

Liverpool Plains Shire Council

ANNUAL REPORT 2022 -23



liverpoolplains.nsw.gov.au



Acknowledgement of Country

Liverpool Plains Shire Council proudly acknowledges the Kamilaroi People, the traditional owners and custodians of the lands in our region and pays respect to their Elders, both past and present.



Prepared by:

**Liverpool
Plains**
Shire Council

Contact details:

Liverpool Plains Shire Council
60 Station Street
PO Box 152
Quirindi NSW 2343
Australia

Email: council@liverpoolplains.nsw.gov.au
Phone: 02 6746 1755

Contents

SECTION ONE	5
1. Welcome	5
Message from the Mayor and General Manager	6
2. Introduction	8
Our Integrated Planning and Reporting Framework	9
About our Annual Report	10
Community Strategic Plan	13
Our Highlights	14
Financial Summary	16
Revenues and Expenditure Summary	16
Your Rates at Work	18
3. Overview	19
About the Liverpool Plains Shire	20
Our Community	21
Our Council	22
Our Councillors	23
Council Meetings	24
Council Committees	24
Our Organisation	26
4. Delivery Plan Reporting	27
Delivery Program Results	28
Notable Achievements for 2022-2023	29
SECTION TWO	33
1. Statutory Reporting	33
Overview	34
General Reporting Requirements	34
Rates and Charges Written Off	34
Overseas Visits	34
Councillor Expenses and Provision of Facilities	35
Mayor and Councillor Professional Development	35
Contracts	36
Modern Slavery Act	38
Legal Proceedings	38
Subsidised Private Works	38
Financial Assistance to Others	38
Delegated External Bodies	40
Controlling Interest in Companies	40

Participation in Corporations, Partnerships, Joint Ventures or Other Bodies	40
Equal Employment Opportunity Management Plan	40
Total Number of Persons Employed	41
General Manager and Senior Staff Remuneration	41
Stormwater Management Services	42
Coastal Protection Services	42
Development Contributions	42
Companion Animal Management	42
Planning Agreements	44
Environmental Upgrade Agreements	44
Inspection of Private Swimming Pools	44
Disability Inclusion Action Plan Reporting	45
Public Interest Disclosures Reporting	45
2. Capital Works Report	47
Roads and Transport Infrastructure	48
Gravel road re-sheeting	48
Road renewal, kerb and gutter and footpath	48
Resealing	49
Road infrastructure under construction	49
Buildings, Parks and Reserves Infrastructure	51
Waste Management Infrastructure	52
Water and Sewer Infrastructure	52
Other Capital projects	54
3. Special Rate Variation Report	55
Special Rate Variation	56
4. Government Information (Public Access) Act Report	58
Government Information (Public Access) Act 2009	59
Review of proactive release program	59
Number of access applications received	59
Number of refused applications for Schedule 1 information	59
5. Audit, Risk and Improvement Committee Performance Report	61
About this report	62
About the Audit, Risk and Improvement Committee	62
6. Delivery Program Progress Report	66
Combined Delivery Program and Operational Plan Progress Detail	67
Outcome 1: A great rural lifestyle that is inclusive of all cultures with access to quality services and facilities	67
Outcome 2: Strong community, Council and business leadership	81
Outcome 3: A sustainable environment	88
Outcome 4: A thriving economy	93



SECTION ONE

1. Welcome

View from Who'd A Thought It lookout, Quirindi



Message from the Mayor and General Manager

On behalf of Liverpool Plains Shire Council, we are pleased to present the 2022-2023 Annual Report. The past year has been one where our Council has faced tremendous difficulties. Through it all we have continued to deliver for our community and have remained committed to providing long-term financial stability for the organisation.

Council faced significant staffing shortages throughout the year resulting in many positions sitting vacant and continuous recruitments taking place. Being a small Council in regional NSW with a limited number of staff and an extensive number of deliverables for the community, has required an unbelievable amount of dedication and commitment from the Council staff. We are grateful that with all the challenges faced throughout the year that staff have remained committed and keen to continue to deliver for the community. The organisation has and will continue to work hard to recruit to fill all positions and provide stability for the staff and the future of the organisation. With a new General Manager starting in May 2023, we have a large task at hand to get the organisation into a stable position however, this is achievable and with work already underway the future is looking bright for Liverpool Plains Shire Council and the community.

Council has recognised the frustrations within the community that a lack of information has been provided previously and this year we have taken significant steps to begin implementing a new business system to provide better ways of relaying information to the community. There has also been an improvement with information provided through Council's website, social media, and media releases. Council has also made a concerted effort to try and respond to community members within a reasonable timeframe to ensure that customer action requests are actioned and resolved where possible.

Wet weather events continued to impact Council throughout the year resulting in damage to a significant number of local roads. Staff had an arduous task in planning and getting to work with filling potholes, resheeting and resealing and grading of roads and kerb, gutter and footpath works. A total of \$5,790,875 million on was spent on 95.69km of road works and maintenance with Council receiving funding from the NSW Government to assist with these works.

Council received news from the Independent Pricing and Regulatory Tribunal (IPART) in June of its successful Special Rate Variation (SRV) application. This gave Council more of an opportunity to provide continued financial stability to the organisation. A commitment was provided to the community that there would be a dedicated investment of the SRV funds into our road assets. Council has already met this commitment by investing \$1,746 million of maintenance works into our road network.

In keeping with "Our Plains, Too Good to Waste", Council started implementing our Waste Management Strategy, with Waste Transfer Stations being completed in Carroona, Premer, Werris Creek and Spring Ridge to provide residents with easy drop off facilities for household waste. Rehabilitation of landfills also took place in Carroona, Pine Ridge, Premer, and Spring Ridge which has assisted in reducing our environmental impact.

This year saw a significant increase in our Development Approvals with a value of \$35.4 million. One of the major approvals was the Cotton Gin Development which once completed will see a capacity of up to 30,00 tonnes of cotton modules per year. Developments such as this have huge benefits for the

shire, not only does it provide growers opportunity to value add within the region it also provides numerous job opportunities.

Community Engagement throughout the shire increased significantly with several Local Advisory Groups up and running and Council providing financial assistance to community groups through the Community Funding Program whether it be for events, technology, signage, maintenance, or sporting equipment. This assistance helps these groups stay up and running.

With Council's new Quirindi Library up and running, our Libraries work hard to provide opportunities for all demographics within the community through Seniors Events, School Holiday Programs, Children's reading time and workshops. Funding was also secured to give the facilities at Werris Creek Library a refresh.

As part of our Quirindi Racecourse and Showground Masterplan within the Liverpool Plains Shire Council Recreation Strategy, we saw the completion of the Nancy Gray OAM Pavilion at the Quirindi Showgrounds. The Pavilion features a new public address system and commercial kitchen, the large open space allows for numerous events to be held and provides ample room for the Quirindi Show.

Although we were able to still achieve a significant number of deliverables in 2022-2023 there remains much more to do over the coming year. There will still be significant challenges the organisation will face however, with a great team of staff on board we will continue to reach our goals of delivering for the Liverpool Plains community and providing financial stability into the future. We would like to thank the councillors and staff for the tremendous effort they have made over the year, and we look forward to the year ahead.



Cr Doug Hawkins OAM
Mayor



Gary Murphy
General Manager

2. Introduction



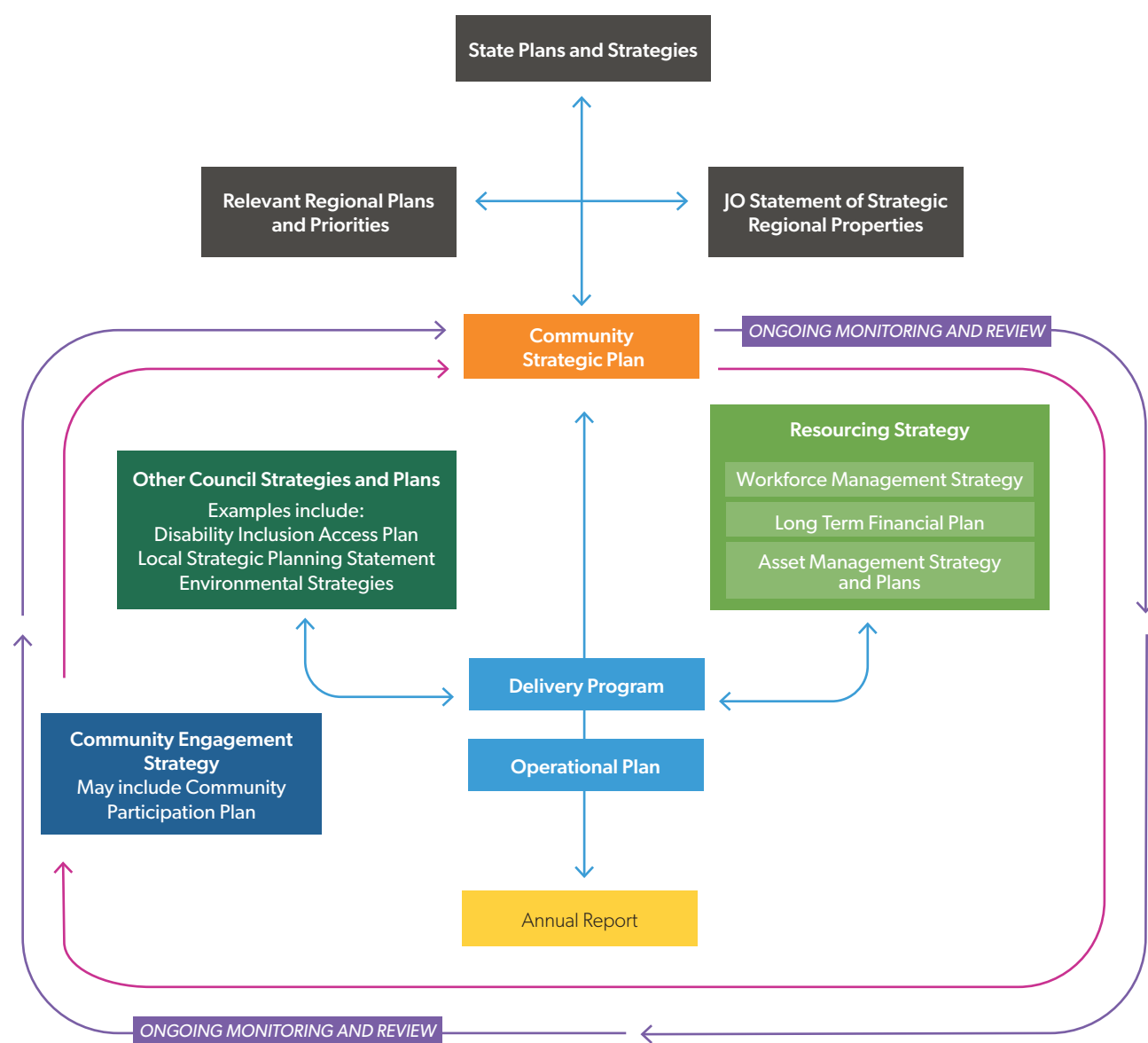
Celebrating Australian Reading Hour

Our Integrated Planning and Reporting Framework

The NSW Local Government Integrated Planning and Reporting (IPR) Framework is a legislative requirement for all NSW councils. Councils are required to develop a series of long, medium, and short-term plans to ensure councils are more community focused, responsive and sustainable in the long term.

Using this framework, our Council has prepared a number of plans which detail how we intend to deliver on the communities' priorities identified through consultation and engagement with the community and articulated in the Community Strategic Plan.

The diagram below illustrates our IP&R framework suite of documents and how they are interrelated.



OUR PLANS IN THE FRAMEWORK INCLUDE:

- Community Strategic Plan (10 years)
- Delivery Program (4 years)
- Operational Plan (1 year)

These plans are informed by the following
Resourcing Strategies (10 years):

- Long Term Financial Plan (money)
- Asset Strategy and Plans (assets)
- Workforce Management Plan (people)

THE FOLLOWING REPORTS DETAIL OUR PROGRESS:

Council reports on these plans and the progress towards achieving the community's vision, priorities and goals through the following reports:

- State of the Shire Report
(reports on the Community Strategic Plan)
- Annual Report (reports on the Delivery Program)
- Half-Year Progress Reports (reports on the Operational Plan and Delivery Program)

About our Annual Report

The Annual Report details to the community what Council has delivered for the previous year from the 2022-2026 Delivery Program and the 2022-2023 Operational Plan.

This report comprises of three sections:

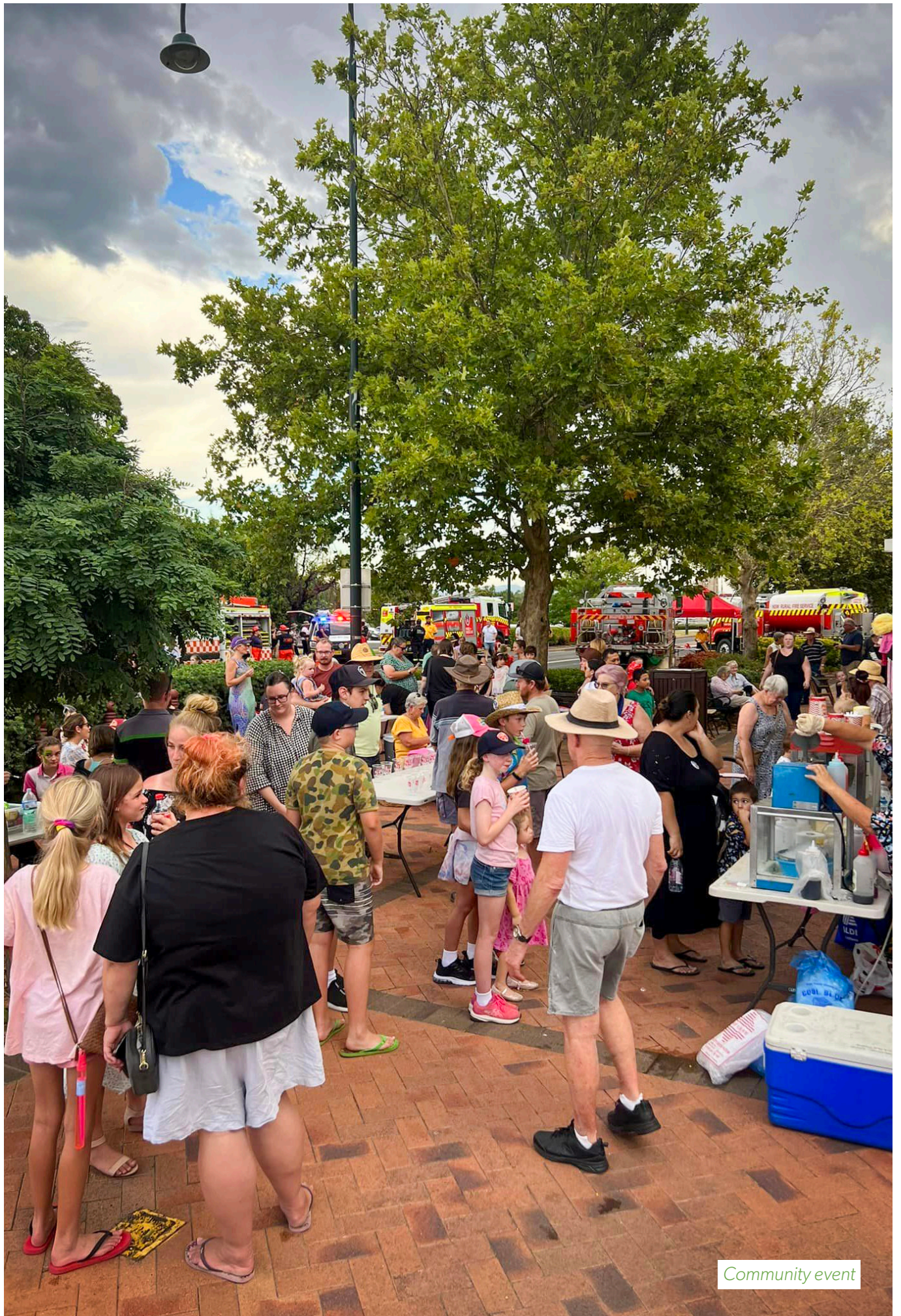
Annual Report, Statutory Reporting and Financial Performance.

- Section 1: Provides an overview of who we are, the key achievements and highlights of 2022-2023, the opportunities and challenges for the Liverpool Plains region and our performance against our four strategic outcomes.
- Section 2: Contains our Statutory Information which includes legislated requirements reporting under the *NSW Local Government Act (1993)*.
- Section 3: Usually included as the final section of this report, however, Council is waiting for the finalisation of the 2022-2023 Audited Financial Statements. These will be published separately once available and will provide a detailed account of Council's financial performance.



Community Vision

"We aspire to have a great rural lifestyle that is inclusive of all cultures with access to quality services and facilities. Strong community, council, and business leadership, whilst encouraging a thriving economy and a sustainable environment to carry us into the future."



Community event

Community Strategic Plan

COMMUNITY



We value our beautiful landscapes, dynamic towns and villages and safe communities



Our health and education services meet our needs and are available in our local community



We celebrate local events and festivals as a cohesive community



Our transport and telecommunications options support our business and lifestyle

GOVERNANCE



We have a strong, sustainable, supported volunteer base



Our council, community and business leaders work together effectively



Liverpool Plains Shire Council represents the community it serves

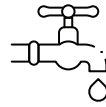


We encourage our youth to become involved in the community as the leaders of tomorrow

SUSTAINABILITY



Our infrastructure is well planned and maintained and will meet our needs now and, in the future



We have access to affordable clean water supplies



We actively manage the impact on our natural environment



Our local farming is sustainable



We actively foster and utilise renewable energy

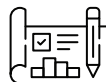
ECONOMY



Our economy is growing, and we offer a diverse range of job opportunities



We foster new business development for our future prosperity



Town planning reflects the diversity of our towns and villages



We embrace tourism

Our Highlights

SRV APPLICATION SUCCESSFUL



Councils goal to provide long-term sustainability for the community was enhanced through its successful application to the Independent Pricing and Regulatory Tribunal (IPART) for a permanent special rate variation (SRV) of 18.1% for the 2023-2024 financial year.

The specific intended purpose of the permanent SRV is to provide dedicated investment in Council's road assets. During 2022-2023, the SRV provided \$1.746 million of maintenance works on the shire's road network.

SIGNIFICANT INCREASE IN DEVELOPMENT APPROVALS



The value of development approved in the Shire in the 2022-2023 financial year was \$35.4 million, an increase of 37% on the previous period.

During this period Council approved a Cotton Gin Development, which when completed will have a capacity to process 30,000 tonnes of cotton modules per annum and increase the ability of growers to value add within the Region.

MOREDUVAL LANE



Council completed a 7.4km rehabilitation of Moredual Lane totalling \$1.3 million, repairing damaged pavement and strengthening the road to cater for traffic from our local farmers.

QUIRINDI SHOWGROUND



Council completed the construction of the Nancy Gray OAM Pavilion at the Quirindi Showground along with a new PA system for the whole showground. Providing a 960m² open space allows for many events to be held and provides ample room for the Quirindi Show. The inclusion of a kitchen within the facility also provides for catering at events.

WASTE MANAGEMENT STRATEGY



Waste Transfer stations were completed at Carroona, Premer, Werris Creek and Spring Ridge, enabling community members to easily drop off their household waste.

Rehabilitation of landfills in Carroona, Pine Ridge, Premer and Spring Ridge were completed, reducing our environmental impact attached to waste management.

WASTEWATER NETWORK



PIPE REHABILITATION

Following the results of previous CCTV asset condition assessments, commencement on a two-year program of pipeline rehabilitation projects was undertaken.

Approximately 1600 metres of mostly 150mm sewer pipes was rehabilitated in stage 1, with a further 2500 metres programmed for stage 2. This work was carried out using trenchless technology and significantly improves the structural condition of pipes to continue to safely transfer wastewater to the treatment plant.

PROPERTY AND ASSETS



A considerable effort has been taken to prioritise preventive measures in the area of building maintenance. Council has established annual maintenance schedules for properties owned. These scheduled tasks included annual pest control, servicing of air conditioning and heating systems, electrical appliance testing and tagging, fire safety inspections, among others.

Council undertook the revaluation for the water and sewer assets.

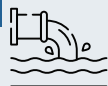
CUSTOMER AND VISITOR SERVICE



During 2022-2023 the Customer Service team lodged 2,077 Customer Action Requests (CRMs), averaging 173 per month. The Visitor Information Centre lodged 5,267 CRMs for the year, averaging 439 per month. Service NSW provided 13,431 services for the public for the year on average on 1,119 per month.

The Microsoft Teams phone system was implemented and allows Council to communicate and collaborate both in the office and while working remotely. Council is now able to report on the volume of calls coming through with results showing more than 1,100 on average/month.

QUIPOLLY WATER PROJECT



Continuation on the most significant capital works project undertaken by Council to improve water quality reliability and increase drought resilience for the largest water supply systems in the Shire progressed throughout 2022-2023.

The state-of-the-art treatment facility will be capable of treating water up to 6 million litres per day to drinking water standards. Despite various impacts from COVID supply issues, the project remains on-track for completion at the end of 2023.

COMMUNITY AND RECREATION SERVICES



Each year, these team members have face-to-face contact with community members ranging in age from a few weeks old to 90+ years on more than 49,000 occasions.

Through the Community Funding Program, they assist more than 150 volunteers to reach more than 10,000 community members and visitors.

It is through these interactions that the team supports our communities to stay fit, stay connected, to learn, to play and to give back to their communities.

SPRING RIDGE RISING MAIN REPLACEMENT



A project to replace approximately 2.4kms of existing rising water main from the bore on Goran Lake Road to the village of Spring Ridge has been completed. This work replaces a pipeline to increase the reliability of water delivery into Spring Ridge water supply.

LIBRARIES



Some highlights of the 2022/2023 year at Liverpool Plains Shire Council libraries included:

- Tech Savvy Seniors was expanded to be delivered in Werris Creek as well as

Quirindi. A total of 80 participants attended, across 12 sessions. This program helps seniors develop the skills and confidence to get connected and participate in the online world.

- LPSC were successful in securing a State Library NSW Infrastructure Grant which will be used to refresh the facilities at Werris Creek Library. This is currently due to be completed by the end of the 2023/2024 plan year.
- School Holiday programs were expanded to include delivery at several primary schools, in partnership with NSW Government Share our Space program, making our programs accessible to more residents in LPSC. The libraries also worked in partnership with TFSS to deliver school holiday activities.
- Sydney Writer's Festival 'Live and Local' was hosted over three days at Quirindi Library, with over 50 attendances across the three days.
- As a result of a Backyard Cricket Grant received from the LBW Trust, the libraries were able to purchase kits and deliver LEGO SPIKE workshops at both Werris Creek and Quirindi libraries (14 workshops in total).
- Both Friends of Quirindi Library and Friends of Werris Creek Library supported a variety of workshops and activities throughout the year.

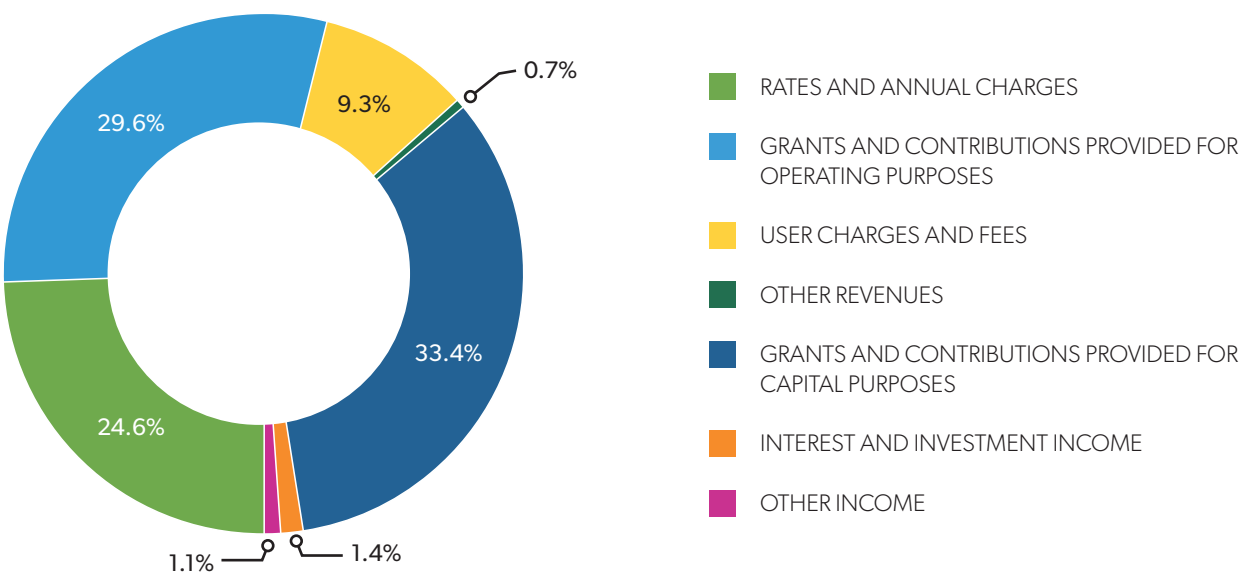
Financial Summary

REVENUES AND EXPENDITURE SUMMARY

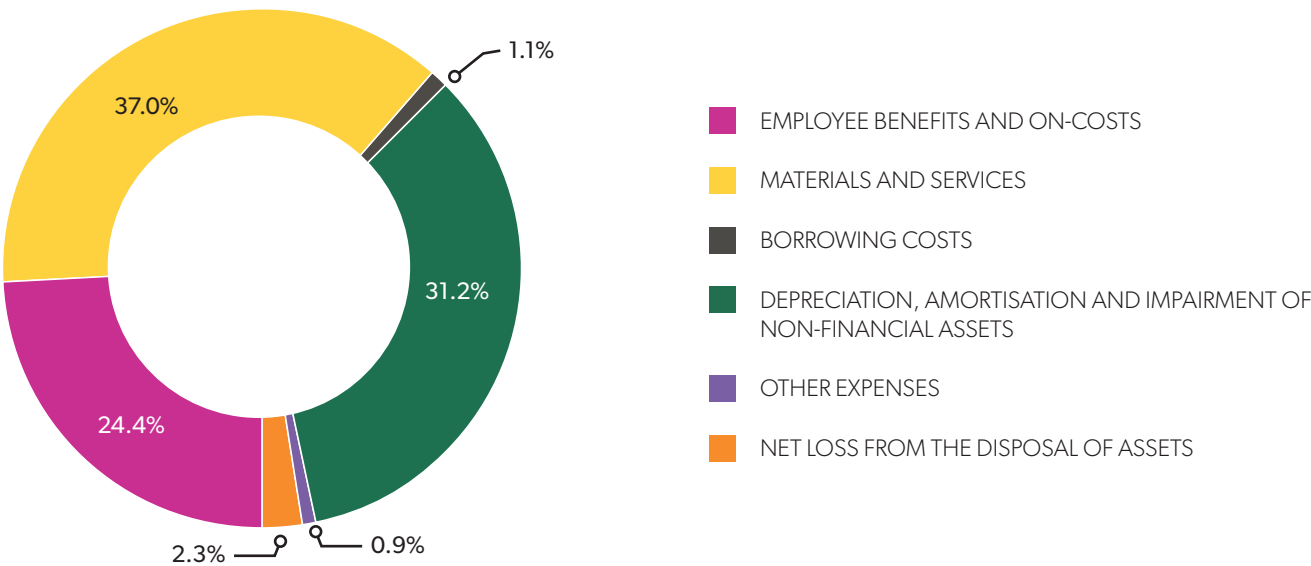
Council is waiting for the finalisation of the 2022-2023 Audited Financial Statements. The anticipated financial position for 2022-2023, including capital income, is an operating surplus of \$17.2 million. The surplus is mainly due to significant grant contributions that became available during the last financial year.

Excluding capital grants and contributions, the net operation result is an operating deficit of \$1.9 million for the 2022-2023 financial year. This is a reduction on last year’s deficit of \$5.9 million.

INCOME FROM CONTINUING OPERATIONS 2022 - 2023



expenses FROM CONTINUING OPERATIONS 2022 - 2023



LIVERPOOL PLAINS SHIRE COUNCIL
INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2023

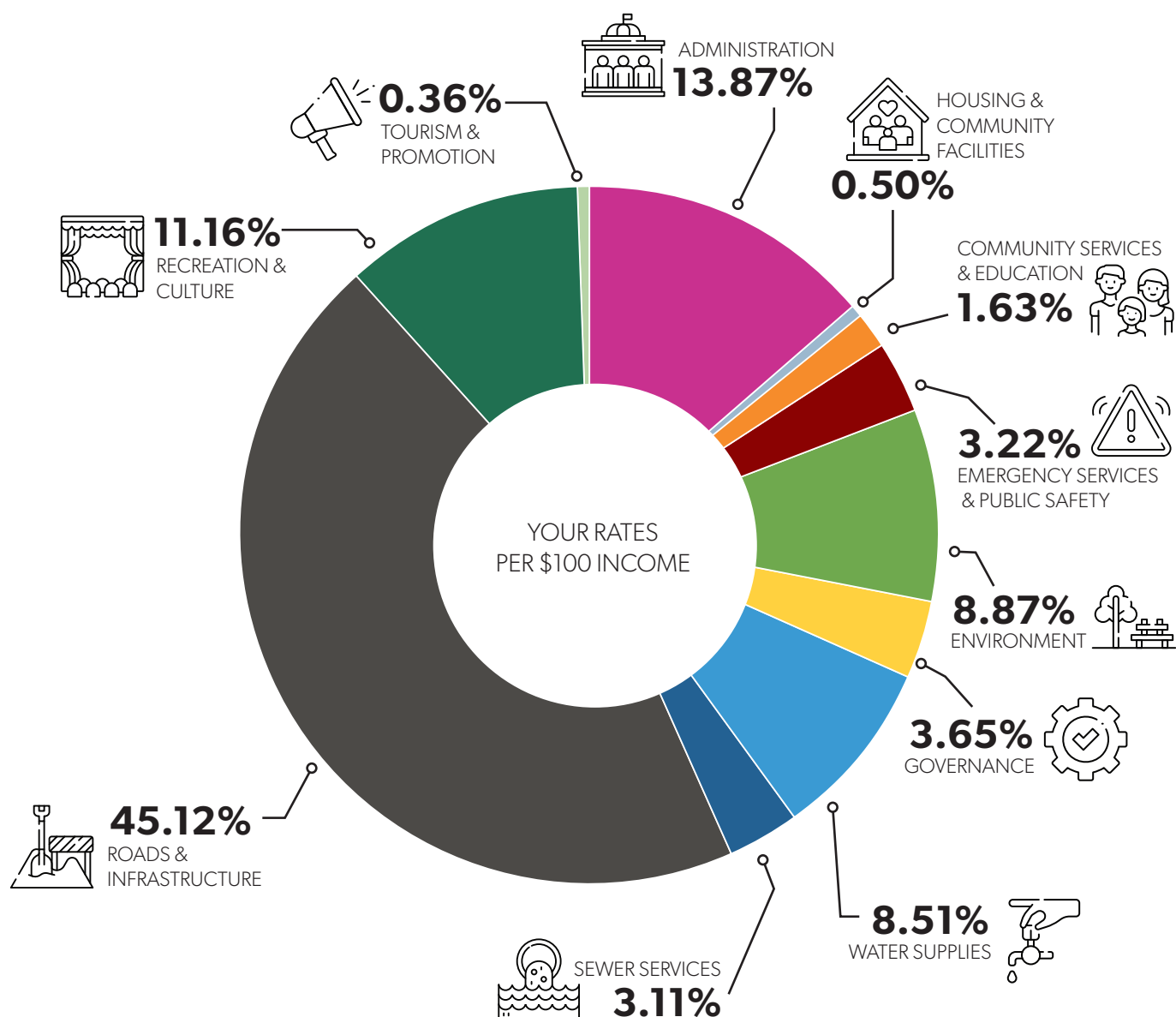
	Original Budget 2022-2023 \$'000	2022-2023 Actual \$'000	2021-2022 Actual \$'000
Income from continuing operations			
Rates and annual charges	14,196	14,034	13,189
Grants and contributions provided for operating purposes	4,652	16,925*	10,600
User charges and fees	7,365	5,300	4,187
Other revenues	32,536	420	410
Grants and contributions provided for capital purposes	575	19,087*	14,474
Interest and investment income	173	773	204
Other Income	0	602	210
Total Income from continuing operations	59,497	57,141	43,274
Income from continuing operations	Original Budget 2022-2023 \$'000	2022-2023 Actual \$'000	2021-2022 Actual \$'000
Employee benefits and on-costs	10,018	9,731	9,513
Materials and services	6,363	14,795	11,207
Borrowing costs	456	444	250
Depreciation, amortisation and impairment of non-financial assets	11,328	13,656	12,946
Other expenses	2,363	378	581
Net loss from the disposal of assets	0	932	215
Total expenses from continuing operations	30,528	39,936	34,712
Operating result from continuing operations	28,696	17,205	8,562
Net operating result for the year before grants and contributions provided for capital purposes	(3,566)	(1,882)	(5,912)

*surplus mainly due to significant grant contributions that became available during the financial year

Your Rates at Work

In 2022-2023, we managed an operational income of more than \$57 million of which more than 30% came from rates and annual charges. The balance of income was generated from user fees and charges, grants, investment and revenue and the sale of assets.

This income is used to maintain critical infrastructure and provide services across the Liverpool Plains and enhance our community's quality of life.





3. Overview

Silo Art at Quirindi

About the Liverpool Plains Shire

Located in the New England North West Region of NSW, the Liverpool Plains Shire extends across the traditional lands of the Gamilaraay (Gomeri) Aboriginal people.

The Liverpool Plains sits at the junction of the New England and Kamilaroi Highways, approximately 350 kilometres north of Sydney, 250 kilometres north west of Newcastle and 60 kilometres south of Tamworth.

The 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;

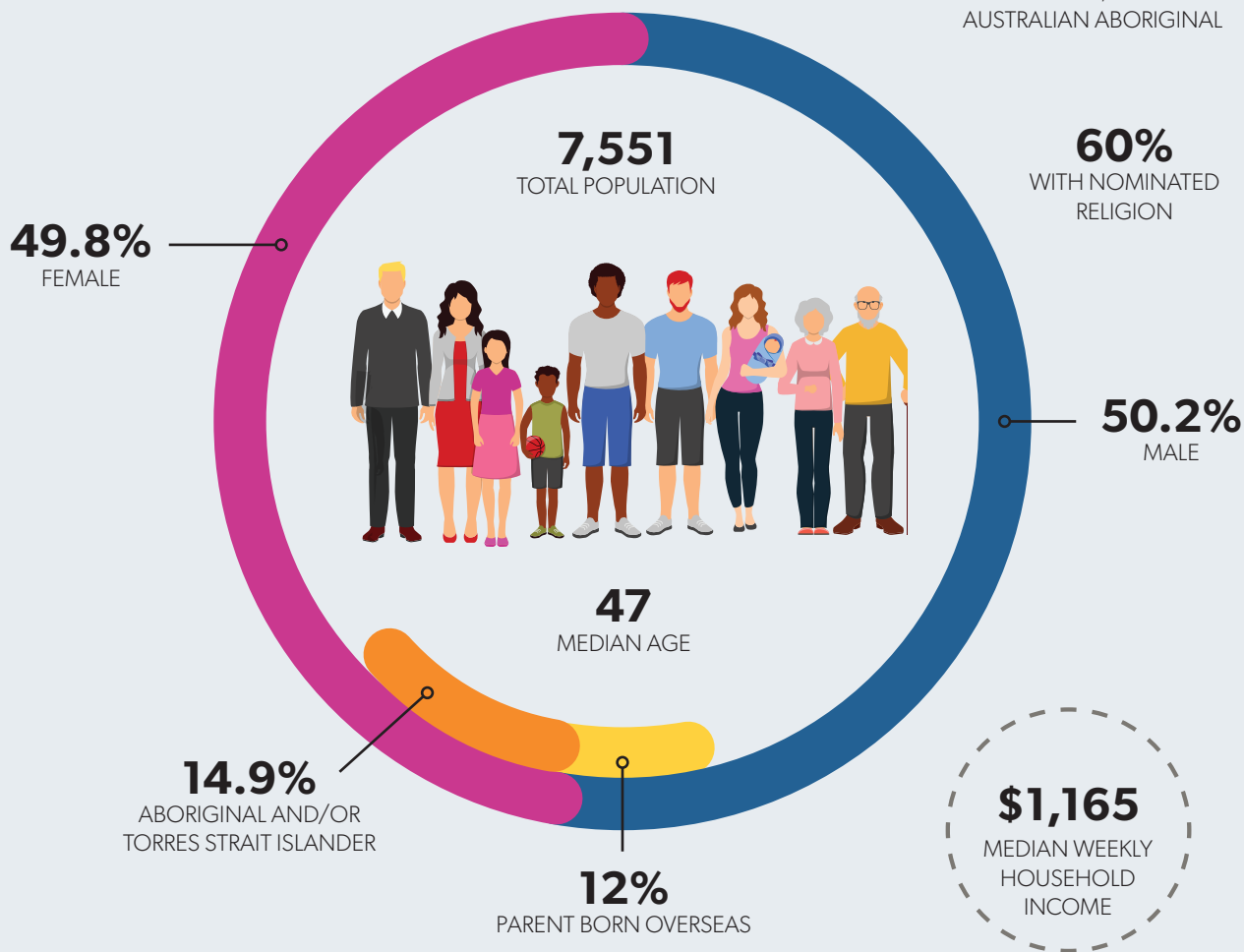
- Blackville
- Caroon
- Currabubula
- Pine Ridge
- Premer
- Spring Ridge
- Wallabadah
- Willow Tree

The Liverpool Plains Shire Council comprises of 5,086 square kilometres and is located on the north-west slopes and plains region of New South Wales.



Our Community

THREE LARGEST ANCESTRIES
ARE AUSTRALIAN, ENGLISH AND
AUSTRALIAN ABORIGINAL



2.3
AVERAGE HOUSEHOLD
MEMBERS



32%
LONG TERM HEALTH
CONDITION



52%
LABOUR FORCE OF
WORKING AGE



2
AVERAGE NUMBER OF
MOTOR VEHICLES PER
DWELLING



19%
ELIGIBLE WORKFORCE
WHO VOLUNTEER

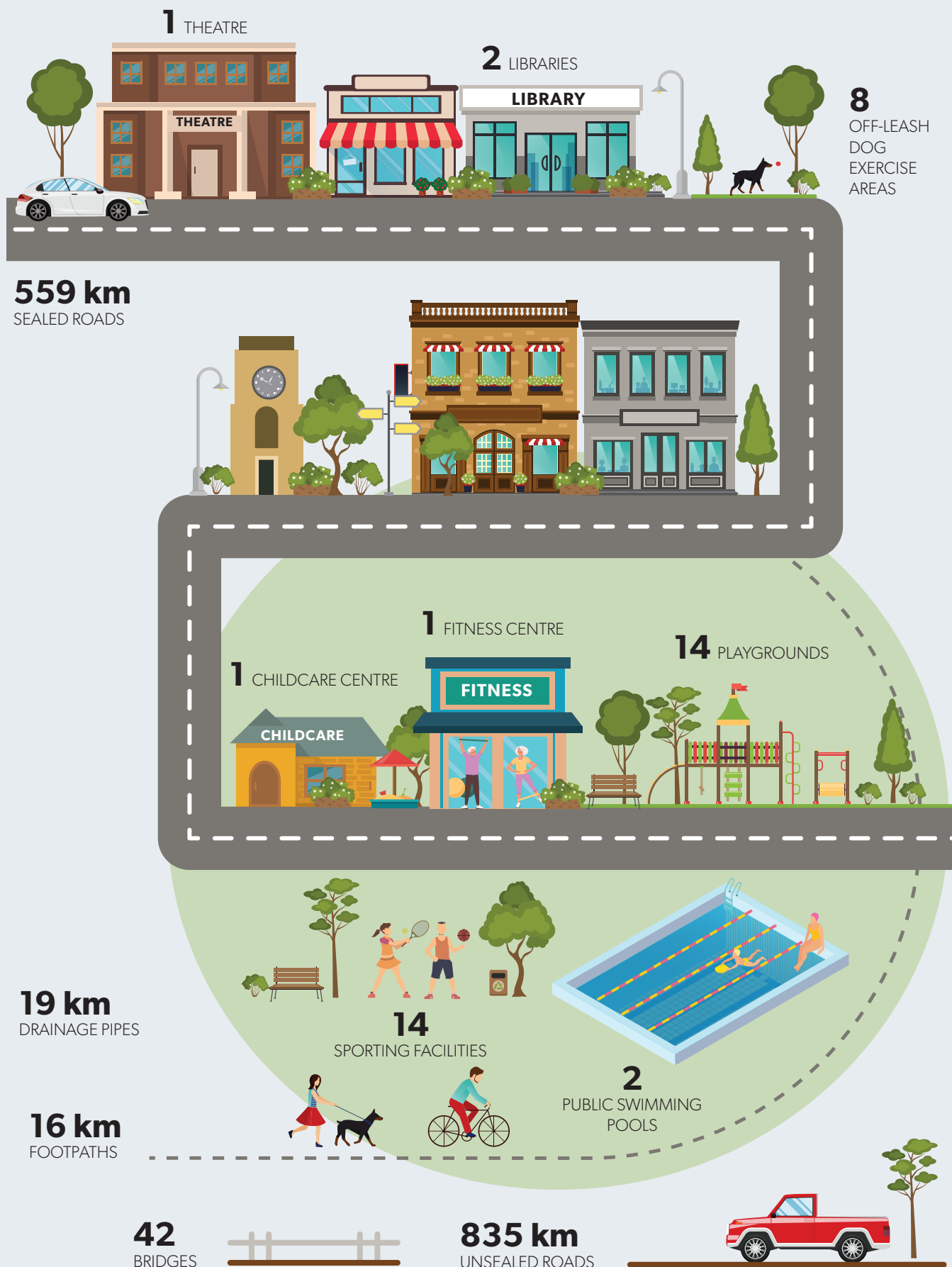


34.6%
HAVE GAINED TERTIARY
QUALIFICATIONS



25.5%
EMPLOYED BY AGRICULTURAL
INDUSTRY

Our Council



Our Councillors

Our governing body comprises of seven Councillors, all of whom are elected to carry out duties under the *Local Government Act 1993* (the Act).



Cr Doug Hawkins OAM
Mayor



Cr Ken Cudmore
Deputy Mayor



Cr Jason Allan



Cr Terry Cohen



Cr Donna Lawson



Cr Paul Moules



Cr Yvonne Wynne

COUNCIL MEETINGS

Council is required to hold a minimum of 10 Ordinary Council meetings per year.

Ordinary meetings are held on the fourth Wednesday of the month (except in January), or as otherwise determined by Council. Extraordinary meetings may be held to deal with urgent matters that may arise throughout the year.

Meetings are held from 2.30pm in the Council Chambers at 60 Station Street, Quirindi and conducted in accordance with the Code of Meeting Practice. Copies of meeting business papers, including agendas and minutes, as well as audio-visual recordings of meetings, are available online from Council's website for members of the public to view.

Twelve ordinary meetings were held during 2022-2023, Table 1 indicates the total number of meetings attended by each elected member:

TABLE 1: COUNCIL MEETING ATTENDANCE	
Councillor	Council Meetings Attended
Cr Doug Hawkins OAM	12
Cr Ken Cudmore	10
Cr Jason Allan	12
Cr Terry Cohen	9
Cr Donna Lawson	11
Cr Paul Moules	10
Cr Yvonne Wynne	11

COUNCIL COMMITTEES

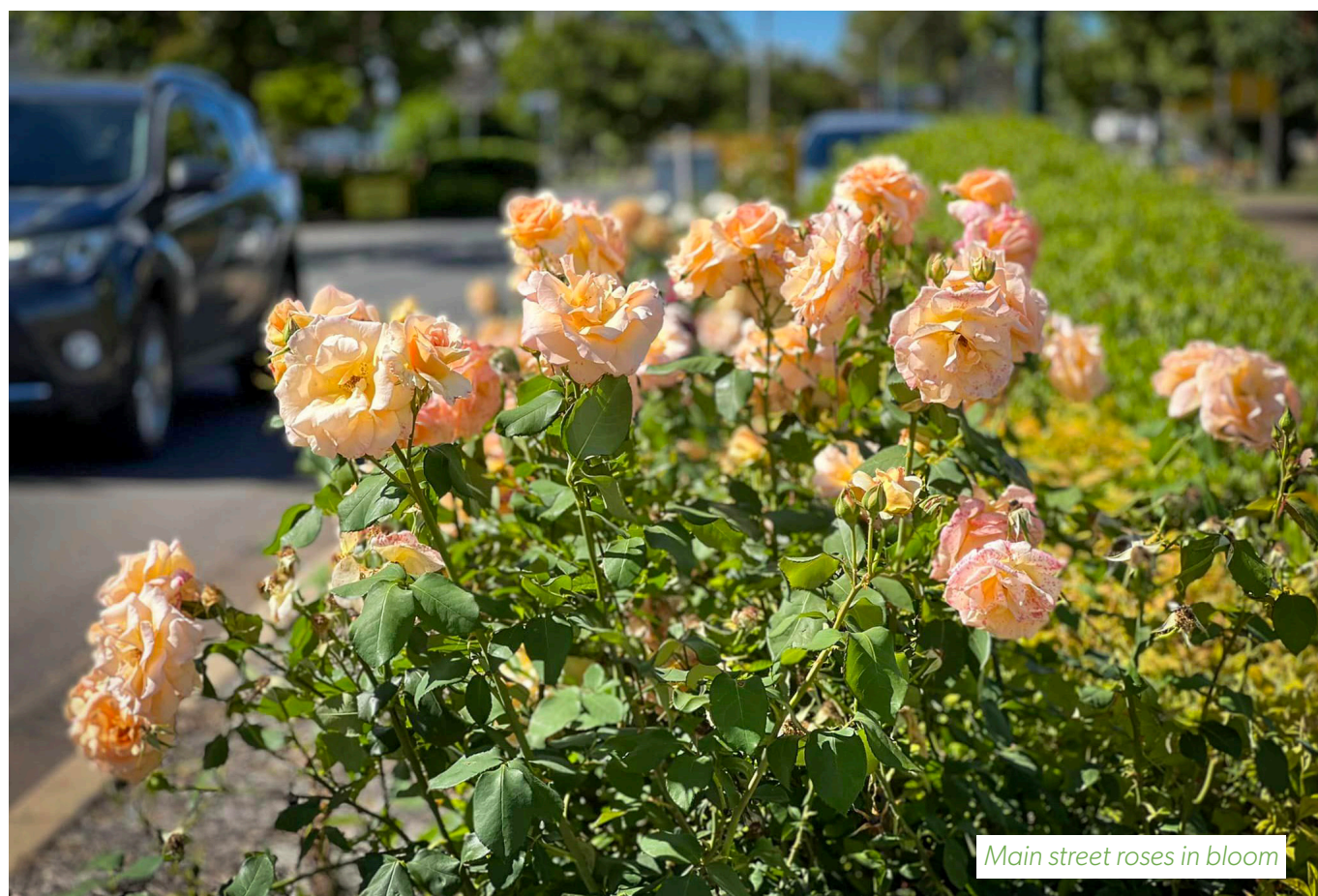
Council supports and administers the following internal committees and panel and is also represented on a number of external committees and organisations. The elected council delegate for each committee, panel or organisation is indicated in the following tables.

Internal committees and panel:

TABLE 2: INTERNAL COMMITTEES		
Committee	Elected Delegate/s	Alternate Delegate
Audit, Risk and Improvement Committee	Cr Donna Lawson Cr Terry Cohen	
General Managers Performance Review Panel	Cr Doug Hawkins OAM Cr Ken Cudmore Cr Terry Cohen Cr Donna Lawson	
Local Traffic Committee	Cr Ken Cudmore	Cr Jason Allan

External committees and organisations:

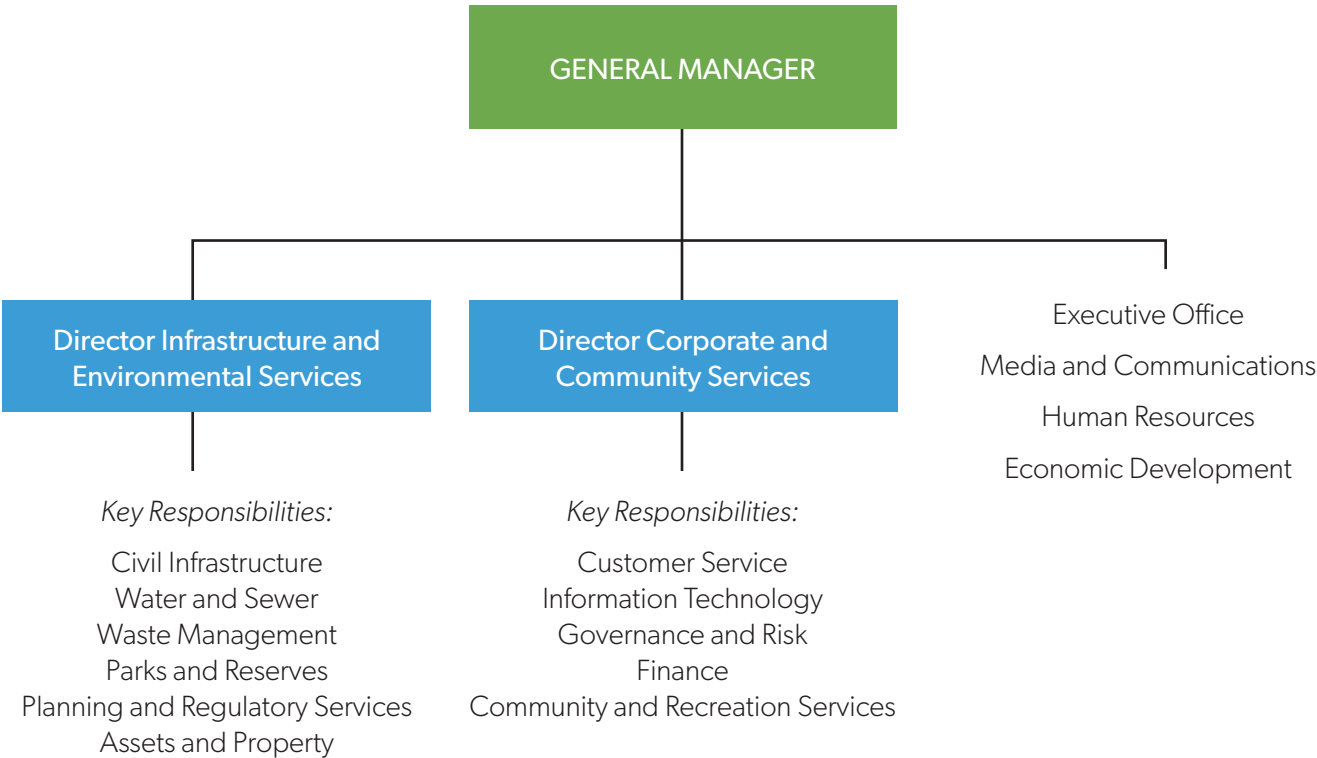
TABLE 3: EXTERNAL COMMITTEES		
Australian Railway Monument (ARM) Inc. Management Committee	Cr Yvonne Wynne	Cr Paul Moules
Central Northern Regional Library (CNRL)	Cr Yvonne Wynne	Cr Paul Moules
Mid North Weight of Loads	Cr Ken Cudmore	Cr Paul Moules
Namoi Unlimited	Cr Doug Hawkins OAM	Cr Ken Cudmore
North West Regional Weed Committee	Cr Ken Cudmore	Cr Terry Cohen
Rural Fire Service (RFS) Liaison Committee	Cr Doug Hawkins OAM	Cr Jason Allan
Werris Creek Coal Mine Community Consultative Committee (CCC)	Cr Terry Cohen	Cr Donna Lawson



Main street roses in bloom

Our Organisation

The General Manager is supported by two Directors, each of whom leads a directorate with specific service delivery and operational functions.



4. Delivery Plan Reporting



Plains Fitness 'Young at Heart' program

Delivery Program Results

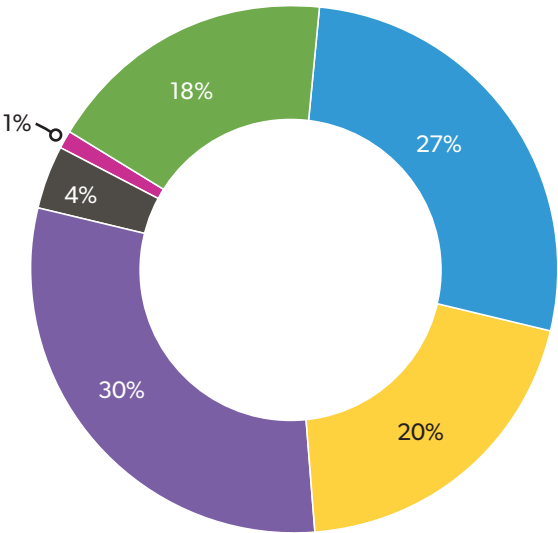
The Community Strategic Plan identifies four key strategic outcomes, each of which is supported by various targets. Our combined Delivery Program 2022-2026 and Operational Plan 2022-2023 details the activities and actions to be undertaken to meet these targets.

In 2022-2023, Council committed to delivering 195 actions and activities focused on achieving our community’s vision across the four key strategic outcome areas:

- Community
- Governance
- Environment
- Economy

Of these actions 18% were completed, with a further 27% on track or ongoing within their agreed timeframes. 30% are subject to external funding in order to proceed, 20% are currently behind plan, 4% are now off track and 1% was cancelled.

●	Complete	35
●	On Track/Ongoing	52
●	Behind Plan	40
●	Subject to External Funding	59
●	Off Track	7
●	Cancelled	2
	Total	195

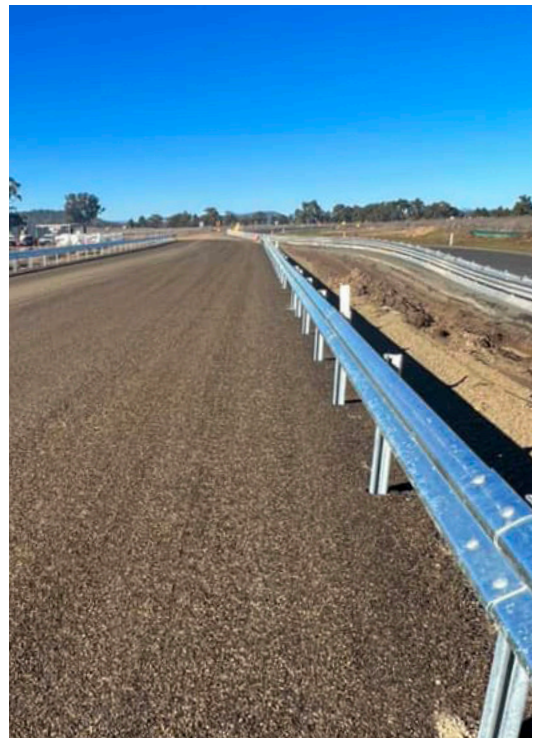


Notable Achievements for 2022-2023

COMMUNITY

Outcome 1 - A great rural lifestyle with access to quality services

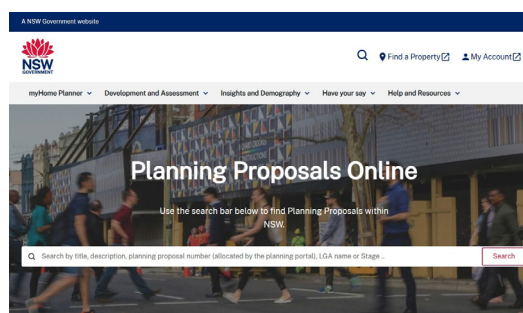
- Completed 65kms (8.1%) of the unsealed road network with an additional \$1.5M of unsealed road flood damage completed
- Library staff have delivered Tech Savvy Seniors, Lego Spike Workshops and school holiday activities and regularly partner with community organisations to deliver these activities
- Council delivered the 2023 Australia Day celebrations in conjunction with the Annual Liverpool Plains Australia Day Awards Ceremony
- Services NSW now has an additional staff member to provide the agency's services to our community
- Council received \$6.6M funding to progress plans for the development of the Liverpool Plains Aquatic Centre
- Services Australia has approved the continuation of the Centrelink service at Werris Creek



GOVERNANCE

Outcome 2 - Strong community, Council and business leadership

- Council is on track to meet its high priority commitments from the StateCover WHS Audit Action Plan
- Councillors and Council staff have attended local advisory group meetings across the Shire
- Regular meetings of the Staff Consultative Committee, Work Health and Safety Committee and the Joint Consultative Committee have provided opportunities for staff consultation and feedback
- Council adopted and published to the website, the Operational Plan 2023-2024, Annual Budget 2023-2024, Fees and Charges 2023-2024 and Long-Term Financial Plan 2023-2024
- Councils Contract Register is updated quarterly and is available on Councils website
- NSW Planning Portal access has now been implemented



ENVIRONMENT

Outcome 3 - A sustainable environment

- Grant funding has been secured for the delivery of the lighting at Longfield Oval and the renewal of the Quirindi Aquatic Centre
- Council regularly promotes Liverpool Plains Shire Council Agritourism through our social media, newspaper and other media outlets
- The Quipolly Water Security project is nearing completion and will be operational towards the end of the year
- Premer, Spring Ridge, Caroon and Werris Creek Waste Transfer Stations are now operational with all rural landfills now closed



ECONOMY

Outcome 4 - A thriving economy

- Community art is exhibited at the Visitor Information Centre and the Community Hub has held Art Exhibitions
- Council continues to work with community groups to promote events throughout the Shire
- Design works now completed for the Silo Art (Road Committee) carpark project
- Council provided support for the Quirindi Show, Wallabadah Street Christmas Party, the Lighting of the Community Christmas Tree, Hangi in the Country and the Boxing Day Races



SECTION TWO

1. Statutory Reporting



October 2022 Flooding event

Overview

Liverpool Plains Shire Council's general reporting requirements are set out in section 428 of the *Local Government Act 1993* (the Act) and Part 9, Division 7 of the *Local Government (General) Regulation 2021* (the Regulation). The Act and Regulation can be accessed from www.legislation.nsw.gov.au.

This section also meets Council's reporting requirements under the *Companion Animals Act 1998* and *Companion Animals Regulation 2008*, as well as the *Environmental Planning and Assessment Act 1979*.

General Reporting Requirements

RATES AND CHARGES WRITTEN OFF

Local Government (General) Regulation 2021, clause 132

Council is required to include in the Annual Report the amount of rates and charges written off during the year. As part of the sale of land for unpaid rates, the uncollected rates written off in 2022-2023 was \$75,368.93.

Table A, below, details the rates and charges written off by Council in the reporting period:

TABLE A: RATES AND CHARGES WRITTEN OFF	
Category	Amount
Charges	\$13,131.99
Interest	\$6,230.60
Pensioner Rebates – Mandatory	\$319,818.37
Pensioner Rebates – Voluntary	\$0.00
Rates - Other	\$76,635.93
Total	\$415,816.89

OVERSEAS VISITS

Local Government (General) Regulation 2021, clause 217(1)(a)

There were no overseas visits undertaken by Councillors, Council staff or other persons representing Council in the 2022-2023 year.

COUNCILLOR EXPENSES AND PROVISION OF FACILITIES

Local Government (General) Regulation 2021, clause 217(1)(a1)(i),(ii), (iii), (iiia), (iv), (v), (vi), (vii), (viii)

Council's Payment of Expenses and Provision of Facilities Policy allows for the payment of expenses incurred by, and provision of facilities to, Councillors in relation to their roles as elected representatives and members of the governing body of Council.

The total amount of fees paid to the Councillors in 2022-2023 was \$116,149.32.

Table B, below, details the amount spent on providing facilities and expenses for Councillors during the reporting period.

TABLE B: COUNCILLOR EXPENSES AND PROVISION OF FACILITIES	
Category	Amount
Carer Expenses	\$0.00
Conference and Seminar Attendance	\$2,709.39
General Travel Expenses	\$4,472.88
Interstate Visits	\$2,171.26
Office Equipment	\$0.00
Overseas Visits	\$0.00
Spouse Expenses	\$0.00
Telephone Calls/Communication	\$1,333.63
Training and Professional Development	\$0.00
Total	\$10,687.16

MAYOR AND COUNCILLOR PROFESSIONAL DEVELOPMENT

Local Government (General) Regulation 2021, clause 186

Under section 232(1)(g) of the Act, the Mayor and Councillors have a responsibility to make all reasonable efforts to acquire and maintain the skills necessary to perform their roles. Our General Manager is required under the Regulation to ensure the delivery of an ongoing Professional Development Program to assist our Councillors in acquiring and maintaining the skills necessary to perform their roles.

The Regulation provides that the Mayor and Councillors must make all reasonable efforts to participate in the activities offered to them as part of the Professional Development Program. We are required to report on the participation of the Mayor and each Councillor in the Professional Development Program during the year.

Our Councillor Induction and Professional Development Policy is modelled on the model policy published by the Office of Local Government.

Throughout the year Councillors are provided with the opportunity to attend the following professional development:

- LGNSW Water Management Conference
- LGNSW Annual Conference
- LGNSW Destination and Visitor Economy Conference
- Floodplain Management Australia National Conference
- NSW Local Roads Congress
- ALGA National General Assembly
- ALGWA NSW Conference

Details of our Councillor Professional Development Program for the reporting period are contained in *Table C*, below:

TABLE C: COUNCILLOR PROFESSIONAL DEVELOPMENT - 2022-2023			
Conference/Meeting	Provider	Date	Delegate
Country Mayors Meetings	Country Mayors Association of NSW	Generally monthly	Cr Doug Hawkins OAM
LGNSW Destination and Visitor Economy Conference	Local Government NSW	29 - 31 May 2023	Cr Doug Hawkins OAM
NSW Local Roads Congress	Local Government NSW	5 June 2023	Cr Ken Cudmore
ALGA National General Assembly	Australian Local Government Association	18 - 21 June 2023	Cr Doug Hawkins OAM

CONTRACTS

Local Government (General) Regulation 2021, clause 217(1)(a2), (i), (ii)

Council is required to disclose the details of each contract awarded for amounts greater than \$150,000, including the name of the contractor, the nature of goods or services supplied, and the total amount payable under the contract.

As detailed in *Table D*, on the following page, Council awarded twenty-three (23) contracts during the reporting period for an amount greater than \$150,000:

TABLE D: MAJOR CONTRACTS		
Contract	Awarded to	Amount (inc. GST)
Bridge Creek Road and Gurton Street Bridge replacement project	Inquik Bridging System	\$488,746
Culvert remediation and replacement works	Finn Valley Plant & Civil Pty Ltd	\$622,622
Digger and gravel cartage	Grinners Diggers Pty Ltd	\$288,973
Electricity supply to small sites	AGL Sales Pty Ltd	\$336,263
Kamilaroi Highway (HW29) Flood Immunity Pavement & Drainage Works	WTC Group Pty Ltd	\$810,694
Landfill sites management	Merinda Recyclers (Quirindi) Unit T	\$1,443,487
LPSC Wastewater Mains Relining Program 2023/2024	Interflow Pty Ltd	\$1,388,487
Plant and Resources hire for roadworks	RNR Earthworks Pty Ltd	\$203,776
Plant and Resources hire for roadworks	Rollers Australia Pty Ltd	\$389,503
Road Resurfacing Materials	Boral Construction Materials Group	\$1,960,406
Business System	Civica Pty Ltd	\$366,188
SCADA and Telemetry Support Services	Alliance Automation Pty Ltd	\$169,590
Showground Infield clubhouse construction	Hoswell Constructions	\$500,000
Spring Ridge Town Water Supply Stage 3A Pipeline Construction	Keane Civil and Construction	\$297,372
Supply of Aggregates	BMR Quarries Pty Ltd	\$711,370
Supply of Aggregates	Castle Mountain Zeolites	\$195,526
Supply of Aggregates	Regional Quarries Australia Pty Ltd	\$682,348
Supply of road resurfacing materials	Fulton Hogan Industries Pty Ltd	\$203,366
Supply of Road stabilising Materials	THE Mining Pty Ltd	\$577,011
Supply of Road stabilising Materials	The Stabilising Pty Ltd	\$504,045
Traffic Control Services	Watchout Training & Traffic Control	\$253,810
Upgrade - Plains Fitness Centre - Amenities and Secure Access, Quirindi	Hoswell Constructions	\$169,273
Waste Collections	JR Richards & Sons	\$468,312
Total		\$13,031,168

MODERN SLAVERY ACT

Local Government Act 1993 (Act), section 428 (4), (c) and (d)

Through Councils new Procurement Policy, we have ensured that procurement throughout Council is not the product of modern slavery within the meaning of the *Modern Slavery Act 2018*.

No issues have been raised by the Anti-slavery Commissioner during 2022-2023 concerning the operations of Council and identified by the Commissioner as being a significant issue.

LEGAL PROCEEDINGS

Local Government (General) Regulation 2021, clause 217(1)(a3)

The table below provides a summary of the expenditure incurred in relation to legal proceedings taken by or against Council during the 2022-2023 period. Also included is the state of progress for each category of legal proceeding.

TABLE E: LEGAL PROCEEDINGS EXPENSES		
Item	Status	Expenditure
Debt Recovery	Complete	\$163,846.90
Industrial Relations		\$0.00
Other	Complete	\$14,120.46
Planning and Environment	Ongoing	\$3,174.17
Property	Ongoing	\$9,063.00
Total		\$190,209.53

SUBSIDISED PRIVATE WORKS

Local Government Act 1993 (Act), section 67, 67(2)(b), 67(3)

Local Government (General) Regulation 2021, clause 217(1)(a4)

Council is required to provide a summary of resolutions during the reporting period under section 67 of the Act concerning work carried out on private land, including details of such work if the cost of the work has been fully or partly subsidised by Council.

During the reporting period, Council did not undertake any subsidised works on private land.

FINANCIAL ASSISTANCE TO OTHERS

Local Government Act 1993 (Act), section 356

Local Government (General) Regulation 2021, clause 217(1)(a5)

Under section 356 of the Act, Council can provide financial assistance to others, including through cash donations, sponsorships and reductions in charges. All financial assistance provided by Council must be disclosed in the Annual Report.

As detailed in *Table F*, below, Council provided \$79,348 in financial assistance to others during the reporting period, inclusive of cash donations, sponsorships and reductions in charges.

TABLE F: FINANCIAL ASSISTANCE		
Community Funding Program		
Recipient	Event/Purpose	Amount \$
Blackville Markets (Auspices by Plains Inc.)	Event costs at Annual Market	\$1,500.00
Currabubula Parents & Citizens	Purchase of market umbrellas	\$1,500.00
Liverpool Plains Business Chamber	Business Expo	\$2,000.00
Plains Incorporated	Promotional photography	\$1,500.00
Quirindi Branch (Children's Medical Research Fund)	Denim and Diamonds Event	\$1,500.00
Quirindi Dressage Club	Purchase of tables for event judging	\$1,398.00
Quirindi Polo Carnival	Equipment hires at the Quirindi Polo Carnival	\$1,500.00
Quirindi Rotary Club	Sober in the Country with Shanna Wann	\$2,000.00
Werris Creek Rugby Club	Old Boys Event	\$1,500.00
Winanga-Li	International Women's Day Event	\$500.00
Total for Community Funding Program		\$14,898.00
Community Fees Waived		
Recipient	Event/Purpose	Amount
Biggest Morning Tea	Willow Tree Hall hire	\$97.00
Contribution to Headworks creating one lot (2 developments)	Developers' Charges waived	\$6,698.00
Currabubula Pony Club	2022-2023 user fees discount	\$1,131.50
PUSH Palliative Care	Community Hub hire	\$100.00
Quirindi Country Women's Association	Royal Theatre hire	\$900.00
Quirindi Show Society	2022-2023 user fees discount	\$2,514.50
Quirindi Swimming Club	2021-2022 user fees discount	\$1,400.00
Schools Agreement for Swimming Pools and Plains Fitness Centre	Subsidised fees for school students	\$21,050.00
Spring Ridge After School Care	Subsidy for use of Spring Ridge Hall	\$5,400.00
Water Service for subdivisions creating one lot (2 developments)	Developers' Charges waived	\$25,056.00
Willow Tree Primary School	Willow Tree Recreational ground hire	\$103.00
Total for Community Fees Waived		\$64,450.00
Total Financial Assistance		\$79,348.00

DELEGATED EXTERNAL BODIES

Local Government (General) Regulation 2021, clause 217(1)(a6)

Council is required to include in the Annual Report a statement of all external bodies that exercise functions delegated by the Council. No external bodies exercised functions delegated by Council during the reporting period.

CONTROLLING INTEREST IN COMPANIES

Local Government (General) Regulation 2021, clause 217(1)(a7)

Council is required to include in the Annual Report a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which it holds a controlling interest. Council did not hold a controlling interest in any companies during the reporting period.

PARTICIPATION IN CORPORATIONS, PARTNERSHIPS, JOINT VENTURES OR OTHER BODIES

Local Government (General) Regulation 2021, clause 217(1)(a)

Council is required to include in the Annual Report a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which it participates.

During the reporting period, Council participated in the following corporations, partnerships and other organisations:

- Central Northern Regional Library
- Country Mayors Association
- Local Government NSW
- Namoi Joint Organisation (Namoi Unlimited)
- StateCover Mutual Limited
- StateWide Mutual Limited

EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

Local Government (General) Regulation 2021, clause 217(1)(a9)

Council is required to include in the Annual Report a statement of all activities undertaken to implement its endorsed Equal Employment Opportunity (EEO) Management Plan 2022-2026.

During the reporting period, all new and commencing staff received information on their rights and responsibilities for promoting EEO and preventing bullying and harassment through the Employee Induction Program. It has been ensured that EEO principles are included in merit-based selection training for hiring managers and panel members to ensure a fair and equitable recruitment process. There were a number of tasks and action which have been rescheduled into the 2023-2024 financial year due to resourcing challenges.

Council also provides an Employee Assistance Program, providing staff and their immediate family members access to a free professional counselling service.

TOTAL NUMBER OF PERSONS EMPLOYED

Local Government (General) Regulation 2021, clause 217(1)(d) (i),(ii),(iii),(iv)

Total number of persons who performed paid work on Wednesday 23 November 2022 was 117. *Table G* represents the breakdown of the total number of persons employed in the following categories:

TABLE G: TOTAL NUMBER OF PERSONS	
Category	No. of Persons
Persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract	104
Persons employed by the council as senior staff members	3
Persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person	9
Persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	1

GENERAL MANAGER AND SENIOR STAFF REMUNERATION

Local Government (General) Regulation 2021, clause 217(1) (b)(i), (ii), (iii), (iv), (v), (c)(i), (ii), (iii), (iv), (v)

During this year, Council had three senior staff as defined by the Local Government Act comprising of a General Manager and two other senior staff.

For the period 1 July 2022 to 30 June 2023, Council employed three (3) staff members in the position of General Manager and two (2) staff members in positions designated by Council as Senior Officers for the purposes of section 332 of the Act.

Their total remuneration packages, which incorporates salary, motor vehicle expenses, package benefits, superannuation, and fringe benefits tax during 2022-2023, are noted in *Table H*:

TABLE H: GENERAL MANAGER AND SENIOR STAFF REMUNERATION	
Position	Remuneration
General Manager*	\$559,348.65
Senior Officers**	\$199,775.93
Total	\$759,124.58

*Over this period there were 3 General Managers who assumed the role

Gary Murphy 22/05/2023 – 30/06/2023

Nathan Skelly 24/12/2022 – 21/05/2023

Joanne Sangster 01/07/2022 -23/12/2022

**This figure represents the Total Remuneration Package (TRP) for Nathan Skelly and Kim Appleby and does not reflect contractor wages for Acting Senior Staff while Director roles were vacant

STORMWATER MANAGEMENT SERVICES

Local Government (General) Regulation 2021, clause 217(1)(e)

Council has not implemented a Stormwater Management Plan and did not levy a Stormwater Management Charge in the reporting period.

COASTAL PROTECTION SERVICES

Local Government (General) Regulation 2021, clause 217(1)(e1)

Council has not implemented a Coastal Management Plan and did not levy an annual charge for coastal protection services in the reporting period.

DEVELOPMENT CONTRIBUTIONS

Environmental Planning and Assessment Regulation 2021 (EPA Reg) cl218A(1)

EPA Reg 218A (2)(a),(b),(c),(d),(e),(f),(g)

EPA Reg 218A(3)(a),(b)

Under the NSW Environmental Planning and Assessment Act 1979 and accompanying regulation, Development Contributions provide funding for local infrastructure including community facilities, libraries, new open spaces, open space embellishment and traffic management projects.

Council continues to plan, manage and monitor development contributions to ensure infrastructure is being developed when needed. In this financial year Council expended nil contributions and received the following contributions:

(a) - S7.11 Contributions \$37,047.50

(b) - S7.12 Contributions \$91,968.31

COMPANION ANIMAL MANAGEMENT

Local Government (General) Regulation 2021, clause 217(1)(f)

Council is required to report on its activities in enforcing and ensuring compliance with the *Companion Animals Act 1998* ("Companion Animals Act") and Companion Animals Regulation 2008.

Council's pound collection data for 2022-2023 is summarised in *Table I*, on the following page.

It is mandatory for all dog attack data to be lodged with the Office of Local Government in accordance with the Companion Animals Act. This legislation requires a dog attack to be reported within 72 hours of the incident. In the 2022-2023 reporting period, five dog attack incident's that involved people or animals were recorded.

The Companion Animals Act provides that microchipped animals be held for a period of 14 days and unidentified animals for seven days. Council releases animals to shelters where those animals are considered to be suitable for rehoming. Council has developed strong relationships with a number of re-housing programs as evident by the Pound Data return.

TABLE I: SUMMARY OF POUND DATA			
Category	Cats	Dogs	Total
Seized	0	31	31
Surrendered	45	96	141
Returned to owner	0	8	8
Taken to pound	93	61	154
Released to owner	4	60	64
Rehomed via Council sale	23	25	48
Rehomed via rehoming organisations	50	92	142
Other	0	0	0
Euthanised	65	7	72

Council employs one (1) full-time equivalent Ranger and (2) casual Rangers for weekends, both roles include local laws compliance and companion animals' functions. The total expense for this service during the reporting period was \$168,355.

Under the Companion Animals Act, Council must provide at least one off-leash area where dogs can be exercised off-leash during certain hours. Council has eight designated off-leash areas throughout the Liverpool Plains Shire as follows:

- Currabubula Recreation Grounds - Currabubula
- David Taylor Park – Werris Creek
- First Fleet Memorial Picnic Area - Wallabadah
- Golland Sporting Fields, RSL Park and Rose Lee Park - Quirindi
- Premer Sports Grounds - Premer
- Willow Tree Recreation Ground - Willow Tree

Please refer to the LPSC website for further details:

www.liverpoolplains.nsw.gov.au/Services/Pets-and-animals/Off-leash-dog-exercise-areas.

PLANNING AGREEMENTS

Environmental Planning and Assessment Act 1979, section 7.5(5)

Council is required to detail in the Annual Report the particulars of compliance with, and the effect of, any planning agreements in place.

Council did not have any planning agreements in place during the reporting period.

ENVIRONMENTAL UPGRADE AGREEMENTS

Local Government Act 1993, section 54P(1)

Council is required to detail in the Annual Report the particulars of any environmental upgrade agreements entered into during the year.

Council did not enter into any environmental upgrade agreements during the reporting period.

INSPECTION OF PRIVATE SWIMMING POOLS

Swimming Pools Act 1992 (SP Act), s 22F(2)

Swimming Pools Regulation 2018, clause 23

Council is required to undertake a program of private swimming pool inspections and detail in the Annual Report the number of inspections of carried out in the year that were of a tourist and visitor accommodation; of premises with two or more dwellings; and that resulted in certificates of compliance and non-compliance being issued.

As detailed in *Table J*, below, Council undertook the following e-portable inspections in 2022-2023:

TABLE J: INSPECTIONS OF PRIVATE SWIMMING POOLS	
Inspections	Number
Of tourist and visitor accommodation	0
Of premises with more than two dwellings	0
That resulted in issuance of a certificate of compliance under section 22D of the Act	1
That resulted in issuance of a certificate of non-compliance under clause 21 of the Regulation	3
Total	4

DISABILITY INCLUSION ACTION PLAN REPORTING

Disability Inclusion Act 2014, section 13(1)

Council is required to develop and implement a Disability Inclusion Action Plan (DIAP) setting out how it will improve access for people with a disability and support them in participating in full in the community. Council is also required to provide an update in the Annual Report on its progress in implementing its DIAP.

Council adopted its revised Disability Inclusion Action Plan in April 2022.

The updated DIAP 2022-2025 reflect Council's commitment to remove the attitudinal and structural barriers so that all community members can participate fully in all areas of community life.

The DIAP identified four priority areas:

1. Creative liveable communities
2. Improving access to systems and processes
3. Promoting positive attitudes and behaviours
4. Support access to meaningful employment

In 2022-2023 Council undertook the following actions to deliver on its DIAP:

- Launched "Quiet Story Time" at our library branches, especially tailored to the needs of neurodivergent children.
- Hosted a Modified Sports Family Fun Day – demonstrating a range of sporting experiences that cater to a range of physical abilities.
- Supported a series of Film Screenings at the Royal Theatre, targeting clients of local support services.
- Completed the Nancy Gray Pavilion. A large level to the ground facility that provides an all-weather fully accessible venue for a range of community events and functions.
- Incorporated Accessibility features into the concept design of all new facilities including Milner Parade Club House, Plains Fitness Centre, and the Infield Club House.

PUBLIC INTEREST DISCLOSURES REPORTING

Public Interest Disclosures Act 1994, section 31

Public Interest Disclosures Regulation 2011, clause 4

Liverpool Plains Shire Council is required to report annually on its obligations under section 31 of the *Public Interest Disclosures Act 1994* and clause 4 of the *Public Interest Disclosures Regulation 2011*. The table on the following page meets our obligations under this legislation.

We currently have in place an *Internal Reporting (Public Interest Disclosures) Policy*, which is available from our website. This policy will be replaced with a new Public Interest Disclosures Policy in October 2023 following the commencement of the *Public Interest Disclosures Act 2022*. This policy is closely aligned to the NSW Ombudsman's model and Council's *Code of Conduct*.

TABLE K: STATISTICAL INFORMATION ON PUBLIC INTEREST DISCLOSURES	
Number of public officials who made PIDs directly	0
Total number of PIDs received by Liverpool Plains Shire Council	0
Of the total received, the number in each of the following categories:	
• Corrupt conduct	0
• Maladministration	0
• Serious or substantial waste	0
• Government intervention contravention	0
• Local government pecuniary interest contravention	0
Number of PIDs finalised in this reporting period	0





2. Capital Works Report

Quipolly Water Treatment Plant site, Quipolly Dam

Liverpool Plains Shire Council is required to provide a Capital Works Report under the Capital Expenditure Guidelines, issued by the Office of Local Government pursuant to section 23A of the *Local Government Act 1993*.

In 2022-2023, Council delivered a Capital Works Program totalling \$26.64 million.

Roads and Transport Infrastructure

GRAVEL ROAD RE-SHEETING

\$1,202,123

Council's program of gravel re-sheeting works includes:

- Glenkerry Road 1.6km
- Yarraman Creek Road 11.4km
- Hamilton Road 7.9km
- Staplegrove Road 6.0km
- Swinging Ridges Road 20.0km
- Merrilong Road 4.2km
- Colly Blue Island Road 5.5km
- Wilmotts Road 2.4km

ROAD RENEWAL, KERB AND GUTTER AND FOOTPATH

\$2,746,291

Council has continued to focus on renewals for rural roads and urban streets. Road reconstruction works were undertaken on:

- Merriwa Road 1.0km
- Gap Road 2.9km
- Coonabarabran Road 0.8km
- Moreduval Lane 7.4km
- Cattle Creek Road 4.0km
- Wilmotts Road 1.3km
- Wallabadah Road 3.7km
- Lenord St Kerb & Gutter 0.15km

RESEALING

\$909,772

Council undertook a number of resealing works on local roads during the 2022-2023 year. As indicated by its name, this work seals the road surface to prevent water from entering the underlying pavement, thereby reducing the likelihood the road will need costly rehabilitation and reconstruction in the near future.

Reseals were undertaken on:

- Coonabarabran Road 2.1km
- Gap Road 2.9km
- Wilmotts Road 1.3km
- Blackville Road 4.8km
- Loder Street 0.23km
- Nelson Street 0.23km
- Whittaker Street 0.23km
- George Street 0.23km
- Station Street/Hawker Street 1.4km Pollock Street 0.73km
- Hall Street Willow Tree 0.75km
- Glenbrook Road Currabubula 0.54km

ROAD INFRASTRUCTURE UNDER CONSTRUCTION

\$932,693

Werris Creek Industrial Precinct Southern Access - Council received additional grant funding for the project through the Fixing Country Roads program of \$4.5 million, bringing the total funding for the project at \$13.64 million. Council has received the final design plan for construction.

Gurton Street and Bridge Street Bridges - Council received funding in 2021 to progress the renewal of two timber bridges on Gurton Street and Bridge Street. Design for both bridges were completed in 2022-2023 and orders placed for the bridge structures.

Warrah Ridge Road Rehabilitation and Lowes Creek Road Rehabilitation – Council received funding through Local Roads and Community Infrastructure and the works had commenced in 2022-2023.

Silo Art Project roadworks and parking – Local Roads and Community Infrastructure funding of \$240,000 has been secured for the carpark and roadworks at the Silo Art. Council completed the carpark marking in 2022-2023, with further works to continue.

Wallabadah Street Lighting – Council secured \$685,200 grant funding to install street lighting in Wallabadah township. Council completed the design for installation of solar power streetlights.



Bridge Road bridge arriving on site

Buildings, Parks and Reserves Infrastructure

\$927,438

Council undertook the following capital works on its buildings, parks and reserves in the 2022-2023 year:

- An upgrade of the fencing at Werris Creek Sports Reserve,
- Nancy Gray Pavilion at the Quirindi Showgrounds received a final internal fit out and the official opening was held in September 2022,
- Upgrades commenced on the Quirindi Recreation Centre internal space and security,
- Wallabadah Hall received the installation of an air conditioning unit,
- Upgrades were completed to the power bollards, fencing and boom gate at the Quirindi Caravan Park, to improve the comfort and security of patrons,
- Works commenced on the Infield Clubhouse at the Quirindi Showgrounds and were 90% complete at 30 June 2023
- The Premier Community Centre received an upgrade of the septic system, enabling the better use of the facility by the Ooranga Family Mobile Resource Unit and other users



Waste Management Infrastructure

\$842,232

Implementation of the strategy commenced in March 2020. In 2022-2023 Council completed:

- Construction of the four Waste Transfer Stations at Carroona, Premer, Spring Ridge and Werris Creek.
- The remediation of the Carroona, Pine Ridge, Premer, and Spring Ridge landfills.
- The design works for the remediation of the Werris Creek landfill.
- The design of the proposed Willow Tree landfill site.

Council secured two grants through the NSW Government's *Resources for Regions Program* to assist in implementing the Waste Management Strategy - \$3.4 million.

The securing of contractors to undertake the works has resulted in the project timeline delays. Council's Waste Management Strategy will continue to progress through 2023-2024 year.

Water and Sewer Infrastructure

\$18,417.540

Capital Works in the Water and Sewer section has focused on building reliability and upgrade of critical components within the existing systems. These works are in line with the current Asset Management plan and requirements for compliance for the various regulatory agencies.

Works completed during the reporting period include:

SPRING RIDGE RISING MAIN REPLACEMENT

A project to replace approximately 2.4kms of existing rising water main from the bore on Goran Lake Road to the village of Spring Ridge has been completed. This work replaces a pipeline with a poor maintenance history and increases the reliability of water delivery into Spring Ridge water supply.

LEAKAGE REDUCTION PROGRAM

Several water supply sites within LPSC received leakage reduction projects to improve the detection of leaks. Additional reservoir metering to determine the amount of unaccounted for water, and a survey of the entire water network across the shire to detect existing leaks were included in the projects undertaken last year. Further projects are to occur in 2023-2024.

TELEMETRY COMMUNICATIONS UPDATES

Replacement of existing communication technology used to monitor and control the Shire's Water and Wastewater systems received another stage of upgrade with an update of key radio infrastructure in the base station network. This work was also required to be in compliance with government regulations to move away from certain frequencies no longer available in licences for Council being used for telemetry purposes.

QUIPOLLY WATER PROJECT

Continuation on the most significant capital works project undertaken by LPSC to improve water quality reliability and increase drought resilience for the largest water supply systems in the Shire progressed throughout 2022/23. The state-of-the-art treatment facility will be capable of treating water up to 6 million litres per day to drinking water standards. Despite various impacts from COVID supply issues, the project remains on-track for completion at the end of 2023.

WALLABADAH RESERVOIR ROOFING REPLACEMENT

A reservoir roof has been replaced due to age, and increasing maintenance, to provide improved integrity of water quality in the Wallabadah Water Supply. Further works to replace the second roof is underway.

QUIPOLLY DAM SAFETY STUDY

Significant studies and assessments of both, Old Quipolly and Quipolly Dams, to demonstrate ongoing compliance with the NSW Dam Safety Act and Regulations has been carried out. Finalisation of the required conformance documentation is anticipated during 2023-2024.

WASTEWATER NETWORK PIPE REHABILITATION

Following the results of previous CCTV asset condition assessments, commencement on a two-year program of pipeline rehabilitation projects was undertaken. Approximately 1600 metres of mostly 150mm sewer pipes was rehabilitated in stage 1, with a further 2500 metres programmed for stage 2. This work was carried out using trenchless technology and significantly improves the structural condition of pipes to continue to safely transfer wastewater to the treatment plant.



Wastewater network pipe rehabilitation

Other Capital projects

\$657,222

BUSINESS SYSTEM REMEDIATION PROJECT

The project includes the upgrade of Council's main business system platform. In June 2022, Council approved to upgrade from Civica Authority v6.11 to Civica Altitude, moving the platform from on premises to the Cloud. Also, implementing Pulse software for onboarding and Integrated Planning and Reporting. During 2022-2023 the development of the products were undertaken with process mapping, testing, training and simulated go live on the finance modules of the software. Pulse software was rolled out and onboarding implemented with Integrated Planning and Reporting designed.

Council went live on Civica Altitude finance modules in August 2023. Council continues to roll out the upgrading of the other modules during 2023-2024.

PLANT

Council purchased new Street sweeper, traffic lights, and replaced mowers and motor vehicles.



3. Special Rate Variation Report



Station Street road resealing, Quirindi

Special Rate Variation

Liverpool Plains Shire Council is required under sections 508(2) and 508A of the *Local Government Act 1993* to report on Special Rate Variation (SRV) expenditure during 2022-2023.

Councils reporting currently covers two SRV's.

In 2014-2015, Council successfully applied to the Independent Pricing and Regulatory Tribunal (IPART) for an SRV of 12.5 per cent, comprising three components:

1. A 6.5 per cent increase for capital works on roads and associated infrastructure;
2. A 3.7 per cent increase to improve financial sustainability, upgrade infrastructure and reduce backlogs; and
3. The rate peg of 2.3 per cent.

Council must detail in its Annual Report for each year from 2014-2015 to 2023-2024:

- The actual revenues, expenses and operating balance against the projected revenues, expenses and operating balance;
- Any significant variations from its proposed expenditure as forecast in the Long-Term Financial Plan and any corrective action taken or to be taken to address any such variation;
- Expenditure consistent with Council's application, and the reasons for any significant differences from the proposed expenditure; and
- The outcomes achieved as a result of the actual program of expenditure.

In 2019-2020, Council applied to the Independent Pricing and Regulatory Tribunal (IPART) for a compounded SRV of 25.9 per cent to be implemented at 8 per cent per year for three years. IPART approved a temporary SRV of 8 per cent per year for two years (compounded = 16.64%).

Council utilised \$1.746 million of SRV funds in the 2022-2023 financial year on the following program, see *Table 1*.

The expenditure of both SRV's was focused on meeting Council's asset renewal targets on its road assets. Council leveraged this funding with grant funding to achieve further works on Coonabarabran Road, Blackville Road and Bulunbulan Road.

The value of the temporary SRV to Liverpool Plains Shire Council was approximately \$1.07 million.

TABLE I: SPECIAL RATE VARIATION PROJECTS		
Project	SRV Proposed Budget	Actual Expenditure*
Road Resealing	\$611,000	
Station Street		\$9,127
Hall Street		\$22,149
Pollock Street		\$22,924
Hawker Street		\$43,592
Gap Road		\$128,617
Willmotts Road		\$51,526
Blackville Road		\$185,698
Glenbrook Road		\$20,146
Road Reconstruction	\$0.00	
Moreduval Road		\$60,099
Gravel resheeting	\$656,000	
Colly Blue Island Road		\$142,323
Willmotts Road		69865
Merrilong Road		\$85,965
Glenkerry Road		53945
Yarraman Creek Road		\$213,454
Hamilton Road		130158
Staplegrove Road		\$178,670
Swinging Ridges Road		\$327,742
Total	\$1,267,000	\$1,746,000

* SRV, Grant Funding and Council Budget expenditure not differentiated for the reporting period.



4. Government Information (Public Access) Act Report

Station Street, Quirindi

Government Information (Public Access) Act 2009

Council has an obligation under the *Government Information (Public Access) Act 2009* (GIPA) to submit annual reports to the Information and Privacy Commissioner NSW (IPC) by 31 October each year, in order to meet the requirements under *section 125(1)* of the GIPA Act and *Clause 8 schedule 2* of the GIPA Regulation.

REVIEW OF PROACTIVE RELEASE PROGRAM

Council continually reviews its proactive release program to identify the kinds of information that we make publicly available. This occurs through publication on Councils website or through inspection and/or provision of information in response to a written application.

NUMBER OF ACCESS APPLICATIONS RECEIVED

During the reporting period, Council received two formal applications, one from a member of the public (by a legal representative) and one from a member of the public (other).

NUMBER OF REFUSED APPLICATIONS FOR SCHEDULE 1 INFORMATION

During the reporting period, no formal access applications were refused.

TABLE 1: NUMBER OF APPLICATIONS BY TYPE AND APPLICANT OUTCOME*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information Not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private Sector Business	0	0	0	0	0	0	0	0	0	0%
Not for Profit Organisations or Public Sector Groups	0	0	0	0	0	0	0	0	0	0%
Members of the Public (by Legal Representative)	1	0	0	0	0	0	0	0	1	50%
Members of the Public (Other)	1	0	0	0	0	0	0	0	1	50%
Total	2	0	0	0	0	0	0	0	2	
% of Total	100%	0%	0%	0%	0%	0%	0%	0%	100%	

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision.

5. Audit, Risk and Improvement Committee Performance Report



Werris Creek landscape

About this report

This report documents the operation and activities of Liverpool Plains Shire Council's Audit, Risk and Improvement Committee and Internal Audit function for the 2022-2023 financial year.

Under clause 7.2 of the Audit, Risk and Improvement Committee Charter; the Committee is required to report regularly, and at least annually, to the governing body of Council on the management of risk and internal controls.

As the Committee's achievements are closely linked to the organisation's Internal Audit activities, it is appropriate that both are recounted in the same report.

Clause 9.1 of the Audit, Risk and Improvement Committee Charter provides that:

The Chairperson, in consultation with the General Manager, will initiate a review of the performance of the Committee every two (2) years. The outcomes of this review will be presented to both the Committee and Council.

In preparing this Annual Report, the Chairperson undertook a review of the performance of the Committee and is satisfied that all committee members exercised a very high level of professionalism and dedication to the duties and responsibilities outlined in the committee's charter. In addition, an ARIC survey was conducted in June 2023. The detailed report will be presented to the Committee at the September 2023 meeting.

About the Audit, Risk and Improvement Committee

The Audit, Risk and Improvement Committee has been established in accordance with the requirements under section 428A of the *Local Government Amendment (Governance and Planning) Act 2016*.

The objective of the Committee is to promote good corporate governance through the provision of independent objective assurance to Council on:

- (a) Compliance;
- (b) Risk management;
- (c) Fraud control;
- (d) Financial management;
- (e) Governance;
- (f) Implementation of the Community Strategic Plan; Delivery Program and strategies;
- (g) Service reviews;
- (h) Collection of performance management data by Council; and
- (i) Any other matters prescribed by the *Local Government (General) Regulation 2021*.

The Committee operates under the *Audit, Risk and Improvement Committee Charter* adopted by Council at its Ordinary Meeting held 24 May 2023. The Charter sets out the objective, authority, composition, roles and responsibilities, and reporting and administrative arrangements of the Committee.

Membership of the Committee comprises two Councillor representatives and three Independent External Members, all of whom are appointed to the Committee by resolution of Council.

The two Councillor representatives are appointed by Council. The current Councillors were appointed for the full Council term, 4 December 2021 until 14 September 2024. The Committee's three Independent External Members, including the Chairperson and Deputy Chairperson, are appointed for a three-year term.

COUNCILLOR REPRESENTATIVES

Council wishes to recognise and thank Councillors Terry Cohen and Donna Lawson for their service to the Committee.

INDEPENDENT EXTERNAL MEMBERS

The Committee's three Independent External Members are Mr Michael O'Connor, Mr Tony Harb and Mr Les Hullick.

Mr Les Hullick was appointed to the Committee on 27 July 2022 for a three (3) year term. Mr Michael O'Connor and Mr Tony Harb initially appointed to the Committee on 28 August 2020 for a three (3) year term and on 23 August 2023 were reappointed to the Committee for a final three (3) year term.

Michael O'Connor - Chairperson

Mr O'Connor is a qualified auditor and experienced manager in the Local Government, financial services and disability services sectors, with expertise in performance audit and risk management.

He currently serves on two (2) other councils' Audit, Risk and Improvement Committees, including as chairperson of one of those committees.

Mr O'Connor is a graduate of the Australian Institute of Company Directors and member of the Institute of Internal Auditors Australia.

Tony Harb - Deputy Chairperson

Mr Harb is the Managing Director of InConsult, a professional services firm with experience in risk management, business continuity, fraud and corruption prevention, and internal audit.

Prior to establishing InConsult, Mr Harb worked in the private sector, including positions at one of the Big Four accounting firms and one of the nation's largest insurance companies. He currently serves on one other council's Audit, Risk and Improvement Committee.

Mr Harb is a Chartered Accountant and holds a Bachelor of Business and Master of Business Administration and is a member of the institute of Internal Auditors Australia.

Les Hullick - External Member

Mr. Hullick has had extensive experience in Local government including seventeen (17) years as General Manager both in rural and metropolitan Councils. He's had ten (10) years' experience as Chief Financial Officer as well as other senior executive roles including two (2) years as Senior Auditor at Fairfield City Council. He also spent ten (10) years as a consultant/contractor to Local Government mainly in the areas of Governance and compliance.

He currently sits on six (6) Audit, Risk and Improvement Committees.

Les is a graduate of Charles Sturt University in Local Government with post graduate qualifications in Policy Making and Local Government Management and Accounting and Finance for Management.

He is prequalified as an independent member under the NSW Prequalification Scheme: Audit and Risk Committee Independent Chairs and Members.

COMMITTEE PERFORMANCE

The Audit, Risk and Improvement Committee met four (4) times during 2022-23.

Over the four meetings, the Committee reviewed the Internal Audit Program and Council's audited financial statements, as well as receive progress reports detailing Council's progress in implementing its Performance Improvement Action Plan issued by the Office of Local Government.

The Committee also received briefings on major projects resourced for delivery in the organisation's combined Delivery Program and Operational Plan and consider the how the risks of those projects were being managed by Council.

TABLE 1: PARTICIPATION IN COMMITTEE MEETINGS 2022-23

Member	Role	09/09/22	16/12/22	31/03/23	16/06/23
Mr Michael O'Connor	Independent (Chair)	Present	Present	Present	Present
Mr Tony Harb	Independent (Deputy Chair)	Present	Present	Present	Present
Mr Les Hullick	Independent	Present	Present	Present	Present
Cr Terry Cohen	Councillor	Present	Present	Apology	Present
Cr Donna Lawson	Councillor	Present	Apology	Present	Present

TABLE 2: BUSINESS PAPERS AND REPORTS REVIEWED

Meeting Date	Reports Reviewed
9 September 2022	11
16 March 2022	7
31 March 2023	13
16 June 2023	9
TOTAL	40

INTERNAL AUDIT

Internal Audit plays a key role in helping Council to achieve its objectives by testing how effectively controls are operating across specific systems, processes and activities in order to manage the associated risks.

INTERNAL AUDIT PLAN

During 2022-2023, the Committee approved amending the Internal Audit Plan to hold off the Asset Management Systems Internal Audit until 2023-2024. This was to direct resources to the implementation of the Risk Management Framework.

EXTERNAL AUDIT

The Audit, Risk and Improvement Committee receives an annual report from the External Auditor, being the Audit Office of New South Wales, on the status of Council's financial statements.

Representatives from the Audit Office, as well as its representative service provider firm, are invited to attend all Committee meetings as observers and advisers with regard to the External Audit process.

During the 2022-2023 year, the External Auditor attended one meeting of the Committee, being the meeting held 16 June 2022, to discuss the 2022-23 External Audit Engagement.

The Committee will review the Engagement Closing Report for the year ending 30 June 2023 and request regular reports from Management on their progress in implementing any agreed actions identified.

CONCLUSION

Liverpool Plains Shire Council has taken significant steps to establish our Audit, Risk and Improvement Committee and is committed to strengthening its governance and risk management frameworks.



6. Delivery Program Progress Report

Dryland cotton

Combined Delivery Program and Operational Plan Progress Detail

OUTCOME 1: A GREAT RURAL LIFESTYLE THAT IS INCLUSIVE OF ALL CULTURES WITH ACCESS TO QUALITY SERVICES AND FACILITIES

1.1 WE VALUE BEAUTIFUL LANDSCAPES, INDIVIDUAL DYNAMIC TOWNS AND VILLAGES AND SAFE COMMUNITIES						
ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
1.1.1	Liaise with all relevant state, federal and community organisations to support partnerships and facilitate safety initiatives					
1.1.1.1	Develop a Crime Prevention Strategy pursuant to Part 4 under The Child Protection and Parental Responsibility Act 1997	Strategy adopted	Director Infrastructure and Environmental Services	Q4	●	Council was unable to resource the development of this strategy.
1.1.1.2	Create accessible and liveable communities	Advocacy/ no. of participants	Manager Community and Recreation Services	Q4	●	Community collaborations include - Werris Creek Community Garden, Ooranga Pres School, Winganga-Li, Tamworth Family Support Services, Werris Creek Lions Club, Werris Creek Golf Club.
1.1.1.3	Child Safe Standards Policy implemented across whole organisation	Policy adopted	Manager Human Resources	Q4	●	Child Safe Code of Conduct adopted May 2022.
1.1.1.4	Cyber Crime addressed through the implementation of Maturity Level One of the Australian Cyber Security Centre (ACSC) Essential Eight	Mitigation strategies met/8 levels	Manager Customer and Information Services	Q4	●	Planning for this has commenced and Council has renewed its IT policy program with updates to be made in 2023/24. The additional works to achieve maturity level one will be rolled out in 2023/24 following the core systems upgrade.
1.1.2	Preserve and celebrate the character, heritage and culture of our region					
1.1.2.1	Develop a Street Tree Policy to support the greening of our urban areas	Policy adopted	Manager Assets and Property	Q4	●	Policy not yet drafted due to resource constraints.
1.1.2.2	Deliver Cemetery Services at Quirindi, Werris Creek, Currabubula, Quipolly, Spring Ridge, Wallabadah, and Willow Tree cemeteries	Guidelines/ regulations met	Director Infrastructure and Environmental Services	Quarterly	●	Cemetery services provided in line with expectations.
1.1.2.3	Develop Cemetery Strategy and Plan to identify plot availability, upgrades, private land handovers and future requirements	Strategy developed and adopted	Manager Planning and Regulation	Q4	●	Resource constraints has not enabled this to be completed.
1.1.2.4	Review Register of Memorial Trees for Fallen Soldiers	Liaise with other Community organisations to update register	Manager Assets and Property	Q4	●	Review completed. Updated and included in Council's Geographical Information System, Intramaps.

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

1.2 OUR COMMUNITY IS EMBRACING AND INCLUSIVE OF ALL CULTURES. RECREATION FACILITIES SUPPORT OUR COMMUNITIES SPORTING, HEALTH AND PHYSICAL ACTIVITY NEEDS. WE BUILD ON OUR STRONG COMMUNITY SPIRIT, RESILIENCE AND SENSE OF BELONGING

ID No.	Action/Deliverable	Measure	Accountability	Due date	Status	Commentary
1.2.1	Identify opportunities to partner with Aboriginal organisations and the community to recognise and retain Aboriginal heritage and culture					
1.2.1.1	Consider the impact on Aboriginal heritage when initiating projects	Number of Aboriginal heritage assessments undertaken	Director Infrastructure and Environmental Services	Quarterly	●	Aboriginal assessments were undertaken for the Werris Creek Industrial Precinct project.
1.2.1.2	Visitor Information Centre (VIC) Master Plan to incorporate local Aboriginal heritage and culture as part of the broader visitor experience	Master Plan to be finalised and adopted	General Manager	Q2	●	Funding for master plan was rejected 28 September 2022 meeting.
1.2.1.3	Inclusion of Local Aboriginal Land Council (LALC) representatives at the Local Emergency Management Committee (LEMC)	Representatives/no. of meetings	Director Infrastructure and Environmental Services	Q3	●	Local Aboriginal Land Council representatives included in meetings commencing 23/24 financial year. No meeting held after Q3 and prior to end of 22/23 financial year.
1.2.2	Identify, seek and obtain grant funding for various community social needs					
1.2.2.1	Seek grant funding to deliver Seniors Festival celebrations in the Liverpool Plains Shire	Grant application submitted	Manager Community and Recreational Services	Q2	●	An application was lodged, however we received advice that our application was unsuccessful.
1.2.2.2	Seek grant funding to deliver Youth Week celebrations in the Liverpool Plains Shire	Grant application submitted	Manager Community and Recreational Services	Q4	●	A Public Art project at Werris Creek pool took place in April.
1.2.3	Deliver and support events and festivals that promote engaged citizenship and foster civic pride					
1.2.3.1	Facilitate Australian Citizenship ceremonies, as required by Department of Home Affairs	No. of Citizenship Ceremonies held	Manager Community and Recreational Services	Q3	●	This event was coordinated by the General Manager's office.
1.2.3.2	Deliver 2023 Australia Day celebrations and coordinate annual Liverpool Plains Australia Day Awards	Event held / Awards conferred	Manager Community and Recreational Services	Q3	●	In 2023, this event was coordinated by the General Manager's office.
1.2.3.3	Support the delivery of 2023 Anzac Day commemoration services at Premer, Quirindi, Werris Creek and Willow Tree	Commemoration services held	Manager Community and Recreational Services	Q4	●	ANZAC Day events took place across the shire.

● Completed
● On Track/Ongoing
● Behind Plan
● Subject to External Funding
● Off Track
● Cancelled

1.2 OUR COMMUNITY IS EMBRACING AND INCLUSIVE OF ALL CULTURES. RECREATION FACILITIES SUPPORT OUR COMMUNITIES SPORTING, HEALTH AND PHYSICAL ACTIVITY NEEDS. WE BUILD ON OUR STRONG COMMUNITY SPIRIT, RESILIENCE AND SENSE OF BELONGING

ID No.	Action/Deliverable	Measure	Accountability	Due date	Status	Commentary
1.2.4	Implement Recreation Strategy 2019-2030 action					
1.2.4.1	QUIRINDI:					
1.2.4.1.1	Quirindi RSL Golf Club – • Support the Golf Club's efforts to secure funding to install a bore for cost-effective irrigation of fairways	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.2	• Support the Golf Club's efforts to secure funding to install an irrigation system for fairways to improve the playing surface and amenity of the golf course	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.3	• Support the Golf Club's efforts to secure funding to construct and seal the internal road from Werris Creek Road to the clubhouse to improve access	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.4	• Promote activities at the golf club, including social (putt-putt golf) and indoor activities that utilise the club rooms (yoga), to older and retired adults and school groups	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.5	• Consider partnering with the golf club to host outdoor events for the community including sporting and cultural events (music concerts)	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.6	• In relation to the age of the building, offer the provision of technical advice and planning to the golf club regarding ongoing asset maintenance particularly major repairs and asset replacement items	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.








● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

1.2 OUR COMMUNITY IS EMBRACING AND INCLUSIVE OF ALL CULTURES. RECREATION FACILITIES SUPPORT OUR COMMUNITIES SPORTING, HEALTH AND PHYSICAL ACTIVITY NEEDS. WE BUILD ON OUR STRONG COMMUNITY SPIRIT, RESILIENCE AND SENSE OF BELONGING

ID No.	Action/Deliverable	Measure	Accountability	Due date	Status	Commentary
1.2.4.1.7	Quirindi Lions Rugby Union Club – • Support the Rugby Union Club's effort to secure funding to upgrade the clubhouse kitchen to allow social functions	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.8	• Support the Rugby Union Club's effort to secure funding to develop additional fields to accommodate juniors and training	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.9	Bill McNamara Park – • Remove the playground and landscape the park to develop a central grassed area with gardens and bench seats on the perimeter. Native plants including appropriate trees should be selected to establish, over time, a community park. Landscape materials used for gardens could act as play elements (boulders, timber posts)	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.10	Bell Park – • Develop a concept plan over the park identifying ideal locations for public toilets, large shelter, lighting, bench seating and additional shade trees, with internal pathways connecting park elements and surrounding footpaths/cycleways (external to park)	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.11	Quirindi Public School – • Approach the School Principal regarding community use and access to the playground (off Nowland Avenue) and the sport field (off Munro Avenue) out-of-school-hours	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.12	Quirindi Polo Carnival Club - • Support and promote activities and events at the Polo club	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.






● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

1.2 OUR COMMUNITY IS EMBRACING AND INCLUSIVE OF ALL CULTURES. RECREATION FACILITIES SUPPORT OUR COMMUNITIES SPORTING, HEALTH AND PHYSICAL ACTIVITY NEEDS. WE BUILD ON OUR STRONG COMMUNITY SPIRIT, RESILIENCE AND SENSE OF BELONGING

ID No.	Action/Deliverable	Measure	Accountability	Due date	Status	Commentary
1.2.4.1.13	Quirindi High School - • Facilitate opportunities for the school, community user groups and Council to identify and resolve issues relating to use of the high school sports hall, including applications for external funding to improve facilities	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.14	Golland Fields - • Implement actions identified in the Master Plan that includes Golland Fields	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.15	Longfield Oval - • Implement actions identified in the Master Plan that includes Longfield Oval	Advocacy undertaken	Director Corporate and Community Services	Q4		Funding approved for lighting upgrade.
1.2.4.1.16	Quirindi District Tennis Club - • Implement actions identified in the Master Plan that includes the tennis courts	Advocacy undertaken	Director Corporate and Community Services	Q4		Funding approved for Clubhouse renewal and the Tennis Club have had input into the design of the Clubhouse.
1.2.4.1.17	Quirindi Racecourse and Showgrounds - • Implement actions identified in the Master Plan - Quirindi Racecourse and Showground	Advocacy undertaken	Director Corporate and Community Services	Q4		Funding received to upgrade with new rodeo arena, pavilion and fencing now completed.
1.2.4.1.18	Who'd A Thought It Lookout - • Develop a simple concept plan over the lookout to rationalise the road (loop) and reconfigure car parking, identify a more prominent location for public toilets (safety), lighting and bench seating to capitalise views	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.19	• Replace damaged information and interpretative signs. Consider placing these at 'table' height, angled toward the reader, to allow visitors to read the signs while looking at the views	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.

 Completed
  On Track/Ongoing
  Behind Plan
  Subject to External Funding
  Off Track
  Cancelled

1.2 OUR COMMUNITY IS EMBRACING AND INCLUSIVE OF ALL CULTURES. RECREATION FACILITIES SUPPORT OUR COMMUNITIES SPORTING, HEALTH AND PHYSICAL ACTIVITY NEEDS. WE BUILD ON OUR STRONG COMMUNITY SPIRIT, RESILIENCE AND SENSE OF BELONGING

ID No.	Action/Deliverable	Measure	Accountability	Due date	Status	Commentary
1.2.4.1.20	<ul style="list-style-type: none"> Remove the outdated brick shelter and replace with an open design shelter 	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.21	<ul style="list-style-type: none"> Co-locate the obelisk (direction marker) with other park furniture, or reclaim the land it is situated on as part of the park (the road separating the direction marker from the lookout park) 	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.22	<ul style="list-style-type: none"> Identify a route for a walking trail to the Lookout, ideally across country and connecting with Rose Lee Park 	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.23	<p>Quirindi Motocross Club -</p> <ul style="list-style-type: none"> Support the Motocross Club's efforts to secure funding to continue development of facilities 	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.1.24	<p>Quirindi Swimming Centre -</p> <ul style="list-style-type: none"> Commence planning and design for replacement of the swimming pool facility including capital costs for construction and ongoing operating costs. Engage the community in a robust and transparent discussion regarding the social and community benefits of the pool as well as the financial costs to Council and the community 	Advocacy undertaken	Director Corporate and Community Services	Q4		Funding of \$6.6M received from Resources for Regions to renew the Quirindi Aquatic Centre.







 Completed
  On Track/Ongoing
  Behind Plan
  Subject to External Funding
  Off Track
  Cancelled

1.2 OUR COMMUNITY IS EMBRACING AND INCLUSIVE OF ALL CULTURES. RECREATION FACILITIES SUPPORT OUR COMMUNITIES SPORTING, HEALTH AND PHYSICAL ACTIVITY NEEDS. WE BUILD ON OUR STRONG COMMUNITY SPIRIT, RESILIENCE AND SENSE OF BELONGING

ID No.	Action/Deliverable	Measure	Accountability	Due date	Status	Commentary
1.2.4.2	WERRIS CREEK:					
1.2.4.2.1	Werris Creek Golf Club - • Support the Golf Club's efforts to secure funding for construction of a shed to store golf carts for members that are ageing and have mobility issues.	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.2.2	• Support the Golf Club's efforts to secure funding to refurbish the toilets to be accessible	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.2.3	• Support the Golf Club's efforts to secure funding to refurbish the bar area to ensure functions can support the ongoing financial viability of the club	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.2.4	• Provide support to the Golf Club to provide and promote social recreation activities at various times and for different groups in the community	Advocacy undertaken	Director Corporate and Community Services	Q4	●	Council supported the Golf Club to showcase the Sydney Youth Orchestra's performance.
1.2.4.3	BLACKVILLE:					
1.2.4.3.1	Play Centre Park - • Develop a large concrete pad for riding bikes and scooters and for ball games	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.4	CURRABUBULA:					
1.2.4.4.1	Currabubula Recreation Reserve - • Plant additional shade trees and landscaping in the grassed area adjacent the playground and sport courts to create an outdoor room and expand the play area available as well as provide additional spectator space for the sport courts	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

1.2 OUR COMMUNITY IS EMBRACING AND INCLUSIVE OF ALL CULTURES. RECREATION FACILITIES SUPPORT OUR COMMUNITIES SPORTING, HEALTH AND PHYSICAL ACTIVITY NEEDS. WE BUILD ON OUR STRONG COMMUNITY SPIRIT, RESILIENCE AND SENSE OF BELONGING

ID No.	Action/Deliverable	Measure	Accountability	Due date	Status	Commentary
1.2.4.4.2	<ul style="list-style-type: none"> Define car and recreation vehicle parking areas internally in the Reserve (bollards, boulders, landscaping or fencing) to separate vehicle movement from pedestrian and horse movements 	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.4.3	<ul style="list-style-type: none"> Develop a simple wayfinding signage plan for the site to consolidate entry signage and provide clear direction for different users, particularly recreation vehicles, campers and visiting sport participants (equestrian) 	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.5	PREMER:					
1.2.4.5.1	Premier Rest Stop - <ul style="list-style-type: none"> Continue to maintain the facilities within the recreation park for both locals and visitors 	Advocacy undertaken	Director Corporate and Community Services	Q4		Facilities maintained.
1.2.4.5.2	Cricket Oval - <ul style="list-style-type: none"> As there is no current (nor expected future) demand for the disused sports oval, continue to undertake the lowest levels of maintenance. Consider rationalisation if an alternate use of the land parcel is identified 	Advocacy undertaken	Director Corporate and Community Services	Q4		Maintenance undertaken.
1.2.4.5.3	Premier Public School - <ul style="list-style-type: none"> Approach NSW Education regarding community use of the school facilities, particularly for young people in the town 	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.6	SPRING RIDGE:					
1.2.4.6.1	Darby Reserve - <ul style="list-style-type: none"> Investigate opportunities to irrigate Darby Reserve 	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.

 Completed
  On Track/Ongoing
  Behind Plan
  Subject to External Funding
  Off Track
  Cancelled

1.2 OUR COMMUNITY IS EMBRACING AND INCLUSIVE OF ALL CULTURES. RECREATION FACILITIES SUPPORT OUR COMMUNITIES SPORTING, HEALTH AND PHYSICAL ACTIVITY NEEDS. WE BUILD ON OUR STRONG COMMUNITY SPIRIT, RESILIENCE AND SENSE OF BELONGING

ID No.	Action/Deliverable	Measure	Accountability	Due date	Status	Commentary
1.2.4.6.2	Spring Ridge Country Club - • Continue to support the Country Club in its endeavours to seek grant funding for facility upgrades	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.7	WALHALLOW:					
1.2.4.7.1	Walhallow Park and Multi-Sport Court - • Ensure a regular maintenance regime and replace embellishments as they approach the ends of their useful life	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.7.2	• Construct shaded seating and a bubbler near the multi-sport court	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.7.3	• Investigate opportunities to develop a learn-to-ride bike activity track in the open space area adjoining the multi-sport court	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.8	WALLABADAH:					
1.2.4.8.1	First Fleet Memorial Park - • Promote the significance of the park (only First Fleet Memorial Park in Australia) as a destination for residents within the Shire and Region, and across Australia	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.8.2	Wallabadah Creek Park - • Continue to support community groups undertaking weed control and rehabilitation along the creek banks	Advocacy undertaken	Director Corporate and Community Services	Q4	●	Council staff provided advice on planting location and plant species best suited.
1.2.4.8.3	• As play equipment reaches the end of its useful life, replace with pieces that provide more challenging play experiences	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.




● Completed
● On Track/Ongoing
● Behind Plan
● Subject to External Funding
● Off Track
● Cancelled

1.2 OUR COMMUNITY IS EMBRACING AND INCLUSIVE OF ALL CULTURES. RECREATION FACILITIES SUPPORT OUR COMMUNITIES SPORTING, HEALTH AND PHYSICAL ACTIVITY NEEDS. WE BUILD ON OUR STRONG COMMUNITY SPIRIT, RESILIENCE AND SENSE OF BELONGING

ID No.	Action/Deliverable	Measure	Accountability	Due date	Status	Commentary
1.2.4.8.4	Wallabadah Tennis Club/Town Common - • Clear weeds from the surface of the tennis courts and encourage children to use the hard surface for bikes, scooters and skateboards	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.8.5	• Consider redevelopment of one tennis court into a multi-sport court (tennis, basketball, netball)	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.8.6	Wallabadah Public School - • Liaise with the Principal to encourage community use and access to the playground and the sport field out-of-school-hours	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.9	WARRAH CREEK:					
1.2.4.9.1	Hall and Tennis Courts - • Provide appropriate support to the Warrah Creek Hall to assist maintain the hall and sport and recreation facilities for residents and visitors	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.10	WILLOW TREE:					
1.2.4.10.1	King George V Memorial Park - • Develop a concept plan over King George Memorial Park to avoid ad hoc improvements and guide future development, particularly as assets require replacement. Include picnic facilities, internal paths and diverse play opportunities for infants, primary students and older youth, integrating landscaping with the VIC	Advocacy undertaken	Director Corporate and Community Services	Q4	●	This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

1.2 OUR COMMUNITY IS EMBRACING AND INCLUSIVE OF ALL CULTURES. RECREATION FACILITIES SUPPORT OUR COMMUNITIES SPORTING, HEALTH AND PHYSICAL ACTIVITY NEEDS. WE BUILD ON OUR STRONG COMMUNITY SPIRIT, RESILIENCE AND SENSE OF BELONGING

ID No.	Action/Deliverable	Measure	Accountability	Due date	Status	Commentary
1.2.4.10.2	Recreation Reserve - • Remove (demolish) old buildings and structures that no longer serve any purpose and that are in disrepair	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.10.3	• Plant additional trees around the perimeter of the show ring to provide improved shade and amenity in the longer term	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.
1.2.4.10.4	Willow Tree Bowling Club - • Work with the community to facilitate community events (movies or social bowls) using the tennis courts and bowling greens	Advocacy undertaken	Director Corporate and Community Services	Q4		This action is subject to external funding. No funding has been sourced or resources allocated to this work as at 30 June 2023 to progress this item. Council will continue to monitor for opportunities.

1.3 OUR HEALTH SERVICES MEET OUR NEEDS. EDUCATION SERVICES MEETS OUR NEEDS AND PROVIDE SCHOOL, TERTIARY STUDY AND CAREER PATHWAYS THAT SUPPORT THE COMMUNITY

ID No.	Action/Deliverable	Measure	Accountability	Due date	Status	Commentary
1.3.1	Advocate, facilitate and promote human services by working in partnership with philanthropic, local community groups and key departmental stakeholders across Education, Health, Recreation and Infrastructure portfolios					
1.3.1.1	Provide accredited childcare services to the Liverpool Plains community through the Eastside Child Care Centre	Accreditation/ maintained Quality Improvement Plan/reviewed	Manager Community and Recreation Services	Q4	●	Eastside Long Day Care provides Early Childhood Education and Care to approximately 65 children per month.
1.3.1.2	Provide accredited Centrelink services at Werris Creek Library	Service levels/met	Manager Community and Recreation Services	Q2	●	The Services Australia Contract was extended for a further 12 months.
1.3.1.3	Provide accredited Service NSW services	Service levels/met	Manager Customer and Information Services	Q4	●	Services provided in line with service level agreement obligations and one additional staff member is now fully trained to provide the agency services.
1.3.1.4	Provide library services via the Central Northern Regional Library network	Service levels/met	Manager Community and Recreation Services	Q4	●	Over the past 18 months, library staff have introduced new activities, including Tech Savvy Seniors, Lego Spike Workshops and school holiday activities. These activities are regularly delivered in partnership with community organisations. Staff have worked to offer similar activities at both branches. In the past year total visits per month have increased from 1,400 to 1,900. Equally significant, is the increase in items issued each month. In October 2021, 827 items were issued, in June 2023 1,326 items were issued.
1.3.1.2	Community Home Support Program - Meals On Wheels					
1.3.1.2.1	Work with community groups to ensure access to services is maintained within the region	Advocate for elevated/advanced service levels	Manager Community and Recreation Services	Q1	●	LPSC's contract with CHSP concluded on 30/6/2022.

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

1.4 OUR TRANSPORT AND TELECOMMUNICATIONS EXPAND TO IMPROVE SUPPORT FOR OUR BUSINESS, LIFESTYLE AND REMOTE WORKING

ID No.	Action/Deliverable	Measure	Accountability	Due date	Status	Commentary
1.2.4	Develop a local transport strategy that addresses needs of the community and liaise and partner with other government stakeholders to facilitate optimum, achievable transport outcomes					
1.4.1.1	Lobby City Rail for the extension of rail services from Newcastle to Tamworth, including a daily return service	Advocacy undertaken	General Manager	Quarterly	●	Council continues to Lobby for the extension of rail services.
1.4.1.2	Improve access for Road-Trains/A-Doubles from farms to market	Heavy vehicle routes approved	Manager Civil Infrastructure	Quarterly	●	Accesses approved on application. 425 applications received; 405 consents granted.
1.4.1.3	Complete replacement of timber bridges on Gurtun Street and Bridge Road	Upgrade complete	Director Infrastructure and Environmental Services	Q4	●	Delays with suppliers and grant funding changes has delayed the completion of these bridges.
1.4.2	Maintain Council assets in accordance with asset management plans					
1.4.2.1	Ensure Regional Roads are managed to deliver a safe and effective network for use by local and regional traffic	Maintenance works undertaken	Manager Civil Infrastructure	Quarterly	●	Annual works programme carried out on identified failed pavements.
1.4.2.2	Effective management of sealed local roads in accordance with adopted asset management plans	Maintenance works undertaken	Manager Civil Infrastructure	Quarterly	●	Annual works programme carried out on identified failed pavements.
1.4.2.3	Gravel road re-sheeting undertaken in accordance with adopted asset management plans	Maintenance works undertaken	Manager Civil Infrastructure	Quarterly	●	Annual programme unsealed road resheeting completed 65kms (8.1% of unsealed network). In addition, \$1.5M of unsealed road flood damage completed.
1.4.3	Lobby for improved services and infrastructure, such as rail and road, and develop a regional strategy for improved services					
1.4.3.1	Lobby for the continued development of the Werris Creek Industrial Precinct	Advocacy undertaken	General Manager	Quarterly	●	Council received \$4.5M in funding through Fixing Country Roads.
1.4.3.2	Lobby for funding to upgrade Werris Creek Road	Advocacy undertaken	General Manager	Quarterly	●	Council continues to Lobby for funding.
1.4.3.3	Lobby for improved internet and telecommunications services in the Liverpool Plains Shire (Mobile Black Spot Program)	Advocacy undertaken	General Manager	Quarterly	●	LPSC continually lobbies with our Local Members of Parliament and service providers for improved telecommunications in the Shire and Quirindi now has 5G.
1.4.3.4	Develop a Regional Freight Strategy to deliver improved productivity and more efficient supply chains. (Southern Access) working with Joint Organisation	Advocacy undertaken	General Manager	Q4	●	Council continues to work with stakeholders to progress the project.

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

1.4 OUR TRANSPORT AND TELECOMMUNICATIONS EXPAND TO IMPROVE SUPPORT FOR OUR BUSINESS, LIFESTYLE AND REMOTE WORKING

ID No.	Action/Deliverable	Measure	Accountability	Due date	Status	Commentary
1.4.3.5	Seek funding for the implementation of Council's Freight Strategy to improve access for higher productivity vehicles	Funding received	General Manager	Quarterly	●	LPSC continually engages with our Local Members of Parliament to seek funding opportunities.
1.4.3.6	Seek funding for upgrade maintenance of our unsealed roads	Grant applications submitted	Manager Civil Infrastructure	Quarterly	●	Roads to Recovery programme is utilised to undertake unsealed road resheeting works.
1.4.4	Develop a strategic plan that encompasses all pedestrian facilities and coordinates investment to provide safe, convenient and connected active transport options and infrastructure					
1.4.4.1	Undertake a review of Council's Pedestrian Access Mobility Plan (PAMP)	Review completed and plan adopted	Director Infrastructure and Environmental Services	Q4	●	Funding was applied for; however, Council was unsuccessful in its application.








● Completed
● On Track/Ongoing
● Behind Plan
● Subject to External Funding
● Off Track
● Cancelled

OUTCOME 2: STRONG COMMUNITY, COUNCIL AND BUSINESS LEADERSHIP

2.1 OUR COUNCIL, COMMUNITY AND BUSINESS LEADERS WORK TOGETHER EFFECTIVELY						
ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
2.1.1	Obtain funding for specific community projects and review current community funding arrangements.					
2.1.1.1	Maintain a register of grant-ready projects	Project Register reviewed/quarterly	General Manager	Quarterly	●	Council is working to have a register of grant-ready projects in line with the Operational Plan.
2.1.2	Council facilitates community engagement					
2.1.2.1	<p>Elected members participate in the following committees and groups:</p> <ul style="list-style-type: none"> • Community Advisory Group • Blackville Local Advisory Group • Currabubula Local Advisory Group • Premer Local Advisory Group • Quirindi Local Advisory Group • Spring Ridge Local Advisory Group • Wallabadah Local Advisory Group • Warrah Local Advisory Group • Willow Tree Local Advisory Group 	No. of meetings attended	Director Corporate and Community Services	Q1	●	<p>Expressions of interest were received from the Currabubula, Wallabadah, Werris Creek, Quirindi, Premer and Spring Ridge communities.</p> <p>Quirindi and Currabubula Local Advisory Groups met throughout the year and reports were provided to the elected representatives.</p>
2.1.3	Continue recognition events for volunteers and volunteer committees					
2.1.3.1	Deliver Volunteer Open Day event as part of 2023 Volunteers Week celebrations	Event/delivered	Manager Human Resources	Q4	●	Volunteer event completed.
2.1.4	Provide funding to the community in an equitable and sustainable manner that delivers benefits for both Council and local people					
2.1.4.1	Administer the Community Funding Program (Events and Infrastructure)	Program administered	Manager Community and Recreation Services	Q1	●	Round 2 FY2022/23 supported 150 volunteers to deliver services to 10,000 community members and visitors.
2.1.4.2	Review Council's Section 356 Financial Assistance Framework	Framework reviewed	Director Corporate and Community Services	Q4	●	2 Rounds of the LPSC Community Funding Program were completed in 22/23 providing \$14,000 in grants to eight community projects. These projects will support more than 150 volunteers to deliver events to more than 10,000 community members and visitors.

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

2.1 OUR COUNCIL, COMMUNITY AND BUSINESS LEADERS WORK TOGETHER EFFECTIVELY

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
2.1.5	Commit to best practice community engagement initiatives including online platforms and other emerging technologies pursuant to applicable Office Local Government (OLG) Guidelines and responsive complaint management processes.					
2.1.5.1	Ensure Council engages with community and facilitates feedback. Publish decisions made by Council on the website and create associated links to social media and other electronic communication platforms	Policies and practices in line with OLG Guidelines Best practice across community engagement	General Manager	Quarterly		LPSC promotes and communicates Council decisions through our social media and media platforms including website and local newspaper.
2.1.6	Ensure Community Engagement Policy aligns with social justice principles					
2.1.6.1	Policy to be reviewed and be adopted by Council	Adopted by December 2022	Director Corporate and Community Services	Q2		Comprehensive review of strategy still to be undertaken, action has been transferred to the Operational Plan 2023-2024.
2.1.7	Promote open and shared communication throughout the entire organisation and improve staff knowledge, practices and processes whilst investigating opportunities for traineeships					
2.1.7.1	Develop an accessible, contemporary intranet which supports improved communication and work practices within the organisation	Intranet replacement project completed	Manager Customer and Information Services	Q4		This work has not yet commenced due to a lack of resourcing. The work will be planned during the FY22/23 to be rolled out in FY23/24 following the core systems upgrade.
2.1.7.2	Provide effective and efficient customer service across the organisation	Service levels met	Manager Customer and Information Services	Q4		Services provided in line with current resourcing levels.
2.1.7.3	Actively pursue continual improvements to our Customer Service Standards to meet our communities needs	Service levels met	Manager Customer and Information Services	Q4		Preparation for systems upgrades commenced. Customer service resources have been increased and new staff are being trained. Councils Customer Service charter and customer service processes will be reviewed and updated in 2023/24 with the roll-out of Councils new customer request system.
2.1.8	Provide strong direction for the community through the development and delivery of the Integrated Planning and Reporting (IP&R) Framework					
2.1.8.1	Develop and build the annual Operational Plan and Budget	Adopted by 30 June	Director Corporate and Community Services	Q4		Council adopted the Combined Delivery Program 2022-2026 and Operational Plan 2023-2024 at the 28 June 2023 Council meeting and is now published on Council's website.
2.1.8.2	Coordinate and produce the Annual Report	Report adopted and provided to the Office of Local Government by 30 November 2022	Director Corporate and Community Services	Q2		The Annual Report 2021-2022 has been endorsed and posted to Council's website as at 30 Nov 22.

 Completed
  On Track/Ongoing
  Behind Plan
  Subject to External Funding
  Off Track
  Cancelled

2.1 OUR COUNCIL, COMMUNITY AND BUSINESS LEADERS WORK TOGETHER EFFECTIVELY

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
2.1.8.3	Review the Delivery Program to determine if any amendments are required	Any amendments re-adopted by Council	Director Corporate and Community Services	Q3	●	The Delivery Program was reviewed by Council with no amendments to be made for FY2023-2024.
2.1.8.4	Provide updated Progress Report for the Operational Plan	Bi-annually/Achieved within OLG guidelines reported	Director Corporate and Community Services	Q3	●	The Mid-year Progress Report 2022-2023 was endorsed at the Feb 23 Council meeting.
2.1.9	Operate in a financially responsible manner and improve long-term financial sustainability					
2.1.9.1	Review and revise the Long-Term Financial Plan (LTFFP)	LTFFP reviewed and adopted 30 June	Chief Financial Officer	Q4	●	Completed and adopted by Council 28 June 2023.
2.1.9.2	Report quarterly Budget review statements	Budget review reported 60 days after end of quarter	Chief Financial Officer	Q4	●	Completed for each quarter in accordance with LG Act.
2.1.9.3	Facilitate increased utilisation of VendorPanel to create efficiencies in our procurement processes	No. of procurements through VendorPanel	Chief Financial Officer	Q4	●	Updated Procurement Policy and encouraged staff to use VendorPanel. Trained staff in VendorPanel, including how to find LGP contracts.
2.1.9.4	Review and update the Agency Information Guide in accordance with legislative requirements	Guide reviewed	Manager Customer and Information Services	Q4	●	Council's Agency Information Guide has been reviewed and placed on public exhibition for comment.
2.1.9.5	Coordinate the publication of identified open access information to Council's website	Identified open access information/published	Director Corporate and Community Services	Q4	●	Process ongoing. Information contained in Council's Agency Information Guide.
2.1.9.6	Process Government Information (Public Access) Act (GIPA) applications in accordance with legislation	Number of Formal/ Informal GIPA applications processed	Director Corporate and Community Services	Q2	●	Applications processed within required timeframes.
2.1.9.7	Maintain and update the Contract Register	Website register updated within 20 days	Chief Financial Officer	Q4	●	Updated quarterly and placed on Council Website in a timely manner.
2.1.9.8	Maintain Council's Delegations Register in line with legislative requirements	Reviewed and updated bi-annually and reported to ARIC	Director Corporate and Community Services	Q4	●	Delegations register review completed. Updated Instrument of Sub-delegation for new General Manager finalised. Directors, Managers and Coordinators to be finalised in Q1 2023/24.

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

2.1 OUR COUNCIL, COMMUNITY AND BUSINESS LEADERS WORK TOGETHER EFFECTIVELY

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
2.1.9.9	Review and update Council's policy register	Report to ARIC each meeting and complete reviews within three months of expiry of policy	Director Corporate and Community Services	Q4	●	Policy Register review is ongoing. Process implemented to commence ongoing review. Policy Register updates are reported to ARIC.
2.1.10	Provide systems and processes to identify and manage all risks of Council both operational and strategic					
2.1.10.1	Facilitate and coordinate meetings of the Audit, Risk and Improvement Committee	Committee meetings held/6	Director Corporate and Community Services	Q4	●	Four (4) meetings of ARIC held during 2022/23 period.
2.1.10.2	Complete the Internal Audit Program for Asset Management Systems	Audit program/ completed	Director Corporate and Community Services	Q4	●	Changes to the Internal Audit Program are required and has now been delayed until FY23/24, as approved by ARIC.
2.1.10.3	Participate in the StateWide Mutual Continuous Improvement Pathway (CIP) Programme	CIP Workbooks/ completed	Director Corporate and Community Services	Q2	●	CIP for FY2022/23 not completed due to Staffing. FY2023/24 will be a priority.
2.1.10.4	Develop and implement a Risk Management Framework	Facilitate review of Councils organisational and strategic risk register	Director Corporate and Community Services	Q4	●	Implementation Plan approved by ARIC. RMF to be implemented in FY2023/24.
2.1.11	Develop a strong organisational culture and provide a contemporary, professional and safe work environment to attract, develop and retain a high-performing workforce					
2.1.11.1	Implement the Business and Customer Systems Remediation Project	Project milestones met	Manager Customer and Information Services	Q4	●	<p>HR Onboarding modules implemented</p> <p>Learning management system built, and admin training provided. Organisational roll-out to occur in early 2023/24.</p> <p>IP&R modules built and will be implemented following adoption of 2023/24 operational plan.</p> <p>Finance and core upgrade commenced UAT in January 2023 and had a scheduled go-live for June 2023. The go-live was delayed due to an internet outage and has been rescheduled for August 2023.</p> <p>Planning for Customer Service, cemetery system and procurement upgrades have commenced and will scheduled for implementation following the core upgrade.</p>
2.1.11.2	Annual Training plan meets the organisational needs of the organisation. Procurement, Customer Service Charter and Cultural Awareness training to be included in updated plan	Percentage of staff completed training	Manager Human Resources	Q4	●	<p>All mandatory safety and compliance training is up to date and managed via Pulse.</p> <p>Customer Service Charter and Cultural Awareness training is to be included in the Annual Training Plan which is to be refreshed now the performance appraisal process is completed.</p>

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

2.1 OUR COUNCIL, COMMUNITY AND BUSINESS LEADERS WORK TOGETHER EFFECTIVELY

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
2.1.11.3	Facilitate regular meetings of the Staff Consultative Committee	Meetings held/4	Manager Human Resources	Q4	●	Meetings held each quarter as a minimum.
2.1.11.4	Facilitate regular meetings of the Work Health and Safety (WHS) Committee and Joint Consultative Committee (JCC) with information that ensures genuine opportunities for consultation	Meetings held/4	Manager Human Resources	Q4	●	Three meetings held in the period July to December 2022. WHS agenda items are prepared and distributed in consultation with the Chair of the Committee.
2.1.11.5	Implement Workplace Health and Safety duty of care program	Dedicated due diligence program implemented	Manager Human Resources	Q4	●	2022 StateCover WHS Audit Action Plan implementation has commenced, and Council is on track to meet its three high priority commitments by 17 July 2023.
2.1.11.6	Review Workforce Planning Strategy including succession planning	Identify and address	Manager Human Resources	Q4	●	Succession policy has been presented to the consultative committee. Final policy to be adopted.
2.1.11.7	Address Equal Employment Opportunities (EEO) Plan accountabilities	Execution on key accountabilities as per plan	Manager Human Resources	Q4	●	Anti-Discrimination and Equal Opportunity Policy is in place however accountabilities haven't been addressed due to resourcing challenges.
2.1.12	Implement systems and processes to safeguard against business interruption from internal and external risks					
2.1.12.1	Revise and update Councils Business Continuity Plan and relevant sub-plans to safeguard against business interruption	Adopt revised plan and sub-plans	Manager Customer and Information Services	Q4	●	This work has not yet commenced due to a lack of resourcing.
2.1.13	Service Delivery Reviews are undertaken to improve Councils financial sustainability					
2.1.13.1	Implement the council decisions in relation to the service reviews conducted on: <ul style="list-style-type: none"> • Aerodrome • Eastside Child Care Centre • Service NSW • Plains Fitness Centre • Royal Theatre • Visitor Information Centre 	Implement cost effective strategies identified	Director Corporate and Community Services	Q4	●	No action taken as Council has not made decisions regarding these service reviews.
2.1.13.2	Undertake a service review for Waste Management Services	Program actions implemented	Director Infrastructure and Environmental Services	Q4	●	New contracts were delivered for the delivery of these services.

● Completed
● On Track/Ongoing
● Behind Plan
● Subject to External Funding
● Off Track
● Cancelled

2.1 OUR COUNCIL, COMMUNITY AND BUSINESS LEADERS WORK TOGETHER EFFECTIVELY

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
2.1.13.3	Undertake a service review for the Caravan Park and Freedom Camping	Program actions implemented	Director Corporate and Community Services	Q4	●	Expressions' of Interest for the Caravan Park were received, however both service reviews have been carried over to 2023/24.
2.1.13.4	Apply for permanent SRV in line with LTFP	Application submitted	Chief Financial Officer	Q3	●	Council received SRV of 18.1% notified in June 2023.
2.1.14	Implement recommendations from the Disability Inclusion Action Plan (DIAP)					
2.1.14.1	Improve access to councils' systems and processes	No. of actioned responses to identified access issues	Manager Community and Recreation Services	Q1	●	Staff shortages have limited capacity to deliver.
2.1.14.2	Council adopts proactive policies with a view to being inclusive	Policies adopted	Manager Community and Recreation Services	Q2	●	Staff shortages have limited capacity to deliver.
2.1.14.3	Support access to meaningful employment	Number of Council employees/ volunteers working for or with Council	Manager Community and Recreation Services	Q4	●	Staff shortages have limited capacity to deliver.

2.2 OUR LEADERS REPRESENT THE DIVERSITY OF OUR COMMUNITY

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
2.2.1	Complete, implement and deliver local strategies and plans					
2.2.1.1	Review the Growth Management Strategy	Growth Management Strategy funding application submitted	Manager Planning and Regulation	Q4	●	Review commenced; initial draft completed for internal review.
2.2.2	Implement VendorPanel across the organisation to drive efficiency in procurement and engage local suppliers					
2.2.2.1	Council to work with businesses to assist them in the utilisation of VendorPanel	Number of local businesses utilising VendorPanel/ Number of registrations	Chief Financial Officer	Q4	●	Number of registrations was small. An area to concentrate on in 2023/2024. Focus was placed on implementing both the Procurement Framework and the Contracts Management Framework this year.
2.2.2.2	Council to establish a trade service panel to directly target local suppliers	Number of services acquired through the newly established Panel	Chief Financial Officer	Q4	●	Trade Service Panel was created; however, only small number of registrants were received from the local area.

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

2.3 WE ENCOURAGE OUR YOUTH TO BECOME INVOLVED IN THE COMMUNITY AS THE LEADERS OF TOMORROW

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
2.3.1	Council seeks to involve youth in decision making for Council					
2.3.1.1	Embed consultation with young people in all high-level decision making across the organisation	Review and implement	Director Corporate and Community Services	Q4	●	Not yet commenced due to resourcing constraints.
2.3.2	Council be an employee of choice for youth					
2.3.2.1	Council provides traineeships to provide career pathways for local youth	Review and implement	Director Corporate and Community Services	Q3	●	Council is reviewing opportunities for Trainees and commenced developing position descriptions for recruitment in FY2023/24.

2.4 WE PARTNER WITH STATE AND FEDERAL GOVERNMENT AND THE PRIVATE SECTOR IN THE PROVISION OF SERVICES

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
2.4.1	Demonstrate support of the State Emergency Service (SES), Volunteer Rescue Association (VRA) and Rural Fire Service (RFS) volunteers					
2.4.1.1	Support Fire Rescue NSW, Rural Fire Service, State Emergency Service and Volunteer Rescue Association through the Emergency Services Levy	Levy/paid	Director Infrastructure and Environmental Services	Quarterly	●	Levy paid.
2.4.1.2	Promote State Emergency Service, Volunteer Rescue Association and Rural Fire Service volunteering activities	Volunteer Week Promotions/undertaken	Manager Community and Recreation Services	Q4	●	Community Development Officer Position vacant - unable to deliver event.
2.4.1.3	Support the Rural Fire Service in line with Service Level Agreements	Administrative support to RFS/provided	Director Infrastructure and Environmental Services	Quarterly	●	Support provided to RFS in line with Service Level
2.4.2	Meet all statutory requirements regarding development approval processes					
2.4.2.1	Provide Planning Certificates, drainage diagrams and sewer location diagrams on application	Certificates and diagrams issued within 5 days of receipt/>90%	Manager Planning and Regulation	Quarterly	●	868 certificates issued in FY2022/23.
2.4.2.2	Facilitate access to the NSW Planning Portal and determining development applications in accordance with statutory timeframes	Development applications determined within timeframes >80%	Manager Planning and Regulation	Quarterly	●	80 Development Applications and 22 Complying Development Certificates issued in FY2022/23.

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

OUTCOME 3: A SUSTAINABLE ENVIRONMENT

3.1 OUR INFRASTRUCTURE IS WELL PLANNED AND MAINTAINED AND WILL MEET OUR NEEDS NOW, AND IN THE FUTURE						
ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
3.1.1	Develop long-term strategies to plan and maintain current and future infrastructure					
3.1.1.1	Prepare and submit grant application to deliver outcomes identified in the Liverpool Plains Recreation Strategy	Grant application submitted	Director Infrastructure and Environmental Services	Quarterly	●	Grant funding was obtained for the delivery of the lighting at Longfield Oval and the renewal of the Quirindi Aquatic Centre.
3.1.1.2	Undertake detailed review of Council's fleet to identify opportunities for savings.	Fleet review undertaken	Manager Civil Infrastructure	Q4	●	Plant hire rates have been reviewed for new equipment.
3.1.1.3	Seek grant funding for the development of flood studies for Werris Creek and Wallabadah	Application submitted	Director Infrastructure and Environmental Services	Q3	●	Applications were not submitted. Works need to be done with the community prior to commencing these works.
3.1.1.4	Seek grant funding to develop the Civic Square Project	Grant application submitted	Director Infrastructure and Environmental Services	Q4	●	No funding opportunities identified.
3.1.1.5	Improved access and modernisation of Plains Fitness Centre	Modernisation project completed	Director Infrastructure and Environmental Services	Q4	●	Project underway, expected completion in Q1 of 23/24 financial year.
3.1.2	Develop long-term strategies to plan and maintain current and future infrastructure					
3.1.2.1	Undertake revaluation of Water and Waste-Water assets	Revaluation completed	Manager Water Services	Q4	●	Joint work with Assets and Property department, condition assessments are now complete.
3.1.2.2	Improve and implement the Water Supply and Wastewater Asset Management Plans	Adopted by Council	Manager Water Services	Q4	●	Revaluation not yet complete.
3.1.3	Increase awareness of infrastructure responsibilities and costings					
3.1.3.1	Publish costings for Quipolly Water Project delivery	Quipolly Water Project costings published	Manager Water Services	Q1	●	Project still in progress. Costings have been published each month.
3.1.4	Collectively identify opportunities to source external expertise from other Government organisations and external businesses					
	No actions programmed for delivery in 2022/23					No actions programmed for delivery in 2022-23.

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

3.2 WE HAVE ACCESS TO AFFORDABLE, CLEAN WATER SUPPLIES

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
3.2.1	Ensure infrastructure is developed to provide quality water supplies that meet environmental regulations					
3.2.1.1	Deliver Council's Water and Sewer Capital Works Program	Capital Works Program delivered	Manager Water Services	Q4	●	80% complete, some projects received no interest from the market and need to be procured again.
3.2.1.2	Continue delivery of the Quipolly Water Project	Project milestones met	Manager Water Services	Q4	●	Project still on track.
3.2.1.3	Commence delivery of the Quirindi Wastewater Treatment Plant upgrade	Project milestones met	Director Infrastructure and Environmental Services	Quarterly	●	Awaiting outcome of funding with NSW Government. Design works are complete, information provided to the NSW Government for their assessment.
3.2.1.4	Undertake renewal of Spring Ridge water supply bore	Project milestones met	Manager Water Services	Q4	●	60% complete. Some aspects received no interest from the market and need to be procured again. Bore and civil works completed with pump equipment the outstanding component.
3.2.2	Endorse best practice regulated operation of water and sewerage systems					
3.2.2.1	Continue to progress best practice management guidelines	Plans reviewed annually	Manager Water Services	Q4	●	Joint project with Namoi Water Alliance only recently completed delaying subsequent studies.
3.2.2.2	Continue to maintain Drinking Water Management System (DWMS)	DWMS maintained	Manager Water Services	Q4	●	Maintained
3.2.2.3	Progress implementation of compliance with the NSW Dam Safety Act 2015 and Regulation 2019 - (Quipolly Dam and Old Quipolly Dam)	Publish the annual Dams Safety Report	Manager Water Services	Q4	●	Risk report for both Quipolly and Old Quipolly Dams are the only item outstanding. Due for completion Q3.
3.2.2.4	Continue to improve compliance with Wastewater Treatment Environmental Protection Licences (EPA)	Licences maintained	Manager Water Services	Q4	●	Maintained
3.2.2.5	Progress implementation of best practice on site sewer management systems	Review policy and guidelines adopted	Manager Water Services	Q4	●	Un-resourced task
3.2.2.6	Progress implementation of best practice on liquid trade waste management systems	Review policy and guidelines adopted	Manager Water Services	Q4	●	Maintained

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

3.3 WE ACTIVELY MANAGE THE IMPACTS ON OUR NATURAL ENVIRONMENT

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
3.3.1	Identify and benchmark waste management systems to ensure best practice and consistent fees					
3.3.1.1	Creation of Landfill site in line with final design	Project milestones met	Manager Civil Infrastructure	Q4	●	Development Assessment for new landfill has been submitted.
3.3.1.2	Complete Waste Transfer Stations at: <ul style="list-style-type: none"> • Premer • Spring Ridge • Carroona • Werris Creek 	Waste transfer stations installed	Manager Civil Infrastructure	Q3	●	Waste Transfer Stations have now been completed and are operational.
3.3.1.3	Remediation of township land fill site except Quirindi	Remediated by 30 June	Manager Civil Infrastructure	Q4	●	Carroona, Spring Ridge, Premer & Pine Ridge have been completed.
3.3.2	Develop partnerships and manage waste effectively					
3.3.2.1	Provide drumMUSTER collection services at the Quirindi landfill	drumMUSTER services provided	Manager Civil Infrastructure	Q1	●	DrumMUSTER services are ongoing.
3.3.2.2	Deliver and maintain effective waste management practices that are acceptable to the residents and the statutory bodies	Compliance with EPA regulations	Manager Civil Infrastructure	Q4	●	Waste Transfer Station is now operating at Werris Creek and landfill is closed. All rural landfills are now closed, and Waste Transfer stations are operating. EIS and DA application underway. Working with tenderer for new landfill to reduce construction costs.
3.3.4	Continue our relationship with Northern Inland Regional Waste					
3.3.4.1	Participate in Northern Inland Regional Waste	NIRW meetings attended	Manager Civil Infrastructure	Q1	●	Attended meetings as required.
3.3.5	Develop enforcement campaigns to ensure our natural environment is well managed					
3.3.5.1	Participate in EPA-led illegal dumping and asbestos awareness campaigns	Campaigns delivered	Manager Civil Infrastructure	Q1	●	Participate with EPA in ensuring documentation is provided to the general public as it becomes available.
3.3.6	Advocate for air quality monitoring					
3.3.6.1	Participate in the Namoi Regional Air Quality Advisory Committee	Committee membership maintained	Director Infrastructure and Environmental Services	Quarterly	●	No meetings held through the year.
3.3.7	Increase education on water conservation and practices					
3.3.7.1	Participate in Namoi Smart approved Watermark Alliance	Alliance membership maintained	Manager Water Services	Q1	●	Maintained.

● Completed
● On Track/Ongoing
● Behind Plan
● Subject to External Funding
● Off Track
● Cancelled

3.3 WE ACTIVELY MANAGE THE IMPACTS ON OUR NATURAL ENVIRONMENT

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
3.3.8	Increase awareness of the environmental impact of poor waste management					
3.3.8.1	Undertake a waste management education program	Education program delivered	Manager Civil Infrastructure	Q1	●	No education plans have been completed this year.
3.3.8.2	Undertake an education campaign to reduce waste going to landfill	Reduction in waste tonnage	Manager Civil Infrastructure	Q1	●	No noticeable reduction in waste tonnage in FY22/23.
3.3.8.3	Prepare and implement a Plastics Ban Plan for Council	Plan implemented	General Manager	Quarterly	●	Council has implemented the State Government Policy.
3.3.8.4	Utilise NSW Government advertising campaign	Advertising campaign completed	General Manager	Quarterly	●	Council continues to work with the State Government on advertising campaigns.

3.4 OUR LOCAL FARMING IS SUSTAINABLE

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
3.4.1	Identify and recognise a balance between mining and farming					
3.4.1.1	Advocate to State Government to continue recognising a balance between the mining and agriculture sectors	Advocacy undertaken	General Manager	Quarterly	●	Council continues to work with the Department of Planning regarding the Agriculture Land use provision.
3.4.2	Encourage farmers to investigate value-adding opportunities for their business					
3.4.2.1	Promote and facilitate agritourism and agribusiness activities	NSW Small Business Commissioner agritourism program promoted	General Manager	Quarterly	●	We regularly promote LPSC agritourism through our social media, newspaper and other media outlets.
3.4.3	Advocate education and awareness in relation to land use practices					
	No actions programmed for delivery in 2022-23					No actions programmed for delivery in 2022-23.

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled


3.5 WE PROTECT OUR ENVIRONMENT AND REDUCE OUR ENVIRONMENTAL FOOTPRINT

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
3.5.1	Council works in partnership with the NSW Government and industry to achieve the NSW Government's Net Zero Target					
3.5.1.1	Investigate opportunities for renewable energy on Council's energy-intensive facilities	Investigation undertaken	Director Infrastructure and Environmental Services	Q4	●	Works commenced on this, with investigations concluding that by incorporating funding from the 22/23 and 23/24 financial years would achieve the best outcome.
3.5.1.2	Seek funding for the installation of electric vehicle stations within the shire in accordance with the NSW Governments Electric Vehicle Strategy	Application submitted	General Manager	Q3	●	Council continues to seek funding.
3.5.1.3	Increase Council's usage of renewable energy through the implementation of a revolving green fund	Reduction in purchased energy	Director Infrastructure and Environmental Services	Q3	●	Works commenced on this, with investigations concluding that by incorporating funding from the 22/23 and 23/24 financial years would achieve the best outcome.





● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled

OUTCOME 4: A THRIVING ECONOMY

4.1 OUR AGRICULTURAL ECONOMY IS THRIVING, AND WE MUST PURSUE SECONDARY INDUSTRY TO SUPPORT ALL POTENTIAL GROWTH AREAS ACROSS THE BROADER REGIONAL ECONOMY

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
4.1.1	Advocate for employment opportunities within the Shire					
4.1.1.1	Advocate for industry and employment development opportunities arising from the State Government's Namoi Regional Job Precinct	Advocacy undertaken	General Manager	Quarterly		Council continues to work with NAMOI however given that NAMOI is not currently funded through the State Government there has been limited opportunities.

4.2 WE GROW OUR POPULATION, DIVERSITY AND EMPLOYMENT OPPORTUNITIES

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
4.2.1	Utilise membership of Namoi Unlimited to advocate a whole-of-region approach to economic and business development					
4.2.1.1	Council actively participates in the following Namoi working groups: <ul style="list-style-type: none"> • Transport Working Group • JOLT • Water Group • Regional Job Precinct 	Participate in meetings/attended	General Manager	Quarterly		Council continues to work with NAMOI however given that NAMOI is not currently funded through the State Government there has been limited opportunities.
4.2.2	Review existing business, infrastructure and industries to identify opportunities to value-add					
4.2.2.1	Deliver the Werris Creek Industrial Precinct Upgrade	Design completed and construction commenced	Director Infrastructure and Environmental Services	Quarterly		Design works being completed following securing funding for the delivery of the project.
4.2.2.2	Utilise membership of Namoi Unlimited to target investors to leverage our unique conditions, facilities and services	No. of new businesses attracted to area	General Manager	Quarterly		Considering the NAMOI isn't funded and isn't fully operational at the moment I don't believe we have leveraged much with their membership.
4.2.3	Undertake a targeted campaign to attract new residents to the shire					
4.2.3.1	Work with existing businesses to raise the profile of the Liverpool Plains to job seekers	Evidenced based benchmarking in partnership with local business	General Manager	Quarterly		LPSC has collaborated with Local schools.

 Completed
 On Track/Ongoing
 Behind Plan
 Subject to External Funding
 Off Track
 Cancelled

4.3 OUR TOWN CENTRES ARE ATTRACTIVE AND VIBRANT PLACES. WE FOSTER NEW RESIDENTIAL AND BUSINESS DEVELOPMENT BUILT ON OUR LOCAL STRENGTHS

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
4.3.1	Review Local Environment Plan (LEP) and Development Control Plan (DCP)					
4.3.1.1	Complete LEP review to promote development within the Shire	Planning Proposals completed	Manager Planning and Regulation	Q4	●	Contingent on the completion of the Growth Management Strategy.
4.3.2	Identify opportunities and lobby to reduce red tape to make investments viable in our Shire					
4.3.2.1	Utilise membership of Namoi Unlimited to redress the complexity of planning regulations	More responsive planning regulations	Manager Planning and Regulation	Q4	●	Worked with Namoi Unlimited on the job's precinct, employment lands review, and agritourism changes to the LEP.

4.4 OUR PLANNING REFLECTS THE DIVERSITY OF OUR TOWNS AND VILLAGES AND ENABLES FUTURE DEVELOPMENT. WE DEVELOP OUR BUSINESS COMMUNITY TO SUPPORT SMALL AND MEDIUM-SIZED BUSINESS AND REMOTE WORKING

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
4.4.1	Actively promote cultural, community and recreational facilities					
4.4.1.1	Commission a public art installation	Public Art installation completed	General Manager	Quarterly	●	Some Community Art is exhibited at the Visitor Information Centre and the Community Hub at the Library has held Art Exhibitions.
4.4.1.2	Develop our visitor infrastructure by developing a master plan for Willow Tree Visitor Information Services and Centre	Grant application submitted and Master Plan prepared	General Manager	Q2	●	Funding for master plan was rejected 28 September 2022 meeting.
4.4.1.3	Completion of the Silo Art (Road Committee) project – Carpark	Carpark completed	Manager Civil Infrastructure	Q4	●	Difficulty obtaining contractors has delayed this project. Expected commencement is Q1 23/24.

4.5 WE DEVELOP OUR VISITOR ECONOMY

ID No.	Action/Deliverable	Measure	Accountability	Due Date	Status	Commentary
4.5.1	Visitor Economy Strategy implemented					
4.5.1.1	Facilitate key partnerships with external and internal stakeholders to develop a database, collaborative marketing and support the re-launch of major events	No. of partnership projects	General Manager	Quarterly	●	Council continues to work with Community Groups to promote events.

● Completed
 ● On Track/Ongoing
 ● Behind Plan
 ● Subject to External Funding
 ● Off Track
 ● Cancelled



**Liverpool
Plains**
Shire Council