cambell Park - picnic table	Renew
3.1.3.27	Spring Ridge Sports Ground/Freedom camping - BBQ	Renew
3.1.3.27	Loco Park - light and pole (Memorial Light Post)	Renew
1.2.5.5	Werris Creek Swimming Pool - repair water leak	Renew
3.1.3.27	Quirindi Bell Park – soft fall for playground	Renew
3.1.3.27	General Playground/Reserves - emergency works	Renew
1.2.5.2	Quirindi Swimming Pool	Renew
3.1.3.27	Quirindi Waste Transfer Station	New
1.3.4.3	Werris Creek and Quirindi Cemeteries - new niche walls	New
<b>Other Structures Total</b>		<b>7,192,181</b>
<b>Plant</b>		
3.1.3.26	Plant - renewal	Renewal
<b>Plant Total</b>		<b>2,111,403</b>

Operational Plan - Code	Asset Class	New/ Renew
<b>Roads</b>		
3.1.3.27	Yarraman Creek Bridge	Renew
3.1.3.27	Regional Sealed - Werris Creek Road 13.0km - 15.0km	Renew
3.1.3.27	Regional Sealed - Merriwa Road 0.0km - 3.0km	Renew
3.1.3.27	Regional Sealed - Coonabarabran Road 20.0km - 25.0km	Renew
3.1.3.27	Urban Sealed - Allnut Street	Renew
3.1.3.27	Rural Sealed - Wilmotts Road 0.0km - 2.0km	Renew
3.1.3.27	Resealing - rural sealed	Renew
3.1.3.27	Resealing - urban sealed	Renew
3.1.3.27	Resheeting - unsealed	Renew
<b>Roads Total</b>		<b>8,485,000</b>
<b>General Fund Total</b>		<b>22,670,090</b>

## Capital Works Program 2025-2026 continued –

Operational Plan - Code	Asset Class	New or Renewal
<b>Water Infrastructure</b>		
3.1.3.8	Telemetry - inputs	Renew
3.2.1.2	Water Main - replacement	Renew
3.1.3.9	Reservoir roof - replacement	Renew
3.2.1.1	Water quality monitoring - equipment	Renew
3.1.3.10	Quipolly Dam - early warning system	Renew
3.1.3.6	Village bore - replacement program	Renew
3.1.3.11	Werris Creek - high zone pump station replacement	Renew
3.1.3.8	Telemetry server - renewal	Renew
3.1.3.27	Water Asset - renewal	Renew
3.1.3.7	Automated water meter rollout - replacement meter components	Renew
3.2.1.1	Water technical - equipment	Renew
3.1.3.7	Automated water meter rollout - automated component	New
<b>Water Fund Total</b>		<b>5,353,037</b>

Operational Plan - Code	Asset Class	New or Renewal
<b>Sewer Infrastructure</b>		
3.1.3.23	Wastewater Network - renewals	Renew
3.1.3.18	Quirindi Waste-Water Treatment Plant	Renew
3.1.3.20	Quirindi Waste-Water Pump Station # 1 - upgrade	Renew
<b>Sewer Fund Total</b>		<b>13,652,000</b>
<b>Consolidated Fund Total</b>		<b>41,675,127</b>

## Budget by Service Functions 2025-2026

Budget Program	Income	Expenses*	Asset
	Opex \$'000	Opex \$'000	Depr \$'000
General Purpose	14,525	(266)	0
Elected Member	0	229	0
Economic Development	0	55	0
Executive Services	0	873	0
Corporate Governance	0	571	0
Human Resources	0	453	0
Customer Service	0	485	0
Work Health and Safety	32	103	0
Commercial Property	214	176	66
Caravan Parks	155	110	31
Information Technology	0	1,175	44
Administration- Planning and Development	193	827	7
Weeds Division	74	243	0
Waste Services	3,003	3,417	122
Emergency Services	255	908	68
Animal Control	4	185	0
Building Programs	6	521	167
Administration - Infrastructure and Environmental	2	1,630	0
Depot	0	96	46
Plant Fund	0	(1,332)	32
Sporting Grounds	51	302	334
Racecourse/Showgrounds	85	176	0

Budget Program	Income	Expenses*	Asset
	Opex \$'000	Opex \$'000	Depr \$'000
Swimming Centres	80	614	137
Public Cemeteries	140	125	16
Aerodromes	15	59	123
Parks and Reserves	14	265	190
Street Cleaning	0	89	0
Works - Maintenance and Construction	4,654	5,175	9,998
Promotion and Tourism	18	146	7
Library	107	509	56
Recreational Centre	238	296	44
Royal Theatre	0	31	35
Arts and Cultural - Community Service	8	269	0
Eastside Day Care Centre	853	756	22
Finance	25	1,197	0
Records	0	86	0
RMS Agency	183	183	2
Stores	3	189	0
<b>General Fund Total</b>	<b>24,935</b>	<b>20,926</b>	<b>11,546</b>
Water Operations	4,710	3,080	1,998
Sewer Operations	1,979	758	879
<b>All Funds Total</b>	<b>31,624</b>	<b>24,764</b>	<b>14,424</b>

\* not including loss on disposals (\$935,000)



Borah Creek Road upgrade, Quirindi

# Statement of Revenue Policy

## Summary

Liverpool Plains Shire Council utilises a variety of sources to generate income to deliver a wide range of services for the local community, including statutory and user-pay charges.

This policy outlines a series of statements that explain each major area of Council's revenue base:

- Statement of Rating Structure
- Statement of Charges
- Statement of Fees
- Statement of Pricing Methodology
- Statement of Charges for Work by Council on Private Land
- Statement of Borrowings

## Current Year Rate Increase

The 2025-2026 budget is based on the approved 4.0% increase as determined by the Independent Pricing and Regulatory Tribunal (IPART).

The breakdown of estimated ordinary rate income and number of properties per category is as follows:

Ordinary Rates	Number of Assessments	Gross rate yield 2025-2026 \$	Average rate per Assessment \$	Average rate per day \$
Farmland	1,025	5,769,347	5,629	15.42
Residential	2,995	3,048,817	1,018	2.79
Business	272	715,713	2,631	7.21
Mining	2	28,095	14,047	38.49
Mining - Coal	1	558,492	558,492	1,530.12
<b>Total</b>	<b>4,295</b>	<b>10,120,464</b>		

## Statement of Rating Structure

Rates are an important source of funds for Council, representing 32% of our operating revenue in 2025-2026.

In NSW, council rates are levied based on land valuations (unimproved capital value) supplied by the Office of the Valuer General. These valuations are reviewed every three years as part of a process termed 'General Revaluation' and Council has used the most recent valuations with the base date of 1 July 2022 to levy the 2025-2026 rates.

It is important to note that regardless of changes in the land valuations for existing properties, the actual total amount of rates income a council may levy is limited by rate pegging, where each year IPART determines the maximum allowable increase for the total pool of Council's rates.

### Rating Structure

Council has adopted the categories of land as set out in Section 514 of the Local Government Act 1993 for levying the following:

- Residential
- Business
- Farmland
- Mining

These categories are defined in Sections 515 and 518 of the Local Government Act 1993. Council has further sub-categorised land in accordance with Section 529 of the Local Government Act 1993 to distribute the rate burden more equitably within the Shire.

Section 529 of the Act states that properties may be further categorised into one of Council's rating subcategories, to allow a fair and equitable

distinction for levying of rates. Currently, Council has the following rating sub-categories:

Residential	Business	Farmland	Mining
Quirindi Mixed Development Werris Creek Villages Rural	Quirindi Mixed Development Werris Creek Villages Ordinary Premier Spring Ridge Wallabadah	Farmland	Coal Mining

Council's detailed Rating Category - Definitions document is available on our website or, alternatively, a copy is available for viewing at Council's office at 60 Station Street, Quirindi.

### Instalments

Rates and charges can be paid by either quarterly instalments or a single instalment. The 2025-2026 due dates for these instalments are as follows:

- 1st instalment or payment in full – 31 August 2025
- 2nd instalment – 30 November 2025
- 3rd instalment – 28 February 2026
- 4th instalment – 31 May 2026

Where a due date falls on a weekend, it is Council's practice to extend the payment date to the first working day after the due date.

### Interest Charge

Council will apply the maximum interest rate of 10.5% for this financial year in accordance with section 566 of the Act, Council charges interest on all rates and charges that remain unpaid after they become due and payable. Rates and charges become payable one month after the date of service of the rates notice unless a person elects to pay the rates and charges by instalments. Where a person elects to pay by instalments, rates and charges become payable on the due date of the instalment.

### Pensioner Rebates

Eligible pensioners who own and occupy a rateable property may be entitled to a pensioner rebate. Persons in receipt of certain classes of pensions are eligible for a mandatory maximum rebate of \$250 per annum. This rebate is funded by both Council and the NSW State Government, 45% and 55% respectively.

Owners who become eligible pensioners during the year may be entitled to a pro-rata rebate of their rates, calculated on a quarterly basis. Rebates are also reversed on a quarterly basis when owners become ineligible for the rebate.

### Valuation of Land

The applicable unimproved capital value of the land value for rating purposes is supplied by the Office of the Valuer General. The Valuation of Land Act 1916 requires Council to levy rates using the most recent land values supplied to Council as of 1 July 2022. Revised land valuations are generally supplied to Council every 3 years as part of a process termed 'General Revaluation'.

The 2025-2026 rates have been determined using the latest available property values with a base date of 1 July 2022.



## Ordinary Rates - Permissible Income 2025-2026

Ordinary Rates						
Rating Category	Sub-Category	Number of Assessments	Ad Valorem cents in \$	Base Amount \$	Base Amount % of Yield	Est. Total Rate Income \$
<b>Farmland</b>	Farmland	1,025	0.00192517	520	9.24%	5,769,347
<b>Residential</b>	Residential	1,233	0.00618776	400	39.69%	1,242,506
	Residential – Mixed Development	9	0.00618368	400	43.70%	3,372
	Rural	527	0.00557862	400	26.97%	781,489
	Villages	538	0.00672295	400	47.80%	450,178
	Werris Creek	687	0.00930125	400	48.10%	571,272
<b>Business</b>	Quirindi	142	0.02249205	520	17.20%	429,313
	Business – Mixed Development	9	0.02249205	520	22.15%	12,490
	Villages	48	0.02249205	520	18.14%	137,561
	Premier	7	0.02353206	520	49.59%	7,340
	Spring Ridge	6	0.02249202	520	46.87%	6,657
	Wallabadah	7	0.02249205	520	25.00%	14,562
	Ordinary	21	0.02249205	520	23.53%	46,404
	Werris Creek	32	0.02249205	520	27.11%	61,386
<b>Mining</b>	Mining	2	0.03253586	2,725	19.40%	28,095
	Coal	1	0.02821151	2,725	0.49%	558,492
4,295						10,120,464

Note - Individual assessments will vary depending on land values and categories of each property

# Statement of Charges

## Waste Management Service Charges

In accordance with sections 496 and 501 of the Local Government Act, Council will levy an annual charge for the provision of both domestic and commercial waste management services on each rateable and non-rateable property having access to these services. The proposed charges for 2025-2026 are outlined below:

Charge Type	2025-2026 Charge \$
<b>Residential Domestic</b>	
Tip facility charge	115
Domestic waste management charge	515
<b>Residential Unoccupied</b>	
Tip facility charge	115
Domestic waste management charge	81
<b>Business Occupied</b>	
Tip facility charge	115
Commercial waste management charge	515
<b>Additional Services</b>	
240L fortnightly co-mingled recycling service (per annum)	179
240L weekly mobile garbage bin service (per annum)	360



## Water Supply Service Charges

In accordance with sections 501 and 502 of the Act, Council will levy a charge on all properties connected to or capable of being connected to Council's water supply systems. The annual charge for the normal residential connection has reduced, however the water usage charges have increased to align with Council's user pay principles.

The proposed charges for 2025-2026 are outlined below:

Water Service Charges	Access Charge \$ 2025-2026	Quarterly Step Usage \$ - up to 75kL	Quarterly Step Usage \$ - over 75kL
Vacant lots unoccupied	759	3.94	4.70
20mm	759	3.94	4.70
25mm	1,200	3.94	4.70
32mm	1,800	3.94	4.70
40mm	2,235	3.94	4.70
50mm	3,490	3.94	4.70
80mm	8,915	3.94	4.70
100mm	13,915	3.94	4.70

Other Charges	Access Charge \$ 2025-2026	Usage \$ Per kL
Recreational Usage	Variable Meter Size	3.94

## Sewer Service Charges

In accordance with sections 501 and 502 of the Act, Council will levy a charge on all consumers connected to, or capable of being connected to Council's sewer systems for sewer services.

The proposed charges for 2025-2026 are outlined below:

Sewer Service Charges	Access Charge \$ 2025-2026	Usage Charge \$/kL 2025-2026
Vacant lots unoccupied	785	0
20mm	785	0
25mm	785	0

Non-Residential Standard Charge	Access Charge \$ 2025-2026	Usage Charge \$/kL 2025-2026
20mm	520	2.60
25mm	785	2.60
32mm	1,165	2.60
40mm and over	1,770	2.60

## Statement of Fees

Consistent with section 608 of the Local Government Act, Council levies a range of annual fees and charges. The income from these fees and charges helps us to provide services, facilities and infrastructure for our community.

Fees and charges encompass the following:

- Regulatory functions of the Council under the Local Government Act 1993, Chapter 7
- Services provided on an annual basis under Section (s501)
- Charge for actual use of a service (s502)
- Fees for any service provided (s608)
- Annual charges for use of public places (s611)

The fees and charges reflect our pricing policy and are in a separate document, available on Council's website.

In determining the pricing structure for 2025-2026, the general nature of the types of services, products or commodities have been assessed in relation to current charges, GST and inflationary costs. Pricing structures provide revenue from particular services but have regard for limitations imposed by public accountability issues and community service obligations. Amounts relating to certain fees identified in the Fees and Charges schedule are set externally to Council and may therefore change depending on when Council is made aware of the applicable amounts to be charged for the financial year.

## Statement of Pricing Methodology

Council consistently updates and applies the equitable pricing methodology throughout the organisation to service delivery areas. Council supports the user pays principle in the assessment and levying of fees and charges, acknowledging the need for supplementation from Council at times due to Community Service Obligations.

All fees and charges levied that are subject to Goods and Services Tax (GST) are recorded as such in the Schedule of Fees and Charges. Division 81 of the GST legislation details those fees that are exempt from GST, and these fees do not include GST charges in their cost in the Schedule of Fees and Charges.

### Interest on Overdue Rates and Charges

Council's current policy is to adopt the maximum permissible interest rate for each year on overdue rates, charges on a simple interest basis.

### Waiver or Reduction of Fees

Section 610E of the Local Government Act allows Council to waive payment of, or reduce, certain fees if it is satisfied that the case falls within a category of hardship or any other category that Council has determined. Council will directly, or through delegated authority, assess and make determinations on requests for the reduction or waiver of fees in accordance with the following principles:

1. compliance with legislation, Council policy or procedure
2. fairness, consistency, and equity
3. transparency
4. community interest – refer to Council's Waiving of Fees Policy 2024 for further details.

## Statement of Charges for Work by Council on Private Land

Occasionally Council will carry out work for external parties or on private land. In performing this work Council is either utilising excess capacity of its resources and thereby generating additional income for the council, or acting in a community service role.

Council’s pricing policy considers competitive neutrality, the actual cost, including overheads, of carrying out the work and the current market rates relevant to the work.

## Statement of Borrowings

Council’s borrowings are governed by the relevant provisions of the Act and Regulation. A council may borrow at any time for any purpose allowed under the Act. A council may borrow by way of overdraft or loan or by any other means approved by the Minister. The Minister may impose limitations or restrictions on borrowings by Council.

The following table represents the anticipated principal balance outstanding as of 1 July 2025.

Loan Number	Project Name	Total \$'000
115	Quipolly Water Security	7,717
114	Quipolly Dam Upgrade	1,476
112	Quipolly Dam Upgrade	1,002
111	Urban Stormwater	318
	Total Borrowings	10,513

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**Liverpool  
Plains**  
Shire Council

