

# Liverpool Plains Shire Council

Delivery Program 2022-2026  
and Operational Plan 2023-2024



## 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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# Foreword by Mayor

The Councillors, General Manager, senior staff and I are pleased to present the combined Delivery Program and Operational Plan for Liverpool Plains Shire Council. This document has been driven by our Community Strategic Plan, which was developed through extensive consultation with our community.

In recent years significant effort has gone into managing Councils operations given the testing environments of bushfires, flood and the lingering impacts of the COVID-19 pandemic. We are well aware of the impact these disasters have had on our ratepayers and residents and as a result, we have been careful in our budgeting for the upcoming year to consider all of these aspects.

The document is a key component of Councils Integrated Planning and Reporting Framework and translates your vision into tangible results for our community achievable given our resources. The plan is designed to provide quality services to our community in the current environment 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. The Liverpool Plains is a community that is capable and unique, and we want this message to be expressed through the work we do here at Council.

The Delivery Program describes how we will deliver these key objectives over the next four years. The Operational Plan identifies the actions we will take to deliver these objectives over the

2023-2024 financial year.

Council continues to deliver in a challenging environment as we provide a wide range of services and programs to our community. We will also continue to maintain local infrastructure while working hard to improve the organisation's long-term financial sustainability. The Councillors, General Manager, senior staff and I are looking forward to delivering quality outcomes for the residents, ratepayers and visitors of the Liverpool Plains.



**Cr Doug Hawkins - OAM**  
**Mayor of Liverpool Plains Shire Council**

## 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



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.

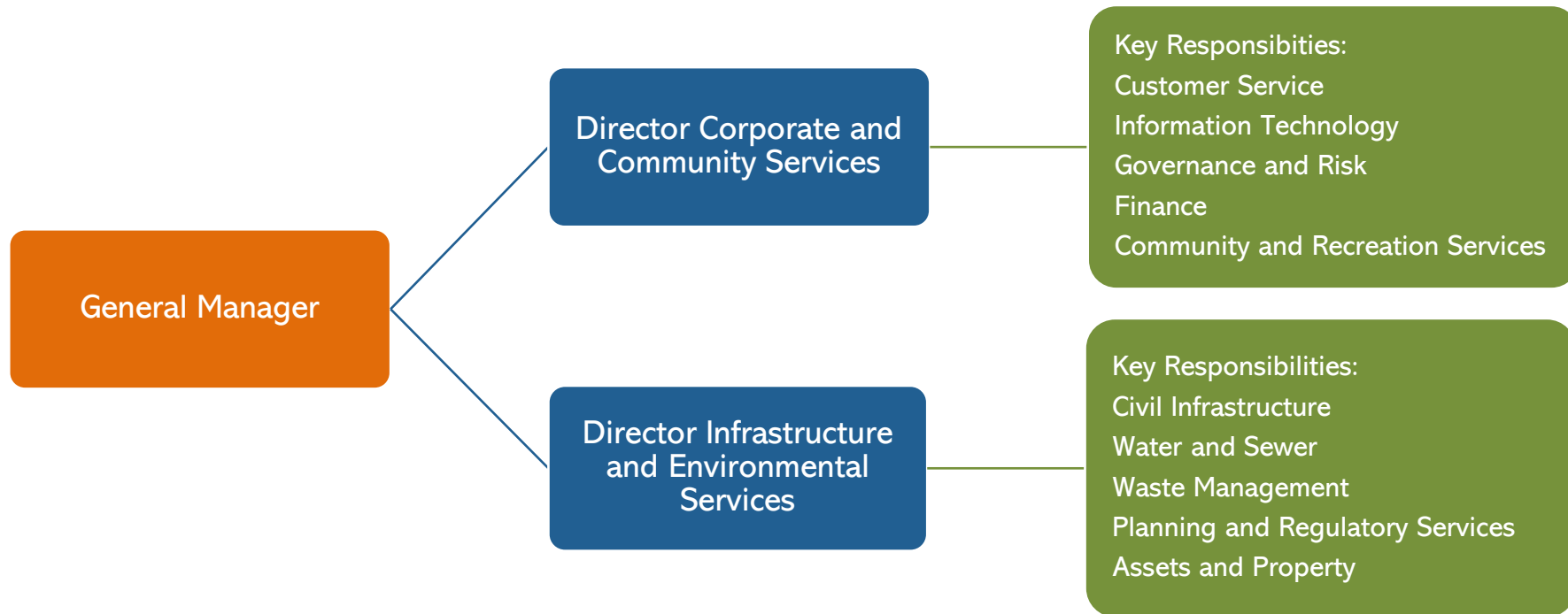
From left to right, Deputy Mayor Cr Ken Cudmore, Cr Paul Moules, Cr Yvonne Wynne, Mayor Cr Doug Hawkins OAM, Cr Donna Lawson, Cr Terry Cohen and Cr Jason Allan





# Our Organisation

Council is led by our General Manager and assisted by two Directors. Collaboratively, the General Manager and the two Directorates are responsible for the implementation of the Delivery Program and Operational Plan.





# 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 2023-2024.

## Operational Plan 2023-2024

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.

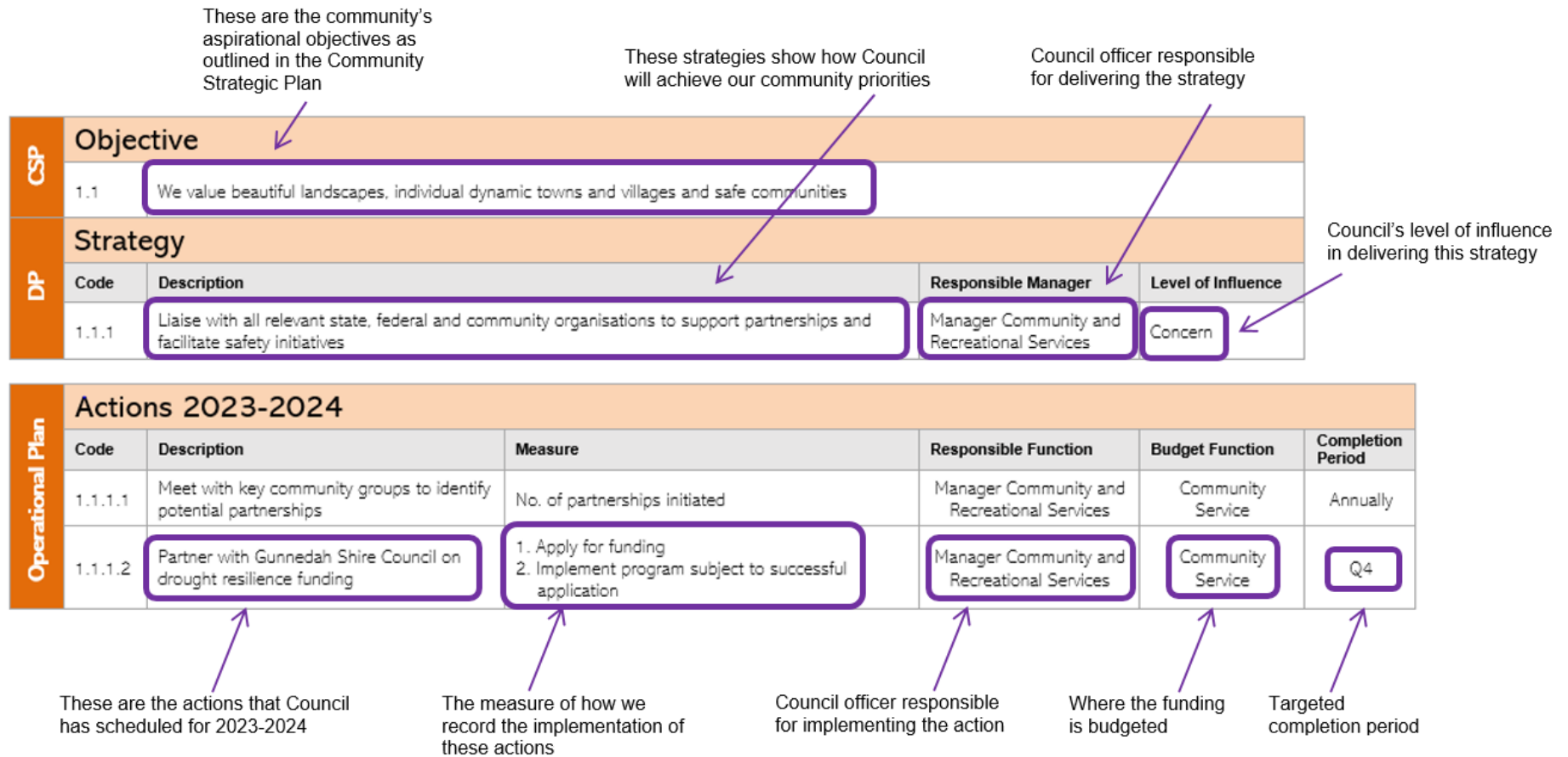
### The flow of IPR plans and reports:





# 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



**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**

Replace the timber bridges on Gurton Street and Bridge Road

Facilitate working groups to ensure Aboriginal heritage and cultural sensitivity is applied during the planning stage of projects

Effective management of the region's roads

Effective implementation of the Freight Management Strategy

Promote and actively participate in the regions Local Advisory Groups

Comprehensive review of Councils Community Engagement Strategy to encompass all types of engagement across Council

Deliver improved accessibility to Council services and buildings

Work towards long-term financial sustainability

Advocate for sustainable farming and mining practices within the shire

Completion of the Waste Management Strategy program

Delivering renewable energy solutions across Council facilities

Deliver the Quipolly Water Project

Deliver the Werris Creek Industrial Precinct upgrade

Advocate for industry and employment development opportunities arising from the State Government's Namoi Regional Job Precinct

Review Councils Planning controls, including the Growth Management Strategy



## 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.

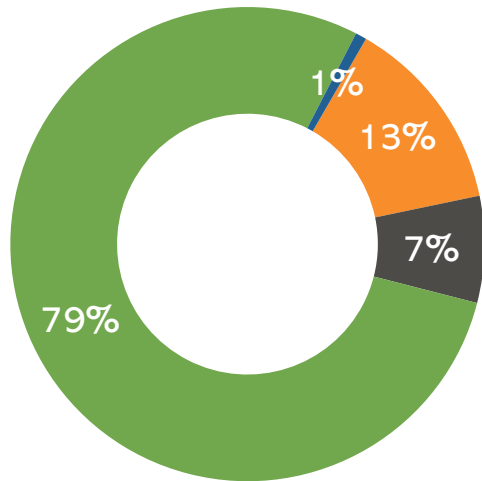
### 4-year budget forecast summary

The overall forecast for the next four years is approximately \$237.6 million;

	2023-2024 \$	2024-2025 \$	2025-2026 \$	2026-2027 \$
Operational expenditure (including depreciation)	38,313,724	35,467,331	35,769,020	36,460,980
Capital expenditure	49,049,273	19,121,118	11,727,396	11,672,725
<b>Total</b>	<b>87,362,998</b>	<b>54,588,449</b>	<b>47,496,416</b>	<b>48,133,706</b>

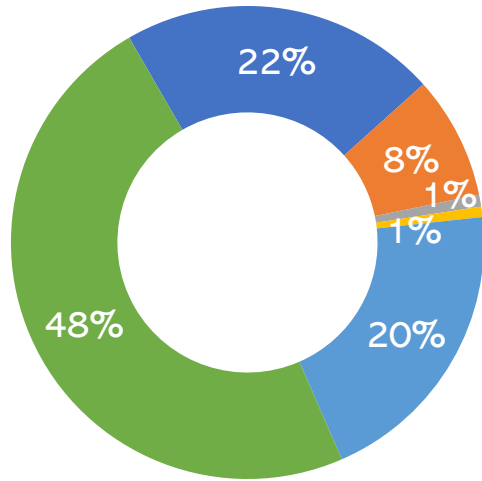
### Budget at a Glance







2023-2024 Budget by Outcome



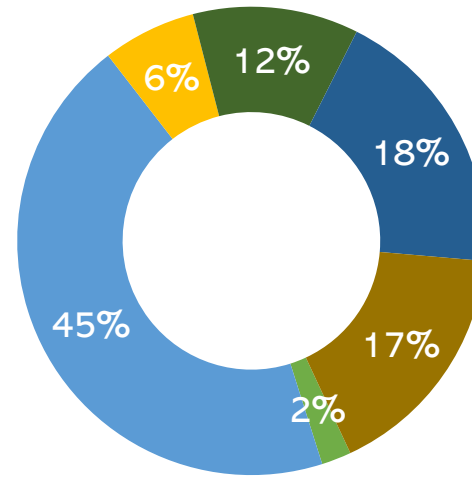
Legend	By Outcome	\$'000	%
<span style="color: orange;">■</span>	A great rural lifestyle with access to quality services and facilities	11,697	13%
<span style="color: grey;">■</span>	Strong community, council and business leadership	6,354	7%
<span style="color: green;">■</span>	A sustainable environment	68,649	79%
<span style="color: blue;">■</span>	A thriving economy	662	1%
<b>Total</b>		<b>87,363</b>	<b>100%</b>







**Funding at a Glance**  
2023-2024 Source of Income



Legend	Source of Funds	\$'000	%
	Grant Contributions - capital	32,672	48%
	Rates Income & Annual Charges	14,688	22%
	User Fees & Charges	5,705	8%
	Interest & Investments	557	1%
	Other Revenue	479	1%
	Grant Contributions - operating	13,681	20%
<b>Total</b>		<b>67,782</b>	<b>100%</b>

**Capital Expenditure at a Glance**  
2023-2024 Capital Budget - by Asset Class



Legend	Asset Class	\$'000	%
	Buildings	1,019	2%
	Transport Infrastructure	22,029	45%
	Non-Infrastructure Assets	3,200	6%
	Community Facilities	5,679	12%
	Water Infrastructure	8,847	18%
	Sewer Infrastructure	8,274	17%
<b>Total</b>		<b>49,049</b>	<b>100%</b>





Silo Art, Quirindi

CONNECTING THE  
PAST TO THE PRESENT



# 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

<b>CSP</b>	<b>Objective</b>			
	1.1	We value beautiful landscapes, individual dynamic towns and villages and safe communities		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsible Manager</b>	<b>Level of Influence</b>
	1.1.1	Liaise with all relevant state, federal and community organisations to support partnerships and facilitate safety initiatives	Director Corporate and Community Services	Influence

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	1.1.1.1	Meet with key community groups to identify potential partnerships	No. of partnerships initiated	Manager Community and Recreational Services	Community Service	Annually
	1.1.1.2	Partner with Gunnedah Shire Council on drought resilience funding	1. Apply for funding 2. Implement program subject to successful application	Manager Community and Recreational Services	Community Service	Q4

<b>CSP</b>	<b>Objective</b>			
	1.1	We value beautiful landscapes, individual dynamic towns and villages and safe communities		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	1.1.2	Preserve and celebrate the character, heritage and culture of our region	Director Infrastructure and Environmental Services	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	1.1.2.1	Provide Cemetery services	1.As per legislative requirements 2.Develop a Cemetery Strategy	Director Infrastructure and Environmental Services	Public Cemeteries	Annually
1.1.2.2	Developing the Register of Memorial Trees for Fallen Soldiers	1.Validate register information 2.Register published on Councils website	Manager Assets and Property	Infrastructure and Environment	Q1	



<b>CSP</b>	<b>Objective</b>			
	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		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	1.2.1	Identify opportunities to partner with Aboriginal organisations and the community to recognise and retain Aboriginal heritage and culture	Director Infrastructure and Environmental Services	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	1.2.1.1	Facilitate working groups to ensure Aboriginal heritage and cultural sensitivity is applied during the planning stage of projects	Provide Local Aboriginal Land Council sensitivity training to Councils Planning and Project staff	Director Infrastructure and Environmental Services	Infrastructure and Environment	Q2

<b>CSP</b>	<b>Objective</b>			
	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		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	1.2.2	Identify, seek and obtain grant funding for various community social needs	Manager Community and Recreational Services	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	1.2.2.1	Funding opportunities identified to provide community events and programs	<ul style="list-style-type: none"> <li>1. Australia Day Celebrations 2024</li> <li>2. Seniors Festival 2024</li> <li>3. International Women's Day 2024</li> <li>4. Youth Week 2024</li> <li>5. Spring Ridge Fitness Program 2024</li> </ul>	Community Development	Community Services	Annually

<b>CSP</b>	<b>Objective</b>			
	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		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	1.2.3	Deliver and support events and festivals that promote engaged citizenship and foster civic pride	Director Corporate and Community Services	Control, Influence

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	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-annually
	1.2.3.2	Identify key partnerships to deliver engaged citizenship and foster civic pride	Werris Creek Community Garden	Library Services	Library Services	Q4
	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	Deliver or transition to support where possible, an annual program of community events aimed at celebrating and connecting the community	<ul style="list-style-type: none"> <li>1. Australia Day Celebrations 2024</li> <li>2. Seniors Festival 2024</li> <li>3. International Women's Day 2024</li> <li>4. Youth Week 2024</li> <li>5. Volunteer Open Day Event 2024</li> <li>6. Military Tattoo 2024</li> </ul>	Community Development	Community Services	Annually	

<b>CSP</b>	<b>Objective</b>			
	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		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	1.2.4	Implement Recreation Strategy 2019-2030 actions	Director Infrastructure and Environmental Services	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	1.2.4.1	Advance the implementation of Councils Recreation Strategy	<ul style="list-style-type: none"> <li>1. Upgrade lighting at Longfield Oval</li> <li>2. Progress replacement of Quirindi Aquatic Centre</li> <li>3. Assist the Quirindi Equestrian Club in the development of a layout plan for their facility</li> <li>4. Separate vehicles, pedestrians, and equestrian facilities at Currabubula Rec Ground</li> </ul>	Director Infrastructure and Environmental Services	Infrastructure and Environment	Q4



<b>CSP</b>	<b>Objective</b>			
	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		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	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	Manager Community and Recreational Services	Control, Influence

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	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	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. Service NSW (Quirindi)	Library/ Customer Service Coordinator	Library/ Customer Service	Annually
1.3.1.3	Provide library services via the Central Northern Regional Library (CNRL) network	1. CNRL Contractual obligations met 2. No. meetings 3. Collaboration on events/programs 4. Participation in training	Library	Library	Annually	

<b>CSP</b>	<b>Objective</b>			
	1.4	Our transport and telecommunications expand to improve support for our business, lifestyle and remote working		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	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	Director Infrastructure and Environmental Services	Influence, Concern

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	1.4.1.1	Advocate for the extension of rail services from Newcastle (Scone) to Tamworth to include a daily return service	1. Facilitate meetings with local State member 2. Seek meeting with NSW Minister Transport 3. Seek meeting with NSW Trains	General Manager	Executive Services	Q1
1.4.1.2	Complete replacement of timber bridges on Gurton Street and Bridge Road	Project milestones met	Director Infrastructure and Environmental Services	Infrastructure and Environment	Q1	

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	1.4.2.1	Effective management of regional roads	1. No. of km's of rehabilitated road per annum 2. m <sup>2</sup> achieved through major maintenance	Manager Civil Infrastructure	Works Maintenance & Construction	Annually
	1.4.2.2	Effective management of sealed local roads	1. No. of km's of rehabilitated road per annum 2. m <sup>2</sup> achieved through major maintenance	Manager Civil Infrastructure	Works Maintenance & Construction	Annually
	1.4.2.3	Unsealed road re-sheeting undertaken	1. No of km's of rehabilitated road per annum 2. km's achieved in routine maintenance	Manager Civil Infrastructure	Works Maintenance & Construction	Annually
	1.4.2.4	Develop routine maintenance program and incorporate assessment of building infrastructure renewal	1. Pest Control 2. Fire Inspection 3. Test & Tag 4. Air Conditioning Testing 5. Carpet Cleaning 6. Septic/Pump testing	Manager Assets and Property	Assets and Property	Annually
	1.4.2.5	Undertake asset revaluations	Buildings and Land	Manager Assets and Property	Assets and Property	Q2
	1.4.2.6	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

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	1.4.3.1	Seek opportunities for external funding for Council maintained roads	Reduction in reporting infrastructure 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	<ol style="list-style-type: none"> <li>1. Opening access for higher productivity vehicles as identified in the strategy map</li> <li>2. Funding opportunities sought for Pine Ridge Mooki River bridge assessment</li> <li>3. Funding opportunities for Caroon Intersection of Williewarina and Coonabarabran roads</li> <li>4. Progress in planning by Transport New South Wales for the intersection the New England Hwy and Kamilorai Hwy</li> <li>5. Participate in Farm Gate access program with NSW State Government</li> </ol>	Director Infrastructure and Environmental Services	Infrastructure and Environment	Q4	



<b>CSP</b>	<b>Objective</b>			
	1.4	Our transport and telecommunications expand to improve support for our business, lifestyle and remote working		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	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	Director Infrastructure and Environmental Services	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	1.4.4.1	Undertake a review of Council's Pedestrian Access Mobility Plan (PAMP)	1. Seek external funding 2. Deliver actions within sourced funding	Manager Assets and Property	Infrastructure and Environment	Q1
1.4.4.2	Develop a business case for the Kokoda Trail project between Werris Creek and Quirindi	Business plan developed only if external funding is procured	Director Infrastructure and Environmental Services	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
		2.1.14	Implement recommendations from the Disability Inclusion Action Plan (DIAP)

## CSP - Objectives

## Delivery Program - Strategies

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

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.1.1.1	Maintain a register of grant-ready capital and operational projects	Project Register reviewed/quarterly	General Manager	Executive Services	Quarterly



<b>CSP</b>	<b>Objective</b>			
	2.1	Our Council, community and business leaders work together effectively		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	2.1.2	Council facilitates community engagement	General Manager	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.1.2.1	Council promotes and actively participates in the regions Local Advisory Groups	No. of meetings attended	Manager Community and Recreational Services	Community Services	Q4

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.1.4.1	Administer the Community Funding Program (Events and Infrastructure)	1. The program is advertised to local community groups 2. All approved funding is acquitted	Community Development	Community Services	Bi-annually

<b>CSP</b>	<b>Objective</b>			
	2.1	Our Council, community and business leaders work together effectively		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	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	General Manager	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.1.5.1	Comprehensive review of Councils Community engagement strategy to encompass all types of engagement across Council	Community Engagement Policy to be adopted and implemented across Council	General Manager	General Manager	Q1

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.1.7.1	Develop an accessible, contemporary intranet which supports improved communication and work practices within the organisation	Intranet replacement project completed	Executive Services	General Manager	Q4
	2.1.7.2	Deliver an effective Customer Services program	<ol style="list-style-type: none"> <li>1. Revise Customer Service Charter</li> <li>2. No. of Customer Requests serviced</li> <li>3. Recognise and implement service enhancements</li> </ol>	Customer Service Coordinator	Business Support	Q4
	2.1.7.3	Manage Councils Governance obligations in line with Departmental requirements	<ol style="list-style-type: none"> <li>1. Identified open access information is published to Council's website</li> <li>2. Process Government Information (Public Access) Act (GIPA) applications in accordance with legislation</li> <li>3. Submit Councils GIPA statistics to the IPC</li> <li>4. Maintain Council's Delegations Register in line with legislative requirements</li> <li>5. Review and update Council's external policy register</li> <li>6. Review and update Council's internal policy register</li> </ol>	Governance and Risk Coordinator	Corporate Governance	Annually

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.1.8.1	Facilitate the effective delivery of the Operational Plan 2024-2025	<ol style="list-style-type: none"> <li>1. Prepare the draft 2024-2025 Budget</li> <li>2. Prepare the draft 2024-2025 Revenue Policy</li> <li>3. Prepare the draft 2024-2025 Fees and Charges</li> <li>4. Review Councils Long-Term Financial Plan</li> <li>5. Prepare the draft 2024-2025 Operational Plan</li> <li>6. Annual adoption of the Operational Plan by 30 Jun 24</li> </ol>	Financial Services/ Integrated Planning & Reporting	Finance	Q4
2.1.8.2	Regularly monitor Delivery Program progress and performance against adopted plans, and provide updates to the community	Progress reports presented to Council mid-year and annually	Integrated Planning & Reporting	Finance	Bi-annually	



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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.1.9.1	Coordinate and produce the Annual Report 2022-2023, including the audited Financial Statements	1. Audited statements signed and lodged by 31 Oct 23 2. Report adopted and provided to the Office of Local Government by 30 November 2023	Financial Services/ Integrated Planning & Reporting	Finance	Annually
	2.1.9.2	Monitor Council's progress against the financial strategy parameters as set out in the Long-Term Financial Plan	Financial Strategy parameters reported through the Quarterly Budget Review Statement	Financial Services	Finance	Quarterly

<b>CSP</b>	<b>Objective</b>			
	2.1	Our Council, community and business leaders work together effectively		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	2.1.10	Provide systems and processes to identify and manage all risks of Council both operational and strategic.	Director Corporate and Community Services	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.1.10.1	Facilitate and coordinate Council Audit and Risk Program	<ol style="list-style-type: none"> <li>1. Facilitate a minimum of four meetings of Councils Audit, Risk and Improvement Committee</li> <li>2. Develop and implement a Risk Management Framework</li> </ol>	Governance and Risk Coordinator	Corporate Governance	Quarterly
	2.1.10.2	Facilitate and coordinate Councils Continuous Improvement Program	<ol style="list-style-type: none"> <li>1. Participate in the StateWide Mutual Continuous Improvement Pathway (CIP) Programme</li> <li>2. Review the Internal Audit Program for the 2023-24 financial year</li> <li>3. Facilitate Councils Service Delivery Plan's</li> <li>4. Facilitate and review Councils Business Continuity Plan</li> </ol>	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"> <li>1. Facilitate regular meetings of the Work Health and Safety (WHS) Committee and Joint Consultative Committee (JCC)</li> <li>2. Operate the Work Health and Safety program</li> <li>3. Manage insurance renewal and claims</li> </ol>	Risk, Safety and Insurance Officer	Corporate Governance	Annually

<b>CSP</b>	<b>Objective</b>			
	2.1	Our Council, community and business leaders work together effectively		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	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	General Manager	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.1.11.1	Implement the Business and Customer Systems Remediation Project	<ul style="list-style-type: none"> <li>1. Upgrade of core Finance and Planning software</li> <li>2. Rollout of Customer Request and Cemetery software</li> <li>3. Rollout of Corporate Planning software</li> <li>4. Rollout of integration to NSW Planning Portal</li> </ul>	Director Corporate and Community Services	Information Technology	Q4
	2.1.11.2	Deliver an effective Human Resources program	<ul style="list-style-type: none"> <li>1. Facilitate recruitment of vacant positions</li> <li>2. Deliver Councils Training program</li> <li>3. Facilitate regular meetings of Staff Consultative Committee</li> </ul>	Manager Human Resources	Human Resources	Annually

<b>CSP</b>	<b>Objective</b>			
	2.1	Our Council, community and business leaders work together effectively		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	2.1.12	Implement systems and processes to safeguard against business interruption from internal and external risks	Director Corporate and Community Services	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.1.12.1	Deliver an effective Information Technology program	<ol style="list-style-type: none"> <li>1. Manage Councils managed services contract</li> <li>2. Plan and update Councils IT Business Continuity Plan and sub-plans</li> <li>3. Review Councils IT assets</li> <li>4. Develop a Technology Roadmap</li> </ol>	Director Corporate and Community Services	Information Technology	Q4
2.1.12.2	Progress Councils Cyber Security maturity level	<ol style="list-style-type: none"> <li>1. Review and update the Agency Information Guide</li> <li>2. Undertake assessment for Councils Cyber Security maturity</li> <li>3. Facilitate training for key users to advance Councils Cyber Security maturity</li> </ol>	Director Corporate and Community Services	Information Technology	Q3	

<b>CSP</b>	<b>Objective</b>			
	2.1	Our Council, community and business leaders work together effectively		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	2.1.13	Service Delivery Reviews are undertaken to improve Councils financial sustainability	Director Corporate and Community Services	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.1.13.1	Service Delivery review undertaken	1. Royal Theatre 2. Eastside Long Day Care Centre	Director Corporate and Community Services	Royal Theatre/ Eastside Long Day Care Centre	Q2



<b>CSP</b>	<b>Objective</b>			
	2.1	Our Council, community and business leaders work together effectively		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	2.1.14	Implement recommendations from the Disability Inclusion Action Plan (DIAP)	Manager Community and Recreational Services	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.1.14.1	Improve accessibility to Council services and buildings	<ol style="list-style-type: none"> <li>1. Seek funding to upgrade Council buildings public access to computers</li> <li>2. Include disability inclusion considerations into facility design</li> <li>3. Review existing programs and services to identify greater opportunities for inclusion</li> <li>4. Deliver accessibility upgrades to Council offices</li> </ol>	Manager Community and Recreational Services	Community Services	Q4

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.2.2.1	Enhance Procurement practices	<ol style="list-style-type: none"> <li>1. Update the Contract Register on Council's website at the end of each quarter</li> <li>2. Develop procurement data analytics functionality</li> <li>3. Rollout procurement training across Council</li> <li>4. Enhance vendor partnerships with increased utilisation of VendorPanel</li> </ol>	Procurement	Chief Financial Officer	Quarterly

<b>CSP</b>	<b>Objective</b>			
	2.3	We encourage our youth to become involved in the community as the leaders of tomorrow		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	2.3.1	Council be an employee of choice for youth	General Manager	Influence, Concern

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.3.1.1	Investigate options to involve youth in Council activities	<ol style="list-style-type: none"> <li>1. Demonstrate consultation with local youth groups</li> <li>2. Actively seek to engage young people in planning for Youth week activities and School Holiday Programs</li> </ol>	Communication and Media/ Community Development	Executive Services/ Community Services	Quarterly

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.4.1.1	Support Fire Rescue NSW, Rural Fire Service, State Emergency Service and Volunteer Rescue Association through the Emergency Services Levy	<ol style="list-style-type: none"> <li>1. Levy/paid</li> <li>2. Provide services to RFS in accordance with the service level agreement</li> </ol>	Director Infrastructure and Environmental Services	Emergency Services	Quarterly

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	2.4.2.1	Provide planning information	<ul style="list-style-type: none"> <li>1. Respond to planning enquiries</li> <li>2. Issue of Planning Certificates and diagrams</li> <li>3. Issued within 5 days of receipt / &gt;90%</li> <li>4. No. of development applications determined within timeframes &gt;80%</li> </ul>	Manager Planning and Regulation	Infrastructure and Environment	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



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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	3.1.1.1	Development of flood study for Werris Creek	Identify opportunities for external funding to complete action	Director Infrastructure and Environmental Services	Infrastructure and Environment	Q2
	3.1.1.2	Review and develop Resourcing Strategies	1.Asset Management Policy 2.Asset Management Strategy 3.Asset Management Plan – Aerodrome 4.Asset Management Plan - Buildings and Recreation 5.Asset Management Plan – Transportation 6.Asset Management Plan - Water & Sewer 7.Plant Replacement Program – Fleet 8.Workforce Management Strategy	Director Infrastructure and Environmental Services/ Manager Human Resources	Infrastructure and Environment/ Human Resources	Q4
	3.1.1.3	Prepare site specific Operational Management Plans to ensure they are managed to community expectations	1.Plains Fitness Centre 2.Royal Theatre 3.Quirindi and Werris Creek Aquatic Centres	Recreation Services	Recreation Services	Q2

<b>CSP</b>	<b>Objective</b>			
	3.1	Our infrastructure is well planned and maintained and will meet our needs now, and in the future		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	3.1.3	Increase awareness of infrastructure responsibilities and costings	Director Infrastructure and Environmental Services	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	3.1.3.1	Publish costings for Quipolly Water Project delivery	Quipolly Water Project costings published once completed	Manager Water Services	Water Operations	Q1
3.1.3.2	Publish costings for the Willow Tree Landfill Project delivery	Willow Tree Landfill Project costings published once completed	Manager Civil Infrastructure	Waste Services	Q4	

<b>CSP</b>	<b>Objective</b>			
	3.2	We have access to affordable, clean water supplies		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	3.2.2	Endorse best practice regulated operation of water and sewerage systems	Manager Water Services	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	3.2.2.1	Implement best practice management plans	1. Liquid Trade Waste Plan 2. Pricing Plan 3. Developer Servicing Plan 4. Drought Demand Management	Manager Water Services	Water Operations/ Sewer Operations	Q1
	3.2.2.2	Provision of potable water supplies	Maintain compliance to the Drinking Water Management System (DWMS)	Manager Water Services	Water Operations	Annually
	3.2.2.3	Publish the Annual Dam Safety Report	Maintain compliance with the NSW Dam Safety Act 2015 and Regulation 2019	Manager Water Services	Water Operations	Annually
	3.2.2.4	Operate the Sewage Treatment Plants in accordance with licence conditions	Maintain compliance with Wastewater Treatment Environmental Protection Licences (EPA)	Manager Water Services	Sewer Operations	Q1

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	3.3.1.1	Completion of the Waste Management Strategy program	<ul style="list-style-type: none"> <li>1. Completion of the Willow Tree Landfill</li> <li>2. Remediation of all existing landfills</li> <li>3. Construction of Quirindi Waste Transfer Station</li> </ul>	Manager Civil Infrastructure	Waste Management	Q4

<b>CSP</b>	<b>Objective</b>			
	3.3	We actively manage the impacts on our natural environment		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	3.3.2	Develop partnerships and manage waste effectively	Manager Civil Infrastructure	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	3.3.2.1	Provision of Councils Waste management facilities	Contracts renewed for the operation of Councils Waste management facilities	Manager Civil Infrastructure	Waste Management	Q2

<b>CSP</b>	<b>Objective</b>			
	3.3	We actively manage the impacts on our natural environment		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	3.3.7	Increase awareness of the environmental impact of poor waste management	Manager Civil Infrastructure	Control, Influence

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	3.3.7.1	Develop and implement Waste Management education programs	No. of programs delivered	Manager Civil Infrastructure	Waste Management	Q1



<b>CSP</b>	<b>Objective</b>			
	3.4	Our local farming is sustainable		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	3.4.1	Identify and recognise a balance between mining and farming	General Manager	Concern

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	3.4.1.1	Advocate for sustainable farming and mining practices within the shire	Facilitate meetings with State and Federal members	General Manager	Executive Services	Q1

<b>CSP</b>	<b>Objective</b>			
	3.4	Our local farming is sustainable		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	3.4.2	Encourage farmers to investigate value-adding opportunities for their business	Director Infrastructure and Environmental Services	Control, Influence

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	3.4.2.1	Provide and promote information on planning changes to farm-stay accommodation for agritourism	1. Promotions undertaken 2. No. of farm-stay accommodation Development Assessments received	Infrastructure and Environment	Planning & Development	Annually

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	3.5.1.1	Delivering renewable energy solutions across Council facilities	1.Kw. of solar installed 2.LED bulb replacement	Director Infrastructure and Environmental Services	Infrastructure and Environment	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	Infrastructure and Environment	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

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	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

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	4.2.1.1	Council actively participates in the Namoi Joint Organisation (JO)	No. of meetings attended	General Manager	Executive Services	Annually

<b>CSP</b>	<b>Objective</b>			
	4.2	We grow our population, diversity and employment opportunities		
<b>DP</b>	<b>Strategy</b>			
	Code	Description	Responsibility	Level of Influence
	4.2.2	Review existing business, infrastructure and industries to identify opportunities to value-add	Director Infrastructure and Environmental Services	Control

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	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



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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	4.2.3.1	Development and distribution of New Residents Packs	No. of packs issued	General Manager	Executive Services	Annually

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	4.3.1.1	Review Councils Planning controls	<ol style="list-style-type: none"> <li>1. Finalise and adopt the Growth Management Strategy</li> <li>2. Review and amend the Local Environment Plan as required</li> <li>3. Review and update the Development Control Plan</li> </ol>	Manager Planning and Regulation	Infrastructure and Environment	Annually

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

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	4.3.2.1	Engage in current legislative issues	<ol style="list-style-type: none"> <li>1. Make submissions to legislative reviews</li> <li>2. Engage in workshops/forums/conferences</li> </ol>	Manager Planning and Regulation	Infrastructure and Environment	Annually

<b>CSP</b>	<b>Objective</b>			
	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		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	4.4.1	Actively promote cultural, community and recreational facilities	Manager Community Services	Influence

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	4.4.1.1	Empower communities to deliver arts and cultural activities which increases the liveability of Liverpool Plains (Arts and Cultural Plan)	<ul style="list-style-type: none"> <li>1.No. of partnerships</li> <li>2.No. of participants in public art projects</li> <li>3.No. of participants in creative pathways projects</li> </ul>	Community Development	Community Services	Q4

<b>CSP</b>	<b>Objective</b>			
	4.5	We develop our visitor economy		
<b>DP</b>	<b>Strategy</b>			
	<b>Code</b>	<b>Description</b>	<b>Responsibility</b>	<b>Level of Influence</b>
	4.5.1	Visitor Economy Strategy implemented	General Manager	Control, Influence, Concern

<b>Operational Plan</b>	<b>Actions 2023-2024</b>					
	<b>Code</b>	<b>Description</b>	<b>Measure</b>	<b>Responsible Function</b>	<b>Budget Function</b>	<b>Completion</b>
	4.5.1.1	Ongoing liaison with each village to determine when signature events are being held	1.No. of meetings with village groups 2.No. of partnership projects	Manager Community and Recreational Services	Community Services	Annually





Old timber bridge, Bell's Creek, Quipolly



# 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 data details the funding required for Council's services and functions for the 2023-2024 financial year to achieve the objectives and strategies set out in the Community Strategic Plan.

## Projected Income Statement 2023-2024 (4-year period)

*Consolidated Funds	2023-2024 Proposed	2024-2025 Forecast	2025-2026 Forecast	2026-2027 Forecast
<b>Income:</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates and annual charges	(14,688)	(15,004)	(15,327)	(15,659)
Fees and charges	(5,705)	(6,029)	(6,341)	(6,667)
Interest and investments	(557)	(388)	(310)	(311)
Other revenue	(479)	(491)	(503)	(515)
Grants and contributions – operating	(13,681)	(9,090)	(9,274)	(9,463)
Grants and contributions – capital	(32,672)	(8,261)	(1,722)	(1,355)
<b>Total income from continuing operations</b>	<b>(67,782)</b>	<b>(39,263)</b>	<b>(33,477)</b>	<b>(33,970)</b>
<b>Expenses:</b>				
Employee costs	10,568	10,648	10,721	10,986
Borrowing costs	666	650	623	600
Materials and contracts	13,227	10,060	10,198	10,527
Depreciation	13,159	13,397	13,498	13,600
Other expenses	694	712	729	748
<b>Total expenses from continuing operations</b>	<b>38,314</b>	<b>35,467</b>	<b>35,769</b>	<b>36,461</b>
<b>Net operating result from continuing operations</b>	<b>29,468</b>	<b>3,796</b>	<b>(2,292)</b>	<b>(2,491)</b>
<b>Net operating result before capital items</b>	<b>(3,204)</b>	<b>(4,465)</b>	<b>(4,014)</b>	<b>(3,846)</b>

*General Fund	2023-2024 Proposed	2024-2025 Forecast	2025-2026 Forecast	2026-2027 Forecast
<b>Income:</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates and annual charges	(10,948)	(11,227)	(11,513)	(11,806)
Fees and charges	(4,286)	(4,422)	(4,533)	(4,646)
Interest and investments	(150)	(151)	(153)	(154)
Other revenue	(479)	(491)	(503)	(515)
Grants and contributions – operating	(13,681)	(9,090)	(9,274)	(9,463)
Grants and contributions – capital	(23,113)	(3,402)	(1,365)	(1,315)
<b>Total income from continuing operations</b>	<b>(52,657)</b>	<b>(28,783)</b>	<b>(27,341)</b>	<b>(27,899)</b>
<b>Expenses:</b>				
Employee costs	9,323	9,372	9,413	9,646
Borrowing costs	24	25	22	20
Materials and contracts	11,687	8,503	8,618	8,923
Depreciation	11,245	11,285	11,288	11,290
Other expenses	694	712	729	748
<b>Total expenses from continuing operations</b>	<b>32,973</b>	<b>29,897</b>	<b>30,070</b>	<b>30,627</b>
<b>Net operating result from continuing operations</b>	<b>19,684</b>	<b>(1,114)</b>	<b>(2,729)</b>	<b>(2,728)</b>
<b>Net operating result before capital items</b>	<b>(3,429)</b>	<b>(4,516)</b>	<b>(4,094)</b>	<b>(4,043)</b>



Water Fund	2023-2024 Proposed	2024-2025 Forecast	2025-2026 Forecast	2026-2027 Forecast
<b>Income:</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates and annual charges	(2,334)	(2,335)	(2,336)	(2,337)
Fees and charges	(1,244)	(1,428)	(1,624)	(1,833)
Interest and investments	(156)	(86)	(56)	(56)
Other revenue	0	0	0	0
Grants and contributions – operating	0	0	0	0
Grants and contributions – capital	(4,715)	(15)	(332)	(15)
<b>Total income from continuing operations</b>	<b>(8,449)</b>	<b>(3,864)</b>	<b>(4,348)</b>	<b>(4,241)</b>
<b>Expenses:</b>				
Employee costs	935	958	982	1,007
Borrowing costs	642	626	601	580
Materials and contracts	969	950	936	922
Depreciation	1,339	1,523	1,561	1,600
Other expenses	0	0	0	0
<b>Total expenses from continuing operations</b>	<b>3,886</b>	<b>4,057</b>	<b>4,080</b>	<b>4,109</b>
<b>Net operating result from continuing operations</b>	<b>4,565</b>	<b>(193)</b>	<b>268</b>	<b>132</b>
<b>Net operating result before capital items</b>	<b>(151)</b>	<b>(208)</b>	<b>(64)</b>	<b>117</b>

Sewer Fund	2023-2024 Proposed	2024-2025 Forecast	2025-2026 Forecast	2026-2027 Forecast
<b>Income:</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates and annual charges	(1,406)	(1,441)	(1,478)	(1,516)
Fees and charges	(175)	(179)	(184)	(189)
Interest and investments	(251)	(151)	(101)	(101)
Other revenue	0	0	0	0
Grants and contributions – operating	0	0	0	0
Grants and contributions – capital	(4,844)	(4,844)	(25)	(25)
<b>Total income from continuing operations</b>	<b>(6,676)</b>	<b>(6,615)</b>	<b>(1,788)</b>	<b>(1,831)</b>
<b>Expenses:</b>				
Employee costs	310	318	326	334
Borrowing costs	0	0	0	0
Materials and contracts	570	607	644	682
Depreciation	575	589	649	710
Other expenses	0	0	0	0
<b>Total expenses from continuing operations</b>	<b>1,455</b>	<b>1,514</b>	<b>1,619</b>	<b>1,726</b>
<b>Net operating result from continuing operations</b>	<b>5,221</b>	<b>5,101</b>	<b>169</b>	<b>105</b>
<b>Net operating result before capital items</b>	<b>377</b>	<b>257</b>	<b>144</b>	<b>80</b>

## Projected Cashflow Statement 2023-2024 (4-year period)



Consolidated Funds	2023-2024 Proposed	2024-2025 Forecast	2025-2026 Forecast	2026-2027 Forecast
<b>Cash flows from Operating Activities</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Receipts:</b>				
Rates and Annual Charges	14,555	14,928	15,249	15,577
User charges and fees	6,005	6,339	6,658	6,993
Investment and interest revenue received	557	388	310	311
Grants and Contributions	46,353	17,351	10,996	10,818
Other	5,252	5,127	2,355	2,216
<b>Payments:</b>				
Employee benefits and on-costs	10,568	10,648	10,721	10,986
Materials and Contracts	12,637	13,235	11,261	11,450
Borrowing Costs	666	650	623	600
Other	743	761	781	800
<b>Net cash provided (or used in) operating activities</b>	<b>48,108</b>	<b>18,838</b>	<b>12,183</b>	<b>12,079</b>
<b>Cash flows from Investing Activities</b>				
<b>Payments:</b>				
Purchase of infrastructure, property, plant & equipment	53,178	20,432	12,351	12,272
<b>Net cash provided (or used in) investing activities</b>	<b>(53,178)</b>	<b>(20,432)</b>	<b>(12,351)</b>	<b>(12,272)</b>
<b>Cash flows from Financing Activities</b>				
<b>Receipts:</b>				
Proceeds from borrowing and advances	0	0	0	0
<b>Payments:</b>				
Repayment of borrowings and advances	286	410	431	451
<b>Net cash flow provided (or used in) financing activities</b>	<b>(286)</b>	<b>(410)</b>	<b>(431)</b>	<b>(451)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(5,356)</b>	<b>(2,004)</b>	<b>(599)</b>	<b>(644)</b>
Plus: Cash and cash equivalents and investments - beginning of year	28,526	23,170	21,166	20,567
<b>Cash and cash equivalents and investments - end of the year</b>	<b>23,170</b>	<b>21,166</b>	<b>20,567</b>	<b>19,923</b>

## Projected Statement of Financial Position 2023-2024 (4-year period)

	2023-2024 Proposed	2024-2025 Forecast	2025-2026 Forecast	2026-2027 Forecast
	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>				
<b>Current Assets</b>				
Cash and Cash Equivalents	23,170	21,166	20,567	19,923
Receivables	1,421	1,497	1,575	1,657
Other Assets	586	0	0	0
<b>Total Current Assets</b>	<b>25,177</b>	<b>22,663</b>	<b>22,142</b>	<b>21,580</b>
<b>Non-Current Assets</b>				
Infrastructure, property, plant & equipment	623,124	636,318	643,381	650,525
Investment Property	600	600	600	600
Other Non-Current Assets	250	125	0	0
<b>Total Non-Current Assets</b>	<b>623,974</b>	<b>637,043</b>	<b>643,981</b>	<b>651,125</b>
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Payables	3,673	1,590	1,458	1,480
Borrowings	286	410	431	451
Provisions	1,893	1,855	1,818	1,782
<b>Total Current Liabilities</b>	<b>5,852</b>	<b>3,855</b>	<b>3,707</b>	<b>3,713</b>
<b>Non-Current Liabilities</b>				
Borrowings	10,558	10,272	9,862	9,430
Provisions	12,901	13,222	13,554	13,893
<b>Total Non-Current Liabilities</b>	<b>23,459</b>	<b>23,494</b>	<b>23,416</b>	<b>23,323</b>
<b>Net Assets</b>	<b>619,841</b>	<b>632,355</b>	<b>639,000</b>	<b>645,669</b>
<b>Equity</b>				
Retained Earnings	271,129	274,925	272,634	270,144
Revaluation Reserve	348,712	357,430	366,366	375,525
<b>Total Equity</b>	<b>619,841</b>	<b>632,355</b>	<b>639,000</b>	<b>645,669</b>



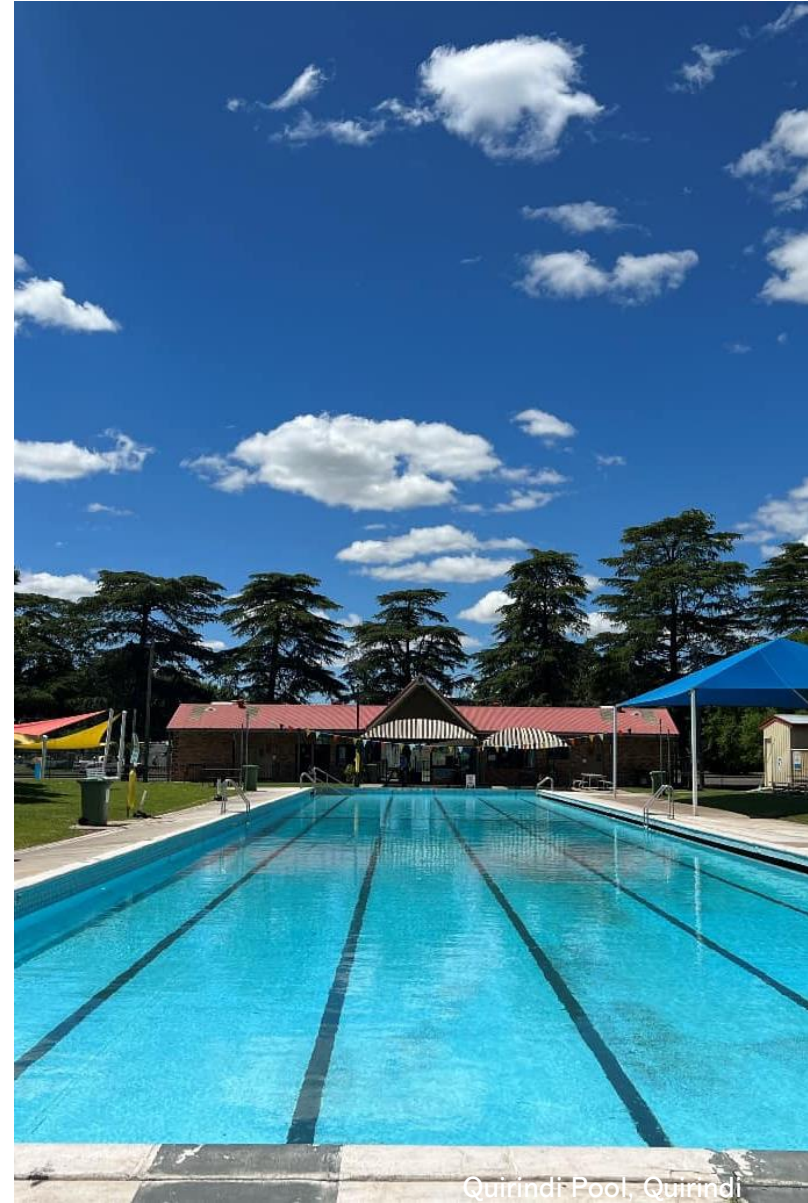
## Capital Works Program 2023 – 2024

Asset Class	New or Renewal	Budget
<b>Buildings</b>		<b>‘\$000</b>
Chamber Building - Disability Toilet	New	220
Chamber Building - Renew part of Roof	Renew	160
Building Renewals - General	Renew	30
Plains Fitness Centre - Security and Upgrade	New	68
Quirindi Sporting Hub Precinct (Old Tennis Club House)	Renew	291
Energy Saving Equipment (Revolving Green Fund)	New	50
Showground - Clubroom	New	100
Werris Creek Pool - Storage Shed and Bush Kitchen	New	40
Summerhill Lodge - upgrade unit internals	Renew	30
Willow Tree - Toilet Block	Renew	20
Fixtures, Fittings and Furniture	Renew	10
<b>Buildings Total</b>		<b>1,019</b>
<b>Transport Infrastructure</b>		<b>‘\$000</b>
Regional Roads	Renew	2,153
Rural Sealed Roads	Renew	4,289
Rural Unsealed Roads	Renew	367
Urban Sealed Roads	Renew	1,000
Werris Creek Industrial Precinct Southern Access	New	12,579
Kerb and Gutter Renewal	Renew	500
Wallabadah Street Lighting Upgrade	Renew	46
Gurton Street Bridge	Renew	524
Bridge Road Bridge	Renew	423
Footpath Renewals	Renew	35

Asset Class	New or Renewal	Budget
Stormwater Drainage Renewal	Renew	50
<b>Transport Infrastructure Total</b>		<b>21,966</b>
<b>Non-Infrastructure Assets</b>		<b>‘\$000</b>
Plant Renewal	Renew	850
Business & Customer System Remediation Project	Renew	300
Computer & IT equipment renewals	Renew	50
Waste Management Strategy	New	2,000
<b>Non-Infrastructure Assets Total</b>		<b>3,200</b>
<b>Community Facilities</b>		<b>‘\$000</b>
Park Embellishment Renewal	Renew	25
Quirindi Pool Replacement	Renew	4,636
Longfield Oval 1 & 2 Lighting Upgrade	Renew	548
Werris Creek Swimming Pool - Solar Heating (Bird Proof)	Renew	50
Werris Creek Swimming Pool - Accessibility Lift	Renew	20
Other Structure Renewals	Renew	400
<b>Community Facilities Total</b>		<b>5,679</b>
<b>General Fund Total</b>		<b>31,864</b>

Asset Class	New or Renewal	Budget
<b>Water Infrastructure</b>		<b>‘\$000</b>
Quipolly Water Project	New	6,000
Telemetry Inputs	Renew	20
Water Main Replacement	Renew	206
Reservoir Roof Replacement	Renew	20
Water Quality Monitoring Equipment	Renew	15
Village Bore Replacement program	Renew	934
Spring Ridge Pressure Boost Pump Station and Pipeline	Renew	100
Automated Water Meter Rollout - replacement meter components	Renew	660
Automated Water Meter Rollout - automated component	New	324
Water Technical Equipment	New	16
Wallabadah Drought Augmentation	New	245
<b>Water Infrastructure Total</b>		<b>8,540</b>

Asset Class	New or Renewal	Budget
<b>Sewer Infrastructure</b>		<b>‘\$000</b>
Werris Creek STP renewal	Renew	1,378
Wastewater Network Renewals	Renew	425
Sewer Flow & Quality Monitoring	Renew	27
Quirindi WWTP	New	6,119
Quirindi WWPS 1 Upgrade	New	178
Werris Creek SPS renewal	Renew	113
Werris Creek SPS Upgrade	New	15
Installation of Solar	New	20
<b>Sewer Infrastructure Total</b>		<b>8,275</b>





## Budget by Functions 2023-2024

Budget Program	Income		Expenses		Asset
	Opex \$'000	Capex \$'000	Opex \$'000	Capex \$'000	Depr \$'000
General Purpose	(12,484)	0	(312)	0	0
Elected Member	0	0	144	0	0
Economic Development	(40)	0	129	0	0
Executive Services	0	0	791	0	0
Corporate Governance	0	0	501	0	0
Human Resources	(36)	0	530	0	0
Customer Service	0	0	325	0	3
Work Health & Safety	0	0	0	0	0
Commercial Property	(200)	0	259	30	66
Caravan Parks	0	0	26	0	24
Information Technology	0	0	914	350	44
Administration- Planning & Development	(221)	(115)	859	0	0
Weeds Division	(70)	0	240	0	0
Waste Services	(1,961)	(1,150)	1,612	2,000	32
Emergency Services	(239)	0	1,479	0	552
Animal Control	(5)	0	124	0	4
Building Programs	(3)	(220)	887	470	234
Administration - Infrastructure & Environmental	0	0	910	0	0
Depot	0	0	176	0	54
Plant Fund	0	0	208	0	1,099
Sporting Grounds	(23)	(1,039)	468	1,239	176
Racecourse/Showgrounds	(121)	0	403	100	185

Budget Program	Income		Expenses		Asset
	Opex \$'000	Capex \$'000	Opex \$'000	Capex \$'000	Depr \$'000
Swimming Centres	(50)	(4,636)	950	4,746	376
Public Cemeteries	(130)	0	169	0	16
Aerodromes	(14)	0	159	0	98
Parks and Reserves	(15)	0	618	45	191
Street Cleaning	0	0	51	0	0
Works - Maintenance & Construction	(12,665)	(15,885)	16,807	22,879	7,892
Promotion & Tourism	(25)	0	131	0	6
Library	(106)	0	563	0	68
Recreational Centre	(130)	(68)	267	68	79
Royal Theatre	(3)	0	72	0	27
Arts & Cultural - Community Service	(63)	0	302	0	2
Military Tattoo	0	0	25	0	0
Day Care Centre	(751)	0	750	0	12
Finance	(28)	0	1,098	0	0
Records	0	0	81	0	0
RMS Agency	(163)	0	165	0	1
Stores	0	0	94	0	0
<b>General Fund Total</b>	<b>(29,546)</b>	<b>(23,113)</b>	<b>32,975</b>	<b>31,927</b>	<b>11,244</b>
Water Operations	(3,734)	(4,715)	3,886	8,847	1,339
Sewer Operations	(1,832)	(4,844)	1,455	8,274	575
<b>All Funds Total</b>	<b>(35,112)</b>	<b>(32,672)</b>	<b>38,316</b>	<b>49,048</b>	<b>13,158</b>





Showground Pavilion, Quirindi



# 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. These include statutory and user-pays charges.

Following are 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 2023-2024 budget is based on the approved Rates Variation determined by the Independent Pricing and Regulatory Tribunal (IPART). Council's temporary rates variation of approximately 14.4% will expire on 30 June 2023. Council has now received a permanent rate variation of 18.1%. The effect of this rate variation will increase Council's revenue from rates to approximately 4%. An estimated gross ordinary rate income of \$9.39 million is to be raised in 2023-2024.

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

Ordinary Rates	Number of Assessments	Gross rate yield 2023-2024 \$'000
Residential	2990	2,787
Business	279	659
Farmland	1017	5,407
Mining	3	537
<b>Total</b>	<b>4,289</b>	<b>9,390</b>



## Statement of Rating Structure

Rates are an important source of funds representing 26% of Council's operating revenue. 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 3 years as part of a process termed General Revaluation. Council has received the latest valuations for 2022 and have utilised the new valuations to levy the 2023-2024 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 the Independent Pricing and Regulatory Tribunal (IPART) determines annually the allowable increase in 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 – Quirindi & Werris Creek
- Residential – Rural
- Residential – Villages
- Business
- Business – Quirindi, Premer, Spring Ridge, Wallabadah and Werris Creek
- Business – Villages
- Farmland
- Mining
- Mining – Coal

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

### Instalments

Rates and charges can be paid by either quarterly instalments or a single instalment. The 2023-2024 due dates for these instalments are as follows:

- 1st instalment or payment in full – 31 August 2023
- 2nd instalment – 30 November 2023
- 3rd instalment – 28 February 2024
- 4th instalment – 31 May 2024

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 at 1 July 2022. Revised land valuations are usually supplied to Council every 3 years as part of a process termed 'General Revaluation'.

The 2023-2024 rates have been determined using the latest available property values with a base date of 1 July 2022.



## Ordinary Rates Permissible Income – 2023-2024

Ordinary Rates						
Rating Category	Sub-Category	Number of Assessments	Ad Valorem cents in \$	Base \$ Amount	Base Amount % of Yield	Est. Total Rate Income \$
<b>Residential</b>	Quirindi	1239	0.00556516	378	41.03%	1,141,340
	Rural	527	0.00501001	378	28.03%	710,610
	Villages	541	0.00599985	378	49.28%	414,952
	Werris Creek	683	0.00829862	378	49.60%	520,512
<b>Business</b>	Ordinary	21	0.01308001	500	33.72%	31,135
	Quirindi	157	0.02305129	500	16.81%	467,042
	Premer	7	0.02580000	500	46.32%	7,556
	Villages	51	0.01303001	500	27.40%	93,069
	Spring Ridge	7	0.02580000	500	44.56%	7,854
	Wallabadah	6	0.01303001	500	33.53%	8,947
	Werris Creek	30	0.01523015	500	34.51%	43,470
<b>Farmland</b>		1017	0.00180051	500	9.40%	5,406,972
<b>Mining</b>	Mining	2	0.02985213	2,500	19.40%	25,777
	Coal	1	0.01765500	2,500	0.49%	510,964
<b>4,289</b>						<b>9,390,200</b>

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 2023-2024 are outlined below:

Charge Type	2023-2024 Charge \$
<b>Residential Domestic</b>	
Tip Facility Charge	105
Domestic Waste Management Charge	453
<b>Residential Unoccupied</b>	
Tip Facility Charge	105
Domestic Waste Management Charge	72
<b>Business Occupied</b>	
Tip Facility Charge	105
Commercial Waste Management Charge	453
<b>Additional Services</b>	
240 Litre Fortnightly Co-Mingled Recycling Service (Per annum)	159
240 Litre Weekly Mobile Garbage Bin Service (Per annum)	318





## 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 2023-2024 are outlined below:

Water Service Charges	Access Charge \$ 2023-2024	Quarterly Step Usage \$ - up to 75kL	Quarterly Step Usage \$ - over 75kL
Vacant Lots Unoccupied	763	2.52	3.18
20mm	763	2.52	3.18
25mm	1,140	2.52	3.18
32mm	1,650	2.52	3.18
40mm	2,050	2.52	3.18
50mm	3,205	2.52	3.18
80mm	8,200	2.52	3.18
100mm	12,800	2.52	3.18
Quipolly Dam Raw Water Access Charge - 20mm	815	1.10	1.40

Other Charges	Access Charge \$ 2023-2024	Usage \$ Per kL
Recreational Usage	Variable Meter Size	1.90
Quirindi Retirement Home - Eloura	Variable Meter Size	1.90







## 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 2023-2024 are outlined below:

Sewer Service Charges	Access Charge \$ 2023-2024	Usage Charge \$ 2023-2024
Vacant Lots Unoccupied	680	0
20mm	680	0
25mm	680	0

Non-Residential Standard Charge	Access Charge \$ 2023-2024	Usage Charge \$ 2023-2024
20mm	450	2.27
25mm	680	2.27
32mm	1,010	2.27
40mm and over	1,540	2.27

## 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 help 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 2023-2024, 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 - only for a minor one-off fee or charge waived at the General Managers discretion (on application).

## 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.

Loan Number	Project Name	Total \$'000
115	Quipolly Water Security	7,950
114	Quipolly Dam Upgrade	1,690
112	Quipolly Dam Upgrade	1,214
111	Urban Stormwater	443
	<b>Total Borrowings</b>	<b>11,297</b>





First Fleet Memorial Garden and Freedom  
Camp Ground, Wallabadah