

Liverpool Plains Shire Council

Combined Delivery Program 2022-2026
and Operational Plan 2022-2023



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PART 1 - Welcome and Overview



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”.

Message from the Mayor

We are pleased to present the combined Delivery Program and Operational Plan for Liverpool Plains Shire Council. This document is directly informed by our Community Strategic Plan, which has been developed through extensive consultation with our community.

The document clearly sets out how we will translate your vision into tangible results for our community. Each service, project, program and event we intend on delivering is clearly linked to the outcomes you told us were most important to you:

- A great rural lifestyle that is inclusive of all cultures with access to quality services and facilities
- Strong community, council and business leadership
- A sustainable environment
- A thriving economy.

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 2022/23 financial year.

Council continues to provide a wide range of services and programs to our community and 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 Liverpool Plains over this term of office.



Cr Doug Hawkins - OAM
Mayor of Liverpool Plains Shire Council

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).

Role and responsibilities

Under the Act, the role of a Councillor is to:

- Be an active and contributing member of the governing body;
- Make considered and well-informed decisions as a member of the governing body;
- Participate in the development of the Integrated Planning and Reporting framework;
- Represent the collective interests of residents, ratepayers and the local community;
- Facilitate communication between the local community and the governing body;
- Uphold and represent accurately the policies and decisions of the governing body; and
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.

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.



Clr Doug Hawkins
OAM – Mayor



Clr Ken Cudmore
– Deputy Mayor



Clr Jason Allen



Clr Yvonne Wynn



Clr Donna Lawson



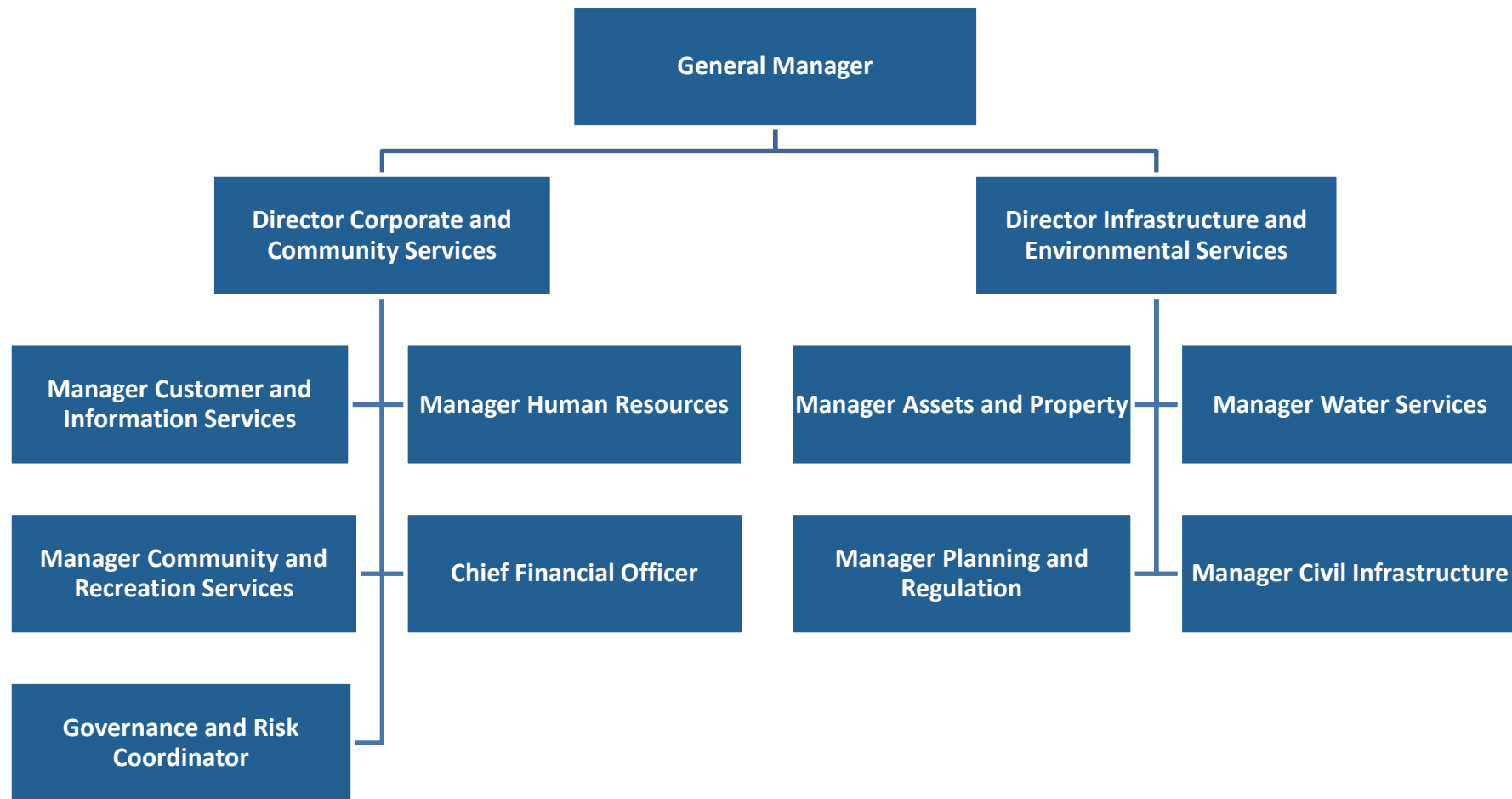
Clr Terry Cohen



Clr Paul Moules

Our Executive Team

The administration of Liverpool Plains Shire Council is comprised of two departments, both of which are led by a Director. Together, the General Manager and Directors comprise our executive management team.



Integrated Planning and Reporting

The Integrated Planning and Reporting (IP&R) framework is set out in the *Local Government Act 1993* and requires all councils to lead the development of long-term plans for their communities.

Underpinned by community engagement and consultation, the IP&R framework ensures that local planning and reporting is informed, relevant and responsive to community needs.

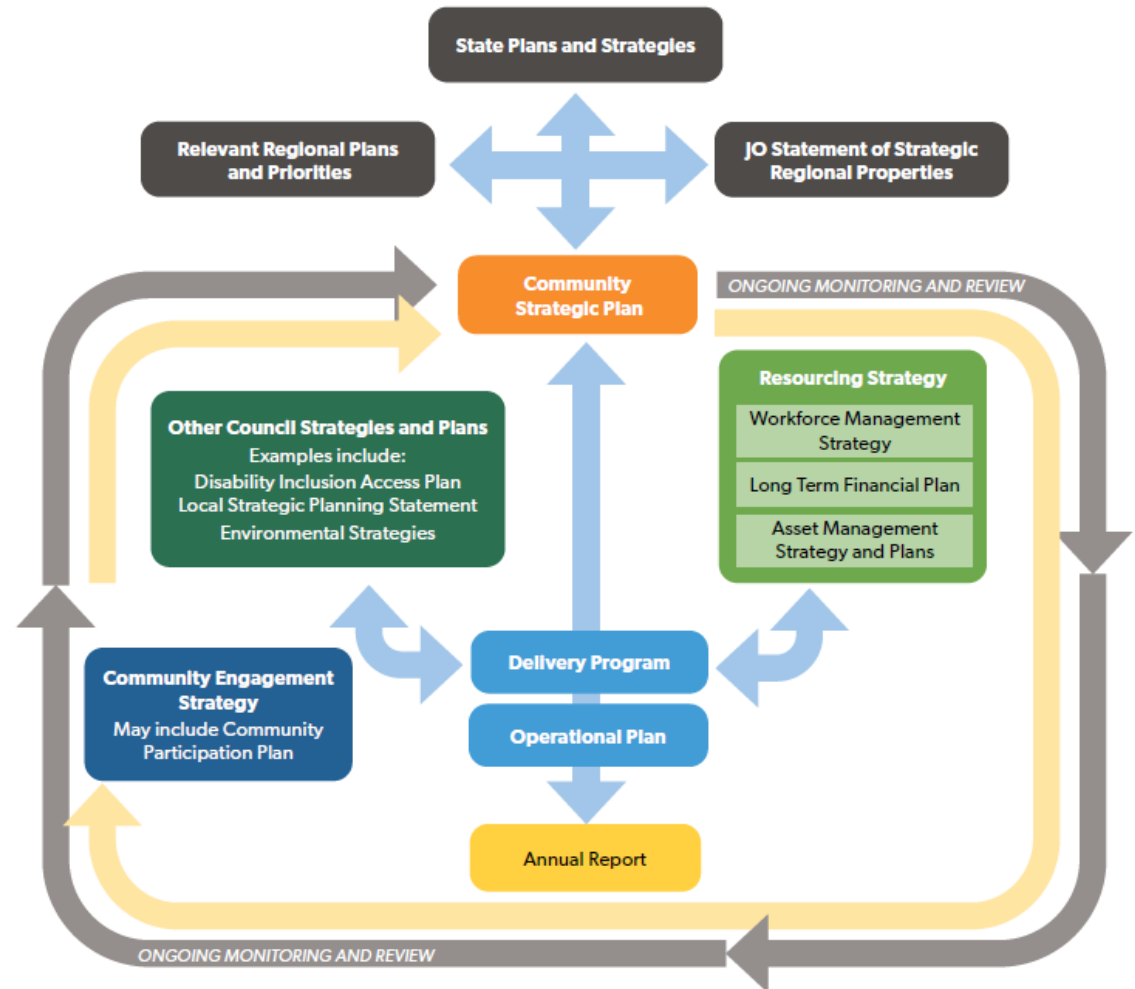
Community Strategic Plan

The Community Strategic Plan is the highest-level plan that Council prepares. Its purpose is to identify our community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process considers the issues and pressures that may impact the community and the level of resources that will realistically be available to achieve its aspirations.

The Community Strategic Plan seeks to answer four key questions:

- Where are we now?
- Where do we want to be in 10 years' time?
- How will we get there?
- How will we know when we've arrived?

At an operational level, the Community Strategic Plan is implemented through Council's combined Delivery Program and Operational Plan (this document), which details the activities and actions Council will undertake to achieve our shared vision.



Resourcing Strategy

The Community Strategic Plan provides a vehicle for expressing our community's long-term aspirations. However, the vision set out in the Community Strategic Plan will not be achieved without sufficient resources – time, money, assets and people – to carry them out.

The Resourcing Strategy comprises the following components:

- **Asset Management Planning**
- **Long-Term Financial Planning**
- **Workforce Management Planning**

Delivery Program (this document)

The Delivery Program outlines how Council will contribute to achieving the vision set out in the Community Strategic Plan and turns the strategic objectives contained in the Community Strategic Plan into actions. All plans, projects, activities and funding allocations made by Council must be directly linked to the Delivery Program.

Operational Plan and Budget (this document)

Supporting the Delivery Program is an annual Operational Plan. Adopted by Council each year alongside its annual Budget, the Operational Plan identifies the plans, projects and activities that will be carried out over the financial year covered by the Operational Plan to achieve the commitments made in the Delivery Program.



Reporting our Progress

Reporting is a key element of the IP&R framework. Council uses a variety of tools to report back to our community about our progress in achieving the Community Strategic Plan and implementing the combined Delivery Program and Operational Plan, as well as our financial performance against the annual and longer-term budgets:

Delivery Program and Operational Plan Progress Reports	Council prepares a bi-annual report detailing its progress in achieving the principal activities and supporting actions detailed in its combined Delivery Program and Operational Plan.
Quarterly Budget Review Statements	Within two months of the end of each quarter, Council prepares a Quarterly Budget Review Statement which provides the community with information relating to Council's financial performance and details any proposed amendments to the annual Budget and forward estimates.
Annual Report	Within five months of the end of each financial year, Council prepares an Annual Report, which includes a copy of the organisation's audited financial reports. The Annual Report details Council's progress in implementing the combined Delivery Program and Operational Plan and includes certain information that is prescribed by the <i>Local Government (General) Regulation 2021</i> and <i>Government Information (Public Access) Act 2009</i> .
State of the Shire Report	To be noted by the newly elected Council at the second Council meeting of the new Council term. The State of The Shire Report provides an update on Council's progress in implementing the Community Strategic Plan over the term of the Council.
State of the Environment Report	The requirement to prepare a stand-alone State of the Environment Report in the year in which an ordinary election of councillors is to be held is no longer a requirement. However, a report on the implementation and effectiveness of council's Community Strategic Plan in achieving its social, environmental, economic and civic leadership objectives must include the state of its environment.

PART 2 –

Combined Delivery Program and Operational Plan



Overview

Each action contained in the combined Delivery Program and Operational Plan is scheduled to be delivered in 2022-2023 has been assigned to an individual member of Council's Executive and Management Team and is responsible for achieving those actions and providing quarterly progress reports to the Council and community.

The legend used throughout the combined Delivery Program and Operational Plan is set out below:

Acronym	Department
Office of the General Manager	
GM	General Manager
Corporate and Community Services	
DCCS	Director Corporate and Community Services
CFO	Chief Financial Officer
MCRS	Manager Community and Recreation Services
MCIS	Manager Customer and Information Services
MHR	Manager Human Resources
Infrastructure and Environmental Services	
DIES	Director Infrastructure and Environmental Services
MASP	Manager Assets and Property
MCIV	Manager Civil Infrastructure
MPRG	Manager Planning and Regulation
MWS	Manager Water Services

2032 Vision for the Future –

“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.”

1	<h2>Community</h2> <p>A great rural lifestyle with access to quality services</p>	<ul style="list-style-type: none"> 1.1 We value beautiful landscapes, dynamic towns and villages and safe communities. 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. 1.3 Our health services meet our needs. Education services meets our needs and provide school, tertiary study and career pathways that support the community. 1.4 Our transport and telecommunications expand to improve support for our business, lifestyle and remote working.
2	<h2>Governance</h2> <p>Strong community, council and business leadership</p>	<ul style="list-style-type: none"> 2.1 Our Council, community and business leaders work together effectively. 2.2 Our leaders represent the diversity of our community. 2.3 We encourage our youth to become involved in the community as the leaders of tomorrow. 2.4 We partner with State and Federal Government, the private sector and community organisations in the provision of facilities and services.
3	<h2>Environment</h2> <p>A sustainable environment</p>	<ul style="list-style-type: none"> 3.1 Our infrastructure is well planned and maintained and will meet our needs now and, in the future. 3.2 We have access to affordable, clean water supplies. 3.3 We actively manage impacts on our natural environment. 3.4 Our local farming is sustainable. 3.5 We protect our environment and reduce our environmental footprint.
4	<h2>Economy</h2> <p>A thriving economy</p>	<ul style="list-style-type: none"> 4.1 Our agricultural economy is thriving, and we must pursue secondary industry to support all potential growth areas across the broader regional economy. 4.2 We grow our population, diversity and employment opportunities. 4.3 Our town centres are attractive and vibrant places. We foster new residential and business development built on our local strengths. 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. 4.5 We develop our visitor economy.

Outcome 1:

A great rural lifestyle with access to quality services

1.1 We value beautiful landscapes, individual dynamic towns and villages and safe communities				
Strategy	Action	Measure	Department	Budget Program
1.1.1 Liaise with all relevant state, federal and community organisations to support partnerships and facilitate safety initiatives	1.1.1.1 Develop a Crime Prevention Strategy pursuant to Part 4 under The Child Protection and Parental Responsibility Act 1997	Strategy adopted	DIES	Infrastructure and Environment
	1.1.1.2 Create accessible and liveable communities	Advocacy/ no. of participants	MCRS	Community Service
	1.1.1.3 Child Safe Standards Policy implemented across whole organisation	Policy adopted	MHR	Community Service
	1.1.1.4 Cyber Crime addressed through the implementation of Maturity Level One of the Australian Cyber Security Centre (ACSC) Essential Eight	Mitigation strategies met/8 levels	MCIS	Information Technology
1.1.2 Preserve and celebrate the character, heritage and culture of our region	1.1.2.1 Develop a Street Tree Policy to support the greening of our urban areas	Policy adopted	MASP	Infrastructure and Environment
	1.1.2.2 Deliver Cemetery Services at Quirindi, Werris Creek, Currabubula, Quipolly, Spring Ridge, Wallabadah, and Willow Tree cemeteries	Guidelines/regulations met	DIES	Public Cemeteries
	1.1.2.3 Develop Cemetery Strategy and Plan to identify plot availability, upgrades, private land handovers and future requirements	Strategy developed and adopted	MPRG	Infrastructure and Environment
	1.1.2.4 Review Register of Memorial Trees for Fallen Soldiers	Liaise with other Community organisations to update register	MASP	Infrastructure and Environment

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.

Strategy	Action	Measure	Department	Budget Program
1.2.1 Identify opportunities to partner with Aboriginal organisations and the community to recognise and retain Aboriginal heritage and culture	1.2.1.1 Consider the impact on Aboriginal heritage when initiating projects	Number of Aboriginal heritage assessments undertaken	DIES	Infrastructure and Environment
	1.2.1.2 Visitor Information Centre (VIC) Master Plan to incorporate local Aboriginal heritage and culture as part of the broader visitor experience	Master Plan to be finalised and adopted	GM	Executive Services
	1.2.1.3 Inclusion of Local Aboriginal Land Council (LALC) representatives at the Local Emergency Management Committee (LEMC)	Representatives/no. of meetings	DIES	Infrastructure and Environment
1.2.2 Identify, seek and obtain grant funding for various community social needs	1.2.2.1 Seek grant funding to deliver Seniors Festival celebrations in the Liverpool Plains Shire	Grant application submitted	MCRS	Community Services
	1.2.2.2 Seek grant funding to deliver Youth Week celebrations in the Liverpool Plains Shire	Grant application submitted	MCRS	Library
1.2.3 Deliver and support events and festivals that promote engaged citizenship and foster civic pride	1.2.3.1 Facilitate Australian Citizenship ceremonies, as required by Department of Home Affairs	No. of Citizenship Ceremonies held	MCRS	Community Services
	1.2.3.2 Deliver 2023 Australia Day celebrations and coordinate annual Liverpool Plains Australia Day Awards	Event held Awards conferred	MCRS	Community Services
	1.2.3.3 Support the delivery of 2023 Anzac Day commemoration services at Premer, Quirindi, Werris Creek and Willow Tree	Commemoration services held	MCRS	Community Services
1.2.4 Implement Recreation Strategy 2019-2030 actions	1.2.4.1 Quirindi: Quirindi RSL Golf Club <ul style="list-style-type: none"> Support the Golf Club's efforts to secure funding to install a bore for cost-effective irrigation of fairways 	Advocacy undertaken	DCCS	Subject to external grant funding

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	<ul style="list-style-type: none"> Support the Golf Club's efforts to secure funding to install an irrigation system for fairways to improve the playing surface and amenity of the golf course Support the Golf Club's efforts to secure funding to construct and seal the internal road from Werris Creek Road to the clubhouse to improve access Promote activities at the golf club, including social (putt-putt golf) and indoor activities that utilise the club rooms (yoga), to older and retired adults and school groups Consider partnering with the golf club to host outdoor events for the community including sporting and cultural events (music concerts) In relation to the age of the building, offer the provision of technical advice and planning to the golf club regarding ongoing asset maintenance particularly major repairs and asset replacement items <p>Quirindi Lions Rugby Union Club</p> <ul style="list-style-type: none"> Support the Rugby Union Club's effort to secure funding to upgrade the clubhouse kitchen to allow social functions Support the Rugby Union Club's effort to secure funding to develop additional fields to accommodate juniors and training <p>Bill McNamara Park</p> <ul style="list-style-type: none"> Remove the playground and landscape the park to develop a central grassed area with gardens and bench seats on the perimeter. Native plants including appropriate trees should be selected to establish, over time, a community park. Landscape materials used for gardens could act as play elements (boulders, timber posts) <p>Bell Park</p>			

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Strategy	Action	Measure	Department	Budget Program
	<ul style="list-style-type: none"> Develop a concept plan over the park identifying ideal locations for public toilets, large shelter, lighting, bench seating and additional shade trees, with internal pathways connecting park elements and surrounding footpaths/cycleways (external to park) <p>Quirindi Public School</p> <ul style="list-style-type: none"> Approach the School Principal regarding community use and access to the playground (off Nowland Avenue) and the sport field (off Munro Avenue) out-of-school-hours <p>Quirindi Polo Carnival Club</p> <ul style="list-style-type: none"> Support and promote activities and events at the Polo club <p>Quirindi High School</p> <ul style="list-style-type: none"> Facilitate opportunities for the school, community user groups and Council to identify and resolve issues relating to use of the high school sports hall, including applications for external funding to improve facilities <p>Golland Fields</p> <ul style="list-style-type: none"> Implement actions identified in the Master Plan that includes Golland Fields <p>Longfield Oval</p> <ul style="list-style-type: none"> Implement actions identified in the Master Plan that includes Longfield Oval <p>Quirindi District Tennis Club</p> <ul style="list-style-type: none"> Implement actions identified in the Master Plan that includes the tennis courts <p>Quirindi Racecourse and Showgrounds</p>			

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	<ul style="list-style-type: none"> Implement actions identified in the Master Plan - Quirindi Racecourse and Showground <p>Who'd A Thought It Lookout</p> <ul style="list-style-type: none"> Develop a simple concept plan over the lookout to rationalise the road (loop) and reconfigure car parking, identify a more prominent location for public toilets (safety), lighting and bench seating to capitalise views Replace damaged information and interpretative signs. Consider placing these at 'table' height, angled toward the reader, to allow visitors to read the signs while looking at the views Remove the outdated brick shelter and replace with an open design shelter Co-locate the obelisk (direction marker) with other park furniture, or reclaim the land it is situated on as part of the park (the road separating the direction marker from the lookout park) Identify a route for a walking trail to the Lookout, ideally across country and connecting with Rose Lee Park <p>Quirindi Motocross Club</p> <ul style="list-style-type: none"> Support the Motocross Club's efforts to secure funding to continue development of facilities <p>Quirindi Swimming Centre</p> <ul style="list-style-type: none"> Commence planning and design for replacement of the swimming pool facility including capital costs for construction and ongoing operating costs. Engage the community in a robust and transparent discussion regarding the social and community benefits of the pool as well as 			

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Strategy	Action	Measure	Department	Budget Program
	the financial costs to Council and the community			
	<p>1.2.4.2</p> <p>Werris Creek:</p> <p>Werris Creek Golf Club</p> <ul style="list-style-type: none"> Support the Golf Club's efforts to secure funding for construction of a shed to store golf carts for members that are ageing and have mobility issues. Support the Golf Club's efforts to secure funding to refurbish the toilets to be accessible Support the Golf Club's efforts to secure funding to refurbish the bar area to ensure functions can support the ongoing financial viability of the club Provide support to the Golf Club to provide and promote social recreation activities at various times and for different groups in the community <p>David Taylor Park</p> <ul style="list-style-type: none"> Support the Rugby League Club's efforts to attract funding to upgrade field lighting Replace the public toilets at the park to encourage use by the general community for unstructured recreation (walking, running, social sport games etc.) <p>Hoamm Park</p> <ul style="list-style-type: none"> Investigate road crossing or calming devices that could be installed to remove the barrier created by traffic volumes on Single Street <p>Quirindi Dressage and Equitation Club</p> <ul style="list-style-type: none"> Support the Quirindi Dressage and Equitation Club's efforts to attract external 	Advocacy undertaken	DCCS	Subject to external grant funding

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Strategy	Action	Measure	Department	Budget Program
	<p>funding to upgrade the dressage arenas and surrounding grounds</p> <ul style="list-style-type: none"> Assist the Quirindi Dressage and Equitation Club to investigate the requirements for primitive camping at the grounds to support events <p>Skate Park</p> <ul style="list-style-type: none"> Consider extending the skate park to cater for beginner skaters, scooters and BMX riders <p>Werris Creek Lions Park</p> <ul style="list-style-type: none"> Remove the small infants' playground (spring toys and activity frame) when they reach the end of their useful lives (within 1-3 years) Review the historical significance of railway artefacts in Lions Park in close liaison with the museum and Lions Club and develop a plan for preservation and/or relocation Undertake additional tree planting and landscaping to better define Lions Park as an attractive passive recreation setting for residents and visitors <p>Werris Creek Rotary Park</p> <ul style="list-style-type: none"> Continue to maintain the park and consider forming a community volunteer group to assist. Consider transforming the park into a community garden <p>Werris Creek Bowling and Tennis Club</p> <ul style="list-style-type: none"> Provide support to the Bowling and Tennis Club to provide and promote social recreation activities at various times and for different groups in the community 			

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Strategy	Action	Measure	Department	Budget Program
	<p>1.2.4.3</p> <p>Blackville:</p> <p>Play Centre Park</p> <ul style="list-style-type: none"> Develop a large concrete pad for riding bikes and scooters and for ball games 	Advocacy undertaken	DCCS	Subject to external grant funding
	<p>1.2.4.4</p> <p>Currabubula:</p> <p>Currabubula Recreation Reserve</p> <ul style="list-style-type: none"> Plant additional shade trees and landscaping in the grassed area adjacent the playground and sport courts to create an outdoor room and expand the play area available as well as provide additional spectator space for the sport courts Define car and recreation vehicle parking areas internally in the Reserve (bollards, boulders, landscaping or fencing) to separate vehicle movement from pedestrian and horse movements Develop a simple wayfinding signage plan for the site to consolidate entry signage and provide clear direction for different users, particularly recreation vehicles, campers and visiting sport participants (equestrian) 	Advocacy undertaken	DCCS	Subject to external grant funding
	<p>1.2.4.5</p> <p>Premier:</p> <p>Premier Rest Stop</p> <ul style="list-style-type: none"> Continue to maintain the facilities within the recreation park for both locals and visitors <p>Cricket Oval</p> <ul style="list-style-type: none"> As there is no current (nor expected future) demand for the disused sports oval, 	Advocacy undertaken	DCCS	Subject to external grant funding

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Strategy	Action	Measure	Department	Budget Program
	<p>continue to undertake the lowest levels of maintenance. Consider rationalisation if an alternate use of the land parcel is identified</p> <p>Premier Public School</p> <ul style="list-style-type: none"> Approach NSW Education regarding community use of the school facilities, particularly for young people in the town 			
	<p>1.2.4.6</p> <p>Spring Ridge:</p> <p>Darby Reserve</p> <ul style="list-style-type: none"> Investigate opportunities to irrigate Darby Reserve <p>Spring Ridge Country Club</p> <ul style="list-style-type: none"> Continue to support the Country Club in its endeavours to seek grant funding for facility upgrades 	Advocacy undertaken	DCCS	Subject to external grant funding
	<p>1.2.4.7</p> <p>Walhallow:</p> <p>Walhallow Park and Multi-Sport Court</p> <ul style="list-style-type: none"> Ensure a regular maintenance regime and replace embellishments as they approach the ends of their useful life Construct shaded seating and a bubbler near the multi-sport court Investigate opportunities to develop a learn-to-ride bike activity track in the open space area adjoining the multi-sport court 	Advocacy undertaken	DCCS	Subject to external grant funding
	<p>1.2.4.8</p> <p>Wallabadah:</p> <p>First Fleet Memorial Park</p>	Advocacy undertaken	DCCS	Subject to external grant funding

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Strategy	Action	Measure	Department	Budget Program
	<ul style="list-style-type: none"> Promote the significance of the park (only First Fleet Memorial Park in Australia) as a destination for residents within the Shire and Region, and across Australia <p>Wallabadah Creek Park</p> <ul style="list-style-type: none"> Continue to support community groups undertaking weed control and rehabilitation along the creek banks As play equipment reaches the end of its useful life, replace with pieces that provide more challenging play experiences <p>Wallabadah Tennis Club/Town Common</p> <ul style="list-style-type: none"> Clear weeds from the surface of the tennis courts and encourage children to use the hard surface for bikes, scooters and skateboards Consider redevelopment of one tennis court into a multi-sport court (tennis, basketball, netball) <p>Wallabadah Public School</p> <ul style="list-style-type: none"> Liaise with the Principal to encourage community use and access to the playground and the sport field out-of-school-hours 			
	<p>1.2.4.9</p> <p>Warrah Creek:</p> <p>Hall and Tennis Courts</p> <ul style="list-style-type: none"> Provide appropriate support to the Warrah Creek Hall to assist maintain the hall and sport and recreation facilities for residents and visitors 	Advocacy undertaken	DCCS	Subject to external grant funding

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Strategy	Action	Measure	Department	Budget Program
	<p>1.2.4.10</p> <p>Willow Tree</p> <p>King George V Memorial Park</p> <ul style="list-style-type: none"> Develop a concept plan over King George Memorial Park to avoid ad hoc improvements and guide future development, particularly as assets require replacement. Include picnic facilities, internal paths and diverse play opportunities for infants, primary students and older youth, integrating landscaping with the VIC <p>Recreation Reserve</p> <ul style="list-style-type: none"> Remove (demolish) old buildings and structures that no longer serve any purpose and that are in disrepair Plant additional trees around the perimeter of the show ring to provide improved shade and amenity in the longer term <p>Willow Tree Bowling Club</p> <ul style="list-style-type: none"> Work with the community to facilitate community events (movies or social bowls) using the tennis courts and bowling greens 	Advocacy undertaken	DCCS	Subject to external grant funding

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.

Strategy	Action	Measure	Department	Budget Program
1.3.1 Advocate, facilitate and promote human services by working in partnership with philanthropic, local community groups and key departmental stakeholders across Education, Health, Recreation and Infrastructure portfolios	1.3.1.1 Provide accredited childcare services to the Liverpool Plains community through the Eastside Child Care Centre	Accreditation/maintained Quality Improvement Plan/reviewed	MCRS	Day Care Centre
	1.3.1.2 Provide accredited Centrelink services at Werris Creek Library.	Service levels/met	MCRS	Library
	1.3.1.3 Provide accredited Service NSW services.	Service levels/met	MCIS	Service NSW
	1.3.1.4 Provide library services via the Central Northern Regional Library network.	Service levels/met	MCRS	Library
1.3.2 Community Home Support Program - Meals On Wheels	1.3.2.1 Work with community groups to ensure access to services is maintained within the region	Advocate for elevated/advanced service levels	MCRS	Executive Services

1.4 Our transport and telecommunications expand to improve support for our business, lifestyle and remote working.

Strategy	Action	Measure	Department	Budget Program
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	1.4.1.1 Lobby City Rail for the extension of rail services from Newcastle to Tamworth, including a daily return service	Advocacy undertaken	GM	General Manager
	1.4.1.2 Improve access for Road-Trains/A-Doubles from farms to market	Heavy vehicle routes approved	MCIV	Infrastructure and Environment
	1.4.1.3 Complete replacement of timber bridges on Gurton Street and Bridge Road	Upgrade complete	DIES	Infrastructure and Environment
1.4.2 Maintain Council assets in accordance with asset management plans	1.4.2.1 Ensure Regional Roads are managed to deliver a safe and effective network for use by local and regional traffic	Maintenance works undertaken	MCIV	Works Maintenance & Construction
	1.4.2.2 Effective management of sealed local roads in accordance with adopted asset management plans	Maintenance works undertaken	MCIV	Works Maintenance & Construction
	1.4.2.3 Gravel road re-sheeting undertaken in accordance with adopted asset management plans	Maintenance works undertaken	MCIV	Works Maintenance & Construction
1.4.3 Lobby for improved services and infrastructure, such as rail and road, and develop a regional strategy for improved services	1.4.3.1 Lobby for the continued development of the Werris Creek Industrial Precinct	Advocacy undertaken	GM	General Manager
	1.4.3.2 Lobby for funding to upgrade Werris Creek Road	Advocacy undertaken	GM	General Manager
	1.4.3.3 Lobby for improved internet and telecommunications services in the Liverpool Plains Shire (Mobile Black Spot Program)	Advocacy undertaken	GM	General Manager
	1.4.3.4 Develop a Regional Freight Strategy to deliver improved productivity and more efficient supply chains. (Southern Access) working with Joint Organisation	Advocacy undertaken	GM	General Manager
	1.4.3.5 Seek funding for the implementation of Council's Freight Strategy to improve access for higher productivity vehicles	Funding received	GM	General Manager

1.4 Our transport and telecommunications expand to improve support for our business, lifestyle and remote working.

Strategy	Action	Measure	Department	Budget Program
	1.4.3.6 Seek funding for upgrade maintenance of our unsealed roads	Grant applications submitted	MCIV	Works Maintenance & Construction
1.4.4 Develop a strategic plan that encompasses all pedestrian facilities and coordinates investment to provide safe, convenient and connected active transport options and infrastructure	1.4.4.1 Undertake a review of Council's Pedestrian Access Mobility Plan (PAMP)	Review completed and plan adopted	DIES	Infrastructure and Environment

Outcome 2: Strong community, Council and business leadership

2.1 Our Council, community and business leaders work together effectively				
Strategy	Action	Measure	Department	Budget Program
2.1.1 Obtain funding for specific community projects and review current community funding arrangements.	2.1.1.1 Maintain a register of grant-ready projects.	Project Register reviewed/quarterly	GM	General Manager
2.1.2 Council facilitates community engagement	2.1.2.1 Elected members participates in the following committees and groups: <ul style="list-style-type: none"> • Community Advisory Group • Blackville Local Advisory Group • Community Advisory Group • Currabubula Local Advisory Group • Premier Local Advisory Group • Quirindi Local Advisory Group • Spring Ridge Local Advisory Group • Wallabadah Local Advisory Group • Warrah Local Advisory Group • Willow Tree Local Advisory Group 	No. of meetings attended	DCCS	Corporate Governance
2.1.3 Continue recognition events for volunteers and volunteer committees.	2.1.3.1 Deliver Volunteer Open Day event as part of 2023 Volunteers Week celebrations.	Event/delivered	MHR	Human Resources
2.1.4 Provide funding to the community in an equitable and sustainable manner that delivers benefits for both Council and local people	2.1.4.1 Administer the Community Funding Program (Events and Infrastructure)	Program administered	MCRS	Community Services
	2.1.4.2 Review Council's Section 356 Financial Assistance Framework	Framework reviewed	DCCS	Community Services
2.1.5 Commit to best practice community engagement initiatives including online platforms and other emerging technologies pursuant to applicable Office Local Government (OLG) Guidelines and responsive complaint management processes.	2.1.5.1 Ensure Council engages with community and facilitates feedback. Publish decisions made by Council on the website and create associated links to social media and other electronic communication platforms.	Policies and practices in line with OLG Guidelines Best practice across community engagement	GM	General Manager

2.1 Our Council, community and business leaders work together effectively

Strategy	Action	Measure	Department	Budget Program
2.1.6 Ensure Community Engagement Policy aligns with social justice principles	2.1.6.1 Policy to be reviewed and be adopted by Council	Adopted by December 2022	DCCS	Corporate Governance
2.1.7 Promote open and shared communication throughout the entire organisation and improve staff knowledge, practices and processes whilst investigating opportunities for traineeships	2.1.7.1 Develop an accessible, contemporary intranet which supports improved communication and work practices within the organisation	Intranet replacement project completed	MCIS	Information Technology
	2.1.7.2 Provide effective and efficient customer service across the organisation	Service levels met	MCIS	Business Support
	2.1.7.3 Actively pursue continual improvements to our Customer Service Standards to meet our communities needs	Service levels met	MCIS	Business Support
2.1.8 Provide strong direction for the community through the development and delivery of the Integrated Planning and Reporting (IP&R) Framework	2.1.8.1 Develop and build the annual Operational Plan and Budget	Adopted by 30 June	DCCS	Corporate Governance
	2.1.8.2 Coordinate and produce the Annual Report	Report adopted and provided to the Office of Local Government by 30 November 2022	DCCS	Corporate Governance
	2.1.8.3 Review the Delivery Program to determine if any amendments are required	Any amendments re-adopted by Council	DCCS	Corporate Governance
	2.1.8.4 Provide updated Progress Report for the Operational Plan	Bi-annually/Achieved within OLG guidelines reported	DCCS	Corporate Governance
2.1.9 Operate in a financially responsible manner and improve long-term financial sustainability	2.1.9.1 Review and revise the Long-Term Financial Plan (LTFFP)	LTFFP reviewed and adopted 30 June	CFO	Finance
	2.1.9.2 Report quarterly Budget review statements	Budget review reported 60 days after end of quarter	CFO	Finance
	2.1.9.3 Facilitate increased utilisation of VendorPanel to create efficiencies in our procurement processes	No. of procurements through VendorPanel	CFO	Finance

2.1 Our Council, community and business leaders work together effectively

Strategy	Action	Measure	Department	Budget Program
	2.1.9.4 Review and update the Agency Information Guide in accordance with legislative requirements	Guide reviewed	MCIS	Records
	2.1.9.5 Coordinate the publication of identified open access information to Council's website	Identified open access information/ published	DCCS	Corporate Governance
	2.1.9.6 Process Government Information (Public Access) Act (GIPA) applications in accordance with legislation	Number of Formal/Informal GIPA applications processed	DCCS	Corporate Governance
	2.1.9.7 Maintain and update the Contract Register	Website register updated within 20 days	CFO	Finance
	2.1.9.8 Maintain Council's Delegations Register in line with legislative requirements	Reviewed and updated bi-annually and reported to ARIC	DCCS	Corporate Governance
	2.1.9.9 Review and update Council's policy register	Report to ARIC each meeting and complete reviews within three months of expiry of policy	DCCS	Corporate Governance
2.1.10 Provide systems and processes to identify and manage all risks of Council both operational and strategic.	2.1.10.1 Facilitate and coordinate meetings of the Audit, Risk and Improvement Committee	Committee meetings held/6	DCCS	Corporate Governance
	2.1.10.2 Complete the Internal Audit Program for Asset Management Systems	Audit program/completed	DCCS	Corporate Governance
	2.1.10.3 Participate in the StateWide Mutual Continuous Improvement Pathway (CIP) Programme	CIP Workbooks/completed	DCCS	Corporate Governance
	2.1.10.4 Develop and implement a Risk Management Framework	Facilitate review of Councils organisational and strategic risk register	DCCS	Corporate Governance
2.1.11 Develop a strong organisational culture and provide a contemporary, professional and safe work	2.1.11.1 Implement the Business and Customer Systems Remediation Project	Project milestones met	MCIS	Information Technology

2.1 Our Council, community and business leaders work together effectively

Strategy	Action	Measure	Department	Budget Program
environment to attract, develop and retain a high-performing workforce	2.1.11.2 Annual Training plan meets the organisational needs of the organisation. Procurement, Customer Service Charter and Cultural Awareness training to be included in updated plan.	Percentage of staff completed training	MHR	Human Resources
	2.1.11.3 Facilitate regular meetings of the Staff Consultative Committee	Meetings held/4	MHR	Human Resources
	2.1.11.4 Facilitate regular meetings of the Work Health and Safety (WHS) Committee and Joint Consultative Committee (JCC) with information that ensures genuine opportunities for consultation	Meetings held/4	MHR	Work Health and Safety
	2.1.11.5 Implement Workplace Health and Safety duty of care program	Dedicated due diligence program implemented	MHR	Work Health and Safety
	2.1.11.6 Review Workforce Planning Strategy including succession planning	Identify and address	MHR	Human Resources
	2.1.11.7 Address Equal Employment Opportunities (EEO) Plan accountabilities	Execution on key accountabilities as per plan	MHR	Human Resources
2.1.12 Implement systems and processes to safeguard against business interruption from internal and external risks	2.1.12.1 Revise and update Councils Business Continuity Plan and relevant sub-plans to safeguard against business interruption	Adopt revised plan and sub-plans	MCIS	Information Technology
2.1.13 Service Delivery Reviews are undertaken to improve Councils financial sustainability	2.1.13.1 Implement the council decisions in relation to the service reviews conducted on: - Aerodrome - Eastside Child Care Centre - Service NSW - Plains Fitness Centre - Royal Theatre - Visitor Information Centre	Implement cost effective strategies identified	DCCS	Aerodrome Day Care Centre Service NSW Plains Fitness Centre Royal Theatre Promotion & Tourism
	2.1.13.2 Undertake a service review for Waste Management Services	Program actions implemented	DIES	Infrastructure and Environment

2.1 Our Council, community and business leaders work together effectively

Strategy	Action	Measure	Department	Budget Program
	2.1.13.3 Undertake a service review for the Caravan Park and Freedom Camping	Program actions implemented	DCCS	Corporate Governance
	2.1.13.4 Apply for permanent SRV in line with LTFP	Application submitted	CFO	Finance
2.1.14 Implement recommendations from the Disability Inclusion Action Plan (DIAP)	2.1.14.1 Improve access to councils' systems and processes	No. of actioned responses to identified access issues	MCRS	Community Services
	2.1.14.2 Council adopts proactive policies with a view to being inclusive	Policies adopted	MCRS	Community Services
	2.1.14.3 Support access to meaningful employment	Number of Council employees/volunteers working for or with Council	MCRS	Community Services

2.2 Our leaders represent the diversity of our community

Strategy	Action	Measure	Department	Budget Program
2.2.1 Complete, implement and deliver local strategies and plans	2.2.1.1 Review the Growth Management Strategy	Growth Management Strategy funding application submitted	MPRG	Infrastructure and Environment
2.2.2 Implement VendorPanel across the organisation to drive efficiency in procurement and engage local suppliers	2.2.2.1 Council to work with businesses to assist them in the utilisation of VendorPanel	Number of local businesses utilising VendorPanel/Number of registrations	CFO	Finance
	2.2.2.2 Council to establish a trade service panel to directly target local suppliers	Number of services acquired through the newly established Panel	CFO	Finance

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

Strategy	Action	Measure	Department	Budget Program
2.3.1 Council seeks to involve youth in decision making for Council	2.3.1.1 Embed consultation with young people in all high-level decision making across the organisation	Review and implement	DCCS	Corporate Governance
2.3.2 Council be an employee of choice for youth	2.3.2.1 Council provides traineeships to provide career pathways for local youth	No. of trainees engaged	DCCS	Corporate Governance

2.4 We partner with State and Federal Government and the private sector in the provision of services

Strategy	Action	Measure	Department	Budget Program
2.4.1 Demonstrate support of the State Emergency Service (SES), Volunteer Rescue Association (VRA) and Rural Fire Service (RFS) volunteers.	2.4.1.1 Support Fire Rescue NSW, Rural Fire Service, State Emergency Service and Volunteer Rescue Association through the Emergency Services Levy.	Levy/paid	DIES	Emergency Services
	2.4.1.2 Promote State Emergency Service, Volunteer Rescue Association and Rural Fire Service volunteering activities.	Volunteer Week Promotions/undertaken	MCRS	Community Services
	2.4.1.3 Support the Rural Fire Service in line with Service Level Agreements.	Administrative support to RFS/provided	DIES	Emergency Services
2.4.2 Meet all statutory requirements regarding development approval processes	2.4.2.1 Provide Planning Certificates, drainage diagrams and sewer location diagrams on application	Certificates and diagrams issued within 5 days of receipt/>90%	MPRG	Infrastructure and Environment
	2.4.2.2 Facilitate access to the NSW Planning Portal and determining development applications in accordance with statutory timeframes	Development applications determined within timeframes >80%	MPRG	Infrastructure and Environment

Outcome 3: A sustainable environment

3.1 Our infrastructure is well planned and maintained and will meet our needs now, and in the future				
Strategy	Action	Measure	Department	Budget Program
3.1.1 Develop long-term strategies to plan and maintain current and future infrastructure.	3.1.1.1 Prepare and submit grant application to deliver outcomes identified in the Liverpool Plains Recreation Strategy.	Grant application submitted	DIES	Infrastructure and Environment
	3.1.1.2 Undertake detailed review of Council's fleet to identify opportunities for savings.	Fleet review undertaken	MCIV	Works Maintenance & Construction
	3.1.1.3 Seek grant funding for the development of flood studies for Werris Creek and Wallabadah	Application submitted	DIES	Infrastructure and Environment
	3.1.1.4 Seek grant funding to develop the Civic Square Project	Grant application submitted	DIES	Subject to external grant funding
	3.1.1.5 Improved access and modernisation of Plains Fitness Centre	Modernisation project completed	DIES	Plains Fitness Centre
3.1.2 Develop Asset Management Plans in line with community priorities.	3.1.2.1 Undertake revaluation of Water and Waste-Water assets	Revaluation completed	MWS	Water Operations Sewer Operations
	3.1.2.2 Improve and implement the Water Supply and Wastewater Asset Management Plans	Adopted by Council	MWS	Water Operations Sewer Operations
3.1.3 Increase awareness of infrastructure responsibilities and costings.	3.1.3.1 Publish costings for Quipolly Water Project delivery.	Quipolly Water Project costings published	MWS	Water Operations
3.1.4 Collectively identify opportunities to source external expertise from other Government organisations and external businesses.	No actions programmed for delivery in 2022/23			

3.2 We have access to affordable, clean water supplies

Strategy	Action	Measure	Department	Budget Program
3.2.1 Ensure infrastructure is developed to provide quality water supplies that meet environmental regulations	3.2.1.1 Deliver Council's Water and Sewer Capital Works Program	Capital Works Program delivered	MWS	Water Operations Sewer Operations
	3.2.1.2 Continue delivery of the Quipolly Water Project	Project milestones met	MWS	Water Operations
	3.2.1.3 Commence delivery of the Quirindi Wastewater Treatment Plant upgrade	Project milestones met	DIES	Infrastructure and Environment
	3.2.1.4 Undertake renewal of Spring Ridge water supply bore	Project milestones met	MWS	Water Operations
3.2.2 Endorse best practice regulated operation of water and sewerage systems	3.2.2.1 Continue to progress best practice management guidelines	Plans reviewed annually	MWS	Water Operations Sewer Operations
	3.2.2.2 Continue to maintain Drinking Water Management System (DWMS)	DWMS maintained	MWS	Water Operations
	3.2.2.3 Progress implementation of compliance with the NSW Dam Safety Act 2015 and Regulation 2019 - (Quipolly Dam and Old Quipolly Dam)	Publish the annual Dams Safety Report	MWS	Water Operations
	3.2.2.4 Continue to improve compliance with Wastewater Treatment Environmental Protection Licences (EPA)	Licences maintained	MWS	Sewer Operations
	3.2.2.5 Progress implementation of best practice on site sewer management systems	Review policy and guidelines adopted	MWS	Sewer Operations
	3.2.2.6 Progress implementation of best practice on liquid trade waste management systems	Review policy and guidelines adopted	MWS	Sewer Operations

3.3 We actively manage the impacts on our natural environment

Strategy	Action	Measure	Department	Budget Program
3.3.1 Identify and benchmark waste management systems to ensure best practice and consistent fees	3.3.1.1 Creation of Landfill site in line with final design	Project milestones met	MCIV	Waste Management
	3.3.1.2 Complete Waste Transfer Stations at: Premer Spring Ridge Caroona Werris Creek	Waste transfer stations installed	MCIV	Waste Management
	3.3.1.3 Remediation of township land fill site except Quirindi	Remediated by 30 June	MCIV	Waste Management
3.3.2 Develop partnerships and manage waste effectively	3.3.2.1 Provide drumMUSTER collection services at the Quirindi landfill	drumMUSTER services provided	MCIV	Waste Management
	3.3.2.2 Deliver and maintain effective waste management practices that are acceptable to the residents and the statutory bodies	Compliance with EPA regulations	MCIV	Waste Management
3.3.4 Continue our relationship with Northern Inland Regional Waste	3.3.4.1 Participate in Northern Inland Regional Waste	NIRW meetings attended	MCIV	Waste Management
3.3.5 Develop enforcement campaigns to ensure our natural environment is well managed	3.3.5.1 Participate in EPA-led illegal dumping and asbestos awareness campaigns	Campaigns delivered	MCIV	Waste Management
3.3.6 Advocate for air quality monitoring	3.3.6.1 Participate in the Namoi Regional Air Quality Advisory Committee	Committee membership maintained	DIES	Infrastructure and Environment
3.3.7 Increase education on water conservation and practices	3.3.7.1 Participate in Namoi Smart approved Watermark Alliance	Alliance membership maintained	MWS	Water Operations
3.3.8 Increase awareness of the environmental impact of poor waste management.	3.3.8.1 Undertake a waste management education program.	Education program delivered	MCIV	Waste Management
	3.3.8.2 Undertake an education campaign to reduce waste going to landfill	Reduction in waste tonnage	MCIV	Waste Management
	3.3.8.3 Prepare and implement a Plastics Ban Plan for Council	Plan implemented	GM	Executive Services

3.3 We actively manage the impacts on our natural environment

Strategy	Action	Measure	Department	Budget Program
	3.3.8.4 Utilise NSW Government advertising campaign	Advertising campaign completed	GM	Executive Services

3.4 Our local farming is sustainable

Strategy	Action	Measure	Department	Budget Program
3.4.1 Identify and recognise a balance between mining and farming.	3.4.1.1 Advocate to State Government to continue recognising a balance between the mining and agriculture sectors.	Advocacy undertaken	GM	Executive Services
3.4.2 Encourage farmers to investigate value-adding opportunities for their business.	3.4.2.1 Promote and facilitate agritourism and agribusiness activities.	NSW Small Business Commissioner agritourism program promoted	GM	Executive Services
3.4.3 Advocate education and awareness in relation to land use practices.	<i>No actions programmed for delivery in 2022-23.</i>			

3.5 We protect our environment and reduce our environmental footprint

Strategy	Action	Measure	Department	Budget Program
3.5.1 Council works in partnership with the NSW Government and industry to achieve the NSW Government's Net Zero Target	3.5.1.1 Investigate opportunities for renewable energy on Council's energy-intensive facilities.	Investigation undertaken	DIES	Infrastructure and Environment
	3.5.1.2 Seek funding for the installation of electric vehicle stations within the shire in accordance with the NSW Governments Electric Vehicle Strategy	Application submitted	GM	Executive Services
	3.5.1.3 Increase Council's usage of renewable energy through the implementation of a revolving green fund	Reduction in purchased energy	DIES	Infrastructure and Environment

Outcome 4:

A thriving economy

4.1 Our agricultural economy is thriving, and we must pursue secondary industry to support all potential growth areas across the broader regional economy.

Strategy	Action	Measure	Department	Budget Program
4.1.1 Advocate for employment opportunities within the Shire.	4.1.1.1 Advocate for industry and employment development opportunities arising from the State Government's Namoi Regional Job Precinct.	Advocacy undertaken	GM	Executive Services

4.2 We grow our population, diversity and employment opportunities

Strategy	Action	Measure	Department	Budget Program
4.2.1 Utilise membership of Namoi Unlimited to advocate a whole-of-region approach to economic and business development	4.2.1.1 Council actively participates in the following Namoi working groups: Transport Working Group JOLT Water Group Regional Job Precinct	Participate in meetings/attended	GM	Executive Services
4.2.2 Review existing business, infrastructure and industries to identify opportunities to value-add	4.2.2.1 Deliver the Werris Creek Industrial Precinct Upgrade	Design completed and construction commenced	DIES	Works Maintenance & Construction
	4.2.2.2 Utilise membership of Namoi Unlimited to target investors to leverage our unique conditions, facilities and services	No. of new businesses attracted to area	GM	Executive Services
4.2.3 Undertake a targeted campaign to attract new residents to the shire	4.2.3.1 Work with existing businesses to raise the profile of the Liverpool Plains to job seekers	Evidenced based benchmarking in partnership with local business	GM	Executive Services

4.3 Our town centres are attractive and vibrant places. We foster new residential and business development built on our local strengths.

Strategy	Action	Measure	Department	Budget Program
4.3.1 Review Local Environment Plan (LEP) and Development Control Plan (DCP)	4.3.1.1 Complete LEP review to promote development within the Shire	Planning Proposals completed	MPRG	Infrastructure and Environment
4.3.2 Identify opportunities and lobby to reduce red tape to make investments viable in our Shire	4.3.2.1 Utilise membership of Namoi Unlimited to redress the complexity of planning regulations	More responsive planning regulations	MPRG	Infrastructure and Environment

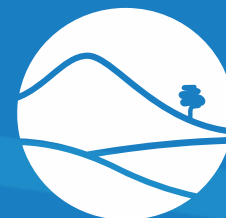
4.4 Our planning reflects the diversity of our towns and villages and enables future development. We develop our business community to support small and medium-sized business and remote working.

Strategy	Action	Measure	Department	Budget Program
4.4.1 Actively promote cultural, community and recreational facilities	4.4.1.1 Commission a public art installation	Public Art installation completed	GM	Community Services
	4.4.1.2 Develop our visitor infrastructure by developing a master plan for Willow Tree Visitor Information Services and Centre	Grant application submitted and Master Plan prepared	GM	Executive Services
	4.4.1.3 Completion of the Silo Art (Road Committee) project – Carpark	Carpark completed	MCIV	Works Maintenance & Construction

4.5 We develop our visitor economy

Strategy	Action	Measure	Department	Budget Program
4.5.1 Visitor Economy Strategy implemented	4.5.1.1 Facilitate key partnerships with external and internal stakeholders to develop a database, collaborative marketing and support the re-launch of major events	No. of partnership projects	GM	Executive Services

PART 3 – Budget



Executive Summary

Liverpool Plains Shire Council's annual Budget forms part of the combined Delivery Program 2022-2026 and Operational Plan 2022-2023, along with the Revenue Policy and Schedule of Fees and Charges.

While the Delivery Program 2022-2026 covers a four-year period and contains high-level financial information, the Budget focuses on the next financial year and contains more detailed expenditure and income.

In 2022-2023, Council is expected to generate \$26.96 million Operational Revenue, receive \$32.54 million Capital Grants and Contributions, investing \$54.17 million in capital works and returning an operating deficit of \$3.57 million from its continuing operations.

The \$3.57 million deficit from continuing operations is made up of three funds:

- General: \$3.77 million deficit
- Water: \$0.13 million surplus
- Sewer: \$0.07 million surplus

Total Revenue (not including capital grants)	
General fund	\$21.90 million
Water fund	\$3.53 million
Sewer fund	\$1.53 million
Consolidated revenue	\$26.96 million

Total Costs (not including capital expenditure)	
General fund	\$25.67 million
Water fund	\$3.38 million
Sewer fund	\$1.48 million
Consolidated expenses	\$30.53 million

Rates and Annual Charges Revenue

Rating revenue will increase in accordance with the Independent Pricing and Regulatory Tribunal (IPART) Special Rate Variation (SRV) for Liverpool Plains Shire Council of 8.0 per cent for the 2022-2023. The projected total rates revenue of \$8.99 million.

Annual charges for waste services will increase by 3.0 per cent, projecting revenue at \$1.60 million. The water services annual charges will increase by 3.0 per cent, projecting a \$2.40 million revenue and sewer services annual charges will increase by 5.0 per cent, projecting revenue of \$1.34 million.

Council provides discounts for rates and annual charges to Pensioner with an expected reduction to revenue of \$139,000.

For further detail, refer to Part 4 - Revenue Policy.

User Charges and Fees Revenue

Generally, user charges and fees have been set to increase by at least 5.0 per cent, although there are exceptions where individual fees have been assessed and will increase at a different rate.

Many fees and charges are prescribed by the State Government, with Council having no discretion to amend or set those fees. These fees, known as “statutory fees”, are governed by legislation or regulation and may change during the financial year without notice. (For further detail, refer to *Part 4 – Revenue Policy* and *Part 5 – Schedule of Fees and Charges*.)

Interest and Investment Revenue

Interest on overdue rates, charges and deferred debts is budgeted at \$58,382.

Council’s estimated interest investment revenue for 2022-2023 is \$115,000.

Council will continue an investment strategy to maximise return on investment, whilst maintaining a low risk portfolio governed firstly by the Minister of Local Government’s Order and secondly by Council’s Investment Policy which provides the framework for minimising risks involved in investing public funds.

Grants and Contributions Revenue

The Financial Assistance Grant, provided by the Federal Government under the *Local Government (Financial Assistance) Act 1995*, is budgeted at a slight increase in 2022-2023. Total operational grants excluding roads are estimated at \$2.47 million.

Total grants and contribution for roads is estimated at \$15.31 million which includes major capital funding for the Werris Creek Industrial Precinct Southern Access of \$7.86 million.

Other capital grants excluding water and sewer is estimated at \$4.19 million. Water grants and contribution of \$13.13 million and sewer grants at \$4.85 million.

Employee Costs

In 2020-2021, Council reviewed and redetermined its organisation structure. The new structure has resulted in savings whilst maintaining productivity. The 2022-2023 estimate of full-time equivalent staff and contractors is 127 at a cost of \$11.17 million. Of this, it is estimated that \$1.15 million will be identified to specific capital projects and be capitalised.

Borrowing Costs

Council has three existing loan borrowings totalling \$3.6 million. Repayments are estimate at \$335,515 in 2022-2023.

The Quipolly Water project, a \$35 million capital project has been funded by the Federal and State Governments to the amount of \$25 million. In 2022-2023 loan borrowings will be sourced for \$8 million for this project. Estimated repayments in 2022-2023 of \$300,000.

Materials and Contracts Costs

Materials and Contracts costs include all costs associated with the purchase and acquisition of materials and services used in Council's day-to-day operations, such as:

- Materials required for running council's day to day business including items required for repair and maintenance including vehicles and plant;
- Services received from contractors and consultants;
- Professional fees and charges such as legal fees; and
- Fuel.

In 2022-2023, Materials and Contracts for operating expenditure is projected at \$6.37 million.

Councillor Remuneration Costs

The Local Government Remuneration Tribunal (LGRT) is required to determine the fees to be paid to Mayors and Councillors in the 2022-2023 year. The Annual Determination effective from 1st July 2023 has not yet been issued. The budget includes a 2.5 per cent increase of fees to be paid to Mayors and Councillors.

Traditionally, Council resolves in accordance with section 241 of the Act, to fix the annual fee paid to Councillors at the maximum determination made by the LGRT for the Rural Council category.

As such, in 2022-23, Councillor remuneration costs are projected to increase by 2.5 per cent and estimated to be \$103,488.

Financial Assistance

Under section 356 of the Act, Council may provide financial assistance to others, including charitable, community and sporting organisations and private individuals. Such financial assistance may include grants, sponsorships, in-kind support, and fee waivers or reductions.

Ordinarily, Council must provide 28 days' public notice of its proposal to provide financial assistance. However, the public notice requirement is waived where a proposed financial assistance contribution forms part of a program included in Council's combined Delivery Program and Operational Plan.

In 2022-2023, Council is proposing to provide \$20,700 in in-kind financial assistance under section 356 of the Act.

Financial Assistance 2022-2023	
Grants and Donations	
• Community Financial Assistance Grants (s356)	\$20,000
In-Kind Support	
• Anzac Day Services	\$5,600
• Australia Day Community Events	\$3,500
• Christmas On The Plains	\$3,000
• NAIDOC Week	\$1,000
• Quirindi Canter Run	\$1,200
• Remembrance Day Services	\$5,600
• Youth Ride	\$800
Total – Financial Assistance	\$40,700

Other Expenses

Other expenses consist of expenses which are incidental to running the council's business but not included in any of the major reporting line items such as employee expenses or materials and contracts.

Major items included under other expenses are:

- Councillor remuneration and expenses;
- Utilities and Communication expenses;
- Printing and Stationary;
- Insurance; and
- Council Contribution to Emergency Services

Other Costs

As detailed in the Consolidated Income Statement 2022-2023 in **Part 4 – Revenue Policy**, Depreciation and Amortisation are relatively the same.

Financial Estimates 2023-2026

The forward estimates have been based on Council receiving a permanent Special Rates Variation (SRV) for the 2023-2024 year in line with Council's Long-Term Financial Plan.

Consolidated Fund		2022-2023	2023-2024	2024-2025	2025-2026
Operating Income		\$26,961,773	\$27,808,907	\$28,683,069	\$29,452,838
Less: Operating Expenditure including Depreciation		\$30,527,721	\$32,040,410	\$32,970,943	\$33,465,038
Operating Result Before Capital		-\$3,565,948	-\$4,231,503	-\$4,287,874	-\$4,012,200
Capital Income	2	\$32,536,021	\$10,835,425	\$4,298,000	\$4,565,000
Operating Result (including depreciation)		\$28,970,073	\$6,603,922	\$10,126	\$552,800
Add: Non-Cash Expense Depreciation		\$11,327,757	\$12,100,963	\$12,622,643	\$12,728,127
Add: Loan Funding		\$8,000,000	\$0	\$0	\$0
Less: Capital Expenditure	1	\$54,173,463	\$21,025,386	\$11,173,611	\$11,947,720
Cash Reserve Movement		-\$5,875,633	-\$2,320,501	\$1,459,158	\$1,333,207

+ve is an increase in cash reserves -ve is a decrease in cash reserves

- 1 Cash reserve movement shown in this statement is indicative only. Please refer to Cash Flow Statement for movement of cash and cash equivalent including investments.
- 2 For budgeting purposes, capital income reflects when cash is received. For financial reporting purposes, the timing of recognition of capital income may differ.

General Fund

General Fund revenue is sourced mostly from rates and operating grants. Each year, the State Government determines the maximum amount by which councils can increase their annual general rates income; alternatively, councils can apply for a Special Rate Variation to exceed this amount. The Independent Pricing and Regulatory Tribunal (IPART) approved an SRV, for a temporary increase of 8.0 per cent each year in 2021-22 and 2022-23, or 16.6 per cent cumulative over the two years. The forward estimates have been based on the Long-Term Financial Plan securing a permanent Special Rate Variation in 2023-2024 making permanent the current temporary Special Rate Variation.

General Fund		2022-2023	2023-2024	2024-2025	2025-2026
Operating Income		\$21,896,893	\$22,539,950	\$23,186,851	\$23,746,153
Less: Operating Expenditure including Depreciation		\$25,658,029	\$25,991,684	\$26,467,750	\$26,860,268
Operating Result Before Capital		-\$3,761,136	-\$3,451,734	-\$3,280,899	-\$3,114,115
Capital Income	2	\$14,236,619	\$4,135,000	\$4,235,000	\$4,185,000
Operating Result (including depreciation)		\$10,475,483	\$683,266	\$954,101	\$1,070,885
Add: Non-Cash Expense Depreciation		\$9,565,849	\$9,778,400	\$9,842,517	\$9,842,517
Add: Loan Funding		\$0	\$0	\$0	\$0
Less: Capital Expenditure	1	\$22,696,225	\$8,327,238	\$8,259,037	\$8,616,467
Cash Reserve Movement		-\$2,654,893	\$2,134,428	\$2,537,581	\$2,296,935

+ve is an increase in cash reserves -ve is a decrease in cash reserves

1 Cash reserve movement shown in this statement is indicative only. Please refer to Cash Flow Statement for movement of cash and cash equivalent including investments.

2 For budgeting purposes, capital income reflects when cash is received. For financial reporting purposes, the timing of recognition of capital income may differ.

Water Fund

Water Fund revenue is sourced mostly from annual and usage-based water charges detailed in **Part 4 – Revenue Policy**. Major Water Fund projects are set out in the Capital Works section above.

Water Fund		2022-2023	2023-2024	2024-2025	2025-2026
Operating Income		\$3,533,047	\$3,685,752	\$3,831,922	\$3,965,452
Less: Operating Expenditure including Depreciation		\$3,394,978	\$4,041,818	\$4,205,659	\$4,213,627
Operating Result Before Capital		\$138,069	-\$356,066	-\$373,737	-\$248,175
Capital Income	2	\$13,132,652	\$1,853,675	\$35,000	\$352,000
Operating Result (including depreciation)		\$13,270,721	\$1,497,609	-\$338,737	\$103,825
Add: Non-Cash Expense Depreciation		\$1,039,974	\$1,559,961	\$1,715,957	\$1,715,957
Add: Loan Funding		\$8,000,000	\$0	\$0	\$0
Less: Capital Expenditure	1	\$23,720,320	\$4,315,807	\$1,834,761	\$2,255,837
Cash Reserve Movement		-\$1,409,625	-\$1,258,237	-\$457,541	-\$436,055

+ve is an increase in cash reserves -ve is a decrease in cash reserves

- 1 Cash reserve movement shown in this statement is indicative only. Please refer to Cash Flow Statement for movement of cash and cash equivalent including investments.
- 2 For budgeting purposes, capital income reflects when cash is received. For financial reporting purposes, the timing of recognition of capital income may differ.

Sewer Fund

Sewer Fund revenue is sourced mostly from annual and usage-based sewer charges detailed in Part 4 – Revenue Policy. Major Sewer Fund projects are set out in the Capital Works section below.

Sewer Fund		2022-2023	2023-2024	2024-2025	2025-2026
Operating Income		\$1,531,833	\$1,583,205	\$1,664,296	\$1,741,233
Less: Operating Expenditure including Depreciation		\$1,458,151	\$2,006,908	\$2,297,534	\$2,391,143
Operating Result Before Capital		\$73,682	-\$423,703	-\$633,238	-\$649,910
Capital Income	2	\$4,846,750	\$4,846,750	\$28,000	\$28,000
Operating Result (including depreciation)		\$4,920,432	\$4,423,047	-\$605,238	-\$621,910
Add: Non-Cash Expense Depreciation		\$721,934	\$762,602	\$1,064,169	\$1,169,653
Add: Loan Funding		\$0	\$0	\$0	\$0
Less: Capital Expenditure	1	\$7,424,742	\$8,382,341	\$1,079,813	\$1,075,416
Cash Reserve Movement		-\$1,782,376	-\$3,196,692	-\$620,882	-\$527,673

+ve is an increase in cash reserves -ve is a decrease in cash reserves

- 1 Cash reserve movement shown in this statement is indicative only. Please refer to Cash Flow Statement for movement of cash and cash equivalent including investments.
- 2 For budgeting purposes, capital income reflects when cash is received. For financial reporting purposes, the timing of recognition of capital income may differ.

Budget Detail

Budget 2022-23					
Budget Program	Income		Expenses		Asset Depreciation
	Operational	Capital	Operational	Capital	
General Purpose	\$11,812,401	\$0	-\$301,548	\$0	\$0
Elected Member	\$0	\$0	\$163,058	\$0	\$0
Executive Services	\$0	\$0	\$870,429	\$0	\$0
Corporate Governance	\$0	\$0	\$462,415	\$0	\$0
Human Resources	\$5,000	\$0	\$418,604	\$0	\$0
Customer Service	\$0	\$0	\$229,259	\$0	\$3,302
Work Health & Safety	\$38,248	\$0	\$97,483	\$0	\$0
Commercial Property	\$181,285	\$100,000	\$306,881	\$298,000	\$73,700
Caravan Parks	\$76,501	\$0	\$89,309	\$0	\$20,788
Information Technology	\$0	\$0	\$776,091	\$1,100,000	\$55,260
Administration – Planning & Development	\$207,919	\$115,000	\$723,874	\$0	\$0
Weeds Division	\$66,000	\$0	\$138,158	\$0	\$0
Waste Services	\$1,883,829	\$1,900,000	\$1,550,448	\$3,600,000	\$182,126
Emergency Services	\$228,170	\$0	\$680,979	\$0	\$80,318
Animal Control	\$8,418	\$0	\$92,706	\$0	\$4,367
Building Programs	\$1,620	\$0	\$658,762	\$0	\$196,182
Administration - Infrastructure & Environmental	\$0	\$0	\$1,537,831	\$0	\$0
Depot	\$0	\$0	\$172,183	\$0	\$48,217
Plant Fund	\$0	\$0	-\$500,000	\$850,000	\$683,329
Sporting Grounds	\$18,376	\$620,000	\$392,309	\$620,000	\$174,354

Budget 2022-23					
Budget Program	Income		Expenses		Asset Depreciation
	Operational	Capital	Operational	Capital	
Racecourse/Showgrounds	\$84,642	\$0	\$318,921	\$0	\$202,168
Swimming Centres	\$75,000	\$317,000	\$571,081	\$317,000	\$71,953
Public Cemeteries	\$110,000	\$0	\$100,492	\$0	\$6,665
Aerodromes	\$19,018	\$0	\$179,469	\$0	\$141,544
Parks and reserves	\$15,170	\$68,000	\$467,025	\$93,000	\$118,274
Street Cleaning	\$0	\$0	\$100,000	\$0	\$0
Works - Maintenance & Construction	\$5,878,066	\$11,236,619	\$12,179,327	\$15,950,401	\$7,320,216
Promotion & Tourism	\$37,662	\$0	\$151,378	\$0	\$4,887
Library	\$92,097	\$0	\$472,025	\$0	\$65,121
HACC	\$0	\$0	\$6,254	\$0	\$2,630
Plains Fitness Centre	\$162,691	\$200,000	\$278,071	\$200,000	\$70,136
Royal Theatre	\$30,000	\$0	\$97,120	\$0	\$25,433
Arts & Cultural	\$15,000	\$0	\$238,877	\$0	\$3,419
Day Care Centre	\$664,256	\$0	\$664,256	\$0	\$9,986
Finance	\$40,524	\$0	\$1,003,165	\$0	\$0
Records	\$0	\$0	\$89,208	\$0	\$0
TfNSW Agency	\$145,000	\$0	\$145,000	\$0	\$1,474
Stores	\$0	\$0	\$82,784	\$0	\$0
Total - General Fund	\$21,896,893	\$14,556,619	\$26,674,592	\$23,028,401	\$9,565,849
Water Operations	\$3,533,047	\$13,132,652	\$3,394,978	\$23,720,320	\$1,039,974
Sewer Operations	\$1,531,883	\$4,846,750	\$1,458,151	\$7,424,742	\$721,934
Total - All Fund	\$26,961,773	\$32,536,021	\$30,527,721	\$54,173,463	\$11,327,757

Capital Works Program

Capital Works Program 2021-22				
Project	Nature of Works	Funding Source		Budget
		Reserves	Grants	
Capital Works - General Fund				
Building Renewals	Renew/Replace	\$198,000	\$100,000	\$298,000
Fleet Replacements	Renew/Replace	\$850,000	\$0	\$850,000
Business and Customer System Remediation Project	New	\$1,000,000	\$0	\$1,000,000
IT Renewals	Renew/Replace	100,000	\$0	\$100,000
Regional - Road Rehabilitation	Renew/Replace	\$0	\$1,550,000	\$1,550,000
Rural - Reseal	Renew/Replace	\$1,466,256	\$533,744	\$2,000,000
Rural - Unsealed	Renew/Replace	\$1,135,000	\$0	\$1,135,000
Moredual Road	Renew/Replace	\$0	\$468,000	\$468,000
Local - Drainage	Renew/Replace	\$0	\$165,000	\$165,000
Carpark – Silo Art Project	New	\$0	\$250,000	\$250,000
Urban - Reseal	Renew/Replace	\$0	\$950,000	\$950,000
Gutters – make accessible Quirindi & Werris Creek	Renew/Replace	\$0	\$25,000	\$25,000
Werris Creek Industrial Precinct Southern Access	New	\$287,500	\$7,860,000	\$8,147,500
Footpath Levelling Quirindi & Werris Creek	Renew/Replace	\$0	\$75,000	\$75,000
Stormwater Drainage	Renew/Replace	\$0	\$165,000	\$165,000
Gurton Street Bridge	Renew/Replace	\$112,500	\$348,300	\$460,800
Bridge Road Bridge	Renew/Replace	\$90,000	\$406,575	\$496,575
Waste Management Strategy	New	\$1,700,000	\$1,900,000	\$3,600,000
Swimming Pool - Quirindi	Renew/New	\$0	\$317,000	\$317,000

Capital Works Program 2021-22				
Project	Nature of Works	Funding Source		Budget
		Reserves	Grants	
Plains Fitness – Security and Upgrade	Renew/New	\$0	\$200,000	\$200,000
Quirindi Sporting Hub Precinct (Old Tennis Club House Renewal)	Renew/Replace	\$0	\$300,000	\$300,000
Pavilion Refurbishment	Renew/Replace	\$0	\$320,000	\$320,000
Parks & Recreation	Renew/Replace	\$25,000	\$68,000	\$93,000
Total - General Fund		\$6,964,256	\$16,001,619	\$22,965,875

Capital Works - Water Fund				
Quipolly Water Project	New/Renew	\$8,802,064	\$12,397,652	\$21,199,716
Telemetry Inputs	Renew/Replace	\$20,000	\$0	\$20,000
Water Main Replacement	Renew/Replace	\$500,000	\$0	\$500,000
Reservoir Roof Replacements	Renew/Replace	\$20,000	\$0	\$20,000
Water Quality Monitoring Equipment	Renew/Replace	\$15,000	\$0	\$15,000
Quipolly Dam Early Warning System (DSEP integration)	New	\$36,000	\$0	\$36,000
Village Bore Replacement Program	Renew/Replace	\$234,000	\$700,000	\$934,000
Spring Ridge Pressure Boost Pump Station and Pipeline	Renew/Replace	\$250,000	\$0	\$250,000
Spring Ridge Pressure Project upgrade	Renew/Replace	\$250,000	\$0	\$250,000
Total - Water Fund		\$10,127,064	\$13,097,652	\$23,224,716

Capital Works - Sewer Fund				
Quirindi Sewer Treatment Plant Upgrade Stage 4	Renew/Replace	\$1,606,250	\$4,818,750	\$6,425,000
Werris Creek Sewer Treatment Plant Renewal	Renew/Replace	\$388,562	\$0	\$388,562
Wastewater Network Renewals	Renew/Replace	\$385,813	\$0	\$385,813
Installation of Solar	New	\$20,000	\$0	\$20,000
Sewer Flow & Quality Monitoring	Renew/Replace	\$27,000	\$0	\$27,000

Capital Works Program 2021-22				
Project	Nature of Works	Funding Source		Budget
		Reserves	Grants	
Qdi WWPS 1 Upgrade	Renew/Replace	\$178,367	\$0	\$178,367
Total - Sewer Fund		\$2,605,992	\$4,818,750	\$7,424,742
Total Capital Works Program		\$19,697,312	\$33,918,021	\$53,615,333

PART 4 – Revenue Policy



Objective

Section 405 of the *Local Government Act 1993* (the Act) requires Liverpool Plains Shire Council to adopt a Revenue Policy each year as part of its Integrated Planning and Reporting (IP&R) framework.

This Revenue Policy forms part of Liverpool Plains Shire Council's combined Delivery Program and Operational Plan and provides information regarding the levying of Council's rates, its fees and charges, and other major income sources.

Summary

Council's Revenue Policy is adopted on an annual basis and details how Council will levy ordinary land rates, charges and fees, as well as the anticipated revenue that will be derived from each separate rate, charge and fee.

Consistent with clause 201 of the *Local Government (General) Regulation 2021* (the Regulation), this Revenue Policy comprises:

1. Statement of estimated income and expenditure;
2. Statement of ordinary rates;
3. Statement of charges;
4. Statement of fees;
5. Statement of Council's pricing methodology for determining the prices of approved fees; and
6. Statement of proposed borrowings.

Estimated Income and Expenditure 2022-2023

Pursuant to section 491 of the Act, Council may obtain income from rates, charges, fees, grants, borrowings, and investments.

Rates and charges provide Council with a major source of revenue, which is used to meet the costs of providing services to residents and businesses of the Liverpool Plains Shire local government area.

The combined Delivery Program and Operational Plan is structured around four key outcome areas. *Table 1* lists Council's estimated 2022-23 income and expenditure according to each outcome area.

Table 1: Consolidated Income Statement by Outcome Areas 2022-2023

	Income	Expenditure	Operating Result
Community	\$7,594,417	\$13,665,247	-\$6,070,830
Governance	\$12,305,343	\$7,937,423	\$4,367,920
Environment	\$6,928,161	\$8,271,936	-\$1,343,775
Economy	\$133,852	\$653,115	-\$519,263
TOTAL	\$26,961,773	\$30,527,721	-\$3,565,948

Table 2: Consolidated Income Statement 2022-23	
Income from Continuing Operations	Estimate
Rates and Annual Charges	\$14,196,049
User Charges and Fees	\$4,651,952
Operating Grants and Contributions	\$7,365,080
Capital Grants and Contributions	\$32,536,021
Other Revenues	\$575,310
Interest and Investment Revenue	\$173,382
Total Income from Continuing Operations	\$59,497,794
Expenditure from Continuing Operations	
Employee Costs	\$10,018,781
Borrowing Costs	\$455,803
Materials and Contracts	\$6,362,699
Depreciation and Amortisation	\$11,327,757
Other Expenses	\$2,362,682
Total Expenses from Continuing Operations	\$30,527,721
Net Operating Result	\$28,970,073
Net Operating Result before Capital Income	-\$3,565,948

The figures detailed in *Table 2* and *Table 3* will be used in the 2022-2023 Financial Statements for comparison to actual results.

Further information regarding Council's estimated 2022-2023 income and expenditure, including detailed Budget Programs and a copy of Council's planned Capital Works Program, is contained in **Part 3 – Budget**.

Table 3: Consolidated Cash Flow Statement 2022-23	
Cash flows from operating activities	Estimate \$
Cash Receipts:	
Rates and annual charges	\$14,121,926
User charges and fees	\$4,364,225
Investment and interest revenue received	\$186,382
Grants and contributions - Operating	\$7,365,080
Grants and contributions - Capital	\$32,536,021
Other	\$621,786
Cash Payments:	
Employee benefits and on-costs	-\$10,012,929
Materials and contracts	-\$5,926,307
Borrowing costs	-\$455,803
Other	-\$2,362,682
Net cash provided (or used in) operating activities	\$40,437,699
Cash flows from investing activities	
Purchase of infrastructure, property, plant & equipment	-\$54,173,463
Net cash provided (or used in) investing activities	-\$54,173,463
Cash flows from financing activities	
Proceeds from borrowings	\$8,000,000
Repayment of borrowings and advances	-\$547,000
Net cash flow provided (used in) financing activities	\$7,453,000
Net increase/(decrease) in cash & cash equivalents	-\$6,282,764
Plus: cash and cash equivalents and investments – beginning of year	\$23,176,086
Cash and cash equivalents and investments – end of the year	\$16,893,322

Ordinary Rates

Section 494 of the Act requires Council to make and levy ordinary rates on all rateable lands, based on independent valuations provided by Property NSW on behalf of the NSW Valuer General.

Each year, the NSW Independent Pricing and Regulatory Tribunal (IPART) determines the allowable annual increase in general income for councils, known as the rate peg. The rate peg is based on the change in the Local Government Cost Index (LGCI) and consideration of a productivity factor. The rate for the 2022-23 year is 0.07 per cent.

Further, in its determination on the Council's application for a Special Rate Variation, IPART has approved a two-year temporary increase of 8.0 per cent per year, inclusive of the rate peg, in 2021-22 and 2022-23. In total, this is a temporary increase over the two years of 16.6 per cent.

Rating Categories

In accordance with section 493 and 514 of the Act, all parcels of rateable land within Council's local government area have been declared to be within one of the following categories:

- Farmland;
- Residential;
- Business; and
- Mining.

Before making an ordinary rate, a council may determine a sub-category or sub-categories for one or more categories of rateable land in its area.

A sub-category may be determined for the category:

- "Farmland" according to the intensity of the land use, the ability to irrigate the land, or economic factors affecting the land;
- "Residential" according to whether the land is rural residential land or is within a centre of population;
- "Mining" according to the kind of mining involved; or
- "Business" according to a centre of activity.

Rating Structure

Section 497(b) of the Act provides the method of structure for Council's Ordinary Rates.

Council in its Ordinary Rate has a base amount to which an ad valorem rate, calculated using property valuations provided by Property NSW on behalf of the NSW Valuer General, is added. This is known as the "base and ad valorem" rating method.

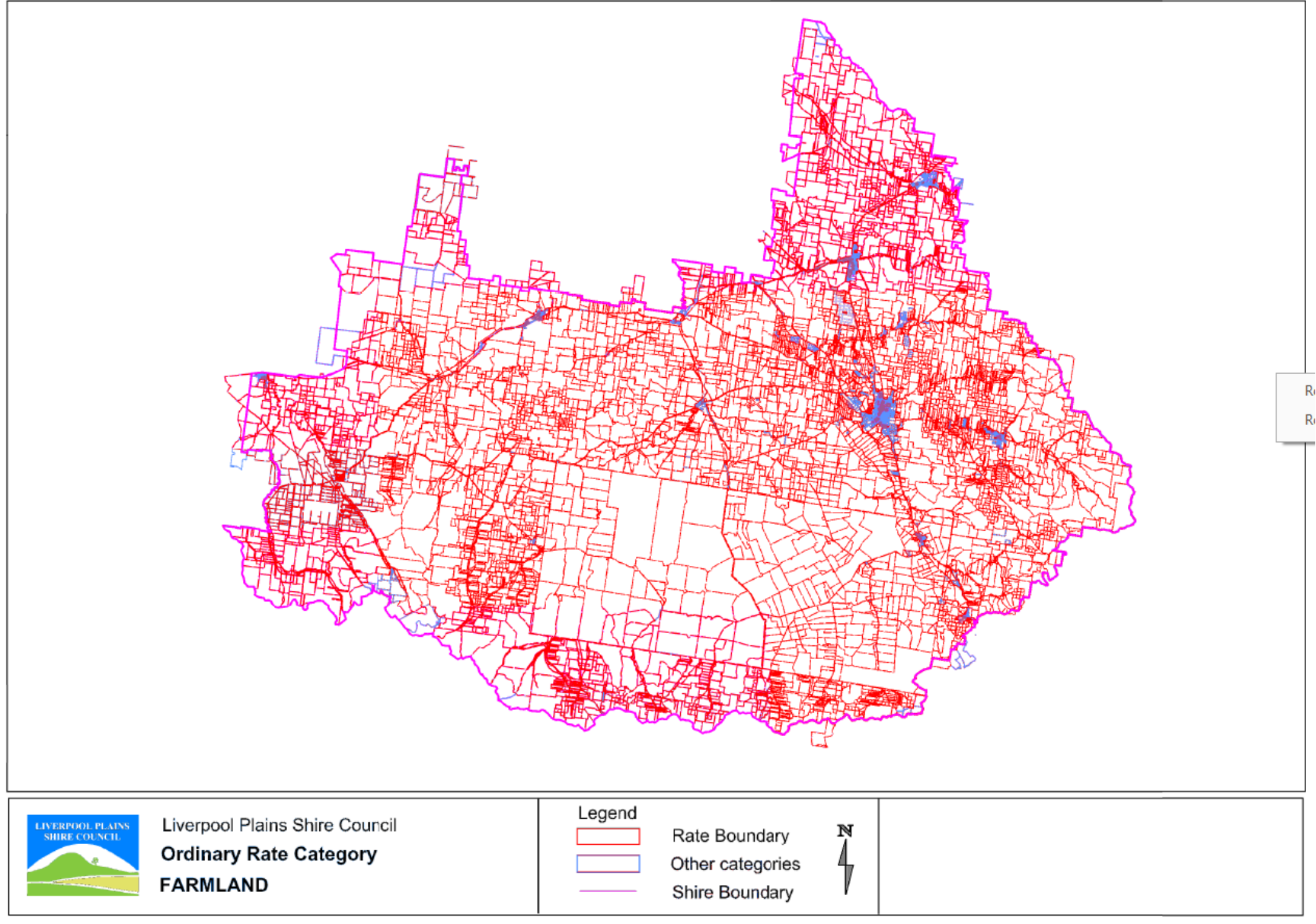
The *Valuation of Land Act 1916* requires Council to levy rates using the most recent land valuations. All properties in the Liverpool Plains Shire local government area were revalued in 2019 and those valuations have been used to calculate and levy the 2022-23 Ordinary Rate.

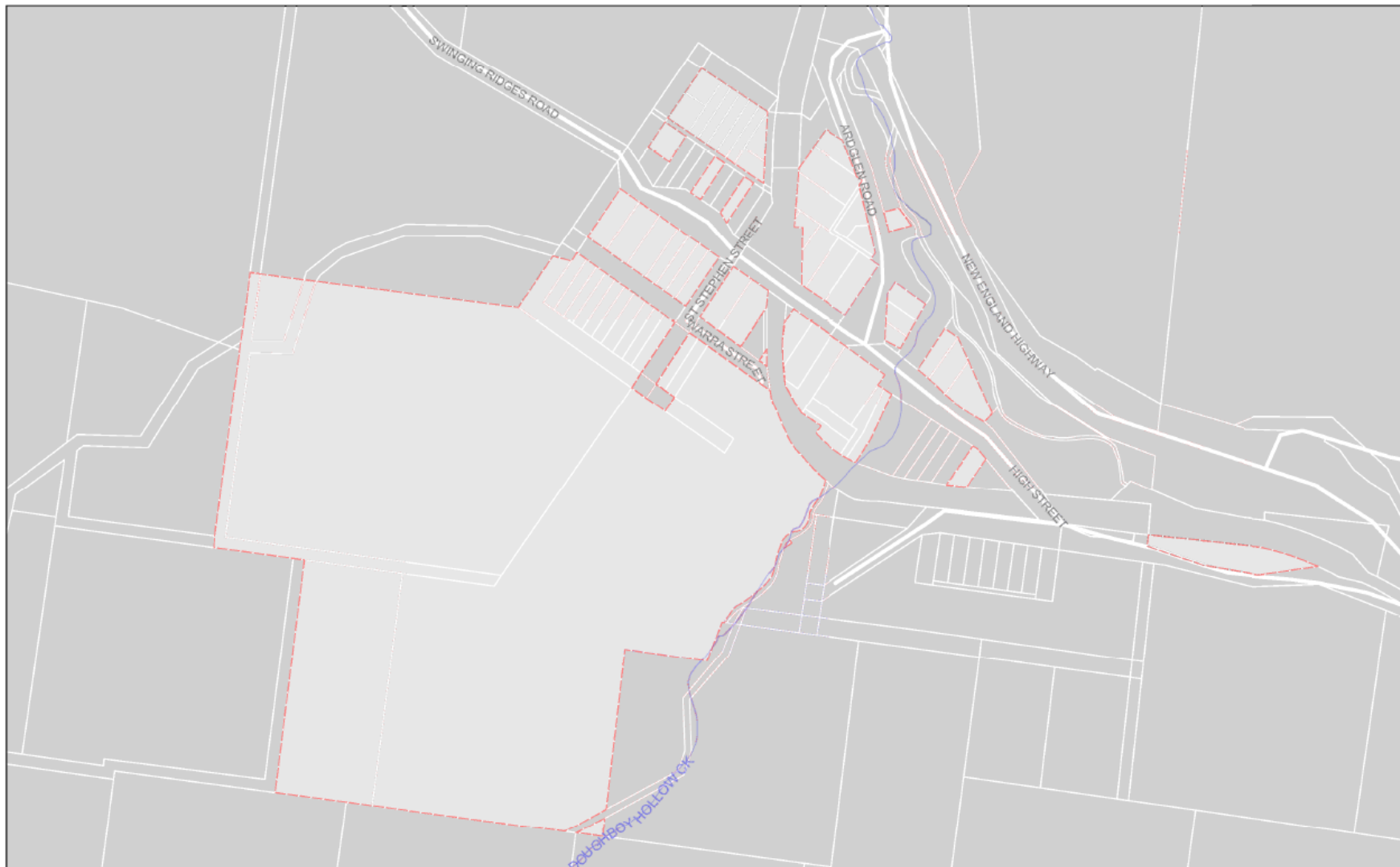
As detailed in *Table 4*, Council's rating structure includes the four categories specified above, and 12 sub-categories.

Table 4: Rating Category and Sub-Category Definitions

Category/Sub-Category	Definition
Farmland	All land conforming to section 515 (Farmland) of the Act. The rate will apply to all genuine farming properties as defined by the Act and will be rated on the lowest tier of the rating structure.
Residential – Quirindi & Werris Creek	All land conforming to section 516 (Residential) of the Act situated in the towns of Quirindi and Werris Creek and defined as properties connected to or able to be connected to the Quirindi or Werris Creek water supply system.
Residential – Rural	All land conforming to section 516 (Residential) of the Act, together with the definition of Rural Residential land.
Residential – Villages	<p>a) All land conforming to section 516 (Residential) of the Act, situated within the following villages, and defined as properties connected to or able to be connected to the Blackville, Caroon, Premer, Spring Ridge, Wallabadah and Willow Tree water supply systems:</p> <ul style="list-style-type: none"> • Blackville • Caroon • Premer • Spring Ridge • Walhallow • Wallabadah • Willow Tree <p>b) All land conforming to section 516 (Residential) of the Act, and situated within the following villages not connected or able to be connected to a village water supply:</p> <ul style="list-style-type: none"> • Ardglen • Braefield • Colly Blue • Currabubula • Pine Ridge
Business	<p>All land conforming to section 518 (Business) of the Act, excluding:</p> <p>a) The towns of Quirindi and Werris Creek being defined as properties connected to or able to be connected to the Quirindi and Werris Creek water supply systems;</p>

	<p>b) The villages of Premer, Spring Ridge, Wallabadah and Willow Tree being defined as properties connected to or able to be connected to the Premer, Spring Ridge, Wallabadah and Willow Tree water supply systems; and</p> <p>c) Those properties situated within the village of Currabubula.</p>
Business – Quirindi, Premer, Spring Ridge, Wallabadah and Werris Creek	All land conforming to section 518 (Business) of the Act, situated within the towns or villages, being defined as connected to or able to be connected to the Quirindi, Premer, Spring Ridge, Wallabadah and Werris Creek water supply systems.
Business - Villages	All land conforming to section 518 (Business) of the Act situated within the village of Willow Tree, defined as properties connected to or able to be connected to the Willow Tree water supply system, and those properties situated within the village of Currabubula.
Mining	All land conforming to section 517 (Mining) of the Act with the dominant use being a metalliferous mine.
Mining - Coal	All land conforming to Section 517 (Mining) of the Act with the dominant use being a coal mine.



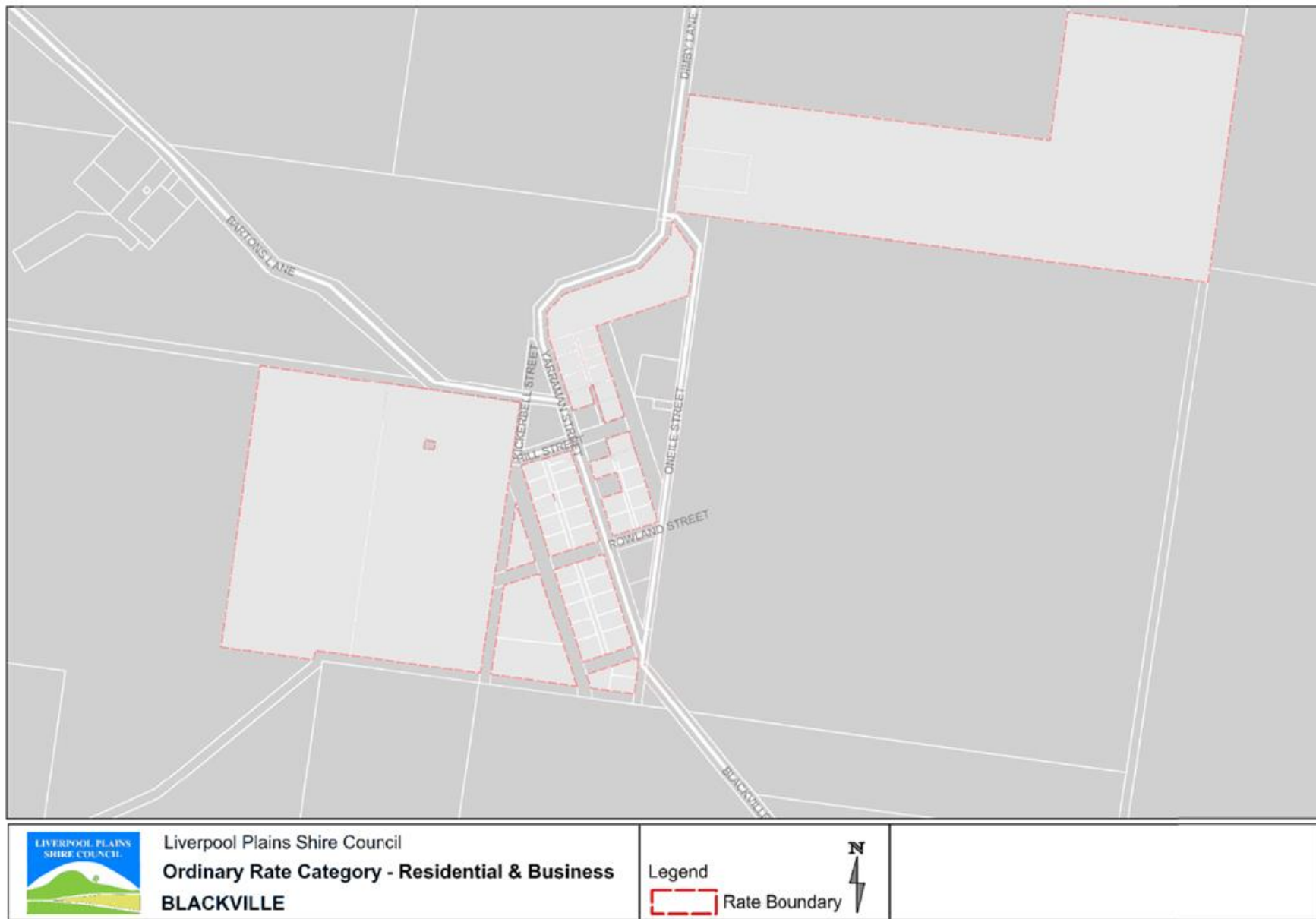


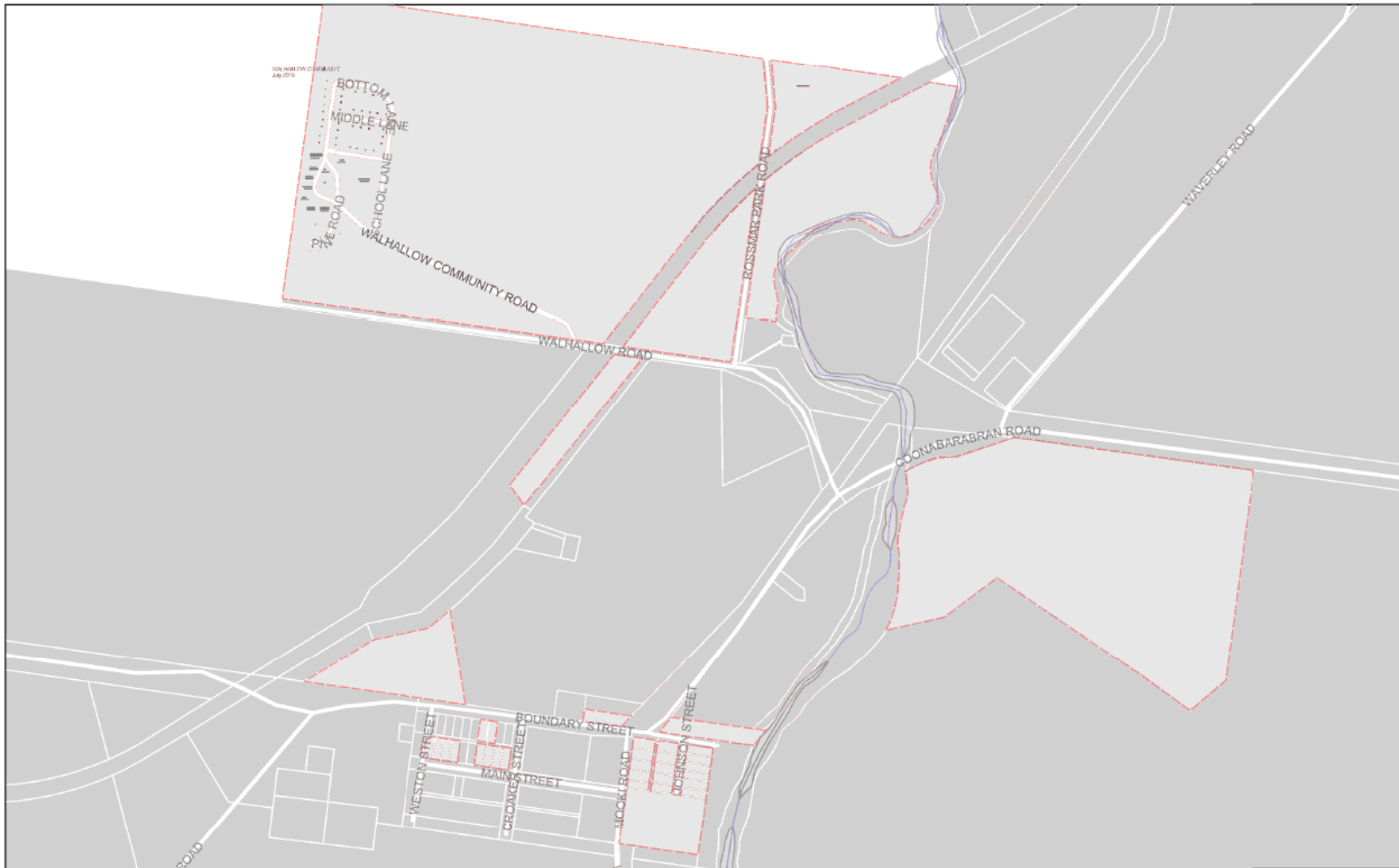
Liverpool Plains Shire Council
Ordinary Rate Category - Residential & Business
ARDGLEN

Legend

Rate Boundary





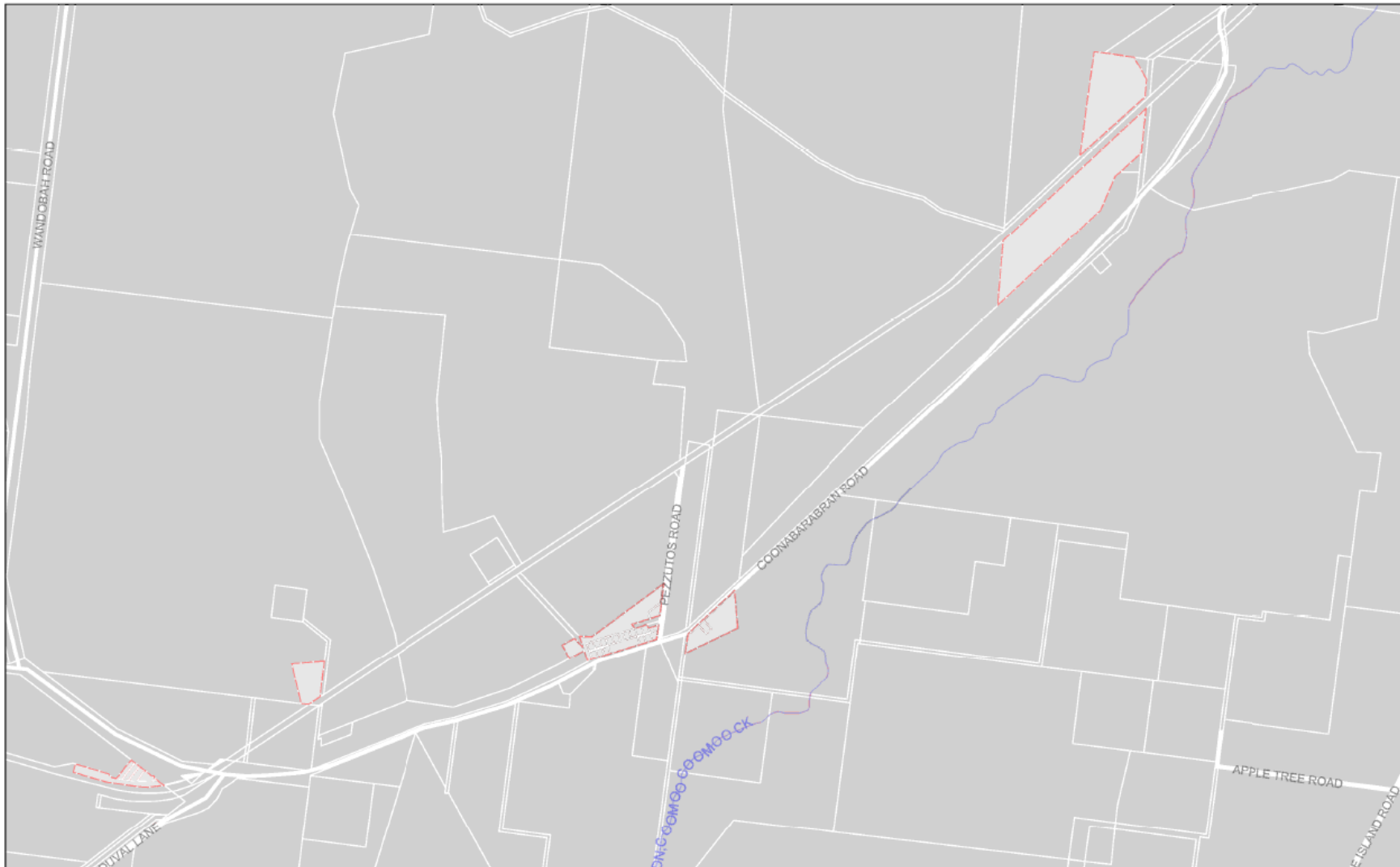


Liverpool Plains Shire Council
Ordinary Rate Category - Residential & Business
CAROONA

Legend

Rate Boundary



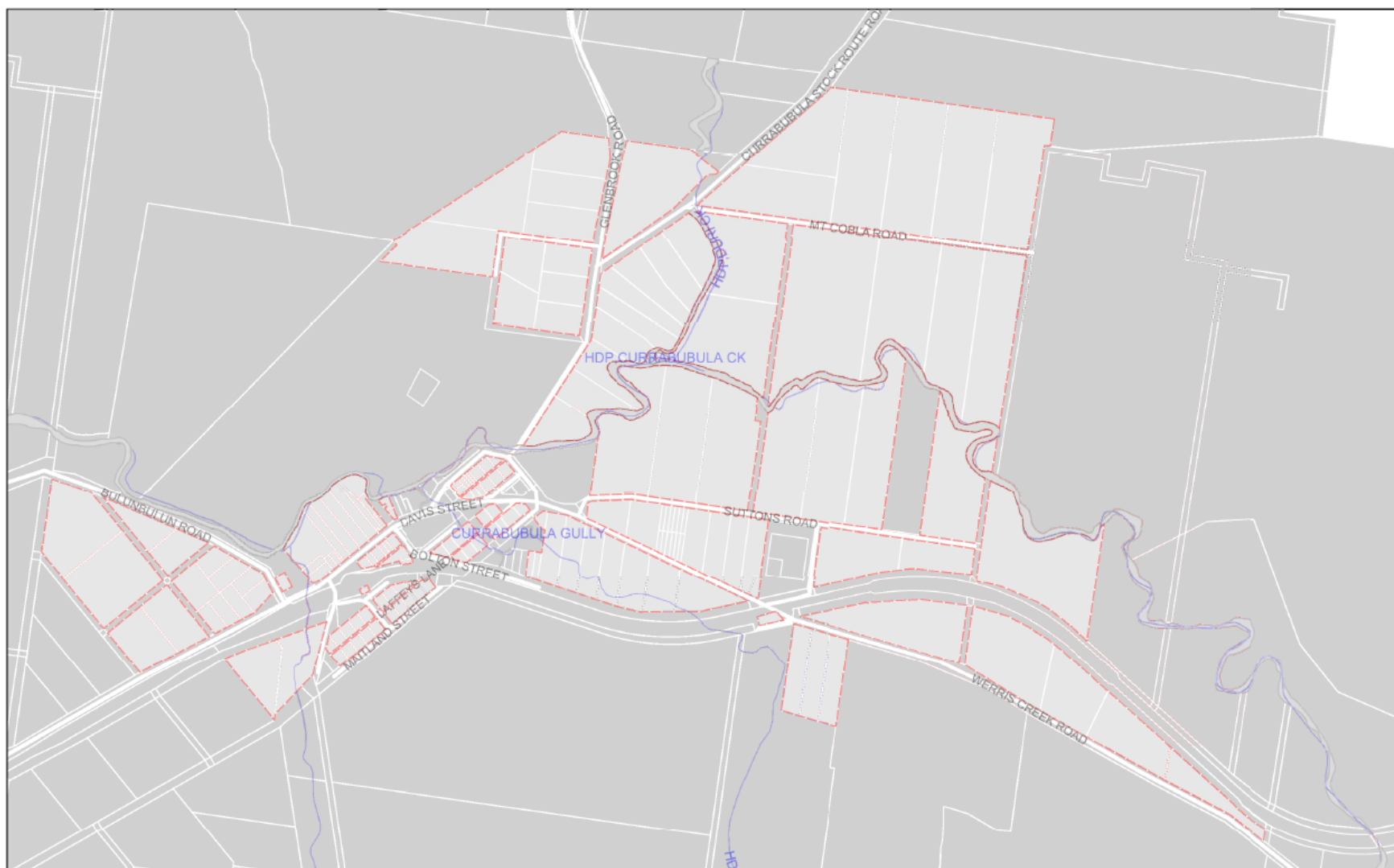


Liverpool Plains Shire Council
Ordinary Rate Category - Residential & Business
COLLY BLUE / TAMARANG

Legend

Rate Boundary



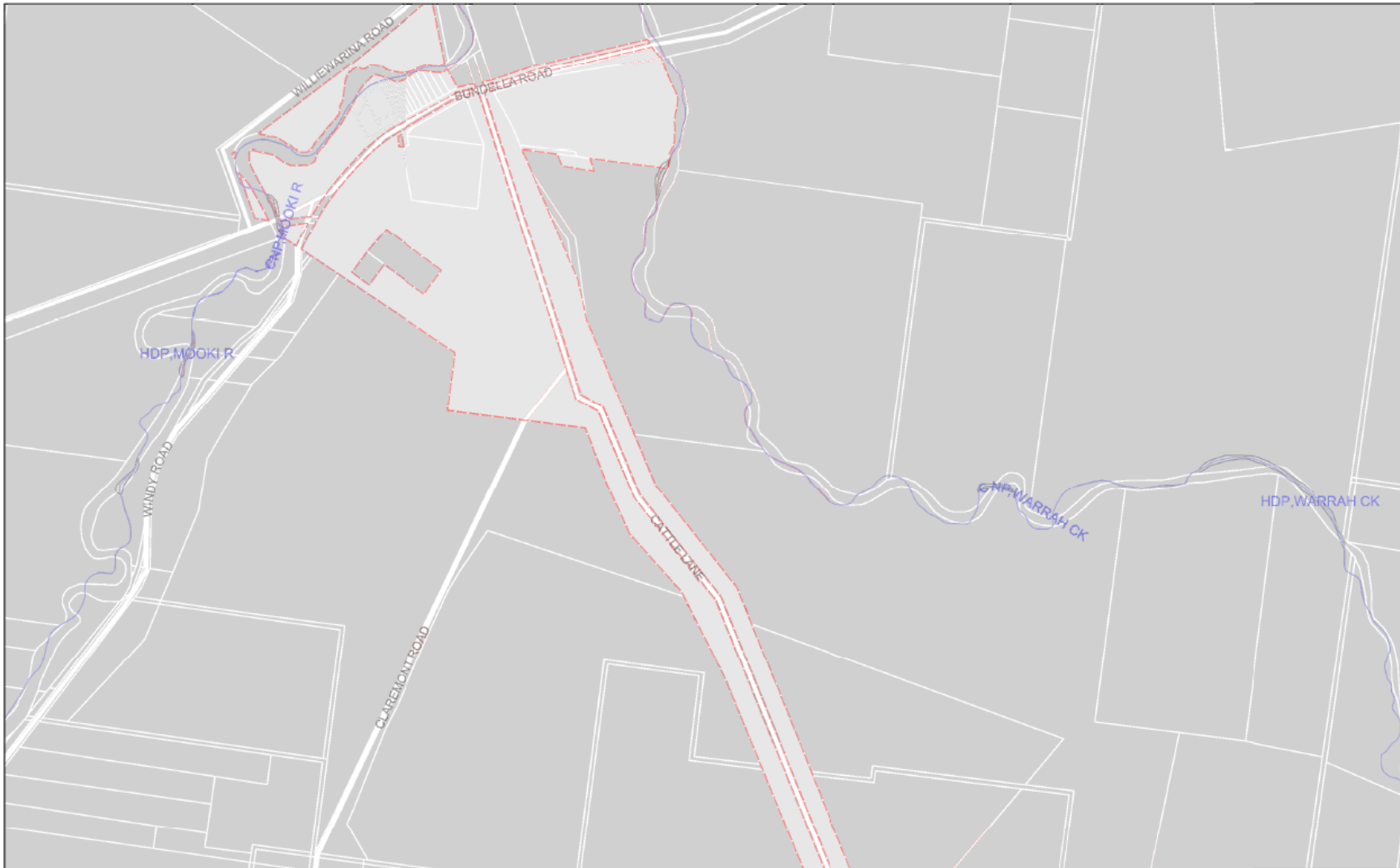


Liverpool Plains Shire Council
Ordinary Rate Category - Residential & Business
CURRABUBULA

Legend

 Rate Boundary





	<p>Liverpool Plains Shire Council</p> <p>Ordinary Rate Category - Residential & Business</p> <p>PINE RIDGE</p>	<p>Legend</p> <p> Rate Boundary</p>	<p>N</p>
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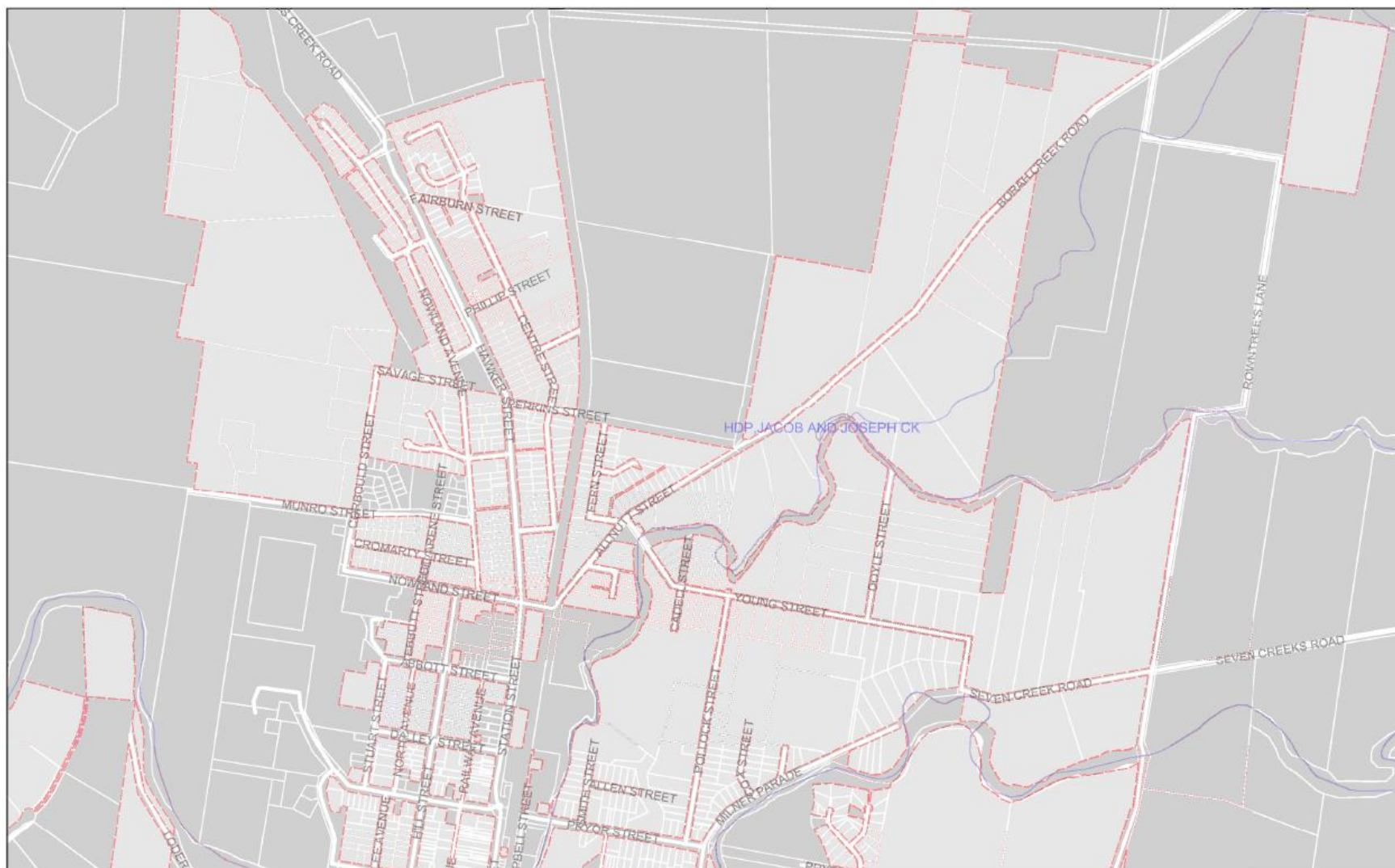


Liverpool Plains Shire Council
Ordinary Rate Category - Residential & Business
PREMER

Legend

 Rate Boundary





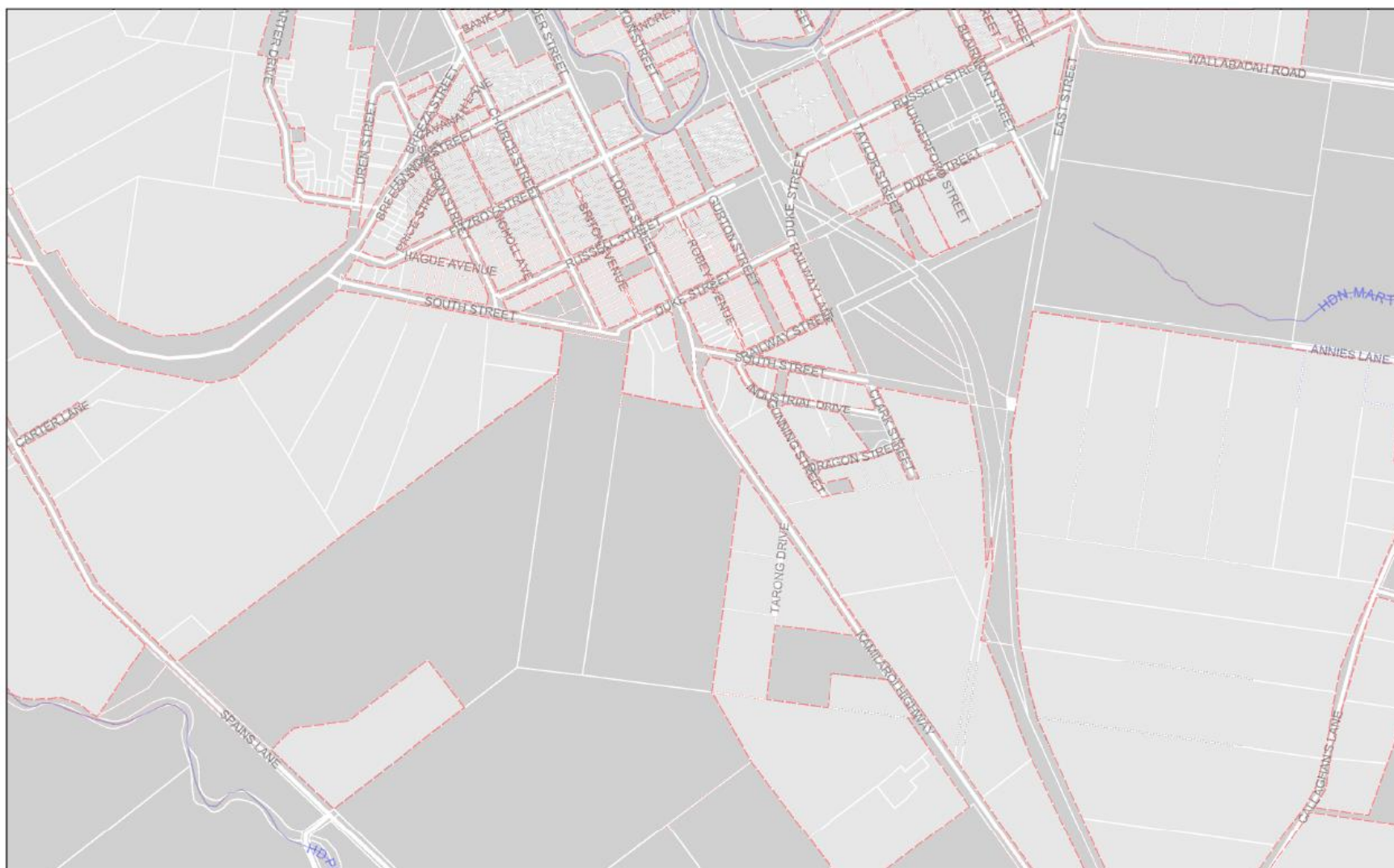
Liverpool Plains Shire Council
Ordinary Rate Category - Residential & Business
QUIRINDI NORTH

Legend

 Rate Boundary







Liverpool Plains Shire Council
Ordinary Rate Category - Residential & Business
QUIRINDI SOUTH

Legend

 Rate Boundary



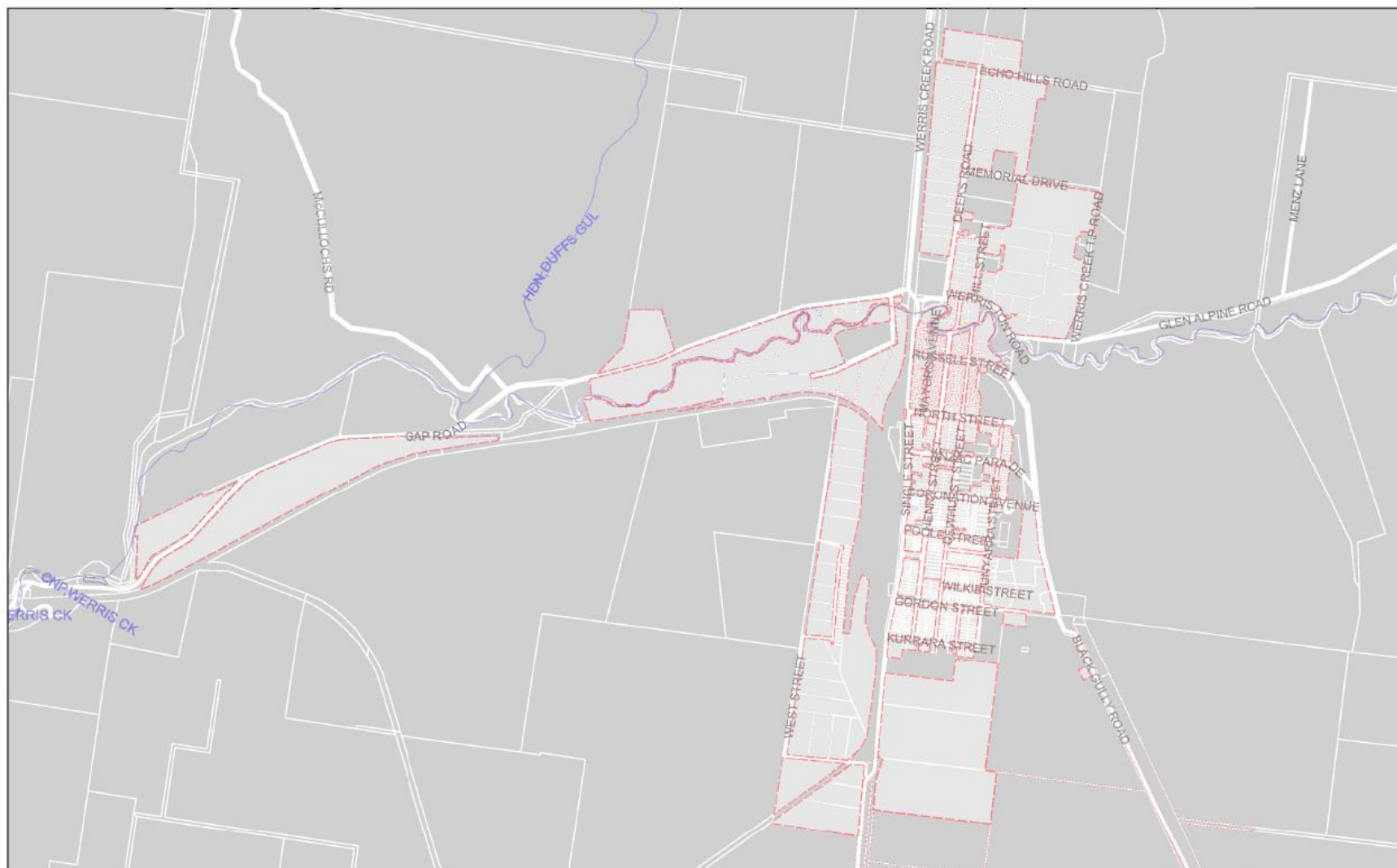


Liverpool Plains Shire Council
Ordinary Rate Category - Residential & Business
SPRING RIDGE

Legend

Rate Boundary



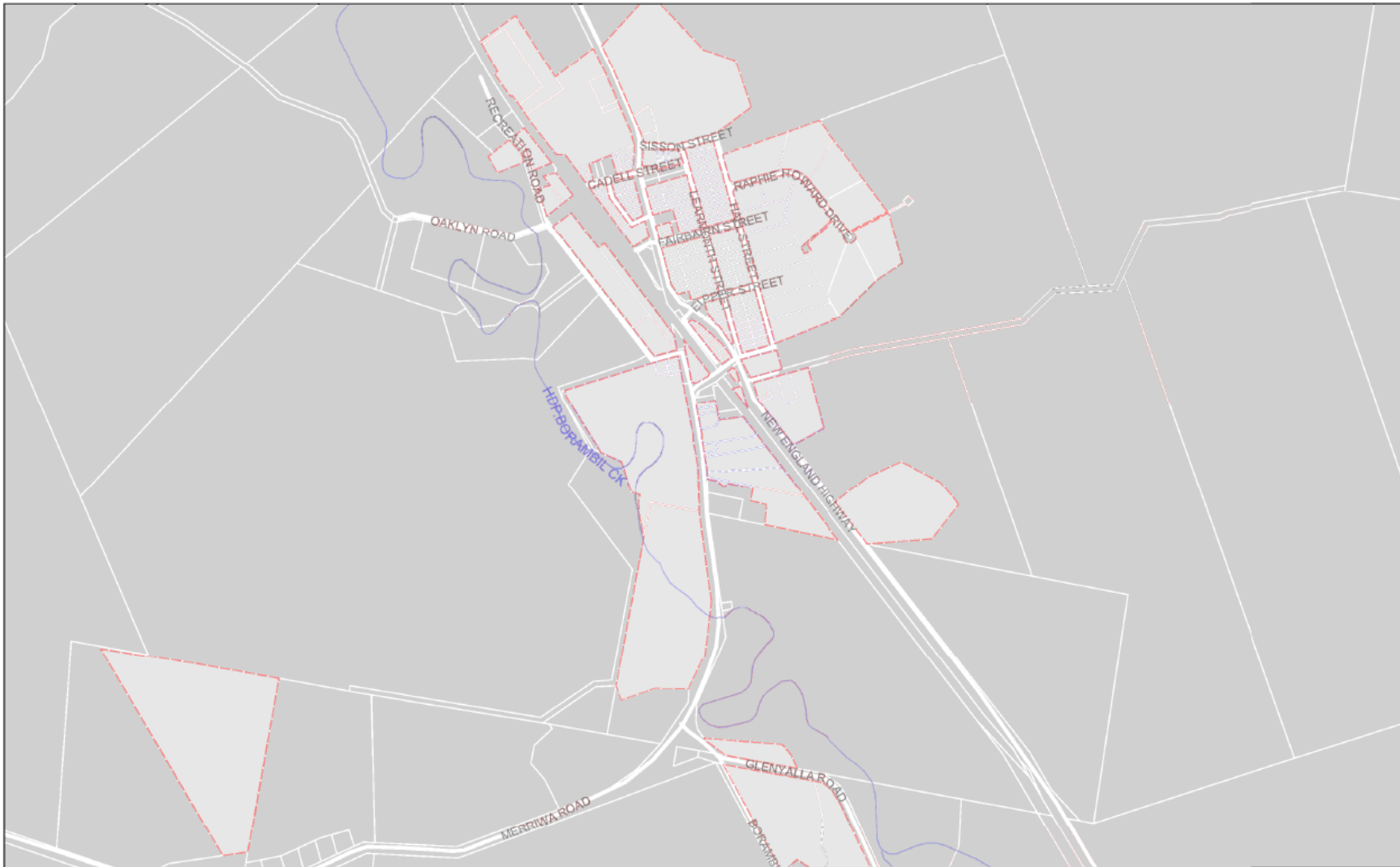


Liverpool Plains Shire Council
Ordinary Rate Category - Residential & Business
WERRIS CREEK

Legend

 Rate Boundary





Liverpool Plains Shire Council
Ordinary Rate Category - Residential & Business
WILLOW TREE

Legend

 Rate Boundary



Rating Revenue

Council has received IPART approval to increase the 2022-2023 ordinary rates by 8.0 per cent. The purpose of the Special Rate Variation is to improve Council's financial sustainability and to fund the maintenance and renewal of deteriorating assets.

Table 5 sets out Council's rate yields based upon an 8.0 per cent increase for 2022-2023.

Table 5: Calculation of 2021-2022 Notional General Income Yield – Ordinary Rates						
Rating Category	Sub-Category	Number of Assessments	Ad Valorem Rate	Base Amount	Base Amount % of Yield	Notional Income Yield
Farmland		1019	0.003023	\$401	7.86	\$5,199,543
Residential	Quirindi	1223	0.010747	\$438	44.03	\$1,216,556
	Rural	516	0.004630	\$481	43.31	\$573,078
	Villages	539	0.012366	\$315	45.20	\$375,667
	Werris Creek	682	0.013310	\$260	35.44	\$500,356
Business	Ordinary	21	0.013080	\$329	41.52	\$16,642
	Quirindi	147	0.031537	\$697	21.44	\$477,880
	Premier	7	0.038442	\$384	42.94	\$6,259
	Villages	50	0.009039	\$586	46.57	\$62,917
	Spring Ridge	7	0.040535	\$469	45.57	\$7,205
	Wallabadah	6	0.017218	\$546	46.50	\$7,045
	Werris Creek	30	0.013840	\$542	43.33	\$37,525
Mining	Mining	2	0.043896	\$2,517	20.42	\$24,655
	Coal	1	0.018748	\$1,068	0.22	\$488,506
Mixed	Residential	4	0.010747	\$438	37.18	\$4,335
	Business	5	0.031537	\$697	22.38	\$16,568
4,259						\$9,014,737

Rate Instalment Dates

Under section 562 of the Act, annual rates and charges may be paid in a single instalment or by quarterly instalments payable on 31 August, 30 November, 28 February and 31 May.

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 on Rates and Charges

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.

Annual Service Charges

Under the relevant provisions of the Act, in 2022-2023 Council will levy annual service charges for waste management, water supply services, and sewer services.

Waste Management Charges

In accordance with sections 496 and 501 of the 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 the services.

In 2022-2023, Council will increase the levy charged by 3 per cent, which is the minimum increase considered necessary for the maintenance of current service levels, funding of required capital works and in order to provide for future waste facility remediation works.

Table 6 details the 2022-2023 domestic and commercial waste management charges to be levied.

Table 6: Waste Management Charges 2022-2023			
Waste Group	Applicable Charges	2021-2022 Charge	2022-2023 Charge
Residential – Quirindi, Werris Creek, Wallabadah, Willow Tree and Currabubula	Occupied		
	Tip Facility Charge	\$97	\$100
	DWM Charge	\$418	\$431
	Unoccupied		
	Tip Facility Charge	\$97	\$100
	DWM Charge	\$66	\$68
Business – Quirindi, Werris Creek, Wallabadah, Willow Tree and Currabubula	Occupied		
	Tip Facility Charge	\$97	\$100
	CWM Charge	\$418	\$431
All Other Businesses	Tip Facility Charge	\$97	\$100
All Rural Properties	Tip Facility Charge	\$97	\$100
Additional Services	240 Litre Fortnightly Co-Mingled Recycling Service (Per annum)	\$146	\$151
	240 Litre Weekly MGB Service (Per annum)	\$293	\$302

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 proposed access and user charges detailed in *Table 7*.

In 2022-2023, the combined water service operations forecasts an operating surplus of \$138,069 before grants and contributions provided for capital purposes.

Table 7: Water Supply Service Charges 2022-2023

	Access Charge 2021-2022	Access Charge 2022-2023	First Step Usage – Up to 300kL	Second Step Usage – above 300kL
Vacant Lots Unoccupied (Residential and Non-Residential)	\$749	\$775	\$2.10/kL	\$2.85/kL
Standard (Residential and Non-Residential) 20mm WSC	\$749	\$775	\$2.10/kL	\$2.85/kL
Standard (Residential and Non-Residential) 25mm WSC	\$1,049	\$1,085	\$2.10/kL	\$2.85/kL
Standard (Residential and Non-Residential) 32mm WSC	\$1,520	\$1,570	\$2.10/kL	\$2.85/kL
Standard (Residential and Non-Residential) 40mm WSC	\$1,893	\$1,950	\$2.10/kL	\$2.85/kL
Standard (Residential and Non-Residential) 50mm WSC	\$2,958	\$3,050	\$2.10/kL	\$2.85/kL
Standard (Residential and Non-Residential) 80mm WSC	\$7,573	\$7,805	\$2.10/kL	\$2.85/kL
Standard (Residential and Non-Residential) 100mm WSC	\$11,832	\$12,190	\$2.10/kL	\$2.85/kL
Quipolly Dam Raw Water Access Charge 20mm	\$749	\$775	\$0.94/kL	\$1.25/kL
Recreational Usage and Quirindi Retirement Home - Eloura	Variable - Meter Size	Variable - Meter Size	\$1.20/kL	\$1.20/kL

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 charges are detailed in *Table 8*.

Council's 2022-2023 Budget for sewer services has a forecasted surplus of \$73,682 before grants and contributions provided for capital purposes.

Table 8: Sewer Service Charges 2022-2023			
Standard Charges	Access Charge 2021-2022	Access Charge 2022-2023	Usage Charge 2022-2023
Standard Residential Charge 20mm WSC	\$613	\$645	\$0
Standard Residential Charge 25mm WSC	\$613	\$645	\$0
Vacant Lots Unoccupied (Residential and Non-Residential)	\$613	\$645	\$0
Standard Non-Residential Charge 20 mm WSC	\$404	\$425	\$2.16c/kL
Standard Non-Residential Charge 25mm WSC	\$613	\$645	\$2.16c/kL
Standard Non-Residential Charge 32mm WSC	\$910	\$960	\$2.16c/kL
Standard Non-Residential Charge 40mm WSC and Over	\$1,392	\$1,465	\$2.16c/kL

Annual Fees and Charges

Council levies a range of annual fees and charges, with the income from these fees and charges helping us provide services, facilities and infrastructure for our community.

Consistent with section 608 of the Act, Council approves with this Revenue Policy a Schedule of Fees and Charges for its activities and services to apply in 2022-2023. The schedule is contained at Part 5 of the combined Delivery Program and Operational Plan and should be read in conjunction with this Revenue Policy.

Our fees and charges are intended to cover costs associated with:

- Supply of a product, service or commodity;
- Giving of information;
- Providing a service in connection with Council's regulatory functions, including receiving an application for approval, granting an approval, making an inspection and issuing a certificate; and
- Allowing admission to, and use of, a public building or enclosure.

Many fees and charges are determined by legislation and regulation, with Council having no ability to amend or alter them. These are known as "statutory fees" and may change during the financial year without notice.

Each year, Council reviews all fees and charges not subject to regulatory control, prior to finalisation of the combined Delivery Program and Operational Plan.

This review is guided by the following principles:

- That community facility charges represent a fair and reasonable cost, and if applicable identify a level of Community Service Obligation (CSO).
- Where a CSO is identified, that the charge is determined on the proportion of CSO and client classification (organisation contributions).
- Regulatory fees and charges fixed by the statute of relevant industry bodies are correctly levied (e.g. Section 603 Certificates, Development Applications, and Companion Animal registration fees)
- The recoupment of Government imposed taxes and levies, including GST.
- The competitive neutrality principles of the National Competition Policy.
- Where no CSO is identified, the fees and charges for other goods and services are levied on a full cost recovery basis where possible.
- Any other factors as specified by regulation.

Council has adopted the philosophy of 'Shire-wide' fees and charges for the use of community, recreational and cultural facilities, acknowledging that some charges may vary as Council identifies differing levels of Community Service Obligations in accordance with a client classification. The fees and charges are levied with a view to reducing the subsidisation required from ordinary rate funds for the ongoing operation and maintenance of the services.

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 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:

- (a) compliance with legislation, Council policy or procedure;
- (b) fairness, consistency and equity; and
- (c) transparency.

Proposed Borrowings

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

The proposed loan program detailed in *Table 9* reflects the loan-borrowing program to be adopted by Council for the 2022-2023 financial year:

Table 9: Proposed Loan Program 2022-2023	
Project	Total
Quipolly Dam Upgrade – Existing Loan 114	\$1,788,875
Quipolly Dam Upgrade – Existing Loan 112	\$1,310,754
Urban Stormwater – Existing Loan 111	\$505,420
Quipolly Water Security Project – New	\$8,000,000
Total Borrowings	\$11,605,049

The first three loans detailed in *Table 9* are existing loans. Council is proposing to enter into new loans or borrowings for the capital works on the Quipolly Water Security Project during the 2022-2023 financial year.

PART 5 – Schedule of Fees and Charges

