

2024–2025

Annual Report



**Liverpool
Plains**
Shire Council

Acknowledgement of Country

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

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

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

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Message from the Mayor

On my behalf of my fellow Councillors, I am pleased to present Liverpool Plains Shire Council's Annual Report for 2024-2025. I take great pride in leading a council committed to ensuring the Liverpool Plains Shire continues to provide the best of country living.

This Annual Report covers the first year of the current Council's four-year term, and the first to be delivered following my appointment as Mayor following the September 2024 local elections. I thank our Councillors for their trust and support they have given me in this role and pay tribute to my predecessor, Doug Hawkins OAM, for his service as Mayor over four years from 2020 to 2024.

Following the local government elections, the incoming group of Councillors endorsed our new long-term Community Strategic Plan, Horizon 2040, marking a refreshed strategic direction for both Council and our community. Horizon 2040 serves to guide our direction, shaping the services that Council provides and the programs, projects and events that we deliver. I extend our appreciation to all residents, visitors, businesses and stakeholders who participated and provided input to the development of this document. We are looking forward to bringing our community's vision to life and implementing Horizon 2040 in 2025/26 and beyond.

Over the past year, we've witnessed significant progress on several major projects, most notably the new Quirindi Aquatic Centre. Funded through the NSW Government's Resource for Regions Program, this project includes replacing the old pool — nearly 100 years old — with a new six-lane, 50-metre pool and constructing a wading pool, splash pad and meeting room, and installing new shade sales and seating. The Quirindi Aquatic Centre is on track to open prior to Christmas for the 2025/26 swim season, and we are confident that locals and visitors alike will enjoy the new facility and all it has to offer.

This year marked the 20th anniversary of Liverpool Plains Shire Council's sister city partnership with Blacktown City Council, the most populous council in New South Wales. Since its inception, this partnership has fostered strong connections between our two local governments area in education, economic development, sport, culture and youth exchange. It was a pleasure to travel to Blacktown with my wife, Sue, in May to celebrate partnership at a civic reception.



This year has been one of change for Council's organisation and operations. Significantly, Council recruited and appointed a new General Manager in early 2025, with Cian Middleton joining us in May. This appointment has brought renewed focus, energy and clarity to a number of long-standing issues and under Cian's leadership, Council has been able to make progress on several significant decisions, including a comprehensive review of our organisation structure. This change reflects our commitment to good governance, increased accountability, and effective service delivery to our community.

I want to thank my fellow Councillors, Council's staff, and the many community groups, industry associations, sporting clubs and government agencies that have partnered with Council over the course of 2024-2025 to achieve quality outcomes for the people of Liverpool Plains Shire. Our success is the sum of many parts and our results in 2024-2025 are a testament to the contributions of everyone involved.

Councillor Ken Cudmore
Mayor

Message from the General Manager

It is an honour to present my first Annual Report to Council and our community as General Manager of Liverpool Plains Shire Council. Since commencing in May 2025, I have been overwhelmed by the goodwill and level of engagement in the Liverpool Plains Shire. Our elected Councillors, community and staff are all incredibly proud of our local area and passionate about our region's future. It is this energy that will see us rise to the challenges and seize the opportunities ahead of us.

Firstly, I must also recognise the service and contribution of my predecessor, Gary Murphy, who led the organisation for the first half of this financial year, and Glenn Inglis, who acted in the role of General Manager prior to my arrival. Gary and Glenn were significant in delivering many of the outcomes within this Annual Report, and I thank them both for their service to our council and community.

My focus this year has been one of review and renewal. In accepting a leadership role, it is prudent to start by reviewing the underlying foundational strength of the organisation to determine what is working well, identify opportunities for improvement, and focus on where you can make a difference.

Structures, systems, skills and technology are all important in fostering a high-performing workforce, which in turn supports a high-performing organisation. In April, we embarked on a process of reviewing our organisation structure to ensure that we are

well positioned to achieve our community's aspirations and respond to the challenges ahead.

This review resulted in significant change, including the establishment of a dedicated Planning and Community directorate to help ensure that we are planning effectively for the growth and development of our shire. This reflects Council's genuine commitment to tackling the big challenges ahead, including growing our population, developing our economy, and attracting large-scale investment to our region.

This structural change, while significant, has not distracted Council from delivering the quality services our community has come to expect, and delivering a number of genuinely transformational projects across our shire. As you read through this Annual Report, you will see the many achievements of Council which would not have been possible without the efforts and commitment of our hard-working staff.



Whether it's been progressing major projects such as construction of the new Quirindi Aquatic Centre and Willow Tree Waste Management Facility; delivering our routine roads, parks and gardens, water and wastewater capital programs; educating and caring for local children at our Eastside Childcare Centre, or providing responsive services at our Customer Service Centre and engaging programs and events at our Quirindi and Werris Creek public libraries — none of this would have been possible without our staff.

Finally, I would thank our Mayor and Councillors for their leadership and collaboration, and the support they have shown me and our staff over the past year. Together, we are working hard to make the Liverpool Plains Shire an even better place to live, work, visit and invest. I look forward to another productive year ahead.

Cian Middleton
General Manager

Integrated planning and reporting

Under the *Local Government Act 1993*, Liverpool Plains Shire Council is required to undertake long-term strategic planning, informed by comprehensive community engagement, known as the Integrated Planning and Reporting (IP&R) framework.

The IP&R framework allows Council to bring all of our plans and strategies together so that we have a clear vision and an agreed roadmap for delivering community priorities and aspirations. The framework requires us to take a long-term approach to planning and decision-making based on community engagement.

Community Strategic Plan

The Community Strategic Plan is the highest-level plan that Council prepares through its IP&R framework. The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. All other strategies developed as part of the IP&R framework relate to, and support, the Community Strategic Plan.

Community Engagement Strategy

The Community Engagement Strategy outlines how Council engages with the Liverpool Plains Shire community and other stakeholders to develop the Community Strategic Plan, as well as other plans, policies, programs and key activities undertaken from time-to-time.

Delivery Program

The Delivery Program is prepared by the incoming governing body and identifies the principal activities and functions to be undertaken by Council to perform all its functions — including the strategies established by the Community Strategic Plan — using the resources identified in the Resourcing Strategy. All plans, projects, activities, and funding allocations made by Council over its four-year term must be directly linked to the Delivery Program. Resourcing Strategy

The Resourcing Strategy

demonstrates how the four-year Delivery Program and annual Operational Plans will be resourced from an asset, financial and workforce perspective. The Resourcing Strategy comprises three individual, but related, plans: the Strategic Asset Management Plan, Long-Term Financial Plan, and Strategic Workforce Management Plan.

Operational Plans

Annual Operational Plans support the four-year Delivery Program. The Operational Plan outlines the individual projects and actions that will be undertaken in a specific financial year to achieve the commitments made in the Delivery Program. The Operational Plan includes Council's Budget for that financial year, and details the rates, fees and charges to be levied by Council during that year.

Informing strategies

Council develops a range of other strategies to inform our IP&R framework and guide the priorities and actions in our four-year Delivery Program and annual Operational Plan. Some strategies, such as our Disability Inclusion Action Plan and Economic Development Strategy, are externally focused, whereas others, such as our Information and Communication Technology Strategy, are internally focused.

Integrated Planning and Reporting (IP&R) framework



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

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

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

Renowned as the food bowl of New South Wales, the Liverpool Plains Shire is a food and fibre-producing powerhouse. Home to some of the most fertile soils in the world, the shire is known for its rich agricultural land and produces a wide range of crops such as wheat, sorghum, and sunflowers. Livestock farming, including beef cattle, sheep and poultry, also play an important role in the local economy.

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

Our Liverpool Plains Shire



Community and economic profile



Population

Population:	7,667
Families:	1,937
Median age:	48
Aboriginal and Torres Strait Islander:	14.8%
Born overseas:	16.9%



Workforce

Workforce participation:	52%
Median annual income:	\$40,419
Local businesses:	1,014
Local jobs:	5,985



Education

Preschool students:	5.8%
Primary school students:	24.9%
Secondary school students:	19.8%
Highest educational attainment:	
Vocational:	19.6%
Advanced diploma or diploma:	6.0%
Bachelor degree or higher:	9.3%



Economy

Top industries of employment:	
Agriculture, forestry and fishing:	22.7%
Health care and social assistance:	11.7%
Transport, postal and warehousing:	7.8%
Education and training:	7.8%
Retail trade:	7.2%



Housing

Median house price:	\$320,000
Median weekly rent:	\$230
Average household size:	2.3 people



Land use

Total land area:	508,224 hectares
Protected land area:	11,369 hectares

Our organisation



Vision, mission and priorities

Community vision

The Liverpool Plains Shire provides the best of country living.

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

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

Organisational mission

Provide strong leadership and sustainable services to the Liverpool Plains, while developing our shire as an attractive destination to live, work, visit and invest.

Corporate priorities

As we continue to evolve to meet the needs of our community and the challenges of the future, it is essential that our workforce planning reflects a clear and shared direction. To ensure we deliver on our commitments to our community and achieve our Delivery Program, we are focusing organisational effort and culture around the four key priorities below:



Financial sustainability

Exercising prudent financial management, managing our resources wisely and responsibly, and striving for financial sustainability.



Customer experience

Putting the customer at the heart of everything we do and ensuring our technologies, systems and processes provide a quality customer experience.



Project management

Embedding a robust project management framework and ensuring we're delivering on our commitments — on time and to budget and quality.



Community partnerships

Forging genuine community partnerships and effectively engaging the community in shaping strategy, developing policy, and delivering projects.

Councillors are your elected representatives for the Liverpool Plains Shire. Your elected representatives work and advocate for you, the residents of our Shire.

Councillors are responsible for managing the Shire’s assets, providing a wide range of services and facilities and ensuring finances are allocated in the best interest of the whole community.

The Councillors featured to the right were elected during the September 2024 Elections and will serve the community until the next elections in September 2028.



Hawkins OAM
Mayor



Ken Cudmore
Deputy Mayor



Donna Lawson
Councillor



Jason Allan
Councillor



Paul Moules
Councillor



Terry Cohen
Councillor



Yvonne Wynne
Councillor

Elected representatives prior to the 2024 elections



Ken Cudmore
Mayor



Donna Lawson
Deputy Mayor



Jason Allan
Councillor



Shawn Cain
Councillor



Terry Cohen
Councillor



James Robertson
Councillor



Charlie Simkin
Councillor

Our Councillors

2024–2028 Elected Councillors

What we manage



- 1,321km road (199km regional roads, 310km sealed local roads and 812km unsealed local roads)
- 23km footpaths
- 87 bridges/culverts
- 1 airport



- 19km stormwater piping infrastructure
- 60km kerb and gutter
- 1 water treatment plants
- 2 sewerage treatment plants
- 56km wastewater and 183km water pipes
- 9 wastewater and 22 water pumping stations



- 3,375km roadside weed inspections
- 203,421 hectares of private and public lands inspected for weeds
- 9 waste facilities (including 8 transfer stations and 1 landfill)
- 3,025 weekly bin collections



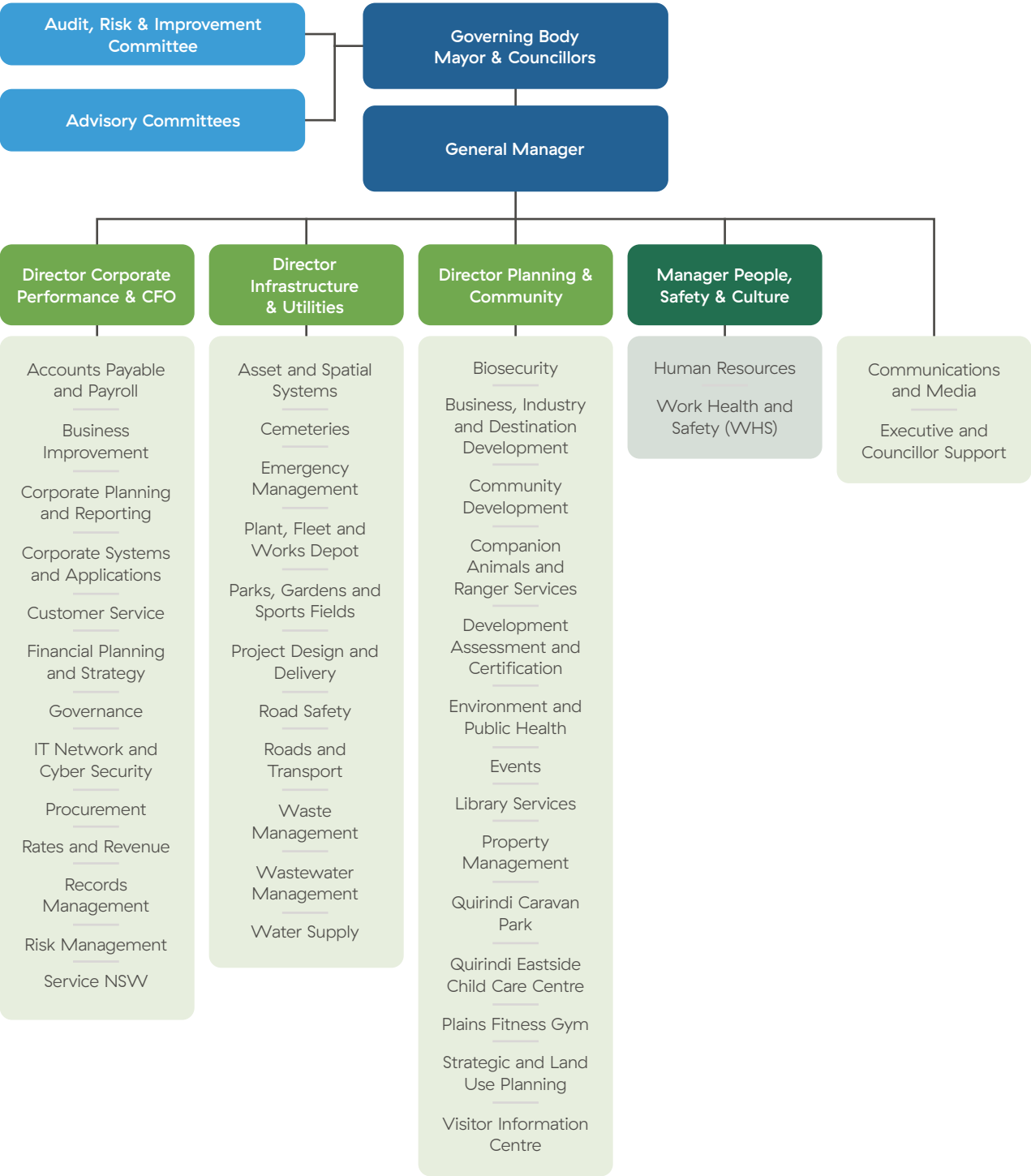
- 8 cemeteries
- 20 special purpose buildings (public amenities, waste centres)
- 47 building assets for community use (childcare, halls, libraries, commercial properties)



- 17 playgrounds and parks
- 49 sporting and recreational areas
- 6 camping grounds
- 5 roadside rest areas
- 2 swimming pools

Organisation structure

The General Manager is responsible for the efficient and effective operation of our organisation and implementing the decisions of Council's governing body. Our General Manager is supported by three Directors, each of whom leads a department with various service delivery responsibilities. Together, our General Manager and Directors comprise our Executive Leadership Team.



2024-2025 Year in review



Our financial performance

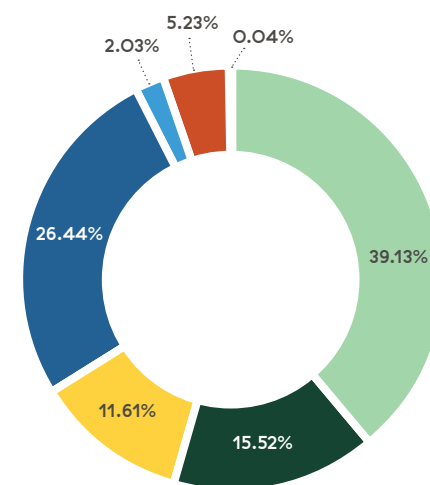
The 2024–2025 operating result was a deficit of \$13.645 million (before grants and contributions for capital purposes) compared with a \$3.026 deficit in 2023–2024, which is a decrease in the operating result of \$10.619 million compared with the prior year. This is due to an increase in expenditure relating to costs of materials and services, employee benefits and on-costs as well as a large unforeseen loss on disposal

of assets creating a \$5.8 million increase in expenditure in this financial year along with a reduced income stream.

Total income (before grants and contributions for capital purposes) was \$29.283 million, which was \$3.260 million lower compared to Council's revenue in 2023–2024. This decrease in income was due to a reduction in operating grants and contributions of \$5.783 million from prior year.

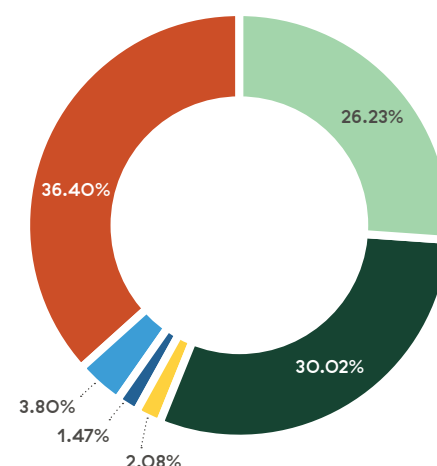
Council received \$10.524 million in grants and contributions for capital purposes in 2024–2025, compared to \$10.535 million in the prior year.

Total operating expenditure was \$27.303 million, \$5.599 million higher than 2023–2024



Income from continuing operations 2024-2025

- Rates and annual charges
- User charges and fees
- Grants and contributions provided for operating purposes
- Grants and contributions provided for capital purposes
- Other revenues
- Interest and investment income
- Other income



Expenses from continuing operations including depreciation, amortisation and impairment of non-financial assets 2024-2025

- Employee benefits and on-costs
- Materials and services
- Borrowing costs
- Other expenses
- Net loss from the disposal of assets
- Depreciation, amortisation and impairment of non-financial assets

Funding services for our community

Liverpool Plains Shire Council delivers a wide range of services to our community every day.

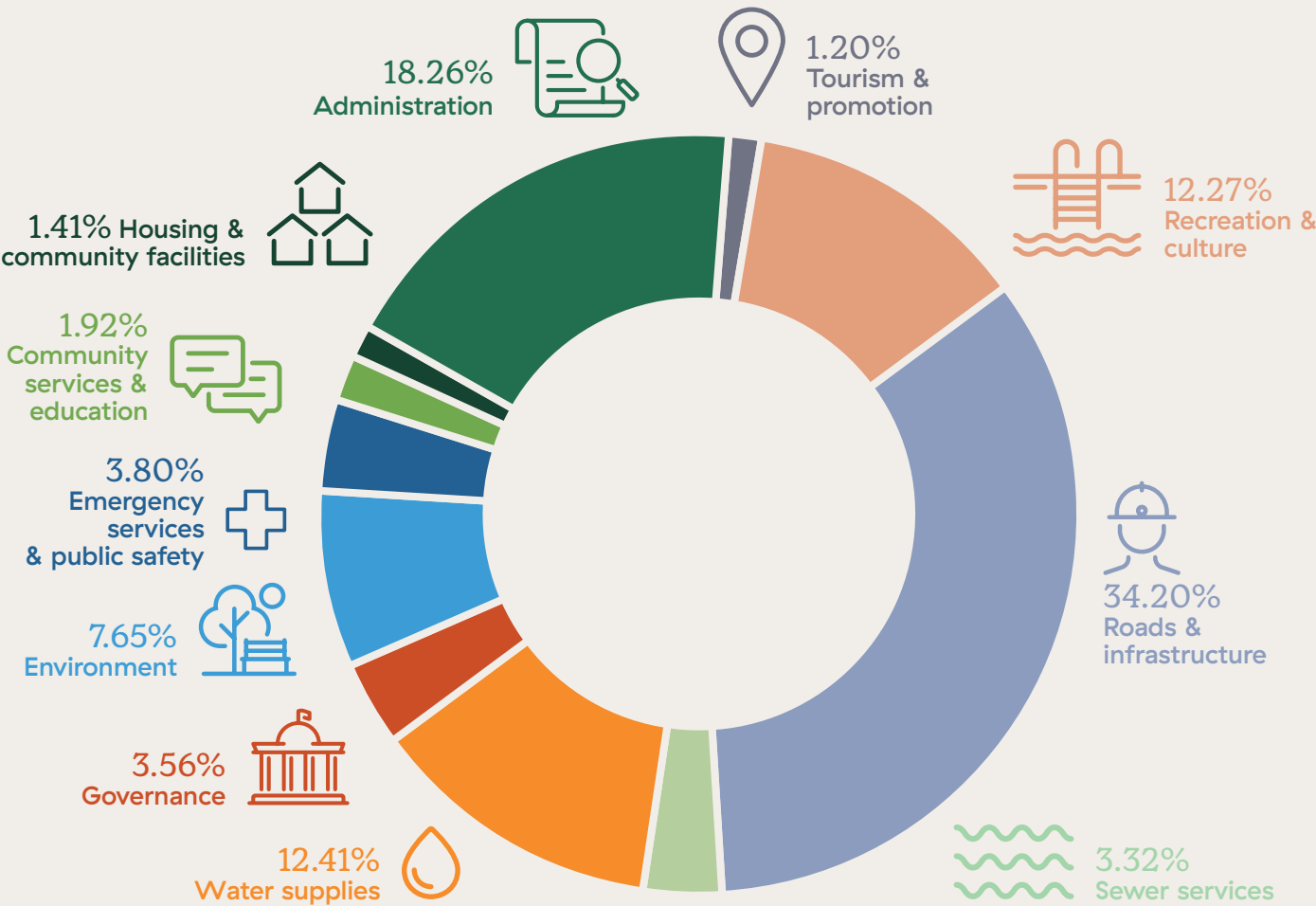
Service delivery has long since evolved beyond the traditional narrow emphasis on ‘roads, rates and rubbish’ towards broader objectives to promote the social, economic, environmental, and

cultural wellbeing of the Liverpool Plains Shire and our community.

Rates, fees and charges contribute to Council providing a range of services to our community.

The below chart illustrates the distribution of operating expenditure under key service groupings, it does not account for income from fees and charges for each service.

Your rates expenditure per \$100 income FY 2024-2025



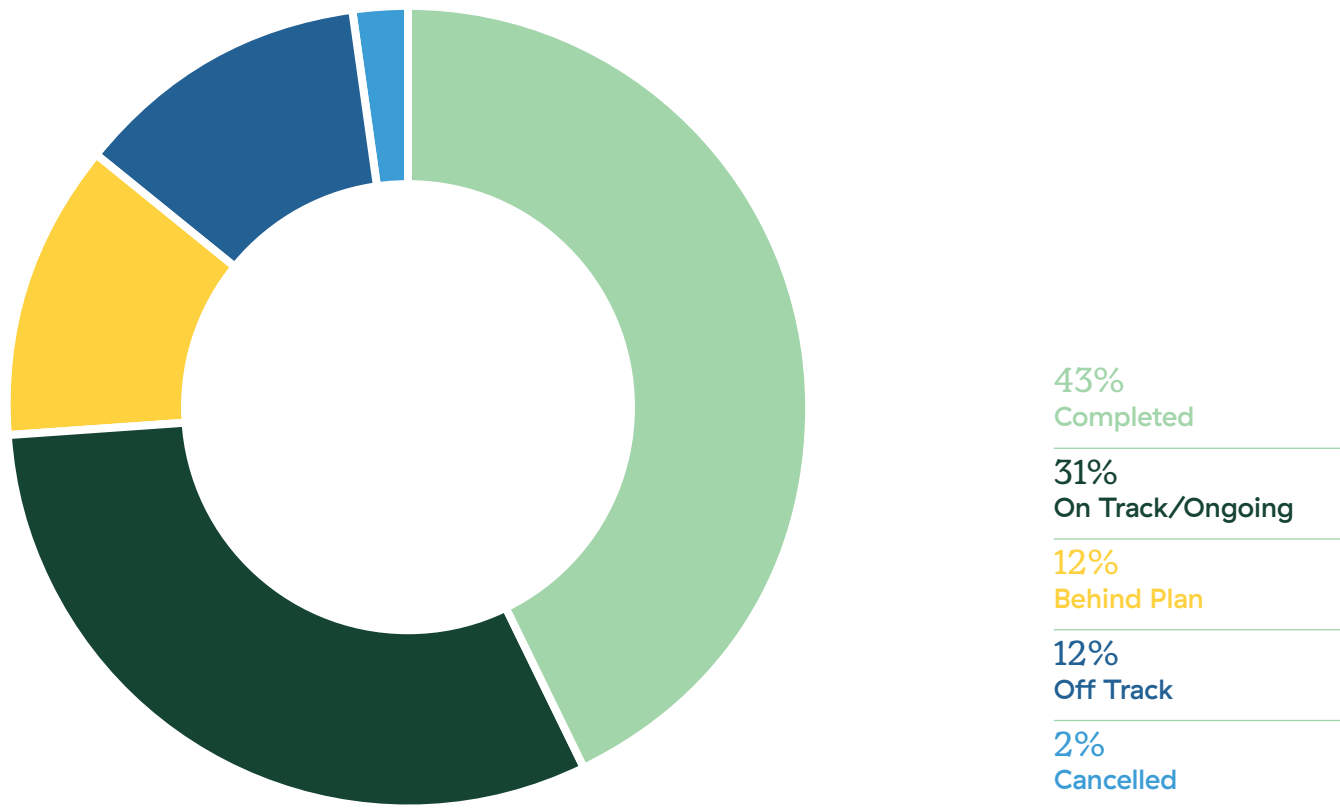
Achieving our operational plan

In 2024-2025, Liverpool Plains Shire Council committed to delivering 60 actions focused on achieving our community’s vision across the four key strategic outcome areas of Community, Environment, Governance and Economy.

Of these actions 43 per cent were completed, with a further 31 per cent on track at the end of the financial year and carried across into 2025/26 for completion.

A combined 24 per cent were either off track or behind plan at the end of the year, with 2 per cent cancelled.

Operational plan FY 2024-2025



Snapshot of our major projects and programs



Quirindi Aquatic Centre

Construction of the upgraded Quirindi Pool continues and all the concrete works for the pool structure have been completed. The new pump house, and its equipment have been installed. It is anticipated that the project will be completed in 2025 in time for the summer season.



Quirindi Water Supply Control System Upgrade

Hardware and control system improvements to operation and monitoring equipment across the Quirindi Town Water Supply infrastructure ensuring reliable automatic operations have been completed. This work has increased the ability to improve pump efficiency and minimise energy costs through being able to proactively manage pump operation within the majority of off-peak time.



Quipolly Water Treatment Plant

The Quipolly Water Treatment Plant has celebrated almost 18 months of reliable operation, with consistent and compliant water quality outcomes being achieved at all times, delivered to the Werris Creek water reticulation. Challenging raw water quality varying from extremely large algae blooms through to highly turbid events from flooding have all been competently treated by the new plant.



Quirindi Watermain Rehabilitations

Construction on the rehabilitation of critical segments of watermain on Whittaker Street and Warrah Ridge Road in Quirindi have now been completed, with the Ray Carter Dr reservoir pipework the only outstanding item which is nearing completion. This work improved aged and susceptible pipework across the Quirindi Creek improving distribution reliability.



Blackville and Premier Bore Upgrades

Planning continued with the required regulators to develop options to address new water quality standards as part of the planned upgrades.



Quirindi Wastewater Treatment Plant Upgrade

Planning continued with the required stakeholders on approvals for this important upgrade to improve the facilities capacity and wastewater quality.



Road Infrastructure Maintenance

Maintenance of the road network consisted of re-sheeted 11 km of gravel roads, 100% reseal and heavy patching completed on sealed roads.



Road Rehabilitation

The third section of Borah Creek Road and various sections of Blackville Road was completed with the last section of Borah Creek Road, sprayed sealing completed in early July.



Fleet Management

Successfully maintained fleet; procured and received front end loader and grader as part of the plant strategy.



Landfill Operations

Willow Tree Landfill works commenced in January 2025 and has progressed well.

Our highlights

Our awards

- Our Council, as part of the Kamilaroi Highway Group, won the 2025 Business NSW New England North West Outstanding Visitor Economy Collaboration award. The Kamilaroi Highway Group is a strategic alliance of seven local Councils working collaboratively to position the Kamilaroi Highway as a premier regional road trip experience. The program promotes the Kamilaroi Highway as a unique, multi-stop road trip destination, showcasing the rich Aboriginal heritage, rural charm and scenic variety over the 600km trip.
- The Quipolly Water Project was awarded the Excellence in Water Supply and Wastewater Award in April 2025. The project was commended for its sustainability and innovative design, ensuring a reliable water supply, enhanced drought resilience and a diversified water source for the region. It is the second award for the Project, after receiving the Infrastructure Project Innovation Award in March 2025, being recognised among the top projects shaping the future of the NSW water sector.

Our commercial services

- Membership at Plains Fitness has tripled over the past year, after a refurbishment of the facilities and equipment in late 2023. This growth is a testament to the growing enthusiasm for health and fitness within the Liverpool Plains Community, as well as the commitment of Plains Fitness staff to delivery quality services and facilities.
- Council continues to be an approved provider of childcare services with Eastside Day Care Centre celebrating 20 years, providing childcare to preschool aged children in the Liverpool Plains.
- Considerable repairs were undertaken on a damaged unit at Summerhill Lodge, Werris Creek, which has now enabled the full occupation of this rental facility.
- Quirindi Caravan Park has seen an increase in visitor numbers compared to last year with a total occupancy of 46% This included:
 - › 648 Cabin bookings (3 cabins)
 - › 3801 powered site bookings (18 sites)
 - › 205 unpowered site bookings (5 sites)

Our activities

- Residents put on a great display for the Annual Christmas Lights Competition, making a tight competition for the judges. There were also an amazing array of displays throughout the Shire that did not enter the competition but were still enjoyed by all.
- Our community was celebrated at the Australia Day Awards and Citizenship Ceremony in Quirindi in January 2025. The Australia Day Awards recognise the hardworking community members that are always ready to lend a hand and go the extra mile. Their efforts make our community a better place. The Quirindi Australia Day Awards included a Citizenship ceremony for two new Australians.
Other Australia Day celebrations were held at Warrah Creek and Werris Creek, capped off by a fireworks display.
- Over 100 people attended the Youth Sports Day in Quirindi and Werris Creek for Youth Week in April 2025, a joint event with Winanga-Il. Attendees were offered a free sausage sizzle, cooked by the Lions Clubs of Quirindi and Werris Creek. Special guest, Robbie Farah, lead ball games and tip throughout the day with a game of tag footy to finish the sports activities.

- Council teams worked hard, with the support of SES, VRA and RFS volunteers and contractors to clear fallen trees that blocked roads and streets following severe storms in February 2025. Trees were cleared from major routes, including the Kamilaroi Highway and Werris Creek Road as well as numerous Council roads and infrastructure. To support clean-up efforts, Council waived disposal fees for green waste from the storm.
- Council recognised the outstanding contributions of a number of staff at its Annual Staff Awards Presentation in November 2024. 17 staff were acknowledged for their 305 combined years commitment to our community.

Partnering with our community

- Partnership projects have been delivered with Winganga Li, Quirindi High School, Werris Creek Football Club, Quirindi CWA, Werris Creek Lions Club, Quirindi Lions Club, Tamworth Family Support Services, Friends of Werris Creek Library, Werris Creek Pre School, Werris Creek Community Garden, St Joseph's Primary School, Currabubula Pre School, Walhallow Local Aboriginal Land Council, Sydney Writers Festival, North West Legal Service, NAIDOC Committee, Oxley Community Transport, Go Co, Sunflowers on the Plains, Quirindi Pre School, Bamara Parent Pathways, and Werris Creek Magpie Female Team.

- Council continued to provide opportunities for young people within our workforce, employing seven (7) cadets, apprentices and trainees throughout 2024–2025. Of these, six (6) positions were funded by the Office of Local Government via the Fresh Start Program. Council also engaged four (4) school-based apprentices during the year. In 2025–2026, we will continue to provide opportunities for young people to join our workforce and pursue a career in the local government sector.
- The Community Funding Program aims to assist local organisations in contributing to the community's vision for 'a great rural lifestyle that is inclusive of all cultures, with access to quality services and facilities.' The Community Funding Program provides financial assistance of up to \$2,000 to individual not-for profit community organisations operating within the Liverpool Plains Shire. The program enables Council to partner with local groups and supports many volunteers across the shire to deliver a broad range of activities.
- Extended trading hours at Service NSW Agency introduced in September 2024 provided opportunity for an additional 1,291 customers to utilise this facility. Annual totals for customer interactions (to 25 June 2025):
 - › Phone calls – 10,506
 - › Front counter – 3,628

- › Visitor Information Centre – 3,747
- › Service NSW Agency – 13,808
- › Customer Requests – 5,238

Our property

- Council's Property team has initiated proactive contracted maintenance programs for pest control and air conditioner servicing across Council facilities.
- We continue to liaise with community groups for better management of our facilities and have filled staff vacancies in the cleaning and maintenance areas.
- Our Community Crown Land Plan of Management has been finalised and was adopted by Council in June 2025. This Plan covers the operation of Council managed Crown Land across the local government area.
- Electronic Vehicle (EV) Chargers have been installed at Currabubula, Willow Tree and Quirindi, meaning EV travellers can conveniently recharge while enjoying the attractions and hospitality of these locations.
- NBN Fibre to the Node upgrades have occurred throughout Quirindi. Although not a function of Council, Council has continued to lobby State and Federal governments for improved internet services.

- Council's Administration Building undertook accessibility upgrades, including the building access ramp, internal amenities and door widening.
- New guttering and poly carbonate wall sheeting were replaced at the Quirindi Council Depot, allowing for better lighting and reduced the risk of costly water damage to this building.
- Repairs and replacements took place to the rear wall and front floor area of the Spring Ridge Hall after damage was reported by the community. Further repairs were undertaken, and completed, at the Spring Ridge Freedom Camping Ground after a vehicle damaged the amenities on this site.

Our water facilities

- Quipolly Water Treatment Plant passed its final performance test during the period and continues to provide safe and consistent drinking water despite many changes in the raw water quality being experienced within Quipolly Dam during flooding and significant algal out breaks.
- Focus on continual improvement of the Dam Safety system for both of Council's dams occurred with the updated Dam Emergency Plan being prepared for each dam. Successful Annual reporting of the Dam Safety Standards Report for both Old Quipolly, and Quipolly dams, shows Council's continued commitment to the safety

of those residents who may be affected by a dam safety incident.

Our biosecurity

- 365 animals were processed through Council's Companion Animal Facility — a 25 per cent increase on last Financial Year. While the number of dogs decreased, there was a doubling of the cats processed.
- Due to the strong relationship between Council staff and animal rescue organisations across NSW and Queensland, 67 per cent of animals were rehomed. While the majority of rehoming is undertaken through these animal rescue organisations, priority is given to local residents seeking a pet.
- Council's biosecurity team continue to engage with landholders to help manage State and Regional priority weeds as well as pro-actively manage weeds on council managed land. The team also continues to engage with adjoining Councils and Department of Primary Industries and Regional Development (DPIRD) to jointly manage existing regional weed threats and to identify potential new ones.
- We hosted the Regional Weeds Committee meeting in February 2025, attended by over 40 participants, including Councillors from Tamworth Regional Council and Liverpool Plains Shire Council. The agenda for the meeting was focussed around priority weeds across the North-West

region and their successful control and elimination.

- Extra Weed Action Program funding was secured from DPIRD by Council for 2024–2025 which allowed an increase in the number of inspections and the delivery of educational awareness information to our landholders.
- We collaborated with Traffic NSW in March 2025 for the control of weeds along the New England Highway. Traffic NSW provided a crucial safety net of traffic control while Council's biosecurity officers undertook the spraying of a variety of weeds, mainly blackberries.
- New incursion funding was granted by DPIRD to provide surveillance on known parthenium sights. Parthenium was introduced in donated drought fodder from Queensland in 2019. This funding allowed the use of detection dogs, which cover ground quicker and more effectively than humans, to locate parthenium infestations.
- We have an increase in capacity to address priority weeds with the addition of a new Biosecurity Officer.
- Our current challenge is the suppression of an outbreak of Green Cestrum due to excellent growing conditions. Council's Biosecurity team has undertaken control works and continues to work with landholders for the suppression of the weed on private property.

Our planning

- The Regional Drought Resilience Plan was submitted to the NSW and Commonwealth Governments and was endorsed by both levels of Government in February 2025. Confirmation of funding for Stage 2 Implementation, has been received from the NSW Government.
- The Liverpool Plains Shire Community Strategic Plan (CSP) has been endorsed, following a community consultation process to help shape our community's long-term vision, priorities and aspirations. Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the community, ensuring it reflects the community's needs and values through extensive engagement. The CSP can be accessed from Council's website.
- Council's suite of strategic integrated planning and reporting plans, including the Long-Term Financial Plan, Asset Management Plans, Workforce Management Plan, and combined Delivery Program and Operational Plan, have been adopted. Together, these plans outline the work Council will undertake to deliver on the community's aspirations set out in the CSP, including the services, projects, programs and events to be delivered over the coming 2025/26 year. All documents can be accessed from Council's website.

Our waste management

- Both a Bulky Waste and Green Waste collection campaign was carried out during the 2024-2025 financial year.
- In November 2024, the Quirindi Return and Earn machine saw an incredible 9,000,000 eligible drink containers returned since its installation in 2023. This remarkable effort by our community equates to approximately 640 tonnes of recycled materials no longer going to waste.
- Landfill operations continue to be managed through a contract extension with Merinda Recyclers. The Willow Tree Landfill project has commenced construction and is set to be completed late in 2025. As part of the transition to the new Willow Tree Landfill, an operation and management contract is being prepared for Tender at this facility. Council remains committed to delivering waste services and infrastructure to meet the needs of the community and its regulators.

Our infrastructure and works services

- The Parks and Gardens team has worked diligently to maintain parks, gardens, and council facilities. There has been a slight increase in the number of burials undertaken at the cemeteries.
- Council's workshop team continues to effectively maintain the fleet. A grader and front-end loader have joined the fleet and has been used on the road network.

Our libraries

- Werris Creek Library celebrated its 17th birthday in its current building. Werris Creek Pre-school, SORA, Friends of Werris Creek Library and the community enjoyed cake, hat making and a dance by the pre-school children.
- NSW Grandparents Day was celebrated at Quirindi and Werris Creek Libraries on 29 October 2024. Our Grandparents Day celebrates the contributions our grandparents make to our families and communities and aims to recognise the diversity of grandparent relationships and roles older people play in our community. Both Libraries invited our local pre-schools to visit and bring their grandparents with 140 visitors across the 2 libraries participating in craft, LEGO, reading, a puppet show, colouring-in, singing and a morning tea.
- School Holiday programs have been held across the year at both Werris Creek and Quirindi libraries. Some of the activities included library bag painting, woven raffia bracelets, construction straws, UNO challenges, LEGO, wind skateboards, kids movie morning, mixed games, robot soccer, earthquake simulator, a playdoh party, Easter craft and Race and Chase. Activities were also held in partnership with Winanga-Li, who ran a weaving workshop and Landcare, who ran a bee hotel workshop.

- Quirindi Library hosted an Author Talk, with popular Australian Author Maya Linnell visiting on a Saturday morning. It was well attended with a number of books sold on the day. Maya was interviewed by the Library Services Coordinator with many interesting questions asked and discussed. The audience also had great questions and loved having their books signed and chatting with Maya after the event while enjoying a delicious afternoon tea.
- Our Seniors Festival was celebrated at Werris Creek Library with a Ukelele concert. It was well attended with song sheets handed out so that audience members could sing along. Quirindi Library celebrated with a trivia afternoon. Teams competed against each other and in the end the final team only won by one point.
- Extended trading hours were implemented at our Service NSW Agency in September 2024. The additional 1.5 hours each day allows community members to conduct business they would have otherwise missed out on. Since the introduction of extended trading hours, an additional 1285 transactions were made, which represents 11.7% of all transactions since inception.
- Our Visitor Information Centre had a mini-facelift by re-organising the internal layout to better utilise space, including better grouping of regional information and merchandise and replacement of fading signage showcasing the Gomeroi traditional owners.
- The Liverpool Plain region was included in the Great Aussie Road Trips two-part television series which followed the Kamilaroi Highway from Willow Tree to Bourke.

Our customer service

- Council provides customer service to our community through the Council Administration Building, Service NSW and the Visitor Information Centre in Willow Tree. During the 2024-2025 financial year, we had
 - › 3737 front counter enquiries
 - › 3809 Visitor Information Centre enquiries
 - › 14,039 Service NSW Agency transactions
 - › 10,530 phone calls answered
 - › 5,320 customer requests entered.

Our statutory reporting

Our general reporting requirements

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*.

Audited financial reports *Local Government Act 1993, Section 428(4)(a)*

The Liverpool Plains Shire Council annual financial statements for the year ended 30 June 2024 are enclosed in Appendix B and is also available on Council's website liverpoolplains.nsw.gov.au.

Council's audited financial reports are prepared in accordance with the Local Government Code of Accounting Practice and Financial Reporting.

Modern slavery

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

No issues have been raised by the Anti-slavery Commissioner during 2024–2025 concerning the operations of Council and identified by the Commissioner as being a significant issue.

Through Council's Procurement Policy, reasonable steps have been undertaken to ensure that procurement throughout Council is not the product of modern slavery within the meaning of the Modern Slavery Act 2018.

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.



Rates and charges written off

Local Government (General) Regulation 2021, section 132

Council is required to include in the Annual Report the amount of rates and charges written off during the year.

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	0.00
Interest	0.00
Pensioner Rebates – Mandatory	310,943.28
Pensioner Rebates – Voluntary	0.00
Rates – Other	2,164.12
Total	313,107.40

Special Rate Variation

Special Rate Variation Guidelines 7.1

Council’s Special Rate Variation report for the year ended 30 June 2024 are enclosed at Section 7 of this report.

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.

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 Councillor Expenses and 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 2024–2025 was \$113,272.32.

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 \$
Provision of dedicated office equipment allocated to Councillors	15,836.45
Telephone calls made by Councillors	948.90
Attendance of Councillors at conferences and seminars	11,350.88
The provision of induction training and professional development for Mayor and other Councillors	15,543.64
Other training of Councillors and provision of skill development	420.00

Interstate visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	-
Overseas visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	-
Expenses of any spouse, partner or other person who accompanied a Councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for the Mayor and Councillors	-
Expenses involved in the provision of care for a child of, or an immediate family member of a Councillor	-
Total	44,099.87

Overseas visits

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

Details, (including purpose) of overseas visits by Councillors, council staff or other persons representing council (including visits sponsored by other organisations).

There were no overseas visits undertaken by Councillors, Staff or other persons representing Council in the 2024–2025 year.

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.

Our Councillor Induction and Professional Development Policy

is modelled on the model policy published by the Office of Local Government.

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

Table C: Councillor Professional Development – 2024–2025							
	Cr Ken Cudmore	Cr Donna Lawson	Cr Jason Allan	Cr Shawn Cain	Cr Terry Cohen	Cr James Roberston	Cr Charlie Simkin
Information Technology (IT) Induction	✓	✓	✓	✓	✓	✓	✓
Understanding Business Papers	✓	✓	✓	✓	✓	✓	✓
Councillor Support, Expenses and Facilities	✓	✓	✓	✓	✓	✓	✓
Customer Service and Complaints Handling	✓	✓	✓	✓	✓	✓	✓
Legislation affecting Council and Legal Responsibility of Councillors	✓	✓	✓	✓	✓	✓	✓
Roles and Responsibilities of Mayor, Councillors, General Manager and Public Officer	✓	✓	✓	✓	✓	✓	✓
Code of Conduct	✓	✓	✓	✓	✓	✓	✓
Preparing for Council Meetings	✓	✓	✓	✓	✓	✓	✓
Mayoral Induction Program	✓						
Integrated Planning and Reporting (IP&R) Framework	✓	✓	✓	✓	✓	✓	✓
Understanding Local Government Finances for Councillors	✓	✓	✓	✓	✓	✓	✓
Council Finances and the Budget	✓	✓	✓	✓	✓	✓	✓
Asset Management Plans	✓	✓	✓	✓	✓	✓	✓
Council’s Structure and Staffing	✓	✓	✓	✓	✓	✓	✓
Understanding Development Applications	✓	✓	✓	✓	✓	✓	✓
Audit Risk and Improvement Committee	✓	✓	✓	✓	✓	✓	✓

Throughout the 2024–2025 year Councillors were provided with the opportunity to attend the following professional development:

- Councillor Induction Program
 - LGNSW Water Management Conference
 - LGNSW Annual Conference
 - LGNSW Destination and Visitor Economy Conference
- Floodplain Management Australia National Conference
 - NSW Local Roads Congress
 - ALGWA NSW Conference

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 January), or as otherwise determined by Council. Extraordinary meetings may be held to deal with urgent matters that may arise throughout the year.

Council meetings are held from 2:30pm in the Council Chambers at 60 Station Street, Quirindi and are 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 the meetings are available online from Council’s website for members of the public to view.

Ten Ordinary Meeting and four Extraordinary Meetings were held during 2024–2025. Table D indicates the total number of meetings attended by each elected member:

Table D: Council Meeting Attendance					
	Ordinary Meetings	Extraordinary Meetings	Ordinary Meetings	Extraordinary Meetings	Total Number Attended
Cr Ken Cudmore	2	NIL	8	4	14
Cr Jason Allan	2	NIL	8	3	13
Cr Shawn Cain	N/A	N/A	8	4	12
Cr Terry Cohen	2	NIL	8	4	14
Cr Donna Lawson	2	NIL	8	4	14
Cr Paul Moules	2	NIL	N/A	N/A	2
Cr Charlie Simkin	N/A	N/A	6	3	9
Cr James Robertson	N/A	N/A	8	4	12
Cr Yvonne Wynn	2	NIL	N/A	N/A	2
Cr Doug Hawkins OAM	2	NIL	N/A	N/A	2
	Pre- 2024 Council Elections		Post 2024 Council Elections		

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.

Table E: Internal Committees and Panel				
Committee	Elected Delegate/s	Alternate Delegate	Elected Delegate/s	Alternate Delegate
Audit, Risk and Improvement Committee	Cr Donna Lawson, Cr Terry Cohen		Cr Terry Cohen	Cr Donna Lawson
General Managers Performance Review Panel	Cr Doug Hawkins OAM, Cr Ken Cudmore, Cr Terry Cohen, Cr Donna Lawson		Cr Cr Ken Cudmore, Cr Terry Cohen, Cr Donna Lawson, Cr Shawn Cain	
Local Traffic Committee	Cr Ken Cudmore	Cr Jason Allan	Cr Jason Allan	Cr Charlie Simkin
	2021 to 2024 Term of Council		2024 to 2028 Term of Council	

Table F: External Committees and Organisations				
Committee	Elected Delegate/s	Alternate Delegate	Elected Delegate/s	Alternate Delegate
Australian Railway Monument (ARM) Inc. Management Committee	Cr Yvonne Wynne	Cr Paul Moules	Cr Cain	Cr Cudmore
Central Northern Regional Library (CNRL)	Cr Yvonne Wynne	Cr Paul Moules	Cr Allan	Cr Robertson
Joint Regional Planning Panel	–	–	Cr Lawson	Cr Cohen
Mid North Weight of Loads	Cr Ken Cudmore	Cr Paul Moules	Cr Simkin	Cr Lawson
Namoi Unlimited	Cr Doug Hawkins OAM		Cr Cudmore	Cr Lawson
North West Regional Weed Committee	Cr Ken Cudmore	Cr Terry Cohen	Cr Robertson	Cr Cudmore
Rural Fire Service (RFS) Liaison Committee	Cr Doug Hawkins OAM	Cr Jason Allan	Cr Cain	Cr Robertson
Werris Creek Coal Mine Community Consultative Committee (CCC)	Cr Terry Cohen	Cr Donna Lawson	Cr Cohen	Cr Cain
	2021 to 2024 Term of Council		2024 to 2028 Term of Council	

Contracts — finance

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 G, below,
Council awarded twenty contracts
during the reporting period for an
amount greater than \$150,000:

Table G: Council Awarded Contracts During Reporting Period for Amounts Greater Than \$150,000		
Contractor	Contract	Amount \$
36O Engineering Pty Ltd	Scada and telemetry support services	150,106
AMB Earthworks Pty Ltd	Provision of plant and equipment on a dry and wet hire arrangement	300,000
Beau Corp Projects Pty Ltd	Design and construction of Quirindi Aquatic Centre	7,467,321
BMR Quarries Pty Ltd	Supply of aggregates	203,500
Boral Construction Materials Group Ltd	Supply of aggregates	3,181,338
Civica Pty Ltd	Saas services	278,395
GHD Pty Ltd	Project management for willow tree landfill	400,732
Gongues Constructions Pty Ltd	Quipolly water project	1,041,263
Hoswell Constructions	Milner Parade Club House	253,719
Hoswell Constructions	Liverpool Plains Shire Council Admin Building & Disability Upgrade	402,247
Hunter H2O Holdings Pty Ltd	Period consultancy provision for water and wastewater services	432,536
JR Richards & Sons	Provision of plant and equipment on a dry and wet hire arrangement	709,316
Keane Civil and Construction Pty Ltd	Design and construction of Quirindi watermain replacements	632,901
Merinda Recyclers (Quirindi) Unit Trust	Site management services for Quirindi, Willow Tree and Werris Creek waste facilities	1,420,172
PK's Pool Care	Werris Creek pool tiling	317,947
Regional Quarries Australia Pty Ltd	Supply of aggregates	854,927
RNR Earthworks Pty Ltd	Provision of plant and equipment on a dry and wet hire arrangement	800,900
Rollers Australia Pty Ltd	Provision of plant and equipment on a dry and wet hire arrangement	435,954
Sefton Partners Pty Ltd	Regional drought resilience program	225,000
Synergy Resource Management Pty Ltd	Willow Tree regional landfill extension — stage 1	3,308,153
The Stabilising Pty Ltd	Provision of plant and equipment on a dry and wet hire arrangement	1,060,251
Total		23,876,677

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 2024–2025
period. Also included is the state
of progress for each category of
legal proceeding.

Table H: Legal Proceedings Expenses		
Item	Status	Expenditure \$
Debt Recovery	Complete	105,409.72
Industrial Relations	Nil	–
Other	Ongoing	6,120.00
Planning and Environment	Ongoing	(5,127.15)
Property	Ongoing	1,216.93
Total		107,619.50

Financial assistance to others

Local Government Act 1993 (Act), section 356 AND Local Government (General) Regulation 2021, clause 217(1)(a5)

Under section 356 of the Act, Council can provide financial assistance to others, 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 I and J, below and to the right, Council provided \$33,788.50 in financial assistance to others during 2024–2025.

Table I: Financial Assistance: Community Funding Program		
Recipient	Event/Purpose	Amount \$
Werris Creek Community Garden Inc	Instillation of a stand-alone Abor.	2,000.00
Lions Club of Werris Creek	Instillation of 2 x picnic tables with bench seats.	2,000.00
Sunflowers on the Plains	Annual Sunflower Throwing Competition — Live entertainment.	2,000.00
Werris Creek Rugby League Football Club	"Old Boys" reunion event — Part funding of historic game day kit that is auctioned off after the match.	750.00
Quirindi Rural Heritage Village	To re-sheet with gravel and grade the existing entrance road to Quirindi Rural Heritage Village.	2,000.00
Quirindi District Cricket Association	Purchase of white cricket balls for current competition under lights and for addition of 2 new teams into Tamworth Competition.	800.00
Spring Ridge Rifle Club	Purchase of extra electric target to fulfill increasing demand as memberships and visitors grow.	1,500.00
Quirindi Rotary Club	Annual Joan Carpenter Awards	600.00
Quota International of Quirindi	Add protective and promotional side walls to gazebo used for community fundraising events.	500.00
Plains Inc	Breakfast Workshop for business owners and managers.	1,500.00
Challenge Community Services	Supporting the collaboration between Challenge and TRLA planting 96 river red gums along Quirindi creek at Harrold Golland Fields.	1,190.00
Quirindi District Historical Society	To construct a protective covering for the Clayton Shuttleworth Steam Engine in preparation for its return to Station Street.	2,000.00
Club Willow Tree	Annual Willow Tree Roundup event.	1,000.00
Quirindi Pony Club	Quirindi Pony Club Annual Pony Camp.	1,000.00
Wallabadah Racecourse Trust	Annual "Wallabadah the Way It Was" event.	1,160.00
Total for community funding program		20,000.00

Table J: Financial Assistance: Community Fees Waived		
Recipient	Event/Purpose	Amount \$
Quirindi High School	15 August 2024 – Royal Theatre use discount	744.00
Warrah Creek Community	14 May 2025 – Willow Tree hall hire fee for Australia's Biggest Morning Tea fundraiser	431.00
Toogee Martial Arts	11 August 2024 – Weekly fee reduction for hire of Wallabadah Hall	711.75
Upper Mooki Landcare	August 2024 – Discount on Community Hub hire Fee	15.00
Rotary Club Quirindi	September 2024 – Discount on Community Hub hire Fee	15.00
Rural Doctors Network	September 2024 – Discount on Community Hub hire Fee	15.00
Walhealth	December 2024 – Discount on Community Hub hire Fee	15.00
Push for Paliative Care	May 2025 – Fee waiver on Community Hub hire	150.00
Total for community fees waived		2,096.75
Total		22,093.75

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)(a8)

Council is required to include in the Annual Report a statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or no incorporated) 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

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.

Equal employment opportunity management plan

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

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, the following actions were undertaken:

- Recruitment: EEO principles included in on-line training for hiring managers and panel members to ensure a fair and equitable recruitment process.
- Recruitment: Shortlisting of job applications structured to remove any unconscious bias errors in the process
- Induction: All new staff hires received information on their rights and responsibilities for promoting EEO and preventing bullying and harassment through the Employee Induction Program.
- Council’s EEO Policy was reviewed and updated.
- Council’s EEO Management Plan was updated.
- Wellbeing: Council provides an Employee Assistance Program, providing staff and their immediate family members access to a free, professional counselling service.

Total number of persons who performed paid work

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

Total number of persons who performed paid work on Wednesday, 4 December 2024 was 116. Table K represents the breakdown of the total number of persons employed in the following categories:

Table K: Total Number of Persons who Performed Paid Work — 4 December 2024	
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	107
Persons employed by the council as senior staff members	2
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	6
Persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	1

Remuneration package for the general manager

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

For the period 1 July 2024 to 30 June 2025, Council employed three (3) staff members in the position of General Manager.

The General Managers total remuneration package for 2024–2025 is detailed in Table L below:

Table L: Total General Manager Remuneration Package	
Description	Remuneration \$
Total value of the salary component of the package	300,559.00
Total amount of any bonus, performance or other payments that do not form part of the salary component	0.00
Total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the General Manager may be a contributor	26,449.17
Total value of any non-cash benefits for which the General Manager may elect under the package	0.00
Total amount payable by way of fringe benefits tax for any such non-cash benefits.	22,728.44
Total	349,736.61

Total remuneration packages for senior staff

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

During this year, Council had two senior staff as defined by the Local Government Act comprising of two Directors.

For the period 1 July 2022 to 30 June 2023, Council employed two (2) staff members in positions designated by Council as Senior Officers for the purposes of section 332 of the Act, see Table M below:

Table M: Total Senior Staff Remuneration Package	
Description	Remuneration \$
Total value of salary components of their packages	435,461.40
Total amount of any bonus, performance or other payments that do not form part of salary components of their packages	0.00
Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	50,078.06
Total value of any non-cash benefits for which any of them may elect under the package	0.00
Total amount payable by way of fringe benefits tax for any such non-cash benefits.	31,562.33
Total	517,101.79

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 \$138,559.67
- (b) S7.12 Contributions \$ 39,317.34

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 companion animal collection data for 2023–2024 is summarised in Table N, below:

Table N: Summary of Companion Animal Collection Data 2024–25			
Category	Cats	Dogs	Total
Animals dealt without transfer to Companion Animal Facility			
Returned directly to owner	0	0	0
Taken to Companion Animal Facility			
Seized	9	13	22
Surrendered	67	89	156
Taken to pound	136	72	208
Subtotal	212	174	386
Released from Companion Animal Facility			
Released to owner	7	45	52
Rehomed via Council sale	14	13	27
Rehomed via rehoming organisations	125	95	220
Other	3	0	3
Euthanised	55	10	65
Subtotal	204	163	367
Balance of Animals still in Companion Animal Facility at end of Period	–	–	–
Balance of Animals still in Companion Animal Facility	8	11	19

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 2023–2024 reporting period, three dog attack incidents 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 rehousing. Council has developed strong relationships with a number of re-housing programs as evident by the Pound Data return.

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 \$208,788.

Our Ranger attended Councils stall at the Quirindi Show to promote changes to the registration process and to answer any questions participants may have regarding registration. Council rangers promote desexing of cats and dogs to people who adopt animals from the pound or while surrendering puppies or kittens. We suggest they contact agencies who may be able to assist them with some of the cost of desexing, for example the Prevention of Cruelty to Animals NSW (RSPCS) or the Animal Welfare League NSW (AWL) if they are unable to meet the full cost themselves.

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
- Premier Sports Grounds – Premier
- 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.



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 O, below, Council undertook the following inspections in 2023–2024:

Table O: Inspections of Private Swimming Pools — 2024–25	
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	6
That resulted in issuance of a certificate of non-compliance under clause 21 of the Regulation	9
Total	15

Accessibility inclusion plan reporting

Disability Inclusion Act 2014, section 13(1)

Council is required to develop and implement an Inclusion Plan setting out how it will improve access for people with a accessibility issues and support them in participating in full in the community. Council adopted our new Inclusion Plan in April 2024 and an update on our progress in implementing this plan is shown below:

The Inclusion Plan 2024–2026 builds on our community’s vision for a lifestyle that is inclusive of all cultures with access to quality services and facilities. Previously, this document has been referred to as the Disability Inclusion Action Plan, the renaming of the document reflects a holistic approach to Inclusion and recognises that barriers to full inclusion can be physical, non-physical, visible and invisible.

The Inclusion Plan 2024 — 2026 reflects best practice advice as it;

- adopts a broad and intersectional approach to Inclusion.
- embeds inclusive approaches in all areas of the Community Strategic Plan.
- applies universally inclusive design practices to the built environment, programs and services.
- focuses on outcomes.
- is available in accessible formats.
- targets meaningful employment for people

The Inclusion Plan 2024–2026 was adopted in April 2024. Since that time, Council has:

- Asked Community Funding Program applicants to show how their idea reflects an inclusive approach.
- Run a number of events at inclusive and accessible venues including Quirindi Library, Werris Creek Library, Club Quirindi and the Nancy Gray OAM Pavilion Quirindi. The events included NAIDOC Family Fun Day, Adult Learners Week, Grandparents Day, Australia Day, Seniors Festival, Youth Week, Streaming of the Sydney Writers Festival, NBN Scams Awareness talk, Author Talk.
- Completed the Liverpool Plains Shire Council Accessibility Upgrades at the Council Administration Building thanks to funding from the State Government through Stronger Country Communities Funding. The completed works included demolition and upgrade of existing amenities to include disabled access toilets, widening of five internal doors for better accessibility and upgrades to the access ramp into the building.
- Added the accessible toilets at the Nancy Gray OAM Pavilion to the Changing Place register. People looking for an accessible toilet can now find this facility on the map at <https://changingplaces.org.au/find>.

- Built ramp access to both pools at the Quirindi Aquatic Centre and a hoist for the children’s pool.
- Installed an electric BBQ at Werris Creek Memorial Pool that has wheelchair access. Improved pathways at the pool to ensure smoother and more accessible movement around the facility, particularly for families with prams, elderly visitors, and individuals with mobility challenges. There was also removal of trip hazards, addressing aged and uneven surfaces that posed a safety risk to patrons.
- Increased membership at Plains Fitness and hold programs such as Young at Heart which enables senior residents to participate in group fit classes. NDIS providers also utilise Plains Fitness staff’s expertise and equipment to make fitness available to all.
- Removed the entry fees for people in carers roles, reducing the barriers encountered by carers to fully support the people they assist. Carers can be defined as NSW Companion Card Holders and Commonwealth Concession Card Holders (Carers Pension recipients).
- Included a submission to the Parliamentary Inquiry in Public Toilets, advocating for Inclusive design as a mandated standard.

Public interest disclosures reporting – Governance

Public Interest Disclosures Act 2022

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 below meets our obligations under this legislation.

Table P: Statistical Information on Public Interest Disclosures	
Inspections	Number
Number of public officials who made PIDs directly	0
Total number of PIDs received by Liverpool Plains Shire Council	1
Of the total received, the number in each of the following categories:	
• Corrupt conduct	1
• 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	1

The revised policy, adopted in September 2023, reflects the requirements of the Public Interest Disclosures Act 2022. This policy is closely aligned to the NSW Ombudsman’s model and Council’s Code of Conduct.



Our capital works program

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.

During 2024-2025 Council delivered a Capital Works Program totalling \$11.65 million.

Roads and transport infrastructure

Total \$7,182,145

Gravel road re-sheeting

Council's program of gravel re-sheeting work included:

- Cattle Lane
- Phillips Creek Rd
- Bundella Rd
- Tribella Rd
- Dry Creek Rd
- McDonalds Creek Rd
- Meyns Lane
- 4D Rd
- Staplegrove Rd
- Glen Moan Rd
- Carinya Rd

Resealing

Council undertook a number of resealing works on local roads during the 2024-2025 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:

- Werris Creek Rd
- Coonabarabran Rd
- Wallabadah Rd
- Gap Rd
- Nelson St
- Davis St

Road infrastructure construction

Council has successfully completed various road rehabilitation and heavy patching works across the region. These projects were funded through different sources, including Transport for NSW Block Grant

Allocation, Special Rate Variation (SRV), and the Regional and Local Roads Repair Program. Below is a detailed breakdown of the completed works.

Road rehabilitation projects funded by Transport for NSW (block grant allocation)

The following rehabilitation works have been completed under the Transport for NSW Block Grant Allocation:

- Waverly Rd
- Blackville Rd
- Borah Creek Rd

Road rehabilitation projects funded by special rate variation (SRV)

The Council has also completed road rehabilitation projects funded through the SRV scheme:

- Wallabadah Rd
- Waverly Rd
- Gaspard Rd

- Rockgedgiel Rd
- Lowes Creek Rd
- Werris Creek Rd
- Merriwa Rd
- Coonabarabran Rd

Heavy Patching VWorks under the Regional and Local Roads Repair Program

In addition to the rehabilitation projects, the following heavy patching works have been completed under the Regional and Local Roads Repair Program:

Stormwater infrastructure

Total \$51,316

Council has undertaken the renewal of the Fern Street, Quirindi footpath.



Waste, water and wastewater

Total \$3,091,929

Waste

Construction of the new landfill facility at Willow Tree commenced during the period with engagement of the civil contractor. The new landfill cell will enable compliant waste management of general waste for the entire shire into the future and enable the reallocation of the purpose of the Quirindi Landfill which is nearing the end of its operational life.

Water

Significant work to build resilience into crossing points (such as creek crossings and the railway line) for critical distribution mains was undertaken. Utilisation of the previously installed pedestrian bridge over Quirindi Ck with the intended role of supporting both water and wastewater mains formed part of the project. Rationalisation and improvements for the operation of the distribution pipework into and out of the reservoir on Ray Carter Dr was also included in the scope of works.

The replacement of the roof on several reservoirs in village water supplies was carried out to maintain the integrity of the structures and ensure water quality was not compromised by the entry of vermin.

Implementation of water quality monitoring equipment to either provide additional devices, or

upgrade existing equipment continued to improve the management of water quality.

Wastewater

Planning for upcoming works in subsequent years for wastewater projects was undertaken. Projects such as the proposed upgrade of the Quirindi Wastewater Treatment Plant, various pump station upgrades, and the specific maintenance of sludge removal from both treatment plants lagoons are now well advanced.

The procurement of renewal work on the Werris Creek wastewater aqueduct pipeline into the treatment plant has been delayed due to unexpected higher costs indicated by the market when invited to carry out the work. Alternate strategies are now being explored.

Improved monitoring through telemetry has been undertaken in some wastewater pump sites.

Buildings, parks and reserves infrastructure

Total \$1,324,335

Council undertook the following capital works on its buildings, parks and reserves in the 2023-2024 year:

Disabled access and amenities

Council was successful in obtaining a SCCF grant to upgrade the disabled access ramp to Council’s Administration Building, as well as upgrading the amenities to include appropriate disabled access for customers in line with Council’s Inclusion Plan.

Electric vehicle chargers

Drive Electric NSW granted Council the funds to install EV chargers in our LGA. These are located at the Willow Tree Information Centre, Quirindi Library and the Currabubula Recreation Grounds.

Milner Parade Tennis Clubhouse

The final fit out of this facility was completed during 2024. This facility now plays host to tennis events, coaching and casual hires for parties, classes, etc.

Energy efficiency

In an effort to reduce operational costs, solar panels were installed at the Quirindi Library, Werris Creek Library and the Pryor Street Depot.

Werris Creek pool

The pool went through some upgrades over the closed period, which included an upgrade to the

lighting, sandblasting and painting of pool shell and the relining of the pressure pipes. Various equipment was purchased for use by the community and users, which included customised dive blocks, pool steps, bike rack and lane ropes. A new BBQ has been purchased as well as PA system and other minor items.

Hoamm Park — Werris Creek

The softfall material at Hoamm Park was replaced, providing a safer play area for local and visiting children.

Other capital

Total NIL

There was no other capital expenditure during the 2024–2025 Financial Year.

Visitor Information Centre, Quirindi, NSW



Our special rate variation report

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 2024-2025. Councils reporting currently covers the following SRV, see below;

In 2021–2020, 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 for three years. IPART approved a temporary SRV of 8 per cent per year for two years (compounded

= 16.64 per cent). Council was successful with its application to IPART in February 2023 to convert this temporary SRV into a permanent increase commencing from 2023–2024.

The SRV increase focus is towards meeting Council’s asset renewal targets for its road assets. Council utilised \$1.07 million of SRV funds in the 2024–2025 financial year on the following programs, see Table 1.

Table 1: Special Rate Variation Projects		
Project	SRV Proposed Budget \$	Actual Expenditure \$
Road rehabilitation		
Waverly Road		677,442
Wallabadah Road		160,955
Road resheeting		
Gaspard Road		89,430
Rockgedgiel Road		66,563
Lowes Creek Road		29,468
Kerb and guttering		
Fern Street		51,316
Total	1,071,275	1,075,173



Our audit, risk and improvement committee performance report

About our audit risk and improvement 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 2024-2025 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 November 2024 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.

Following the 2024 Local Government Elections, Council changed the number of Councillor representatives on the Committee to one, in line with the Office of Local Government Risk Management and Internal Audit for Local Government in NSW Guidelines 2022. The current Councillor is appointed for the full Council term, 14 September 2024 until 14 September 2028. The Committee's three Independent External Members, including the Chairperson and Deputy Chairperson, are appointed for a three-year term.

Councillor Representatives

Councillor Terry Cohen is the Councillor representative on the Audit, Risk and Improvement 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 four (4) 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 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 2024–25.

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 2023–24

Member	Role	02/08/24	15/11/24	21/02/25	16/05/25
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	Present	Present
Cr Donna Lawson	Councillor	Present	Reduced to one Councillor		

Table 2: Business Papers and Reports reviewed

Meeting Date	Reports Reviewed
2 August 2024	6
15 November 2024	9
21 February 2025	14
16 May 2025	10
Total	39

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 2024–2025, two (2) Internal Audits were carried out, Procurement and Credit Cards and Staff Training. The Committee also developed an Audit Plan for 2025 — 2026.

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 2024–2025 year, the External Auditor attended all meetings of the Committee to discuss the 2024–25 External Audit Engagement.

The Committee will review the Engagement Closing Report for the year ending 30 June 2025 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.



Aerial view of Quirundi, NSW

Appendix 1

Government
information
(public access)
reporting

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 of the GIPA Act and Clause 8 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 one (1) formal access request which was granted in part. Information was withheld under Section 14 Clause 4 of the Government Information (Public Access) Act 2009.

Number of refused applications for Schedule 1 information

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

Table 1 (below) shows the number of applications by application type and application outcome.

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)	0	0	0	0	0	0	0	0	0	0%
Members of the Public (Other)	0	1	0	0	0	0	0	0	1	100%
Total	0	0	0	0	0	0	0	0	1	
% of Total	0%	100%	0%	0%	0%	0%	0%	0%	100%	

Appendix 2

Annual risk management attestation

Annual Risk Management Framework Attestation

Annual Attestation by General Manager

Internal audit and risk management attestation statement for the 2024-2025 financial year for Liverpool Plains Shire Council.

I am of the opinion that Liverpool Plains Shire Council has an Audit, Risk and Improvement Committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

Audit, Risk and Improvement Committee

Audit, risk and improvement statement 2024–2025		
	Requirement	Compliance
1.	Liverpool Plains Shire Council has appointed an Audit, Risk and Improvement Committee that comprises of an independent chairperson and at least two independent members (section 428A of the Local Government Act 1993, section 216C of the Local Government (General) Regulation 2021).	Compliant
2.	The chairperson and all members of Liverpool Plains Shire Council’s Audit, Risk and Improvement Committee meet the relevant independence and eligibility criteria prescribed under the Local Government (General) Regulation 2021 and have not exceeded the membership term limits prescribed under the Regulation (sections 216D, 216E, 216F, 216G of the Local Government (General) Regulation 2021).	Compliant
3.	Liverpool Plains Shire Council has adopted terms of reference for its Audit, Risk and Improvement Committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (section 216K of the Local Government (General) Regulation 2021).	Compliant
4.	Liverpool Plains Shire Council provides the Audit, Risk and Improvement Committee with direct and unrestricted access to the General Manager and other senior management and the information and resources necessary to exercise its functions (section 216L of the Local Government (General) Regulation 2021).	Compliant
5.	Liverpool Plains Shire Council’s Audit, Risk and Improvement Committee exercises its functions in accordance with a four–year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 1 of the Office of Local Government’s Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Compliant

Audit, risk and improvement statement 2024–2025		
Requirement		Compliance
6.	Liverpool Plains Shire Council's Audit, Risk and Improvement Committee provides the governing body with an annual assessment each year, and a strategic assessment each council term of the matters listed in section 428A of the Local Government Act 1993 reviewed during that term (Core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Compliant
7.	The governing body of Council reviews the effectiveness of the Audit, Risk and Improvement Committee at least once each council term (Core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Non-compliant

Membership

The chairperson and membership of the Audit, Risk and Improvement Committee are:

Chairperson Mr Michael O'Connor – September 2023 to September 2026

Independent member Mr Tony Harb – September 2023 to September 2026

Independent member Mr Les Hullick — August 2022 to August 2025

Councillor member — Cr Terry Cohen — September 2024 to September 2028

Risk Management

Audit, risk and improvement statement 2024–2025		
Requirement		Compliance
8.	Liverpool Plains Shire Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the [council's/joint organisation's] risks (section 216S of the Local Government (General) Regulation 2021).	Compliant
9.	Liverpool Plains Shire Council's Audit, Risk and Improvement Committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the Local Government (General) Regulation 2021).	Non-compliant

Internal Audit

Audit, risk and improvement statement 2024–2025		
Requirement		Compliance
10.	Liverpool Plains Shire Council has an internal audit function that reviews the council's operations and risk management and control activities (section 216O of the Local Government (General) Regulation 2021).	Compliant
11.	Liverpool Plains Shire Council's internal audit function reports to the Audit, Risk and Improvement Committee on internal audit matters (sections 216M, 216P and 216R of the Local Government (General) Regulation 2021).	Compliant
12.	Liverpool Plains Shire Council's internal audit function is independent and internal audit activities are not subject to direction by the Liverpool Plains Shire Council (section 216P of the Local Government (General) Regulation 2021).	Compliant
13.	Liverpool Plains Shire Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (section 216O of the Local Government (General) Regulation 2021).	Compliant
14.	Liverpool Plains Shire Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating Liverpool Plains Shire Council has appointed a staff member to direct and coordinate internal audit activities for all participating councils (section 216P of the Local Government (General) Regulation 2021).	Compliant
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Compliant
16.	Liverpool Plains Shire Council provides the internal audit function with direct and unrestricted access to staff, the Audit, Risk and Improvement Committee, and the information and resources necessary to undertake internal audit activities (section 216P of the Local Government (General) Regulation 2021).	Compliant
17.	Liverpool Plains Shire Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Non-compliant
18.	Liverpool Plains Shire Council's Audit, Risk and Improvement Committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the Local Government (General) Regulation 2021).	Non-compliant

Non-compliance with the Local Government (General) Regulation 2021

I advise that Liverpool Plains Shire Council has not complied with the following requirements prescribed under the Local Government (General) Regulation 2021 with respect to the operation of its:

Audit, risk and improvement committee				
Non-compliance		Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
7	The governing body of Council reviews the effectiveness of the Audit, Risk and Improvement Committee at least once each council term (Core requirement 1 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Due to the timing of the of the finalisation and adoption of the OLG Guidelines for Risk Management and Internal Audit for Local Government in NSW, Council did not completed this review. A review will be completed in 25/26 prior to the completion of the term of the Chairperson and Deputy Chairperson.	NIL	NIL
Risk management				
9	Liverpool Plains Shire Council's Audit, Risk and Improvement Committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the governing body each council term (section 216S of the Local Government (General) Regulation 2021).	The Risk Management Framework was adopted by Council in June 2024. A strategic assessment will be completed following the finalisation of the first operational risk assessments. This is due for mid 2025/26	NIL	NIL

Internal audit				
Non-compliance		Reason	Alternative measures being implemented	How the alternative measures achieve equivalent outcomes
17	Liverpool Plains Shire Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the governing body and an annual work plan that has been developed in consultation with the governing body and senior management (Core requirement 3 of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government in NSW).	Council did not have a Risk Management Framework in place until June 2024. The development of a strategic work plan was not completed as the ARIC did not have enough information to prepare a forward plan.	The ARIC reviewed and adopted at two-year strategic plan for 24/25 and 25/26.	The two-year strategic plan covered the requirement in the short term. ARIC and Senior Management will develop and approve a four-year strategic workplan by the end of 2025/26
18	Liverpool Plains Shire Council's Audit, Risk and Improvement Committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the governing body each council term (section 216R of the Local Government (General) Regulation 2021).	This requirement was not completed during the previous term. Following the finalisation of the Organisation Structure, a review of the Internal Audit Function be completed by the ARIC and submitted to the Council.	NIL	NIL

These processes, including the alternative measures implemented, demonstrate that Liverpool Plains Shire Council has established and maintained frameworks, systems, processes and procedures for appropriately managing audit and risk within Liverpool Plains Shire Council.


Cian Middleton
General Manager

4 August 2025



Appendix 3

Audited Financial Statements

Liverpool Plains Shire Council

ANNUAL FINANCIAL STATEMENTS
for the year ended 30 June 2025



Liverpool Plains Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2025



Liverpool Plains Shire Council

General Purpose Financial Statements

for the year ended 30 June 2025

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Liverpool Plains Shire Council

General Purpose Financial Statements

for the year ended 30 June 2025

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

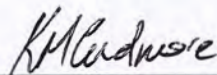
- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

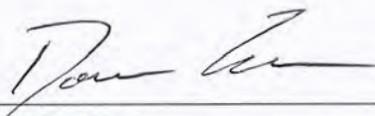
- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

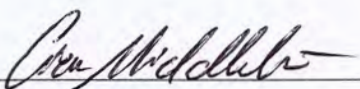
Signed in accordance with a resolution of Council made on 22 October 2025.



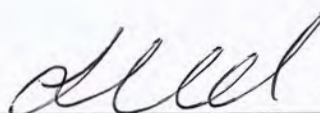
Ken Cudmore
Mayor
22 October 2025



Donna Lawson
Councillor
22 October 2025



Cian Middleton
General Manager
22 October 2025



Daniel Smallwood
Director Corporate Performance & CFO
22 October 2025

Liverpool Plains Shire Council

Income Statement

for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Notes	Actual 2025	Actual 2024
	Income from continuing operations			
15,526	Rates and annual charges	B2-1	15,578	14,449
6,478	User charges and fees	B2-2	6,180	4,705
8,866	Grants and contributions provided for operating purposes	B2-4	4,622	10,405
33,988	Grants and contributions provided for capital purposes	B2-4	10,524	10,535
541	Other revenues	B2-3	807	720
571	Interest and investment income	B2-5	2,081	2,252
—	Other income	B2-6	15	12
65,970	Total income from continuing operations		39,807	43,078
	Expenses from continuing operations			
11,030	Employee benefits and on-costs	B3-1	11,260	9,807
13,645	Materials and services	B3-2	12,885	10,416
778	Borrowing costs	B3-3	895	417
658	Other expenses	B3-5	630	629
—	Net loss from the disposal of assets	B4-1	1,633	435
26,111	Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		27,303	21,704
39,859	Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		12,504	21,374
13,346	Depreciation, amortisation and impairment of non-financial assets	B3-4	15,625	13,865
26,513	Operating result from continuing operations		(3,121)	7,509
26,513	Net operating result for the year attributable to Council		(3,121)	7,509
	Net operating result for the year before grants and contributions provided for capital purposes		(13,645)	(3,026)

The above Income Statement should be read in conjunction with the accompanying notes.

Liverpool Plains Shire Council

Statement of Comprehensive Income

for the year ended 30 June 2025

\$ '000	Notes	2025	2024
Net operating result for the year – from Income Statement		(3,121)	7,509
Other comprehensive income:			
Amounts which will not be reclassified subsequent to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	11,805	22,340
Total items which will not be reclassified subsequent to operating result		11,805	22,340
Total other comprehensive income for the year		11,805	22,340
Total comprehensive income for the year attributable to Council		8,684	29,849

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Liverpool Plains Shire Council

Statement of Financial Position

as at 30 June 2025

\$ '000	Notes	2025	2024
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	5,280	8,216
Investments	C1-2	35,000	35,500
Receivables	C1-4	3,196	3,164
Inventories	C1-5	1,775	2,445
Contract assets and contract cost assets	C1-6	2,779	5,449
Other	C1-9	328	290
Total current assets		48,358	55,064
Non-current assets			
Receivables	C1-4	–	9
Infrastructure, property, plant and equipment (IPPE)	C1-7	602,052	593,559
Investment property	C1-8	1,190	1,190
Right of use assets	C2-1	157	179
Total non-current assets		603,399	594,937
Total assets		651,757	650,001
LIABILITIES			
Current liabilities			
Payables	C3-1	3,899	2,301
Contract liabilities	C3-2	2,572	7,785
Lease liabilities	C2-1	24	76
Borrowings	C3-3	397	386
Employee benefit provisions	C3-4	2,070	1,873
Provisions	C3-5	603	560
Total current liabilities		9,565	12,981
Non-current liabilities			
Lease liabilities	C2-1	–	17
Borrowings	C3-3	10,144	10,541
Employee benefit provisions	C3-4	156	139
Provisions	C3-5	3,716	6,831
Total non-current liabilities		14,016	17,528
Total liabilities		23,581	30,509
Net assets		628,176	619,492
EQUITY			
Accumulated surplus	C4-1	245,265	248,386
IPPE revaluation surplus	C4-1	382,911	371,106
Council equity interest		628,176	619,492
Total equity		628,176	619,492

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Liverpool Plains Shire Council

Statement of Changes in Equity

for the year ended 30 June 2025

	Notes	2025			2024		
		Accumulated surplus	IPPE revaluation surplus	Total equity	Accumulated surplus	IPPE revaluation surplus	Total equity
\$ '000							
Opening balance at 1 July		248,386	371,106	619,492	240,877	348,766	589,643
Opening balance		248,386	371,106	619,492	240,877	348,766	589,643
Net operating result for the year		(3,121)	–	(3,121)	7,509	–	7,509
Net operating result for the period		(3,121)	–	(3,121)	7,509	–	7,509
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	–	11,805	11,805	–	22,340	22,340
Other comprehensive income		–	11,805	11,805	–	22,340	22,340
Total comprehensive income		(3,121)	11,805	8,684	7,509	22,340	29,849
Closing balance at 30 June		245,265	382,911	628,176	248,386	371,106	619,492

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Liverpool Plains Shire Council

Statement of Cash Flows

for the year ended 30 June 2025

Original unaudited budget 2025 ¹	\$ '000	Notes	Actual 2025	Actual 2024
Cash flows from operating activities				
Receipts:				
15,485	Rates and annual charges		15,484	14,493
6,744	User charges and fees		6,333	5,442
571	Interest received		2,235	1,800
42,855	Grants and contributions		12,603	22,934
–	Bonds, deposits and retentions received		–	11
6,065	Other		3,298	3,994
Payments:				
(11,030)	Payments to employees		(10,946)	(9,790)
(13,833)	Payments for materials and services		(13,425)	(17,483)
(778)	Borrowing costs		(658)	(199)
–	Bonds, deposits and retentions refunded		(5)	(6)
(698)	Other		(1,069)	(728)
45,381	Net cash flows from operating activities	G1-1	13,850	20,468
Cash flows from investing activities				
Receipts:				
–	Redemption of term deposits		35,500	–
–	Proceeds from sale of IPPE		184	–
–	Deferred debtors receipts		1	–
Payments:				
–	Purchase of term deposits		(35,000)	(2,500)
(56,587)	Payments for IPPE		(17,015)	(20,074)
(56,587)	Net cash flows from investing activities		(16,330)	(22,574)
Cash flows from financing activities				
Receipts:				
2,000	Proceeds from borrowings		–	–
Payments:				
(586)	Repayment of borrowings		(386)	(371)
–	Principal component of lease payments		(70)	(109)
1,414	Net cash flows from financing activities		(456)	(480)
(9,792)	Net change in cash and cash equivalents		(2,936)	(2,586)
8,216	Cash and cash equivalents at beginning of year		8,216	10,802
(1,576)	Cash and cash equivalents at end of year	C1-1	5,280	8,216
31,584	plus: Investments on hand at end of year	C1-2	35,000	35,500
30,008	Total cash, cash equivalents and investments		40,280	43,716

(1) Please refer Note B5-1 for more details regarding the original unaudited budget

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Liverpool Plains Shire Council

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Liverpool Plains Shire Council

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A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 22 October 2025. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The material accounting policy information related to these financial statements are set out below. Accounting policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (Act)*, *Local Government (General) Regulation 2021 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-7
- (ii) estimated landfill and quarry remediation provisions – refer Note C3-5
- (iii) employee benefit provisions – refer Note C3-4

Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund.

Cash and other assets of the following activities have been included as part of the Consolidated Fund:

- General purpose operations
- Water service
- Sewerage service

A1-1 Basis of preparation (continued)

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993*, a separate and distinct Trust Fund is maintained to account for all money received by Council in trust. Trust monies subject to Council's control have been included in these reports.

Trust monies are provisioned for expenditure to unclaimed monies. Funds relate to the excess above recovered rates and charges for the Sale of Land for Unpaid Rates held in May 2024. Funds are to be returned to the original owner of the property or to unclaimed monies where no details for the owner is current.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

Volunteer services

Council makes use of volunteers for the community events and library services. Such volunteer services have not been recognised in the income statement for the year ended on 30 June 2024, the services would not be purchased if not donated and are not material.

New accounting standards and interpretations issued but not yet effective

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2024.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2025.

The following new standard is effective for the first time at 30 June 2025:

- AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*.

Based on analysis of existing fair value methodology, the new standard will not have significant impact on the council's reported financial position.

- AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current*
- AASB 2020-6 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date*
- AASB 2022-6 *Amendments to Australian Accounting Standards – Non-current Liabilities with Covenants*

Based on analysis of existing loans and other financial liabilities, the new standards will not have significant impact on the council's reported financial position.

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Functions or activities										
Community	5,996	2,976	5,210	4,805	786	(1,829)	4,887	1,974	59,198	65,895
Governance	14,842	13,955	6,522	4,661	8,320	9,294	2,687	3,388	11,185	14,746
Environment	18,276	25,478	29,708	24,916	(11,432)	562	7,572	15,425	579,686	568,305
Economic	693	669	1,488	1,187	(795)	(518)	–	153	1,190	1,055
Other	–	–	–	–	–	–	–	–	498	–
Total functions and activities	39,807	43,078	42,928	35,569	(3,121)	7,509	15,146	20,940	651,757	650,001

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Community

A great rural lifestyle with access to quality services and facilities.

- We value beautiful landscapes, dynamic towns and villages and safe communities.
- Our community is embracing and inclusive of all cultures.
- Our health services meet our needs.
- Education services meets our needs and provide school, tertiary study and career pathways that support the community.
- Our transport and telecommunications expand to improve support for our business, lifestyle and remote working.
- Recreation facilities support our communities sporting, health and physical activity needs.
- We build on our strong community spirit, resilience, and sense of belonging.

Governance

Our governance has strong community, Council and business leadership.

- Our Council, community and business leaders work together effectively.
- Our leaders represent the diversity of our community.
- We encourage our youth to become involved in the community as the leaders of tomorrow.
- We partner with State and Federal Government, the private sector and community organisations in the provision of facilities and services.

Environment

A sustainable environment.

- Our infrastructure is well planned and maintained and will meet our growth needs now, and in the future.
- We have access to affordable, clean water supplies.
- We actively manage impacts on our natural environment.
- Our local farming is sustainable.
- We protect our environment and reduce our environmental footprint.

Economic

A thriving economy.

- Our agricultural economy is thriving, and we must pursue secondary industry to support all potential growth areas across the broader regional economy.
- We grow our population, diversity and employment opportunities.
- Our town centres are attractive and vibrant places.
- We foster new residential and business development built on our local strengths.
- 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.
- We develop our visitor economy.

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2025	2024
Ordinary rates		
Residential	2,796	2,692
Farmland	5,717	5,402
Mining	564	376
Business	697	431
Less: pensioner rebates (mandatory)	(68)	(60)
Rates levied to ratepayers	9,706	8,841
Pensioner rate subsidies received	156	95
Total ordinary rates	9,862	8,936
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	1,683	1,583
Water supply services	2,412	2,409
Sewerage services	1,523	1,418
Waste management services (non-domestic)	136	132
Less: pensioner rebates (mandatory)	(107)	(105)
Annual charges levied	5,647	5,437
Pensioner annual charges subsidies received:		
– Water	31	34
– Sewerage	24	26
– Domestic waste management	14	16
Total annual charges	5,716	5,513
Total rates and annual charges	15,578	14,449

Council has used 2022 year valuations provided by the NSW Valuer General in calculating its rates.

Material accounting policy information

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	2025	2024
Specific user charges (per s502 - specific 'actual use' charges)		
Water supply services	2,064	1,363
Sewerage services	183	107
Waste management services (non-domestic)	291	300
Total specific user charges	2,538	1,770
Other user charges and fees		
(i) Fees and charges – statutory and regulatory functions (per s608)		
Building regulation	87	133
Building services – other	11	9
Inspection services	26	36
Private works – section 67	148	38
Regulatory/ statutory fees	2	1
Section 10.7 certificates (EP&A Act)	40	30
Section 603 certificates	26	20
Total fees and charges – statutory/regulatory	340	267
(ii) Fees and charges – other (incl. general user charges (per s608))		
Aerodrome	15	10
Caravan park	132	126
Cemeteries	175	170
Child care	684	626
Leaseback fees – Council vehicles	5	8
Library	4	5
Transport for NSW works (state roads not controlled by Council)	1,643	1,194
Theatre	3	2
Swimming centres	54	58
Room/Facility Hire	220	243
Water connection fees	21	18
Other	2	5
Sporting and recreation	344	203
Total fees and charges – other	3,302	2,668
Total other user charges and fees	3,642	2,935
Total user charges and fees	6,180	4,705
Timing of revenue recognition for user charges and fees		
User charges and fees recognised at a point in time	6,180	4,705
Total user charges and fees	6,180	4,705

Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns for deposits in advance.

Where an upfront fee is charged such as annual membership to the Plains Fitness Centre the fee is recognised on receipt. There is no material obligation for Council in relation to refunds or returns for upfront fees.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 Other revenues

\$ '000	2025	2024
Legal fees recovery – rates and charges (extra charges)	116	85
Sale of Council Developed Land	–	201
Commissions and agency fees	147	141
Insurance claims recoveries	–	107
Insurance discounts	31	29
Sales – general	41	27
Other	472	130
Total other revenue	807	720
Timing of revenue recognition for other revenue		
Other revenue recognised at a point in time	807	720
Total other revenue	807	720

Material accounting policy information for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

B2-4 Grants and contributions

\$ '000	Capital 2025	Capital 2024	Operating 2025	Operating 2024
General purpose grants and non-developer contributions (untied)				
General purpose (untied)				
Current year allocation				
Financial assistance – general component	–	–	537	184
Financial assistance – local roads component	–	–	289	99
Payment in advance - future year allocation				
Financial assistance – general component	–	–	1,809	2,887
Financial assistance – local roads component	–	–	949	1,554
Amount recognised as income during current year	–	–	3,584	4,724
Special purpose grants and non-developer contributions (tied)				
Cash contributions				
Water supplies	–	4,087	–	18
Bushfire and emergency services	–	–	243	237
Child care	–	–	120	98
Community care	–	–	28	32
Waste Management Strategy	–	105	–	–
Library	–	–	95	124
Noxious weeds	–	–	116	82
Recreation and culture	4,346	1,607	156	–
Storm/flood damage	–	–	56	(314)
Planning portal	–	80	–	5
Transport for NSW contributions (regional roads, block grant)	1,869	–	–	–
Transport (other roads and bridges funding)	2,422	2,574	–	5,255
Local Road and Community Infrastructure	1,413	571	–	–
Transport (roads to recovery)	–	815	–	–
Other specific grants	296	–	224	144
Total special purpose grants and non-developer contributions – cash	10,346	9,839	1,038	5,681
Non-cash contributions				
Assets recognised for the first time	–	153	–	–
Total other contributions – non-cash	–	153	–	–
Total special purpose grants and non-developer contributions (tied)	10,346	9,992	1,038	5,681
Total grants and non-developer contributions	10,346	9,992	4,622	10,405
Comprising:				
– Commonwealth funding	2,501	3,712	3,584	4,741
– State funding	7,671	6,049	949	5,663
– Other funding	174	231	89	1
	10,346	9,992	4,622	10,405

B2-4 Grants and contributions (continued)

Developer contributions

\$ '000	Capital 2025	Capital 2024	Operating 2025	Operating 2024
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):				
Cash contributions				
S 7.11 – contributions towards amenities/services	138	409	–	–
S 7.12 – fixed development consent levies	40	134	–	–
Total developer contributions – cash	178	543	–	–
Total developer contributions	178	543	–	–
Total contributions	178	543	–	–
Total grants and contributions	10,524	10,535	4,622	10,405
Timing of revenue recognition				
Grants and contributions recognised over time	8,655	6,677	–	199
Grants and contributions recognised at a point in time	1,869	3,858	4,622	10,206
Total grants and contributions	10,524	10,535	4,622	10,405

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Unspent grants and contributions				
Unspent funds at 1 July	4,880	3,652	6,961	8,195
Prior year presentation error correction	(4,321)	–	4,321	–
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	189	3,433	–	–
Add: Funds received and not recognised as revenue in the current year	29	177	1,712	1,810
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(95)	(2,382)	(254)	(3,044)
Less: Funds received in prior year but revenue recognised and funds spent in current year	(192)	–	(6,065)	–
Unspent funds at 30 June	490	4,880	6,675	6,961

B2-4 Grants and contributions (continued)

Material accounting policy information

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include evidence of the event taking place or satisfactory achievement of milestones. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by Council.

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2025	2024
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	140	109
– Cash and investments	1,941	2,143
Total interest and investment income (losses)	2,081	2,252

Material accounting policy information

Interest income is recognised using the effective interest rate at the date that interest is earned.

B2-6 Other income

\$ '000	Notes	2025	2024
Rental income			
Investment properties			
Land rental		15	12
Total investment properties	C2-2	15	12
Total rental income		15	12
Total other income		15	12

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2025	2024
Salaries and wages	8,397	8,016
Travel expenses	4	5
Employee leave entitlements (ELE)	1,512	1,126
Superannuation	1,097	939
Superannuation – defined contribution plans	18	36
Workers' compensation insurance	176	230
Fringe benefit tax (FBT)	–	6
Training costs	184	139
Protective clothing	51	48
Recruitment/Relocation	–	40
Other	76	25
Total employee costs	11,515	10,610
Less: capitalised costs	(255)	(803)
Total employee costs expensed	11,260	9,807

Material accounting policy information

Employee benefit expenses are recorded when the service has been provided by the employee.

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

B3-2 Materials and services

\$ '000	Notes	2025	2024
Raw materials and consumables		2,975	168
Contractor costs		6,745	7,672
Audit Fees	F2-1	66	97
Councillor and Mayoral fees and associated expenses	F1-2	126	132
Advertising		7	24
Bank charges		59	55
Electricity and heating		633	696
Insurance		993	836
Postage		29	27
Printing and stationery		48	67
Street lighting		74	98
Subscriptions and publications		155	130
Telephone and communications		74	77
Travel expenses		30	16
Library (Central Northern Regional Library)		130	142
Rates and user charges		591	–
Other expenses		42	40
Legal expenses:			
- Legal expenses: other		108	139
Total materials and services		12,885	10,416

Material accounting policy information

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Borrowing costs

\$ '000	Notes	2025	2024
(i) Interest bearing liability costs			
Interest on leases		7	7
Interest on loans		651	671
Total interest bearing liability costs		658	678
Less: capitalised costs		–	(479)
Total interest bearing liability costs expensed		658	199
(ii) Other borrowing costs			
Fair value adjustments on recognition of advances and deferred debtors			
– Remediation liabilities	C3-5	237	218
Total other borrowing costs		237	218
Total borrowing costs expensed		895	417

Material accounting policy information

Borrowing costs incurred for the construction of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use, for e.g. Quipolly Water Security Project. Other borrowing costs are expensed as incurred.

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2025	2024
Depreciation and amortisation			
Plant and equipment		898	1,158
Office equipment		69	66
Furniture and fittings		25	25
Infrastructure:	C1-7		
– Buildings		1,923	847
– Other structures		716	821
– Roads		6,756	6,464
– Bridges		1,128	1,066
– Footpaths		82	76
– Stormwater drainage		593	564
– Water supply network		2,244	1,427
– Sewerage network		869	828
Right of use assets	C2-1	23	23
Other assets:			
– Other		122	122
Reinstatement, rehabilitation and restoration assets:			
– Landfill assets	C3-5,C1-7	148	321
– Quarry assets	C3-5,C1-7	29	57
Total depreciation and amortisation costs		15,625	13,865
Total depreciation, amortisation and impairment for non-financial assets		15,625	13,865

Material accounting policy information

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date. Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	Notes	2025	2024
Impairment of receivables			
Other		–	(16)
Total impairment of receivables	C1-4	–	(16)
Other			
Contributions/levies to other levels of government			
– Emergency services levy (includes FRNSW, SES, and RFS levies)		610	627
Donations, contributions and assistance to other organisations (Section 356)		20	18
Total other expenses		630	629

Material accounting policy information

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2025	2024
Gain (or loss) on disposal of land and building	C1-7		
Proceeds from disposal - land and building		—	—
Less: carrying amount of land and building assets sold/written off		(234)	—
Gain (or loss) on disposal		(234)	—
Gain (or loss) on disposal of infrastructure	C1-7		
Proceeds from disposal – infrastructure		—	—
Less: carrying amount of infrastructure assets sold/written off		(1,418)	(435)
Gain (or loss) on disposal		(1,418)	(435)
Gain (or loss) on disposal of Plant and Equipment			
Proceeds from disposal – Plant and Equipment		184	—
Less: carrying amount of Plant and Equipment assets sold/written off		(165)	—
Gain (or loss) on disposal		19	—
Net gain (or loss) from disposal of assets		(1,633)	(435)

Material accounting policy information

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 26 June 2024 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2025 Budget	2025 Actual	2025 ----- Variance -----	
Revenues				
User charges and fees	6,478	6,180	(298)	(5)% U
Other revenues	541	807	266	49% F
Insignificant item - hard to budget.				
Operating grants and contributions	8,866	4,622	(4,244)	(48)% U
Lesser amount of advance payment of FAG in this year.				
Capital grants and contributions	33,988	10,524	(23,464)	(69)% U
The budgeted Werris Creek Industrial Precinct Southern Access \$10.5 million project was cancelled, \$8.5 million of funding was budgeted for the Quirindi Aquatic Centre however was received during FY2024 and only \$2.4 million was received for the Quipolly Water Treatment Plant during the financial year.				
Interest and investment revenue	571	2,081	1,510	264% F
Budgeted interest rate was 3.5% in anticipation of RBA interest rate cuts, average investment rates varied between 5.04% and 4.35% throughout the year.				
Other income	–	15	15	∞ F
Expenses				
Employee benefits and on-costs	11,030	11,260	(230)	(2)% U
Materials and services	13,645	12,885	760	6% F
Depreciation, amortisation and impairment of non-financial assets	13,346	15,625	(2,279)	(17)% U
New water treatment plant was put into operations in this financial year.				
Other expenses	658	630	28	4% F
Net losses from disposal of assets	–	1,633	(1,633)	∞ U
Non-cash transaction to reflect loss from write off of undepreciated value of replaced assets. Hard to budget.				

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2025	2024
Cash assets		
Cash on hand and at bank	5,280	8,216
Total cash and cash equivalents	5,280	8,216

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	5,280	8,216
Balance as per the Statement of Cash Flows	5,280	8,216

Material accounting policy information

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to any insignificant risk of changes in value.

C1-2 Financial investments

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Debt securities at amortised cost				
Term deposits	35,000	–	35,500	–
Total	35,000	–	35,500	–
Total financial investments	35,000	–	35,500	–
Total cash assets, cash equivalents and investments	40,280	–	43,716	–

Material accounting policy information

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value, Council at June 30, only held funds in term deposits.

Classification

Given the nature of Council's investments, all financial assets are classified as Financial assets measured at Amortised Cost and are not reclassified subsequent to their initial recognition.

Amortised cost

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2025	2024
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	40,280	43,716
Less: Externally restricted cash, cash equivalents and investments	(35,731)	(35,120)
Cash, cash equivalents and investments not subject to external restrictions	4,549	8,596

External restrictions

External restrictions – included in liabilities

External restrictions included in cash, cash equivalents and investments above comprise:

Deposits, retentions and bonds	67	–
Specific purpose unexpended grants – general fund	2,574	11,565
External restrictions – included in liabilities	2,641	11,565

External restrictions – other

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general	2,185	2,008
Developer contributions – water fund	654	653
Developer contributions – sewer fund	45	45
Specific purpose unexpended grants (recognised as revenue) – general fund	4,591	–
Specific purpose unexpended grants (recognised as revenue) – water fund	–	266
Specific purpose unexpended grants (recognised as revenue) – sewer fund	–	10
Water fund	12,214	8,575
Sewer fund	11,871	10,271
Remediation - Waste	1,530	1,700
Deposits, Retentions & Bonds	–	27
External restrictions – other	33,090	23,555
Total external restrictions	35,731	35,120

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2025	2024
(b) Internal allocations		
Cash, cash equivalents and investments not subject to external restrictions	4,549	8,596
Less: Internally restricted cash, cash equivalents and investments	(5,398)	(8,528)
Unrestricted and unallocated cash, cash equivalents and investments	(849)	68

Internal allocations

At 30 June, Council has internally allocated funds to the following:

Employees leave entitlement	840	805
Carryover capital works	–	327
Assets management replacement reserve	–	1,374
Remediation - Quarry	100	100
Financial Assistance Grant Operational - Received in Advance	1,809	2,887
Financial Assistance Grant Road - Received in Advance	949	1,554
Information Technology	–	250

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

\$ '000	2025	2024
Plant and vehicle replacement	1,500	–
Plant and vehicle replacement reserve	–	1,231
Business system remediation	200	–
Total internal allocations	5,398	8,528

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

C1-4 Receivables

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Rates and annual charges	1,220	–	1,195	9
Interest and extra charges	271	–	239	–
User charges and fees	445	–	406	–
Accrued revenues				
– Interest on investments	391	–	577	–
Deferred debtors	10	–	11	–
Net GST receivable	366	–	144	–
Other levels of government	843	–	942	–
Total	3,546	–	3,514	9
Less: provision for impairment				
Rates and annual charges	(136)	–	(136)	–
User charges and fees	(214)	–	(214)	–
Total provision for impairment – receivables	(350)	–	(350)	–
Total net receivables	3,196	–	3,164	9

\$ '000	2025	2024
Movement in provision for impairment of receivables		
Balance at the beginning of the year	350	368
+ new provisions recognised during the year	–	(3)
– amounts already provided for and written off this year	–	(15)
Balance at the end of the year	350	350

Material accounting policy information

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates and annual charges debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 90 days past due has seen a significant increase in credit risk.

C1-4 Receivables (continued)

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured at the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

None of the receivables that have been written off are subject to enforcement activity.

Rates and annual charges outstanding are secured against the property.

C1-5 Inventories

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
(i) Inventories at cost				
Stores and materials	1,775	–	2,445	–
Total inventories at cost	1,775	–	2,445	–
Total inventories	1,775	–	2,445	–

Material accounting policy information

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

C1-6 Contract assets and Contract cost assets

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Contract assets	2,779	—	5,449	—
Total contract assets and contract cost assets	2,779	—	5,449	—

Significant changes in contract assets

Drop in contract assets was mostly applicable to receipt of funds (\$2.4M) for the works done in the previous year on Liverpool District Water Security Project project.

Material accounting policy information

Contract assets

Contract assets represent Councils right to payment in exchange for goods or services the Council has transferred to a customer when that right is conditional on something other than the passage of time.

Contract assets arise when the amounts billed to customers are based on the achievement of various milestones established in the contract and therefore the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer. Once an invoice or payment claim is raised or the relevant milestone is reached, Council recognises a receivable.

Impairment of contract assets is assessed using the simplified expected credit loss model where lifetime credit losses are recognised on initial recognition.

C1-7 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2024			Asset movements during the reporting period									At 30 June 2025		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Transfers to opex	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000															
Capital work in progress	45,391	–	45,391	7,860	2,212	–	–	(39,043)	–	(867)	–	–	15,553	–	15,553
Plant and equipment	17,954	(14,089)	3,865	–	1,661	(164)	(898)	42	–	–	–	–	18,674	(14,168)	4,506
Office equipment	345	(223)	122	–	19	–	(69)	–	–	–	–	–	364	(292)	72
Furniture and fittings	355	(204)	151	–	–	–	(25)	–	–	–	–	–	355	(229)	126
Land:															
– Operational land	10,758	–	10,758	–	–	–	–	–	–	–	–	233	10,991	–	10,991
– Community land	5,359	–	5,359	–	–	–	–	–	–	–	–	–	5,359	–	5,359
Infrastructure:															
– Buildings	70,331	(37,081)	33,250	688	83	(252)	(1,923)	29	–	–	–	675	72,203	(39,653)	32,550
– Other structures	28,444	(14,883)	13,561	90	52	(144)	(716)	343	–	–	–	216	29,154	(15,752)	13,402
– Roads	291,607	(67,626)	223,981	4,441	–	(743)	(6,756)	1,761	–	–	–	5,797	303,871	(75,387)	228,484
– Bridges	98,751	(32,402)	66,349	8	–	–	(1,128)	–	–	–	–	845	101,001	(34,927)	66,074
– Footpaths	7,734	(2,416)	5,318	153	–	–	(82)	–	–	–	–	121	8,065	(2,555)	5,510
– Bulk earthworks (non-depreciable)	75,179	–	75,179	–	–	–	–	–	–	–	–	1,737	76,915	–	76,915
– Stormwater drainage	44,849	(17,893)	26,956	74	–	(3)	(593)	–	–	–	–	608	45,953	(18,911)	27,042
– Water supply network	111,901	(54,112)	57,789	–	533	–	(2,244)	36,868	–	–	–	1,396	152,023	(57,681)	94,342
– Sewerage network	39,433	(20,064)	19,369	–	–	–	(869)	–	–	–	–	463	40,419	(21,456)	18,963
Other assets:															
– Other	4,452	(3,238)	1,214	6	–	(511)	(122)	–	–	–	(286)	–	4,404	(4,103)	301
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):															
– Landfill assets	5,738	(1,454)	4,284	–	–	–	(148)	–	(2,274)	–	–	–	3,464	(1,602)	1,862
– Quarry assets	1,244	(581)	663	–	–	–	(29)	–	(634)	–	–	–	610	(610)	–
Total infrastructure, property, plant and equipment	859,825	(266,266)	593,559	13,320	4,560	(1,817)	(15,602)	–	(2,908)	(867)	(286)	12,091	889,378	(287,326)	602,052

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-7 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period								At 30 June 2024		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000														
Capital work in progress	36,104	–	36,104	3,569	8,090	–	–	(2,372)	–	–	–	45,391	–	45,391
Plant and equipment	17,954	(12,931)	5,023	–	–	–	(1,158)	–	–	–	–	17,954	(14,089)	3,865
Office equipment	323	(157)	166	22	–	–	(66)	–	–	–	–	345	(223)	122
Furniture and fittings	355	(179)	176	–	–	–	(25)	–	–	–	–	355	(204)	151
Land:														
– Operational land	9,067	–	9,067	–	154	–	–	–	–	–	1,537	10,758	–	10,758
– Community land	5,248	–	5,248	–	–	–	–	–	–	–	111	5,359	–	5,359
Infrastructure:														
– Buildings	67,753	(32,766)	34,987	130	188	–	(847)	520	–	(1,728)	–	70,331	(37,081)	33,250
– Other structures	26,373	(13,456)	12,917	886	27	(17)	(821)	67	–	–	502	28,444	(14,883)	13,561
– Roads	272,796	(58,102)	214,694	4,712	67	–	(6,464)	303	–	–	10,669	291,607	(67,626)	223,981
– Bridges	92,789	(30,157)	62,632	1,210	–	(97)	(1,066)	368	–	–	3,302	98,751	(32,402)	66,349
– Footpaths	7,339	(2,216)	5,123	–	–	–	(76)	–	–	–	271	7,734	(2,416)	5,318
– Bulk earthworks (non-depreciable)	71,293	–	71,293	–	62	–	–	–	–	–	3,824	75,179	–	75,179
– Stormwater drainage	42,558	(16,448)	26,110	74	–	(34)	(564)	–	–	–	1,370	44,849	(17,893)	26,956
– Water supply network	108,474	(51,515)	56,959	454	16	(287)	(1,427)	535	–	(32)	1,571	111,901	(54,112)	57,789
– Sewerage network	36,570	(18,268)	18,302	565	–	–	(828)	443	–	–	887	39,433	(20,064)	19,369
Other assets:														
– Other	4,233	(3,089)	1,144	–	–	–	(122)	136	–	–	56	4,452	(3,238)	1,214
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):														
– Landfill assets	7,075	(1,133)	5,942	–	–	–	(321)	–	(1,337)	–	–	5,738	(1,454)	4,284
– Quarry assets	1,587	(524)	1,063	–	–	–	(57)	–	(343)	–	–	1,244	(581)	663
Total infrastructure, property, plant and equipment	807,891	(240,941)	566,950	11,622	8,604	(435)	(13,842)	–	(1,680)	(1,760)	24,100	859,825	(266,266)	593,559

C1-7 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	5 to 15	Playground equipment	5 to 15
Office furniture	5 to 20	Benches, seats etc.	15 to 50
Computer equipment	5		
Vehicles	5 to 15	Buildings	
Heavy plant/road making equipment	5 to 15	Buildings	14 to 100
Other plant and equipment	5 to 20		
Water and sewer assets		Stormwater assets	
Dams and reservoirs	20 to 150	Drains	70 to 80
Bores	20 to 50	Culverts	40 to 100
Reticulation pipes: PVC	100		
Reticulation pipes: other	55 to 100		
Pumps and telemetry	15 to 25		
Transportation assets		Other infrastructure assets	
Sealed roads: surface	12 to 100	Bulk earthworks	N/A
Sealed roads: structure	12 to 100	Swimming pools	50
Bridges	40 to 100	Other open space/recreational assets	5 to 100
Kerb, gutter and footpaths	50 to 100	Other infrastructure	5 to 100

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Building and Operating Land assets were externally revalued, resulting in a decrease in Buildings value of \$1,727 thousand. and Operating Land assets increased in value by \$1,649 thousand.

With the escalation of costs, Council has indexed all other Infrastructure. Water and Sewer assets by the NSW Water Supply & Sewerage Construction cost indices at 5.07%. Other Structure by the Building Construction producer price index for NSW at 5.47% and Bridges, Footpaths, Stormwater, Roads and Other Assets by the Road and Bridge Construction producer price index for NSW at 5.37%.

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation reserve to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

C1-7 Infrastructure, property, plant and equipment (continued)

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the Council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

Until such time as discussions on the matter have concluded and Legislation changed, Council will continue to recognise fire service assets including land, buildings, plant and vehicles.

C1-8 Investment properties

\$ '000	2025	2024
Owned investment property		
Investment property on hand at fair value	1,190	1,190
Total owned investment property	1,190	1,190
Owned investment property		
At fair value		
Opening balance at 1 July	1,190	1,190
Closing balance at 30 June	1,190	1,190

Material accounting policy information

Council owns one investment property being grazing land, it is held for long-term rental yield and is not occupied by Council. The fair value measurement of the property is the NSW Valuer General value at the last valuation date being 1 July 2022.

Changes in fair values are recorded in the Income Statement as part of other income.

C1-9 Other

Other assets

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Prepayments	328	—	290	—
Total other assets	328	—	290	—

C2 Leasing activities

C2-1 Council as a lessee

(i) Council as a lessee

Council has leases over a range of assets including vehicles and office equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Terms and conditions of leases

Vehicles

Council lease motor vehicles with lease terms varying from 2 to 3 years; the lease payments are fixed during the lease term and there is generally no renewal option.

Office and IT Equipment

Leases for office and IT equipment are generally for low value assets. Council has reviewed existing arrangements associated with the leasing of these assets and it has been determined that Council does not require to report under AASB16 for this financial year, as most of the current leases are for a period of 12 or less months and/or the value of the total lease contracts collectively is not material.

(a) Right of use assets

\$ '000	Plant & Equipment	Ready to use	Total
2025			
Opening balance at 1 July	179	–	179
Depreciation charge	(22)	–	(22)
Balance at 30 June	157	–	157
2024			
Opening balance at 1 July	202	–	202
Depreciation charge	(23)	–	(23)
Balance at 30 June	179	–	179

(b) Lease liabilities

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Lease liabilities	24	–	76	17
Total lease liabilities	24	–	76	17

C2-1 Council as a lessee (continued)

(c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
2025					
Cash flows	24	–	–	24	24
2024					
Cash flows	76	17	–	93	93

(ii) Lease liabilities relating to restricted assets

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Total lease liabilities relating to unrestricted assets	24	–	76	17
Total lease liabilities	24	–	76	17

(d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2025	2024
Interest on lease liabilities	14	7
Depreciation of right of use assets	23	23
	37	30

(e) Statement of Cash Flows

Total cash outflow for leases	16	17
	16	17

Material accounting policy information

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

C2-1 Council as a lessee (continued)

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

C2-2 Council as a lessor

Operating leases

Council leases out a number of properties for staff housing, health services, emergency services and community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included as investment property (refer note C1-8) and/or IPP&E (refer note C1-7).

\$ '000	2025	2024
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(i) Assets held as investment property

Investment property operating leases relates to one investment property being grazing land, it is held for long-term rental yields and is owned by Council.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

Lease income (excluding variable lease payments not dependent on an index or rate)	15	12
Total income relating to operating leases for investment property assets	15	12
Investment property expenses		
Repairs and maintenance: investment property	19	10
Total expenses relating to investment property	19	10

(ii) Assets held as property, plant and equipment

Council provides operating leases on Council properties for the purpose of staff housing, health services, emergency services and community groups.

Material accounting policy information

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

C2-2 Council as a lessor (continued)

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

C3 Liabilities of Council

C3-1 Payables

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Goods and services – operating expenditure	2,925	–	1,360	–
Accrued expenses:				
– Salaries and wages	410	–	294	–
Security bonds, deposits and retentions	67	–	72	–
Prepaid rates	497	–	575	–
Total payables	3,899	–	2,301	–

Material accounting policy information

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

\$ '000	Notes	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	2,512	–	7,314	–
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	60	–	471	–
Total grants received in advance		2,572	–	7,785	–
Total contract liabilities		2,572	–	7,785	–

Notes

(i) Council has received funding to construct assets including sporting facilities, bridges, aquatic centre and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

Revenue recognised that was included in the contract liability balance at the beginning of the period

\$ '000	2025	2024
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	6,066	–

C3-2 Contract Liabilities (continued)

Total revenue recognised that was included in the contract liability balance at the beginning of the period	6,066	—
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Significant changes in contract liabilities

Council spent large component of grants previously held as liabilities, including \$2.2M on projects under FLR program and \$4.6M on new aquatic centre.

Material accounting policy information

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Loans – secured ¹	397	10,144	386	10,541
Total borrowings	397	10,144	386	10,541

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note E1-1.

C3-3 Borrowings (continued)

(a) Changes in liabilities arising from financing activities

	2024		Non-cash movements				2025
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
\$ '000							
Loans – secured	10,927	(386)	–	–	–	–	10,541
Lease liability (Note C2-1)	93	(69)	–	–	–	–	24
Total liabilities from financing activities	11,020	(455)	–	–	–	–	10,565

	2023		Non-cash movements				2024
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
\$ '000							
Loans – secured	11,298	(371)	–	–	–	–	10,927
Lease liability (Note C2-1)	202	(109)	–	–	–	–	93
Total liabilities from financing activities	11,500	(480)	–	–	–	–	11,020

(b) Financing arrangements

\$ '000	2025	2024
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Total facilities

Total financing facilities available to Council at the reporting date are:

Credit cards/purchase cards

	60	60
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Total financing arrangements	60	60
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Drawn facilities

Financing facilities drawn down at the reporting date are:

Undrawn facilities

Undrawn financing facilities available to Council at the reporting date are:

– Credit cards/purchase cards

	45	39
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Total undrawn financing arrangements	45	39
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Additional financing arrangements information

Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

Security over loans

Loans are secured over the general rating income of Council.

Material accounting policy information

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

C3-4 Employee benefit provisions

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Annual leave	805	–	799	–
Sick leave	33	–	33	–
Long service leave	922	156	769	131
Other Leave	165	–	137	–
ELE on-costs	145	–	135	8
Total employee benefit provisions	2,070	156	1,873	139

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2025	2024
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	757	632
	757	632

Material accounting policy information

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

C3-5 Provisions

\$ '000	2025 Current	2025 Non-Current	2024 Current	2024 Non-Current
Asset remediation/restoration:				
Asset remediation/restoration (future works)	603	3,716	560	6,831
Sub-total – asset remediation/restoration	603	3,716	560	6,831
Total provisions	603	3,716	560	6,831

C3-5 Provisions (continued)

Description of and movements in provisions

\$ '000	Other provisions	
	Asset remediation	Total
2025		
At beginning of year	7,391	7,391
Unwinding of discount	237	237
Effect of change of estimates through assets (see C1-7)	(2,908)	(2,908)
Change of estimates through profit and loss (see B3-2)	(401)	(401)
Total other provisions at end of year	4,319	4,319
2024		
At beginning of year	8,854	8,854
Unwinding of discount	218	218
Remeasurement effects	(1,681)	(1,681)
Effect of change of estimates through assets (see C1-7)	—	—
Change of estimates through profit and loss (see B3-2)	—	—
Total other provisions at end of year	7,391	7,391

Nature and purpose of provisions

Asset remediation

The asset remediation provision represents the present value estimate of future costs Council will incur to restore, rehabilitate and reinstate the various landfill sites and gravel quarries as a result of past operations.

Material accounting policy information

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

Asset remediation – landfill and quarries

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations.

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each reporting date, and the cost is charged to the Income Statement.

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down, restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

C4 Reserves

C4-1 Nature and purpose of reserves

IPPE Revaluation Surplus

The infrastructure, property, plant and equipment (IPPE) revaluation surplus is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Council structure

D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

D1-1 Income Statement by fund

\$ '000	General 2025	Water 2025	Sewer 2025
Income from continuing operations			
Rates and annual charges	11,750	2,351	1,477
User charges and fees	3,911	2,084	185
Interest and investment revenue	1,027	556	498
Other revenues	807	–	–
Grants and contributions provided for operating purposes	4,612	–	10
Grants and contributions provided for capital purposes	10,499	25	–
Other income	15	–	–
Total income from continuing operations	32,621	5,016	2,170
Expenses from continuing operations			
Employee benefits and on-costs	10,221	766	273
Materials and services	10,910	1,693	282
Borrowing costs	269	626	–
Other expenses	630	–	–
Net losses from the disposal of assets	1,633	–	–
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	23,663	3,085	555
Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	8,958	1,931	1,615
Depreciation, amortisation and impairment of non-financial assets	12,512	2,244	869
Operating result from continuing operations	(3,554)	(313)	746
Net operating result for the year	(3,554)	(313)	746
Net operating result attributable to each council fund	(3,554)	(313)	746
Net operating result for the year before grants and contributions provided for capital purposes	(14,053)	(338)	746

D1-2 Statement of Financial Position by fund

\$ '000	General 2025	Water 2025	Sewer 2025
ASSETS			
Current assets			
Cash and cash equivalents	5,280	–	–
Investments	10,216	12,868	11,916
Receivables	2,550	477	169
Inventories	1,775	–	–
Contract assets and contract cost assets	2,546	233	–
Other	328	–	–
Total current assets	22,695	13,578	12,085
Non-current assets			
Infrastructure, property, plant and equipment	486,842	95,145	20,065
Investment property	1,190	–	–
Right of use assets	157	–	–
Total non-current assets	488,189	95,145	20,065
Total assets	510,884	108,723	32,150
LIABILITIES			
Current liabilities			
Payables	3,865	34	–
Contract liabilities	2,572	–	–
Lease liabilities	24	–	–
Borrowings	63	334	–
Employee benefit provision	2,070	–	–
Provisions	603	–	–
Total current liabilities	9,197	368	–
Non-current liabilities			
Borrowings	255	9,889	–
Employee benefit provision	156	–	–
Provisions	3,716	–	–
Total non-current liabilities	4,127	9,889	–
Total liabilities	13,324	10,257	–
Net assets	497,560	98,466	32,150
EQUITY			
Accumulated surplus	174,177	56,028	15,060
IPPE revaluation surplus	323,383	42,438	17,090
Council equity interest	497,560	98,466	32,150
Total equity	497,560	98,466	32,150

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. Council has an investment policy which complies with section 625 of the Act and the Ministerial Investment Order. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up and performance of the portfolio as required by local government regulations.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance team under policies approved by Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

The risks associated with the financial instruments held are:

- interest rate risk – the risk that movements in interest rates could affect returns
- liquidity risk – the risk that Council will not be able to pay its debts as and when they fall due.
- credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument, resulting in a financial loss to the Council.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings.

(a) Market risk – interest rate and price risk

\$ '000	2025	2024
The impact on the result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	297	355

E1-1 Risks relating to financial instruments held (continued)

(b) Credit risk

Council's major receivables comprise rates and annual charges and user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue rates and annual charges			Total
	Not yet overdue	< 5 years	≥ 5 years	
2025				
Gross carrying amount	639	490	91	1,220
2024				
Gross carrying amount	827	286	91	1,204

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
2025						
Gross carrying amount	4,131	10	6	9	949	5,105
Expected loss rate (%)	0.00%	0.00%	0.50%	0.85%	84.60%	5.73%
ECL provision	–	–	–	–	803	803
2024						
Gross carrying amount	7,256	4	3	5	500	7,768
Expected loss rate (%)	0.00%	0.00%	0.50%	0.85%	84.60%	5.45%
ECL provision	–	–	–	–	423	423

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

E1-1 Risks relating to financial instruments held (continued)

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1 for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in:		Total cash outflows	Actual carrying values
				1 - 5 Years	> 5 Years		
2025							
Payables	0.00%	67	3,335	–	–	3,402	3,899
Borrowings	5.47%	–	386	1,771	8,384	10,541	10,541
Total financial liabilities		67	3,721	1,771	8,384	13,943	14,440
2024							
Payables	0.00%	72	2,216	–	–	2,288	2,301
Borrowings	5.90%	–	386	1,770	8,771	10,927	10,927
Total financial liabilities		72	2,602	1,770	8,771	13,215	13,228

E2-1 Fair value measurement

The Council measures the following asset and liabilities at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property
- Financial assets and liabilities

Fair value hierarchy

Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Fair value measurement for Plant and Equipment, Office Equipment and Furniture and Fittings are measured at depreciated historical cost which for these assets approximate fair value and are not actually subject to a comprehensive fair market valuation.

The table below shows the assigned level for each asset and liability held at fair value by Council:

Fair value measurement hierarchy									
\$ '000	Notes	Date of latest valuation		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2025	2024	2025	2024	2025	2024	2025	2024
Recurring fair value measurements									
Investment property	C1-8								
Investment properties		30/6/2023		1,190	1,190	—	—	1,190	1,190
Total investment property				1,190	1,190	—	—	1,190	1,190
Infrastructure, property, plant and equipment									
Plant and equipment	C1-7			—	—	4,506	3,865	4,506	3,865
Office equipment				—	—	72	122	72	122
Furniture and fittings				—	—	126	151	126	151
Operational land		30/06/24	30/6/24	10,991	10,758	—	—	10,991	10,758
Community land		30/06/23	30/6/23	—	—	5,359	5,359	5,359	5,359
Buildings		30/06/24	30/6/24	—	—	32,550	33,250	32,550	33,250
Other structures		30/06/22	30/6/22	—	—	13,402	13,561	13,402	13,561
Roads		30/06/21	30/6/21	—	—	228,482	223,981	228,482	223,981
Bridges		30/06/21	30/6/21	—	—	66,074	66,349	66,074	66,349
Footpaths		30/06/21	30/6/21	—	—	5,510	5,318	5,510	5,318
Bulk earthworks (non-depreciable)		30/06/21	30/6/21	—	—	76,915	75,179	76,915	75,179
Stormwater drainage		30/06/21	30/6/21	—	—	27,042	26,956	27,042	26,956
Water supply network		30/06/23	30/6/23	—	—	94,342	57,789	94,342	57,789
Sewerage network		30/06/23	30/6/23	—	—	18,963	19,369	18,963	19,369
Other assets		30/06/25	30/6/10	—	—	301	1,214	301	1,214
Total infrastructure, property, plant and equipment				10,991	10,758	573,644	532,463	584,635	543,221

Non-recurring fair value measurements

Valuation techniques

E2-1 Fair value measurement (continued)

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Investment property

The Investment property was last valued using Level 2 inputs as at 30 June 2023. The value was derived from the NSW Valuer General values published as at 1 July 2022. The Valuer General is an independent statutory officer appointed by the Governor of NSW to oversee the valuation system. The Valuer General is responsible for providing fair and consistent land values in NSW, in line with the Valuation of Land Act 1916. Valuation contractors prepare land values for Valuation NSW. Valuation NSW staff then check the quality and consistency of these values before they are issued by the Valuer General. Land value is the market value of the land only, as if it was sold on 1 July in the valuing year.

The prior year valuation was at 30 June 2018 by Scott Fullarton registered valuer NSW No 67557, where observable inputs used in determining the valuation included net rentals in order to provide a rate per m2 this value was then used in conjunction with sales of comparable properties. Unobservable inputs include a limited number of sales evidence on the open market.

As the investment property is land only, the higher value is market value of the land for sale, not the net present value of the cash flow from investment activity.

Infrastructure, property, plant and equipment (IPPE)

Community Land

Community Land was last valued using Level 3 inputs as at 30 June 2023. The values were derived from the NSW Valuer General values published as at 1 July 2022. The Valuer General is an independent statutory officer appointed by the Governor of NSW to oversee the valuation system. The Valuer General is responsible for providing fair and consistent land values in NSW, in line with the Valuation of Land Act 1916. Valuation contractors prepare land values for Valuation NSW. Valuation NSW staff then check the quality and consistency of these values before they are issued by the Valuer General. Land value is the market value of the land only, as if it was sold on 1 July in the valuing year. The fair value of Land not valued by the Valuer General was valued using the average per measurement valuation of land within this category.

Operational Land

Council's operational land includes all of Council's land and managed Crown Land, that has been classified as operational by the Department of Lands. Council's operational land is valued on an annual basis with a valuation completed in 2024. Council's operational land was valued using the market approach. This asset class is categorised as level 2 as some inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

Buildings, Infrastructure and Other Assets

Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets - There is no known market for these assets and they are valued at depreciated current replacement cost. This method involves:

The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar Councils, or on industry construction guides where these are more appropriate.
The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by Council.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques.

E2-1 Fair value measurement (continued)

Fair value measurements using significant unobservable inputs (level 3)

Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

	Valuation technique/s	Unobservable inputs
Infrastructure, property, plant and equipment		
Community Land	Land values obtained from the NSW Valuer General	Land values obtained from the NSW Valuer General
Buildings	External valuation	Using depreciable replacement cost given limited comparable sales information
Roads, bridges, Footpaths, stormwater	Internal valuation using cost approach	Derived using asset condition and remaining useful life
Sewer Infrastructure	Internal valuation using cost approach	Derived using asset condition and remaining useful life
Water infrastructure	Internal valuation using cost approach	Derived using asset condition and remaining useful life
Other Structures	Internal valuation using cost approach	Derived using asset condition and remaining useful life
Remaining Classes	At cost but disclosed at fair value	No observable or unobservable inputs were used

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under Active Super – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB 119 *Employee Benefits* for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formula and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 9.5% from 1 July 2025 of salaries to these members' accumulation accounts in line with current level of SG contributions, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June. Given the funding position of the Fund as at 30 June 2024, it was recommended to cease these past service contributions effective 1 January 2025.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding past service contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

The amount of Council employer contributions to the defined benefit section of Fund and recognised as an expense for the year ending 30 June 2025 was \$75 thousand. The last formal valuation of the Scheme was undertaken by Fund Actuary,

E3-1 Contingencies (continued)

Richard Boyfield, FIAA as at 30 June 2024.

Council's expected contribution to the plan for the next annual reporting period is \$10 thousand.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2025 is:

Defined Benefit reserves only *	\$millions	Asset Coverage
Assets	2,197.6	
Past Service Liabilities	2,092.0	105.0%
Vested Benefits	2,130.4	103.2%

* excluding other accumulation accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is 0.17%

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review, which will be a triennial actuarial investigation will be completed by December 2025.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

E3-1 Contingencies (continued)

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30 June 2008.

(ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2025	2024
Compensation:		
Short-term benefits	836	809
Post-employment benefits	76	71
Other long-term benefits	41	8
Total	953	888

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of KMP using Council services (e.g. access to library or Council swimming pool) will not be disclosed.

F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2025	2024
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	24	21
Councillors' fees	90	97
Other Councillors' expenses (including Mayor)	12	14
Total	126	132

F2 Other relationships

F2-1 Audit fees

\$ '000	2025	2024
During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms		
Auditors of the Council - NSW Auditor-General:		
(i) Audit and other assurance services		
Audit and review of financial statements	66	97
Remuneration for audit and other assurance services	66	97
Total Auditor-General remuneration	66	97
Non NSW Auditor-General audit firms		
Total audit fees	66	97

G Other matters

G1-1 Statement of Cash Flows information

Reconciliation of Operating Result

\$ '000	Notes	2025	2024
Net operating result from Income Statement		(3,121)	7,509
Add / (less) non-cash items:			
Depreciation and amortisation		15,625	13,865
(Gain) / loss on disposal of assets		1,633	435
Non-cash capital grants and contributions		–	(153)
Remediation Re-measurement		–	1,681
Unwinding of discount rates on reinstatement provisions		237	218
Movements in operating assets and liabilities and other cash items:			
(Increase) / decrease of receivables		(24)	195
Increase / (decrease) in provision for impairment of receivables		–	(18)
(Increase) / decrease of inventories		670	(1,369)
(Increase) / decrease of other current assets		(38)	(83)
(Increase) / decrease of contract asset		2,670	3,035
Increase / (decrease) in payables		1,565	(2,518)
Increase / (decrease) in other accrued expenses payable		116	(17)
Increase / (decrease) in other liabilities		(83)	213
Increase / (decrease) in contract liabilities		(5,213)	(920)
Increase / (decrease) in employee benefit provision		214	76
Increase / (decrease) in other provisions		(401)	(1,681)
Net cash flows from operating activities		13,850	20,468

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2025	2024
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Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Property, plant and equipment

Water Infrastructure	451	7
Sewer Infrastructure	36	–
Road Infrastructure	570	600
Council Buildings	33	70
Waste Management Strategy	1,922	–
Recreational Assets	2,222	131
Other	925	–
Total commitments	6,159	808

These expenditures are payable as follows:

Within the next year	6,159	808
Total payable	6,159	808

Sources for funding of capital commitments:

Future grants and contributions	6,159	571
Unexpended grants	–	230
Externally restricted reserves	–	7
Internally restricted reserves	–	–
Total sources of funding	6,159	808

Details of capital commitments

Council has accepted funding under the Commonwealth and State Grant Program and is working on improving recreational assets within the community. Roadworks are continuing across the Council area and work is also being conducted on Council's water assets.

G3-1 Events occurring after the reporting date

No other matters have arisen subsequent to balance date that would require these financial statements to be amended.

G4 Statement of developer contributions

G4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2024	Contributions received during the year			Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2025	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash Land	Non-cash Other					
Liverpool Plains Section 7.12 Contribution Plan	1,066	40	–	–	–	–	–	1,106	–
Liverpool Plains Section 7.11 Contribution Plan	941	138	–	–	–	–	–	1,079	–
Liverpool Plains Section 64 - Contribution Plan - Water	654	–	–	–	–	–	–	654	–
Liverpool Plains Section 64 - Contribution Plan - Sewer	45	–	–	–	–	–	–	45	–
Total contributions	2,706	178	–	–	–	–	–	2,884	–

Under the *Environmental Planning and Assessment Act 1979*, local infrastructure contributions, also known as developer contributions, are charged by councils when new development occurs. They help fund infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

Council resolved in September 2023 to (1) formally confirm the repeal of all contribution plans except for (a) Liverpool Plains Section 7.12 Contributions Plan 2022 and (b) Heavy Haulage Contribution Plan 2023, and (2) Reallocate all funds held in the Quirindi, Werris Creek and Willow Tree Section 94 plan account to the account of the Liverpool Plains Section 7.12 Contribution Plan 2022 and for these funds to be used towards the proposed works under this Plan.

End of the audited financial statements

H1 Statement of performance measures

H1-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2025	Indicator 2025	Indicator 2024	Benchmark
1. Operating performance ratio				
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(12,012)	(41.02)%	(8.01)%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	29,283			
2. Own source operating revenue ratio				
Total continuing operating revenue excluding all grants and contributions ¹	24,661	61.95%	51.39%	> 60.00%
Total continuing operating revenue ¹	39,807			
3. Unrestricted current ratio				
Current assets less all external restrictions	11,748	2.03x	37.34x	> 1.50x
Current liabilities less specific purpose liabilities	5,799			
4. Debt service cover ratio				
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	4,508	3.34x	13.02x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	1,351			
5. Rates and annual charges outstanding percentage				
Rates and annual charges outstanding	1,355	7.91%	8.28%	< 10.00%
Rates and annual charges collectable	17,141			
6. Cash expense cover ratio				
Current year's cash and cash equivalents plus all term deposits	40,280	18.20	18.29	> 3.00
Monthly payments from cash flow of operating and financing activities	2,213	months	months	months

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

H1-2 Statement of performance measures by fund

\$ '000	General Indicators ^{3, 4}		Water Indicators		Sewer Indicators		Benchmark
	2025	2024	2025	2024	2025	2024	
1. Operating performance ratio							
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1, 2}	(56.14)%	(12.98)%	(6.77)%	4.81%	34.38%	27.42%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹							
2. Own source operating revenue ratio							
Total continuing operating revenue excluding capital grants and contributions ¹	53.68%	48.09%	99.50%	52.25%	99.54%	100.00%	> 60.00%
Total continuing operating revenue ¹							
3. Unrestricted current ratio							
Current assets less all external restrictions	2.03x	37.34x	36.90x	33.99x	∞	1,047.80x	> 1.50x
Current liabilities less specific purpose liabilities							
4. Debt service cover ratio							
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	0.50x	11.55x	4.04x	11.06x	∞	∞	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
5. Rates and annual charges outstanding percentage							
Rates and annual charges outstanding	7.01%	10.87%	10.60%	0.00%	10.58%	0.00%	< 10.00%
Rates and annual charges collectable							
6. Cash expense cover ratio							
Current year's cash and cash equivalents plus all term deposits	18.20 months	18.29 months	∞	∞	∞	∞	> 3.00 months
Monthly payments from cash flow of operating and financing activities							

(1) - (2) Refer to Notes at Note G5-1 above.

(3) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Liverpool Plains Shire Council

To the Councillors of Liverpool Plains Shire Council

Opinion

I have audited the accompanying financial statements of Liverpool Plains Shire Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of the Division
 - are, in all material respects, consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2025, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in black ink, appearing to read 'JMP', is positioned above the printed name and title.

Jan-Michael Perez
Delegate of the Auditor-General for New South Wales

30 October 2025
SYDNEY



Cr Kenneth Cudmore
Mayor
Liverpool Plains Shire Council
PO Box 152
QUIRINDI NSW 2343

Contact: Jan-Michael Perez
Phone no: 02 9275 7115
Our ref: R008-1981756498-6192

30 October 2025

Dear Mayor Cudmore

**Report on the Conduct of the Audit
for the year ended 30 June 2025
Liverpool Plains Shire Council**

I have audited the general purpose financial statements (GPFS) of the Liverpool Plains Shire Council (the Council) for the year ended 30 June 2025 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2025 is issued in accordance with section 417 of the Act. The Report:

- must address the specific matters outlined in the Local Government Code of Accounting Practice and Financial Reporting 2024-25
- may include statements, comments and recommendations that I consider to be appropriate based on the conduct of the audit of the GPFS.

This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Financial performance

	2025	2024	Variance
	\$m	\$m	%
Rates and annual charges revenue	15.6	14.4	8.3
Grants and contributions provided for operating purposes revenue	4.6	10.4	55.8
Grants and contributions provided for capital purposes revenue	10.5	10.5	0.0
Operating result from continuing operations	(3.1)	7.5	141.3
Net Operating result for the year before grants and contributions provided for capital purposes	(13.6)	(3.0)	353.3

Operating result from continuing operations

This graph shows the operating result from continuing operations for the current and prior two financial years.

Council's operating result from continuing operations for the year was \$10.6 million lower than the 2023–24 result.

The result was largely driven by lower operating grants and contributions recognised during the year; higher materials and services expenditure; and higher depreciation charges driven by increases in the fair value of Council non-financial assets in 2023-24.

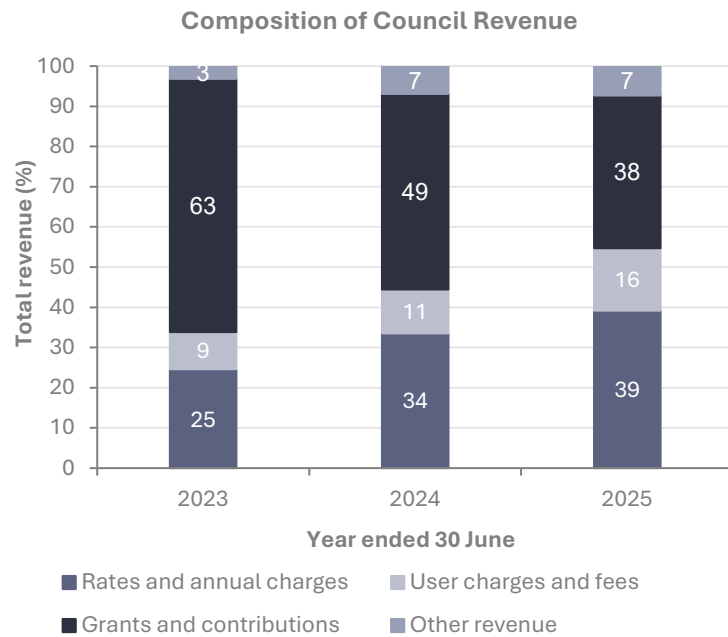


Income

Council revenue

This graph shows the composition of Council's revenue recognised for the current and prior two financial years.

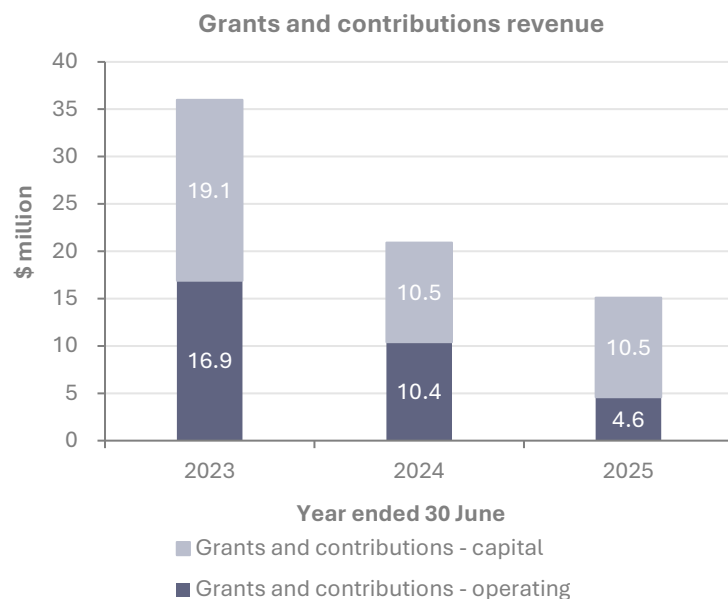
Council's proportion of revenue from grants and contributions decreased from 63 per cent in 2023 to 38 per cent in 2025 mainly due to a reduction in operating grants and contributions recognised during the year. As a result, the proportion of Council revenue generated from rates and annual charges, and user charges and fees increased from 34 per cent in 2023 to 55 per cent in 2025.



Grants and contributions revenue

This graph shows the amount of grants and contributions revenue recognised for the current and prior two financial years.

Grants and contributions revenue (\$15.1 million) decreased by \$5.8 million (55.7 per cent) in 2024–25 largely due to a decrease of \$5.3 million in grants recognised for the Regional and Local Roads Repair Program.



CASH FLOWS

Statement of cash flows

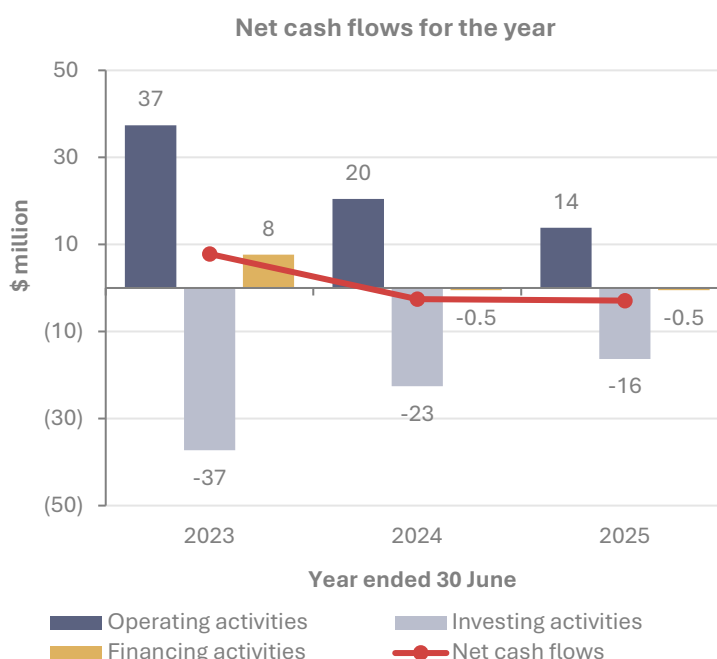
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating in a financially sustainable manner.

This graph shows the net cash flows for the current and prior two financial years.

The net cash flows for the year were negative \$2.9 million (negative \$2.6 million in 2023–24).

In 2024–25 net cash:

- inflows from operating activities decreased by \$6.6 million mainly due to lower grants and contributions received
- outflows from investing activities decreased by \$6.3 million influenced by the redemption of term deposits and lower payments for IPPE
- flows from financing activities remained consistent with last year.



FINANCIAL POSITION

Cash, cash equivalents and investments

This section of the Report provides details of the amount of cash, cash equivalents and investments recorded by the Council at 30 June 2025.

Externally restricted funds are the cash, cash equivalents and investments that can only be used for specific purposes due to legal or contractual restrictions.

Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

Cash, cash equivalents and investments	2025	2024	Percentage of total cash and investments 2025	Commentary
	\$m	\$m	%	
Total cash, cash equivalents and investments	40.3	43.7		Externally restricted balances are those which are only available for specific use due to a restriction placed by legislation or third-party contract. A breakdown of the sources of externally restricted balances is included in the graph below.
Restricted and allocated cash, cash equivalents and investments:				

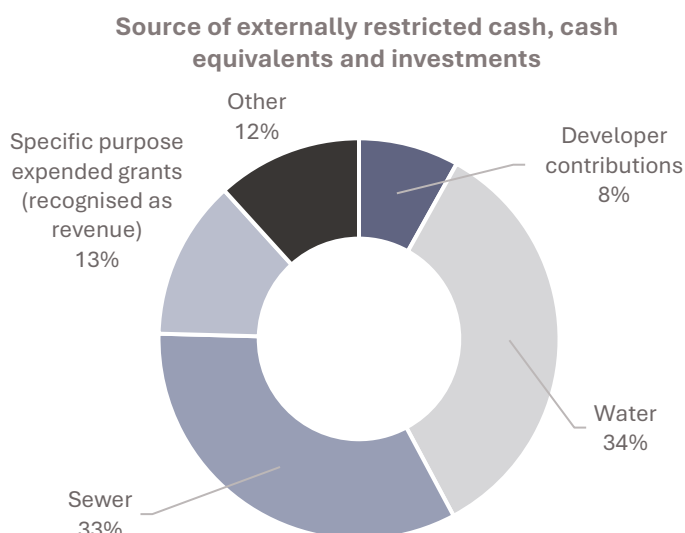
	\$m	\$m	%	
• External restrictions	34.7	35.1	86.1	Internal allocations are determined by council policies or decisions, which are subject to change. At 30 June 2025 the Council holds \$185,000 in unrestricted and unallocated cash, cash equivalents and investments.
• Internal allocations	5.4	8.5	13.4	

This graph shows the sources of externally restricted cash, cash equivalents and investments.

In 2024–25 the Council’s main sources of externally restricted cash, cash equivalents and investments include:

- water charges of \$12.2 million which increased by \$3.6 million
- sewer charges of \$11.9 million which increased by \$1.6 million
- specific purpose unexpended grants included in revenue of \$4.6 million which increased by \$4.3 million.

Other externally restricted cash, cash equivalents comprise of developer contributions, specific purpose unexpended grants included in liabilities, and waste remediation.

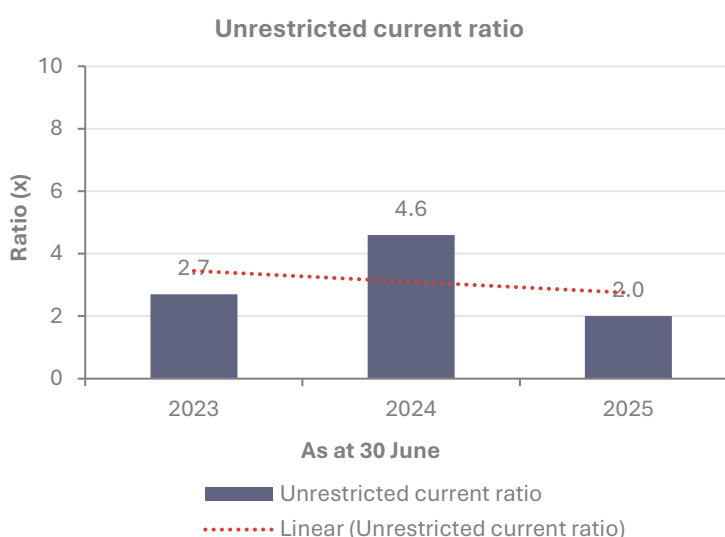


Council liquidity

This graph shows the Council’s unrestricted current ratio for the current and prior two financial years.

The unrestricted current ratio is specific to local government and represents council’s ability to meet its short-term obligations as they fall due. The ratio measures the ratio of unrestricted current assets to current liabilities less specific purpose liabilities.

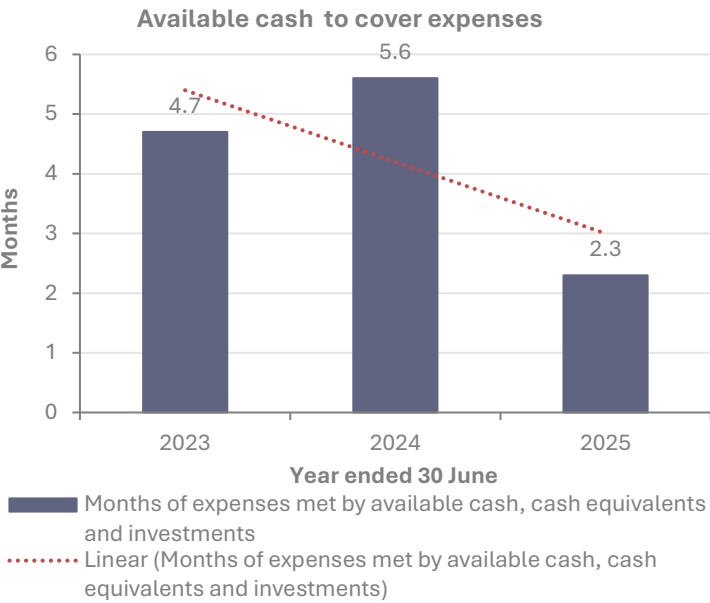
The reduction of \$5.2 million in Council’s contract liabilities impacted the 2024–25 ratio.



This graph shows the number of months of general fund expenses (excluding depreciation and borrowing costs), Council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.

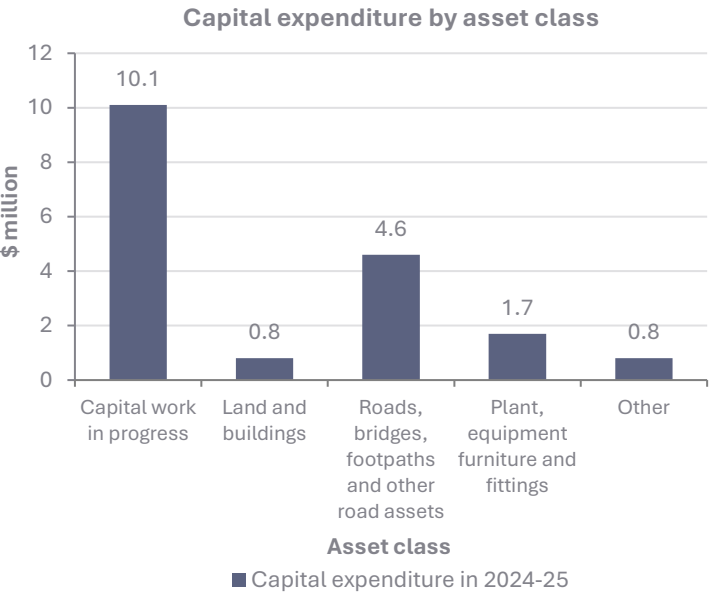
Council’s available cash, cash equivalents and investments are sufficient to cover 2.3 months of further expenses.



Infrastructure, property, plant and equipment

This graph shows how much the Council spent on renewing and purchasing assets in 2024–25.

Council renewed \$13.3 million of infrastructure, property, plant and equipment during the 2024–25 financial year. This was mainly spent on roads and large capital projects such as the Aquatic Centre construction. A further \$4.6 million was spent on new assets across variety of asset classes during the current year.



Debt

The table below provides an overview of the Council's loans and committed borrowing facilities. Committed borrowing facilities are an element of liquidity management and include bank overdrafts, and credit cards.

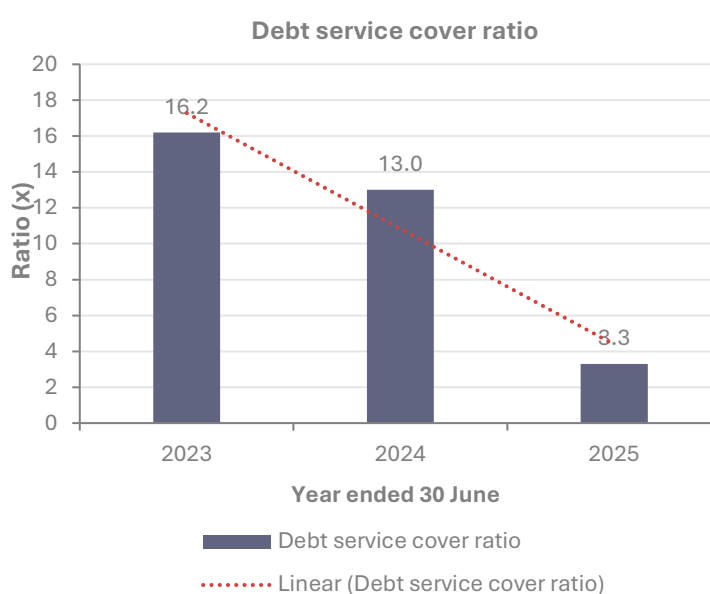
Debt	2025	2024	Commentary
	\$'000	\$'000	
Loans	10,541	10,927	The existing loans remained largely unchanged, with no new loans entered into during the year.
Credit card facility	60	60	The credit card facility remained unchanged during the year, with \$15,000 used as at 30 June 2025.

Debt service cover

This graph shows the Council's debt service cover ratio for the current and prior two financial years.

The debt service cover ratio measures the operating cash to service debt including interest, principal and lease payments.

The decrease in the operating result before capital excluding interest and depreciation at 30 June 2025 has resulted in a significant decrease in the current year ratio.



JMP

Jan-Michael Perez
Director, Financial Audit

Delegate of the Auditor-General

Liverpool Plains Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2025



Liverpool Plains Shire Council

Special Purpose Financial Statements

for the year ended 30 June 2025

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Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Liverpool Plains Shire Council

Special Purpose Financial Statements

for the year ended 30 June 2025

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

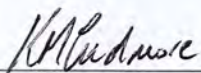
- the NSW Government Policy Statement '*Application of National Competition Policy to Local Government*',
- the Division of Local Government Guidelines '*Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these statements:

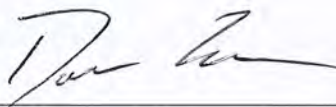
- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 23rd October 2024.



Ken Cudmore
Mayor
22 October 2025



Donna Lawson
Councillor
22 October 2025



Cian Middleton
General Manager
22 October 2025



Daniel Smallwood
Director Corporate Performance & CFO
22 October 2025

Liverpool Plains Shire Council

Income Statement of water supply business activity

for the year ended 30 June 2025

\$ '000	2025	2024
Income from continuing operations		
Access charges	2,351	2,371
User charges	2,059	1,536
Fees	25	20
Interest and investment income	556	455
Grants and contributions provided for operating purposes	–	18
Other income	–	3
Total income from continuing operations	4,991	4,403
Expenses from continuing operations		
Employee benefits and on-costs	766	718
Borrowing costs	626	163
Materials and services	1,693	1,596
Depreciation, amortisation and impairment	2,244	1,427
Net loss from the disposal of assets	–	287
Total expenses from continuing operations	5,329	4,191
Surplus (deficit) from continuing operations before capital amounts	(338)	212
Grants and contributions provided for capital purposes	25	3,989
Surplus (deficit) from continuing operations after capital amounts	(313)	4,201
Surplus (deficit) from all operations before tax	(313)	4,201
Less: corporate taxation equivalent (25%) [based on result before capital]	–	(53)
Surplus (deficit) after tax	(313)	4,148
Plus accumulated surplus	56,577	52,376
Less: other adjustments	(236)	–
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	–	53
Closing accumulated surplus	56,028	56,577
Return on capital %	0.3%	0.4%
Subsidy from Council	3,670	3,733
Calculation of dividend payable:		
Surplus (deficit) after tax	(313)	4,148
Less: capital grants and contributions (excluding developer contributions)	(25)	(3,989)
Surplus for dividend calculation purposes	–	159
Potential dividend calculated from surplus	–	80

Liverpool Plains Shire Council

Income Statement of sewerage business activity

for the year ended 30 June 2025

\$ '000	2025	2024
Income from continuing operations		
Access charges	1,477	1,389
Liquid trade waste charges	185	183
Fees	–	1
Interest and investment income	498	491
Grants and contributions provided for operating purposes	10	–
Total income from continuing operations	2,170	2,064
Expenses from continuing operations		
Employee benefits and on-costs	273	253
Materials and services	282	418
Depreciation, amortisation and impairment	869	827
Total expenses from continuing operations	1,424	1,498
Surplus (deficit) from continuing operations before capital amounts	746	566
Surplus (deficit) from continuing operations after capital amounts	746	566
Surplus (deficit) from all operations before tax	746	566
Less: corporate taxation equivalent (25%) [based on result before capital]	(187)	(142)
Surplus (deficit) after tax	559	424
Plus accumulated surplus	14,319	13,753
Less: other adjustments	(5)	–
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	187	142
Closing accumulated surplus	15,060	14,319
Return on capital %	3.7%	2.8%
Subsidy from Council	89	315
Calculation of dividend payable:		
Surplus (deficit) after tax	560	424
Surplus for dividend calculation purposes	560	424
Potential dividend calculated from surplus	280	212

Liverpool Plains Shire Council

Statement of Financial Position of water supply business activity

as at 30 June 2025

\$ '000	2025	2024
ASSETS		
Current assets		
Investments	12,868	9,494
Receivables	477	502
Contract assets and contract cost assets	233	2,623
Inventories	–	61
Total current assets	13,578	12,680
Non-current assets		
Infrastructure, property, plant and equipment	95,145	95,535
Total non-current assets	95,145	95,535
Total assets	108,723	108,215
LIABILITIES		
Current liabilities		
Contract liabilities	–	11
Payables	34	38
Borrowings	334	324
Total current liabilities	368	373
Non-current liabilities		
Borrowings	9,889	10,223
Total non-current liabilities	9,889	10,223
Total liabilities	10,257	10,596
Net assets	98,466	97,619
EQUITY		
Accumulated surplus	56,028	56,577
IPPE revaluation surplus	42,438	41,042
Total equity	98,466	97,619

Liverpool Plains Shire Council

Statement of Financial Position of sewerage business activity

as at 30 June 2025

\$ '000	2025	2024
ASSETS		
Current assets		
Investments	11,916	10,326
Receivables	169	152
Total current assets	12,085	10,478
Non-current assets		
Infrastructure, property, plant and equipment	20,065	20,479
Total non-current assets	20,065	20,479
Total assets	32,150	30,957
LIABILITIES		
Current liabilities		
Contract liabilities	–	10
Total current liabilities	–	10
Total liabilities	–	10
Net assets	32,150	30,947
EQUITY		
Accumulated surplus	15,060	14,319
IPPE revaluation surplus	17,090	16,628
Total equity	32,150	30,947

Note – Material accounting policy information

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2021* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

a. Water Supply Network

Is comprised of water supply operations and net assets system servicing the towns of Quirindi, Werris Creek, Wallabadah, Willow Tree, Spring Ridge, Wahallow, Blackville, Caroon and Premer.

Category 2

(where gross operating turnover is less than \$2 million)

b. Sewerage Service

Is comprised of sewerage reticulation and treatment operations and net asset system servicing the towns of Quirindi and Werris Creek

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes, which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in special purpose financial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – 25% (LY 25%)

Note – Material accounting policy information (continued)

Land tax – the first \$1,075,000 of combined land values attracts **0%**. For the combined land values in excess of \$1,075,000 up to \$6,571,000 the rate is **\$100 + 1.6%**. For the remaining combined land value that exceeds \$6,571,000 a premium marginal rate of **2.0%** applies.

Payroll tax – **5.45%** on the value of taxable salaries and wages in excess of \$1,200,000.

In accordance with DCCEEW's regulatory and assurance framework, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the regulatory and assurance framework as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the Act.

Achievement of substantial compliance to DCCEEW's regulatory and assurance framework is not a prerequisite for the payment of the tax equivalent charges; however the payment must not exceed \$3 per assessment.

Income tax

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level – gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the relevant corporate income tax rate, currently 25% (LY 25%).

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional – that is, it is payable to the 'Council' as the owner of business operations – it represents an internal payment and has no effect on the operations of the Council.

Accordingly, there is no need for disclosure of internal charges in the SPFS. The rate applied of 25% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.16% at 30/6/25.

Note – Material accounting policy information (continued)

(iii) Dividends

Council is not required to pay dividends to either itself as owner of a range of businesses, or to any external entities.

A local government water supply and sewerage business is permitted to pay annual dividends from their water supply or sewerage business surpluses. Each dividend must be calculated and approved in accordance with DCCEEW's regulatory and assurance framework and must not exceed 50% of the relevant surplus in any one year, or the number of water supply or sewerage assessments at 30 June 2025 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with DCCEEW's regulatory and assurance framework, statement of compliance and statement of dividend payment, dividend payment form and unqualified independent financial audit report are submitted to DCCEEW.



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Liverpool Plains Shire Council

To the Councillors of Liverpool Plains Shire Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Liverpool Plains Shire Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2025, the Statement of Financial Position of each Declared Business Activity as at 30 June 2025 and the Material accounting policy information note.

The Declared Business Activities of the Council are:

- water supply
- sewerage.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2025, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2024-25 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in black ink, appearing to be 'JMP' with a stylized flourish.

Jan-Michael Perez
Delegate of the Auditor-General for New South Wales

30 October 2025
SYDNEY

Liverpool Plains Shire Council

SPECIAL SCHEDULES
for the year ended 30 June 2025



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Liverpool Plains Shire Council

Permissible income for general rates

\$ '000	Notes	Calculation 2024/25	Calculation 2025/26
Notional general income calculation ¹			
Last year notional general income yield	a	9,390	9,914
Plus or minus adjustments ²	b	(169)	(2)
Notional general income	$c = a + b$	9,221	9,912
Permissible income calculation			
Percentage increase	d	4.80%	4.00%
Plus percentage increase amount ³	$f = d \times (c + e)$	443	396
Sub-total	$g = (c + e + f)$	9,664	10,308
Plus (or minus) last year's carry forward total	h	73	(178)
Sub-total	$j = (h + i)$	73	(178)
Total permissible income	$o = k + n$	9,737	10,130
Less notional general income yield	l	9,914	10,121
Catch-up or (excess) result	$m = k - l$	(178)	9
Carry forward to next year ⁶	$p = m + n + o$	(178)	9

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Liverpool Plains Shire Council

To the Councillors of Liverpool Plains Shire Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Liverpool Plains Shire Council (the Council) for the year ending 30 June 2026.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2025.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

A handwritten signature in black ink, appearing to read 'JMP', is positioned above the printed name of the Auditor-General.

Jan-Michael Perez
Delegate of the Auditor-General for New South Wales

30 October 2025
SYDNEY

Liverpool Plains Shire Council

Report on infrastructure assets as at 30 June 2025

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2024/25 Required maintenance ^a	2024/25 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Buildings	Other	14,558	14,558	200	277	32,550	72,203	19.0%	18.0%	0.0%	43.0%	20.0%
	Sub-total	14,558	14,558	200	277	32,550	72,203	19.0%	18.0%	0.0%	43.0%	20.0%
Other structures	Other structures	3,934	3,934	587	676	13,402	29,154	48.0%	12.0%	10.0%	4.0%	26.0%
	Sub-total	3,934	3,934	587	676	13,402	29,154	48.0%	12.0%	10.0%	4.0%	26.0%
Roads	Sealed roads	3,140	3,140	2,074	2,097	148,129	191,679	70.0%	11.0%	12.0%	5.0%	2.0%
	Unsealed roads	4,281	4,281	680	1,713	80,355	112,192	69.0%	6.0%	11.0%	12.0%	2.0%
	Bridges	348	348	5	1	66,074	101,001	2.0%	97.0%	0.0%	0.0%	1.0%
	Footpaths	—	—	20	1	5,510	8,065	6.0%	94.0%	0.0%	0.0%	0.0%
	Bulk earthworks	—	—	—	—	79,915	79,915	100.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	7,769	7,769	2,779	3,812	376,983	492,852	59.7%	27.1%	7.2%	4.7%	1.3%
Water supply network	Water supply network	16,095	16,095	649	1,022	94,342	152,023	22.0%	9.0%	31.0%	18.0%	20.0%
	Sub-total	16,095	16,095	649	1,022	94,342	152,023	22.0%	9.0%	31.0%	18.0%	20.0%
Sewerage network	Sewerage network	5,877	5,877	143	291	18,963	40,419	12.0%	6.0%	45.0%	15.0%	22.0%
	Sub-total	5,877	5,877	143	291	18,963	40,419	12.0%	6.0%	45.0%	15.0%	22.0%
Stormwater drainage	Stormwater drainage	—	—	75	58	27,042	45,953	0.0%	53.0%	44.0%	0.0%	3.0%
	Sub-total	—	—	75	58	27,042	45,953	0.0%	53.0%	44.0%	0.0%	3.0%
Total – all assets		48,233	48,233	4,433	6,136	563,282	832,604	43.2%	22.9%	14.9%	10.7%	8.3%

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Liverpool Plains Shire Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2025	Indicator 2025	Indicator 2024	Benchmark
Buildings and infrastructure renewals ratio				
Asset renewals ¹	13,320	93.08%	96.11%	> 100.00%
Depreciation, amortisation and impairment	14,311			
Infrastructure backlog ratio				
Estimated cost to bring assets to a satisfactory standard	48,233	8.33%	8.50%	< 2.00%
Net carrying amount of infrastructure assets	578,835			
Asset maintenance ratio				
Actual asset maintenance	6,136	138.42%	138.42%	> 100.00%
Required asset maintenance	4,433			
Cost to bring assets to agreed service level				
Estimated cost to bring assets to an agreed service level set by Council	48,233	5.79%	6.28%	
Gross replacement cost	832,604			

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Liverpool Plains Shire Council

General Purpose Financial Statements

for the year ended 30 June 2025

Public Notice – Presentation of Financial Statements

Public notice – Presentation of financial statements

as per Section 418 (3) of the Local Government Act.

In accordance with Section 418 (3) of the *Local Government Act 1993 (NSW)*, Liverpool Plains Shire Council advises that the Council meeting to be held on 26/11/2025 will include the presentation of the audited Financial Statements and the Auditor's Reports for the year ending 30/06/2025.

A summary of the Financial Statements is provided below.

	2025 \$ '000	2024 \$ '000
Income Statement		
Total income from continuing operations	39,807	43,078
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	27,303	21,704
Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	12,504	21,374
Depreciation, amortisation and impairment of non-financial assets	15,625	13,865
Net operating result for the year	(3,121)	7,509
Net operating result before grants and contributions provided for capital purposes	(13,645)	(3,026)
Statement of Financial Position		
Total current assets	48,358	55,064
Total current liabilities	(9,565)	(12,981)
Total non-current assets	603,399	594,937
Total non-current liabilities	(14,016)	(17,528)
Total equity	628,176	619,492
Other financial information		
Unrestricted current ratio (times)	2.03	37.34
Operating performance ratio (%)	(41.02)%	(8.01)%
Debt service cover ratio (times)	3.34	13.02
Rates and annual charges outstanding ratio (%)	7.91%	8.28%
Infrastructure renewals ratio (%)	93.08%	96.11%
Own source operating revenue ratio (%)	61.95%	51.39%
Cash expense cover ratio (months)	18.20	18.29

The 2024-25 Financial Reports can be viewed at:

- Council's Customer Service Centre, 60 Station Street Quirindi, between 8.30am and 5.00pm Monday to Friday
- Council's website at www.liverpoolplains.nsw.gov.au

In accordance with Section 420 of the *Local Government Act 1993 (NSW)*, any person may make a submission in writing to Council with respect to the Council's Audited Financial Statements or the Auditor's Reports. Submissions, clearly headed '2024-25 Financial Reports' can be email to council@liverpoolplains.nsw.gov.au or sent to the General Manager, Liverpool Plains Shire Council, 60 Station Street, and are to be received no later than 5.00pm 21/11/2025.



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