

Liverpool Plains Shire Council

Delivery Program 2022-2026
and Operational Plan 2024-2025

DRAFT



Acknowledgement of Country

“We acknowledge the traditional owners and custodians of this land, the people of the Kamilaroi Nation.

We pay our respects to the Aboriginal Elders, both past and present.

We acknowledge and respect their continuing culture and the contribution they make to Liverpool Plains Shire”

Prepared by Liverpool Plains Shire Council

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Contents

Message from the Mayor and General Manager	1
Our Vision	2
Our Shire	2
Our Community – to be formatted	3
Our Councillors	4
Our Organisation.....	5
Planning for our Future	6
Our Strategic Approach.....	6
Delivering the Community Strategic Plan.....	7
Council's Level of Influence.....	9
Highlights of the Operational Plan – to be formatted.....	10
Budget Summary	11
Our Vision and Plan	14
Outcome 1:	15
A great rural lifestyle with access to quality services and facilities.....	15
Outcome 2:	25
Strong community, Council and business leadership	25
Outcome 3:	43
A sustainable environment.....	43
Outcome 4:	50
A thriving economy.....	50
Financial Information.....	60
Projected Income Statements 2025-2028 (4-year period)	60

Projected Cashflow Statement 2025-2028 (4-year period)	62
Projected Statement of Financial Position 2025-2028 (4-year period) .	63
Capital Works Program 2024 – 2025.....	64
Budget by Functions 2024-2025	66
.....	67
Statement of Revenue Policy	68
Summary.....	68
Current Year Rate Increase.....	68
Statement of Rating Structure.....	69
Statement of Fees	74
Statement of Pricing Methodology.....	74
Statement of Borrowings	75

Message from the Mayor and General Manager



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

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

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

- A great rural lifestyle with access to quality services and facilities
- Strong community, council and business leadership
- A sustainable environment
- A thriving economy.

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

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

The Operational Plan identifies the actions we will take to deliver these

objectives over the 2024-2025 financial year, some of the major actions and projects include:

- Delivering the Quirindi Aquatic Centre redevelopment
- Investigating potential partnerships that can deliver additional services via Council's library branches, pools, Plains Fitness and Eastside Long Day Care Centre
- Effective management of the region's road network
- Finalising the design of the Kokoda Trail project between Werris Creek and Quirindi
- Working alongside the Local Advisory Groups on local priorities and seeking their input on whole of Shire priorities
- Reviewing and reporting on the Community Strategic Plan
- Providing an enhanced Customer Experience when engaging with Council
- Continuing the implementation of the Waste Management Strategy Program

Council continues to work hard to improve the organisation's long-term financial sustainability, whilst continuing to provide a wide range of services and programs to our community. Council staff have worked hard to deliver a Budget that reflects delivering results for the community whilst remaining committed to the goal of long-term financial stability for the organisation. We together with the Councillors and staff look forward to continuing to deliver quality outcomes for the residents, ratepayers and visitors of the Liverpool Plains.



A handwritten signature in blue ink that reads "D. Hawkins".

**Cr Doug Hawkins OAM
Mayor**

A handwritten signature in blue ink that reads "Gary Murphy".

**Gary Murphy
General Manager**

Our Vision

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

Our Shire

Located in the New England North-West Region of NSW, the Liverpool Plains Shire extends across the traditional lands of the Gamilaraay (Gomeroi) Aboriginal people. The Liverpool Plains sits at the junction of the New England and Kamilaroi Highways, approximately 350 kilometres north of Sydney, 250 kilometres north-west of Newcastle and 60 kilometres south of Tamworth.

The population centres of Quirindi and Werris Creek are located at the heart of the Shire and are supported by several smaller villages and hamlets including;

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

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



Our Community – to be formatted



Population
7,551



Median age
47



14.9%
identify as
Aboriginal



\$1,165 Median
weekly
household
income



Average of 2
motor vehicles
per dwelling



34.6% have
gained
tertiary
qualifications



52% labour
force of
working age



Three largest
ancestries are
Australian,
English and
Australian
Aboriginal



12% parents
born overseas



49.8%
Female



50.2%
Male



Average
household
size is 2.3
people



19% of eligible
workforce
volunteer



25.5%
employed in
agricultural
industry



32% have
long-term
health
conditions

Our Councillors

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

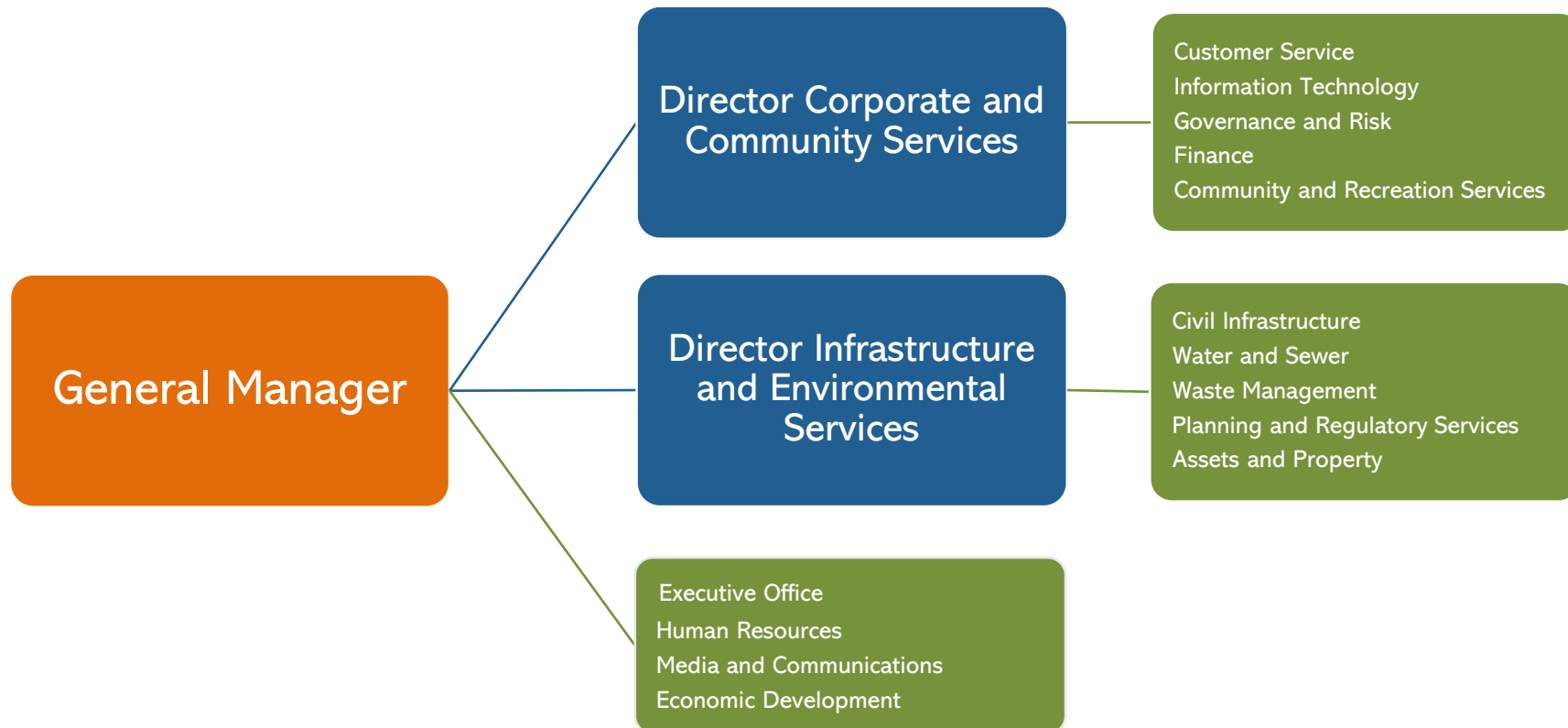
As our governing body, the Councillors are responsible for developing and endorsing the combined Delivery Program and Operational Plan and reviewing Council's performance in delivering on the activities and actions contained within it.

From left to right, Deputy Mayor Cr Ken Cudmore, Cr Paul Moules, Cr Yvonne Wynne, Mayor Cr Doug Hawkins OAM, Cr Donna Lawson, Cr Terry Cohen and Cr Jason Allan



Our Organisation

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



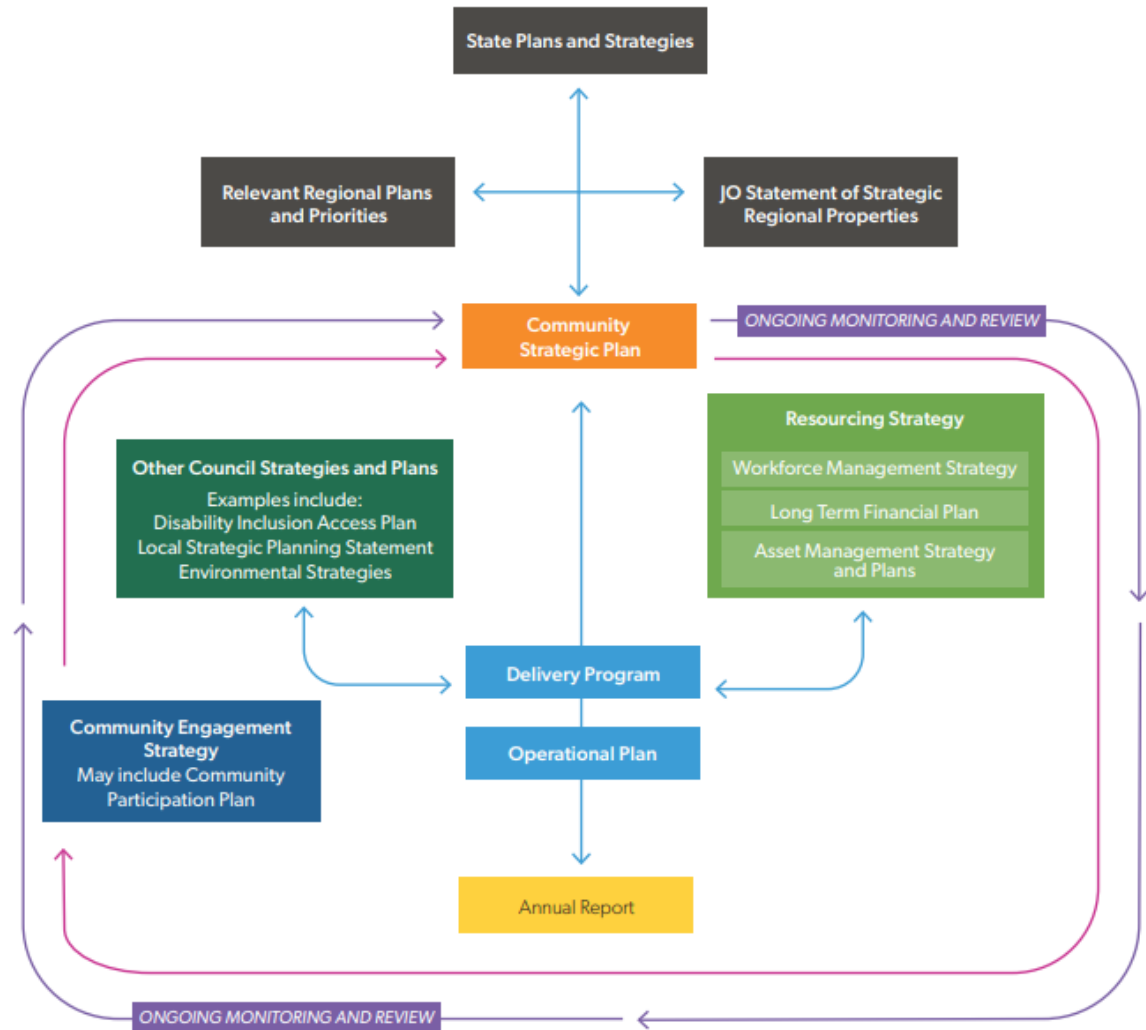
Planning for our Future

Our Strategic Approach

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

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

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



Delivering the Community Strategic Plan

Delivery Program 2022-2026

Our Delivery Plan is a statement of commitment to the community from the newly elected council and translates the community's aspirations and goals into clear actions. This plan is reviewed annually to determine which objectives can be achieved and resourced in the upcoming financial year and these actions then form the Operational Plan for 2024-2025.

Operational Plan 2024-2025

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

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

Assessing and reporting on progress

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

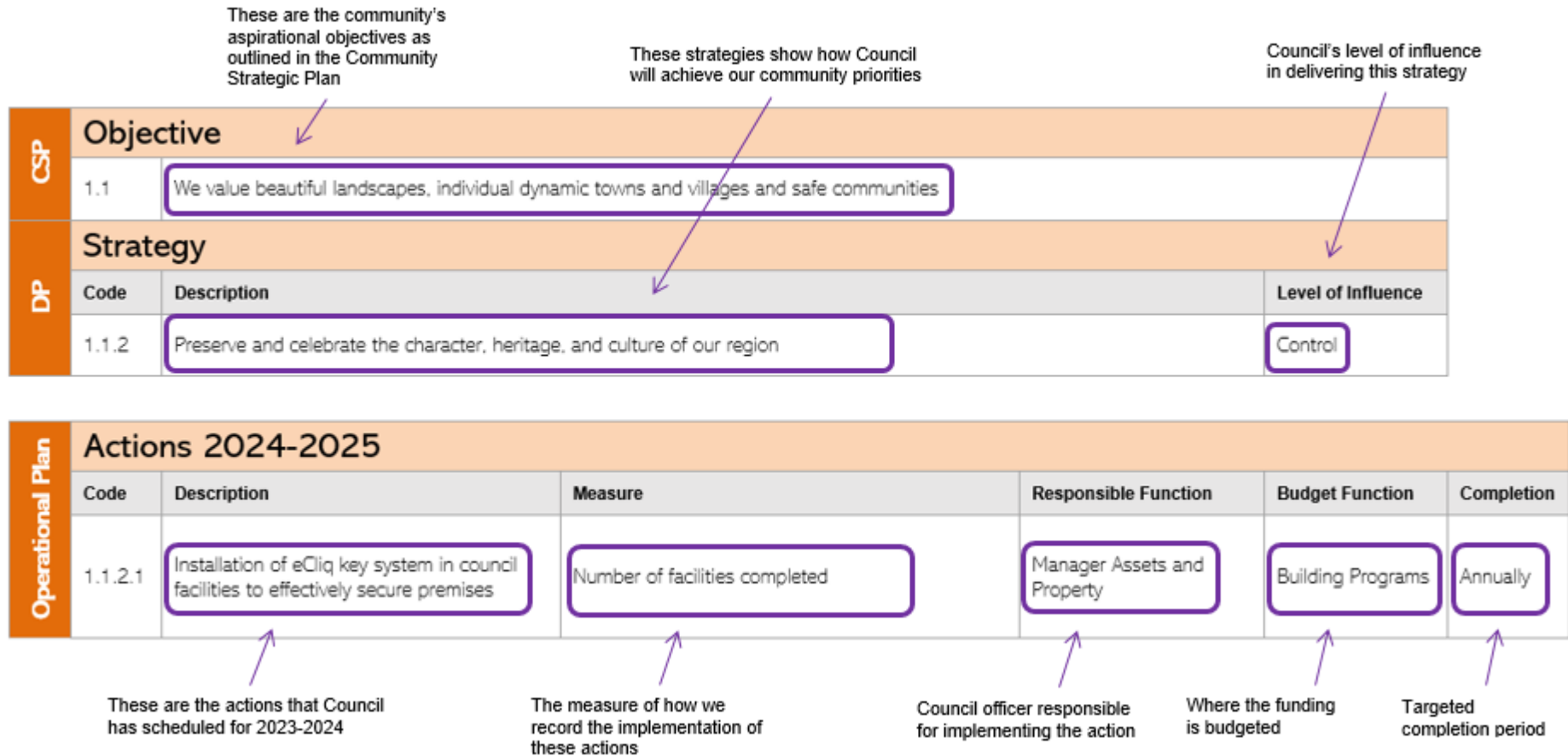
Each year the Annual Report includes Councils achievements towards the implementation of the Delivery Program.

The flow of IPR plans and reports:



How to read the Delivery Program and Operational Plan

The following diagram shows how to read the following Community Strategic Plan objectives, the Delivery Program strategies and the Operational Plan actions on the same page.



Council's Level of Influence

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

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

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

Councils three levels of influence are:



- Council can undertake and deliver the action
- Core business, Council facilities and services and statutory responsibilities



- Areas of partial or shared responsibility
- Action may be possible in collaboration with other organisations
- Partner with/enable:
 - Agencies
 - Community groups
 - Business etc



- Issues that are of importance to the community and are incorporated into the strategic vision
- Advocate with:
 - Federal or State Government Ministers
 - Agencies
 - Industry bodies etc

Highlights of the Operational Plan – to be formatted

Outcome 1:
A great rural lifestyle with access to quality services and facilities

Outcome 2:
Strong community, Council and business leadership

Outcome 3:
A sustainable environment

Outcome 4:
A thriving economy



Budget Summary

The budget summary is an overview of our financial estimates for the term of the Delivery Program 2022-2026. The budget is reviewed annually and updated for the upcoming financial year and the following years. Detailed financial information is contained in the Financial Information section.

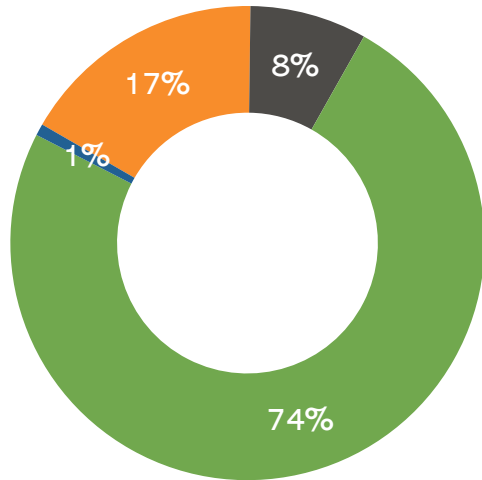
4-year budget forecast summary

The overall forecast for the next four years is approximately \$264.7million.

	2024-2025 \$	2025-2026 \$	2026-2027 \$	2027-2028 \$
Operational expenditure (including depreciation)	39,456,959	41,141,215	41,342,644	40,478,396
Capital expenditure	52,478,606	20,109,811	14,623,253	15,032,739
Total	91,935,564	61,251,026	55,965,896	55,511,135

Budget at a Glance

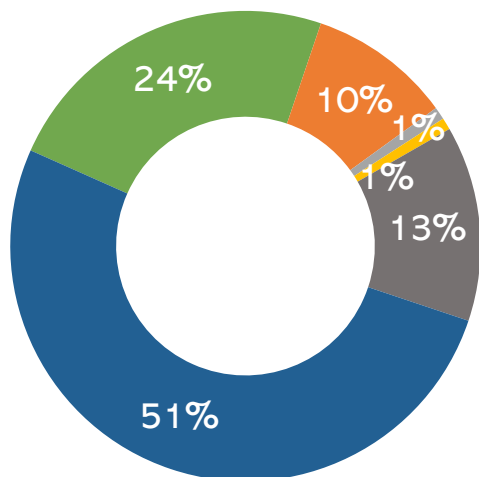
2024-2025 Budget by Community Strategic Plan Outcomes



Legend	By Outcome	\$'000	%
■	A great rural lifestyle with access to quality services and facilities	13,098	17%
■	Strong community, council and business leadership	6,190	8%
■	A sustainable environment	57,745	74%
■	A thriving economy	616	1%
Total		77,650	100%

Funding at a Glance

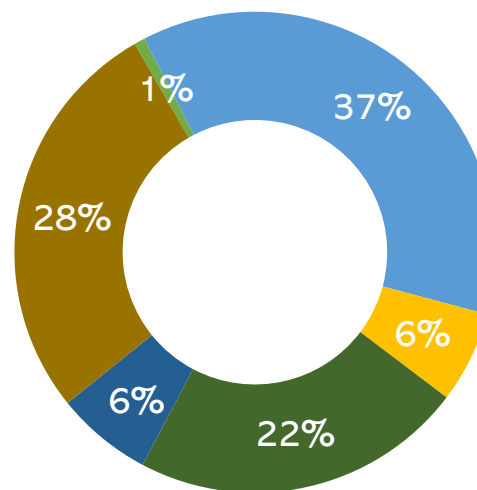
2024-2025 Source of Income



Legend	Source of Funds	\$'000	%
■	Rates Income & Annual Charges	15,526	24%
■	User Fees & Charges	6,478	10%
■	Interest & Investments	571	1%
■	Other Revenue	541	1%
■	Grant Contributions - operating	8,866	13%
■	Grant Contributions - capital	33,988	51%
Total		65,970	100%

Capital Expenditure at a Glance

2024-2025 Capital Budget - by Asset Class



Legend	Asset Class	\$'000	%
■	Buildings	381	1.0%
■	Transport Infrastructure	19,296	37%
■	Non-Infrastructure Assets	3,232	6%
■	Community Facilities	11,762	22%
■	Water Infrastructure	3,401	6%
■	Sewer Infrastructure	14,407	28%
Total		52,479	100%



Our Vision and Plan

Our role at Council is to use our community's vision to guide our plans and resources towards our future. The aspirations of the Liverpool Plains community are captured in the Community Strategic Plan for 2022-2032.

The four community outcomes are:



Community - A great rural lifestyle with access to quality services and facilities



Governance - Strong community, council and business leadership



Environment - A sustainable environment



Economy - A thriving economy



Outcome 1:

A great rural lifestyle with access to quality services and facilities

CSP - Objectives

Delivery Program - Strategies

1.1	We value beautiful landscapes, individual dynamic towns and villages and safe communities	1.1.1	Liaise with all relevant state, federal and community organisations to support partnerships and facilitate safety initiatives
		1.1.2	Preserve and celebrate the character, heritage and culture of our region
1.2	Our community is embracing and inclusive of all cultures. Recreation facilities support our communities sporting, health and physical activity needs. We build on our strong community spirit, resilience and sense of belonging	1.2.1	Identify opportunities to partner with Aboriginal organisations and the community to recognise and retain Aboriginal heritage and culture
		1.2.2	Identify, seek and obtain grant funding for various community social needs
		1.2.3	Deliver and support events and festivals that promote engaged citizenship and foster civic pride
		1.2.4	Implement Recreation Strategy 2019-2030 actions
1.3	Our health services meet our needs. Education services meets our needs and provide school, tertiary study and career pathways that support the community	1.3.1	Advocate, facilitate and promote human services by working in partnership with philanthropic, local community groups and key departmental stakeholders across Education, Health, Recreation and Infrastructure portfolios
		1.3.2	Community Home Support Program - Meals On Wheels
1.4	Our transport and telecommunications expand to improve support for our business, lifestyle and remote working	1.4.1	Develop a local transport strategy that addresses needs of the community and liaise and partner with other government stakeholders to facilitate optimum, achievable transport outcomes
		1.4.2	Maintain Council assets in accordance with asset management plans
		1.4.3	Lobby for improved services and infrastructure, such as rail and road, and develop a regional strategy for improved services
		1.4.4	Develop a strategic plan that encompasses all pedestrian facilities and coordinates investment to provide safe, convenient and connected active transport options and infrastructure

CSP	Objective		
	1.1	We value beautiful landscapes, individual dynamic towns and villages and safe communities	
DP	Strategy		
	Code	Description	Level of Influence
	1.1.1	Liaise with all relevant state, federal and community organisations to support partnerships and facilitate safety initiatives	Influence

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	1.1.1.1	Build and maintain a list of community organisations, sports associations, arts and cultural groups, and community services within the Shire	Quarterly updates of contacts shared across the team	Manager Community and Recreational Services	Community Service	Annually
1.1.1.2	Partner with Gunnedah Shire Council and Department of Regional NSW on the Regional Drought Resilience Plan	<ol style="list-style-type: none"> Draft Regional Drought Resilience Program approved by Commonwealth Scientific and Industrial Research Organisation (CSIRO) Adoption of final Regional Drought Resilience Program and identification of 4-6 projects 	Manager Community and Recreational Services	Community Service	Q4	

CSP	Objective		
	1.1	We value beautiful landscapes, individual dynamic towns and villages and safe communities	
DP	Strategy		
	Code	Description	Level of Influence
	1.1.2	Preserve and celebrate the character, heritage, and culture of our region	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	1.1.2.1	Installation of eCliq key system in council facilities to effectively secure premises	Number of facilities completed	Manager Assets and Property	Building Programs	Annually

CSP	Objective		
	1.2	Our community is embracing and inclusive of all cultures. Recreation facilities support our communities sporting, health and physical activity needs. We build on our strong community spirit, resilience and sense of belonging	
DP	Strategy		
	Code	Description	Level of Influence
	1.2.2	Identify, seek and obtain grant funding for various community social needs	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	1.2.2.1	Provide assistance to Local Advisory Groups to address priorities within their communities	<ol style="list-style-type: none"> 1. Review of minutes provided by Local Advisory Groups 2. Response by relevant Council teams to Local Advisory Group requests 	Manager Community and Recreational Services	Community Service	Annually

CSP	Objective		
	1.2	Our community is embracing and inclusive of all cultures. Recreation facilities support our communities sporting, health and physical activity needs. We build on our strong community spirit, resilience and sense of belonging	
DP	Strategy		
	Code	Description	Level of Influence
	1.2.3	Deliver and support events and festivals that promote engaged citizenship and foster civic pride	Control, Influence

Actions 2024-2025						
Operational Plan	Code	Description	Measure	Responsible Function	Budget Function	Completion
	1.2.3.1	Facilitate Australian Citizenship ceremonies, as required by Department of Home Affairs	No. of Citizenship Ceremonies held	Executive Services	Executive Services	Bi-annual
	1.2.3.2	Investigate potential partnerships to extend the range of programs and activities available at Council's libraries, Plains Fitness, Eastside Long Day Care and pools	Number of activities delivered in partnership with external agencies and the range of activities delivered	Manager Community and Recreational Services	Community Service	Annually
	1.2.3.3	Support the delivery of annual Anzac Day and other Commemorative Services	Commemoration services held	Executive Services	Executive Services	Q3
	1.2.3.4	Undertake a survey with organisers of community events to identify opportunities for support and skills development	Undertake on-line and hard-copy survey with known community organisations delivering events across the shire	Manager Community and Recreational Services	Community Services	Annually

CSP	Objective		
	1.2	Our community is embracing and inclusive of all cultures. Recreation facilities support our communities sporting, health and physical activity needs. We build on our strong community spirit, resilience and sense of belonging	
DP	Strategy		
	Code	Description	Level of Influence
	1.2.4	Implement Recreation Strategy 2019-2030 actions	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	1.2.4.1	Advance the implementation of Councils Recreation Strategy	Deliver the Quirindi Aquatic Centre redevelopment	Director Corporate and Community Services	Administration - Infrastructure and Environment	Q4

CSP	Objective		
	1.3	Our health services meet our needs. Education services meets our needs and provide school, tertiary study and career pathways that support the community	
DP	Strategy		
	Code	Description	Level of Influence
	1.3.1	Advocate, facilitate and promote human services by working in partnership with philanthropic, local community groups and key departmental stakeholders across Education, Health, Recreation and Infrastructure portfolios	Control, Influence

Actions 2024-2025						
Operational Plan	Code	Description	Measure	Responsible Function	Budget Function	Completion
	1.3.1.1	Provide accredited childcare services to the Liverpool Plains community through the Eastside Long Day Care Centre	1. Maintain accreditation as required 2. Quality Improvement Plan reviewed 3. Service Review completed and recommendations incorporated into Quality Improvement Plan	Eastside Long Day Care Centre	Eastside Long Day Care Centre	Q2
	1.3.1.2	Contractual obligations met for accredited services provided	1. Centrelink Services (Werris Creek) 2. Central Northern Regional Libraries (CNRL) contractual obligations met	Library	Library	Annually
	1.3.1.3	Investigate potential partnership that can deliver additional services via LPSC's library branches, pools, Plains Fitness and Eastside Long Day Care Centre	Review operations and programs at all facilities and determine opportunities for extensions and improvements	Manager Community and Recreational Services	Community Service	Annually

CSP	Objective		
	1.4	Our transport and telecommunications expand to improve support for our business, lifestyle and remote working	
DP	Strategy		
	Code	Description	Level of Influence
	1.4.2	Maintain Council assets in accordance with asset management plans	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	1.4.2.1	Effective management of the road network	1.No. of km's of rehabilitated road per annum 2.Area (m ²) maintained through major maintenance	Manager Civil Infrastructure	Works Maintenance & Construction	Annually
	1.4.2.2	Enhance asset management maturity levels to support decision making	1.Capture asset data for updating Asset Management Plans 2.Develop building asset condition processes and procedures	Manager Assets and Property	Assets and Property	Annually

CSP	Objective		
	1.4	Our transport and telecommunications expand to improve support for our business, lifestyle and remote working	
DP	Strategy		
	Code	Description	Level of Influence
	1.4.3	Lobby for improved services and infrastructure, such as rail and road, and develop a regional strategy for improved services	Control, Influence, Concern

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	1.4.3.1	Seek opportunities for external funding for Council maintained roads	Reduction of roads infrastructure maintenance backlog ratio	Director Infrastructure and Environmental Services	Infrastructure and Environment	Annually
	1.4.3.2	Liaise with State and Federal members to lobby for improved internet and telecommunications for the region	No. meetings participated	General Manager	Executive Services	Annually
1.4.3.3	Effective implementation of Councils Freight Strategy	1. Access permits approved 2. Partner with National Heavy Vehicle Regulator (NHVR) and Roads & Maritime Services (RMS) to have bridges assessed	Director Infrastructure and Environmental Services	Infrastructure and Environment	Q4	

CSP	Objective		
	1.4	Our transport and telecommunications expand to improve support for our business, lifestyle and remote working	
DP	Strategy		
	Code	Description	Level of Influence
	1.4.4	Develop a strategic plan that encompasses all pedestrian facilities and coordinates investment to provide safe, convenient and connected active transport options and infrastructure	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	1.4.4.1	Undertake a review of Council's Pedestrian Access Mobility Plan (PAMP)	Explore external funding to complete highest priority actions with the Pedestrian Access Mobility Plan (PAMP)	Manager Assets and Property	Building Programs	Q1
1.4.4.2	Finalise the design of the Kokoda Trail project between Werris Creek and Quirindi	Develop a project business plan (subject to external funding being sourced)	Director Infrastructure and Environmental Services	Administration - Infrastructure and Environment	Q4	



Outcome 2:

Strong community, Council and business leadership

CSP - Objectives

Delivery Program - Strategies

2.1	Our Council, community and business leaders work together effectively	2.1.1	Obtain funding for specific community projects and review current community funding arrangements
		2.1.2	Council facilitates community engagement
		2.1.3	Continue recognition events for volunteers and volunteer committees
		2.1.4	Provide funding to the community in an equitable and sustainable manner that delivers benefits for both Council and local people
		2.1.5	Commit to best practice community engagement initiatives including online platforms and other emerging technologies pursuant to applicable Office Local Government (OLG) Guidelines and responsive complaint management processes
		2.1.6	Ensure Community Engagement Policy aligns with social justice principles
		2.1.7	Promote open and shared communication throughout the entire organisation and improve staff knowledge, practices and processes whilst investigating opportunities for traineeships
		2.1.8	Provide strong direction for the community through the development and delivery of the Integrated Planning and Reporting (IP&R) Framework
		2.1.9	Operate in a financially responsible manner and improve long-term financial sustainability
		2.1.10	Provide systems and processes to identify and manage all risks of Council both operational and strategic.
		2.1.11	Develop a strong organisational culture and provide a contemporary, professional and safe work environment to attract, develop and retain a high-performing workforce
		2.1.12	Implement systems and processes to safeguard against business interruption from internal and external risks
		2.1.13	Service Delivery Reviews are undertaken to improve Councils financial sustainability

CSP - Objectives

Delivery Program - Strategies

		2.1.14	Implement recommendations from the Disability Inclusion Action Plan (DIAP)
2.2	Our leaders represent the diversity of our community	2.2.1	Complete, implement and deliver local strategies and plans
		2.2.2	Implement VendorPanel across the organisation to drive efficiency in procurement and engage local suppliers
2.3	We encourage our youth to become involved in the community as the leaders of tomorrow	2.3.1	Council seeks to involve youth in decision making for Council
		2.3.2	Council be an employee of choice for youth
2.4	We partner with State and Federal Government, the private sector and community organisations in the provision of facilities and services	2.4.1	Demonstrate support of the State Emergency Service (SES), Volunteer Rescue Association (VRA) and Rural Fire Service (RFS) volunteers
		2.4.2	Meet all statutory requirements regarding development approval processes

CSP	Objective		
	2.1	Our Council, community and business leaders work together effectively	
DP	Strategy		
	Code	Description	Level of Influence
	2.1.1	Obtain funding for specific community projects and review current community funding arrangements	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.1.1.1	Maintain a register of grant-ready capital and operational projects	Project Register reviewed/quarterly	General Manager	Executive Services	Quarterly

CSP	Objective		
	2.1	Our Council, community and business leaders work together effectively	
DP	Strategy		
	Code	Description	Level of Influence
	2.1.2	Council facilitates community engagement	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.1.2.1	Council works alongside the Local Advisory Groups on local priorities and seeks their input on whole of shire priorities	<ol style="list-style-type: none"> 1. Review of minutes provided by Local Advisory Groups 2. Local Advisory Groups included in all major Community Engagement and consultation activities 3. Review of Local Advisory Groups purpose and governance prior to new term of Council 4. Formal dissolution of current Local Advisory Groups at end of current Council 	Manager Community and Recreational Services	Community Services	Q4

CSP	Objective		
	2.1	Our Council, community and business leaders work together effectively	
DP	Strategy		
	Code	Description	Level of Influence
	2.1.4	Provide funding to the community in an equitable and sustainable manner that delivers benefits for both Council and local people	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.1.4.1	Undertake a review of the Community Funding Program to determine how the program can better serve the needs of community	<ol style="list-style-type: none"> 1. Administer two rounds of the Community Funding Program. 2. The program is advertised to local community groups 3. All approved funding is acquitted 	Community Development	Community Services	Bi-annually

CSP	Objective		
	2.1	Our Council, community and business leaders work together effectively	
DP	Strategy		
	Code	Description	Level of Influence
	2.1.5	Commit to best practice community engagement initiatives including online platforms and other emerging technologies pursuant to applicable Office Local Government (OLG) Guidelines and responsive complaint management processes	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.1.5.1	Review the effectiveness of Council's Community Engagement Strategy	Community Engagement - Summary Reports to be provided for major projects or strategic initiatives	General Manager	General Manager	Q1
2.1.5.2	Review and report on the Community Strategic Plan	Allocate appropriate resources to review and update the plan for adoption within the allocated timeframe and legislated requirements	Finance	General Manager	Q2	

CSP	Objective		
	2.1	Our Council, community and business leaders work together effectively	
DP	Strategy		
	Code	Description	Level of Influence
	2.1.7	Promote open and shared communication throughout the entire organisation and improve staff knowledge, practices and processes whilst investigating opportunities for traineeships	Control

Actions 2024-2025						
Operational Plan	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.1.7.1	Develop an accessible, contemporary intranet which supports improved communication and work practices within the organisation	Intranet replacement project completed	Manager Customer Service and Information Technology	Information Technology	Q4
	2.1.7.2	Provide enhanced Customer Experience when communicating with Council	<ol style="list-style-type: none"> 1. Revise Customer Service Charter 2. No. of Customer Requests serviced 3. Recognise and implement service enhancements 4. Undertake a Customer Service satisfaction survey 	Manager Customer Service and Information Technology	Customer Service	Q4
	2.1.7.3	Coordinate the induction of the newly elected Council members	<ol style="list-style-type: none"> 1. Develop thorough Induction Program for the incoming Council. 2. Deliver Induction Program within three (3) months of the election 3. Develop an ongoing professional development plan for the Councillors 	Governance and Risk Coordinator	Corporate Governance	Q2

CSP	Objective		
	2.1	Our Council, community and business leaders work together effectively	
DP	Strategy		
	Code	Description	Level of Influence
	2.1.8	Provide strong direction for the community through the development and delivery of the Integrated Planning and Reporting (IP&R) Framework	Control

Actions 2024-2025						
Operational Plan	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.1.8.1	Develop a four-year Delivery Program with the newly elected Council	Delivery Program prepared and adopted within the allocated timeframe	Financial Services/ Integrated Planning & Reporting	Finance	Q4
	2.1.8.2	Prepare, deliver, and enhance the Integrated Planning and Reporting framework to improve integrated long-term planning and sustainability	1.Coordinate the delivery of all documents assigned under the framework within the allocated timeframes 2.Continue to improve awareness of the Integrated Planning and Reporting requirements for all users	Financial Services/ Integrated Planning & Reporting	Finance	Bi-annually

CSP	Objective		
	2.1	Our Council, community and business leaders work together effectively	
DP	Strategy		
	Code	Description	Level of Influence
	2.1.9	Operate in a financially responsible manner and improve long-term financial sustainability	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.1.9.1	Develop, monitor and report against Council's long term financial plan to ensure and demonstrate council's financial sustainability and inter-generational equity	Financial Strategy parameters reported through the Quarterly Budget Review Statement and targets met within the Long-Term Financial Plan	Finance	Finance	Quarterly

CSP	Objective		
	2.1	Our Council, community and business leaders work together effectively	
DP	Strategy		
	Code	Description	Level of Influence
	2.1.10	Provide systems and processes to identify and manage all risks of Council both operational and strategic.	Control

Actions 2024-2025						
Operational Plan	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.1.10.1	Facilitate and coordinate Council Audit and Risk Program	<ol style="list-style-type: none"> 1. Facilitate four meetings of Councils Audit, Risk and Improvement Committee 2. Develop and implement a Risk Management Framework 	Governance and Risk Coordinator	Corporate Governance	Quarterly
	2.1.10.2	Facilitate and coordinate Councils Continuous Improvement Program	<ol style="list-style-type: none"> 1. Participate in the StateWide Mutual Continuous Improvement Pathway (CIP) Programme 2. Implement Council's Internal Audit Program for the 2024-2025 financial year 3. Monitor and report on the progress of Council's Internal Audit Action Items plan 4. Facilitate Councils Service Delivery Plan's 	Governance and Risk Coordinator	Corporate Governance	Annually
	2.1.10.3	Deliver an effective Risk, Safety and Insurance program	<ol style="list-style-type: none"> 1. Facilitate regular meetings of the Work Health and Safety (WHS) Committee 2. Manage insurance renewal and claims 3. Monitor and report on incidents and claims against Council's Insurance 	Governance and Risk Coordinator	Corporate Governance	Annually

CSP	Objective		
	2.1	Our Council, community and business leaders work together effectively	
DP	Strategy		
	Code	Description	Level of Influence
	2.1.11	Develop a strong organisational culture and provide a contemporary, professional and safe work environment to attract, develop and retain a high-performing workforce	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.1.11.1	Build a positive employee culture and become an employer of choice	1. Complete a Yearly Employee Engagement Survey 2. In consultation with staff, develop and implement organisational Values and Behaviour Standards	Manager Human Resources	Human Resources	Annually

CSP	Objective		
	2.1	Our Council, community and business leaders work together effectively	
DP	Strategy		
	Code	Description	Level of Influence
	2.1.12	Implement systems and processes to safeguard against business interruption from internal and external risks	Control

Actions 2024-2025						
Operational Plan	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.1.12.1	Deliver an effective Information Technology (IT) program	<ol style="list-style-type: none"> 1. Manage Councils managed services contract 2. Plan and update Councils IT Business Continuity Plan and sub-plans 3. Review Councils IT assets 4. Develop a Technology Roadmap 	Manager Customer Service and Information Technology	Information Technology	Q4
	2.1.12.2	Continue to enhance Councils Cyber Security maturity level	<ol style="list-style-type: none"> 1. Review and update the Agency Information Guide 2. Undertake assessment for Councils Cyber Security maturity 3. Facilitate training for key users to advance Councils Cyber Security maturity 	Manager Customer Service and Information Technology	Information Technology	Q4
	2.1.12.3	Ongoing implementation of the Business and Customer Systems Remediation Project	<ol style="list-style-type: none"> 1. Implement improvements to core Finance and Planning software 2. Implement improvements to Customer Request and Cemetery software 3. Rollout of integration to NSW Planning Portal 	Manager Customer Service and Information Technology	Information Technology	Q4

CSP	Objective		
	2.1	Our Council, community and business leaders work together effectively	
DP	Strategy		
	Code	Description	Level of Influence
	2.1.13	Service Delivery Reviews are undertaken to improve Councils financial sustainability	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.1.13.1	Prepare a business plan for Eastside Long Day Care Centre 2025-2026 that reflects the recent service review findings	Review the recommendations and business case resulting from the Service Review of Eastside Long Day Care Centre	Director Corporate and Community Services	Eastside Long Day Care Centre	Q2

CSP	Objective		
	2.1	Our Council, community and business leaders work together effectively	
DP	Strategy		
	Code	Description	Level of Influence
	2.1.14	Implement recommendations from the Disability Inclusion Action Plan (DIAP)	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.1.14.1	Implement the Inclusion Plan 2024-2026	<ul style="list-style-type: none"> 1. Establish an Inclusion Advisory Group 2. Work with the Joint Consultative Committee (JCC) 3. Work with Council's Managers' Group to monitor progress against proposed actions on a quarterly basis 	Manager Community and Recreational Services	Community Services	Q4

CSP	Objective		
	2.2	Our leaders represent the diversity of our community	
DP	Strategy		
	Code	Description	Level of Influence
	2.2.2	Implement VendorPanel across the organisation to drive efficiency in procurement and engage local suppliers	Control, Influence

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.2.2.1	Enhance Council's procurement and contract management with a focus on value for money, optimised risk allocation and improved sustainability	<ol style="list-style-type: none"> 1. Update the Contract Register on Council's website at the end of each quarter 2. Develop procurement data analytics functionality 3. Rollout procurement training across Council 4. Enhance vendor partnerships with increased utilisation of VendorPanel 	Procurement	Finance	Quarterly

CSP	Objective		
	2.3	We encourage our youth to become involved in the community as the leaders of tomorrow	
DP	Strategy		
	Code	Description	Level of Influence
	2.3.1	Council be an employer of choice for youth	Influence, Concern

Actions 2024-2025						
Operational Plan	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.3.1.1	Involve young people in planning and coordination of Youth Week activities	<ol style="list-style-type: none"> 1. Demonstrate consultation with local youth groups 2. Actively seek to engage young people in planning for Youth week activities and School Holiday Programs 	Manager Community and Recreation Services	Community Services	Quarterly
	2.3.1.2	Develop career opportunities for youth	<ol style="list-style-type: none"> 1. Build relationship with Quirindi High School 2. Provide opportunities for work experience 3. Provide traineeship and apprenticeship opportunities for youth 	Manager Human Resources	Human Resources	Q4

CSP	Objective		
	2.4	We partner with State and Federal Government, the private sector and community organisations in the provision of facilities and services	
DP	Strategy		
	Code	Description	Level of Influence
	2.4.1	Demonstrate support of the State Emergency Service (SES), Volunteer Rescue Association (VRA) and Rural Fire Service (RFS) volunteers	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.4.1.1	Support Fire Rescue NSW, Rural Fire Service, State Emergency Service and the Volunteer Rescue Association	Provide support and services to the Rural Fire Service (RFS) in accordance with the service level agreement	Director Infrastructure and Environmental Services	Emergency Services	Quarterly

CSP	Objective		
	2.4	We partner with State and Federal Government, the private sector and community organisations in the provision of facilities and services	
DP	Strategy		
	Code	Description	Level of Influence
	2.4.2	Meet all statutory requirements regarding development approval processes	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	2.4.2.1	Commence implementation of actions within adopted Growth Management & Housing Strategy	1. Issue of Planning Certificates and diagrams - within 5 days of receipt >90% 2. No. of development applications determined within timeframes >80%	Manager Planning and Regulation	Administration – Planning & Development	Annually



Outcome 3: A sustainable environment

CSP - Objectives

Delivery Program - Strategies

3.1	Our infrastructure is well planned and maintained and will meet our needs now and, in the future,	3.1.1	Develop long-term strategies to plan and maintain current and future infrastructure
		3.1.2	Develop Asset Management Plans in line with community priorities
		3.1.3	Increase awareness of infrastructure responsibilities and costings
		3.1.4	Collectively identify opportunities to source external expertise from other Government organisations and external businesses
3.2	We have access to affordable, clean water supplies	3.2.1	Ensure infrastructure is developed to provide quality water supplies that meet environmental regulations
		3.2.2	Endorse best practice regulated operation of water and sewerage systems
3.3	We actively manage impacts on our natural environment	3.3.1	Identify and benchmark waste management systems to ensure best practice and consistent fees
		3.3.2	Develop partnerships and manage waste effectively
		3.3.3	Continue our relationship with Northern Inland Regional Waste
		3.3.4	Develop enforcement campaigns to ensure our natural environment is well managed
		3.3.5	Advocate for air quality monitoring
		3.3.6	Increase education on water conservation and practices
		3.3.7	Increase awareness of the environmental impact of poor waste management
3.4	Our local farming is sustainable	3.4.1	Identify and recognise a balance between mining and farming
		3.4.2	Encourage farmers to investigate value-adding opportunities for their business
		3.4.3	Advocate education and awareness in relation to land use practices
3.5	We protect our environment and reduce our environmental footprint	3.5.1	Council works in partnership with the NSW Government and industry to achieve the NSW Government's Net Zero Target

CSP	Objective		
	3.1	Our infrastructure is well planned and maintained and will meet our needs now, and in the future	
DP	Strategy		
	Code	Description	Level of Influence
	3.1.1	Develop long-term strategies to plan and maintain current and future infrastructure	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	3.1.1.1	Development of flood study for Werris Creek	Explore funding opportunities to complete the Werris Creek Flood Study	Director Infrastructure and Environmental Services	Administration - Infrastructure & Environmental	Q2

CSP	Objective		
	3.1	Our infrastructure is well planned and maintained and will meet our needs now, and in the future	
DP	Strategy		
	Code	Description	Level of Influence
	3.1.3	Increase awareness of infrastructure responsibilities and costings	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	3.1.3.1	Review and update of asbestos register	The Asbestos Register is updated and current	Manager Assets and Property	Building Programs	Q1

CSP	Objective		
	3.2	We have access to affordable, clean water supplies	
DP	Strategy		
	Code	Description	Level of Influence
	3.2.2	Endorse best practice regulated operation of water and sewerage systems	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	3.2.2.1	Implement best practice management plans	1. Liquid Trade Waste Plan adopted 2. Developer Servicing Plan adopted	Manager Water Services	Water Operations	Q1
3.2.2.2	Undertake data capture of On-Site Sewerage Management Systems across the Council area	Undertake data capture of On-Site Sewerage Management Systems across the Council area	Manager Water Services	Sewer Operations	Q4	

CSP	Objective		
	3.3	We actively manage the impacts on our natural environment	
DP	Strategy		
	Code	Description	Level of Influence
	3.3.1	Identify and benchmark waste management systems to ensure best practice and consistent fees	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	3.3.1.1	Continue the implementation of the Waste Management Strategy program	<ul style="list-style-type: none"> 1. Completion of the Willow Tree Landfill 2. Remediation of all existing landfills 3. Construction of Quirindi Waste Transfer Station 	Manager Civil Infrastructure	Waste Management	Q4

CSP	Objective		
	3.3	We actively manage the impacts on our natural environment	
DP	Strategy		
	Code	Description	Level of Influence
	3.3.7	Increase awareness of the environmental impact of poor waste management	Control, Influence

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	3.3.7.1	Develop and implement Waste Management education programs	Diversion rate from landfill >15%	Manager Civil Infrastructure	Waste Management	Q1

CSP	Objective		
	3.5	We protect our environment and reduce our environmental footprint	
DP	Strategy		
	Code	Description	Level of Influence
	3.5.1	Council works in partnership with the NSW Government and industry to achieve the NSW Government's Net Zero Target	Influence, Concern

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	3.5.1.1	Delivering renewable energy solutions across Council facilities	Total Kw. of solar installed	Director Infrastructure and Environmental Services	Building Programs	Q4
3.5.1.2	Electric vehicle charging stations installed within the shire in accordance with the NSW Governments Electric Vehicle Strategy	1.External funding received 2.No. of charging stations installed	Director Infrastructure and Environmental Services	Administration - Infrastructure & Environmental	Q4	



Outcome 4: A thriving economy

CSP - Objectives

Delivery Program - Strategies

4.1	Our agricultural economy is thriving, and we must pursue secondary industry to support all potential growth areas across the broader regional economy	4.1.1	Advocate for employment opportunities within the Shire
4.2	We grow our population, diversity and employment opportunities	4.2.1	Utilise membership of Namoi Unlimited to advocate a whole-of-region approach to economic and business development
		4.2.2	Review existing business, infrastructure and industries to identify opportunities to value-add
		4.2.3	Undertake a targeted campaign to attract new residents to the shire
4.3	Our town centres are attractive and vibrant places. We foster new residential and business development built on our local strengths	4.3.1	Review Local Environment Plan (LEP) and Development Control Plan (DCP)
		4.3.2	Identify opportunities and lobby to reduce red tape to make investments viable in our Shire
4.4	Our planning reflects the diversity of our towns and villages and enables future development. We develop our business community to support small and medium-sized business and remote working	4.4.1	Actively promote cultural, community and recreational facilities
4.5	We develop our visitor economy	4.5.1	Visitor Economy Strategy implemented

CSP	Objective		
	4.1	Our agricultural economy is thriving, and we must pursue secondary industry to support all potential growth areas across the broader regional economy	
DP	Strategy		
	Code	Description	Level of Influence
	4.1.1	Advocate for employment opportunities within the Shire	Concern

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	4.1.1.1	Advocate for industry and employment development opportunities arising from the State Government's Namoi Regional Job Precinct	Identify regional employment opportunities	General Manager	Executive Services	Q1

CSP	Objective		
	4.2	We grow our population, diversity and employment opportunities	
DP	Strategy		
	Code	Description	Level of Influence
	4.2.1	Utilise membership of Namoi Unlimited to advocate a whole-of-region approach to economic and business development	Influence

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	4.2.1.1	Council actively participates in a Regional Alliance	No. of meetings attended	General Manager	Executive Services	Annually

CSP	Objective		
	4.2	We grow our population, diversity and employment opportunities	
DP	Strategy		
	Code	Description	Level of Influence
	4.2.2	Review existing business, infrastructure and industries to identify opportunities to value-add	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	4.2.2.1	Deliver the Werris Creek Industrial Precinct Upgrade	Project milestones met	Director Infrastructure and Environmental Services	Works Maintenance & Construction	Q4

CSP	Objective		
	4.2	We grow our population, diversity and employment opportunities	
DP	Strategy		
	Code	Description	Level of Influence
	4.2.3	Undertake a targeted campaign to attract new residents to the shire	Influence, Concern

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	4.2.3.1	Development and distribution of New Residents Packs	No. of packs issued	Media and Communications	Executive Services	Annually

CSP	Objective		
	4.3	Our town centres are attractive and vibrant places. We foster new residential and business development built on our local strengths	
DP	Strategy		
	Code	Description	Level of Influence
	4.3.1	Review Local Environment Plan (LEP) and Development Control Plan (DCP)	Control

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	4.3.1.1	Review planning controls in the context of the adopted Growth Management and Housing Strategy	<ol style="list-style-type: none"> 1. Finalise and adopt the Growth Management Strategy 2. Review and amend the Local Environment Plan as required 3. Review and update the Development Control Plan 	Manager Planning and Regulation	Infrastructure and Environment	Annually

CSP	Objective		
	4.3	Our town centres are attractive and vibrant places. We foster new residential and business development built on our local strengths	
DP	Strategy		
	Code	Description	Level of Influence
	4.3.2	Identify opportunities and lobby to reduce red tape to make investments viable in our Shire	Influence

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	4.3.2.1	Review and streamline approvals processes that are under Council's control	1. Make submissions to legislative reviews 2. Engage in workshops/forums/conferences	Manager Planning and Regulation	Infrastructure and Environment	Annually

CSP	Objective		
	4.4	Our planning reflects the diversity of our towns and villages and enables future development. We develop our business community to support small and medium-sized business and remote working	
DP	Strategy		
	Code	Description	Level of Influence
	4.4.1	Actively promote cultural, community and recreational facilities	Influence

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	4.4.1.1	Undertake a survey to map local arts and crafts practitioners, arts and cultural groups, and arts and cultural events	Participate in the Regional Arts NSW network, through membership of Arts North-West	Community Development	Community Services	Q4

CSP	Objective		
	4.5	We develop our visitor economy	
DP	Strategy		
	Code	Description	Level of Influence
	4.5.1	Visitor Economy Strategy implemented	Control, Influence, Concern

Operational Plan	Actions 2024-2025					
	Code	Description	Measure	Responsible Function	Budget Function	Completion
	4.5.1.1	With the assistance of the Local Advisory Group network, monitor and map significant community events	Continue to map community managed events across the Shire	Manager Community and Recreational Services	Community Services	Annually



Resheeting – Bundella Road

Financial Information

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

funding required for Council's services and functions for the 2024-2025 financial year to achieve the objectives and strategies outlined in the Community Strategic Plan.

Projected Income Statements 2025-2028 (4-year period)

Consolidated Funds	2024-2025 Proposed	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast
Income:	\$'000	\$'000	\$'000	\$'000
Rates and annual charges	15,526	16,112	16,630	17,241
Fees and charges	6,478	6,943	7,386	7,742
Interest and investments	571	420	360	276
Other revenue	541	513	536	560
Grants and contributions – operating	8,866	8,500	8,813	8,974
Grants and contributions – capital	33,988	8,486	1,660	3,160
Total income from continuing operations	65,970	40,974	35,384	37,953
Expenses:				
Employee costs	11,030	11,115	11,372	11,648
Borrowing costs	778	733	692	657
Materials and contracts	13,645	13,428	13,528	12,708
Depreciation	13,346	15,188	15,053	14,751
Other expenses	658	678	698	716
Total expenses from continuing operations	39,457	41,141	41,343	40,478
Net operating result from continuing operations	26,513	(168)	(5,959)	(2,525)
Net operating result before capital items	(7,475)	(8,653)	(7,619)	(5,685)

General Fund	2024-2025 Proposed	2024-2025 Forecast	2025-2026 Forecast	2026-2027 Forecast
Income:	\$'000	\$'000	\$'000	\$'000
Rates and annual charges	11,644	12,130	12,534	12,951
Fees and charges	4,440	4,529	4,804	5,074
Interest and investments	225	200	200	200
Other revenue	541	513	536	560
Grants and contributions – operating	8,866	8,500	8,813	8,974
Grants and contributions – capital	23,280	1,630	1,630	1,130
Total income from continuing operations	48,995	27,502	28,517	28,890
Expenses:				
Employee costs	9,827	9,896	10,135	10,381
Borrowing costs	156	129	110	94
Materials and contracts	12,091	11,820	11,877	11,020
Depreciation	11,109	12,611	12,454	12,037
Other expenses	658	678	698	716
Total expenses from continuing operations	33,183	34,456	34,576	33,531
Net operating result from continuing operations	15,812	(6,954)	(6,059)	(4,641)
Net operating result before capital items	(7,467)	(8,584)	(7,689)	(5,771)

Water Fund	2024- 2025 Proposed	2025- 2026 Forecast	2026- 2027 Forecast	2027- 2028 Forecast
Income:	\$'000	\$'000	\$'000	\$'000
Rates and annual charges	2,386	2,380	2,380	2,452
Fees and charges	1,876	2,241	2,396	2,470
Interest and investments	114	69	69	39
Other revenue	0	0	0	0
Grants and contributions – operating	0	0	0	0
Grants and contributions – capital	740	740	15	2,015
Total income from continuing operations	5,116	5,429	4,859	6,975
Expenses:				
Employee costs	883	892	901	922
Borrowing costs	622	604	582	563
Materials and contracts	1,655	1,708	1,751	1,790
Depreciation	1,429	1,609	1,592	1,661
Other expenses	0	0	0	0
Total expenses from continuing operations	4,589	4,813	4,827	4,936
Net operating result from continuing operations	527	616	33	2,039
Net operating result before capital items	(213)	(124)	18	24

Sewer Fund	2024- 2025 Proposed	2025- 2026 Forecast	2026- 2027 Forecast	2027- 2028 Forecast
Income:	\$'000	\$'000	\$'000	\$'000
Rates and annual charges	1,496	1,603	1,716	1,838
Fees and charges	162	173	185	198
Interest and investments	232	151	91	37
Other revenue	0	0	0	0
Grants and contributions – operating	0	0	0	0
Grants and contributions – capital	9,969	6,116	15	15
Total income from continuing operations	11,859	8,043	2,008	2,088
Expenses:				
Employee costs	320	328	336	345
Borrowing costs	0	0	0	0
Materials and contracts	558	577	597	613
Depreciation	808	968	1,007	1,054
Other expenses	0	0	0	0
Total expenses from continuing operations	1,685	1,873	1,940	2,012
Net operating result from continuing operations	10,174	6,170	68	77
Net operating result before capital items	205	54	53	62

Projected Cashflow Statement 2025-2028 (4-year period)

	2024-2025 Proposed	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast
Cash flows from Operating Activities	\$'000	\$'000	\$'000	\$'000
Receipts:				
Rates and Annual Charges	15,485	16,096	16,603	17,214
User charges and fees	6,744	7,215	7,674	8,047
Investment and interest revenue received	571	420	360	276
Grants and Contributions	42,855	16,985	10,473	12,134
Other	6,065	3,225	2,714	2,703
Payments:				
Employee benefits and on-costs	11,030	11,115	11,372	11,648
Materials and Contracts	13,833	16,325	18,047	16,973
Borrowing Costs	778	733	692	657
Other	698	718	740	758
Net cash provided (or used in) operating activities	45,381	15,050	6,973	10,338
Cash flows from Investing Activities				
Payments:				
Purchase of infrastructure, property, plant & equipment	56,587	21,278	15,275	15,700
Net cash provided (or used in) investing activities	(56,587)	(21,278)	(15,275)	(15,700)
Cash flows from Financing Activities				
Receipts:				
Proceeds from borrowing and advances	2,000	0	0	0
Payments:				
Repayment of borrowings and advances	586	610	631	651
Net cash flow provided (or used in) financing activities	1,414	(610)	(631)	(651)
Net increase/(decrease) in cash and cash equivalents	(9,791)	(6,838)	(8,933)	(6,012)
Plus: Cash and cash equivalents and investments - beginning of year	39,800	30,009	23,171	14,238
Cash and cash equivalents and investments - end of the year	30,009	23,171	14,238	8,225



Projected Statement of Financial Position 2025-2028 (4-year period)



	2024-2025 Proposed \$'000	2025-2026 Forecast \$'000	2026-2027 Forecast \$'000	2027-2028 Forecast \$'000
Assets				
Current Assets				
Cash and Cash Equivalents	30,009	23,171	14,238	8,225
Receivables	2,088	2,105	2,132	2,158
Other Assets	200	200	200	200
Total Current Assets	32,297	25,475	16,569	10,583
Non-Current Assets				
Infrastructure, property, plant & equipment	660,372	673,652	683,862	695,694
Investment Property	1,190	1,190	1,190	1,190
Other Non-Current Assets	0	0	0	0
Total Non-Current Assets	661,562	674,842	685,052	696,884
Liabilities				
Current Liabilities				
Payables	935	413	396	402
Borrowings	610	631	651	676
Provisions	3,550	2,650	1,794	1,839
Total Current Liabilities	5,095	3,694	2,840	2,917
Non-Current Liabilities				
Borrowings	10,629	10,116	9,588	9,043
Provisions	12,901	13,223	13,554	13,893
Total Non-Current Liabilities	23,530	23,339	23,142	22,936
Net Assets	665,235	673,285	675,639	681,615
Equity				
Retained Earnings	285,594	285,426	279,467	276,942
Revaluation Reserve	379,641	387,858	396,170	404,672
Total Equity	665,235	673,285	675,639	681,615

Capital Works Program 2024-2025

Asset Class	New or Renewal	Budget
Buildings		'\$000
Administration building redesign and refurbishment	Renewal	125
Council chamber redesign and refurbishment	Renewal	50
eCliq key system across the network	Renewal	50
Other building assets	New/Renew	46
Plains Fitness - internal painting	Renewal	50
The Community Hub - double glazing of windows	Renewal	20
Solar installation - Chambers & Depot	New	40
Buildings Total		381
Transport Infrastructure		'\$000
Coonabaraban Road - Betterment Fund	Renew	1,000
Footpath renewal	Renew	95
Kerb and gutter renewal	Renew	135
Pittsford Street - pedestrian bridge	Renew	463
Regional Sealed - Coonabaraban Road 1.0km - 4.0km	Renew	1,050
Regional Sealed - Waverley Road 5.0km - 8.0km	Renew	1,050
Resealing - Regional Sealed	Renew	503
Resealing - Rural Sealed	Renew	352
Resealing - Urban Sealed	Renew	151
Resheeting - Unsealed	Renew	1,470
Rural Sealed - Borah Creek Road 0.0km - 5.0km	Renew	1,750

Asset Class	New or Renewal	Budget
Urban Sealed - Allnut Street	Renew	450
Werris Creek Industrial Precinct Southern Approach - Stage 1	New	10,828
Transport Infrastructure Total		19,296
Non-Infrastructure Assets		'\$000
Business System Remediation Project	Renew	250
Essential 8	Renew	39
Other Non-Infrastructure Assets	New/Renew	55
Plant Renewal	Renewal	2,888
Non-Infrastructure Assets Total		3,232
Community Facilities		'\$000
Other Structure Assets	Renew	118
Quirindi Swimming Pool	Renew	8,523
Quirindi Waste Transfer Station	New	400
Repair Water Leak - Werris Creek Swimming Pool	Renew	100
Willow Tree Landfill	New	2,622
Community Facilities Total		11,762
General Fund Total		34,671

Capital Works Program 2024 -2025 - continued

Asset Class	New or Renewal	Budget
Water Infrastructure		'\$000
Automated water meter rollout - automated component	New	324
Automated water meter rollout - replacement meter components	Renew	660
Other water assets	New/Renew	71
Quirindi telemetry renewal	Renew	124
Spring Ridge - pressure boost pump station and pipeline	Renew	80
Village bore replacement program	Renew	967
Wallabadah drought augmentation	New	412
Water asset - loan principal repayments	Renew	324
Water main replacement	Renew	439
Water Infrastructure Total		3,401

Asset Class	New or Renewal	Budget
Sewer Infrastructure		'\$000
Quirindi No. 3 and 5 waste-water pump station upgrade	Renew	737
Quirindi waste-water treatment plant	Renew	13,272
Wastewater network renewals	Renew	398
Sewer Infrastructure Total		14,407

Total Capital Works Program		52,479
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Installation of new lights – Longfield Oval

Budget by Functions 2024-2025

Budget Program	Income		Expenses		Asset
	Opex \$'000	Capex \$'000	Opex \$'000	Capex \$'000	Depr \$'000
General Purpose	13,487	0	(321)	0	0
Elected Member	0	0	252	0	0
Economic Development	0	0	90	0	0
Executive Services	0	0	830	0	0
Corporate Governance	0	0	538	0	0
Human Resources	5	0	449	0	0
Customer Service	0	0	474	0	0
Work Health & Safety	30	0	113	0	0
Commercial Property	194	0	252	0	71
Caravan Parks	150	0	135	8	44
Information Technology	0	0	1,255	309	80
Administration- Planning & Development	252	130	907	0	0
Weeds Division	72	0	240	0	0
Waste Services	2,653	1,274	3,209	3,022	30
Emergency Services	249	0	1,333	0	383
Animal Control	4	0	163	0	5
Building Programs	42	0	567	305	162
Administration - Infrastructure & Environmental	70	23	1,354	0	0
Depot	0	0	163	0	52
Plant Fund	0	0	(716)	2,888	561
Sporting Grounds	50	0	612	20	281
Racecourse/Showgrounds	79	0	428	0	199

Budget Program	Income		Expenses		Asset
	Opex \$'000	Capex \$'000	Opex \$'000	Capex \$'000	Depr \$'000
Swimming Centres	63	8,523	750	8,629	171
Public Cemeteries	137	0	136	3	18
Aerodromes	11	0	149	0	104
Parks and Reserves	0	0	584	71	173
Street Cleaning	0	0	94	0	0
Works - Maintenance & Construction	6,709	13,330	14,345	19,296	8,566
Promotion & Tourism	15	0	165	0	6
Library	109	0	596	25	72
Recreational Centre	0	0	0	0	0
Royal Theatre	200	0	345	80	90
Arts & Cultural - Community Service	0	0	68	0	26
Military Tattoo	182	0	405	0	0
Day Care Centre	0	0	25	0	0
Finance	764	0	743	16	16
Records	20	0	1,222	0	0
RMS Agency	0	0	86	0	0
Stores	170	0	171	0	2
General Fund Total	25,716	23,280	32,302	34,671	11,109
Water Operations	4,376	740	4,546	3,401	1,429
Sewer Operations	1,890	9,969	1,669	14,407	808
All Funds Total	31,982	33,988	49,049	52,479	13,346



Werris Creek landscape

Statement of Revenue Policy

Summary

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

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

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

Current Year Rate Increase

The 2024-2025 budget is based on the approved 4.8% increase as determined by the Independent Pricing and Regulatory Tribunal (IPART).

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

Ordinary Rates	Number of Assessments	Gross rate yield 2024-2025 \$	Average rate per Assessment \$	Average rate per day \$
Residential	2,999	2,942,354	981	2.69
Business	275	704,999	2,564	7.02
Farmland	1,017	5,707,109	5,612	15.37
Mining	2	27,014	13,507	37.01
Mining - Coal	1	537,011	537,011	1,471.26
Total	4,294	9,918,489		

Statement of Rating Structure

Rates are an important source of funds for Council, representing 31% of our operating revenue in 2024-2025.

In NSW, council rates are levied based on land valuations (unimproved capital value) supplied by the Office of the Valuer General. These valuations are reviewed every three years as part of a process termed 'General Revaluation' and Council has used the most recent valuations with the base date of 1 July 2022 to levy the 2024-2025 rates.

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

Rating Structure

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

- Residential
- Business
- Farmland
- Mining

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

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

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

Residential	Business	Farmland	Mining
Quirindi	Quirindi	Farmland	Coal
Werris Creek	Werris Creek		Mining
Villages	Villages		
Rural	Ordinary		
	Premer		
	Spring Ridge		
	Wallabadah		

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

Instalments

Rates and charges can be paid by either quarterly instalments or a single instalment. The 2024-2025 due dates for these instalments are as follows:

- 1st instalment or payment in full – 31 August 2024
- 2nd instalment – 30 November 2024
- 3rd instalment – 28 February 2025
- 4th instalment – 31 May 2025

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

Interest Charge

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

Pensioner Rebates

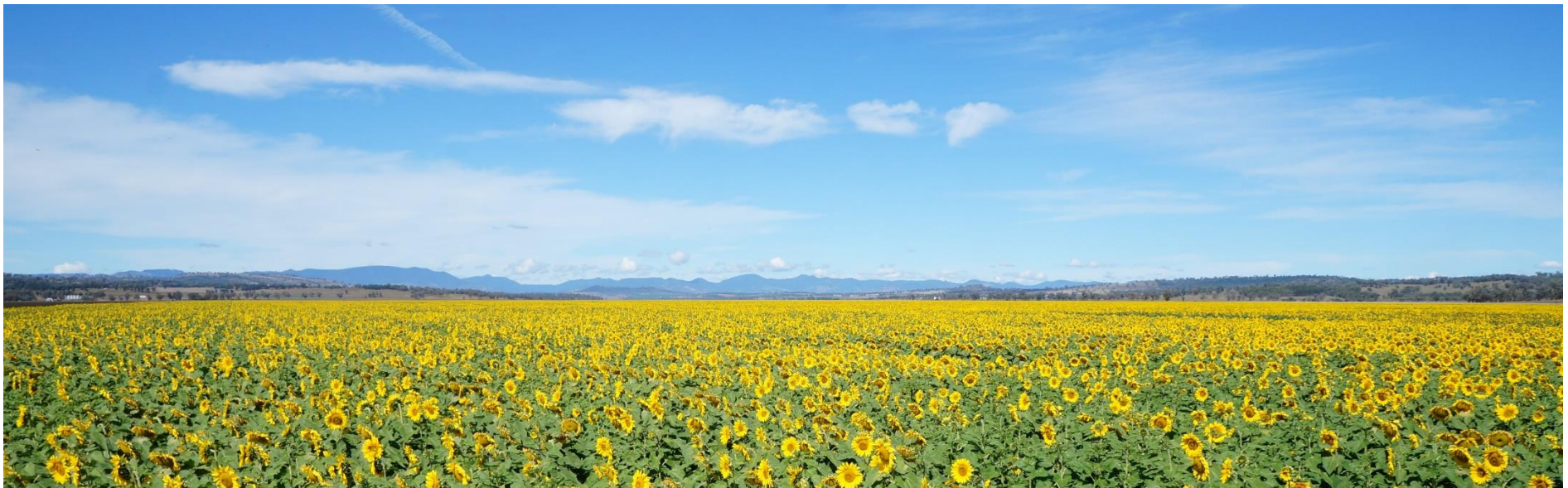
Eligible pensioners who own and occupy a rateable property may be entitled to a pensioner rebate. Persons in receipt of certain classes of pensions are eligible for a mandatory maximum rebate of \$250 per annum. This rebate is funded by both Council and the NSW State Government, 45% and 55% respectively.

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

Valuation of Land

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

The 2024-2025 rates have been determined using the latest available property values with a base date of 1 July 2022.



Ordinary Rates Permissible Income – 2024-2025

Ordinary Rates						
Rating Category	Sub-Category	Number of Assessments	Ad Valorem cents in \$	Base \$ Amount	Base Amount % of Yield	Est. Total Rate Income \$
Residential	Quirindi	1236	0.005945853	385	39.75%	1,196,507
	Rural	527	0.005362082	385	27.10%	754,506
	Villages	541	0.006458452	385	47.72%	439,738
	Werris Creek	683	0.008935217	385	47.95%	551,603
Business	Ordinary	21	0.021626966	500	23.53%	44,619
	Quirindi	157	0.021626966	500	17.26%	440,515
	Premer	7	0.022626966	500	49.59%	7,057
	Villages	51	0.021626966	500	18.53%	137,650
	Spring Ridge	7	0.021626966	500	48.95%	7,150
	Wallabadah	6	0.021626966	500	23.31%	12,871
	Werris Creek	30	0.021626966	500	27.20%	55,137
Farmland		1017	0.001913836	500	8.91%	5,707,109
Mining	Mining	2	0.031285032	2,620	19.40%	27,014
	Coal	1	0.018555249	2,620	0.49%	537,011
		4,294				9,918,489

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

Statement of Charges

Waste Management Service Charges

In accordance with sections 496 and 501 of the Local Government Act, Council will levy an annual charge for the provision of both domestic and commercial waste management services on each rateable and non-rateable property having access to these services. The proposed charges for 2024-2025 are outlined below:

Charge Type	2024-2025 Charge \$
Residential Domestic	
Tip Facility Charge	110
Domestic Waste Management Charge	480
Residential Unoccupied	
Tip Facility Charge	110
Domestic Waste Management Charge	76
Business Occupied	
Tip Facility Charge	110
Commercial Waste Management Charge	480
Additional Services	
240 Litre Fortnightly Co-Mingled Recycling Service (Per annum)	167
240 Litre Weekly Mobile Garbage Bin Service (Per annum)	335



Water Supply Service Charges

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

The proposed charges for 2024-2025 are outlined below:

Water Service Charges	Access Charge \$ 2024-2025	Quarterly Step Usage \$ - up to 75kL	Quarterly Step Usage \$ - over 75kL
Vacant Lots Unoccupied	759	3.28	3.93
20mm	759	3.28	3.93
25mm	1,200	3.28	3.93
32mm	1,735	3.28	3.93
40mm	2,155	3.28	3.93
50mm	3,370	3.28	3.93
80mm	8,610	3.28	3.93
100mm	13,440	3.28	3.93

Other Charges	Access Charge \$ 2024-2025	Usage \$ Per kL
Recreational Usage	Variable Meter Size	3.28

Sewer Service Charges

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

The proposed charges for 2024-2025 are outlined below:

Sewer Service Charges	Access Charge \$ 2024-2025	Usage Charge \$ 2024-2025
Vacant Lots Unoccupied	730	0
20mm	730	0
25mm	730	0

Non-Residential Standard Charge	Access Charge \$ 2024-2025	Usage Charge \$ 2024-2025
20mm	485	2.43
25mm	730	2.43
32mm	1,085	2.43
40mm and over	1,650	2.43

Statement of Fees

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

Fees and charges encompass the following:

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

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

In determining a pricing structure for 2024-2025, the general nature of the types of services, products or commodities have been assessed in relation to current charges, GST and inflationary costs. Pricing structures provide revenue from particular services but have regard for limitations imposed by public accountability issues and community service obligations.

Statement of Pricing Methodology

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

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

Interest on Overdue Rates and Charges

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

Waiver or Reduction of Fees

Section 610E of the Local Government Act allows Council to waive payment of, or reduce, certain fees if it is satisfied that the case falls within a category of hardship or any other category that Council has determined.

Council will directly, or through delegated authority, assess and make determinations on requests for the reduction or waiver of fees in accordance with the following principles:

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

Statement of Charges for Work by Council on Private Land

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

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

Statement of Borrowings

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

The following table represents the anticipated principal balance outstanding as of 1 July 2024;

Loan Number	Project Name	Total \$'000
115	Quipolly Water Security	7,824
114	Quipolly Dam Upgrade	1,585
112	Quipolly Dam Upgrade	1,111
111	Urban Stormwater	380
	Total Borrowings	12,900

Council has budgeted to apply for a new loan of \$2 Million during 2024-2025 to meet the renewal of its Plant assets.

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Military Tattoo dancers – Longfield Oval

Liverpool
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Shire Council

