



**Liverpool  
Plains**  
Shire Council

# **BUSINESS PAPER**

## **Extraordinary Council Meeting Monday, 12 May 2025**

**I hereby give notice that an Extraordinary Meeting of Council will be held on:**

**Date: Monday, 12 May 2025**

**Time: 2:30 PM**

**Location: Council Chambers**

**Cian Middleton  
General Manager**





**Order Of Business**


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- 1      ACKNOWLEDGEMENT OF COUNTRY AND COUNCIL PRAYER**
- 2      APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS**
- 3      DISCLOSURES OF INTERESTS**

## 4 REPORTS OF THE DIRECTOR CORPORATE AND COMMUNITY SERVICES

### 4.1 PUBLIC EXHIBITION - DRAFT COMMUNITY STRATEGIC PLAN 2026-2035

<b>IP&amp;R Linkage:</b>	<b>Goal:</b> Our Council, community and business leaders work together effectively
	<b>Strategy:</b> Provide strong direction for the community through the development and delivery of the Integrated Planning and Reporting (IP&R) Framework
<b>Author:</b>	Katrina Gresser, Management Accountant
<b>Authoriser:</b>	Chris Powell, Chief Financial Officer
<b>File Number:</b>	G2025/0018
<b>Annexures:</b>	A. Community Strategic Plan 2026-2035 (Draft) <a href="#">↓</a> 

### RECOMMENDATION

That Council:

1. Endorse the draft Community Strategic Plan, appended at *Annexure A*, for public exhibition.
2. Receive a further report regarding the draft Community Strategic Plan at the June Ordinary Meeting following completion of the public exhibition period.

### BACKGROUND

Under the IP&R provisions of the *Local Government Act 1993* (“the Local Government Act”), Council is required to develop and adopt a 10-year Community Strategic Plan (“CSP”) outlining the community’s vision, priorities, and aspirations for the future of the Liverpool Plains Shire. Under the IP&R framework, the CSP is the highest level of strategic planning undertaken by Council and guides the development of all other strategies and plans, including the four-year Delivery Program and annual Operational Plan.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Liverpool Plains local government area, it is not wholly responsible for its implementation. Other partners, such as state agencies, non-government organisations, business and industry, joint organisations and community groups may also be engaged in delivering the strategies of the CSP.

The Liverpool Plains Shire CSP was developed in 2022 and informed by extensive engagement with the Liverpool Plains Shire community. Consistent with its IP&R requirements, Council must review and re-adopt the CSP in line with the NSW local government election cycle. This process must be completed by 30 June 2025.

### ISSUES AND COMMENTARY

#### Community consultation

Following the new Council being sworn into office in October 2024 following the 2024 Local Government ordinary elections in September 2024, Council undertook a high-level review of the

CSP. The review was informed by a community consultation process facilitated via a survey published to Council's online community engagement platform, *Your Say Liverpool Plains*, and promoted via Council's website and social media accounts.

The key focus of the survey was to check-in with our community to ensure the current CSP objectives were still relevant and gain insights into what the community sees as our key opportunities, priorities and challenges over the next 10-15 years.

In total, 33 responses were received in response to the CSP consultation survey. Of the 33 respondents, 79 per cent were aware of the CSP, while 21 per cent were not aware. Respondents were then asked to identify key priorities against the four Quadruple Bottom Line ("QBL") themes of community, governance (leadership), environment and economy. Finally, respondents were asked to identify the greatest challenge, priority or challenge for the Liverpool Plains Shire over the next 10-15 years. Identified priorities include:

- **Amenity and presentation:** Beautifying and maintaining our town centres and villages and delivering the services and facilities they need to grow and thrive.
- **Population growth:** Growing our local population and promoting the Liverpool Plains as a great place to live, settle and raise a family.
- **Council performance:** Improving Council's financial sustainability, customer responsiveness and overall performance, and ensuring service levels are appropriate and affordable into the future.
- **Community engagement:** Strengthening community engagement and providing opportunities for people to get involved, have their say, and contribute to local decision-making.
- **Health and social services:** Ensuring the Liverpool Plains has access to quality health, medical and social services, including GPs, mental health services, aged care, and childcare.
- **Economic development:** Developing our local economy through attracting investment, marketing the Liverpool Plains as a visitor destination, and supporting our businesses to grow and diversify.
- **Housing:** Facilitating increased housing development to support population and workforce growth and ensure affordable and diverse housing options are available.
- **Water supply:** Continually improving our water infrastructure and network to ensure all members of our community enjoy access to quality water supply.

#### Structure and presentation

The draft CSP appended at *Annexure A* is largely modelled on the existing Liverpool Plains CSP, reflecting a refresh rather than a comprehensive redevelopment.

Various minor changes have been made to the objectives and strategies throughout the document to ensure they are succinct and easy to understand, and reflect the feedback gained through the community consultation process.

As part of the review process, the draft CSP has been revised to better reflect the requirements of the *Integrated Planning and Reporting Guidelines for Local Government in NSW* ("the IP&R Guidelines") prescribed by the Office of Local Government, including:

- Aligning the CSP with an appropriate social and economic planning framework, being the United Nations Sustainable Development Goals,
- Clearly specifying the lead agency responsible for delivering each strategy (noting that Council is not solely responsible for achieving each strategy),

- Clearly specifying Council's exact role in delivering each strategy (as either a 'Leader', 'Partner' or 'Advocate'),
- Providing suggestions and ideas on how members of the community can help achieve each objective,
- Outlining partners who have a role to play in achieving each objective, and
- Including clear outcomes to enable the Liverpool Plains Shire community to understand how progress and success will be measured, utilising readily available public information published by public sector agencies and institutions (e.g. ABS Census data, University of Canberra Regional Wellbeing Survey, etc.).

#### Public exhibition period

Under the IP&R Guidelines, Council is required to place the draft CSP on public exhibition prior to adoption. As part of the public exhibition process, members of the community will be invited to view and provide comment on the draft CSP. This process will enable Council to identify any further refinements or amendments that may be required to the document, prior to its adoption in June 2025.

#### **LEGISLATIVE AND POLICY IMPLICATIONS**

- Section 402(1) of the Local Government Act provides that Council must develop and adopt a CSP identifying the main priorities and aspirations for the future of the local government area, covering a period of at least 10 years.
- Section 401(3) of the Act provides that the CSP must be reviewed before 30 June following each local government election.
- The IP&R Guidelines provide that the CSP must be developed and delivered as a partnership between Council, state agencies, business and industry groups, community groups, and individuals.
- Clause 1.2 of the IP&R Guidelines requires the CSP to address the QBL themes of civic leadership, society, environment and economy in an integrated manner.
- Clause 1.6 of the IP&R Guidelines provides that the draft CSP must be publicly exhibited for at least 28 days. Any submissions received by Council in that period must be accepted and considered before the final Operational Plan is adopted.

#### **FINANCIAL IMPLICATIONS**

Delivery of the Community Strategic Plan and associated community consultation has been resourced for delivery in Council's 2024-2025 Operational Plan and Budget. As such, there are no unbudgeted financial implications for Council associated with this report.

#### **RISK IMPLICATIONS**

Public exhibition of the draft CSP prior to adoption ensures that Council complies with its statutory requirements and allows members of the community to review and provide feedback on the document prior to its adoption.

#### **COMMUNITY CONSULTATION**

The draft CSP will be publicly exhibited from 12 May 2025 (upon Council resolution) to Friday, 13 June 2025, which is slightly longer than the minimum prescribed 28-day period. During the public exhibition period, members of the community will be invited to view and provide comment on the

draft CSP. Any submissions received on the draft CSP will be provided to Council for consideration prior to the adoption of the draft CSP, which is scheduled to occur at the June 2025 Ordinary Meeting. The draft CSP will be subject to graphic design prior to the final draft being provided to Council for adoption in June.

**CONCLUSION**

The draft CSP has been reviewed and revised for currency, and to ensure compliance with Council's requirements under the IP&R provisions of the Local Government Act. It is recommended that the draft CSP be endorsed for public exhibition, with a further report to be provided to Council at the June Ordinary Meeting.

# Horizon 2040

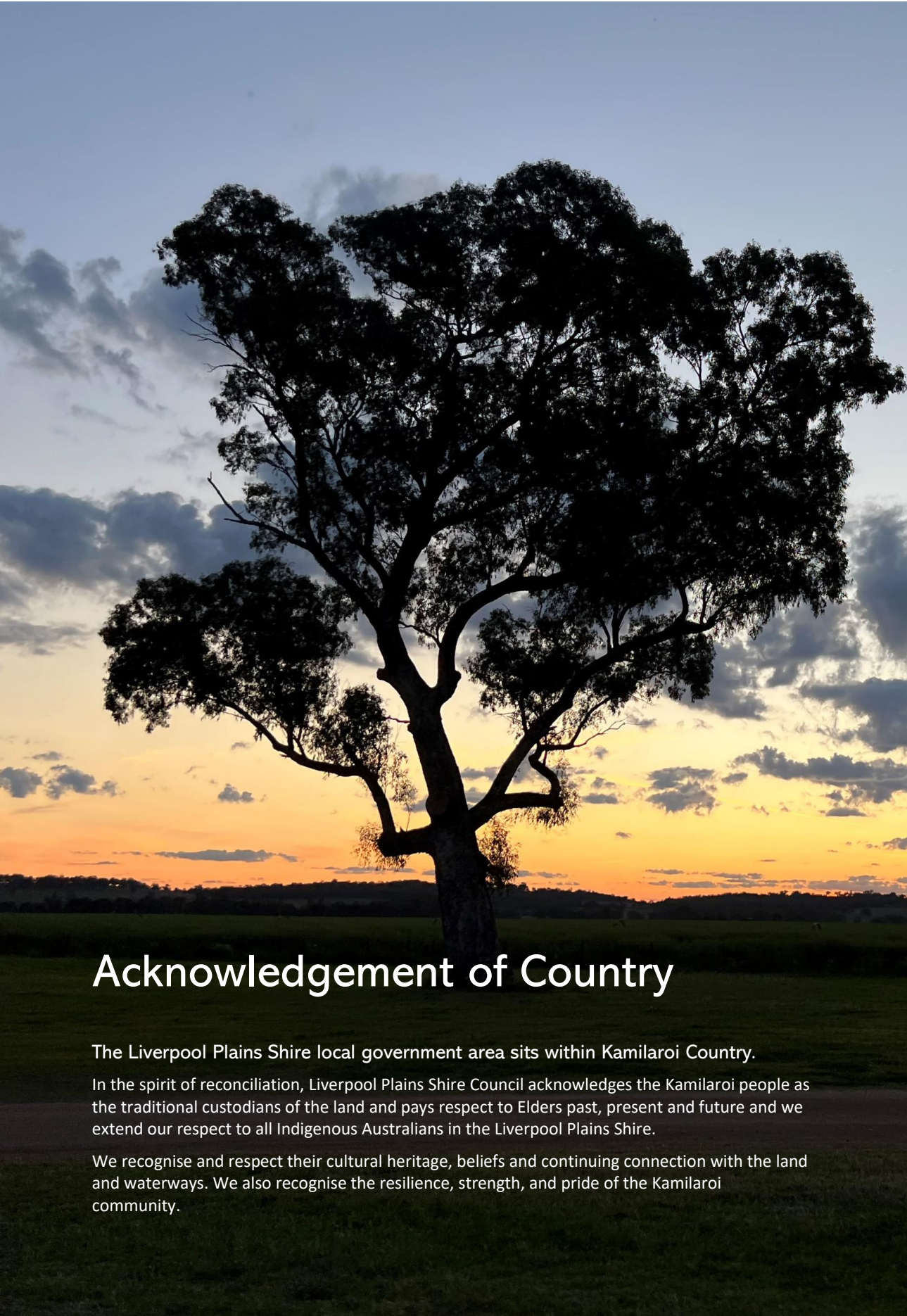


## Liverpool Plains Shire Community Strategic Plan 2025-2035



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## Acknowledgement of Country

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

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

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

## Welcome

**This Community Strategic Plan is an important document for the entire Liverpool Plains Shire community. It captures our shared aspirations, priorities and values. It tells a story of what is important to us and the future we want for our community, through answering four key questions:**

- **Where are we now?**
- **Where do we want to be in 2040?**
- **How will we get there?**
- **How will we know when we have arrived?**

Liverpool Plains Shire Council has an important role as the custodian of this Community Strategic Plan. With the election of a new council in September 2024, NSW Integrated Planning and Reporting (IP&R) legislation requires that we review and update our Community Strategic Plan to ensure it continues to reflect our community's aspirations and priorities. Just like you, we love the Liverpool Plains and that is why looking towards tomorrow and planning for our future is such an important task.

Your aspirations and priorities have remained consistent since we last reviewed this Community Strategic Plan in 2022. We heard that continuing to improve Liverpool Plains Shire Council's financial sustainability and overall performance remains a key priority for our community, as is improving our extensive road network and water supply infrastructure. Ensuring ongoing access to quality health and education services is critical, and growing the Liverpool Plains – both our community and economy – is an important challenge ahead.

As a result, this Community Strategic Plan builds on the foundations of our existing plan and represents a refresh, rather than a complete redevelopment, ensuring continuity and alignment with community priorities.

While Liverpool Plains Shire Council is responsible for developing this Community Strategic Plan, delivering our shared vision is not something we can achieve in isolation. Our success is entirely dependent on strong partnerships and genuine collaboration with a wide range of stakeholders – including government agencies, business and industry, sporting and service clubs and non-government organisations, and of course, our community.

Thank you for your involvement in developing this Community Strategic Plan, and your ongoing feedback and participation in community life. We invite you to join us on this journey towards 2040 and help take this plan from vision to action.

## Message from the Mayor

**The Liverpool Plains Community Strategic Plan was first developed in 2022 and with a newly elected council on board, we have gone back to the community to confirm that the community's vision, aspirations and priorities for the future haven't changed.**

The community has told us once again that the priorities remain the same, with a focus on financial sustainability, roads, water management, health services, growth management and housing just to name a few. While the core of the plan remains largely unchanged, it's important to recognise that this is a document created by and for the community, meaning everyone has a role in taking ownership of the parts they can influence.

Also, we can't tackle everything right away, but by working together, the council, community and key organisations can prioritise what's most important. Community partnerships are key, by listening to the needs of the community and sharing ideas, we can take effective steps toward progress. It's about finding solutions that work for everyone.

We encourage you to revisit the Community Strategic Plan and let us know if there's anything we may have missed.

Thanks for being involved!

**Councillor Ken Cudmore**  
**Mayor, Liverpool Plains Shire Council**



## Our Vision

The Liverpool Plains Shire provides the best of country living. Our community is active, engaged and inclusive, and we benefit from strong leadership to carry us into the future.

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

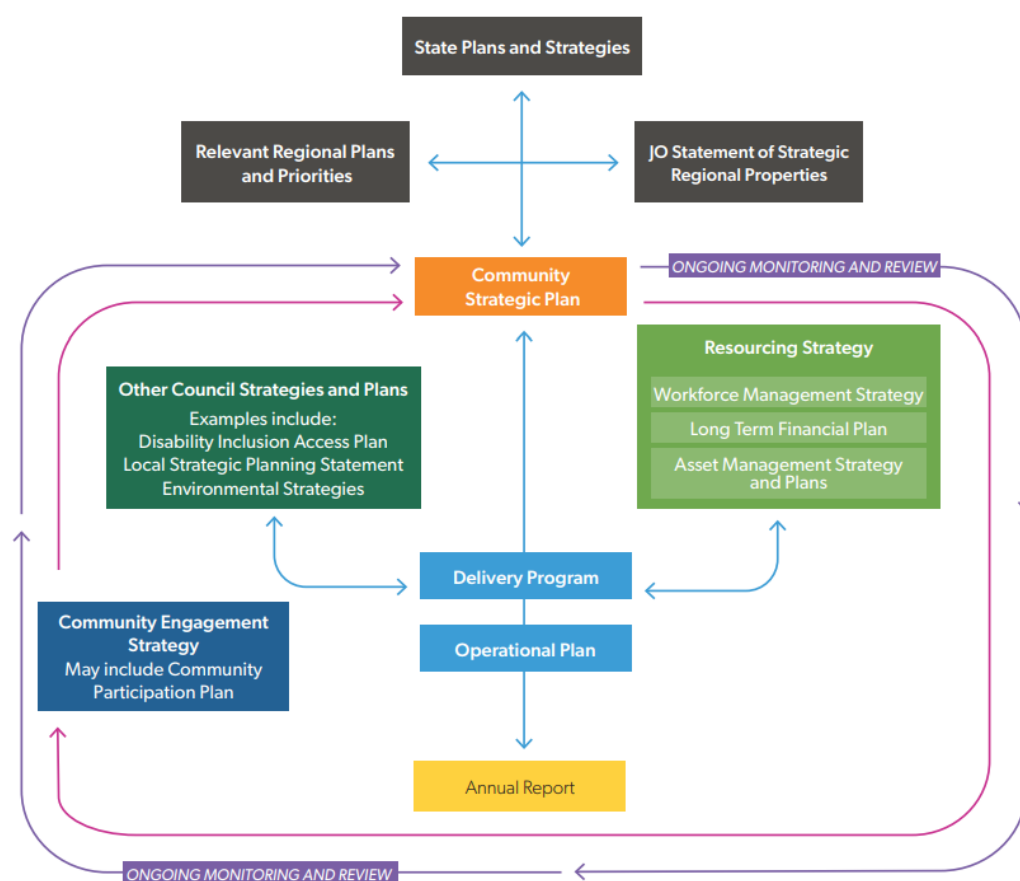


## Integrated Planning and Reporting

**This Community Strategic Plan documents the shared vision, aspirations and values of our community. It serves as a long-term plan for Liverpool Plains Shire to 2040 and identifies the key priorities and strategies for achieving our vision.**

Under the *Local Government Act 1993*, Liverpool Plains Shire Council is required to undertake long-term strategic planning, informed by comprehensive community engagement, known as the Integrated Planning and Reporting (IP&R) framework. This process supports Council in developing a clear vision for our community's future and provides a roadmap for delivering community priorities in a sustainable manner.

The Community Strategic Plan sits at the heart of our IP&R framework and informs all long-term planning for the future of the Liverpool Plains Shire local government area. While Council has a custodial role to play in preparing and reporting on this plan, all members of our community – as well as other stakeholders, such as State and Federal Governments – have a role to play in achieving our vision and strategic priorities.



## Community Strategic Plan

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

## Community Engagement Strategy

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

## Delivery Program

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

## Resourcing Strategy

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

## Operational Plans

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

## Informing strategies

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

## Reporting our progress

**Reporting is a key element of the IP&R framework. We use a variety of tools to report our progress in achieving this Community Strategic Plan and implementing the Delivery Program, as well as our financial performance against the annual Budget and Long-Term Financial Plan.**

- **Quarterly Budget Review (QBR) Statements:** Council prepares a Quarterly Budget Review (QBR) Statement three times each year (first, second and third quarters) which shows, by reference to the estimate of income and expenditure set out in the statement of Council's Revenue Policy in the Operational Plan for the relevant year; a revised estimate of the income and expenditure for that year.
- **Delivery Program Progress Reports:** Every six months, Council prepares a report detailing our progress in achieving the principal activities detailed in the Delivery Program.
- **Annual Reports:** Within five months of the end of each financial year, Council prepares an Annual Report, which includes a copy of our audited financial reports. The Annual Report details our progress in implementing the Delivery Program and the activities we have undertaken to deliver on the objectives of the Community Strategic Plan.
- **State of our Shire Report:** Tabled at the first meeting of the newly elected council, the State of our Shire Report provides an update on our progress in implementing the Community Strategic Plan over the Council term, as well as the results and outcomes the implementation of the Community Strategic Plan has had for our community.



## Our Liverpool Plains Shire

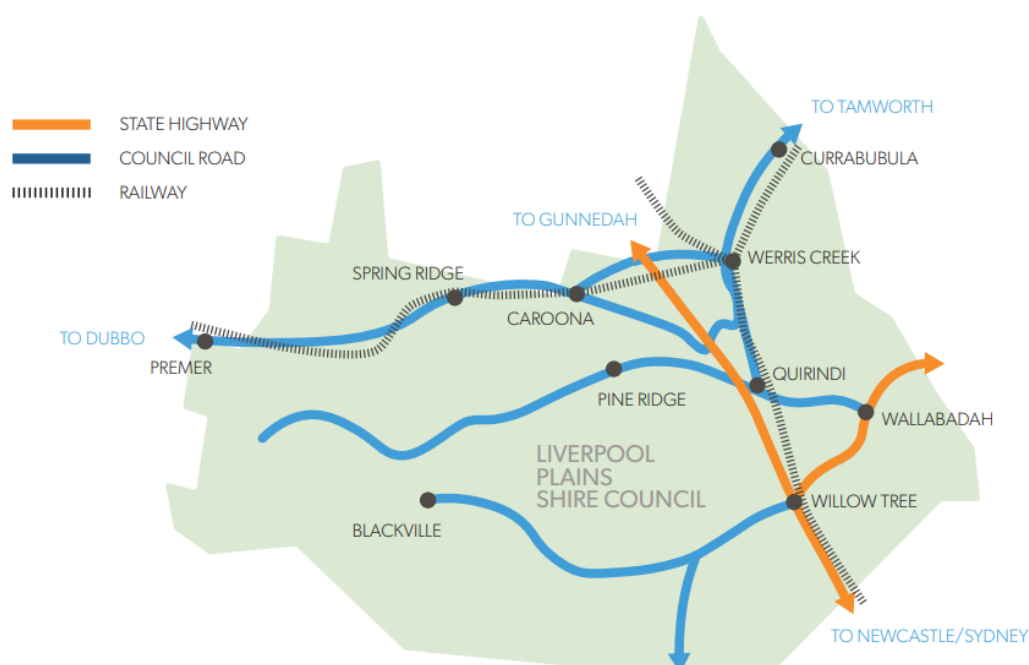
**The Liverpool Plains Shire is centrally located in the New England-North West region of New South Wales, strategically nestled in the foothills of the Great Dividing Range. Stretching across 5,086 square kilometres, the Liverpool Plains is home to a vibrant community and offers the best of country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

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

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






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

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



## Community and economic profile

*Source: Australian Bureau of Statistics*

Population		<p>Population: 7,667</p> <p>Families: 1,937</p> <p>Median age: 48</p> <p>Aboriginal and Torres Strait Islander: 14.8%</p> <p>Born overseas: 16.9%</p>
Education		<p>Preschool students: 5.8%</p> <p>Primary school students: 24.9%</p> <p>Secondary school students: 19.8%</p> <p>Highest educational attainment:</p> <p>Vocational: 19.6%</p> <p>Advanced diploma or diploma: 6.0%</p> <p>Bachelor degree or higher: 9.3%</p>
Economy		<p><b>Top industries of employment</b></p> <p>Agriculture, forestry and fishing: 22.7%</p> <p>Health care and social assistance: 11.7%</p> <p>Transport, postal and warehousing: 7.8%</p> <p>Education and training: 7.8%</p> <p>Retail trade: 7.2%</p>
Workforce		<p>Workforce participation: 52%</p> <p>Median annual income: \$40,419</p> <p>Local businesses: 1,014</p> <p>Local jobs: 5,985</p>
Housing		<p>Median House Price: \$320,000</p> <p>Median weekly rent: \$230</p> <p>Average household size: 2.3 people</p>
Land Use		<p>Total land area: 508,224 hectares</p> <p>Protected land area: 11,369 hectares</p>

## Developing our Community Strategic Plan

### Guiding principles

#### Social justice

Social justice is recognition and action to support the rights of all people. All people have equal economic, social and cultural rights, regardless of gender, age, race, ethnicity, class, religion, disability or sexuality. Everyone should have the opportunity for personal development and be able to fully participate in society without discrimination.

Development of this Community Strategic Plan has been guided by the social justice principles of access, equity, participation, and rights:

- **Equity:** there should be fairness in decision-making and prioritising and allocating resources, particularly for those in need.
- **Access:** all people should have fair access to services, resources and opportunities to improve their quality of life.
- **Participation:** everyone should be given genuine opportunities to participate in decisions which affect their lives.
- **Rights:** equal rights should be established and promoted, with opportunities provided for all people from all backgrounds.

#### The Quadruple Bottom Line (QBL)

The Quadruple Bottom Line (QBL) addresses social (community), environmental, economic, and civic leadership (governance) considerations in an integrated manner. The social justice principles, together with the QBL, ensures a balanced approach is applied to all aspects of this Community Strategic Plan and provides an integrated framework for decision-making towards 2040 and beyond.



## Planning in Partnership

### The United Nations (UN) Sustainable Development Goals

The United Nations (UN) Sustainable Development Goals are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Australia is one of 193 countries that committed to the goals in September 2015 as part of the 2030 Agenda for Sustainable Development.

There are 17 SDGs which aim to increase global well-being through addressing some of society's key challenges including climate change, economic and gender inequality, sustainable consumption and innovation. Many of the goals are relevant to local governments. Goal 11, to *"Make cities and human settlements inclusive, safe, resilient and sustainable"*, is particularly relevant to local government planning.

Individuals, communities, businesses and all levels of government must work together to achieve these goals by 2030. Each strategic outcome in this Community Strategic Plan works towards a number of these goals.



## Community engagement

### How you participated

Our Community Strategic Plan was prepared in 2022. In undertaking this review of our Community Strategic Plan in November 2024, we asked our community to complete a survey to help us understand if the strategic direction and objectives set out in our Community Strategic Plan were still current or needed to be refined. We received a total of 33 completed survey responses.

### What we asked

- Are you aware of the Liverpool Plains Shire Community Strategic Plan?
- Thinking about our community, what do you consider to be the highest priorities?
- Thinking about our governance and leadership, what do you consider to be the highest priorities?
- Thinking about our environment, what do you consider to be the highest priorities?
- Thinking about our economy, what do you consider to be the highest priorities?
- What do you think is the Liverpool Plains Shire's greatest opportunity, priority or challenge over the next 10-15 years?

### What we heard

#### Strengths

We adopted a strengths-based approach to planning for Liverpool Plains Shire's future and reviewing our Community Strategic Plan. Our beautiful landscape and natural environment are both highly valued, and our community expressed a strong desire to see them protected and preserved into the future. Our wide-open spaces provide the perfect environment to raise a family, and our local facilities, sportsgrounds and community halls are appreciated. Our strong sense of community spirit is celebrated, and we are welcoming of new people and diverse backgrounds.

#### Challenges

Community feedback identified several key challenges facing the Liverpool Plains Shire. Our population is ageing, meaning ensuring access to quality health and social support services is especially important to our community. Housing affordability and availability is a key concern, impacting our ability to grow our population and attracting more people to relocate and settle in the Liverpool Plains. Improving local infrastructure, including our extensive road network, and access to telecommunications services are both seen as priorities. Achieving economic growth and diversifying local industry was also cited as a challenge facing the Liverpool Plains.

### Community priorities

Our community told us that the Liverpool Plains Shire could be enhanced through focusing on the following priorities:

- **Amenity and presentation:** Beautifying and maintaining our town centres and villages and delivering the services and facilities they need to grow and thrive.
- **Population growth:** Growing our local population and promoting the Liverpool Plains as a great place to live, settle and raise a family.
- **Council performance:** Improving Council's financial sustainability, customer responsiveness and overall performance, and ensuring service levels are appropriate and affordable into the future.

- **Community engagement:** Strengthening community engagement and providing opportunities for people to get involved, have their say, and contribute to local decision-making.
- **Health and social services:** Ensuring the Liverpool Plains has access to quality health, medical and social services, including GPs, mental health services, aged care, and childcare.
- **Economic development:** Developing our local economy through attracting investment, marketing the Liverpool Plains as a visitor destination, and supporting our businesses to grow and diversify.
- **Housing:** Facilitating increased housing development to support population and workforce growth and ensure affordable and diverse housing options are available.
- **Water supply:** Continually improving our water infrastructure and network to ensure all members of our community enjoy access to quality water supply.

## Achieving our Community Strategic Plan

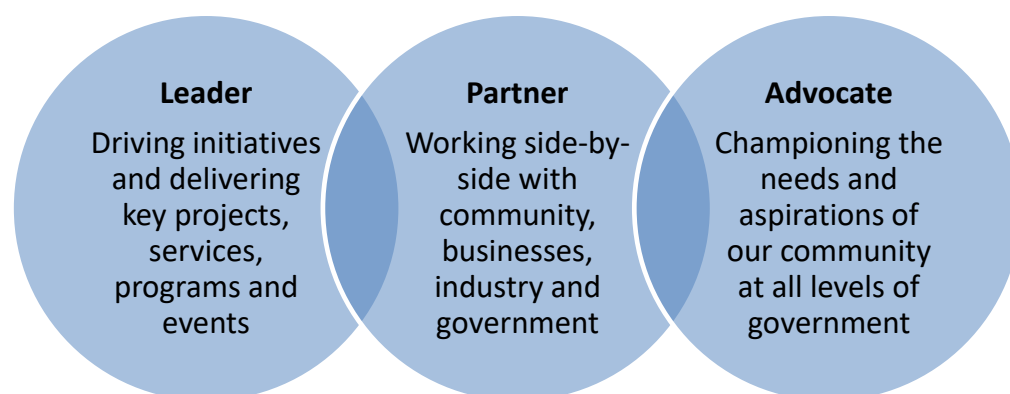
**Liverpool Plains Shire Council is committed to understanding our community's priorities, concerns and needs in critical services, programs, facilities and events. However, all levels of government, as well as businesses, industry groups, community groups and individuals, share responsibility for achieving our Community Strategic Plan.**

Council plays a key role in providing essential services and infrastructure to the community. Where Council has a direct service responsibility, it will work with the community to determine appropriate service levels, balancing expectations with financial sustainability. These service levels are outlined in Council's strategic documents, including the Delivery Program and Resourcing Strategy.

Meeting service expectations is challenging within limited resources, particularly as local councils increasingly take on responsibilities previously managed by other levels of government. Expanding or maintaining services may require additional funding, and Council must prioritise investment to ensure long-term sustainability. While Council leads in service provision, achieving our community's vision relies on strong partnerships and collective action.

This Community Strategic Plan outlines Council's role in the delivery of each priority, described using the following terms:

- **Leader:** Council takes a lead role in delivering infrastructure, providing services and community facilities, as well as in planning and providing strategic direction through policy and practices, to achieve the strategic objective.
- **Partner:** Council takes a partnership role and works with the community, business and industry, other councils, and other tiers of government, to jointly achieve the strategic objective.
- **Advocate:** Council takes an advocacy role and amplifies the voice of our community and works with key decision-makers to get the best possible outcomes, but is not primarily responsible for achieving the strategic objective.



## Our Community Strategic Plan

### Our Plan on a Page

Community			
Objective:	<b>1. Our community offers a great rural lifestyle.</b>	Lead agency	Council's role
Strategies:	1.1. Enhance our landscapes, town centres and villages.	Council	Leader
	1.2. Promote active lifestyles and strengthen community connections and sense of belonging.	Council	Leader, Partner
	1.3. Deliver accessible and quality health, education and community services.	NSW Government	Partner, Advocate
	1.4. Expand and improve our internet and telecommunications services.	Federal Government	Advocate

Leadership			
Objective:	<b>2. Our shire has strong, trusted and accountable leadership.</b>	Lead agency	Council's role
Strategies:	2.1. Model collaborative and transparent leadership.	Council	Leader, Partner
	2.2. Engage diverse voices to plan for our future.	Council	Leader
	2.3. Demonstrate good governance.	Council	Leader
	2.4. Deliver quality, effective and sustainable civic services.	Council	Leader

Environment			
Objective:	<b>3. Our natural and built environments are valued, sustainable and liveable.</b>	Lead agency	Council's role
Strategies:	3.1. Plan, deliver and maintain infrastructure that meets our needs.	NSW Government	Leader, Partner
	3.2. Plan, deliver and maintain affordable and reliable water and waste services.	Council	Leader, Advocate
	3.3. Protect our agricultural landscapes.	NSW Government	Partner, Advocate
	3.4. Protect our natural environment and biodiversity.	NSW Government	Leader, Advocate

Economy			
Objective:	<b>4. Our economy is thriving, diverse and growing.</b>	Lead agency	Council's role
Strategies:	4.1. Grow our agriculture industry and secondary sectors.	Industry	Partner
	4.2. Grow our local population and create local jobs and business opportunities.	NSW Government, Industry	Partner, Advocate
	4.3. Beautify our town centres and facilitate business and residential development.	Council	Leader
	4.4. Develop our visitor economy and showcase our attractions, events and experiences.	Industry	Leader, Partner



## Our Community

Objective	Where do we want to be in 2040?		
	1. Our community offers a great rural lifestyle.		
Strategies	How will we get there?	Lead	Council's Role
1.1. Enhance our landscapes, town centres and villages.		Council	Leader
1.2. Promote active lifestyles and strengthen community connections and sense of belonging.		Council	Leader, Partner
1.3. Deliver accessible and quality health, education and community services.		NSW Government	Partner, Advocate
1.4. Expand and improve our internet and telecommunications services.		Federal Government	Advocate

### Related Sustainable Development Goals



Everyone	Partners
What you can do to help achieve our objective	Who can help achieve our objective
<ul style="list-style-type: none"> <li>Report crime or anti-social behaviour to Police or Crime Stoppers</li> <li>Report graffiti to Liverpool Plains Shire Council</li> <li>Join a sporting club or take up a sport</li> <li>Volunteer or join a service club or not-for-profit organisation</li> <li>Attend community events, festivals and celebrations</li> <li>Join Central Northern Regional Library</li> <li>Support and promote multiculturalism</li> <li>Get to know your neighbours</li> <li>Learn about local history, culture and heritage</li> </ul>	<ul style="list-style-type: none"> <li>Arts North West</li> <li>Central Northern Regional Library</li> <li>Community groups and service clubs</li> <li>Local Aboriginal Land Councils</li> <li>National Broadband Network (NBN)</li> <li>NSW Department of Communities and Justice</li> <li>NSW Department of Family and Community Services</li> <li>NSW Health</li> <li>Regional Development Australia (RDA) Northern Inland</li> <li>Sporting clubs and associations</li> <li>Telecommunications providers</li> </ul>

Outcomes			
How will we know we've arrived?			
Measure	Source	Baseline	Target
Index of Relative Socio-Economic Advantage and Disadvantage (SEIFA)	Australian Bureau of Statistics (2021)	926	Increasing
Percentage of Liverpool Plains Shire volunteering		19.1%	Steady
Access to Health, Education and Childcare Index	University of Canberra Regional Wellbeing Survey (2023)	3.0	Increasing
Access to Telecommunications Index		3.6	Increasing
Community Wellbeing Index		5.0	Steady
Crime and Safety Index		5.2	Decreasing
Loneliness Index		2.7	Steady

### Community consultation insights

“Maintaining health services and local GPs is the biggest priority”

“We need a diverse range of sporting facilities to cater for everyone”

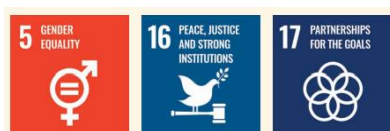
“Keeping our towns and villages bustling with events, markets and fetes”

“Improved connectivity and more reliable mobile and internet coverage”

## Our Leadership

Objective	Where do we want to be in 2040?		
	2. Our Shire has strong, responsible and trusted leadership.		
Strategies	How will we get there?	Lead	Council's Role
2.1. Model collaborative and transparent leadership.		Council	Leader, Partner
2.2. Engage diverse voices to plan for our future.		Council	Leader
2.3. Demonstrate good governance.		Council	Leader
2.4. Deliver quality, effective and sustainable civic services.		Council	Leader

## Related Sustainable Development Goals



Everyone	Partners
What you can do to help achieve our objective	Who can help achieve our objective
<ul style="list-style-type: none"> <li>Attend or watch online Council meetings</li> <li>Join a Council-facilitated committee</li> <li>Participate in community consultations</li> <li>Provide feedback on Council's services, projects, programs and events</li> <li>Visit Council's website and engage with Council via social media</li> </ul>	<ul style="list-style-type: none"> <li>Federal and State Members of Parliament</li> <li>Local Government NSW</li> <li>Local and regional media</li> <li>NSW Office of Local Government</li> <li>Residents</li> </ul>

Outcomes			
How will we know we've arrived?			
Measure	Source	Baseline	Target
Liverpool Plains Shire Council Operating Performance Ratio	OLG Your Council Report (2024)	-8.0%	Decreasing
Liverpool Plains Shire Council Infrastructure Backlog Ratio		8.5	Decreasing
Elected female Councillors		14%	Increasing
Access to Local Government Services Index	University of Canberra Regional Wellbeing Survey (2023)	3.7	Increasing
Community Involvement Index		3.0	Increasing
Equity and Inclusion Index		4.0	Decreasing

### Community consultation insights

“Engaging with all stakeholders and people of all ages, the young and the not-so-young, at a localised level is critical to getting ongoing input into the needs of our community”

“Council’s financial sustainability into the future is paramount”

“The greatest priority is providing basic services and infrastructure, making sure money is being spent efficiently and wisely”

“Council needs to communicate better and remember they are here for the community”

## Our Environment

Objective	Where do we want to be in 2040?		
	3. Our natural and built environments are valued, sustainable and liveable.		
Strategies	How will we get there?	Lead	Council's Role
3.1. Plan, deliver and maintain infrastructure that meets our needs.		NSW Government	Leader, Partner
3.2. Plan, deliver and maintain affordable and clean water supply.		Council	Leader, Advocate
3.3. Protect our agricultural landscapes.		NSW Government	Partner, Advocate
3.4. Protect our natural environment and biodiversity.		NSW Government	Leader, Advocate

### Related Sustainable Development Goals



Everyone	Partners
What you can do to help achieve our objective	Who can help achieve our objective
<ul style="list-style-type: none"> <li>Reduce waste, reuse and recycle</li> <li>Bin your litter or take it home</li> <li>Compost kitchen and green waste</li> <li>Use water wisely and follow water restrictions</li> <li>Report noxious weeds</li> <li>Report illegal waste dumping and polluting</li> <li>Manage invasive weeds and species on private property</li> <li>Consider sustainable design principles, energy efficiency and water efficiency when building or renovating</li> </ul>	<ul style="list-style-type: none"> <li>Landcare groups</li> <li>North West Local Land Services</li> <li>NSW Department of Planning and Environment</li> <li>NSW Environment and Heritage</li> <li>NSW National Parks and Wildlife Services</li> <li>NSW State Emergency Service</li> <li>NSW Rural Fire Service</li> <li>Primary producers and landholders</li> </ul>

Outcomes			
How will we know we've arrived?			
Measure	Source	Baseline	Target
Total CO2e emissions	Snapshot Climate – Australian Emissions Profiles (2023)	366,000	Decreasing
Residual Waste of Total Waste Collected	OLG Your Council Report (2024)	81.8%	Decreasing
Landscape and Aesthetics Index	University of Canberra Regional Wellbeing Survey (2023)	5.4	Steady
Perceived Environmental Health Index		3.8	Decreasing

### Community consultation insights

“We need to assist those who live and farm and in the higher catchments to manage rainfall and pursue sustainable grazing and cropping practices”

“Prioritise water management so that we have reliable supplies going into the future, and the next drought”

“Plant natives in our public and open spaces that require minimal water and maintenance”

## Our Economy

Objective	Where do we want to be in 2040?		
	4. Our economy is thriving, diverse and growing.		
Strategies	How will we get there?	Lead	Council's Role
4.1. Grow our agriculture industry and secondary industries.		Industry	Partner
4.2. Grow our population and workforce.		NSW Government	Partner, Advocate
4.3. Beautify our town centres and facilitate business and residential development.		Council	Leader
4.4. Grow our visitor economy and showcase our attractions, events and experiences.		Industry	Leader, Partner

### Related Sustainable Development Goals



Everyone	Partners
What you can do to help achieve our objective	Who can help achieve our objective
<ul style="list-style-type: none"> <li>Support local business and buy locally when possible</li> <li>Use local and regional service providers</li> <li>Be friendly to visitors and tourists</li> <li>Offer training and professional development opportunities in your business</li> <li>Consider taking on an apprentice, trainee, cadet or student for work placement in your business</li> </ul>	<ul style="list-style-type: none"> <li>Business operators and traders</li> <li>Destination Country Outback</li> <li>Event organisers</li> <li>Liverpool Plains Chamber of Commerce</li> <li>Regional Development Australia (RDA) Northern Inland</li> <li>Tourism operators and accommodation providers</li> </ul>

Outcomes			
How will we know we've arrived?			
Measure	Source	Baseline	Target
Workforce participation	Australian Bureau of Statistics (2021)	52%	Increasing
Unemployment rate	OLG Your Council Report (2024)	2.8%	Steady
Value of Development Applications determined		\$26.6 million	Increasing
Community Economic Wellbeing Index	University of Canberra Regional Wellbeing Survey (2023)	3.8	Increasing

### Community consultation insights

“We need more subdivisions in Werris Creek and Quirindi so we can get more growth”

“Build and foster the things that will encourage people to want to settle here and open a business”

“Identify our point of difference and use this to its full advantage to place a spotlight on the Liverpool Plains”

“Encourage businesses to stay in the shire and attract new business to the area, providing local employment”



**4.2 PUBLIC EXHIBITION - DRAFT COMBINED DELIVERY PROGRAM 2026-2029 AND OPERATIONAL PLAN 2025-2026 INCLUDING DRAFT FEES AND CHARGES SCHEDULE 2025-2026**



**IP&R Linkage:** **Goal:** Our Council, community and business leaders work together effectively

**Strategy:** Operate in a financially responsible manner and improve long-term financial sustainability

**Author:** Katrina Gresser, Management Accountant

**Authoriser:** Chris Powell, Chief Financial Officer

**File Number:** G2025/0127

**Annexures:** A. Delivery Program 2026-2029 and Operational Plan 2025-2026 - (Draft) [!\[\]\(17413706fd4997a1a4bdf85c6864eee1\_img.jpg\)](#)  
 B. Fees and Charges Schedule 2025-2026 - (Draft) [!\[\]\(2726020a4107bdc9042b257034f90eb3\_img.jpg\)](#) 

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## RECOMMENDATION

That Council:

1. Endorse the draft combined Delivery Program 2026-2029 and Operational Plan 2025-2026, appended at *Annexure A*, for public exhibition.
2. Endorse the draft Fees and Charges Schedule 2025-2026, appended at *Annexure B*, for public exhibition.
3. Receive a further report regarding the draft combined Delivery Program 2026-2029 and Operational Plan 2025-2026 and draft Fees and Charges Schedule 2025-2026 at the June Ordinary Meeting following completion of the public exhibition period.

## BACKGROUND

The Integrated Planning and Reporting (“IPR”) provisions contained in the *Local Government Act 1993* (“the Local Government Act”) require Council to implement the strategies established by the Community Strategic Plan (“the CSP”) using the resources identified in Councils Resourcing Strategy

To summarise the requirements under Section 404 of the Local Government Act:

- Council must have a Delivery Program detailing the strategic activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the Community Strategic Plan) within the limits of the resources available under the Resourcing Strategy.
- Council must establish a new Delivery Program after each ordinary election of Councillors to cover the principal activities of the council for the four-year period commencing on 1 July following the election.

The Delivery Program is designed as the single point of reference for all activities undertaken by the council during its term of office. All plans, projects, activities, and funding allocations must be directly linked to this Program. Supporting the Delivery Program are annual Operational Plans. These detail the individual projects and actions that will be undertaken in each financial year to achieve the commitments made in the Delivery Program.

The combined Delivery Program 2026-2029 and draft Operational Plan 2024-2025 includes the Statement of Revenue Policy and the draft Financial Information 2025-2026. The draft Fees and Charges Schedule 2025-2026 contains the proposed schedule of fees and charges.

This document must be publicly exhibited for a period of not less than 28 days. Any submissions received during the public exhibition period must be considered prior to the Fees and Charges Schedule being adopted.

### **ISSUES AND COMMENTARY**

The draft Operational Plan is a core component of Council's IPR framework and has been prepared in accordance with the Office of Local Government's IPR Guidelines, as well as the relevant provisions of the Local Government Act and accompanying *Local Government (General) Regulation 2021* ("the Regulation").

Council has determined the strategic activities that show how we will meet and/or work towards the CSP objectives over the next four years through the Delivery Program. These strategic activities are supported by a planned four-year program outlining what actions or projects Council will undertake in the Operational Plan during the financial years of 2026-2029.

The Operational Plan actions and projects have been reviewed to determine what can be funded during this four-year program. The Operational Plan includes the prescribed Financial Information 2026-2026 along with the Statement of Revenue Policy.

The Fees and Charges Schedule 2025-2026 is provided as a separate document for ease of use, however, is intended as an integral component of the Operational Plan information.

### **Draft Delivery Program 2026-2029**

The draft Delivery Program is Council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives. While there is a direct link from the Community Strategic Plan to the Delivery Program and Operational Plan, these are informed and supported by the Resourcing Strategies consisting of the Long-Term Financial Plan, the Workforce Management Strategy and the Asset Management Strategy and Plans.

The Delivery Program directly addresses the objectives in the Community Strategic Plan and identifies how Council will meet these objectives through the implementation of the resourcing strategies across the full range of council service functions and operations over the next four years.

### **Draft Operational Plan 2025-2026**

The draft annual Operational Plan details the actions and projects that Council proposes to undertake over the next four years, however, for the purposes of this report only the actions and projects for 2025-2026 are to be endorsed for public exhibition.

These actions and projects outline the first stage of delivering on the various activities contained in the draft Delivery Program which are in turn aligned to the outcomes and objectives in the draft Community Strategic Plan.

Each action/project has a measure and target and has been assigned to a Council Officer for delivery. The corresponding Financial Information for each action is also identified within the draft Operational Plan.

Some of the actions and projects from the 2025-2026 program include:

- Completion of the Quirindi Aquatic Centre.
- Marketing campaign to attract residents to the Shire.

- Development of New Residents packs with local real estate agents and local businesses.
- Delivery of maintenance and capital works.
- Implement options to reduce the amount of waste going to landfill.
- Completion of the centralised landfill facility at Willow Tree.
- Village bore replacements and installation of new bores.
- Replacement of water meter fleet with automatic meter readings.

### **2025-2026 Financial Information and Statement of Revenue Policy**

During the next financial year Council is proposing to invest \$41.7m in capital works and deliver a net operating budget from continuing operations of \$10.8m.

#### Operational Revenue Budget

- Rates revenue - \$10.2 million
  - includes Councils 4 per cent increase as determined by the Independent Pricing and Regulatory Tribunal ("IPART")
- Annual charges - \$6 million, includes the following:
  - Nil increase for 20 and 25mm annual water access charge to reduce the annual charge burden across this category of ratepayers.
  - Water usage charge 1<sup>st</sup> step 20 per cent increase (\$3.94) and 2<sup>nd</sup> step 20 per cent increase (\$4.72) to align to a user pays system.
  - Sewer annual charge and usage charges increase by 7 per cent to bring back into alignment with the rising costs of providing these services.
- User fees and charges - \$7 million
  - Average increase of 3.5 per cent unless individual fees or charges have been deemed an exception and required further investigation and adjustment. Other fees and charges that are prescribed by the NSW State Government with Council having no discretion in the determination of these fees.
- Interest and investment revenue - \$1.17 million
  - Estimated interest on investments \$1.1m million
  - Penalty interest for overdue rates, charges and deferred debts \$70,000.
- Other revenues - \$573,000
  - Includes sundry income and other fees and charges.
- Grant revenue - \$25.8 million
  - \$6.5 million for operating projects.
  - \$20.6 million for capital projects.

#### Operational Expenditure Budget

Council's organisation structure will comprise 135.3 full-time equivalent (FTE) staff or contractors.

- Employee costs - \$11.1 million
  - includes salaries, entitlements, insurances, taxes and training net costs after estimated capitalisation of \$850,000.
- Borrowing costs - \$628,000
  - for Councils loan portfolio comprises of four loans, totalling \$10.5 million with \$625,000 of interest repayments.
- Materials and contracts \$13.4 million

- Average CPI increase of 3.5 per cent applied with the exception of insurances anticipated to increase by 12 per cent across the sector with Cyber Crime insurance expected to rise by 15 per cent.
- Depreciation \$14.4m
  - \$1.1m increase due to Water Treatment Plant now operational.
- Other expenses 625k
  - Emergency services levy contribution

#### Capital Budget

The 2025-2026 capital budget is estimated at \$41.7 million. The proposed Capital Works Program includes the following projects:

- Quirindi Wastewater Treatment Plant - \$13 million
- Transport Infrastructure - \$8.5 million
- Quirindi Aquatic Centre - \$6.7 million
- Plant Renewal - \$3.9 million
- Village Bore replacement – \$1.9 million
- Roof replacement - \$1.6 million

#### **Schedule of Fees and Charges**

An average CPI increase of 3.5 per cent has been applied to the draft Fees and Charges Schedule 2025-2026, with the exception of any individual fee or charge that has been determined to require further investigation and adjustment.

The following fees or charges increased by a greater than or equal to 10 per cent due mainly to small denominations being rounded to the nearest dollar value, or alignment to with similar fees or charges, see table overleaf.

Category	Fee or charge	Increase \$	Increase %	Note
Water Supply	Usage Charge – First Step rate (<75kL per quarter)	\$ 0.66	20.12%	Alignment to user pays system
Water Supply	Usage Charge – Second Step rate (usage rate after 75kL per quarter)	\$ 0.77	20.10%	
Trade Waste	Re-Inspection Fee	\$ 60.00	45.11%	Alignment with hourly rates
Subdivision Civil Works	Inspection Fee - Lots not provided with town water and/or sewer (per lot)	\$ 33.00	20.63%	
Swimming Centres	School Student	\$ 0.50	20.00%	Rounding to nearest 50c
Swimming Centres	Spectator	\$ 0.50	20.00%	Rounding to nearest 50c
Swimming Centres	Pensioners (Aged/Disabled only)	\$ 0.50	16.67%	Rounding to nearest 50c
Swimming Centres	Swimming Clubs - Lane Hire - per hour	\$ 0.50	12.50%	Rounding to nearest 50c
Swimming Centres	Exclusive use of pool - Weekdays - per hour min. 2 hours (includes set up of lanes etc.)	\$ 10.00	11.11%	Rounding to nearest \$
Swimming Centres	Adults	\$ 0.50	10.00%	Rounding to nearest 50c
Plains Fitness	Daily - Concession	\$ 2.00	18.18%	Rounding to nearest \$
Plains Fitness	School Student - One Entry	\$ 1.00	16.67%	Rounding to nearest \$
Plains Fitness	Group Fit, Upstairs Office and Bathroom Hire - Per Hour	\$ 3.00	12.00%	Rounding to nearest \$
Plains Fitness	Casual Squash - Per hour per court	\$ 2.00	10.00%	Rounding to nearest \$
Eastside Day Care	Late Payment Penalty	\$ 10.00	200.00%	Benchmark alignment
Eastside Day Care	Late Pick Up Fee	\$ 10.00	50.00%	Benchmark alignment
Eastside Day Care	3-5 years room	\$ 13.00	14.13%	Benchmark alignment
Quirindi Caravan Park	Powered site per night (2 people)	\$ 4.50	14.75%	Rounding to nearest \$
Quirindi Caravan Park	Powered site per week (2 people)	\$ 27.00	14.75%	Rounding to nearest \$
Quirindi Caravan Park	Unpowered site per night (2 people)	\$ 2.00	11.11%	Rounding to nearest \$
Quirindi Caravan Park	Unpowered site per week (2 People)	\$ 12.00	11.11%	Rounding to nearest \$

There are other fees and charges that are prescribed by the NSW State Government with Council having no discretion in the determination of any increases. Council will amend any changes or increases as these are made public.

#### LEGISLATIVE AND POLICY IMPLICATIONS

The IPR framework is a requirement of *the Act* and the development and adoption of the draft Operational Plan, the Fees and Charges Schedule ensures that Council achieves compliance with its responsibilities to implement the IP&R framework. These documents have been prepared in accordance with the IPR Guidelines.

**FINANCIAL IMPLICATIONS**

As detailed above, the draft Operational Plan 2025-2026 incorporates Council's draft Financial Information and Statement of Revenue Policy, which includes the organisation's proposed Budget for the next financial year.

The draft Fees and Charges 2025-2026 outcomes are included in the proposed budget and financial forecasts within the Long-Term Financial Plan.

**RISK IMPLICATIONS**

Consistent with the requirements of section 405 of the Local Government Act, Council's draft Operational Plan and Fees and Charges Schedule must be adopted by 30 June 2025 and be publicly exhibited for 28 days prior to its adoption.

**COMMUNITY CONSULTATION**

Once the draft Delivery Program, Operational Plan, Fees and Charges schedule and LTFP are placed on public exhibition, members of the public may make submissions and provide feedback on the proposed Operational Plan and Budget and Fees and Charges Schedule.

Any submissions received during this period will be provided to Council for consideration at its Ordinary Meeting scheduled to be held Monday, 30 June 2025 prior to the adoption of these documents.

**CONCLUSION**

It is recommended that Council resolve to place the draft Delivery Program, Operational Plan and Fees and Charges on public exhibition for a period of 28 days, noting a further report that considers any submission received will be presented to Council for adoption of these planning documents.



# Delivery Program 2026-2029 and Operational Plan 2025-2026



[liverpoolplains.nsw.gov.au](http://liverpoolplains.nsw.gov.au)



**Liverpool  
Plains**  
Shire Council

## Acknowledgement of Country

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

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

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

## Community Images:

The photographs featured have been obtained from many sources including professional photographers and Council officers.

## Copyright – Liverpool Plains Shire Council:

All information, graphics and photographs are copyright of Liverpool Plains Shire Council unless otherwise noted. The content is protected by the Australian and International Copyright and Trademark laws.

## Disclaimer:

Every reasonable effort has been made to ensure that this document is correct at the time of publishing.

Prepared by Liverpool Plains Shire Council

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Cover page – Wallabadah First Fleet Memorial Garden



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## Message from the Mayor and General Manager

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

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

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

- Our community offers a great rural lifestyle,
- Our shire has strong, accountable and trusted leadership,
- Our natural and built environments are valued, sustainable and liveable, and
- Our economy is thriving, diverse and growing.

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

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

The Operational Plan identifies the actions we will take to deliver these objectives over the 2025-2026 financial year, some of the major actions and

projects include:

- Delivering the Quirindi Aquatic Centre redevelopment,
- Finalising the design of the Kokoda Trail project between Werris Creek and Quirindi,
- Working alongside the Local Advisory Groups on local priorities and seeking their input on whole-of-Shire priorities,
- Continually enhancing our systems and processes to ensure we are providing a quality customer experience, and
- Progressing implementation of the Waste Management Strategy Program.

Council continues to work hard to improve our organisation's long-term financial sustainability, while continuing to provide a wide range of services and programs to our community. This is an ongoing challenge, but one we are committed to addressing. We have worked hard to deliver a Budget that balances the need to improve our long-term sustainability, with delivering results for our community.

Together with our Councillors and staff, we look forward to continuing to deliver quality outcomes for the residents, ratepayers and visitors of the Liverpool Plains.

**Cr Ken Cudmore**  
**Mayor**

**Cian Middleton**  
**General Manager**

## Our Vision

The Liverpool Plains Shire provides the best of country living.

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

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

## Our Liverpool Plains Shire

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

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

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






Renowned as the food bowl of New South Wales, the Liverpool Plains Shire is a food and fibre-producing powerhouse. Home to some of the most fertile soils in the world, the shire is known for its rich agricultural land and produces

a wide range of crops such as wheat, sorghum, and sunflowers. Livestock farming, including beef cattle, sheep and poultry, also play an important role in the local economy.

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



## Community and economic profile

Population		Population: 7,667 Families: 1,937 Median age: 48 Aboriginal and Torres Strait Islander: 14.8% Born overseas: 16.9%
Education		Preschool students: 5.8% Primary school students: 24.9% Secondary school students: 19.8% <b>Highest educational attainment:</b> <ul style="list-style-type: none"><li>• Vocational: 19.6%</li><li>• Advanced diploma or diploma: 6.0%</li><li>• Bachelor degree or higher: 9.3%</li></ul>
Workforce		Workforce participation: 52% Median annual income: \$40,419 Local businesses: 1,014 Local jobs: 5,985
Housing		Median house price: \$320,000 Median weekly rent: \$230 Average household size: 2.3 people
Land Use		Total land area: 508,224 hectares Protected land area: 11,369 hectares

## Our Councillors

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

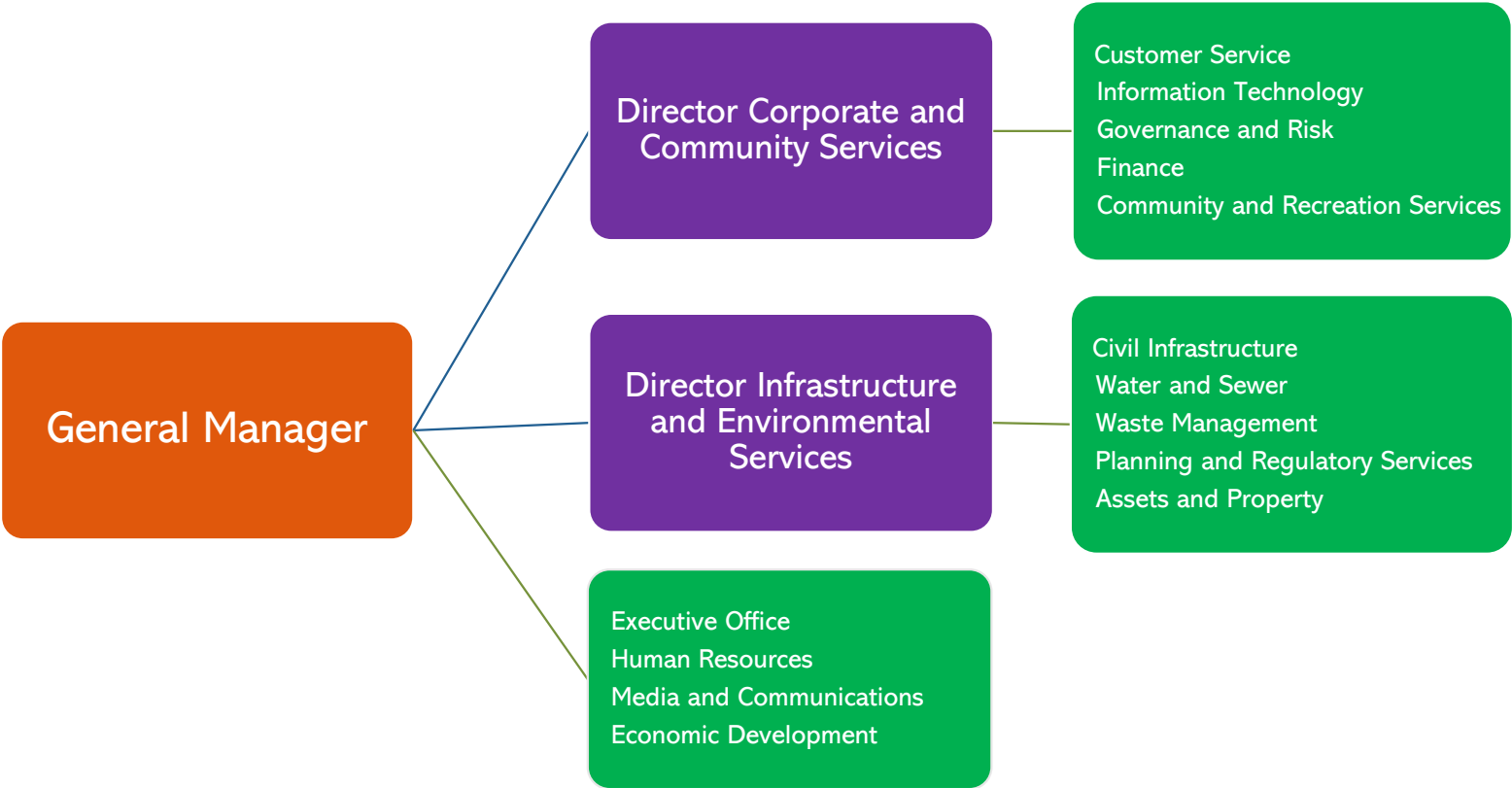
As our governing body, the Councillors are responsible for developing and endorsing the combined Delivery Program and Operational Plan and reviewing Council's performance in delivering on the activities and actions contained within it.



From left to right, Mayor Cr Ken Cudmore, Cr James Robertson, Cr Shawn Cain, Cr Jason Allan, Deputy Mayor Cr Donna Lawson, Cr Terry Cohen and Cr Charlie Simkin

# Our Organisation

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



## Our Services

Liverpool Plains Shire Council delivers a wide range of services to our community every day. Service delivery has long since evolved beyond the traditional narrow emphasis on 'roads, rates and rubbish' towards broader objectives to promote the social, economic, environmental, and cultural wellbeing of the Liverpool Plains Shire and our community.

Services delivered by Council can be broadly categorised as either 'mandatory' or 'discretionary'. Services which Council is legally required to deliver to our community are referred to as mandatory (or 'core'), whereas those which Council chooses to deliver are known as discretionary (or 'non-core') services.

Over the four-year life of this Delivery Program, Council will continue to deliver services to our community to assist in achieving the vision of our Community Strategic Plan and the strategies set out in this Delivery Program. In line with our legislative obligations – and reflective of good public administration – we will continually review our services to ensure they are appropriate, effective and efficient.

The below list provides an overview of the services provided by Council:

- Asset and Spatial Systems
- Biosecurity
- Business and Industry Development
- Caravan Park
- Cemeteries
- Communications and Brand
- Community Inclusion and Social Justice
- Corporate Governance
- Corporate Planning and Performance
- Councillor and Executive Support
- Customer Services
- Destination Marketing
- Development Assessment and Certification
- Eastside Childcare Centre
- Emergency Services Support
- Environmental Health
- Events
- Facilities and Amenities
- Financial Services
- Financial Strategy and Performance
- Human Resources
- IT Hardware
- IT Systems and Applications
- Library Services
- Parks and Gardens
- Plains Fitness Recreation Centre
- Plant and Fleet
- Procurement
- Project Design and Delivery
- Property and Lands
- Public Swimming Pools
- Records Management
- Risk, Assurance and Improvement
- Road Safety
- Sealed Roads
- Sportsgrounds
- Strategic Planning
- Unsealed Roads
- Urban Stormwater
- Visitor Services
- Waste Management
- Water Supply
- Work Health and Safety



## Service Reviews, Internal Audits and Continuous Improvement

**Liverpool Plains Shire Council is committed to fostering a culture of continuous improvement across our organisation and operations, to ensure that our services are efficient, effective, affordable, and in line with changing community needs.**

In line with the Integrated Planning and Reporting (IP&R) framework and the expectations of the NSW Office of Local Government, this Delivery Program includes details of Council's service reviews, internal audits, and improvement initiatives. These activities are designed to:

- Ensure service appropriateness: Align services and service levels with community needs and priorities, adapting to future demands, changes and opportunities as they emerge.
- Enhance service effectiveness: Deliver targeted, high-quality services through innovative, best-practice approaches.
- Improve resource efficiency: Optimise the use of resources to achieve financial sustainability and redirect savings to enhance services.

### Service Reviews

Council will undertake targeted service reviews to examine their performance and cost effectiveness. These reviews will assess alignment with strategic priorities, community expectations, and sector better practice. Findings from service reviews will inform decisions around improving service delivery, service levels, refining processes, and exploring alternative service delivery models to ensure ongoing value and responsiveness. Over the life of this four-year Delivery Program, we will review the following services:

1. Customer Service
2. Development Assessment and Certification
3. Plant and Fleet
4. Unsealed Roads

### Internal Audits

Council will undertake internal audits in line with Internal Audit Program. Whereas service reviews focus on service efficiency, effectiveness and affordability; internal audits focus on key governance, financial and operational risks and assessing our controls to manage those risks.

The Internal Audit Program is designed to provide independent assurance, promote accountability, and ensure compliance with legislative obligations. Audit outcomes and follow-up management actions will be monitored and reported to Council's Audit, Risk and Improvement Committee.

The Audit, Risk and Improvement Committee will also receive regular updates on Council's service reviews, IP&R progress, risk management and continuous improvement initiatives.

### Continuous Improvement

Beyond formal reviews and audits, Council will support a culture of continuous improvement through staff and community engagement and ongoing customer feedback. These initiatives will encourage innovation, streamline internal processes, and improve service quality and customer experience across all areas of Council's organisation and operations.

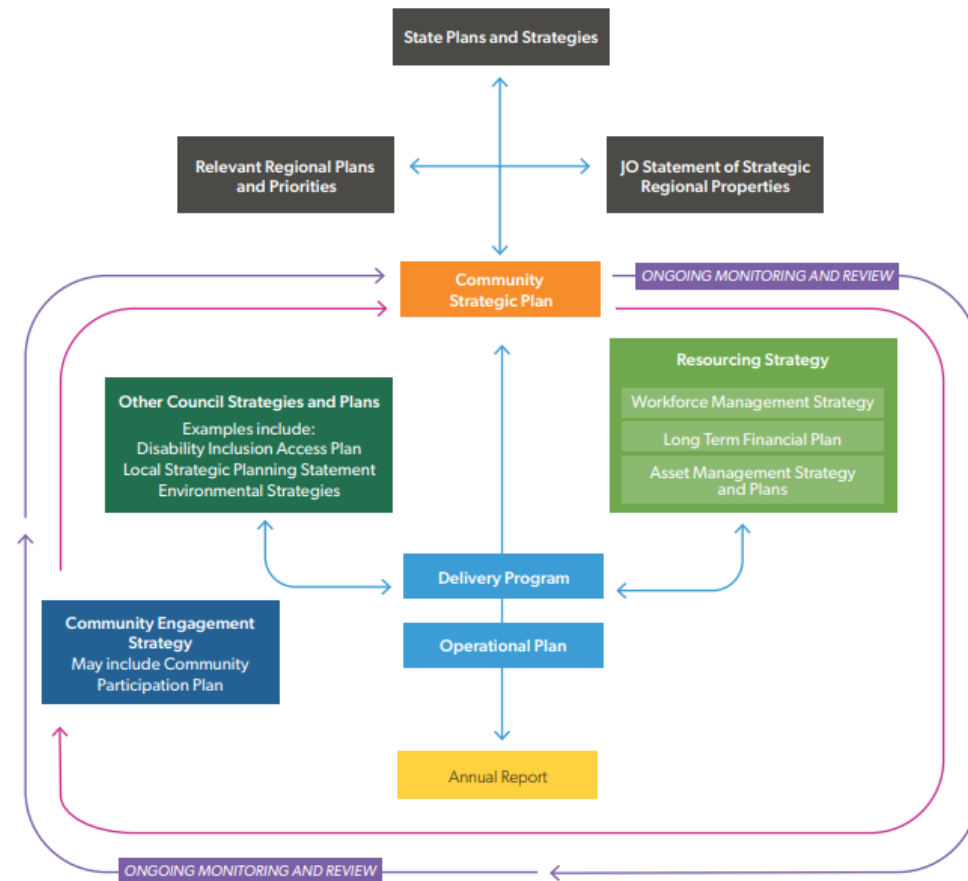
# Planning for Our Future

## Our Strategic Approach

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

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

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



## Delivering the Community Strategic Plan

### Delivery Program 2025-2029

Our Delivery Plan is a statement of commitment to the community from the newly elected council and translates the community's aspirations and goals into clear actions. This plan is reviewed annually to determine which objectives can be achieved and resourced in the upcoming financial year and these actions then form the Operational Plan for 2025-2026.

### Operational Plan 2025-2026

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

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

### Assessing and reporting on progress

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

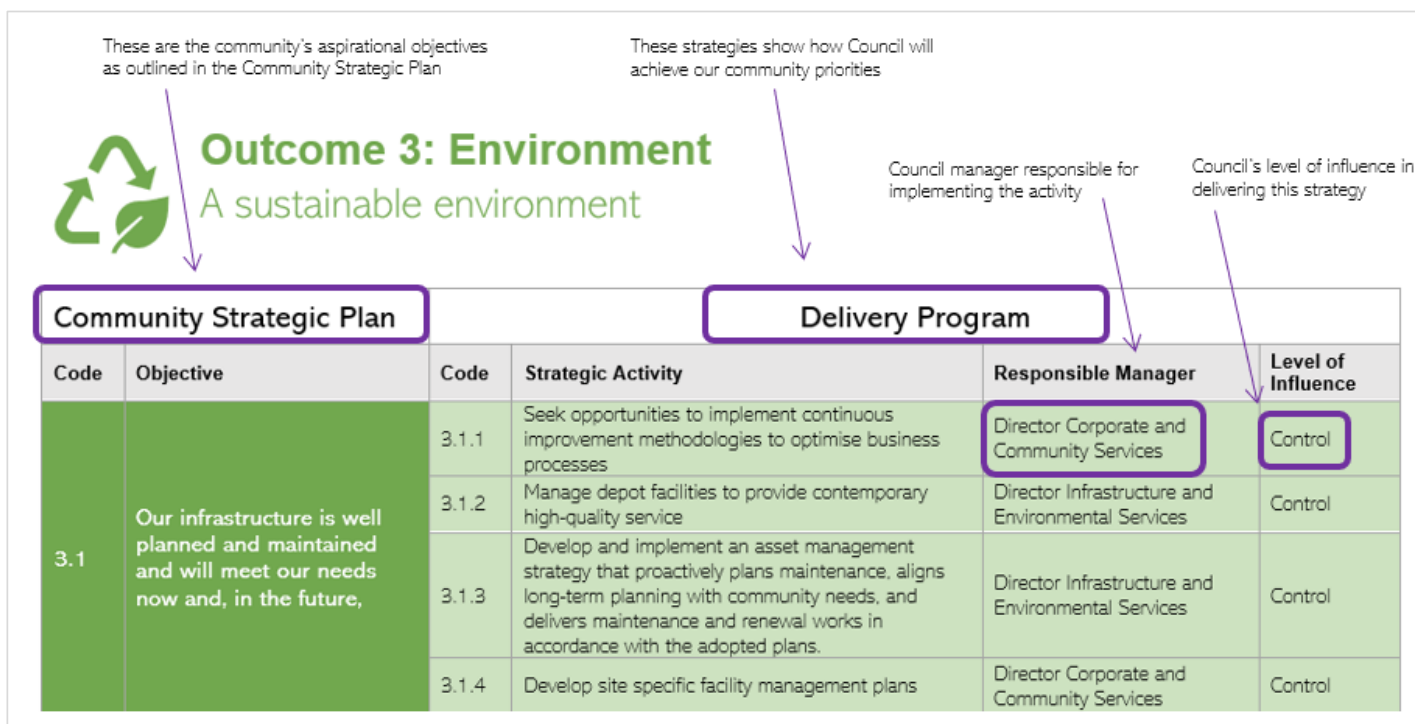
Each year the Annual Report includes Councils achievements towards the implementation of the Delivery Program.

The flow of IPR plans and reports:



## How to read the Delivery Program

The following diagrams show how to read the following Community Strategic Plan objectives and the Delivery Program strategic activities as set out in this report.



## How to read the Operational Plan

The following diagrams show how to read the following Operational Plan actions and Budget Summary's as set out in this report.

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
3.1.1.1	Commit to reviewing and updating all Finance Policies and Procedures by 30 June 2026	1. % of policy's updated by due date 2. % of procedures updated by due date	Chief Financial Officer	Finance	✓			
3.1.2.1	Develop Master Plan for depot to address operational efficiency and safety	Delivery of Master Plan actions	Director Infrastructure and Environmental Services	Depot	✓	✓	✓	✓
3.1.3.1	Roof Replacement – Council Administration Building	Project completed	Manager Property and Assets	Building Programs	✓			

These are the actions that Council has scheduled over the next four years

The measure of how we record the implementation of these actions

Council officer responsible for implementing the action

Where the action is budgeted

Targeted completion year

Operational Plan Actions 2025-2026 – Budget Summary		
Service Function	Operational Budget	Capital Budget
Administration - Infrastructure and Environmental	1,222,264	-
Building Programs	218,421	2,084,297

Where the action is budgeted

Operational budget assigned to these actions by CSP Outcome

Capital budget assigned to these actions by CSP Outcome

### Council's role

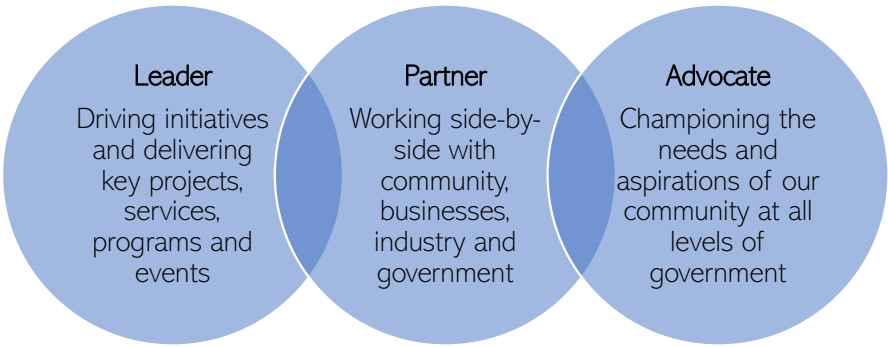
Our Community Strategic Plan has been prepared by Council on behalf of our community. While Council has a custodial role to deliver on the aspirations articulated in the Plan, it is not wholly responsible for its implementation.

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

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

Council's role can be described using the following terms:

- **Leader:** Council takes a lead role in delivering infrastructure, providing services and community facilities, as well as in planning and providing strategic direction through policy and practices, to achieve the strategic objective.
- **Partner:** Council takes a partnership role and works with the community, business and industry, other councils, and other tiers of government, to jointly achieve the strategic objective.
- **Advocate:** Council takes an advocacy role and amplifies the voice of our community and works with key decision-makers to get the best possible outcomes, but is not primarily responsible for achieving the strategic objective.



## Operational Plan Highlights



### Outcome 1: Community

Our community offers a great rural lifestyle

- Open the new Quirindi Aquatic Centre
- Develop the Active Transport Strategy
- Advocate through the NSW Government and Federal Government for project funding and assistance
- Offer a diverse selection of fitness classes at Plains Fitness
- Develop and implement a program of events and activities at the libraries
- Implement the General Practitioner Strategy actions to appoint resident doctors to the shire
- Support members of the community to access services with Services Australia



### Outcome 2: Leadership

Our shire has strong, accountable and trusted leadership

- Partner with Service NSW to provide a range of services and transaction capabilities
- Develop a trainee and apprentice program to transfer knowledge of our existing workforce
- Implement bookings system for Council facilities and venues
- Enhance and strengthen Council's Cyber Security maturity levels in line with industry standards
- Facilitate Local Emergency Management Committee meetings to coordinate the review of the Emergency Management Plan, update contact network and undertake exercises



### Outcome 3: Environment

Our natural and built environments are valued, sustainable and liveable

- Water main renewals in accordance with the Asset Management Plans
- Water quality monitoring equipment updated
- Delivery of maintenance and capital works
- Develop Master Plan for depot to address operational efficiency and safety
- Implement options to reduce the amount of waste going to landfill
- Develop a Zero Emissions Strategy to minimise council carbon emissions
- Replace ageing plant fleet
- Completion and operation of the landfill facility at Willow Tree



### Outcome 4: Economy

Our economy is thriving, diverse and growing

- Collaborate with NSW DPI to develop investment packages for Investor Target Groups
- Implement the actions outlined in Growth Management Strategy
- Development of New Residents packs with local real estate agents and local businesses
- Develop levels of service that balance community expectations with resources available
- Partner with other tourism bodies to promote Liverpool Plains region to a wider audience
- Review of Freedom Camping services

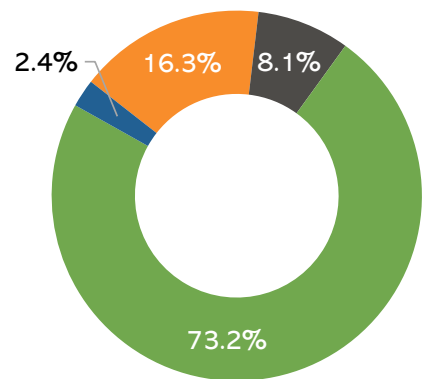
### Budget Summary

The budget summary is an overview of our financial estimates for the term of the Delivery Program 2026-2029. The overall forecast for the next four years is approximately \$199 million, excluding depreciation.

Detailed financial information is contained in the Financial Information section.

#### Budget at a glance

2025-2026 Budget by Community Strategic Plan Outcomes (excluding depreciation and disposal costs)



#### 4-year budget forecast summary

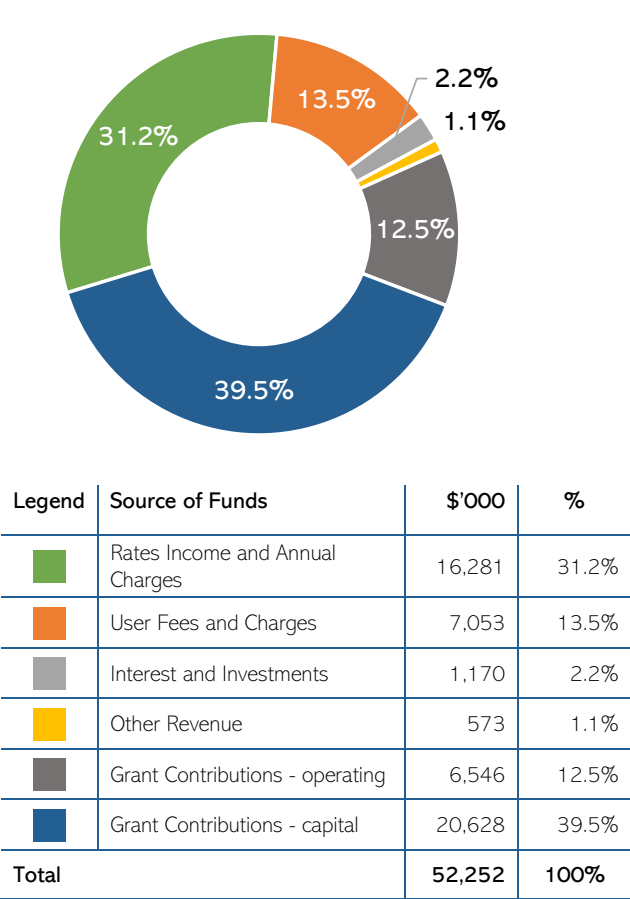
	2025-2026	2025-2026	2026-2027	2027-2028
	\$	\$	\$	\$
Operational expenditure (excluding depreciation)	25,698,570	26,325,359	27,027,798	27,680,945
Capital expenditure	41,675,127	23,873,551	15,594,980	11,533,317
Total	67,373,697	50,198,910	42,622,778	39,214,263

Legend	By Outcome	\$'000	%
<div></div>	A great rural lifestyle with access to quality services and facilities	11,000	16.3%
<div></div>	Strong community, council and business leadership	5,455	8.1%
<div></div>	A sustainable environment	49,281	73.2%
<div></div>	A thriving economy	1,638	2.4%
Total		67,374	100%

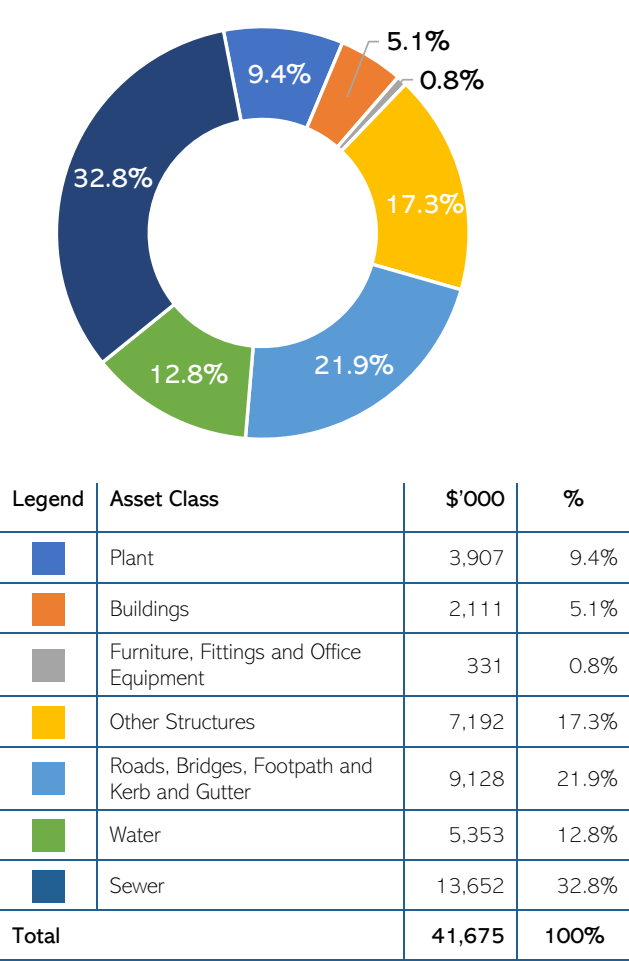


Funding at a glance

2025-2026 Source of Income



2025-2026 Capital Budget - by Asset Class



Capital Expenditure at a glance



# Our Community Strategic Plan

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

Our four community outcomes are:

**Community**  
Our community offers a great rural lifestyle

**Leadership**  
Our shire has strong, accountable and trusted leadership

**Environment**  
Our natural and built environments are valued, sustainable and liveable

**Economy**  
Our economy is thriving, diverse and growing



## Outcome 1: Community

Our community offers a great rural lifestyle

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager	Council's role
1.1	Enhance our landscapes, town centres and villages.	1.1.1	Liaise with all relevant State and Federal Governments and community organisations to support partnerships and advocate for the local area	General Manager	Partner
		1.1.2	Foster collaborative and inclusive planning that ensures safety and resilience	Director Infrastructure and Environmental Services	Leader
		1.1.3	Enhance and maintain public spaces and landscapes whilst protecting and celebrating local identity	Manager Property and Assets	Leader
1.2	Promote active lifestyles and strengthen community connections and sense of belonging.	1.2.1	Support the delivery of official civic events that promote engaged citizenship and foster civic pride	General Manager	Leader
		1.2.2	Identify opportunities to partner with Aboriginal organisations and the community to recognise and retain Aboriginal heritage and culture	General Manager	Partner
		1.2.3	Enhance recreation facilities and support inclusive community spaces	Director Infrastructure and Environmental Services	Leader
		1.2.4	Advance implementation of 2019-2030 Recreation Strategy actions	Director Infrastructure and Environmental Services	Leader
		1.2.5	Local pools promote inclusivity by offering accessible programs for all cultures and abilities, supporting health and fitness, and fostering community spirit through shared recreational spaces that strengthen connections and belonging.	Manager Community and Recreation Services / Director Infrastructure and Environmental Services	Leader
		1.2.6	Plains Fitness offers a 24/7 service and a variety of membership options to promote fitness, health and well-being	Manager Community and Recreation Services	Leader

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager	Council's role
1.3	Deliver accessible and quality health, education and community services.	1.3.1	Provide targeted events and activities within our libraries that engage all demographics in the community	Manager Community and Recreation Services	Leader
		1.3.2	Provide outreach library services that engage all demographics in the community	Manager Community and Recreation Services	Leader
		1.3.3	Provide a library service to the community including access to Services Australia at the Werris Creek Library	Manager Community and Recreation Services	Leader
		1.3.4	Manage cemeteries to ensure the interments are undertaken per legislation and there is sufficient capacity within the cemeteries.	Director Infrastructure and Environmental Services	Leader
		1.3.5	Advocate, facilitate and promote partnerships with philanthropic, local community groups and key departmental stakeholders to develop our Health and Education services	General Manager	Partner
1.4	Expand and improve our internet and telecommunications services.	1.4.1	Improve transport infrastructure to better serve the community's needs, while collaborating with other government stakeholders to ensure optimal and achievable transport outcomes.	Director Infrastructure and Environmental Services	Partner
		1.4.2	Develop strategies and advocate for the improved delivery of services	Director Infrastructure and Environmental Services	Leader

## Operational Plan - Actions 2025-2026

Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
1.1.1.1	Advocate through the NSW Government and Federal Government for project funding and assistance	# meetings facilitated and correspondence sent	General Manager	Executive Services	✓	✓	✓	✓
1.1.1.2	Develop the Quipolly Water Treatment Plant site as a training facility	Meetings held with NSW Department of Education (DET)	Manager Water Services	Water Services	✓	✓	✓	✓
1.1.2.1	Review of Council facilities for safety and security	Installation of eCliq key system in council facilities	Manager Property and Assets	Building Programs	✓			
1.1.2.2	Review of Council facilities for safety and security	CCTV review and upgrade for Council facilities	Manager Customer and Information Services	Information Technology			✓	
1.1.3.1	Develop a Design Guide for park renewals	Design Guide approved	Manager Property and Assets	Building Programs		✓		
1.2.1.1	Facilitate Australian Citizenship ceremonies, as required by Department of Home Affairs	Ceremonies held as required	General Manager	Executive Services	✓	✓	✓	✓
1.2.1.2	Support the delivery of annual Anzac Day and other Commemorative Services held in the community	# services held	General Manager	Executive Services	✓	✓	✓	✓
1.2.2.1	Partner with Local Aboriginal Land Council (LALC) organisations and community to recognise and retain First Nation heritage and culture	1. # events collaborated on 2. Active participation in NAIDOC Week activities	General Manager	Executive Services	✓	✓	✓	✓
1.2.3.1	Investigate and design lighting at Golland Fields	Project completed	Manager Property and Assets	Sporting Grounds			✓	

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
1.2.3.2	Seek external grant funding to Supply and installation of lighting at Golland Fields	Project completed	Manager Property and Assets	Sporting Grounds			✓	
1.2.3.3	Seek external grant funding to investigate and develop the Longfield Oval canteen, change room and amenities	Project completed	Manager Property and Assets	Sporting Grounds			✓	
1.2.3.4	Repurpose of previous infield canteen area into office and first-aid facilities	Project completed	Manager Property and Assets	Racecourse / Showgrounds		✓		
1.2.3.5	New cardio equipment installed at Plains Fitness	Installation completed	Plains Fitness and Recreation Coordinator	Recreational Centre	✓			
1.2.3.6	New fresh group fitness room completed at Plains Fitness	Group Fitness room completed	Manager Property and Assets	Building Programs		✓		
1.2.3.7	Upgrade air conditioning in gym area at Plains Fitness	Installation completed	Manager Property and Assets	Building Programs		✓		
1.2.3.8	Install washing machines at Plains Fitness	Installation completed	Plains Fitness and Recreation Coordinator	Recreational Centre		✓		
1.2.3.9	Enhance Plains Fitness street appeal	Project completed	Manager Property and Assets	Building Programs		✓		
1.2.3.10	New televisions installed at Plains Fitness	Installation completed	Plains Fitness and Recreation Coordinator	Recreational Centre	✓			



Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
1.2.3.11	Bike rack installed at Plains Fitness	Installation completed	Manager Property and Assets	Building Programs		✓		
1.2.3.12	Squash court upgrade at Plains Fitness	Project completed	Manager Property and Assets	Building Programs			✓	
1.2.4.1	Review of recreation grounds and public parks	1. Create passive recreation space at Bill McNamara Park 2. Support the Quirindi Golf Club's efforts to secure funding to install a bore for cost effective irrigation of greens	Manager Property and Assets	Building Programs	✓			
1.2.5.1	Operation of aquatic facilities, including programming such as Learn to Swim and Aqua Aerobic sessions	# attendees	Pool Coordinator	Swimming Centres	✓	✓	✓	✓
1.2.5.2	Construction of new Quirindi Aquatic Centre	Project completed - October 2025	Director Corporate and Community Services	Building Programs	✓			
1.2.5.3	Solar heating installed at the Quirindi Aquatic Centre	Project completed	Manager Property and Assets	Building Programs		✓		
1.2.5.4	Replacement of chemical holding tanks at the Werris Creek Pool	Project completed	Manager Property and Assets	Building Programs		✓		
1.2.5.5	Replace tiling at the Werris Creek Pool	Project completed	Manager Property and Assets	Building Programs	✓			



Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
1.2.6.1	Work with the broader community and community groups such as sporting clubs, allied health groups, Rural Fit and We Care to use our facilities for their members and participants	# membership and attendance	Plains Fitness and Recreation Coordinator	Recreational Centre	✓	✓	✓	✓
1.2.6.2	We offer a diverse selection of fitness classes including yoga, HIIT, boxing and strength training to keep members engaged and challenged while having fun.	# attendees	Plains Fitness and Recreation Coordinator	Recreational Centre	✓	✓	✓	✓
1.2.6.3	Develop and implement a Facilities and Equipment Renewal Plan	1. # membership and attendance 2. Customer Satisfaction Survey results	Plains Fitness and Recreation Coordinator	Recreational Centre	✓	✓	✓	✓
1.3.1.1	Develop and implement a program of events and activities	1. # of events 2. # of attendees	Library Services and Community Development Coordinator	Library	✓	✓	✓	✓
1.3.2.1	Run library stalls at community events	# of community events attended	Library Services and Community Development Coordinator	Library	✓	✓	✓	✓
1.3.3.1	Support members of the community to access services with Services Australia	# attendees	Library Services and Community Development Coordinator	Library	✓	✓	✓	✓
1.3.3.2	Work in collaboration with Central Northern Regional Library (CNRL) to enhance our resources and range of services	# attendees	Library Services and Community Development Coordinator	Library		✓		
1.3.4.1	Issue interment rights and excavation of graves as required for Council operated cemeteries	1. Interments as required 2. Service levels met	Manager Customer and Information Services	Public Cemeteries	✓	✓	✓	✓

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
1.3.4.2	Develop a Cemetery Strategy	Strategy adopted	Director Infrastructure and Environmental Services	Public Cemeteries		✓		
1.3.4.3	Management of cemeteries	1. Ground truthing of plots and digitising 2. New niche walls installed at Werris Creek and Quirindi cemeteries	Director Infrastructure and Environmental Services	Public Cemeteries	✓			
1.3.4.4	Implementation of actions from the Cemetery Strategy	Wayfinding signage and maps installed	Director Infrastructure and Environmental Services	Public Cemeteries		✓		
1.3.5.1	Implement the General Practitioner Strategy actions	Resident doctors appointed to the Shire	General Manager	Executive Services	✓			
1.3.5.2	Delivery of the Eastside Long Day Care Centre Service Review actions	Recommendations implemented	Manager Community and Recreation	Eastside Day Care Centre	✓	✓	✓	✓
1.4.1.1	Development of Active Transport Strategy	Adopted by Council	Manager Property and Assets	Building Programs	✓	✓		
1.4.2.1	Develop strategy for reducing potable water usage for recreation	Adopted by Council	Director Infrastructure and Environmental Services	Admin - Infrastructure and Environment	✓			
1.4.2.2	Review Freight Strategy	Adopted by Council	Director Infrastructure and Environmental Services	Admin - Infrastructure and Environment		✓		

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
1.4.2.3	Review Recreation Strategy	Adopted by Council	Director Infrastructure and Environmental Services	Admin - Infrastructure and Environment				✓
1.4.2.4	Develop Road Safety Strategy	Adopted by Council	Director Infrastructure and Environmental Services	Admin - Infrastructure and Environment		✓		

Operational Plan Actions 2025-2026 – Budget Summary		
Budget Funding	Operation Budget	Capital Budget
Administration - Infrastructure and Environmental	407,421	30,000
Building Programs	364,035	50,000
Eastside Day Care Centre	849,879	-
Executive Services	367,526	-
Library	571,550	-
Public Cemeteries	125,340	-
Recreational Centre	332,305	90,000
Swimming Centres	689,565	6,809,287
Water Operations	312,987	-
<b>Total</b>	<b>4,020,608</b>	<b>6,979,287</b>



## Outcome 2: Leadership

Our shire has strong, trusted and accountable leadership

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager/s	Council's role
2.1	Model collaborative and transparent leadership	2.1.1	Provide strong long-term direction for the community via the Integrated Planning and Reporting framework	General Manager	Leader
		2.1.2	Progress Council's long-term financial sustainability and prudently manage our expenditure	Director Corporate and Community Services	Leader
		2.1.3	Promote open and shared communication throughout the entire organisation and improve staff knowledge, practices and processes	General Manager	Leader
		2.1.4	Develop and support preparedness, resilience and recovery arrangements for emergencies	Director Infrastructure and Environmental Services	Leader
2.2	Engage diverse voices to plan for the future	2.2.1	Encourage diverse and inclusive involvement in leadership positions	General Manager	Leader
		2.2.2	Position Council as an employer of choice for youth	General Manager	Leader
2.3	Demonstrate good governance	2.3.1	Develop and implement a robust governance and integrity framework	General Manager	Leader
		2.3.2	Develop and implement a robust risk management and internal audit framework	Director Corporate and Community Services	Leader
		2.3.3	Develop and implement a robust Work Health and Safety (WHS) framework	Manager Human Resources	Leader
		2.3.4	Attract, retain and develop the skilled workforce required to deliver services to our community	General Manager	Leader
2.4	Deliver quality, effective and sustainable civic services	2.4.1	Undertake Service Delivery Reviews to improve Council's financial sustainability	Director Corporate and Community Services	Leader

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager/s	Council's role
		2.4.2	Development and planning services meets all statutory requirements regarding the development and other applications and certificates	Director Infrastructure and Environmental Services	Leader
		2.4.3	Provide the community with opportunities to conduct their business within the local area	Manager Customer and Information Services	Leader
		2.4.4	Provide enhanced Customer Experience when communicating with Council	Director Corporate and Community Services	Leader
		2.4.5	Provide contemporary, reliable, secure and fit-for-purpose information management and technology services	Director Corporate and Community Services	Leader

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
2.1.1.1	Regularly monitor progress and performance against the adopted Delivery Program and provide updates to the community	1. Progress reports presented to Council within two months of the end of the period 2. Annual Report adopted by Council by 30 November	Management Accountant/IPR	Finance	✓	✓	✓	✓
2.1.1.2	Review and update the Long-Term Financial Plan (LTFP)	Adopted by Council by 30 June	Chief Financial Officer	Finance	✓	✓	✓	✓
2.1.1.3	Develop the Operational Plan for each financial year with supporting documents	Adopted by Council by 30 June	Management Accountant/IPR	Finance	✓	✓	✓	✓
2.1.1.4	Review and update the Strategic Workforce Management Plan	Endorsed by Council by 30 June 2029	Manager Human Resources	Human Resources				✓
2.1.2.1	Provision of financial planning and analytics, statutory reporting, revenue and expenditure management and procurement	Report bi-annually: 1. % of creditor payments made within agreed terms 2. % of aged debtors >90 days 3. % of rate and water debtors at debt recovery	Finance Manager	Finance	✓	✓	✓	✓
2.1.2.2	Undertake a Financial Sustainability Review	Review completed and adopted by Council	Chief Financial Officer	Finance	✓			
2.1.2.3	Financial strategy parameters reported through the Quarterly Budget Review Statements (QBRs) and Annual Financial Statements	Adopted by Council	Financial Accountant	Finance	✓	✓	✓	✓

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
2.1.2.4	Maintain a register of grant-ready capital and operational projects	Register reviewed annually	General Manager	Executive Services	✓	✓	✓	✓
2.1.3.1	Develop and maintain a contemporary staff intranet	Intranet updated and maintained	Manager Customer and Information Services	Customer Service	✓	✓	✓	✓
2.1.4.1	Facilitate Local Emergency Management Committee meetings to coordinate the review of the Emergency Management Plan, update contact network and undertake exercises	1. Four annual meetings held 2. Include the Local Aboriginal Land Council (LALC) in the Local Emergency Management Committee (LEMC) meetings	Director Infrastructure and Environmental Services	Emergency Services	✓	✓	✓	✓
2.1.4.2	Advocate for stream monitoring gauges to identify flooding impact	Gauges installed on high-risk streams	Director Infrastructure and Environmental Services	Emergency Services			✓	✓
2.2.2.1	Develop a trainee and apprentice program to transfer knowledge of our existing workforce	# of successful traineeships	Manager Human Resources	Human Resources	✓	✓	✓	✓
2.2.2.2	Provide training and resources to leaders to facilitate a supportive learning experience	Attendance rate of leaders who supervise trainees	Manager Human Resources	Human Resources	✓	✓	✓	✓
2.3.1.1	Maintain a register of Council resolutions	1. Report quarterly on # of Council reports 2. Report quarterly on # of Open Council and Closed Council resolutions	General Manager	Executive Services	✓	✓	✓	✓
2.3.1.2	Maintain a register of Actions from Council resolutions	1. Report to every ordinary Council meeting on # of Actions 2. Report to every ordinary Council meeting on # of Actions Completed	General Manager	Executive Services	✓	✓	✓	✓



Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
2.3.1.3	Submit all annual statutory returns within prescribed timeframes	1. Government Information (Public Access) (GIPA) statistics included in Annual Report 2. Public Interest Disclosures (PID) Annual Return submitted and tabled 3. Annual Code of Conduct statistics tabled at Council and submitted	Coordinator Governance, Risk and Corporate Records	Corporate Governance	✓	✓	✓	✓
2.3.1.4	Review Councillor Facilities and Payments Policy	Policy review adopted	Coordinator Governance, Risk and Corporate Records	Corporate Governance				✓
2.3.2.1	Provide regular reports to Council Management and the Audit, Risk and Improvement Committee (ARIC) on status of Policy Review schedule	% of policies that are current and/or fit for purpose	Coordinator Governance, Risk and Corporate Records	Corporate Governance	✓	✓	✓	✓
2.3.2.2	Provide regular reports to Council Management and the Audit, Risk and Improvement Committee (ARIC) on the results of Council's Department Risk Assessments	Quarterly report to the Audit, Risk and Improvement Committee (ARIC) meeting	Coordinator Governance, Risk and Corporate Records	Corporate Governance	✓	✓	✓	✓
2.3.2.3.	Continual review of Council's Business Continuity Plan	Report to the Audit, Risk and Improvement Committee (ARIC) on the results of desktop testing of the plan	Coordinator Governance, Risk and Corporate Records	Corporate Governance	✓	✓	✓	✓
2.3.3.1	Update Workplace Health and Safety (WHS) Policies and Procedures as necessary	Policies and procedures are updated according to timeline	Human Resources Officer – WHS and Wellbeing	Workplace Health and Safety	✓	✓	✓	✓
2.3.3.2	Workplace Health and Safety (WHS) Induction and Training is facilitated for all staff	1. 100% staff attendance rate on an annual basis 2. Frequency rate is below the industry median	Human Resources Officer – WHS and Wellbeing	Workplace Health and Safety	✓	✓	✓	✓

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
2.3.3.3	Facilitate Annual Wellbeing Week	% of staff who feel positive about their workplace as measured by the Employee Engagement/ Wellbeing Week survey	Human Resources Officer – WHS and Wellbeing	Workplace Health and Safety	✓	✓	✓	✓
2.3.4.1	Facilitate ongoing leadership training and coaching to upskill and support our frontline leaders	% of staff who have confidence in the ability of their manager as measured by the Employee Engagement survey	Manager Human Resources	Human Resources	✓	✓	✓	✓
2.3.4.2	Support all staff to develop the necessary qualifications to undertake their roles	1. 100% completion rate of mandatory learning bi-yearly by staff 2. Staff to provide post-training feedback achieving a rating of 80% of staff believing the training was beneficial	Manager Human Resources	Human Resources	✓		✓	
2.3.4.3	Employee Engagement Survey facilitated	1. Achieve a participation rate of 70% of staff completing survey 2. Measurement of the three outcome scores, engagement, wellbeing and progress	Manager Human Resources	Human Resources	✓	✓	✓	✓
2.3.4.4	Create a Reward and Recognition Strategy to attract and retain talent	Reward and Recognition strategy is implemented	Manager Human Resources	Human Resources		✓		
2.4.1.1	Completion of annual Service Reviews	Report to Council Management, the Audit, Risk and Improvement Committee (ARIC) and Council on the results and actions of the annual Service Reviews	Coordinator Governance, Risk and Corporate Records	Corporate Governance	✓	✓	✓	✓
2.4.2.1	Issue of approvals and certificates	1. Issue of Planning Certificates and diagrams within 5 business days of receipt >90%	Manager Planning and Regulation	Planning and Development	✓	✓	✓	✓

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
		2. # of Development Assessment (DA) applications determined within 105 days from lodgement						
2.4.3.1	Partner with Service NSW to provide a range of services and transaction capabilities	# transactions conducted	Customer and Visitor Coordinator	RMS Agency	✓	✓	✓	✓
2.4.4.1	Provide the first point of contact for members of the community when contacting Council by phone or in person	# of customer interactions	Manager Customer and Information Services	Customer Service	✓	✓	✓	✓
2.4.4.2	Create knowledgebase for Customer Service staff to increase first point resolution enquiries	% enquiries resolved at first point of contact	Manager Customer and Information Services	Customer Service	✓	✓	✓	✓
2.4.4.3	Implement call centre software for improved phone call handling abilities	Improved reporting of customer contact metrics	Manager Customer and Information Services	Customer Service	✓			
2.4.5.1	Deliver Information Technology (IT) services to enable Council operations	% of IT system availability	Manager Customer and Information Services	Information Technology	✓	✓	✓	✓
2.4.5.2	Information Technology (IT) hardware renewals - laptops, servers, phones	# of renewals	Manager Customer and Information Services	Information Technology	✓			
2.4.5.3	Develop reliable and dynamic corporate reporting and auditing solutions	Implementation of reporting system	Manager Customer and Information Services	Information Technology		✓		
2.4.5.4	Enhance and strengthen Council's Cyber Security maturity levels in line with industry standards.	Achieve Essential 8 maturity level 1	Manager Customer and Information Services	Information Technology	✓			

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
2.4.5.5	Implement bookings system for Council facilities and venues	Booking system implemented	Manager Customer and Information Services	Information Technology	✓			

Operational Plan Actions 2025-2026 – Budget Summary		
Service Function	Operational Budget	Capital Budget
Corporate Governance	657,404	-
Customer Service	484,750	-
Emergency Services	907,960	-
Executive Services	294,021	-
Finance	960,600	-
Human Resources	452,505	-
Information Technology	1,175,443	126,000
Planning and Development	202,399	-
RMS Agency	91,334	-
Workplace Health & Safety	103,000	-
<b>Total</b>	<b>5,329,416</b>	<b>126,000</b>



## Outcome 3: Environment

Our natural and built environments are valued, sustainable and liveable

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager	Council's role
3.1	Plan, deliver and maintain infrastructure that meets our needs	3.1.1	Seek opportunities to implement continuous improvement methodologies to optimise business processes	Director Corporate and Community Services	Leader
		3.1.2	Manage depot facilities to provide contemporary high-quality service	Director Infrastructure and Environmental Services	Leader
		3.1.3	Develop and implement an asset management strategy that proactively plans maintenance, aligns long-term planning with community needs, and delivers maintenance and renewal works in accordance with the adopted plans.	Director Infrastructure and Environmental Services	Leader
		3.1.4	Develop site specific facility management plans	Director Corporate and Community Services	Leader
3.2	Plan, deliver and maintain affordable and reliable water and waste services	3.2.1	Provide sufficient potable water supply through effective water distribution systems	Director Infrastructure and Environmental Services	Leader
		3.2.2	Prioritise sustainable water, waste and energy resources in asset management planning	Director Infrastructure and Environmental Services	Leader
		3.2.3	Provide sufficient wastewater collection through effective wastewater systems	Director Infrastructure and Environmental Services	Leader
		3.2.4	Increase awareness of the environmental impact of poor waste management	Director Infrastructure and Environmental Services	Partner
3.3	Protect our agricultural landscapes	3.3.1	Encourage farmers to investigate value-add opportunities for their businesses	General Manager	Partner

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager	Council's role
		3.3.2	Advocate education and awareness in relation to land use practises	General Manager	Partner
3.4	Protect our natural environment and biodiversity	3.4.1	Council ensures compliance with our facilities licenced under Environmental Protection Licences	Manager Planning and Regulation	Leader
		3.4.2	Proactively manage the impact of noxious weeds on our environment	Manager Planning and Regulation	Leader
		3.4.3	Council partners with other government and industry bodies to achieve the targets set by the NSW State Government - Net Zero Plan	Director Infrastructure and Environmental Services	Partner

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
3.1.1.1	Commit to reviewing and updating all Finance Policies and Procedures by 30 June 2026	1. % of policy's updated by due date 2. % of procedures updated by due date	Chief Financial Officer	Finance	✓			
3.1.2.1	Develop Master Plan for depot to address operational efficiency and safety	Delivery of Master Plan actions	Director Infrastructure and Environmental Services	Depot	✓	✓	✓	✓
3.1.3.1	Roof Replacement – Council Administration Building	Project completed	Manager Property and Assets	Building Programs	✓			
3.1.3.2	Roof Replacement – Werris Creek Pool	Project completed	Manager Property and Assets	Building Programs		✓		
3.1.3.3	Roof Replacement – Recreation Centre (Plains Fitness)	Project completed	Manager Property and Assets	Building Programs	✓			
3.1.3.4	Roof Replacement – Visitor Information Centre (VIC)/Gate Café	Project completed	Manager Property and Assets	Building Programs		✓		
3.1.3.5	Roof Replacement – Jockey Club Dining Room	Project completed	Manager Property and Assets	Building Programs	✓			
3.1.3.6	Village bore replacements and installation of new bores	Project completed	Manager Water Services	Water Operations	✓	✓		
3.1.3.7	Replacement of meter fleet with automatic meter readings	Project completed	Manager Water Services	Water Operations	✓	✓		



Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
3.1.3.8	Review and update telemetry technology	Project completed	Manager Water Services	Water Operations	✓	✓	✓	✓
3.1.3.9	Reservoir roof replacements as identified	Project completed	Manager Water Services	Water Operations	✓	✓	✓	
3.1.3.10	Quipolly Dam Early Warning System upgrade	Project completed	Manager Water Services	Water Operations	✓			
3.1.3.11	Werris Creek High Zone pump station replacement	Project completed	Manager Water Services	Water Operations	✓			
3.1.3.12	Renewal of No. 8 Quirindi bore	Project completed	Manager Water Services	Water Operations			✓	
3.1.3.13	Quirindi High Zone pump station replacement	Project completed	Manager Water Services	Water Operations			✓	
3.1.3.14	Quirindi Balance Tank site rehabilitation completed	Project completed	Manager Water Services	Water Operations			✓	
3.1.3.15	Review Asset Management Plans	Adopted by Council	Director Infrastructure and Environmental Services	Admin Infrastructure and Environment	✓	✓	✓	✓
3.1.3.16	Review and update Asset Management Strategy	Adopted by Council	Manager Property and Assets	Building Programs			✓	

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
3.1.3.17	Quirindi WPS 9 and rising main planning completed	Project completed	Manager Water Services	Water Operations				✓
3.1.3.18	Quirindi Wastewater Treatment Plant upgrade and renewal	Scope of projects identified and completed	Manager Water Services	Sewer Operations	✓	✓		
3.1.3.19	Werris Creek Wastewater Treatment Plant upgrade and renewal	Scope of projects identified and completed	Manager Water Services	Sewer Operations	✓	✓		
3.1.3.20	Quirindi Waste-Water Pump Station (WWPS) #1 scope of project identified and completed	Project completed	Manager Water Services	Sewer Operations	✓			
3.1.3.21	Quirindi Waste-Water Pump Station (WWPS) #7 scope of project identified and completed	Project completed	Manager Water Services	Sewer Operations			✓	
3.1.3.22	Quirindi Waste-Water Pump Station (WWPS) #6 scope of project identified and completed	Project completed	Manager Water Services	Sewer Operations				✓
3.1.3.23	Undertake manhole and main renewals in line with Asset Management Plan	Renewals completed	Manager Water Services	Sewer Operations	✓	✓	✓	✓
3.1.3.24	Successful completion of the centralised landfill facility at Willow Tree	Facility operational - January 2026	Manager Civil Infrastructure	Waste Services	✓			
3.1.3.25	Utilise Artificial Intelligence (AI) to create a pro-active approach to road maintenance	Proactively manage road infrastructure, including preventive maintenance activities like resealing,	Manager Civil Infrastructure	Roads		✓		

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
		edge grading, and drainage improvements						
3.1.3.26	Implementation of the Plant Replacement Strategy	Successful completion	Manager Civil Infrastructure	Plant	✓	✓	✓	✓
3.1.3.27	Delivery of maintenance and capital works	Asset condition as reported under Special Schedule 7 in the Audited Financial Statements	Director Infrastructure and Environmental Services	Admin Infrastructure and Environment	✓	✓	✓	✓
3.1.4.1	Install air conditioning in offices and meeting room at Visitor Information Centre	Installed	Manager Customer and Information Services	Promotion and Tourism	✓			
3.1.4.2	Install automatic door at main entry to Visitor Information Centre	Installed	Manager Customer and Information Services	Promotion and Tourism	✓			
3.1.4.3	Install air conditioning to back office and kitchen of RMS building	Installed	Manager Customer and Information Services	RMS Agency	✓			
3.1.4.4	Develop a business plan for the Quirindi Caravan Park	Business Plan completed	Manager Customer and Information Services	Caravan Park	✓			
3.2.1.1	Water quality monitoring equipment updated	Review and update technology	Manager Water Services	Water Operations	✓	✓	✓	✓
3.2.1.2	Water main renewals in accordance with the Asset Management Plans	# of main renewals identified and completed	Manager Water Services	Water Operations	✓	✓	✓	✓

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
3.2.1.3	Drinking water management system maintained	Water Quality Annual Report published on Council website annually	Manager Water Services	Water Operations	✓	✓	✓	✓
3.2.1.4	Investigate options for non-potable water supply for the Quirindi Showgrounds and Racecourse precinct, and the Quirindi Golf Course	Investigation undertaken	Manager Property and Assets	Racecourse / Showgrounds	✓			
3.2.2.1	Wastewater main renewals in accordance Asset Management Plan	# main renewals identified and rehabilitated	Manager Water Services	Sewer Operations	✓	✓	✓	✓
3.2.2.2	Update Sewer Management System	Program implemented	Director Infrastructure and Environmental Services	Admin Infrastructure and Environment	✓	✓	✓	✓
3.2.3.1	Implement options to reduce the amount of waste going to landfill	Meet EPA targets > 80% diversion from landfill	Manager Civil Infrastructure	Waste Services	✓	✓	✓	✓
3.3.1.1	Liaise with University of Sydney and their research station in Liverpool Plains to promote better land use	# contacts with University to advocate for further education	General Manager	Executive Services		✓		
3.3.1.2	Pollution Incident Response Management Plan updated and implemented	Annual exercise undertaken	Manager Water Services	Sewer Operations	✓	✓	✓	✓
3.4.2.1	Deliver on approved Weed Action Plan, in partnership with Local Land Services	# of actions delivered under the plan	Senior Biosecurity Officer	Weeds (Biosecurity)	✓	✓	✓	✓

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
3.4.2.2	Control weeds at Council facilities	# of Hectares sprayed	Senior Biosecurity Officer	Weeds (Biosecurity)	✓	✓	✓	✓
3.4.2.3	On-going weed control maintenance for the Shire	# of Hectares sprayed	Senior Biosecurity Officer	Weeds (Biosecurity)	✓	✓	✓	✓
3.4.3.1	Develop a Zero Emissions Strategy to minimise council carbon emissions	Strategy developed	Manager Civil Infrastructure	Plant	✓	✓	✓	✓

Operational Plan Actions 2025-2026 – Budget Summary		
Service Function	Operational Budget	Capital Budget
Administration - Infrastructure and Environmental	1,222,264	-
Building Programs	218,421	2,084,297
Caravan Park	27,620	-
Depot	96,270	-
Eastside Day Care Centre	-	15,000
Finance	160,100	-
Library	-	75,000
Parks and Reserves	714,850	-
Plant	-462,329	3,906,758
Promotion and Tourism	97,133	-
Racecourse/Showgrounds	175,820	-
RMS Agency	91,334	-
Sewer Operations	773,145	13,652,000
Waste Services	3,417,086	300,000
Water Operations	2,816,880	5,353,037
Weeds Division	242,746	-
Works - Maintenance and Construction	5,174,971	9,128,303
<b>Total</b>	<b>14,910,311</b>	<b>34,514,395</b>



## Outcome 4: Economy

Our economy is thriving, diverse and growing

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager	Council's role
4.1	Grow our agriculture industry and secondary sectors	4.1.1	Endorse Investor Target Groups as identified by NSW Department of Primary Industries and Regional Development in their report, Investment Opportunities Analysis for the Liverpool Plains.	General Manager	Partner
		4.1.2	Provide a contemporary and targeted approach to economic development	General Manager	Leader
		4.1.3	In collaboration with NSW Department of Primary Industries and Regional Development, approach Investor Target Groups to invest in the Liverpool Plains.	General Manager	Partner
4.2	Grow our population and workforce	4.2.1	Leverage Tamworth's growth by providing different housing options and employment opportunities	General Manager	Partner
		4.2.2	Work with surrounding Councils to advocate a whole-of-region approach to economic and business development	General Manager	Partner
		4.2.3	Implement a campaign to attract new residents to the shire	General Manager	Leader
4.3	Beautify our town centres and facilitate residential and business development	4.3.1	Ensure that Council facilities and amenities are well maintained	Director Infrastructure and Environmental Services	Leader
		4.3.2	Implement the recommendations of the Growth Management and Housing Strategy	Director Infrastructure and Environmental Services	Leader
		4.3.3	Review planning controls in the context of the adopted Growth Management and Housing Strategy	Director Infrastructure and Environmental Services	Leader

Community Strategic Plan		Delivery Program			
Code	Objective	Code	Strategic Activity	Responsible Manager	Council's role
		4.3.4	Review and streamline approvals processes that are under Council's control	Director Infrastructure and Environmental Services	Leader
		4.3.5	Implement a Street Beautification Plan	Director Infrastructure and Environmental Services	Leader
		4.3.6	Partner with Business NSW, the Liverpool Plains Business Chamber and other industry organisations to support existing businesses and encourage the development of new business opportunities	General Manager	Partner
4.4	Grow our visitor economy and showcase our attractions, events and experiences	4.4.1	Partner with existing tourism organisations to enhance the visitor experience and explore opportunities to create new visitor experiences	General Manager	Partner
		4.4.2	Promote Liverpool Plains region and attractions	General Manager	Leader
		4.4.3	Provide caravan and camping accommodation options for visitors to the Liverpool Plains region	Manager Customer and Information Services	Leader



Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
4.1.1.1	Collaborate with NSW Department Primary Industries (DPI) to develop investment packages for investor target groups	Investment packages developed	Tourism and Economic Development Officer	Economic Development	✓			
4.1.3.1	Approach target investor groups with the view to investment in the Liverpool Plains	# of groups approached	Tourism and Economic Development Officer	Economic Development	✓			
4.2.1.1	Implement the actions outlined in Growth Management Strategy	# of actions implemented	Tourism and Economic Development Officer	Economic Development	✓	✓	✓	✓
4.2.1.2	Advocate for industry and employment development opportunities arising from the State Government's Namoi Regional Job Precinct	Identify regional employment opportunities	General Manager	Executive Services	✓	✓	✓	✓
4.2.2.1	Actively participate in the Namoi Joint Organisation meetings	# of meetings attended	General Manager	Executive Services	✓	✓	✓	✓
4.2.3.1	Develop New Residents packs with local real estate agents and local businesses	Residents' packs completed	Media and Communication Officer	Executive Services	✓	✓	✓	✓
4.2.3.2	Develop and implement marketing campaign to attract residents to the shire	Marketing campaign developed	Media and Communication Officer	Executive Services	✓	✓	✓	✓
4.3.1.1	Develop levels of service that balance community expectations with resources available	Meet inspection, mowing and cleaning schedules	Manager Civil Infrastructure / Manager Assets and Property	Building Programs	✓	✓	✓	✓
4.3.2.1	Investigate a clear and simple development process for markets and temporary events	Process developed	Manager Planning and Regulation	Planning and Development		✓		

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
4.3.2.2	Following the adoption of the Growth Management and Housing Strategy, review Council's Development Control Plan	Revisions made	Manager Planning and Regulation	Planning and Development	✓	✓		
4.3.2.3	Advocate for the redevelopment of the old TAFE site in line with the Growth Management and Housing Strategy	# meetings facilitated	General Manager	Executive Services	✓	✓	✓	✓
4.3.3.1	Finalise and adopt the Growth Management Strategy	Strategy adopted	Manager Planning and Regulation	Planning and Development	✓			
4.3.4.1	Review and amend Local Environment Plan (LEP) as required	Prepare amendments for State Government review and approval	Manager Planning and Regulation	Planning and Development	✓	✓	✓	✓
4.3.4.2	Review and update Development Control Plan	Review completed	Manager Planning and Regulation	Planning and Development	✓	✓	✓	✓
4.3.5.1	Develop options for the old Bogas site	Adopted by Council	Director Infrastructure and Environmental Services	Admin - Infrastructure and Environment				
4.4.1.1	In partnership with Business NSW and the Liverpool Plains Business Chamber, host networking and professional developments events throughout the year	# of events held	Tourism and Economic Development Officer	Economic Development	✓	✓	✓	✓
4.4.1.2	Implement a Business Industry support grant program	Program implemented	General Manager	Economic Development		✓	✓	✓

Operational Plan - Actions 2025-2026								
Code	Description	Measure	Responsible Officer	Budget Function*	Completion Period			
					2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
4.4.1.3	Implement a Tourism Industry support grant program	Program implemented	General Manager	Economic Development		✓	✓	✓
4.4.1.4	In partnership with tourism organisations develop promotional activities throughout the year.	# of activities held	Tourism and Economic Development Officer	Economic Development	✓	✓	✓	✓
4.4.1.5	Provide the first point of contact for members of the community and tourists when seeking tourism information for the Liverpool Plains and surrounding regions	# visitors attending Visitor Information Centre (VIC)	Customer and Visitor Services Coordinator	Promotion and Tourism	✓	✓	✓	✓
4.4.1.6	Partner with other tourism bodies to promote Liverpool Plains region to a wider audience	1. # existing partnership's 2. # new partnerships	Tourism and Economic Development Officer	Economic Development	✓	✓	✓	✓
4.4.1.7	Operate Quirindi Caravan park and provide quality facilities and amenities for tourists visiting Quirindi	# of nights stayed (occupancy rate)	Customer and Visitor Services Coordinator	Caravan Park	✓	✓	✓	✓
4.4.1.8	Install public Wi-Fi to offer guests of Quirindi Caravan Park	% of increased visitation	Customer and Visitor Services Coordinator	Caravan Park	✓			
4.4.1.9	Install CCTV at Quirindi Caravan Park	% of increased visitation	Customer and Visitor Services Coordinator	Caravan Park	✓			
4.4.1.10	Install upgraded Council facility booking system	% of increased visitation	Customer and Visitor Services Coordinator	Caravan Park		✓		
4.4.1.11	Undertake review of Freedom Camping services	Review undertaken	Manager Property and Assets	Building Programs	✓			

Operational Plan Actions 2025-2026 – Budget Summary		
Service Function	Operational Budget	Capital Budget
Building Programs	145,614	-
Caravan Park	82,860	-
Economic Development	54,567	-
Executive Services	441,031	-
Information Technology	-	55,445
Planning and Development	809,595	-
Promotion and Tourism	48,567	-
<b>Total</b>	<b>1,582,234</b>	<b>55,445</b>





Quirindi Aquatic Centre Development



## Financial Information

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

funding required for Council's services and functions for the 2025-2026 financial year to achieve the objectives and strategies outlined in the Community Strategic Plan.

### Projected Income Statements 2026-2029 (4-year period)

Consolidated Funds	2025-2026 Proposed	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast
<b>Income:</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates and annual charges	16,281	16,802	17,418	18,060
Fees and charges	7,053	7,355	7,621	7,874
Interest and investments	1,170	1,203	1,237	1,272
Other revenue	573	551	564	577
Grants and contributions – operating	6,546	6,125	6,308	6,486
Grants and contributions – capital	20,628	11,698	5,424	5,440
<b>Total income from continuing operations</b>	<b>52,252</b>	<b>43,733</b>	<b>38,572</b>	<b>39,709</b>
<b>Expenses:</b>				
Employee costs	11,058	11,375	11,701	12,037
Borrowing costs	628	602	581	554
Materials and contracts	13,387	13,705	14,083	14,428
Depreciation	14,424	14,497	14,867	15,916
Other expenses	625	643	663	663
<b>Total expenses from continuing operations</b>	<b>40,122</b>	<b>40,823</b>	<b>41,895</b>	<b>43,597</b>
<b>Net operating result from continuing operations</b>	<b>12,129</b>	<b>2,911</b>	<b>(3,323)</b>	<b>(3,888)</b>
<b>Net operating result before capital items</b>	<b>(8,498)</b>	<b>(8,787)</b>	<b>(8,747)</b>	<b>(9,327)</b>

General Fund	2025-2026 Proposed	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast
<b>Income:</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates and annual charges	12,284	12,691	13,114	13,551
Fees and charges	4,772	4,916	5,081	5,252
Interest and investments	760	781	803	825
Other revenue	573	551	564	577
Grants and contributions – operating	6,546	6,125	6,308	6,486
Grants and contributions – capital	9,207	5,579	5,406	5,421
<b>Total income from continuing operations</b>	<b>34,142</b>	<b>30,643</b>	<b>31,276</b>	<b>32,112</b>
<b>Expenses:</b>				
Employee costs	9,761	10,041	10,328	10,625
Borrowing costs	27	22	20	18
Materials and contracts	12,007	12,258	12,568	12,836
Depreciation	11,546	11,166	11,168	11,956
Other expenses	625	643	663	663
<b>Total expenses from continuing operations</b>	<b>33,342</b>	<b>33,487</b>	<b>34,085</b>	<b>35,435</b>
<b>Net operating result from continuing operations</b>	<b>800</b>	<b>(2,843)</b>	<b>(2,809)</b>	<b>(3,323)</b>
<b>Net operating result before capital items</b>	<b>(8,406)</b>	<b>(8,422)</b>	<b>(8,215)</b>	<b>(8,744)</b>

## Projected Income Statements 2026-2029 (4-year period) continued –

Water Fund	2025- 2026 Proposed	2026- 2027 Forecast	2027- 2028 Forecast	2028- 2029 Forecast
<b>Income:</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates and annual charges	2,362	2,433	2,433	2,507
Fees and charges	2,138	2,285	2,375	2,447
Interest and investments	209	215	222	228
Other revenue	0	0	0	0
Grants and contributions – operating	0	0	0	0
Grants and contributions – capital	1,465	15	16	16
<b>Total income from continuing operations</b>	<b>6,175</b>	<b>4,878</b>	<b>5,046</b>	<b>5,198</b>
<b>Expenses:</b>				
Employee costs	957	994	1,032	1,072
Borrowing costs	601	580	561	536
Materials and contracts	1,572	1,641	1,712	1,774
Depreciation	1,998	2,179	2,328	2,400
Other expenses	0	0	0	0
<b>Total expenses from continuing operations</b>	<b>5,128</b>	<b>5,394</b>	<b>5,633</b>	<b>5,781</b>
<b>Net operating result from continuing operations</b>	<b>1,047</b>	<b>(517)</b>	<b>(587)</b>	<b>(584)</b>
<b>Net operating result before capital items</b>	<b>(418)</b>	<b>(532)</b>	<b>(603)</b>	<b>(600)</b>

Sewer Fund	2025- 2026 Proposed	2026- 2027 Forecast	2027- 2028 Forecast	2028- 2029 Forecast
<b>Income:</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates and annual charges	1,749	1,871	1,871	2,002
Fees and charges	144	154	164	176
Interest and investments	201	207	213	219
Other revenue	0	0	0	0
Grants and contributions – operating	0	0	0	0
Grants and contributions – capital	9,956	6,103	3	3
<b>Total income from continuing operations</b>	<b>11,934</b>	<b>8,212</b>	<b>2,251</b>	<b>2,400</b>
<b>Expenses:</b>				
Employee costs	340	340	340	340
Borrowing costs	0	0	0	0
Materials and contracts	433	449	466	481
Depreciation	879	1,152	1,372	1,560
Other expenses	0	0	0	0
<b>Total expenses from continuing operations</b>	<b>1,653</b>	<b>1,941</b>	<b>2,177</b>	<b>2,380</b>
<b>Net operating result from continuing operations</b>	<b>10,282</b>	<b>6,271</b>	<b>74</b>	<b>19</b>
<b>Net operating result before capital items</b>	<b>326</b>	<b>168</b>	<b>71</b>	<b>17</b>

## Projected Cashflow Statement 2026-2029 (4-year period)

	2025-2026 Proposed	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast
<b>Cash flows from Operating Activities</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Receipts:</b>				
Rates and Annual Charges	16,170	16,743	17,354	17,994
User charges and fees	7,053	7,355	7,621	7,874
Investment and interest revenue received	1,170	1,203	1,237	1,272
Grants and Contributions	27,174	17,822	11,732	11,926
Other	1,373	551	564	577
<b>Payments:</b>				
Employee benefits and on-costs	11,058	11,375	11,701	12,037
Materials and Contracts	13,325	13,585	13,972	14,341
Borrowing Costs	628	602	581	554
Other	625	643	663	663
<b>Net cash provided (or used in) operating activities</b>	<b>27,304</b>	<b>17,469</b>	<b>11,591</b>	<b>12,049</b>
<b>Cash flows from Investing Activities</b>				
<b>Payments:</b>				
Purchase of infrastructure, property, plant and equipment	41,327	23,504	15,206	11,119
<b>Net cash provided (or used in) investing activities</b>	<b>(41,327)</b>	<b>(23,504)</b>	<b>(15,206)</b>	<b>(11,119)</b>
<b>Cash flows from Financing Activities</b>				
<b>Receipts:</b>				
Proceeds from borrowing and advances	0	0	0	0
<b>Payments:</b>				
Repayment of borrowings and advances	410	432	451	476
<b>Net cash flow provided (or used in) financing activities</b>	<b>(410)</b>	<b>(432)</b>	<b>(451)</b>	<b>(476)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(14,433)</b>	<b>(6,467)</b>	<b>(4,066)</b>	<b>454</b>
Plus: Cash and cash equivalents and investments - beginning of year	44,686	30,253	23,786	19,720
<b>Cash and cash equivalents and investments - end of the year</b>	<b>30,253</b>	<b>23,786</b>	<b>19,720</b>	<b>20,173</b>



## Projected Statement of Financial Position 2026-2029 (4-year period)

	2025-2026 Proposed \$'000	2026-2027 Forecast \$'000	2027-2028 Forecast \$'000	2028-2029 Forecast \$'000
<b>Assets</b>				
<b>Current Assets</b>				
Cash and Cash Equivalents	30,253	23,786	19,720	20,173
Receivables	2,196	2,256	2,320	2,386
Other Assets	2,200	2,200	2,200	2,200
<b>Total Current Assets</b>	<b>34,649</b>	<b>28,241</b>	<b>24,240</b>	<b>24,759</b>
<b>Non-Current Assets</b>				
Infrastructure, property, plant and equipment	671,689	681,065	681,793	677,411
Investment Property	1,190	1,190	1,190	1,190
Other Non-Current Assets	63	26	0	0
<b>Total Non-Current Assets</b>	<b>672,942</b>	<b>682,281</b>	<b>682,983</b>	<b>678,601</b>
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Payables	2,339	2,397	2,457	2,519
Borrowings	432	451	476	500
Provisions	2,475	2,500	2,525	2,550
<b>Total Current Liabilities</b>	<b>5,246</b>	<b>5,348</b>	<b>5,458</b>	<b>5,569</b>
<b>Non-Current Liabilities</b>				
Borrowings	10,017	9,566	9,090	8,590
Provisions	7,162	7,162	7,162	7,162
<b>Total Non-Current Liabilities</b>	<b>17,179</b>	<b>16,728</b>	<b>16,252</b>	<b>15,752</b>
<b>Net Assets</b>	<b>685,165</b>	<b>688,446</b>	<b>685,513</b>	<b>682,039</b>
<b>Equity</b>				
Retained Earnings	277,034	279,945	276,622	272,735
Revaluation Reserve	408,131	408,501	408,890	409,304
<b>Total Equity</b>	<b>685,165</b>	<b>688,446</b>	<b>685,513</b>	<b>682,039</b>

## Capital Works Program 2025-2026

Operational Plan - Code	Asset Class	New/ Renew
<b>Bridges</b>		
3.1.3.27	Pittsford Street - pedestrian bridge	Renew
<b>Bridges Total</b>		<b>463,303</b>

<b>Buildings</b>		
3.1.3.27	General Building - emergency works	Renew
3.1.3.27	Council Chamber - redesign and refurbishment	Renew
3.1.3.27	Administration Building - redesign and refurbishment	Renew
1.1.2.1	eCliq key system installed across the network	Renew
3.1.3.27	Werris Creek & Quirindi Library - upgrade (some furniture)	Renew
3.1.3.27	Eastside Child Care Building - renew carpet	Renew
3.1.3.1	Roof Replacement – Council Administration Building	Renew
3.1.3.3	Roof Replacement – Plains Fitness	Renew
3.1.3.27	Currabubula Recreation Grounds - septic tank concept, review and installation	Renew
3.1.3.5	Roof Replacement – Jockey Club dining room	Renew
3.1.4.1	Visitor Information Centre - install air conditioning in offices and meeting room	New
3.1.4.2	Visitor Information Centre - install automatic door at main entry	New
3.1.4.3	Service NSW building - install air conditioning to back office & kitchen	New
<b>Buildings Total</b>		<b>2,111,403</b>

Operational Plan - Code	Asset Class	New/ Renew
<b>Footpath</b>		
3.1.3.27	Footpath - renewal	Renew
<b>Footpath Total</b>		<b>80,000</b>

<b>Furniture and Fittings</b>		
3.1.3.27	Furniture - new/renew	Renew
3.1.3.27	Quirindi Library - shelving and signage	New
<b>Furniture and Fittings Total</b>		<b>10,000</b>

<b>Kerb and Gutter</b>		
3.1.3.27	Kerb and gutter - renewal	Renewal
<b>Kerb and Gutter Total</b>		<b>100,000</b>

<b>Office Equipment</b>		
2.1.19.3	Computer/Laptop - renewal	Renew
2.1.19.3	Computer/Communications Infrastructure - new/renewal	Renew
1.2.3.11	Plains Fitness - televisions in gym area	Renew
1.2.3.5	Plains Fitness - upgrade gym equipment	Renew
4.5.3.4	Quirindi Caravan Park - install CCTV	New
2.1.18.3	Customer Service - install call centre software	New
<b>Office Equipment Total</b>		<b>321,445</b>

## Capital Works Program 2025-2026 continued –

Operational Plan - Code	Asset Class	New/ Renew
<b>Other Structures</b>		
3.1.3.27	Who'd-a-thought-it Lookout - shelter, picnic table and benches	Renew
3.1.3.27	Spring Ridge Lachlan Cambell Park - picnic table	Renew
3.1.3.27	Spring Ridge Sports Ground/Freedom camping - BBQ	Renew
3.1.3.27	Loco Park - light and pole (Memorial Light Post)	Renew
1.2.5.5	Werris Creek Swimming Pool - repair water leak	Renew
3.1.3.27	Quirindi Bell Park – soft fall for playground	Renew
3.1.3.27	General Playground/Reserves - emergency works	Renew
1.2.5.2	Quirindi Swimming Pool	Renew
3.1.3.27	Quirindi Waste Transfer Station	New
1.3.4.3	Werris Creek and Quirindi Cemeteries - new niche walls	New
<b>Other Structures Total</b>		<b>7,192,181</b>
<b>Plant</b>		
3.1.3.26	Plant - renewal	Renewal
<b>Plant Total</b>		<b>2,111,403</b>

Operational Plan - Code	Asset Class	New/ Renew
<b>Roads</b>		
3.1.3.27	Yarraman Creek Bridge	Renew
3.1.3.27	Regional Sealed - Werris Creek Road 13.0km - 15.0km	Renew
3.1.3.27	Regional Sealed - Merriwa Road 0.0km - 3.0km	Renew
3.1.3.27	Regional Sealed - Coonabarabran Road 20.0km - 25.0km	Renew
3.1.3.27	Urban Sealed - Allnut Street	Renew
3.1.3.27	Rural Sealed - Wilmotts Road 0.0km - 2.0km	Renew
3.1.3.27	Resealing - rural sealed	Renew
3.1.3.27	Resealing - urban sealed	Renew
3.1.3.27	Resheeting - unsealed	Renew
<b>Roads Total</b>		<b>8,485,000</b>
<b>General Fund Total</b>		<b>22,670,090</b>

## Capital Works Program 2025-2026 continued –

Operational Plan - Code	Asset Class	New or Renewal
<b>Water Infrastructure</b>		
3.1.3.8	Telemetry - inputs	Renew
3.2.1.2	Water Main - replacement	Renew
3.1.3.9	Reservoir roof - replacement	Renew
3.2.1.1	Water quality monitoring - equipment	Renew
3.1.3.10	Quipolly Dam - early warning system	Renew
3.1.3.6	Village bore - replacement program	Renew
3.1.3.11	Werris Creek - high zone pump station replacement	Renew
3.1.3.8	Telemetry server - renewal	Renew
3.1.3.27	Water Asset - renewal	Renew
3.1.3.7	Automated water meter rollout - replacement meter components	Renew
3.2.1.1	Water technical - equipment	Renew
3.1.3.7	Automated water meter rollout - automated component	New
<b>Water Fund Total</b>		<b>5,353,037</b>

Operational Plan - Code	Asset Class	New or Renewal
<b>Sewer Infrastructure</b>		
3.1.3.23	Wastewater Network - renewals	Renew
3.1.3.18	Quirindi Waste-Water Treatment Plant	Renew
3.1.3.20	Quirindi Waste-Water Pump Station # 1 - upgrade	Renew
<b>Sewer Fund Total</b>		<b>13,652,000</b>
<b>Consolidated Fund Total</b>		<b>41,675,127</b>

## Budget by Service Functions 2025-2026

Budget Program	Income	Expenses*	Asset
	Opex \$'000	Opex \$'000	Depr \$'000
General Purpose	14,525	(266)	0
Elected Member	0	229	0
Economic Development	0	55	0
Executive Services	0	873	0
Corporate Governance	0	571	0
Human Resources	0	453	0
Customer Service	0	485	0
Work Health and Safety	32	103	0
Commercial Property	214	176	66
Caravan Parks	155	110	31
Information Technology	0	1,175	44
Administration- Planning and Development	193	827	7
Weeds Division	74	243	0
Waste Services	3,003	3,417	122
Emergency Services	255	908	68
Animal Control	4	185	0
Building Programs	6	521	167
Administration - Infrastructure and Environmental	2	1,630	0
Depot	0	96	46
Plant Fund	0	(1,332)	32
Sporting Grounds	51	302	334
Racecourse/Showgrounds	85	176	0

Budget Program	Income	Expenses*	Asset
	Opex \$'000	Opex \$'000	Depr \$'000
Swimming Centres	80	614	137
Public Cemeteries	140	125	16
Aerodromes	15	59	123
Parks and Reserves	14	265	190
Street Cleaning	0	89	0
Works - Maintenance and Construction	4,654	5,175	9,998
Promotion and Tourism	18	146	7
Library	107	509	56
Recreational Centre	238	296	44
Royal Theatre	0	31	35
Arts and Cultural - Community Service	8	269	0
Eastside Day Care Centre	853	756	22
Finance	25	1,197	0
Records	0	86	0
RMS Agency	183	183	2
Stores	3	189	0
<b>General Fund Total</b>	<b>24,935</b>	<b>20,926</b>	<b>11,546</b>
Water Operations	4,710	3,080	1,998
Sewer Operations	1,979	758	879
<b>All Funds Total</b>	<b>31,624</b>	<b>24,764</b>	<b>14,424</b>

\* not including loss on disposals (\$935,000)





Borah Creek Road upgrade, Quirindi

# Statement of Revenue Policy

## Summary

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

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

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

## Current Year Rate Increase

The 2025-2026 budget is based on the approved 4.0% increase as determined by the Independent Pricing and Regulatory Tribunal (IPART).

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

Ordinary Rates	Number of Assessments	Gross rate yield 2025-2026 \$	Average rate per Assessment \$	Average rate per day \$
Farmland	1,025	5,769,347	5,629	15.42
Residential	2,995	3,048,817	1,018	2.79
Business	272	715,713	2,631	7.21
Mining	2	28,095	14,047	38.49
Mining - Coal	1	558,492	558,492	1,530.12
Total	4,295	10,120,464		



## Statement of Rating Structure

Rates are an important source of funds for Council, representing 32% of our operating revenue in 2025-2026.

In NSW, council rates are levied based on land valuations (unimproved capital value) supplied by the Office of the Valuer General. These valuations are reviewed every three years as part of a process termed 'General Revaluation' and Council has used the most recent valuations with the base date of 1 July 2022 to levy the 2025-2026 rates.

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

### Rating Structure

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

- Residential
- Business
- Farmland
- Mining

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

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

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

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

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

### Instalments

Rates and charges can be paid by either quarterly instalments or a single instalment. The 2025-2026 due dates for these instalments are as follows:

- 1st instalment or payment in full – 31 August 2025
- 2nd instalment – 30 November 2025
- 3rd instalment – 28 February 2026
- 4th instalment – 31 May 2026

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



### Interest Charge

Council will apply the maximum interest rate of 10.5% for this financial year in accordance with section 566 of the Act, Council charges interest on all rates and charges that remain unpaid after they become due and payable. Rates and charges become payable one month after the date of service of the rates notice unless a person elects to pay the rates and charges by instalments. Where a person elects to pay by instalments, rates and charges become payable on the due date of the instalment.

### Pensioner Rebates

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

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

### Valuation of Land

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

The 2025-2026 rates have been determined using the latest available property values with a base date of 1 July 2022.



Draft Delivery Program 2026-2029 and Operational Plan 2025-2026 (Public Exhibition)

## Ordinary Rates - Permissible Income 2025-2026

Ordinary Rates						
Rating Category	Sub-Category	Number of Assessments	Ad Valorem cents in \$	Base Amount \$	Base Amount % of Yield	Est. Total Rate Income \$
<b>Farmland</b>	Farmland	1,025	0.00192517	520	9.24%	5,769,347
<b>Residential</b>	Residential	1,233	0.00618776	400	39.69%	1,242,506
	Residential – Mixed Development	9	0.00618368	400	43.70%	3,372
	Rural	527	0.00557862	400	26.97%	781,489
	Villages	538	0.00672295	400	47.80%	450,178
	Werris Creek	687	0.00930125	400	48.10%	571,272
<b>Business</b>	Quirindi	142	0.02249205	520	17.20%	429,313
	Business – Mixed Development	9	0.02249205	520	22.15%	12,490
	Villages	48	0.02249205	520	18.14%	137,561
	Premier	7	0.02353206	520	49.59%	7,340
	Spring Ridge	6	0.02249202	520	46.87%	6,657
	Wallabadah	7	0.02249205	520	25.00%	14,562
	Ordinary	21	0.02249205	520	23.53%	46,404
	Werris Creek	32	0.02249205	520	27.11%	61,386
<b>Mining</b>	Mining	2	0.03253586	2,725	19.40%	28,095
	Coal	1	0.02821151	2,725	0.49%	558,492
4,295						10,120,464

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

# Statement of Charges

## Waste Management Service Charges

In accordance with sections 496 and 501 of the Local Government Act, Council will levy an annual charge for the provision of both domestic and commercial waste management services on each rateable and non-rateable property having access to these services. The proposed charges for 2025-2026 are outlined below:

Charge Type	2025-2026 Charge \$
<b>Residential Domestic</b>	
Tip facility charge	115
Domestic waste management charge	515
<b>Residential Unoccupied</b>	
Tip facility charge	115
Domestic waste management charge	81
<b>Business Occupied</b>	
Tip facility charge	115
Commercial waste management charge	515
<b>Additional Services</b>	
240L fortnightly co-mingled recycling service (per annum)	179
240L weekly mobile garbage bin service (per annum)	360



### Water Supply Service Charges

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

The proposed charges for 2025-2026 are outlined below:

Water Service Charges	Access Charge \$ 2025-2026	Quarterly Step Usage \$ - up to 75kL	Quarterly Step Usage \$ - over 75kL
Vacant lots unoccupied	759	3.94	4.70
20mm	759	3.94	4.70
25mm	1,200	3.94	4.70
32mm	1,800	3.94	4.70
40mm	2,235	3.94	4.70
50mm	3,490	3.94	4.70
80mm	8,915	3.94	4.70
100mm	13,915	3.94	4.70

Other Charges	Access Charge \$ 2025-2026	Usage \$ Per kL
Recreational Usage	Variable Meter Size	3.94

### Sewer Service Charges

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

The proposed charges for 2025-2026 are outlined below:

Sewer Service Charges	Access Charge \$ 2025-2026	Usage Charge \$/kL 2025-2026
Vacant lots unoccupied	785	0
20mm	785	0
25mm	785	0

Non-Residential Standard Charge	Access Charge \$ 2025-2026	Usage Charge \$/kL 2025-2026
20mm	520	2.60
25mm	785	2.60
32mm	1,165	2.60
40mm and over	1,770	2.60

## Statement of Fees

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

Fees and charges encompass the following:

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

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

In determining the pricing structure for 2025-2026, the general nature of the types of services, products or commodities have been assessed in relation to current charges, GST and inflationary costs. Pricing structures provide revenue from particular services but have regard for limitations imposed by public accountability issues and community service obligations. Amounts relating to certain fees identified in the Fees and Charges schedule are set externally to Council and may therefore change depending on when Council is made aware of the applicable amounts to be charged for the financial year.

## Statement of Pricing Methodology

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

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

### Interest on Overdue Rates and Charges

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

### Waiver or Reduction of Fees

Section 610E of the Local Government Act allows Council to waive payment of, or reduce, certain fees if it is satisfied that the case falls within a category of hardship or any other category that Council has determined. Council will directly, or through delegated authority, assess and make determinations on requests for the reduction or waiver of fees in accordance with the following principles:

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

Statement of Charges for Work by Council on Private Land

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

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

Statement of Borrowings

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

The following table represents the anticipated principal balance outstanding as of 1 July 2025.

Loan Number	Project Name	Total \$'000
115	Quipolly Water Security	7,717
114	Quipolly Dam Upgrade	1,476
112	Quipolly Dam Upgrade	1,002
111	Urban Stormwater	318
	Total Borrowings	10,513





# Fees and Charges Schedule 2025-2026



[liverpoolplains.nsw.gov.au](http://liverpoolplains.nsw.gov.au)



**Liverpool  
Plains**  
Shire Council



Note: amounts relating to certain fees identified in the Fees and Charges schedule are set externally to Council and may therefore change depending on when Council is made aware of the applicable amounts to be charged for the financial year.

DRAFT

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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Liverpool Plains Shire Council

### Fee Precedence Note:

In the event of any inconsistency between fees in this Document and the Regulations under Statutes, the fees in the Regulations shall prevail.

## Council Information Services

### Information Available to the Public

Council Business Papers	Council's business papers are available on Council's website – <a href="http://www.liverpoolplains.nsw.gov.au">www.liverpoolplains.nsw.gov.au</a>	N	N	yes	
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## Copying Services

A4 Copy or Print - Black and White	\$0.20	N	Y	no	Full (100%) Recovery
A4 Copy or Print - Colour	\$1.00	N	Y	no	Full (100%) Recovery
A3 Copy or Print - Black and White	\$0.40	N	Y	no	Full (100%) Recovery
A3 Copy or Print - Colour	\$2.00	N	Y	no	Full (100%) Recovery
Laminating A5	\$13.00	N	Y	no	Full (100%) Recovery
Laminating A4	\$15.40	N	Y	no	Full (100%) Recovery
Laminating A3	\$18.00	N	Y	no	Full (100%) Recovery

## Report Copies

Developer Contribution Plans	\$99.50	N	N	no	Full (100%) Recovery
Local Environmental Plan (Written Instrument)	\$87.00	N	N	no	Full (100%) Recovery
S64 and S94 Plans	\$47.50	N	N	no	Full (100%) Recovery

## Government Information Public Access Act (GIPA Act)

Subject to change as per Regulations

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Government Information Public Access Act (GIPA Act) [continued]

Access Application Fee (GIPA Act) - Personal & Non-Personal Nature	Prescribed - \$30	Y	N	no	As determined by the Act
Processing Charge - Personal Information about applicant only	Prescribed - nil for first 20 hours	Y	N	no	As determined by the Act
Processing Charge - per hour after first 20 hours	Prescribed - \$30 per hour after first hour	N	N	yes	As determined by the Act
Internal Review Access Application Fee (GIPA Act)	Prescribed - \$40	Y	N	no	As determined by the Act
Open Access Information under the GIPA Act or Regulation - Photocopying	Refer to Copying Services	N	N	yes	Full (100%) Recovery
Informal Release of Information under the GIPA Act (excludes Open Access Information) Processing Charge	\$0.00	N	N	no	
Informal Release of Information under the GIPA Act (excludes Open Access Information) Photocopying	Refer to Copying Services	N	N	no	Full (100%) Recovery
Proactive release of Information under the GIPA Act	Quotation	N	N	yes	Full (100%) Recovery

### Subpoena to Produce Documents

Searching and compiling documents - Non-legally qualified staff per hour	\$76.50	N	N	no	Full (100%) Recovery
Searching and compiling documents - Legally qualified staff per hour	\$145.00	N	N	no	Full (100%) Recovery
Late fee if served less than seven working days before production required	\$145.00	N	N	no	Full (100%) Recovery
Copying Expenses	Refer to Copying Services	N	N		
Courier / Postage Cost	At Cost	N	N	no	Full (100%) Recovery

### Native Title

Native Title Research Application Fee	\$76.50	N	N	no	Full (100%) Recovery
Native Title Research & Reporting Fee - Staff Time - Per hour	\$76.50	N	N	no	Full (100%) Recovery
Native Title Research and Reporting Fee - External Consultant	Actual cost	N	N	no	Full (100%) Recovery

### Geospatial Information Services (GIS)

GIS - Spatial Data Extraction Fees - Per hour	\$76.50	N	N	no	Full (100%) Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Geospatial Information Services (GIS) [continued]

Map Prints/Plots - Imagery A4	\$14.00	N	N	no	Full (100%) Recovery
Map Prints/Plots - Imagery A3	\$16.20	N	N	no	Full (100%) Recovery
Map Prints/Plots - Thematic Layers (Vector/Raster) A4	\$2.10	N	N	no	Full (100%) Recovery
Map Prints/Plots - Thematic Layers (Vector/Raster) A3	\$2.60	N	N	no	Full (100%) Recovery
Colour Plotter Prints A4	\$20.50	N	N	no	Full (100%) Recovery
Colour Plotter Prints A3	\$28.00	N	N	no	Full (100%) Recovery
Digital Spatial Data Set (less than 3000 Hectares)	\$85.00 + \$1.75 per hectare	N	N	no	Full (100%) Recovery
Digital Spatial Data Set (more than 3000 Hectares)	Quotation	N	N	no	Full (100%) Recovery
GIS - Professional Services - per hour	\$145.00	N	N	no	Full (100%) Recovery

### Maps

Town – Small	\$14.00	N	N	no	Full (100%) Recovery
Town – Large	\$20.50	N	N	no	Full (100%) Recovery
Shire - A3	\$28.00	N	N	no	Full (100%) Recovery
With Road list - A3	\$40.00	N	N	no	Full (100%) Recovery
Colour - A4	\$20.50	N	N	no	Full (100%) Recovery
Colour - A3	\$28.00	N	N	no	Full (100%) Recovery
Fees based on physical delivery of map					
Electronic Copy of Map - PDF	\$10.40	N	N	no	Full (100%) Recovery
Fee based on PDF delivery only					

### Sale of Images

Sale of Image from Council Image Library	Quotation	N	Y	no	Full (100%) Recovery
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### Other Professional Services

Professional Compliance Service Fee - per hour - for services not specified elsewhere within Fees and Charges	\$145.00	N	Y	no	Full (100%) Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Finance & Administration

Returned Cheque / Dishonour Fee	\$37.50	N	N	no	Full (100%) Recovery
In addition to any bank charges					
Refund Application Fee	\$27.50	N	Y	no	Partial Recovery
Sundry Debtor Late Payment Fee	\$23.00	N	Y	no	Partial Recovery
Bond Administration Fee	\$141.00	N	N	no	Full (100%) Recovery
Credit Card Surcharge	0.87% of the value of the transaction	N	N	no	Full (100%) Recovery

## Sales and Services

Rural addressing numbers - Initial first sign supplied at no charge	No charge	N	Y	no	
Rural addressing numbers - Supply after subdivision (per unit)	\$70.50	N	Y		Full (100%) Recovery
Rural addressing numbers - Replacement (per unit)	\$70.50	N	Y	no	Full (100%) Recovery
Replacement and installation after subdivision					
Swimming pool safety posters	\$47.50	N	Y	no	Full (100%) Recovery

## Rentals per user - Council Chambers (per day)

Community organisations	\$159.00	N	Y	no	Full (100%) Recovery
Other	\$605.00	N	Y	no	Full (100%) Recovery

## Sundry Certificates & Charges

Section 603 Certificate - Application Fee	Prescribed - \$100	Y	N	no	Full (100%) Recovery
Section 603 Certificate Urgency Fee - Required within 24 hours (subject to approval of Management)	\$100.00	N	N	no	Full (100%) Recovery
Section 603 Certificate - Verbal Update of Provided Certificate within Two Months	Nil	N	N	no	

## Rates and Charges

Residential Rate - Quirindi	0.00618776 cents in \$ (Base \$400)	N	N	yes	Partial Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
Residential Rate - Quirindi (Ordinary - mixed development)	0.00618368 cents in \$ (Base \$400)	N	N	yes	Partial Recovery
Residential Rate - Rural	0.00557862 cents in \$ (Base \$400)	N	N	yes	Partial Recovery
Residential Rate - Villages	0.00672295 cents in \$ (Base \$400)	N	N	yes	Partial Recovery
Residential Rate - Werris Creek	0.00930125 cents in \$ (Base \$400)	N	N	yes	Partial Recovery
Business Rate - Ordinary	0.02249205 cents in \$ (Base \$520)	N	N	yes	Partial Recovery
Business Rate - Quirindi	0.02249205 cents in \$ (Base \$520)	N	N	yes	Partial Recovery
Business Rate - Quirindi (Ordinary - mixed development)	0.02249205 cents in \$ (Base \$520)	N	N	yes	Partial Recovery
Business Rate - Premer	0.02353206 cents in \$ (Base \$520)	N	N	yes	Partial Recovery
Business Rate - Villages	0.02249205 cents in \$ (Base \$520)	N	N	yes	Partial Recovery
Business Rate - Spring Ridge	0.02249205 cents in \$ (Base \$520)	N	N	yes	Partial Recovery
Business Rate - Wallabadah	0.02249205 cents in \$ (Base \$520)	N	N	yes	Partial Recovery
Business Rate - Werris Creek	0.02249205 cents in \$ (Base \$520)	N	N	yes	Partial Recovery
Farmland Rate	0.00192517 cents in \$ (Base \$520)	N	N	yes	Partial Recovery
Mining Rate	0.03253586 cents in \$ (Base \$2,725)	N	N	yes	Partial Recovery
Mining Rate - Coal	0.02821151 cents in \$ (Base \$2,725)	N	N	yes	Partial Recovery
Outstanding Rates & Charges - Interest on overdue amounts calculated daily	Prescribed - 10.5%	N	N	no	As determined by the Act
Rates and Charges (s566 Local Government Act 1993)					
Section 605 - Expenses of tracing persons	At Cost	N	N	no	Full (100%) Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Rates and Charges [continued]

Rates - Debt Recovery Cost (Including Legal Action)	At Cost	N	N	no	Full (100%) Recovery
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## Tourism

First Fleet Gardens School Tours - per person	\$14.40	N	Y	no	Full (100%) Recovery
Group Tours	Charged per quote	N	Y	no	Full (100%) Recovery

## Banner Advertising

Each banner	As per quotation	N	N	no	Full (100%) Recovery
Minimum period 1 week prior to event					
Per event	As per quotation	N	N	no	Full (100%) Recovery

## Development & Planning Services

### Information

S10.7(2) Standard Planning Certificate (Part 9 Sch. 4 EPA Reg.)	\$69.00	Y	N	no	As determined by the Act
S10.7(2) + (5) Standard + Additional Information Certificate (Part 9 Sch. 4 EPA Reg.)	\$174.00	Y	N	no	As determined by the Act
S10.7(2) + (5) Standard + Additional Information Certificate - Urgency Fee	\$87.00	N	N	no	Full (100%) Recovery
Drainage Diagram Search	\$55.00	N	N	no	Full (100%) Recovery
Outstanding Notices	\$180.00	N	N	no	Full/Partial Recovery
Dwelling Entitlement Check - Simple (1 hour)	\$218.00	N	N	no	Full (100%) Recovery
Dwelling Entitlement Check - Complex (in excess of 1 hour of staff time)	\$220 plus \$145 per hour	N	N	no	Full (100%) Recovery
Preliminary Development & Building Advice (max 30 minutes staff time)	\$0.00	N	N		
Detailed Development & Building Advice (in excess of 30 minutes staff time) per hour	\$145.00	N	N	no	Full (100%) Recovery

### Information compiled from files

Copy of certified document, maps and Plans under S10.8 EPA Act (Part 9 Sch.4 EPA Reg)	\$69.00	N	N	yes	As determined by the Act
Minimum fee (max 30 minutes)	\$0.00	N	N		

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Information compiled from files [continued]

Additional charge for time in excess of 30 minutes (per hour)	\$145.00	N	N	no	Full (100%) Recovery
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## Application Fees

### DA Public Notification

Affected / Adjoining Landowners	\$166.00	N	N	no	Full (100%) Recovery
Newspaper Advertisement	\$780.00	N	Y	no	Full (100%) Recovery
Giving notice of Designated Development	\$2,890.00	N	N	yes	As determined by the Act
Giving notice of nominated integrated development, threatened species development of Class 1 aquaculture development	\$1,480.00	N	N	yes	As determined by the Act
Giving notice of prohibited development	\$1,438.00	N	N	yes	As determined by the Act

### Development Administration fee - record keeping, maintenance of Planning Portal

Per Development Application	\$160.00	Y	N	no	Full (100%) Recovery
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### Development Application

DA - erection of a dwelling less than \$100,000 (Part 2 Sch.4 EPA Reg.)	\$592.00	Y	N	no	As determined by the Act
DA - not involving building works, subdivision or demolition (Part 2 Sch.4 EPA Reg.)	\$371.00	Y	N	no	As determined by the Act

### DA - Local Development involving building or works

Subject to change as per Regulations

Less than \$5,000 (Part 2 Sch.4 EPA Reg.)	Fee: \$144.00	Y	N	no	As determined by the Act
\$5,001 – \$50,000 (Part 2 Sch.4 EPA Reg.)	\$220.00 plus an additional \$3.00 for each \$1,000 (or part of \$1,000) of the estimated cost	Y	N	no	As determined by the Act

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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**DA - Local Development involving building or works** [continued]

\$50,001 – \$250,000 (Part 2 Sch.4 EPA Reg.)	\$459.00 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	Y	N	no	As determined by the Act
\$250,001 – \$500,000 (Part 2 Sch.4 EPA Reg.)	\$1,509.00 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	Y	N	no	As determined by the Act
\$500,001 – \$1,000,000 (Part 2 Sch.4 EPA Reg.)	\$2,272.00 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	Y	N	no	As determined by the Act
\$1,000,001 – \$10,000,000 (Part 2 Sch.4 EPA Reg.)	\$3,404.00 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	Y	N	no	As determined by the Act
More than \$10,000,001 (Part 2 Sch.4 EPA Reg.)	\$20,667.00 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	Y	N	no	As determined by the Act

**Additional DA Fees for Particular Development Categories**

Notice for DCP variation	\$340.00	N	N	no	Full (100%) Recovery
Integrated Development (Part 3 Sch.4 EPA Reg.)	\$183.00	Y	N	no	As determined by the Act
DA requiring Concurrence (Part 3 Sch.4 EPA Reg.)	\$183.00	Y	N	no	As determined by the Act
Designated Development Fee (Part 3 Sch.4 EPA Reg.)	\$1,198.00	Y	N	no	As determined by the Act



Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Additional DA Fees for Particular Development Categories [continued]

DA's required to be referred to Design Review Panel (Part 3 Sch.4 EPA Reg.)	\$3,905.00	Y	N	no	As determined by the Act
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### DA - Subdivision

DA Fee for subdivision not involving opening of public road (Part 2 Sch.4 EPA Reg.)	\$430.00 plus \$53 per additional lot	Y	N	no	As determined by the Act
DA Fee for subdivision involving opening of public road (Part 2 Sch.4 EPA Reg.)	\$865.00 plus \$65 per additional lot	Y	N	no	As determined by the Act
DA Fee for strata title subdivision (Part 2 Sch.4 EPA Reg.)	\$430.00 plus \$65 per additional lot	Y	N	no	As determined by the Act

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Certification Application

1. Complying Development Certificate Application
2. Construction Certificate - Building & Civil Works
3. S6.25 Building Information Certificate  
(Includes one site inspection)

Demolition	\$350.00	N	Y	no	Full (100%) Recovery
Change of Use - not involving any building works	\$350.00	N	Y	no	Full (100%) Recovery
\$0 - \$10,000	\$330.00	N	Y	no	Full (100%) Recovery
\$10,001 - \$20,000	\$380.00	N	Y	no	Full (100%) Recovery
\$20,001 - \$100,000	\$380.00 + 0.4% of estimated value	N	Y	no	Full (100%) Recovery
\$100,001 - \$250,000	\$810.00 + 0.3% of estimated total cost	N	Y	no	Full (100%) Recovery
\$250,001 - \$500,000	\$1,350.00 + 0.2% of estimated cost	N	Y	no	Full (100%) Recovery
\$500,001 and Above	\$2,420.00 + 0.1% of estimated cost	N	Y	no	Full (100%) Recovery
Additional Fees for Commercial/Industrial for alternative solution	\$145.00 per hour or by quote	N	Y	no	Full (100%) Recovery
Change from Private Certifier to Council Certification	By quote	N	Y	no	Full (100%) Recovery

### Building Works - Inspection fees

Inspection fee for building works - each critical stage inspection	\$193.00	N	Y	no	Full (100%) Recovery
Re-inspection fee where inspection has been booked but work is not ready/failed	\$193.00	N	Y	no	Full (100%) Recovery
Inspection of dwelling to be relocated	\$193.00 per hour of staff time + travel at cost	N	N	no	Full (100%) Recovery
Inspection fee undertaken for private certifiers	\$560.00	N	Y	no	Full (100%) Recovery

### Subdivision Civil Works - Inspection Fees

(includes storm; driveway and road pavement)

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Subdivision Civil Works - Inspection Fees [continued]

Lots provided with town water and/or sewer (per lot)	\$193.00	N	N	no	Full (100%) Recovery
Lots not provided with town water and/or sewer (per lot)	\$193.00	N	N	no	Full (100%) Recovery
Each additional inspection	\$193.00	N	N	no	Full (100%) Recovery

### Civil Construction Plan Check Fee

Civil Construction plan check fee	\$280.00 plus \$100.00 per lot	N	N	no	Full (100%) Recovery
Re-release of final plan of subdivision due to error by the applicant	\$118.00	N	N	no	Full (100%) Recovery

### Subdivision Certificate

Subdivision Certificate	\$300.00	N	N	no	Full (100%) Recovery
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### Civil Engineering Works - Inspection Fees

For critical stages prior to final occupation certificate

Min Fee where Council issued the Construction Certificate	\$260.00	N	Y	no	Full (100%) Recovery
Min Fee where Council is not the certifier	\$560.00	N	Y	no	Full (100%) Recovery

### Occupation Certificate - Partial

Class 1 & 10 Buildings Occupation Certificate Application - exclusive of inspection fee	\$220.00	N	Y	no	Full (100%) Recovery
Class 2 – 9 Occupation Certificate Application - exclusive of inspection fee	\$250.00	N	Y	no	Full (100%) Recovery

### Refund of Development Application, Construction Certificate or Complying Development Certificate

Written notice of withdrawal of Application prior to commencement of Assessment	80% of the Original Fee or as determined by Manager	N	N	no	Full (100%) Recovery
Withdrawal/cancellation after commencing assessment prior to determination	50% of the Original Fee or as determined by Manager	N	N	no	Full (100%) Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Post Approvals

### Modification/Amendments/Reviews of Development Applications

S4.55(1) Modification - minor error, misdescription or miscalculation by Council	\$0.00	N	N	no	
S4.55(1) Modification - minor error, misdescription or miscalculation - by applicant (Part 4 Sch.4 EPA Reg.)	\$92.00 for error/change by applicant	Y	N	no	As determined by the Act
S4.55(1A) & S4.56(1) Modifications - Minimal Environmental Impact - others (Part 4 Sch.4 EPA Reg.)	\$839.00 or 50% of original fee, whichever is lower	Y	N	no	As determined by the Act
S4.55(1A) & S4.56(1) Modifications - Minimal Environmental Impact - if original DA fee was less than \$100 or involves no physical works (Part 4 Sch.4 EPA Reg.)	50% of original fee	Y	N	no	As determined by the Act
S4.55(2) & S4.56(1) Modifications - Minimal Environmental Impact - if original DA fee was less than \$100 or the erection of a dwelling - less than \$100,000 value (Part 4 Sch.4 EPA Reg.)	\$247.00	Y	N	no	As determined by the Act
S4.55(2) & S4.56(1) Modifications - Some Environmental Impact - up to \$5,000 (Part 4 Sch.4 EPA Reg.)	\$71.00	Y	N	no	As determined by the Act
S4.55(2) & S4.56(1) Modifications - Some Environmental Impact - \$5,001 - \$250,000 (Part 4 Sch.4 EPA Reg.)	\$110.00, plus \$1.50 for each \$1,000 of the estimated cost	Y	N	no	As determined by the Act
S4.55(2) & S4.56(1) Modifications - Some Environmental Impact - \$250,001 - \$500,000 (Part 4 Sch.4 EPA Reg.)	\$651.00, plus \$0.85 for each \$1,000 (or part) that exceeds \$250,000	Y	N	no	As determined by the Act
S4.55(2) & S4.56(1) Modifications - Some Environmental Impact - \$500,001 - \$1 million (Part 4 Sch.4 EPA Reg.)	\$927.00, plus \$0.50 for each \$1,000 (or part) that exceeds \$500,000	Y	N	no	As determined by the Act
S4.55(2) & S4.56(1) Modifications - Some Environmental Impact - \$1,000,001 - \$10 million (Part 4 Sch.4 EPA Reg.)	\$1,285.00, plus \$0.40 for each \$1,000 (or part) that exceeds \$1 Million	Y	N	no	As determined by the Act
S4.55(2) & S4.56(1) Modifications - Some Environmental Impact - More than \$10 million (Part 4 Sch.4 EPA Reg.)	\$6,167.00 plus \$0.27 for each \$1,000 (or part) that exceeds \$10 Million	Y	N	no	As determined by the Act

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Additional Fees for modification/S8.3 Reviews

Additional fees for modification if S4.55(2) or 4.56(1) notification required	As specified by the Act or as determined by the Planning Manager	Y	N	no	As determined by the Act
Additional fees for public notice, statement of qualified designer, design review designer (Part 4 Sch.4 EPA Reg.)	As specified by the Act or as determined by the Planning Manager	Y	N	no	As determined by the Act
S8.3 Review of Development Consent (Part 7 Sch.4 EPA Reg.)	As specified by the Act or as determined by the Planning Manager	Y	N	no	As determined by the Act

### Modification/Amendments/Reviews of Construction Certificates

Minor Modification, minor error, misdescription or miscalculation	Nil for error/change by Council	N	N	no	Full (100%) Recovery
Minor Modification, minor error, misdescription or miscalculation - by applicant	\$100.00 for error/change by applicant	N	N	no	Full (100%) Recovery
Minor Modification	\$170.00	N	N	no	Full (100%) Recovery
Major Modification	50% of Original Construction Certificate Fee	N	N	no	Full (100%) Recovery
Min Fee where Council did not issue the construction certificate	\$220.00	N	Y	no	Full (100%) Recovery

### Fire Safety Compliance

Essential Service Compliance Inspection	\$190.00	N	N	no	Full (100%) Recovery
Annual Fire Safety Certificate Registration	\$72.50	N	Y	no	Full (100%) Recovery

### Preparation of Local Environmental Plans

Fee to cover the cost of preparing Local Environment Plans initiated by Developers

Minor (minimum fee)	\$6,000.00	N	N	no	Full (100%) Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Preparation of Local Environmental Plans [continued]

Major (in accordance with Council Policy)	\$12,000.00	N	N	no	Full (100%) Recovery
Advertising	At Cost	N	N	no	Full (100%) Recovery

## Local Government Act

### Section 68 Applications/Approvals

Manufactured Homes Application (includes site inspection, but not subsequent inspection)	\$550.00	N	N	no	Full (100%) Recovery
Application for Plumbing works under Section 68 of the LGA for Water	\$130.00	N	N	no	Full (100%) Recovery
Application for Plumbing works under Section 68 of the LGA for Sewer	\$130.00	N	N	no	Full (100%) Recovery
Application for Plumbing works under Section 68 of the LGA for Stormwater	\$130.00	N	N	no	Full (100%) Recovery
Section 68 Activity Approvals	\$130.00	N	N	no	Full (100%) Recovery
Inspection Fee - per inspection	\$193.00	N	N	no	Full (100%) Recovery
Skin Penetration Premises	\$193.00	N	N	no	Full (100%) Recovery
Busking	\$36.50	N	N	no	Full (100%) Recovery
Mobile Food Van - 12 month licence	\$325.00	N	N	no	Full (100%) Recovery

### Temporary Occupation

Application to occupy movable/temporary dwelling on building site (Max 12 month period)	\$510.00	N	N	no	Full (100%) Recovery
Plus Bond & Bond Application Fee (bond to be determined)					

### Amusement Devices

Amusement Devices - per device	\$69.50	N	N	no	Full (100%) Recovery
Amusement Event - Per event	\$256.00	N	N	no	Full (100%) Recovery

### Barbershop/Hairdressers/Beauty Salon

Barbershop/Hairdresser/Beauty Salon - per hour (minimum 1 hour)	\$193.00	N	N	no	Full (100%) Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Food premises

Inspections - per hour or part thereof	\$193.00	N	N	no	Full (100%) Recovery
Category 1 Administration Fee (includes 1 inspection)	\$595.00	N	N	no	Full (100%) Recovery
Category 2 Administration Fee(includes 1 inspection)	\$380.00	N	N	no	Full (100%) Recovery
Category 3 Administration Fee ( includes 1 inspection)	\$230.00	N	N	no	Full (100%) Recovery
Premises used for sale of Food (per inspection/per hr)	\$193.00	N	N	no	Full (100%) Recovery
Improvement Notice (section 57)	As determined by the Act - minimum \$330	Y	N	no	As determined by the Act
Footpath Restaurants Dining Application	\$500.00	N	N	no	Full (100%) Recovery

### Swimming Pool Certificate

Swimming Pool Certificate - includes inspection fee	\$193.00	N	Y	no	Full (100%) Recovery
Each additional inspection	\$111.00	N	Y	no	Full (100%) Recovery

### Ranger Control

#### Companion Animal

Surrender Fee	\$0.00	N	N	yes	
Prescribed release fee	\$83.00	N	N	yes	Full (100%) Recovery
Maintenance Fee per day whilst seized	\$38.50	N	N	yes	Full (100%) Recovery
Maintenance Fee - Requiring special care	Actual cost plus 20%	N	N	yes	120% Recovery

### Hire of crate for animal trapping and/or transport

Deposit for Animal Trap	\$50.00	N	N	yes	Full (100%) Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Registration

Registration of cat or dog (as determined by the Companion Animals Regulation 2018)	Prescribed - subject to change as per regulation <a href="http://www.olg.nsw.gov.au/dogs-cats/nsw-pet-registry/microchipping-and-registration/">www.olg.nsw.gov.au/dogs-cats/nsw-pet-registry/microchipping-and-registration/</a>	N	N	yes	As determined by the Act
Micro Chipping	\$30.00	N	Y	no	Full (100%) Recovery

## Livestock Impounded

Collection and conveyancing charges	Actual cost of staff time & travelling & plant hire (GST exempt)	N	N	yes	Full (100%) Recovery
Sustenance charges – 1st animal	\$38.50	N	N	yes	Full (100%) Recovery
Sustenance charges – each additional animal	\$33.00	N	N	yes	Full (100%) Recovery
Release fee per impoundment	\$109.00	N	N	yes	Full (100%) Recovery
Sale of animals	Actual cost of staff time & travelling & plant hire (GST exempt)	N	Y	yes	Full (100%) Recovery

## Vehicle/Article Impounding

Impounding of Vehicle including towing costs	Actual cost plus 20%	N	N	no	120% Recovery
Daily storage rate from notification	\$10.50	N	N	no	Full (100%) Recovery
Release fee	\$83.00	N	N	no	Full (100%) Recovery
Advertising and other costs	Actual cost plus 20%	N	N	no	120% Recovery

## Natural Resources

### Premises

Clean-up Notice (s 91)	Prescribed	N	N	no	Full (100%) Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Environmental Monitoring

Per hour	\$193.00	N	N	no	Full (100%) Recovery
Minimum fee	\$174.00	N	N	no	Full (100%) Recovery

## Biosecurity - Weeds

Weeds Certificates	\$206.00	N	N	no	Full (100%) Recovery
Weeds Officer - per person per hour	\$193.00	N	N	no	Full (100%) Recovery
Contract Spraying - Plant and Operator (plus Chemical Costs)	\$193.00	N	N	no	120% Recovery
Rapid Response Events (wages, plant, equipment) for Government Agencies	\$193.00	N	N	no	Full (100%) Recovery

## Waste Management

### Waste Management Charges

Residential - Occupied - Tip Facility Charge Quirindi, Werris Creek, Wallabadah, Willow Tree and Currabubula	\$115.00	N	N	yes	Full (100%) Recovery
Residential - Occupied - Domestic Waste Management Charge Quirindi, Werris Creek, Wallabadah, Willow Tree and Currabubula	\$515.00	N	N	yes	Full (100%) Recovery
Residential - Unoccupied - Tip Facility Charge Quirindi, Werris Creek, Wallabadah, Willow Tree and Currabubula	\$115.00	N	N	yes	Full (100%) Recovery
Residential - Unoccupied - Domestic Waste Management Charge Quirindi, Werris Creek, Wallabadah, Willow Tree and Currabubula	\$81.00	N	N	yes	Full (100%) Recovery
Business - Occupied - Tip Facility Charge Quirindi, Werris Creek, Wallabadah, Willow Tree and Currabubula	\$115.00	N	N	yes	Full (100%) Recovery
Business - Occupied - Commercial Waste Charge Quirindi, Werris Creek, Wallabadah, Willow Tree and Currabubula	\$515.00	N	N	no	Full (100%) Recovery
All Other Businesses - Tip Facility Charge	\$115.00	N	N	no	Full (100%) Recovery
All Rural Properties - Tip Facility Charge	\$115.00	N	N	yes	Full (100%) Recovery
240 Litre Weekly Garbage Bin Service (Per annum)	\$360.00	N	N	yes	Full (100%) Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Waste Management Charges [continued]

240 Litre Fortnightly Co-Mingled Recycling Service (Per annum)	\$179.00	N	N	yes	Full (100%) Recovery
Replacement Garbage or Recycling Bin	\$161.00	N	N	yes	Full (100%) Recovery

### Special Access Fee

After hours access	\$390.00	N	Y	no	Full (100%) Recovery
Per access + disposal cost					
Key Deposit – Refundable on return of key	\$176.00	N	N	no	
Where approval given					

### Landfill charges for users

Quirindi will only accept septic tank sludge, not oil and grease trap wastes

### Animal Waste

Large dead animals (cattle, horses, etc)	\$180.00	N	Y	no	Full (100%) Recovery
Plus excavation charge/hour	\$239.00	N	Y	no	Full (100%) Recovery
Medium dead animals (sheep, calves, pigs, etc)	\$53.50	N	Y	no	Full (100%) Recovery
Plus excavation charge/hour	\$239.00	N	Y	no	Full (100%) Recovery
Small dead animals (dogs, cats, poultry, etc)	\$21.00	N	Y	no	Full (100%) Recovery

### Building Materials

Bricks &/or concrete/m3	\$27.50	N	Y	no	Full (100%) Recovery
Demolition mixed waste	\$171.00	N	Y	no	Full (100%) Recovery
Over 2.5m3					
Volumes are calculated out to the nearest 0.5m3, 0.5kl or litre whichever is applicable					
Timber (clean)	\$35.50	N	Y	no	Full (100%) Recovery
Volumes are calculated out to the nearest 0.5m3, 0.5kl or litre whichever is applicable					

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Clean Green Waste

All large commercial vehicles per m3	\$40.50	N	Y	no	Full (100%) Recovery
Panel vans/utes	\$27.50	N	Y	no	Full (100%) Recovery
Sedan/station wagon	\$16.30	N	Y	no	Full (100%) Recovery
Small trailers / 1 toner	\$27.50	N	Y	no	Full (100%) Recovery

### Liquid (General) Waste Complying with NSW EPA Requirements

Waste disposal units per kilolitre	\$81.00	N	Y	no	Full (100%) Recovery
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### Domestic or Commercial Waste

All large vehicles per m3	\$171.00	N	Y	no	Full (100%) Recovery
Large trailers (>2.5 m3)/ small trucks – dual wheel trailer	\$65.50	N	Y	no	Full (100%) Recovery
Panel vans/utes	\$27.50	N	Y	no	Full (100%) Recovery
Sedan/station wagon	\$16.40	N	Y	no	Full (100%) Recovery
Small trailers / 1 toner	\$27.50	N	Y	no	Full (100%) Recovery
Wheelie bin/200L drum	\$8.70	N	Y	no	Full (100%) Recovery

### Domestic/Commercial Mixed Waste Containing More Than 25% Recyclable or green waste

Mattress	\$68.00	N	Y	no	Full (100%) Recovery
Special event bin	\$16.40	N	Y	no	Full (100%) Recovery
All large vehicles per m3	\$273.00	N	Y	no	Full (100%) Recovery
Large trailers (>2.5 m3)/ small trucks – dual wheel trailer	\$96.50	N	Y	no	Full (100%) Recovery
Panel vans/utes	\$39.50	N	Y	no	Full (100%) Recovery
Sedan/station wagon	\$32.50	N	Y	no	Full (100%) Recovery
Small trailers / 1 toner	\$36.50	N	Y	no	Full (100%) Recovery
Wheelie bin/200L drum	\$21.00	N	Y	no	Full (100%) Recovery

### E-Waste

E-Waste each item	\$20.15	N	Y	no	Full (100%) Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Grain Tarps

Grain Tarps each item	\$68.00	N	Y	no	Full (100%) Recovery
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### Grain Dust

Grain Dust per cubic metre	\$273.00	N	Y	no	Full (100%) Recovery
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### Metal

White goods containing CFC's – refrigerators, A/c units, freezers, etc	\$81.00	N	Y	no	Full (100%) Recovery
Wire not rolled up and/or timber posts in it per m3	\$40.50	N	Y	no	Full (100%) Recovery

### Soil

Clean fill	No charge	N	Y	no	Full (100%) Recovery
Mixed fill (soil with bricks, rocks, etc) over 2.5 cm per m <sup>3</sup>	\$85.00	N	Y	no	Full (100%) Recovery

### Tyres

4WD/light truck (up to 16")	\$27.50	N	Y	no	Full (100%) Recovery
Aircraft	\$231.00	N	Y	no	Full (100%) Recovery
Car	\$20.50	N	Y	no	Full (100%) Recovery
Motorbike	\$14.00	N	Y	no	Full (100%) Recovery
Pushbike	\$7.30	N	Y	no	Full (100%) Recovery
Other tyres	upon application	N	Y	no	Full (100%) Recovery
Super single	\$53.50	N	Y	no	Full (100%) Recovery
Tractor/grader (up to 1.5m)	\$99.50	N	Y	no	Full (100%) Recovery
Tractor/grader (from 1.5m to 2m)	\$140.00	N	Y	no	Full (100%) Recovery
Tractor/grader (from 2m)	\$221.00	N	Y	no	Full (100%) Recovery
Mining tyres	\$750.00	N	Y	no	Full (100%) Recovery
Truck 16" and above	\$40.50	N	Y	no	Full (100%) Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Asbestos

Asbestos per cubic metre	\$292.00	N	Y	no	Full (100%) Recovery
Excavator hire/hour	\$239.00	N	Y	no	Full (100%) Recovery

## Chicken Shed

Egg Shells and dead Chickens per tonne	\$375.00	N	Y	no	Full (100%) Recovery
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## On-Site Sewage Management

### On-site Sewage

OSMS - Application to install	\$188.00	N	N	no	Full (100%) Recovery
OSMS - Design Assessment - Basic	\$223.00	N	N	yes	Full (100%) Recovery
OSMS - Design Assessment - Complex - per hour (non-residential)	\$106.00	N	N	yes	Full (100%) Recovery
OSMS - New Installation Inspection fee - Each Visit	\$305.00	N	N	no	Full (100%) Recovery
OSMS - Existing System Inspection - Per Visit	\$257.00	N	N	yes	Full (100%) Recovery
OSMS - Cancellation of Inspection by Applicant - Less than 4 hours notice	\$176.00	N	N	yes	Full (100%) Recovery
OSMS - Approval to Operate	\$94.00	N	N	no	Full (100%) Recovery
OSMS - Change of Ownership - Greater than 5 working day's notice Plus Inspection fee, if required	\$94.00	N	N	no	Full (100%) Recovery
OSMS - Change of Ownership - Urgent, under 5 working days notice Plus Inspection Fee, if required	\$188.00	N	N	yes	Full (100%) Recovery
OSMS - AWTS Non-compliance (Maintenance Intervals) - Administration Fee Per Occasion, Plus Inspection Fee, if required	\$141.00	N	N	yes	Full (100%) Recovery

## Libraries

Hire of the Community Hub - Library - Not for Profit Organisation per day	\$120.00	N	Y	no	Partial Recovery
Hire of the Community Hub - Library - Not for Profit Organisation 4 hours-day	\$60.00	N	Y	no	Partial Recovery
Hire of the Community Hub - Library - Not for Profit Organisation per hour (minimum 2 hours)	\$20.00	N	Y	no	Partial Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Libraries [continued]

Hire of the Community Hub - Library - Volunteer Organisation (up to 2 hours)	\$0.00	N	Y	no	Partial Recovery
Hire of the Community Hub - Library - Volunteer Organisation (per day)	\$100.00	N	Y	no	Partial Recovery
Hire of the Community Hub - Library - Commercial Organisation (per hour - minimum 2 hours)	\$32.00	N	Y	no	Partial Recovery
Hire of the Community Hub - Library - Commercial Organisation (per day)	\$150.00	N	Y	no	Partial Recovery
Hire wet area of Community Hub per hour - no access to Community Hub Room*	\$20.00	N	Y	no	Partial Recovery

\*Only available between 10am - 5pm weekdays and only when Community Hub room has not been used.

## Lost & Damaged items

Replacement of lost item (CNRL) - Purchase cost plus processing fee	Purchase cost plus processing fee as advised by CNRL at replacement time	N	N	yes	Full (100%) Recovery
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## Inter-library Loans

Interlibrary Resource Sharing (ILRS) - Loan of Books and Materials	Rates as per Australian Interlibrary Resource Sharing - <a href="http://www.nla.gov.au/using-library/copies-and-interlibrary-loans/copies-and-interlibrary-loans-libraries/document-supply">www.nla.gov.au/using-library/copies-and-interlibrary-loans/copies-and-interlibrary-loans-libraries/document-supply</a>	N	Y	no	Full (100%) Recovery
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## Sales

### Printing & Photocopying

Scan to email - per page	\$0.00	N	Y	no	Full (100%) Recovery
A4 Copy or Print - Black and White	\$0.20	N	Y	yes	Full (100%) Recovery
A4 Copy or Print - Colour	\$1.00	N	Y	yes	Full (100%) Recovery
A3 Copy or Print - Black and White	\$0.40	N	Y	yes	Full (100%) Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Printing & Photocopying [continued]

A3 Copy or Print - Colour	\$2.00	N	Y	yes	Full (100%) Recovery
A4 Laminating	\$15.40	N	Y	no	Partial Recovery

### All Council Facilities

Key Deposit for Facilities - refundable on return of key	\$103.50	N	N		
Cleaning Penalty Fee - due to facilities left uncleaned after event	\$545.00	N	Y	no	Full (100%) Recovery
Closing Facility Penalty Fee - premises not secured by user or hirer	\$545.00	N	Y	no	Full (100%) Recovery

### Cancellation Fees

Cancellation Fee - Notice given 3 or more days prior to Event	100% Refund	N	Y	no	Full/Partial Recovery
Cancellation Fee - Notice given 48 hours prior to Event	50% Refund	N	Y	no	Full/Partial Recovery
Cancellation Fee - Notice given less than 48 hours prior to Event	NIL Refund	N	Y	no	Full/Partial Recovery

### Visitor Information Centre

#### Meeting Room Hire

Meeting room capacity 6 people - available during opening hours only

Meeting room hire - Commercial organisation - hourly (1-3 hours)	\$10.00	N	Y	no	Full (100%) Recovery
Meeting room hire - Commercial organisation - half day (4 hours)	\$30.00	N	Y	no	Full (100%) Recovery
Meeting room hire - Commercial organisation - full day	\$50.00	N	Y	no	Full (100%) Recovery
Meeting room hire - Not for Profit organisation - hourly (1-3 hours)	\$0.00	N	Y	no	
Meeting room hire - Not for Profit organisation - half day (4 hours)	\$10.00	N	Y	no	Full (100%) Recovery
Meeting room hire - Not for Profit organisation - full day	\$20.00	N	Y	no	Full (100%) Recovery

### Royal Picture Theatre

#### Private Functions

Bond (refundable)	\$229.00	N	N	no	Full (100%) Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Private Functions [continued]

Key Deposit (refundable)	\$54.00	N	N	no	
Full Day - Corporate Rate	\$765.00	N	Y	no	Partial Recovery
Full Day - Local Non-for-Profit Community Groups - Private Functions	\$360.00	N	Y	no	Partial Recovery
Half Day - Corporate Rate - (max 3 hours)	\$410.00	N	Y	no	Partial Recovery
Half Day - Local Non-for-Profit Community Groups - Private Functions (max 3 hours)	\$166.00	N	Y	no	Partial Recovery
Staff Assistance - event setup and pack down	By Quotation	N	Y	no	Full (100%) Recovery

### Rehearsals

Per Day	\$129.00	N	Y	no	Full (100%) Recovery
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### Extra services

Royal Theatre Green Room - per hour	\$22.00	N	Y	no	Full (100%) Recovery
Sound & Lighting Technician/Projectionist at cost	Per Quote	N	Y	no	Full (100%) Recovery

### Youth & Children Services

#### Long Day Care Facility (CCB rebate applies)

Nursery	\$115.00	N	N	no	Full (100%) Recovery
2 year old room	\$105.00	N	N	no	Full (100%) Recovery
3-5 years room	\$105.00	N	N	no	Full (100%) Recovery
Hourly rate (up to 12 years)	\$17.00	N	N	no	Full (100%) Recovery
Full day charge if over 6 hours					
Late Pick Up Fee	\$30.00	N	N	no	Full (100%) Recovery
per child per 15 minutes or part thereof					
Reprinting of receipt fee	\$0.00	N	N	no	Full (100%) Recovery
Per request					
Late Payment Penalty	\$15.00	N	N	no	Partial Recovery



Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Plains Fitness

### Gym Membership fortnightly direct debit

Promotional membership opportunities available throughout the year at the General Manager's discretion

Gym Membership - Adult	\$43.00	N	Y	no	Full (100%) Recovery
Gym Membership -Family	\$84.00	N	Y	no	Full (100%) Recovery
Gym Membership - Couple - (living at same residential address)	\$75.00	N	Y	no	Full (100%) Recovery
Gym Membership - Commonwealth Concession	\$40.00	N	Y	no	Full (100%) Recovery

### Partners Membership

12 months	\$582.00	N	Y	no	Full (100%) Recovery
Minimum of five membership purchases by an individual business, members of Liverpool Plains Business Chamber and sports clubs partnering with Plains Fitness					

### Use of Gym and Group Fitness Classes

Personal Trainer Session - (30 minutes)	\$37.00	N	Y	no	Full (100%) Recovery
Personal Training - Weekly/Membership Combo - (paid by direct debit)	\$62.00	N	Y	no	Full (100%) Recovery
A maximum of two 30 minute personal training sessions per week - plus minimum period of three months, paid by direct debit					

### Adult

Daily	\$15.00	N	Y	no	Full (100%) Recovery
Monthly	\$105.00	N	Y	no	Full (100%) Recovery
Three (3) Months	\$302.00	N	Y	no	Full (100%) Recovery
Six (6) months	\$495.00	N	Y	no	Full (100%) Recovery
12 Months	\$830.00	N	Y	no	Full (100%) Recovery

### Concession Membership

On presentation of valid Commonwealth Pensioner Concession Card

Daily - Concession	\$13.00	N	Y	no	Partial Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Concession Membership [continued]

Monthly - Concession	\$95.00	N	Y	no	Partial Recovery
Three (3) Months - Concession	\$275.00	N	Y	no	Partial Recovery
Six (6) Months - Concession	\$440.00	N	Y	no	Partial Recovery
12 Months - Concession	\$680.00	N	Y	no	Partial Recovery

### School Students

School Student - One Entry	\$7.00	N	Y	no	Partial Recovery
On presentation of High School Student Pass					
Tertiary Students - One Entry	\$12.00	N	Y	no	Full (100%) Recovery
School Student - Monthly	\$48.00	N	Y	no	Partial Recovery
On presentation of High School Student Pass					
Tertiary Students - Monthly	\$95.00	N	Y	no	Full (100%) Recovery
School Student - Six (6) Months	\$220.00	N	Y	no	Partial Recovery
On presentation of High School Student Pass					
Tertiary Students - Six (6) months	\$440.00	N	Y	no	Full (100%) Recovery
School Student - 12 Months	\$380.00	N	Y	no	Partial Recovery
On presentation of High School Student Pass					
Tertiary Students - 12 Months	\$680.00	N	Y	no	Full (100%) Recovery

### Other charges

#### Passes

#### Group Fit, Upstairs Office and Bathroom Hire

Per Hour	\$28.00	N	Y	no	Full (100%) Recovery
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### Squash Organisations

Quirindi Squash Club - per hour charge (multiple courts)	\$32.00	N	Y	no	Full (100%) Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Casual Squash

Per hour per court	\$22.00	N	Y	no	Full (100%) Recovery
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### Recreational Buildings / Halls

Werris Creek Railway Institute, Quirindi Pavilion, Willow Tree, Warrah, Spring Ridge, Wallabadah, Currabubula & Blackville

Bond	\$229.00	N	N	yes	Full (100%) Recovery
Full Day (over 4 hours) & Night Hire (after 6 pm)	\$223.00	N	Y	yes	Partial Recovery
Half Day Hire – max 4 hours/before 6 pm	\$114.00	N	Y	yes	Partial Recovery
Hourly	\$38.00	N	Y	yes	Partial Recovery

### Sports Grounds, Parks & Reserves

Individual User Agreements will be implemented for Regular Users

#### Quirindi Caravan Park

All bookings are subject to requirements of the Holiday Parks (Long-term Casual Occupation) Act 2002 which may change from time to time

Unpowered site per night (2 people)	\$20.00	N	Y	no	Full (100%) Recovery
Unpowered site per week (2 People)	\$120.00	N	Y	no	Full (100%) Recovery
Powered site per night (2 people)	\$35.00	N	Y	no	Full (100%) Recovery
Powered site per week (2 people)	\$210.00	N	Y	no	Full (100%) Recovery
Additional Person per site per night - over 5 years of age	\$9.00	N	Y	no	Full (100%) Recovery
Basic Cabin per night (2 people)	\$90.00	N	Y	no	Full (100%) Recovery
Basic Cabin per week (2 people)	\$540.00	N	Y	no	Full (100%) Recovery
Family Cabin per night (2 adults & 3 children)	\$110.00	N	Y	no	Full (100%) Recovery
Family Cabin per week (2 adults & 3 children)	\$660.00	N	Y	no	Full (100%) Recovery
Cabin - Bond (refundable) Replacements/losses will be taken from bond in first instance - eg: towels, linen, keys, crockery	\$100.00	N	N	no	Full (100%) Recovery
Replacements/losses additional fee - for any costs incurred in excess of bond amount	Actual cost	N	Y	no	Full (100%) Recovery
Cleaning penalty fee - eg: excess rubbish, smoking in cabin, animal in cabin	\$545.00	N	Y	no	Full (100%) Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Quirindi Caravan Park [continued]

Damages to park property	Actual cost	N	Y	no	Full (100%) Recovery
Cancellation fee - notice given 72 hours or more prior to booking	100% refund	N	Y	no	Full (100%) Recovery
Cancellation fee - notice given 24-72 hours prior to booking	50% refund	N	Y	no	
Cancellation fee - notice given less than 24 hours prior to booking	Nil refund	N	Y		

### Quirindi Racecourse/ Showground Complex

PA System - Bond (Refundable)	\$229.00	N	N	no	Partial Recovery
PA System - Per Day Hire	\$54.50	N	Y	no	Partial Recovery
Rodeo Arena - Day & Night Hire including Lights and Infield Canteen	\$1,090.00	N	Y	no	Full/Partial Recovery
Rodeo Arena - Day & Night Hire including Lights and Infield Clubhouse	\$1,090.00	N	Y	no	Partial Recovery
Rodeo Arena - Day Hire (up to 10 hours)	\$460.00	N	Y	no	Full (100%) Recovery
Rodeo Arena - Night Hire including lights (up to 6 hours)	\$460.00	N	Y	no	Full (100%) Recovery
Rodeo Arena - Restoration of surface during event (upon request)	Actual Cost + 20%	N	Y	no	120% Recovery
Camp Draft - Hire of Each Gate or Panel per day	\$6.00	N	Y	no	Full (100%) Recovery
Assembling or Disassembling of Gates or Panels	Actual Cost + 20%	N	Y	no	120% Recovery
Public Bar - under Grandstand - Bond (refundable)	\$229.00	N	N	no	Full (100%) Recovery
Public Bar – under Grandstand - Full Day Hire	\$475.00	N	Y	no	Full (100%) Recovery
Public Bar - under Grandstand - Half Day Hire (max 4 hours)	\$360.00	N	Y	no	Full (100%) Recovery
Under Dining Complex Area - Bond (refundable)	\$229.00	N	N	no	Full (100%) Recovery
Under Dining Complex Area - Full Day	\$273.00	N	Y	no	Full (100%) Recovery
Under Dining Complex Area - Half Day (max 4 hours)	\$163.01	N	Y	no	Full (100%) Recovery
Under Dining Complex Area + Public Bar under Grandstand - Bond (refundable)	\$229.00	N	Y	no	Full (100%) Recovery
Refundable					
Under Dining Area + Public Bar under Grandstand - Full Day	\$530.00	N	Y	no	Full (100%) Recovery
Under Dining Area + Public Bar under Grandstand - Half Day (max 4 hours)	\$360.00	N	Y	no	Full (100%) Recovery
Camping at Event – Fee per event	\$550.00	N	Y	no	Full (100%) Recovery
Picnic Races	\$3,950.00	N	Y	no	Full (100%) Recovery
Hire of cross country course	\$450.00	N	Y	no	Full (100%) Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Quirindi Racecourse/ Showground Complex [continued]

Cross Country Course Water Jump - Filling One Dam up to 120KL of Water	\$310.00	N	Y	no	Full (100%) Recovery
Cross Country Course Water Jump - Filling Two Dams up to 320KL of Water	\$715.00	N	Y	no	Full (100%) Recovery
Slashing upon request charged to user	Actual cost + 20%	N	Y	no	120% Recovery
Nancy Gray Pavilion - Bond (Refundable)	\$229.00	N	N	no	Partial Recovery
Nancy Gray Pavilion Function Centre	\$710.00	N	Y	no	Partial Recovery
Nancy Gray Pavilion Function Centre - Canteen & Amenities Only	\$435.00	N	Y	no	Partial Recovery

### Jockey Club Dining Complex

Per event	\$543.37	N	Y	no	Full (100%) Recovery
Price reflects nature of service and costs					

### Lobsey Pavilion (per day)

With Animals	\$645.00	N	Y	no	Full (100%) Recovery
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### Hiring of Infield (excludes User Groups)

Full Day with Amenities	\$435.00	N	Y	no	Partial Recovery
Half Day with Amenities	\$292.00	N	Y	no	Partial Recovery
Infield Clubhouse & Amenities (per hour - minimum of 2 hours)	\$36.50	N	Y	no	Partial Recovery
Full Day - includes Infield Canteen & Amenities	\$650.00	N	Y	no	120% Recovery
Half Day - Includes Infield Canteen & Amenities	\$385.00	N	Y	no	Full/Partial Recovery
Full Day - Includes Infield Clubhouse & Amenities	\$710.00	N	Y	no	Partial Recovery
Half Day - Includes Infield Clubhouse & Amenities	\$435.00	N	Y	no	Partial Recovery

### Stables

Open Stable – per night per horse	\$19.20	N	Y	no	120% Recovery
Enclosed Stable – per night per horse	\$29.00	N	Y	no	Full/Partial Recovery
Long-Term Rental - Open Stable – per week per horse	\$21.00	N	Y	no	Full (100%) Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### David Taylor Park

Approved Events - Per hour (Min charge 3 hours)	\$78.00	N	Y	no	Partial Recovery
Approved events - Per Day	\$453.20	N	Y	no	Partial Recovery
Lighting Charge per night	\$109.00	N	Y	no	Full (100%) Recovery
School use - per event - excluding lights	\$122.00	N	Y	no	Partial Recovery
School use - per annum - excluding lights	\$456.45	N	Y	no	Partial Recovery

### Currabubula Recreation Ground

Casual Hire of Ground - Per Day	\$465.00	N	Y	no	Partial Recovery
Casual Hire of Ground - Per hour (Min 3 hours)	\$78.00	N	Y	no	Partial Recovery
Camping at Events - Fee per Event	\$543.35	N	Y	no	Full (100%) Recovery
School use - per event	\$119.55	N	Y	no	Partial Recovery
School use - per annum	\$456.45	N	Y	no	Partial Recovery

### Willow Tree Recreation Ground

Casual Hire of Ground - Per hour (Min 3 hours)	\$78.00	N	Y	no	Partial Recovery
Casual Hire of Ground - Per Day	\$453.20	N	Y	no	Partial Recovery
Camping at Event – Fee per Event	\$590.00	N	Y	yes	Full (100%) Recovery
School use – per event	\$119.55	N	Y	no	Partial Recovery
School use – per annum	\$456.45	N	Y	no	Partial Recovery

### Other Parks & Recreation

Casual Hire of Park Area (for markets, events, etc) - per 24 hours	\$292.00	N	Y	no	Partial Recovery
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### Sporting Precinct

Henry Street Facility, Golland Fields, Combined Courts

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Casual Hire - Excluding light charges

Full Day (per field) includes canteen and amenities	\$274.00	N	Y	no	Partial Recovery
Half Day (per field) includes canteen and amenities	\$145.00	N	Y	no	Partial Recovery

### Casual Hire - Including light charges

Full Day (per field) including canteen and amenities	\$434.70	N	Y	no	Partial Recovery
Half Day (per field) includes canteen and amenities	\$260.00	N	Y	no	Partial Recovery

### Canteen

### Combined Courts

Combined Netball / Basketball Courts - Casual Hire - Per Day	\$50.00	N	Y	no	Partial Recovery
Includes access to Clubhouse					
Combined Netball / Basketball Courts - Season Hire	\$1,005.00	N	Y	no	Partial Recovery
Season Hire up to Six Months					
Combined Netball / Basketball Courts - Clubhouse Hire - Bond	\$229.00	N	N	no	Full (100%) Recovery
Combined Netball / Basketball Courts - Clubhouse Hire - Per Hour	\$60.50	N	Y	no	Partial Recovery

### Tennis Facilities

Quirindi, Warrah Creek and Currabubula

Casual Court Hire per hour	\$17.60	N	Y	no	Partial Recovery
Casual Court Hire per hour - including lights	\$24.00	N	Y	no	Partial Recovery

### Quirindi Sporting Hub Precinct - Clubhouse (Milner Parade)

Available Once Building Works are Completed - Milner Parade

Sporting Hub Hall Hire - Bond	\$229.00	N	N	no	Full (100%) Recovery
Sporting Hub Hall Hire - Per hour	\$76.50	N	Y	no	Partial Recovery
Sporting Hub Hall Hire - Half Day Hire (max four hours)	\$292.00	N	Y	no	Partial Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Quirindi Sporting Hub Precinct - Clubhouse (Milner Parade) [continued]

Sporting Hub Hall Hire - Full Day	\$530.00	N	Y	no	Partial Recovery
Breakage of Crockery and Cultery	Charged at Replacement Cost	N	Y	no	Full (100%) Recovery
Hire of Crockery and Cultery	Per Quote	N	Y	no	Full/Partial Recovery
Hire of Chairs and Tables	Per Quote	N	Y	no	Full/Partial Recovery

### User Group Fees

Event Cancellation Fee - without 24 hours notice (excludes wet weather)	\$140.00	N	Y	yes	30% cost recovery
Quirindi High School - Annual User Fee (per field) Includes regular sport, carnivals and special events	\$3,000.00	N	Y	yes	30% cost recovery
St Joseph's Quirindi - Annual User Fee Includes practice days and carnival	\$610.00	N	Y	yes	30% cost recovery
Senior Cricket - Both Fields - per season Includes canteen, lights, storage and wicket preparation	\$5,845.00	N	Y	yes	30% cost recovery
Junior Cricket - per season - per field Includes canteen, lights, storage and wicket preparation	\$1,465.00	N	Y	yes	30% cost recovery
Quirindi Little Athletics - Annual User Fee Includes amenities	\$755.00	N	Y	yes	30% cost recovery
Quirindi Soccer Club - Adult season - Henry Street Complex Includes canteen, lights and storage room	\$5,595.00	N	Y	yes	30% cost recovery
Quirindi Soccer Club - Junior Season - Golland Fields Includes canteen, lights and storage room	\$1,405.00	N	Y	yes	30% cost recovery
Quirindi Touch Football Association - Adult - Summer Competition Includes canteen, amenities and lights	\$3,450.00	N	Y	yes	30% cost recovery
Quirindi Touch Football Association - Adult - Winter Competition Includes canteen, amenities and lights	\$1,725.00	N	Y	yes	30% cost recovery



Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### User Group Fees [continued]

Quirindi Rodeo Committee - Annual User Fee Includes canteen, office, amenities and lights	\$2,850.00	N	Y	no	30% cost recovery
Quirindi Polocrosse Committee - Annual User Fee Includes canteen, office, amenities and lights	\$3,000.00	N	Y	no	30% cost recovery
Quirindi Pony Club - Annual User Fee Includes canteen, office, amenities and lights	\$3,265.00	N	Y	no	Partial Recovery
Quirindi Eventing Club - Annual User Fee Includes canteen, office, amenities and lights	\$5,570.00	N	Y	no	30% cost recovery
Currabubula Pony Club - Annual User Fee Includes canteen, amenities and storage	\$2,640.00	N	Y	no	30% cost recovery
Quirindi Show Society - Annual User Fee Includes all showground area and facilities (excludes racetrack)	\$5,855.00	N	Y	no	30% cost recovery

## Swimming Centres

### Entrance Fees

Promotional membership opportunities available throughout the year at the General Manager's discretion

Family Day Pass	\$16.00	N	Y	no	Partial Recovery
Adults	\$5.50	N	Y	no	Partial Recovery
Pensioners (Aged/Disabled only)	\$3.50	N	Y	no	Partial Recovery
School Student (on Presentation of Student Card)	\$3.00	N	Y	no	Partial Recovery
Children (1 year to under 18 years)	\$3.00	N	Y	no	Partial Recovery
Spectator	\$3.00	N	Y	no	Partial Recovery
Off Peak Adult Entry 1- 6pm available during school terms only	\$3.00	N	Y	no	Partial Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Season Tickets

### Adults

Full Season	\$160.00	N	Y	no	Partial Recovery
Full Season - Couple - living at same residential address	\$280.00	N	Y	no	Partial Recovery

### Pensioner Concessions

Full Season	\$120.00	N	Y	no	Partial Recovery
Full Season - Couple - living at same residential address	\$190.00	N	Y	no	Partial Recovery

### Family

Full Season	\$315.00	N	Y	no	Partial Recovery
Family as listed on Medicare Card					

### Children (1 year and under 18 years)

Full Season	\$120.00	N	Y	no	Partial Recovery
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### Pool Social Functions

Pool Inflatable Hire - per hour (min. 2 hours and min. 4 lifeguards)	\$220.00	N	Y	no	Full (100%) Recovery
Minimum of 2 hours					
Social Functions	By quotation	N	Y	no	Full (100%) Recovery

### User Groups

General Lane Hire - per hour	\$40.00	N	Y	no	Partial Recovery
Swimming instruction, private coaching or private use					
Swimming Clubs - Lane Hire - per hour	\$4.50	N	Y	no	Partial Recovery
Maximum 3 Lanes, during standard opening hours					

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Exclusive Use of Pool

Exclusive use of pool - Weekdays - per hour min. 2 hours (includes set up of lanes etc.)	\$100.00	N	Y	no	Full (100%) Recovery
Exclusive use of pool - Weekdays - per hour min. 2 hours (includes set up of lanes etc. and no admission fees)	\$120.00	N	Y	no	Full (100%) Recovery
Exclusive use of pool - Weekend/Public Holidays - min. 2 hours (includes set up of lanes etc.)	\$210.00	N	Y	no	Full (100%) Recovery

### Learn to Swim Class

Learn to Swim - Group Class - 30 minutes Per person plus Pool Entry fee	\$16.00	N	N	no	Partial Recovery
Learn to Swim - Individual Class - 15 minutes Per person plus Pool Entry fee	\$21.00	N	N	no	Partial Recovery
Learn to Swim - School Group	Cost recovery for Instructor Fees plus Lane Hire and Pool Entry Fees	N	Y	no	Full (100%) Recovery

### Aqua Aerobics Class

Aqua Aerobics - Group Class - 45 minutes Per person plus Pool Entry fee	\$16.00	N	Y	no	Partial Recovery
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### Airport

Agricultural	\$276.00	N	Y	no	Partial Recovery
Apron	\$550.00	N	Y	no	Partial Recovery
Tie down area	\$550.00	N	Y	no	Partial Recovery

### Landing Fees

Landing Fees	\$14.50 per Tonne	N	Y	no	Partial Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Public Cemeteries

### Reservations

Grave sites - issue perpetual interment right for burial of coffin	\$1,340.00	N	N	yes	Full (100%) Recovery
Columbarium wall - issue perpetual interment right for placement of ashes into niche	\$515.00	N	N	yes	Full (100%) Recovery
Administration fee - transfer perpetual interment right	\$85.00	N	N	yes	Full (100%) Recovery

### Interments

Single Depth	\$2,040.00	N	Y	yes	Full (100%) Recovery
Double Depth	\$2,135.00	N	Y	yes	Full (100%) Recovery
Infants/Still born	\$965.00	N	Y	yes	Full (100%) Recovery
Ashes into grave site	\$289.00	N	Y	yes	Full (100%) Recovery
Ashes into columbarium niche - includes columbarium plaque installation	\$150.00	N	Y	yes	Full (100%) Recovery
Burial on Saturday – additional fee applies	\$585.00	N	Y	yes	Full (100%) Recovery
Burial on Sunday – Special circumstances additional fee applies	\$835.00	N	Y	yes	Full (100%) Recovery

### Interment Services Levy

The Interment Services Levy applies to all burial or ash interment services performed on or after 1 July 2024, regardless of when the right was purchased. Exemptions apply for children under 12 and destitute people.

Burial	\$171.60	N	Y	yes	Full (100%) Recovery
Ash Interment - grave site or columbarium niche	\$69.30	N	Y	yes	Full (100%) Recovery

### Monumental Fees

Application for approval to erect headstone or kerb grave	\$188.00	N	N	yes	Full (100%) Recovery
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### Plaques

Standard Lawn Plaque – includes 6 lines and 1 motif	By quote	N	Y	yes	Full (100%) Recovery
Standard Columbarium Plaque - includes 6 lines and 1 motif or design border	By quote	N	Y	yes	Full (100%) Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Plaques [continued]

Additional lines	By quote	N	Y	yes	Full (100%) Recovery
Additional motif	By quote	N	Y	yes	Full (100%) Recovery
Administration fee - plaque order	\$85.00	N	Y	yes	Full (100%) Recovery
Cancellation of plaque proof	\$109.00	N	Y	yes	Full (100%) Recovery
Lawn plaque installation - includes concrete base	\$142.00	N	Y	yes	Full (100%) Recovery
Columbarium plaque installation - memorial wall or grave site	\$100.00	N	Y	yes	Full (100%) Recovery
Special Orders	By quote	N	Y	yes	Full (100%) Recovery

## Double Interment

Book style	By quote	N	Y	yes	Full (100%) Recovery
Detachable plate	By quote	N	Y	yes	Full (100%) Recovery

## Perpetual maintenance

Site maintenance excludes plaques and monuments etc	\$1,075.00	N	Y	yes	Full (100%) Recovery
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## Private Plots

Applications for approval for private burial plots (including inspection) – per application	\$315.00	N	N	yes	Full (100%) Recovery
Applications for approval for private burial plots (including inspection) plus Advertising (minimum)	\$835.00	N	N	yes	Full (100%) Recovery

## Administration

Cemetery records enquiry (includes historical research or family information requests) - per hour or part thereof	\$145.00	N	N	yes	Full (100%) Recovery
Administration fee - other approved transactions	\$85.00	N	Y	yes	Full (100%) Recovery

## Water Services

### Water Supply

Recreational Usage Charge per kL	\$3.94	N	N	yes	Partial Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Usage Charges - Residential & Non-Residential

Usage Charge – First Step rate (<75kL per quarter)	\$3.94	N	N	yes	Full/Partial Recovery
Usage Charge – Second Step rate (usage rate after 75kL per quarter)	\$4.72	N	N	yes	Full/Partial Recovery

### Access Charges - Residential & Non-Residential

Access Charge (20mm)	\$759.00	N	N	yes	Full (100%) Recovery
Access Charge (25mm)	\$1,200.00	N	N	yes	Full (100%) Recovery
Access Charge (32mm)	\$1,800.00	N	N	yes	Full (100%) Recovery
Access Charge (40mm)	\$2,235.00	N	N	yes	Full (100%) Recovery
Access Charge (50mm)	\$3,490.00	N	N	yes	Full (100%) Recovery
Access Charge (80mm)	\$8,915.00	N	N	yes	Full (100%) Recovery
Access Charge (100mm)	\$13,915.00	N	N	yes	Full (100%) Recovery

### Connections to existing main (including meter supply) Standard 20mm (3/4") connection including backflow device.

Each connection	\$1,815.00	N	N	no	Full (100%) Recovery
Connect meter to existing service	\$570.00	N	N	no	Full (100%) Recovery

### Standard 25mm (1") connection including backflow device

Each connection	\$2,270.00	N	N	no	Full (100%) Recovery
Connect meter to existing service	\$745.00	N	N	no	Full (100%) Recovery

### Greater than 25mm water connection (doesn't include backflow device, installed by plumber)

Each connection	Actual cost	N	N	no	Full (100%) Recovery
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### Disconnections

Remove meter and "cap off" water service outside property	\$915.00	N	N	no	Full (100%) Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Pressure & or flow statement

Measure flow and pressure test	\$515.00	N	N	no	Full (100%) Recovery
At 2 hydrants adjacent to the requested site					

### Meter Readings

At property settlement	\$123.00	N	N	no	Full (100%) Recovery
Return to read if inaccessible during regular reading run	\$123.00	N	N	no	Full (100%) Recovery

### Water Meter Testing - Class 2 meters with verification scale of 1L or less

Refundable if meter faulty

20 mm & 25 mm	\$425.00	N	N	no	Full (100%) Recovery
32 mm & 40 mm	\$500.00	N	N	no	Full (100%) Recovery
50 mm & 80 mm	\$570.00	N	N	no	Full (100%) Recovery
100 mm & 150 mm	\$685.00	N	N	no	Full (100%) Recovery
200 mm 4 point non NATA test	\$900.00	N	N	no	Full (100%) Recovery

### Unsubstantiated work (i.e. not Councils asset to repair)

Cost recovery of involving Council on work when not applicable	\$160.00	N	Y	no	Full (100%) Recovery
Per hour					

### Water meter repairs due to damage by consumer (or others)

#### During working hours

Flag fall (minimum charge)	\$195.00	N	N	no	Full (100%) Recovery
Repairs	Actual cost	N	N	no	Full (100%) Recovery

#### After working hours

Callout (minimum charge)	\$260.00	N	N	no	Full (100%) Recovery
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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**After working hours** [continued]

Repairs	Actual cost	N	N	no	Full (100%) Recovery
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**Service Restriction for Debt Recovery**

Install restriction device	\$171.00	N	N	no	Full (100%) Recovery
Remove restriction	\$171.00	N	N	no	Full (100%) Recovery

**Asset identification****Location of existing services for Telstra**

First location ( max half hr)	\$153.00	N	N	no	Full (100%) Recovery
Thereafter per half hour	\$82.00	N	N	no	Full (100%) Recovery

**Location of existing Water Services Assets**

First location (max 1 hour)	\$176.00	N	N	no	Full (100%) Recovery
Thereafter per half hour	\$32.50	N	N	no	Full (100%) Recovery
	Min. Fee: \$45.00				

**Provision of plans**

Per Plan	\$29.50	N	N	no	Full (100%) Recovery
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**Development Charges - Water Headworks**

Developers' Charge – Water Services (other than villages)	\$15,030.00	N	N	no	Average (66%) recovery across all schemes
Per equivalent tenement					
Developer Charges – Village water services	\$11,460.00	N	N	no	Average (66%) recovery across all schemes
Per equivalent tenement					



Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Supplies

### From Bulk fill Facility - Quirindi

Access Key – per tag	\$6.00	N	N	no	Full (100%) Recovery
Service Charge – per month for Account Cards only	\$26.00	N	N	no	Full (100%) Recovery
Usage Charge – Per kilolitre	\$6.90	N	N	no	Full (100%) Recovery
Minimum Charge – Per use	\$10.00	N	N	no	Full (100%) Recovery

## Truck wash bay Quirindi

### A purchase of access tag

Permanent Issue – Per tag	\$51.50	N	Y	no	Full (100%) Recovery
Prepaid (60 mins use) – per tag	\$43.50	N	Y	no	Full (100%) Recovery
Prepaid Tag deposit (refundable on return) per tag	\$36.50	N	N	no	Full (100%) Recovery

## Timed usage

Per minute of usage	\$1.20	N	Y	no	Full (100%) Recovery
Minimum Charge – per use	\$32.50	N	Y	no	Full (100%) Recovery

## National Truck wash System Account Fees

Additional to Council charges (Refer to Avdata)	Actual cost	N	Y	no	Full (100%) Recovery
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## Backflow Prevention

Backflow Device Installation & Inspection	\$188.00	N	N	no	Full (100%) Recovery
Re-inspection upon non-compliance	\$158.00	N	N	no	Full (100%) Recovery
Late device test registration fee	\$106.00	N	N	no	Full (100%) Recovery
In addition to annual device registration fee. Per month until registered					

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Device Registration Fee

1-3 devices per site	\$54.50	N	N	no	Full (100%) Recovery
4-9 devices per site	\$76.00	N	N	no	Full (100%) Recovery
10+ devices per site	\$105.00	N	N	no	Full (100%) Recovery

### Sewer Services

#### Sewer

##### Residential

Access Charge	\$785.00	N	N	yes	Full (100%) Recovery
Sewer Usage Charge (\$/kL)	No Charge	N	N	yes	
Standard Residential Charge (25mm)	\$785.00	N	N	yes	Full (100%) Recovery

##### Non-Residential

Sewer Usage Charge (SDF*\$ /kL)	\$2.60	N	N	yes	Full (100%) Recovery
Standard Non-Residential Charge (20mm)	\$520.00	N	N	yes	Full (100%) Recovery
Standard Non-Residential Charge (25mm)	\$785.00	N	N	yes	Full (100%) Recovery
Standard Non-Residential Charge (32mm)	\$1,165.00	N	N	yes	Full (100%) Recovery
Standard Non-Residential Charge (40mm)	\$1,770.00	N	N	yes	Full (100%) Recovery

### Inspections

Additional Inspections & Reinspections	\$193.00	N	N	no	Full (100%) Recovery
Plumbing and Drainage Inspection	\$271.00	N	N	no	Full (100%) Recovery

### Connections to existing sewer main

Application to connect (Section 305 WM Act 2000)	\$271.00	Y	N	yes	As determined by the Act
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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Sewerage Installation

Provision of sewer junction into main	Actual cost	N	N	no	Full (100%) Recovery
Amendment of plan (including inspection)	\$201.00	N	N	no	Full (100%) Recovery

### Disconnection of existing junction

Price reflects private nature of service and costs and need to encourage subdivision developments

"Cap off" sewer service line within property at request of owner	Actual cost	N	N	no	Average recovery across all schemes
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### Developer Charges - Sewer Headworks

Price reflects private nature of service and costs and need to encourage subdivision developments

Contribution to Headwork's DSP area 1 (Quirindi & Werris Creek)	\$3,575.00	N	N	no	Average recovery across all schemes
Per equivalent tenement					

### Trade Waste

#### Trade Waste Fees and Usage Charges

#### Application Fees (including modifications)

Concurrence Class A & B discharger	\$390.00	N	N	no	Full (100%) Recovery
Concurrence Class C discharger	\$530.00	N	N	no	Full (100%) Recovery
Concurrence Class S discharger	\$530.00	N	N	no	Full (100%) Recovery
Trade Waste Discharge Factor Variation Request	\$143.00	N	N	no	Full (100%) Recovery
Approval Renewal (5 yearly)	\$143.00	N	N	no	Full (100%) Recovery

### Annual Trade Waste Fee

Category 1 Discharger	\$131.00	N	N	no	Full (100%) Recovery
Discharger requiring minimal pretreatment, or prescribed pretreatment with low impact on sewerage system.					

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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**Annual Trade Waste Fee** [continued]

Category 2 Discharger	\$259.00	N	N	no	Full (100%) Recovery
Discharger with prescribed pretreatment					
Category 3 – Large Discharger	\$865.00	N	N	no	Full (100%) Recovery

**Inspection Fees**

Re-Inspection Fee	\$193.00	N	N	no	Full (100%) Recovery
Trade Waste Sampling	Actual Cost + 10%	N	N	no	Full (100%) Recovery

**Trade Waste Charges**

Category 1 Compliant Discharger	no charge	N	N	no	Full (100%) Recovery
Category 1 Non-Compliant Discharger	\$24.00	N	N	no	Full (100%) Recovery
Category 2 Compliant Discharger	\$2.50	N	N	no	Full (100%) Recovery
Category 2 Non-Compliant Discharger	\$24.00	N	N	no	Full (100%) Recovery

**Tankered Waste Charges**

Chemical Toilet	\$24.00	N	N	no	Full (100%) Recovery
Septic Tank Waste – Effluent	\$3.20	N	N	no	Full (100%) Recovery
Septic Tank Waste – Septage	\$31.50	N	N	no	Full (100%) Recovery

**Excess Mass Charges per Kilogram****Substance**

Food Waste Disposal Charge/Bed	\$39.00	N	N	no	Full (100%) Recovery
pH coefficient (k)	Unit for this fee is 0.467 per kL	N	N	no	Full (100%) Recovery
Aluminium	\$0.90	N	N	no	Full (100%) Recovery
Ammonia (as N)	\$2.73	N	N	no	Full (100%) Recovery
Arsenic	\$90.15	N	N	no	Full (100%) Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
<b>Substance</b> [continued]					
Barium	\$45.07	N	N	no	Full (100%) Recovery
Biochemical oxygen demand (BOD)	\$0.90	N	N	no	Full (100%) Recovery
Boron	\$0.90	N	N	no	Full (100%) Recovery
Bromine	\$18.03	N	N	no	Full (100%) Recovery
Cadmium	\$417.50	N	N	no	Full (100%) Recovery
Chloride	no charge	N	N	no	Full (100%) Recovery
Chlorinated hydrocarbons	\$45.07	N	N	no	Full (100%) Recovery
Chlorinated phenolic	\$1,802.49	N	N	no	Full (100%) Recovery
Chlorine	\$1.82	N	N	no	Full (100%) Recovery
Chromium	\$30.05	N	N	no	Full (100%) Recovery
Cobalt	\$18.36	N	N	no	Full (100%) Recovery
Copper	\$18.36	N	N	no	Full (100%) Recovery
Cyanide	\$90.15	N	N	no	Full (100%) Recovery
Fluoride	\$4.52	N	N	no	Full (100%) Recovery
Formaldehyde	\$1.82	N	N	no	Full (100%) Recovery
Oil & Grease (Total O & G)	\$1.64	N	N	no	Full (100%) Recovery
Herbicides/ defoliants	\$901.87	N	N	no	Full (100%) Recovery
Iron	\$1.82	N	N	no	Full (100%) Recovery
Lead	\$45.06	N	N	no	Full (100%) Recovery
Lithium	\$9.02	N	N	no	Full (100%) Recovery
Manganese	\$9.02	N	N	no	Full (100%) Recovery
Mercaptans	\$90.15	N	N	no	Full (100%) Recovery
Mercury	\$3,004.57	N	N	no	Full (100%) Recovery
Methylene blue active substances (MBAS)	\$0.90	N	N	no	Full (100%) Recovery
Molybdenum	\$0.90	N	N	no	Full (100%) Recovery
Nickel	\$30.05	N	N	no	Full (100%) Recovery
Nitrogen (N) (Total Kjeldahl Nitrogen – TKN)	\$0.24	N	N	no	Full (100%) Recovery
Organoarsenic compounds	\$901.88	N	N	no	Full (100%) Recovery
Pesticides general (excludes organochlorins and organophosphates)	\$901.88	N	N	no	Full (100%) Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Substance [continued]

Petroleum hydrocarbons (non-flammable)	\$3.00	N	N	no	Full (100%) Recovery
Phenolic compounds (non-chlorinated)	\$9.01	N	N	no	Full (100%) Recovery
Phosphorous* (Total P)	\$1.82	N	N	no	Full (100%) Recovery
Polyphorus aromatic hydrocarbons	\$18.36	N	N	no	Full (100%) Recovery
Selenium	\$63.44	N	N	no	Full (100%) Recovery
Silver	\$1.67	N	N	no	Full (100%) Recovery
Sulphate (SO4)	\$0.20	N	N	no	Full (100%) Recovery
Sulphide	\$1.82	N	N	no	Full (100%) Recovery
Sulphite	\$2.00	N	N	no	Full (100%) Recovery
Suspended Solids (SS)	\$1.18	N	N	no	Full (100%) Recovery
Thiosulphate	\$0.34	N	N	no	Full (100%) Recovery
Tin	\$9.01	N	N	no	Full (100%) Recovery
Total dissolved solids (TSS)	\$0.07	N	N	no	Full (100%) Recovery
Uranium	\$9.02	N	N	no	Full (100%) Recovery
Zinc	\$18.36	N	N	no	Full (100%) Recovery

### Ancillary Works

#### Property and Land

Price reflects private nature of works and current market values

#### Purchase of Council Road

Initial Investigation Fee - to determine Council or Crown control	\$156.00	N	N	no	Full (100%) Recovery
Application Processing Fee for Council Public Roads	\$1,450.00	N	N	no	Full (100%) Recovery
Application Processing Fee for Crown Public Roads	\$1,865.00	N	N	no	Full (100%) Recovery
Prescribed Advertising	Actual cost	N	N	no	Full (100%) Recovery
Survey and Land Registry Fees	Actual cost	N	N	no	Full (100%) Recovery
Legal Fees	Actual cost	N	N	no	Full (100%) Recovery
Valuation Costs	Actual cost	N	N	no	Full (100%) Recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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### Lease of Council Road, Land or Property

Per Application	\$315.00	N	Y	no	Full (100%) Recovery
Per Inspection (if required)	\$193.00	N	Y	no	Full (100%) Recovery
Prescribed Advertising	Actual cost	N	Y	no	Full (100%) Recovery
Legal Fees	Actual cost	N	Y	no	Full (100%) Recovery

### Concrete Driveways

Reinforced, full width to Council specifications	Actual cost	N	Y	no	Full (100%) Recovery
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### Footpath Construction and Cross Overs

At owner's request	Actual cost	N	Y	no	Full (100%) Recovery
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### Foot paving

Contribution to programmed works	50% of Actual Cost	N	N	yes	50% Cost Recovery
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### ARTC

Price reflects nature of service and costs

On-site meetings	\$830.00	N	Y	no	Full (100%) Recovery
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### Engineering Construction Certificates

#### Engineering Certificate

Per certificate	\$207.00	N	N	no	Full (100%) Recovery
plus per lot where civil works need checking	\$126.00	N	N	no	Full (100%) Recovery

#### Engineering Consultation

Engineering advise development review of DA's.	\$415.00	N	Y	no	Full (100%) Recovery
Per staff member per hour. Minimum fee 1 hour					

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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## Private Works

Price reflects private nature of works and current market competition

Private Works	By Quote - Dependent on Resource Availability	N	Y	no	120% Recovery
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## Roads

Price reflects private nature of works and current market competition

### Section 138 Roads Act Applications

Per permit	\$133.00	N	N	no	Full (100%) Recovery
Per Inspection (if required)	\$193.00	N	N	no	Full (100%) Recovery
Prescribed advertising	Actual cost	N	N	no	Full (100%) Recovery

## Electric Vehicle Charging

Electric Vehicle Charging Fee	\$0.50/kwh  Min. Fee: \$0.45	N	Y	no	Full (100%) Recovery
Electric Vehicle Idle Fee	\$1.00/minute - following 15 minute grace period  Min. Fee: \$0.91	N	Y	no	Full (100%) Recovery





**4.3 PUBLIC EXHIBITION - DRAFT LONG-TERM FINANCIAL PLAN 2026-2035**

**IP&R Linkage:**      **Goal:**      Our Council, community and business leaders work together effectively

**Strategy:** Operate in a financially responsible manner and improve long-term financial sustainability

**Author:**              Chris Powell, Chief Financial Officer

**Authoriser:**        Dean Frost, Director Corporate and Community Services

**File Number:**        G2025/0135

**Annexures:**        A.      LPSC Draft Long Term Financial Plan 2026 - 2035  

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## RECOMMENDATION

That Council:

1. Endorse the draft Long-Term Financial Plan 2026-2035, appended at *Annexure A*, for public exhibition.
2. Notes the draft Long-Term Financial Plan 2026-2035 is a guide for Council decision-making into the future and does not commit Council to any of the actions modelled within the scenarios contained in the Plan.
3. Receive a further report regarding the draft Long-Term Financial Plan at the June Ordinary Meeting following completion of the public exhibition period.

## BACKGROUND

The Integrated Planning and Reporting (“IP&R”) provisions contained in the *Local Government Act 1993* (“the Act”) requires Council to adopt an annual Operational Plan outlining the actions it will undertake to implement the activities set out in the adopted Delivery Program 2022-2026. It also provides that Council must develop and adopt a long-term Resourcing Strategy for the provision of the resources required to implement the Community Strategic Plan (“the CSP”). The Resourcing Strategy must include the Long-Term Financial Plan (“the LTFP”).

The draft LTFP includes the financial resourcing to implement the Community Strategic Plan. Under the *Integrated Planning and Reporting Guidelines for Local Government in NSW* (“the IP&R Guidelines”) prescribed by the Office of the Local Government, the LTFP must include:

- Projected income and expenditure, balance sheet and cash flow statement,
- Planning assumptions used to develop the LTFP,
- Sensitivity analysis highlighting the factors and assumptions likely to affect the LTFP,
- Financial modelling for different scenarios, and
- Methods of monitoring financial performance.

The LTFP must be publicly exhibited for a period of not less than 28 days. Any submissions received during the public exhibition period must be considered prior to the LTFP being adopted.

## ISSUES AND COMMENTARY

The draft LTFP, appended at *Annexure A*, provides a projection of the financial position of Council over a 10-year horizon. The draft LTFP builds upon the draft 2025-2026 budget and considers the proposed activity within the 2026-2029 Delivery Program and the various financial assumptions within this Program.

The LTFP highlights fiscal challenges facing Council over the life of the Plan. It is important to note that these challenges are not unique to Liverpool Plains Shire Council and reflects the funding challenges facing the local government sector across the state. This is emphasised by the large number of local councils seeking and receiving approvals for Special Rate Variations in recent years, totalling 30 applications over the past three years.

Further in December 2024, the NSW Government released the NSW Parliamentary Inquiry report examining the financial sustainability of councils. This provided several recommendations including an increase in the Financial Assistance Grants from 0.5 per cent to 1 per cent of Commonwealth taxation revenue; streamlining grant programs to make them more secure, sustainable and predictable; and recognising that Rural Fire Service assets are vested in the NSW government and not local councils. The impact of any Government policy changes as a result of the Parliamentary Inquiry recommendations have not been factored into the LTFP scenarios below. However, there is the potential for material positive impacts on Council's financial sustainability if key recommendations are adopted and implemented.

Conscious of these financial sustainability challenges facing Council, the draft 2025-2026 Budget includes funding for a Financial Sustainability Review. It is anticipated that this project will be undertaken by an independent consultancy to externally review Council's financial position, identify opportunities for cost savings or efficiencies, review service levels, and explore opportunities to further increase revenues. This review will inform Council's decision making and assist formulating future LTFP documents.

As required under the IP&R Guidelines, the draft LTFP models three scenarios. Each model is based upon draft 2025-2026 budget and considers the proposed activity within the 2026-2029 Delivery Program and the various financial assumptions within this Program and extends these assumptions over a 10-year horizon.

### 1. **Base Case: Business as usual**

This modelling identifies sustainability challenges over the long-term. A major issue will be that Council will be unable to renew non-road assets as they come to end of life. This plan has been modelled on the existing rates and revenue of Council and has factored in conservative estimates for Government grant revenue.

This model will result in Council remaining in a cash positive position each year, with restricted reserves being used for their intended purposes, however the Net Result after Capital Items returns a deficit year on year.

Council's Operating Performance Ratio remains below benchmark and Asset Renewal Ratio is also below benchmark.

### 2. **Scenario 1 – Towards Sustainability**

This scenario models additional revenue necessary to have Council trend toward a positive Operating Performance Ratio by Year 10. A more optimistic (but modest) approach to additional capital grant revenue of \$2.6 million and additional operating grant revenue of \$3.5 million over the 10 years.

This scenario also includes an efficiency factor in materials, along with an increase in User Fees and Charges.

Additionally, Council has surplus land and buildings that are either not utilised or underutilised, this scenario models these properties being sold and the revenue returned to Internally Restricted Reserves. This can have the impact of increasing investment returns, whilst also reducing repairs, maintenance, and depreciation expenditures.

The Net Result after Capital Items returns to a surplus in Year seven and the Asset Renewal Ratio is improved.

### **3. Scenario 2 – Sustainability**

This scenario builds upon on Alternative Scenario 1 with the objective of returning Council to a positive Net Operating Result before Capital Grants and Contributions by 2034, as well as funding requirements. To achieve this outcome this scenario models the implementation of a permanent SRV implemented over the financial years ending 2028 and 2029 respectively.

This Scenario assumes no new services being provided by Council, beyond those services currently provided.

By adopting the Long Tern Financial Plan, Council is not committing to any course of action as detailed within each or the models as any action would be subject to separate Council reports, community engagement(s) and Council decisions.

As stated above these three scenarios do not factor in any Government policy changes as a result of the NSW Parliamentary Inquiry recommendations, which have the potential for material positive impacts of Councils financial sustainability into the future.

## **LEGISLATIVE AND POLICY IMPLICATIONS**

The IP&R framework is a requirement of the Act, and the development and adoption of the draft LTFP ensures that Council achieves compliance with its responsibilities to implement the IP&R framework. The LTFP has been prepared in accordance with the IP&R Guidelines.

## **FINANCIAL IMPLICATIONS**

The LTFP financial implications are outlined in the above issues and commentary.

## **RISK IMPLICATIONS**

Consistent with the requirements of section 405 of the Act, Council's draft LTFP must be adopted by 30 June 2024 and be publicly exhibited for 28 days prior to its adoption.

## **COMMUNITY CONSULTATION**

Once the draft Operational Plan, Fees, and Charges schedule and LTFP are placed on public exhibition, members of the public may make submissions and provide feedback on the proposed Operational Plan and Budget, Fees and Charges and LTFP.

Any submissions received during this period will be provided to Council for consideration at its Ordinary Meeting scheduled to be held Wednesday, 30 June 2025 prior to the adoption of this document.

**CONCLUSION**

It is recommended that Council resolve to place the draft LTFP on public exhibition for a period of 28 days. A further report will be provided to Council at the June Ordinary Meeting regarding the adoption of the draft LTFP.

# Long Term Financial Plan

## 2026 - 2035



**Liverpool Plains**  
Shire Council

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## Foreword

The Long-Term Financial Plan (LTFP) is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources councils need to influence and work with other parties so that they might deliver on their responsibilities.

The LTFP in conjunction with the Workforce Management Plan and the Asset Management Plan form the basis of the Resourcing Strategy.

This LTFP includes:

- Projected income and expenditure, balance sheet and cash flow statement
- Planning assumptions used to develop the LTFP
- Sensitivity analysis highlighting the factors and assumptions likely to affect the LTFP
- Financial modelling for different scenarios and
- Methods of monitoring financial performance.

This LTFP reflects Council's intentions at the time of adoption and will be reviewed annually as part of Council's Integrated Planning and Reporting process to ensure that it reflects the prevailing internal and external environment. As with any plan or budget, the actual results may vary from that forecast.



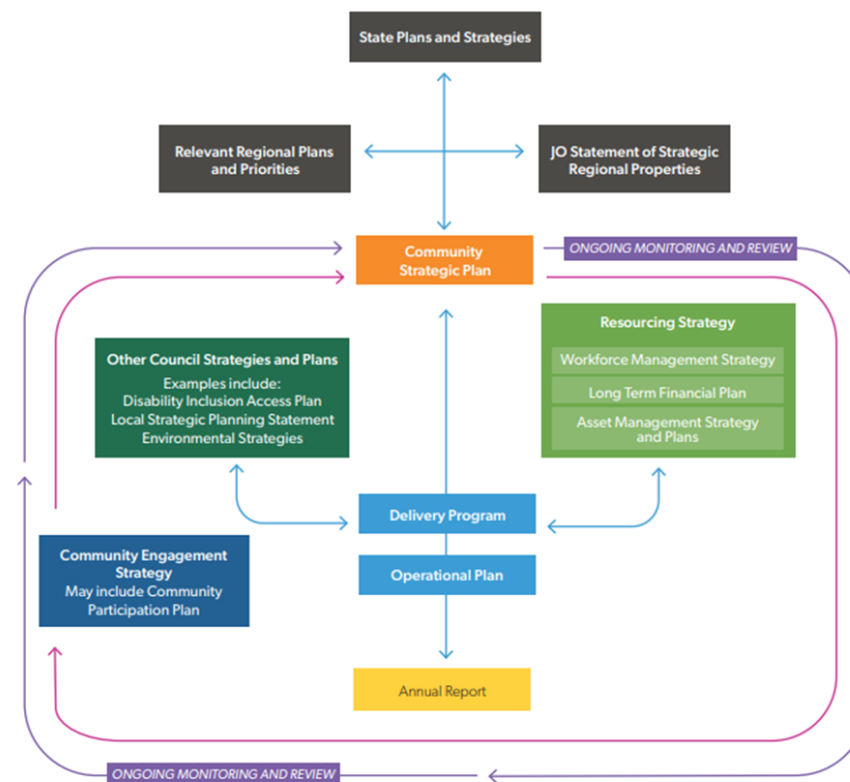
# Integrated Planning and Reporting

## Our Strategic Approach

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

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

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



## Purpose of Long-Term Financial Plan

The development of a LTFP allows Council to take a much more proactive approach to its financial management. Long term planning provides Council the ability to model what the future could look like given different circumstances and assumptions. It allows Council to identify future financial threats or opportunities and to put measures in place over the short term to reduce the impact or produce benefits. Long term planning allows Council to look at the future financial implications of today's decisions before they are implemented. While a decision to change policy or strategy, introduce a new service or undertake capital works may seem to have no adverse financial impact in the short term the longer-term implications may show a very different picture.

By having a long-term planning process in place Council is much better placed to manage the expectations of the community in terms of what levels of services that it is able to provide. Council is constantly faced with demands for increases to services or continuation of existing services. Through longer term financial plans Council will be able to better explain the decisions that it makes.

## Performance Monitoring and Review

Reporting is a key element of the IPR 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 LTFP using the following documentation:

- Delivery Program and Operation Plan Progress Reports
- Quarterly Budget Review Statements
- Annual Report (including audited Financial Statements)
- End of Term Report, and
- State of the Environment Report.

In addition to monitoring performance against the indicators in the annual statements, Council will continue to monitor the key performance for the following ratios:

- Operating performance
- Own source operating revenues
- Debt service cover ratio
- Building and Infrastructure renewals ratio

Council will review the LTFP each year in conjunction with the annual Operational Plan. Evaluation will include reviewing and amending estimates and scenarios while the assumptions will be adjusted to improve the accuracy of the LTFP.

## Executive Summary

Financial sustainability is a challenge for all Local Governments, particularly councils in rural and regional Australia which are faced with the challenge of maintaining and replacing aged assets, while keeping rates and charges affordable for their communities.

As with other similarly sized councils, Liverpool Plains Shire Council does not have a large number of rateable properties to disperse the rate burden across. Further, we must deliver water, sewerage and waste services in line with relevant guidelines and regulations, while ensuring the cost to provide those services remains within our community's capacity-to-pay.

In preparing this Long-Term Financial Plan (LTFP), Council has been careful to ensure projected operating revenues and expenditures, as well as the planned capital works, are reliable and achievable – including the NSW and Commonwealth Government grants we receive. Council will continue to review and refine its LTFP and Assets Management Plans to reflect more accurate costs of maintaining our assets and delivering services.

A key focus of this updated LTFP is Council's general fund which includes all activities except for water supply and sewer supply, which are accounted for separately under National Competition Policy and legislated requirements for reasonable costs. Three scenarios are considered:

1. A reduced capital renewal program to achieve a balanced cash result with a negative operating result.
2. Modelling to trend towards a positive operating performance ratio, which includes the consolidation of Council's non road infrastructure assets, including sale of land and buildings not utilised effectively for provision of Council's current services and an improvement to the Asset Management Plans.
3. Modelling to achieve a sustainable operating position with the ability to renew assets as they fall due. This model includes a Special Rate Variation (SRV) to raise revenue to be applied to the renewal of assets to achieve a balanced operating position.

Two scenarios are presented for the Water Fund:

1. A reduced capital renewal program to achieve a balanced cash result with a negative operating result
2. Modelling to achieve a sustainable operating position.

One, consistent scenario for the Sewer Fund is included in this update of the LTFP.

**Base Case:** This financial plan is not sustainable in the long-term. Council will be unable to renew non-road assets as they come to end of life. This plan has been modelled on the existing rates and revenue of Council. It has factored in a conservative estimate of Government grant revenue. This will result in Council remaining in a cash positive position each year, with restricted reserves being used for their intended purposes. The Net Result after Capital Items is a deficit year on year. Council's Operating Performance and Asset Renewal Ratio's remain below benchmark.

### Alternative Scenario 1 – Towards Sustainability:

General Fund - Models' additional revenue necessary to trend Council to a positive Operating Performance Ratio. Additional Capital grants revenue of \$2.6 Million over the ten years. Additionally, Council has surplus land and buildings that is either not utilised or underutilised. The model has these properties being sold and the revenue returned to Internally Restricted Reserves. The Net Result after Capital Items returns to a surplus in year seven and the Asset Renewal Ratio is improved.

Water Fund - Models an increase in User Fees and Charges above the base increase.

### Alternative Scenario 2 – Sustainability:

General Fund - This model is based on Alternative Scenario 1 with the addition of a permanent Special Rates Variation (SRV) implemented over two years. This Scenario will return Council to a Net Operating Surplus after capital grants and contributions and the renewal of assets will be achieved. This Scenario has no new services being provided by Council and includes an increase in User Fees and Charges.

Water Fund – This model does not include any changes to Alternate Scenario 1.

The Scenarios for the Sewer Fund are the same for all three Models, and thus has only been included in this Base Case Scenario.

Given the large investments required in Council's local infrastructure, it is important that the administration of the Council delivers on the capital works demand efficiently, through well planned projects that not only are cost effective to deliver, but also reduces the ongoing demand on operational and maintenance costs. Our approach to asset management planning aims to identify the lowest cost approach to the design, delivery, operations and maintenance of our infrastructure, while delivering on the service needs the community has expressed through the Community Strategic Plan.

## Current Financial Position

Council's current financial performance, as outlined in the 2023-2024 Audited Financial Statements, can be characterised by the following:

- Council frequently reports a negative operating result before grants and contributions provided for capital purposes for the financial year (2024 \$3.03 Million and 2023 \$1.88 Million).
- Council's expenditure on renewing infrastructure, property, plant and equipment for the 2024 and 2023 financial years was significantly less than the depreciation expense. In 2024 Council invested \$11.6 Million in asset renewal compared to depreciation of \$13.87 Million, and in 2023 Council invested \$8.38 Million in asset renewal compared to depreciation of \$13.66 Million.
- Council's financial flexibility position is weak as indicated by the Operating Performance Ratio of negative 8.0 per cent and Own Source Operating Revenue Ratio 51.4 per cent. The General Fund Own Source Operating Revenue Ratio is at only 48.1 per cent of total revenue. The General Fund is reliant upon the continuation of grants from other levels of government, and any reduction could adversely affect Council's financial position.
- Council's liquidity position (37.3 times in 2024) is comparatively sound, with an unrestricted current ratio above the benchmark of 1.5 times. Council has enough current cash to meet current liabilities as they fall due.
- Council's debt service cover ratio servicing capacity was strong (13.0 times) which is above the benchmark of 2.0 times. This indicates Council has sufficient capacity to meet current borrowings.
- Council continued to exceed the benchmark of below 10 per cent for outstanding rates, annual and extra charges in 2024 at 8.3 per cent (7.4 per cent in 2023).

## Planning Assumptions

### Levels of Service

Current levels of core services and current asset maintenance schedules have been used as a baseline for the financial projections.

### Workforce Levels

Workforce levels are assumed to remain largely the same. A position vacancy rate of 5 per cent has been factored into the Scenarios.

### Economic Growth

The LTFP assumes minimal increased economic activity. However, Council is actively working to facilitate increased economic growth through its Tourism and Economic Development strategies and Growth Management Strategy. As and when any results come to fruition, future revisions to the LTFP will be made to appropriately reflect them.

### Asset Renewal Predictions

This LTFP has been informed by asset renewal predictions using broad assumptions at a program level as outlined in Council's Asset Management Plans.

### Indexation Rates

In 2025-2026, the standard indexation rate used is 3.5 per cent, however, indexation for electricity is set at 10 per cent where a fixed contract does not exist. Similarly, general insurance is expected to increase by 12 per cent with cyber insurance by 15 per cent. Forward estimate years from 2027 to 2035 include indexation at 3.0% for expenditure.

### Capital works – increase to ongoing operating costs

Included in the Scenarios is the increase to depreciation for the Quipolly Water Treat Plant which equates to ~\$1.2 million from 2025-2026 year going forward.

### Grants Provided for Operational Purposes

Financial Assistance Grants (FAG) are received from the Commonwealth Government and the Regional Roads Grants from the State Government. Both grants are a large source of funds to Council. These operating grants have been modelled to increase at a modest 3.0 per cent each year. However, the State Government is currently reviewing the financial funding model of NSW Council's and Council expects an increase in funding is likely. Scenarios 1 and 2 have additional funds from operating grants at \$360 thousand from 2027 onwards.

### Capital Grants

Capital grants approved at the time of compiling this LTFP have been included in the projections for the base scenario. Scenario 1 and 2 includes additional Capital grants of \$2.5 Million over the 10-year plan.

### Water and Sewer Fees and Charges

In 2024-2025, Council is on the journey of moving to a user pays system for Water, thus Council's Annual Water Charges will reduce slightly in 2025 and remain constant in 2026 and 2027 before increasing in line with expected CPI at 3.0 per cent thereafter. To ensure Council's Water Fund is sustainable, the usage per kilolitre rate will increase by approximately 20 per cent in 2026, 7.0 per cent in 2027, 4.0 per cent in 2028 and 3.0 per cent thereafter.

Sewer Charges will increase by 7 per cent over the forward estimates of 2026 to 2029 and then increase by 3.0 per cent thereafter.

### Fees and Charges

Council applies a range of fees and charges for services provided to the community. These are reviewed annually and set as part of Council's Revenue Policy. The average increase in fees and charges for the budget and forward estimates from 2026 is 5.0 per cent, then 3.0 per cent thereafter.

### Capital Works Program

Capital works are asset acquisitions or building and engineering works that construct an asset. Capital works projects would typically include purchase of plant and fleet, construction of new infrastructure and upgrade of existing infrastructure.

Capital expenditure is undertaken to renew or replace existing assets or construct new facility. Council's Asset Management Plan outlines Council's strategies in managing the assets.

The major capital works in 2025-2026 consist of six projects, the completion of the redeveloped Quirindi Aquatic Centre, the roof replacements for the Administration Building and the Plains Fitness roof replacement, the village bore replacement project, the roll-out of Automated Water Meter equipment, the renewal of Quirindi Sewer Treatment Plant.

## Capital Works Projections

### LTFP - CAPITAL WORKS PROJECTIONS - Base Case Scenario

Year Ending	Budget	Projected Capital Expenditure								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
Land	0	0	0	0	0	0	0	0	0	0
Buildings	2,111	1,325	582	523	187	132	98	282	30	30
Leasehold Improvements	0	0	0	0	0	0	0	0	0	0
Plant, Machinery and equipment	3,907	730	1,220	1,076	807	728	235	307	165	1,270
Fixtures, fittings and furniture	257	188	110	10	15	15	10	10	10	10
Computers and Communications	74	26	20	20	20	20	20	180	50	309
Roads	8,585	6,545	6,580	6,580	6,580	6,580	6,580	6,580	6,580	6,580
Bridges	463	0	500	0	0	0	0	0	0	0
Footpaths and Cycleways	80	80	95	95	95	95	95	95	95	95
Other Structures	7,192	120	551	274	211	56	213	189	734	168
Aerodrome	0	0	0	0	0	0	0	0	0	0
Water	5,353	4,359	3,575	2,414	2,439	2,462	2,496	2,340	2,732	2,719
Sewer	13,652	10,500	2,361	541	1,316	1,336	1,356	1,377	1,398	1,398
Total Capital Works	\$ 41,675	\$ 23,874	\$ 15,595	\$ 11,533	\$ 11,670	\$ 11,424	\$ 11,103	\$ 11,359	\$ 11,794	\$ 12,578
Represented by:										
Renew	40,575	23,581	11,829	11,166	11,665	11,419	11,103	11,359	11,794	12,562
New	1,100	293	3,766	367	5	5	0	0	0	16
Total Capital Works	\$ 41,675	\$ 23,874	\$ 15,595	\$ 11,533	\$ 11,670	\$ 11,424	\$ 11,103	\$ 11,359	\$ 11,794	\$ 12,578
General Fund	22,670	9,014	9,659	8,578	7,915	7,627	7,252	7,643	7,664	8,461
Water Fund	5,353	4,359	3,575	2,414	2,439	2,462	2,496	2,340	2,732	2,719
Sewer Fund	13,652	10,500	2,361	541	1,316	1,336	1,356	1,377	1,398	1,398
	\$ 41,675	\$ 23,874	\$ 15,595	\$ 11,533	\$ 11,670	\$ 11,424	\$ 11,103	\$ 11,359	\$ 11,794	\$ 12,578

**LTFP - CAPITAL WORKS PROJECTIONS - Scenario 1 - Towards Sustainability**

Year Ending	Budget	Projected Capital Expenditure								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
Land	0	0	0	0	0	0	0	0	0	0
Buildings	2,111	1,425	682	623	287	282	248	432	180	180
Plant, Machinery and equipment	3,907	730	1,220	1,076	807	728	235	307	165	1,270
Fixtures, fittings and furniture	257	188	110	10	15	15	10	10	10	10
Computers and Communications	74	26	20	20	20	20	20	180	50	309
Roads	8,585	6,545	6,580	6,580	6,580	6,580	6,580	6,580	6,580	6,580
Bridges	463	0	500	0	0	0	0	0	0	0
Footpaths and Cycleways	80	80	95	95	95	95	95	95	95	95
Other Structures	7,192	270	701	424	361	206	363	389	934	368
Stormwater	0	0	0	0	0	0	0	0	0	0
Water	5,353	4,359	3,575	2,414	2,439	2,462	2,496	2,340	2,732	2,719
Sewer	13,652	10,500	2,361	541	1,316	1,336	1,356	1,377	1,398	1,398
Total Capital Works	\$ 41,675	\$ 24,124	\$ 15,845	\$ 11,783	\$ 11,920	\$ 11,724	\$ 11,403	\$ 11,709	\$ 12,144	\$ 12,928
Represented by:										
Renew	40,575	23,831	12,079	11,416	11,915	11,719	11,403	11,709	12,144	12,912
New	1,100	293	3,766	367	5	5	0	0	0	16
Total Capital Works	\$ 41,675	\$ 24,124	\$ 15,845	\$ 11,783	\$ 11,920	\$ 11,724	\$ 11,403	\$ 11,709	\$ 12,144	\$ 12,928

**LTFP - CAPITAL WORKS PROJECTIONS - Scenario 2 - Sustainability**

Year Ending	Projected Capital Expenditure									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
Land	0	0	0	0	0	0	0	0	0	0
Buildings	2,111	1,425	682	623	287	282	248	432	180	180
Plant, Machinery and equipment	3,907	2,730	2,520	5,726	6,027	6,748	7,325	7,507	7,565	8,145
Fixtures, fittings and furniture	257	188	110	10	15	15	10	10	10	10
Computers and Communications	74	26	20	20	20	20	20	180	50	309
Roads	8,585	6,545	6,580	6,580	6,580	6,580	6,580	6,580	6,580	6,580
Bridges	463	0	500	0	0	0	0	0	0	0
Footpaths and Cycleways	80	80	95	95	95	95	95	95	95	95
Other Structures	7,192	270	701	424	361	206	363	389	934	368
Stormwater	0	0	0	0	0	0	0	0	0	0
Water	5,353	4,359	3,575	2,414	2,439	2,462	2,496	2,340	2,732	2,719
Sewer	13,652	10,500	2,361	541	1,316	1,336	1,356	1,377	1,398	1,398
Total Capital Works	\$ 41,675	\$ 26,124	\$ 17,145	\$ 16,433	\$ 17,140	\$ 17,744	\$ 18,493	\$ 18,909	\$ 19,544	\$ 19,803
Represented by:										
Renew	40,575	25,831	13,379	16,066	17,135	17,739	18,493	18,909	19,544	19,787
New	1,100	293	3,766	367	5	5	0	0	0	16
Total Capital Works	\$ 41,675	\$ 26,124	\$ 17,145	\$ 16,433	\$ 17,140	\$ 17,744	\$ 18,493	\$ 18,909	\$ 19,544	\$ 19,803



### Base and Alternative Scenarios

Under the IP&R framework, the development process for the LTFP should include financial modelling of different scenarios, such as planned, conservative and optimistic scenarios.

The use of scenarios provides community with an idea of how much flexibility is in the LTFP and how much latitude it has with various projects and scenarios.

The scenarios modelled are important when discussing the financial implications of the Community Strategic Plan with residents and will also assist in developing suitable actions for the Delivery Program.

The three scenarios outlined below:

#### **Base Case:**

This financial plan is not sustainable in the long-term. Council will be unable to renew non-road assets as they come to end of life. This plan has been modelled on the existing rates and revenue of Council. It has factored in conservative estimate of Government grant revenue. This will result in Council remaining in a cash positive position each year, with restricted reserves being used for their

intended purposes. The Net Result after Capital Items is a deficit year on year. Council's Operating Performance Ratio remains below benchmark and Asset Renewal Ratio is also below benchmark.

#### **Alternative Scenario 1 – Towards Sustainability:**

This scenario model's additional revenue to have Council trend towards a positive Operating Performance Ratio over the ten-year review period. Additional Capital grant revenue of \$2.6 Million and additional Operating grant revenue of \$3.6 Million over the ten years including a User Fees and Charge increase above the base rate for both the General Fund and the Water Fund. Additionally, Council has surplus land that is either not utilised or underutilised. The model has these properties being sold and the revenue returned to Internally Restricted Reserves. The Net Result after Capital Items returns to a surplus in Year seven and the Asset Renewal Ratio is marginally improved.

#### **Alternative Scenario 2 – Sustainability:**

This scenario modelling is based on Alternative Scenario 1 with the addition of a permanent Special Rate Variation (SRV) implemented over two years. This Scenario will return Council to an Operating Surplus before capital Grants in Year ten and renewal of assets will be achieved. This Scenario has no new services being provided by Council and includes an efficiency factor in employee benefits and materials, along with an increase in User Fees and Charges. This scenario does not include any changes to the above assumptions in Scenario 1 to the Water Fund. The Scenarios for the Sewer Fund are the same for all three Models, thus has only been included in this Base Case Scenario.

# Assessment of Scenarios

## Base Case Scenario

The Base Case Scenario sees current revenues and expenditure forecasted to provide the proposed 2025-2026 Budget and forward estimates.

This scenario presents Council's current position while continuing to maintain existing service levels.

### Analysis of Consolidated Position

- The Income Statement reports an operating surplus due to large capital grants 2025-2026 of \$20.6 Million. The Net Operating Result before Grants and Contributions provided for capital purposes will result in a deficit of \$8.5 Million. Council's Operating Performance Ratio in 2025-2026 will be below benchmark at negative 26.9%.
- The Balance Sheet projects a improvement in Council's cash position from \$30.3 Million at the beginning of the 2024 financial year to \$33.7 Million at the end of 2035 financial year.
- The Cash Flow Statement indicates that Council generates an average cash surplus each year from recurrent operating activities excluding non-recurrent capital grants. This surplus is required to fund an annual capital works program and make principal payments on borrowings.

### Analysis of General Fund

- The Income Statement reports an operating surplus due to large capital grants 2025-2026 of \$9.2 Million. The Net Operating Result before Grants and Contributions provided for capital purposes will result in a deficit of \$8.4 Million. Council's Operating Performance Ratio in 2025-2026 will be below benchmark at negative 33.7%.
- The Balance Sheet projects an increase in Council's cash position from \$22.5 Million at the beginning of the 2026 financial year to \$25.2 Million at the end of the 2035 financial year.

### Analysis of Water Fund

- Council is in the process of transitioning to a user pays system. Council has implemented an increase for water usage charges in 2025-2026 of 20% for Step 1 and Step 2 usage, while maintain the annual charge without an increase for 2025-2026. This planned transition to user pays was originally intended to improve future sustainability for the Water Fund, however, this has not been achieved to date.
- The cash position of the Water Fund declines over the forecast period from \$10.9 Million at the start of the 2026 year to \$0.1 Million at the end of 2035.

### Analysis of Sewer Fund

- The Sewer Fund generates a modest operating surplus before capital grants and contribution throughout the LTFP.
- The cash position of the Sewer Fund starts to gradually recover as the large capital program is completed over the next couple of years with the cash position anticipated to gradually improve over the remainder of the LTFP.

The Scenarios for the Sewer Fund are the same for all three Models and have only been included in this Base Case Scenario.

### Summary

The Base Scenario cash position presents significant challenges with relation to Council's ongoing financial sustainability. Council's capital program does not yet meet capital depreciation year on year and while Council has moved towards cost containment strategies, we need to continue to review services and improve productivity to allow for future increased expenditure on capital renewals.

## Alternative Scenario 1 – Towards Sustainability

This scenario has been created to have Council trend towards a positive operating performance ratio. The Base Case has been utilised with the following adjustments:

- Additional grant revenue added from 2027-2035 - \$2.65 Million
- Additional Operating Grant Revenue – as an outcome from the current review of NSW Council's Finances through IPART – 2027 \$0.36 Million. Total 10 year - \$3.66 Million
- User charges increase from 2027 to 2035 at an additional 5%, bringing total to 12%
- Savings in Material Expenses at half a percent from 2027 through the forecast period
- Sale of Council's Investment Property in 2027
- Sale of Other Council Land and Property in 2027 \$0.4 Million, 2028 \$0.2 Million, 2029 \$0.1 Million

## Alternative Scenario 2 – Sustainability

This scenario has been created to bring Council back to a sustainable Operating Position with the ability to renew assets. The scenario results in Council's Building & Infrastructure Asset Renewal Ratio returning to benchmark at 100%.

It incorporates all the assumptions in Scenario 1 with the addition of an assumed SRV of 47% over two years - 35% in 2028 and 12% in 2029

Additional capital expenditure on Infrastructure asset renewals included to give a consolidated Asset Renewal Ratio of 100%

This scenario brings Council Operating Performance Ratio back to positive in 2034.

### Analysis of Consolidated Position

- Net Operating result before capital grants progressively improves over the outer years, however, does not become a positive position.
- Operating Performance Ratio decreases from negative 27% in 2026 to negative 6% in 2035
- Net Operating Result becomes positive in year seven.
- Asset renewal over the ten year period averages 103% on a consolidated basis
- Own source operating revenue increases to 71% in 2035

### Analysis of Consolidated Position and General Fund Position

- The General Fund's operating result before grants and contributions provided for capital purposes improves steadily and returns to a positive position in 2035. The Operating Performance Ratio in 2035 has improved to 1% from negative 34% in 2026
- Cash position improves over the long term and remains steady towards the outer years.

### Summary

Alternative Scenario 2 is one possible scenario with a long-term view to bring Council back to a positive operating result within the forecast period.

# Sensitivity Analysis



## Sensitivity Analysis

Any variations to the assumptions outlined in this LTFP over the life of the plan may have a significant impact on the Council's future financial plans. The LTFP will be updated annually to ensure the assumptions continually reflect the latest information available.

Below is an analysis of how sensitive the LTFP is to possible variations.

### Interest on Investments

Council has a modest investment portfolio that is subject to movements in interest rates. Investments are placed and managed in accordance with the Council's adopted Investment Policy in compliance with the *Local Government Act 1993*. As a custodian of the community's funds, the Council ensures funds are invested with the same care, diligence and skill that a prudent person would exercise.

Council currently has \$40 Million in cash and cash equivalents. Therefore, for every 1 per cent change in the interest rate, Council's revenue will be impacted by \$0.4 Million. The budget in 2025-2026 investment return is based on achieving an average of 3.5 per cent in 2026, then 3% for the forward estimates.

### Rate Pegging and Special Rates Variations

Any changes in rate pegging will significantly impact revenue forecasts. Given the significant uncertainty in the economic forecast, it is very likely that the actual rate peg in future years will be different from the projected in the LTFP. Each one percent change in the rate peg will affect the total general income by \$1.02 Million.

### Inflation (CPI and Local Government Index)

Changes in inflation will impact both revenue and expenditure, including the Financial Assistance Grants provided by the Commonwealth Government and the Regional Road Grants from the State Government. Given the heavy reliance upon grant funding, the LTFP is particularly sensitive to the change in the indexation applied to grants.

For every one percent variation in the indexation applied to grants for operating purposes Council's revenue base will change by \$0.06 Million.

### Employee Costs

Given that Council's employee costs for 2025-2026 is estimated to be \$11.06 Million (including capitalised cost), any variation to the percentage increase/decrease will have a significant impact on the operating expenditure, capital works costs and employee related liabilities for Council.

For each half of one percent variation in the annual increase to employee costs, the operating expenditure will vary by \$0.06 Million.



## APPENDIX A: Current Financial Policies

## Current Financial Policies

In developing this LTFP, the following policies of Council have been considered. These policies may be accessed from Council's website at [www.liverpoolplains.nsw.gov.au](http://www.liverpoolplains.nsw.gov.au).

### Investment Policy

Council must comply with the Ministerial Investment Order (revised on a periodic basis) which notifies forms of investment for the purposes of section 625 (2) of the *Local Government Act 1993*. Council has an investment policy which meets the requirements of the Order and the Act and can be summarised to:

- Undertake authorised investment of surplus funds not required to meet commitments after consideration of credit risk and diversification limits as set out in the policy
- Maximise earnings from authorised investments and ensure the security of Council funds

- Ensure the availability of sufficient funds to meet Council's ongoing commitments for salary, wages, loan repayments, contract payments and general payments and limit usage of the overdraft facility, and
- Meet obligations under Council's Charter as the custodian and trustee of public assets and to effectively account for and manage those assets for which it is responsible.

### Revenue (Fees & Charges)

Council's Fees and Charges schedule is contained in the Revenue Policy, which is adopted through the annual Operational Plan process. Council's fees and charges range from regulatory prescribed fees, minimum contribution to full cost and overhead recovery.

### Loan Borrowings

This policy is to establish guidelines for loan borrowings. Council uses loan funds when it considers that it is in the best interests of the community to carry out capital works or purchase assets and the funding of these purchases are not able to be sourced from existing budgets.



## APPENDIX B: Base Case

## CONSOLIDATED - Base Case

INCOME STATEMENT Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates and Annual Charges	16,281	16,802	17,418	18,060	18,602	19,160	19,734	20,326	20,936	21,564
User Charges and Fees	7,053	7,355	7,621	7,874	8,111	8,354	8,605	8,863	9,129	9,402
Interest and Investment Revenue	1,170	1,203	1,237	1,272	1,083	1,111	1,141	1,183	1,226	1,276
Other Revenues	573	551	564	577	595	612	631	650	669	689
Grants and Contributions - Operating	6,546	6,125	6,308	6,486	6,681	6,881	7,088	7,300	7,519	7,745
Grants and Contributions - Capital	20,628	11,698	5,424	5,440	5,603	5,771	5,944	6,122	6,306	6,495
<b>Total Income from Continuing Operations</b>	<b>52,252</b>	<b>43,733</b>	<b>38,572</b>	<b>39,709</b>	<b>40,674</b>	<b>41,889</b>	<b>43,143</b>	<b>44,444</b>	<b>45,785</b>	<b>47,171</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits and on-costs	11,058	11,375	11,701	12,037	12,329	12,629	12,936	13,251	13,574	13,905
Borrowing Costs	628	602	581	554	533	506	483	448	429	410
Materials and Contracts	13,387	13,705	14,083	14,428	14,755	15,090	15,433	15,785	16,145	16,514
Depreciation and Amortisation	14,424	14,497	14,867	15,916	16,188	16,351	16,497	16,569	16,663	16,780
Other Expenses	625	643	663	663	679	696	713	731	750	768
<b>Total Expenses from Continuing Operations</b>	<b>40,122</b>	<b>40,823</b>	<b>41,895</b>	<b>43,597</b>	<b>44,485</b>	<b>45,272</b>	<b>46,063</b>	<b>46,785</b>	<b>47,561</b>	<b>48,377</b>
<b>Net Operating Result for the Year</b>	<b>12,129</b>	<b>2,911</b>	<b>(3,323)</b>	<b>(3,888)</b>	<b>(3,811)</b>	<b>(3,382)</b>	<b>(2,920)</b>	<b>(2,341)</b>	<b>(1,776)</b>	<b>(1,206)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(8,498)</b>	<b>(8,787)</b>	<b>(8,747)</b>	<b>(9,327)</b>	<b>(9,414)</b>	<b>(9,153)</b>	<b>(8,864)</b>	<b>(8,463)</b>	<b>(8,082)</b>	<b>(7,700)</b>

**CONSOLIDATED - Base Case**

BALANCE SHEET Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>ASSETS</b>										
Current Assets										
Cash and Cash Equivalents	30,253	23,786	19,720	20,173	20,848	22,364	24,816	27,662	30,733	33,706
Receivables	2,196	2,256	2,320	2,386	2,469	2,555	2,642	2,732	2,824	2,918
Other Assets	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Total Current Assets	34,649	28,241	24,240	24,759	25,518	27,119	29,658	32,595	35,757	38,825
Non-Current Assets										
Infrastructure, property, plant & Equipment	671,689	681,065	681,793	677,411	672,891	667,965	662,571	657,360	652,492	648,290
Investment Property	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190
Other Non-Current Assets	63	26	0	0	0	0	0	0	0	0
Total Non-Current Assets	672,942	682,281	682,983	678,601	674,081	669,155	663,761	658,550	653,682	649,480
<b>LIABILITIES</b>										
Current Liabilities										
Payables	2,339	2,397	2,457	2,519	2,582	2,646	2,713	2,780	2,850	2,921
Borrowings	432	451	476	500	470	496	340	359	380	204
Provisions	2,475	2,500	2,525	2,550	2,600	2,600	2,600	2,600	2,600	2,600
Total Current Liabilities	5,246	5,348	5,458	5,569	5,652	5,742	5,653	5,739	5,830	5,725
Non-Current Liabilities										
Borrowings	10,017	9,566	9,090	8,590	8,120	7,624	7,284	6,925	6,545	6,341
Provisions	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162
Total Non-Current Liabilities	17,179	16,728	16,252	15,752	15,282	14,786	14,446	14,087	13,707	13,503
Net Assets	685,165	688,446	685,513	682,040	678,666	675,746	673,321	671,319	669,903	669,077
<b>EQUITY</b>										
Retained Earnings	277,034	279,945	276,622	272,735	268,923	265,541	262,621	260,280	258,504	257,298
Revaluation Reserve	408,131	408,501	408,890	409,304	409,742	410,204	410,700	411,040	411,399	411,779
Total Equity	685,165	688,446	685,513	682,039	678,665	675,746	673,320	671,319	669,902	669,077

**CONSOLIDATED - Base Case**

CASHFLOW STATEMENT Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Cash flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates and Annual Charges	16,170	16,743	17,354	17,994	18,518	19,074	19,647	20,236	20,845	21,470
User charges and fees	7,053	7,355	7,621	7,874	8,111	8,354	8,605	8,863	9,129	9,402
Investment and interest revenue received	1,170	1,203	1,237	1,272	1,083	1,111	1,141	1,183	1,226	1,276
Grants and Contributions	27,174	17,822	11,732	11,926	12,284	12,652	13,031	13,422	13,825	14,240
Other	1,373	551	564	577	595	612	631	650	669	689
<b>Payments:</b>										
Employee benefits and on-costs	11,058	11,375	11,701	12,037	12,329	12,629	12,936	13,251	13,574	13,905
Materials and Contracts	13,325	13,585	13,972	14,341	14,696	15,033	15,367	15,717	16,075	16,443
Borrowing Costs	628	602	581	554	533	506	483	448	429	410
Other	625	643	663	663	679	696	713	731	750	768
<b>Net cash provided (or used in) operating activities</b>	<b>27,304</b>	<b>17,469</b>	<b>11,591</b>	<b>12,049</b>	<b>12,353</b>	<b>12,939</b>	<b>13,556</b>	<b>14,206</b>	<b>14,865</b>	<b>15,552</b>
<b>Cash flows from investing activities</b>										
<b>Payments:</b>										
Purchase of infrastr, property, plant & equipment	41,327	23,504	15,206	11,119	11,232	10,962	10,607	11,019	11,435	12,198
<b>Net cash provided (or used in) investing activities</b>	<b>(41,327)</b>	<b>(23,504)</b>	<b>(15,206)</b>	<b>(11,119)</b>	<b>(11,232)</b>	<b>(10,962)</b>	<b>(10,607)</b>	<b>(11,019)</b>	<b>(11,435)</b>	<b>(12,198)</b>
<b>Cash flow from financing activities</b>										
<b>Receipts:</b>										
Proceeds from borrowing and advances	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>										
Repayment of borrowings and advances	410	432	451	476	446	462	496	340	359	380
<b>Net cash flow provided (or used in) financing activities</b>	<b>(410)</b>	<b>(432)</b>	<b>(451)</b>	<b>(476)</b>	<b>(446)</b>	<b>(462)</b>	<b>(496)</b>	<b>(340)</b>	<b>(359)</b>	<b>(380)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(14,433)</b>	<b>(6,467)</b>	<b>(4,066)</b>	<b>454</b>	<b>675</b>	<b>1,515</b>	<b>2,453</b>	<b>2,846</b>	<b>3,070</b>	<b>2,973</b>
Plus: Cash and cash equivalents and investments - beginning of year	44,686	30,253	23,786	19,720	20,173	20,848	22,364	24,816	27,662	30,733
<b>Cash and cash equivalents and investments - end of the year</b>	<b>30,253</b>	<b>23,786</b>	<b>19,720</b>	<b>20,173</b>	<b>20,848</b>	<b>22,364</b>	<b>24,816</b>	<b>27,662</b>	<b>30,733</b>	<b>33,706</b>

**CONSOLIDATED - Base Case**

Performance Ratios:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Performance Ratio:										
Net Operating Result before Grants and Contributions	(8,498)	(8,787)	(8,747)	(9,327)	(9,414)	(9,153)	(8,864)	(8,463)	(8,082)	(7,700)
Total continuing operating revenue excluding capital grants	31,624	32,036	33,148	34,270	35,071	36,119	37,199	38,322	39,479	40,677
Operating Performance Ratio:	-26.9%	-27.4%	-26.4%	-27.2%	-26.8%	-25.3%	-23.8%	-22.1%	-20.5%	-18.9%
Own Source operating revenue ratio:										
Total continuing operating revenue excluding capital grants	25,078	25,911	26,840	27,783	28,390	29,237	30,111	31,022	31,960	32,932
Total continuing operating revenue	52,252	43,733	38,572	39,709	40,674	41,889	43,143	44,444	45,785	47,171
Own Source operating revenue ratio:	48.0%	59.2%	69.6%	70.0%	69.8%	69.8%	69.8%	69.8%	69.8%	69.8%
Debt Service cover ratio:										
Operating result before capital excluding interest charges	6,554	6,312	6,701	7,142	7,308	7,703	8,116	8,555	9,011	9,490
Principal Repayments plus borrowing costs	1,060	1,053	1,057	1,054	1,003	1,002	823	807	809	614
Debt Service cover ratio:	6.2	6.0	6.3	6.8	7.3	7.7	9.9	10.6	11.1	15.5
Building & Infrastructure Asset Renewal Ratio:										
Asset Renewal	41,836	23,747	15,610	11,475	11,500	11,205	10,686	11,122	11,490	12,634
Depn, Amortisation and impairment	14,424	14,497	14,867	15,916	16,188	16,351	16,497	16,569	16,663	16,780
Building & Infrastructure Asset Renewal Ratio:	290.1%	163.8%	105.0%	72.1%	71.0%	68.5%	64.8%	67.1%	69.0%	75.3%

## GENERAL FUND - Base Case

INCOME STATEMENT  Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
Income from Continuing Operations										
Revenue:										
Rates and Annual Charges	12,284	12,691	13,114	13,551	13,957	14,376	14,807	15,251	15,709	16,180
User Charges and Fees	4,772	4,916	5,081	5,252	5,410	5,572	5,739	5,911	6,089	6,271
Interest and Investment Revenue	760	781	803	825	850	875	901	928	956	985
Other Revenues	573	551	564	577	595	612	631	650	669	689
Grants and Contributions - Operating	6,546	6,125	6,308	6,486	6,681	6,881	7,088	7,300	7,519	7,745
Grants and Contributions - Capital	9,207	5,579	5,406	5,421	5,583	5,751	5,923	6,101	6,284	6,473
Total Income from Continuing Operations	34,142	30,643	31,276	32,112	33,075	34,067	35,089	36,142	37,226	38,343
Expenses from Continuing Operations										
Employee Benefits and on-costs	9,761	10,041	10,328	10,625	10,890	11,163	11,442	11,728	12,021	12,321
Borrowing Costs	27	22	20	18	2	0	0	0	0	0
Materials and Contracts	11,382	11,615	11,906	12,173	12,451	12,736	13,028	13,327	13,634	13,948
Depreciation and Amortisation	11,546	11,166	11,168	11,956	12,098	12,112	12,110	12,030	11,971	11,919
Other Expenses	625	643	663	663	679	696	713	731	750	768
Total Expenses from Continuing Operations	33,342	33,487	34,085	35,435	36,121	36,707	37,293	37,816	38,375	38,956
Net Operating Result for the Year	800	(2,843)	(2,809)	(3,323)	(3,046)	(2,640)	(2,204)	(1,674)	(1,149)	(613)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(8,406)	(8,422)	(8,215)	(8,744)	(8,629)	(8,391)	(8,127)	(7,775)	(7,433)	(7,086)

## GENERAL FUND - Base Case

BALANCE SHEET  Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	12,849	12,161	10,851	10,870	12,002	13,846	16,507	19,226	22,390	25,240
Receivables	1,706	1,761	1,819	1,880	1,937	1,995	2,055	2,116	2,180	2,245
Other Assets	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Total Current Assets	16,754	16,121	14,871	14,950	16,139	18,041	20,761	23,542	26,770	29,685
Non-Current Assets										
Infrastructure, property, plant & Equipment	501,071	498,919	497,409	494,031	489,848	485,362	480,504	476,118	471,811	468,353
Investment Property	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190	1,190
Other Non-Current Assets	63	26	0	0	0	0	0	0	0	0
Total Non-Current Assets	502,324	500,135	498,599	495,221	491,038	486,552	481,694	477,308	473,001	469,543
LIABILITIES										
Current Liabilities										
Payables	2,339	2,397	2,457	2,519	2,582	2,646	2,713	2,780	2,850	2,921
Borrowings	62	62	62	62	8	0	0	0	0	0
Provisions	2,475	2,500	2,525	2,550	2,600	2,600	2,600	2,600	2,600	2,600
Total Current Liabilities	4,876	4,959	5,044	5,131	5,190	5,246	5,313	5,380	5,450	5,521
Non-Current Liabilities										
Borrowings	194	132	70	8	0	0	0	0	0	0
Provisions	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162
Total Non-Current Liabilities	7,356	7,294	7,232	7,170	7,162	7,162	7,162	7,162	7,162	7,162
Net Assets	506,847	504,003	501,194	497,871	494,825	492,185	489,982	488,308	487,159	486,546
EQUITY										
Retained Earnings	193,410	190,567	187,758	184,435	181,389	178,749	176,545	174,871	173,722	173,109
Revaluation Reserve	313,436	313,436	313,436	313,436	313,436	313,436	313,436	313,436	313,436	313,436
Total Equity	506,846	504,003	501,194	497,871	494,825	492,185	489,981	488,307	487,158	486,545

**GENERAL FUND - Base Case**

CASHFLOW STATEMENT  Year Ending	Budget	Projected Years									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000	
Cash flows from Operating Activities											
Receipts:											
Rates and Annual Charges	12,189	12,636	13,055	13,490	13,901	14,318	14,747	15,190	15,645	16,115	
User charges and fees	4,772	4,916	5,081	5,252	5,410	5,572	5,739	5,911	6,089	6,271	
Investment and interest revenue received	760	781	803	825	850	875	901	928	956	985	
Grants and Contributions	15,753	11,704	11,714	11,907	12,264	12,632	13,011	13,401	13,803	14,217	
Other	1,373	551	564	577	595	612	631	650	669	689	
Payments:											
Employee benefits and on-costs	9,761	10,041	10,328	10,625	10,890	11,163	11,442	11,728	12,021	12,321	
Materials and Contracts	11,320	11,495	11,795	12,087	12,392	12,680	12,962	13,259	13,564	13,876	
Borrowing Costs	27	22	20	18	2	0	0	0	0	0	
Other	625	643	663	663	679	696	713	731	750	768	
Net cash provided (or used in) operating activities	13,114	8,388	8,411	8,659	9,055	9,471	9,912	10,362	10,828	11,311	
Cash flows from investing activities											
Payments:											
Purchase of infrastr, property, plant & equipment	22,670	9,014	9,659	8,578	7,915	7,627	7,252	7,643	7,664	8,461	
Net cash provided (or used in) investing activities	(22,670)	(9,014)	(9,659)	(8,578)	(7,915)	(7,627)	(7,252)	(7,643)	(7,664)	(8,461)	
Cash flow from financing activities											
Receipts:											
Proceeds from borrowing and advances	0	0	0	0	0	0	0	0	0	0	
Payments:											
Repayment of borrowings and advances	62	62	62	62	8	0	0	0	0	0	
Net cash flow provided (or used in) financing activities	(62)	(62)	(62)	(62)	(8)	0	0	0	0	0	
Net increase/(decrease) in cash and cash equivalents	(9,618)	(688)	(1,309)	19	1,132	1,844	2,661	2,719	3,164	2,850	
Plus: Cash and cash equivalents and investments - beginning of year	22,467	12,849	12,161	10,851	10,870	12,002	13,846	16,507	19,226	22,390	
Cash and cash equivalents and investments - end of the year	12,849	12,161	10,851	10,870	12,002	13,846	16,507	19,226	22,390	25,240	



**GENERAL FUND - Base Case**

Performance Ratios:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Performance Ratio:										
Net Operating Result before Grants and Contributions provided	(8,406)	(8,422)	(8,215)	(8,744)	(8,629)	(8,391)	(8,127)	(7,775)	(7,433)	(7,086)
Total continuing operating revenue excluding capital grants and contributions	24,935	25,064	25,870	26,691	27,492	28,317	29,166	30,041	30,942	31,871
Operating Performance Ratio:	-33.7%	-33.6%	-31.8%	-32.8%	-31.4%	-29.6%	-27.9%	-25.9%	-24.0%	-22.2%
Own Source operating revenue ratio:										
Total continuing operating revenue excluding capital grants and contributions	18,389	18,940	19,562	20,205	20,811	21,435	22,078	22,741	23,423	24,126
Total continuing operating revenue	34,142	30,643	31,276	32,112	33,075	34,067	35,089	36,142	37,226	38,343
Own Source operating revenue ratio:	53.9%	61.8%	62.5%	62.9%	62.9%	62.9%	62.9%	62.9%	62.9%	62.9%
Debt Service cover ratio:										
Operating result before capital excluding interest and depn/impairment	3,167	2,765	2,973	3,230	3,471	3,722	3,983	4,255	4,538	4,833
Principal Repayments plus borrowing costs	89	84	82	80	10	0	0	0	0	0
Debt Service cover ratio:	35.5	32.9	36.3	40.4	347.1	0.0	0.0	0.0	0.0	0.0
Building & Infrastructure Asset Renewal Ratio:										
Asset Renewal	23,180	9,257	10,062	8,934	8,184	7,869	7,330	7,745	7,719	8,897
Depn, Amortisation and impairment	11,546	11,166	11,168	11,956	12,098	12,112	12,110	12,030	11,971	11,919
Building & Infrastructure Asset Renewal Ratio:	200.8%	82.9%	90.1%	74.7%	67.6%	65.0%	60.5%	64.4%	64.5%	74.6%

## WATER FUND - Base Case

INCOME STATEMENT Year Ending	Act	Estimate	Budget	Projected Years								
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	QBR5 Q2	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates and Annual Charges	2,371	2,386	2,363	2,362	2,433	2,507	2,582	2,659	2,739	2,821	2,906	2,993
User Charges and Fees	1,556	1,876	2,138	2,285	2,375	2,447	2,520	2,596	2,673	2,754	2,836	2,921
Interest and Investment Revenue	455	114	209	215	222	228	47	39	31	32	33	38
Other Revenues	3	0	0	0	0	0	0	0	0	0	0	0
Grants and Contributions - Operating	18	0	0	0	0	0	0	0	0	0	0	0
Grants and Contributions - Capital	3,989	0	1,465	15	16	16	17	17	18	18	19	19
<b>Total Income from Continuing Operations</b>	<b>8,392</b>	<b>4,376</b>	<b>6,175</b>	<b>4,878</b>	<b>5,046</b>	<b>5,198</b>	<b>5,166</b>	<b>5,311</b>	<b>5,461</b>	<b>5,625</b>	<b>5,794</b>	<b>5,971</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits and on-costs	718	883	957	994	1,032	1,072	1,099	1,126	1,154	1,183	1,213	1,243
Borrowing Costs	163	622	601	580	561	536	531	506	483	448	429	410
Materials and Contracts	1,596	1,662	1,572	1,641	1,712	1,774	1,811	1,850	1,889	1,929	1,969	2,011
Depreciation and Amortisation	1,427	1,429	1,998	2,179	2,328	2,400	2,520	2,642	2,765	2,889	3,016	3,157
Other Expenses	287	0	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>4,191</b>	<b>4,596</b>	<b>5,128</b>	<b>5,394</b>	<b>5,633</b>	<b>5,781</b>	<b>5,961</b>	<b>6,124</b>	<b>6,291</b>	<b>6,450</b>	<b>6,627</b>	<b>6,821</b>
<b>Net Operating Result for the Year</b>	<b>4,201</b>	<b>(220)</b>	<b>1,047</b>	<b>(517)</b>	<b>(587)</b>	<b>(584)</b>	<b>(796)</b>	<b>(813)</b>	<b>(830)</b>	<b>(824)</b>	<b>(833)</b>	<b>(850)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>212</b>	<b>(220)</b>	<b>(418)</b>	<b>(532)</b>	<b>(603)</b>	<b>(600)</b>	<b>(813)</b>	<b>(830)</b>	<b>(847)</b>	<b>(843)</b>	<b>(852)</b>	<b>(869)</b>

**WATER FUND - Base Case**

BALANCE SHEET Year Ending	Act	Estimate	Budget	Projected Years								
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>ASSETS</b>												
Current Assets												
Cash and Cash Equivalents	9,494	10,864	8,537	5,828	3,980	3,370	2,644	1,999	1,426	1,139	575	149
Receivables	502	341	360	372	385	396	408	420	433	446	459	473
Other Assets	2,684	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	12,680	11,205	8,897	6,200	4,364	3,767	3,052	2,420	1,859	1,585	1,034	623
Non-Current Assets												
Infrastructure, property, plant & Equipment	95,535	133,772	136,757	138,937	140,185	140,199	140,118	139,937	139,668	139,119	138,835	138,397
Investment Property	0	0	0	0	0	0	0	0	0	0	0	0
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	95,535	133,772	136,757	138,937	140,185	140,199	140,118	139,937	139,668	139,119	138,835	138,397
<b>LIABILITIES</b>												
Current Liabilities												
Payables	49	0	0	0	0	0	0	0	0	0	0	0
Borrowings	324	348	370	389	414	438	462	496	340	359	380	204
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	373	348	370	389	414	438	462	496	340	359	380	204
Non-Current Liabilities												
Borrowings	10,223	10,193	9,823	9,434	9,020	8,582	8,120	7,624	7,284	6,925	6,545	6,341
Provisions	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	10,223	10,193	9,823	9,434	9,020	8,582	8,120	7,624	7,284	6,925	6,545	6,341
Net Assets	97,619	134,436	135,461	135,314	135,115	134,946	134,588	134,237	133,904	133,419	132,945	132,475
<b>EQUITY</b>												
Retained Earnings	56,577	56,357	57,404	56,887	56,300	55,716	54,920	54,107	53,278	52,453	51,620	50,770
Revaluation Reserve	41,042	78,079	78,057	78,427	78,816	79,230	79,668	80,130	80,626	80,966	81,325	81,705
Total Equity	97,619	134,436	135,461	135,314	135,115	134,946	134,588	134,237	133,904	133,419	132,945	132,475

## WATER FUND - Base Case

CASHFLOW STATEMENT Year Ending	Budget											
	Projected Years											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Cash flows from Operating Activities</b>		1.09										
<b>Receipts:</b>												
Rates and Annual Charges	2,371	2,596	2,344	2,350	2,420	2,495	2,570	2,647	2,727	2,808	2,893	2,979
User charges and fees	1,556	1,876	2,138	2,285	2,375	2,447	2,520	2,596	2,673	2,754	2,836	2,921
Investment and interest revenue received	455	114	209	215	222	228	47	39	31	32	33	38
Grants and Contributions	4,007	0	1,465	15	16	16	17	17	18	18	19	19
Other	0	0	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>												
Employee benefits and on-costs	718	883	957	994	1,032	1,072	1,099	1,126	1,154	1,183	1,213	1,243
Materials and Contracts	1,596	1,711	1,572	1,641	1,712	1,774	1,811	1,850	1,889	1,929	1,969	2,011
Borrowing Costs	163	622	601	580	561	536	531	506	483	448	429	410
Other	313	0	0	0	0	0	0	0	0	0	0	0
<b>Net cash provided (or used in) operating activities</b>	5,599	1,370	3,026	1,651	1,727	1,804	1,713	1,817	1,923	2,052	2,169	2,293
<b>Cash flows from investing activities</b>												
<b>Payments:</b>												
Purchase of infrastr, property, plant & equipment	6,713	(324)	5,005	3,989	3,186	2,000	2,001	2,000	2,000	2,000	2,373	2,339
<b>Net cash provided (or used in) investing activities</b>	(6,713)	324	(5,005)	(3,989)	(3,186)	(2,000)	(2,001)	(2,000)	(2,000)	(2,000)	(2,373)	(2,339)
<b>Cash flow from financing activities</b>												
<b>Receipts:</b>												
Proceeds from borrowing and advances	0	0	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>												
Repayment of borrowings and advances	324	324	348	370	389	414	438	462	496	340	359	380
<b>Net cash flow provided (or used in) financing activities</b>	(324)	(324)	(348)	(370)	(389)	(414)	(438)	(462)	(496)	(340)	(359)	(380)
<b>Net increase/(decrease) in cash and cash equivalents</b>	(1,438)	1,370	(2,327)	(2,709)	(1,848)	(610)	(726)	(645)	(573)	(288)	(563)	(426)
Plus: Cash and cash equivalents and investments - beginning of year	10,932	9,494	10,864	8,537	5,828	3,980	3,370	2,644	1,999	1,426	1,139	575
<b>Cash and cash equivalents and investments - end of the year</b>	9,494	10,864	8,537	5,828	3,980	3,370	2,644	1,999	1,426	1,139	575	149

**WATER FUND - Base Case**

Performance Ratios:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Performance Ratio:										
Net Operating Result before Grants and Contributions provided for Capital Purpos	(418)	(532)	(603)	(600)	(813)	(830)	(847)	(843)	(852)	(869)
Total continuing operating revenue excluding capital grants and contributions	4,710	4,862	5,030	5,181	5,149	5,294	5,444	5,607	5,775	5,952
Operating Performance Ratio:	-8.9%	-10.9%	-12.0%	-11.6%	-15.8%	-15.7%	-15.6%	-15.0%	-14.7%	-14.6%
Own Source operating revenue ratio:										
Total continuing operating revenue excluding capital grants and contributions	4,710	4,862	5,030	5,181	5,149	5,294	5,444	5,607	5,775	5,952
Total continuing operating revenue	6,175	4,878	5,046	5,198	5,166	5,311	5,461	5,625	5,794	5,971
Own Source operating revenue ratio:	76.3%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%
Debt Service cover ratio:										
Operating result before capital excluding interest and depn/impairmt/amortisatio	2,181	2,227	2,285	2,335	2,239	2,318	2,400	2,495	2,593	2,698
Principal Repayments plus borrowing costs	971	969	975	974	993	1,002	823	807	809	614
Debt Service cover ratio:	2.2	2.3	2.3	2.4	2.3	2.3	2.9	3.1	3.2	4.4
Building & Infrastructure Asset Renewal Ratio:										
Asset Renewal	5,005	3,990	3,187	2,000	2,000	2,000	2,000	2,000	2,373	2,339
Depn, Amortisation and impairment	1,998	2,179	2,328	2,400	2,520	2,642	2,765	2,889	3,016	3,157
Building & Infrastructure Asset Renewal Ratio:	250.5%	183.1%	136.9%	83.3%	79.4%	75.7%	72.3%	69.2%	78.7%	74.1%

## SEWER FUND - Base Case

INCOME STATEMENT Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates and Annual Charges	1,635	1,749	1,871	2,002	2,063	2,124	2,188	2,254	2,321	2,391
User Charges and Fees	144	154	164	176	181	186	192	198	204	210
Interest and Investment Revenue	201	207	213	219	187	197	209	222	237	253
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants and Contributions - Operating	0	0	0	0	0	0	0	0	0	0
Grants and Contributions - Capital	9,956	6,103	3	3	3	3	3	3	3	3
<b>Total Income from Continuing Operations</b>	<b>11,934</b>	<b>8,212</b>	<b>2,251</b>	<b>2,400</b>	<b>2,433</b>	<b>2,511</b>	<b>2,592</b>	<b>2,676</b>	<b>2,765</b>	<b>2,857</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits and on-costs	340	340	340	340	340	340	340	340	340	340
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials and Contracts	433	449	466	481	492	504	516	529	542	555
Depreciation and Amortisation	879	1,152	1,372	1,560	1,570	1,596	1,623	1,650	1,677	1,704
Other Expenses	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>1,653</b>	<b>1,941</b>	<b>2,177</b>	<b>2,380</b>	<b>2,403</b>	<b>2,441</b>	<b>2,479</b>	<b>2,519</b>	<b>2,559</b>	<b>2,599</b>
<b>Net Operating Result for the Year</b>	<b>10,282</b>	<b>6,271</b>	<b>74</b>	<b>19</b>	<b>30</b>	<b>70</b>	<b>113</b>	<b>158</b>	<b>206</b>	<b>257</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>326</b>	<b>168</b>	<b>71</b>	<b>17</b>	<b>28</b>	<b>68</b>	<b>110</b>	<b>155</b>	<b>203</b>	<b>254</b>

## SEWER FUND - Base Case

BALANCE SHEET Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	8,867	5,797	4,889	5,933	6,203	6,518	6,883	7,298	7,768	8,317
Receivables	130	123	116	109	124	140	154	170	185	200
Other Assets	0	0	0	0	0	0	0	0	0	0
Total Current Assets	8,997	5,920	5,004	6,042	6,327	6,658	7,037	7,468	7,953	8,517
Non-Current Assets										
Infrastructure, property, plant & Equipment	33,861	43,209	44,198	43,179	42,925	42,665	42,398	42,125	41,846	41,540
Investment Property	0	0	0	0	0	0	0	0	0	0
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	33,861	43,209	44,198	43,179	42,925	42,665	42,398	42,125	41,846	41,540
LIABILITIES										
Current Liabilities										
Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	0	0	0	0	0	0	0	0	0	0
Non-Current Liabilities										
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	0	0	0	0	0	0	0
Net Assets	42,858	49,129	49,203	49,222	49,252	49,323	49,435	49,593	49,799	50,057
EQUITY										
Retained Earnings	26,220	32,491	32,565	32,584	32,614	32,685	32,797	32,955	33,161	33,419
Revaluation Reserve	16,638	16,638	16,638	16,638	16,638	16,638	16,638	16,638	16,638	16,638
Total Equity	42,858	49,129	49,203	49,222	49,252	49,323	49,435	49,593	49,799	50,057

## SEWER FUND - Base Case

CASHFLOW STATEMENT Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Cash flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates and Annual Charges	1,637	1,756	1,879	2,009	2,047	2,109	2,174	2,238	2,306	2,376
User charges and fees	144	154	164	176	181	186	192	198	204	210
Investment and interest revenue received	201	207	213	219	187	197	209	222	237	253
Grants and Contributions	9,956	6,103	3	3	3	3	3	3	3	3
Other	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>										
Employee benefits and on-costs	340	340	340	340	340	340	340	340	340	340
Materials and Contracts	433	449	466	481	492	504	516	529	542	555
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
<b>Net cash provided (or used in) operating activities</b>	<b>11,164</b>	<b>7,430</b>	<b>1,453</b>	<b>1,586</b>	<b>1,586</b>	<b>1,651</b>	<b>1,721</b>	<b>1,792</b>	<b>1,868</b>	<b>1,947</b>
<b>Cash flows from investing activities</b>										
<b>Payments:</b>										
Purchase of infrastr, property, plant & equipment	13,652	10,500	2,361	541	1,316	1,336	1,356	1,377	1,398	1,398
<b>Net cash provided (or used in) investing activities</b>	<b>(13,652)</b>	<b>(10,500)</b>	<b>(2,361)</b>	<b>(541)</b>	<b>(1,316)</b>	<b>(1,336)</b>	<b>(1,356)</b>	<b>(1,377)</b>	<b>(1,398)</b>	<b>(1,398)</b>
<b>Cash flow from financing activities</b>										
<b>Receipts:</b>										
Proceeds from borrowing and advances	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>										
Repayment of borrowings and advances	0	0	0	0	0	0	0	0	0	0
<b>Net cash flow provided (or used in) financing activities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(2,488)</b>	<b>(3,070)</b>	<b>(908)</b>	<b>1,045</b>	<b>269</b>	<b>315</b>	<b>365</b>	<b>415</b>	<b>470</b>	<b>549</b>
Plus: Cash and cash equivalents and investments - beginning of year	11,355	8,867	5,797	4,889	5,933	6,203	6,518	6,883	7,298	7,768
<b>Cash and cash equivalents and investments - end of the year</b>	<b>8,867</b>	<b>5,797</b>	<b>4,889</b>	<b>5,933</b>	<b>6,203</b>	<b>6,518</b>	<b>6,883</b>	<b>7,298</b>	<b>7,768</b>	<b>8,317</b>



**SEWER FUND - Base Case**

Performance Ratios:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Performance Ratio:										
Net Operating Result before Grants and Contributions provided	326	168	71	17	28	68	110	155	203	254
Total continuing operating revenue excluding capital grants	1,979	2,109	2,248	2,397	2,430	2,508	2,589	2,674	2,762	2,854
Operating Performance Ratio:	16.5%	8.0%	3.2%	0.7%	1.1%	2.7%	4.2%	5.8%	7.3%	8.9%
Own Source operating revenue ratio:										
Total continuing operating revenue excluding capital grants	1,979	2,109	2,248	2,397	2,430	2,508	2,589	2,674	2,762	2,854
Total continuing operating revenue	11,934	8,212	2,251	2,400	2,433	2,511	2,592	2,676	2,765	2,857
Own Source operating revenue ratio:	16.6%	25.7%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
Debt Service cover ratio:										
Operating result before capital excluding interest and depreciation	1,206	1,320	1,443	1,577	1,598	1,664	1,733	1,805	1,880	1,959
Principal Repayments plus borrowing costs	0	0	0	0	0	0	0	0	0	0
Debt Service cover ratio:	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Building & Infrastructure Asset Renewal Ratio:										
Asset Renewal	13,652	10,500	2,361	541	1,316	1,336	1,356	1,377	1,398	1,398
Depn, Amortisation and impairment	879	1,152	1,372	1,560	1,570	1,596	1,623	1,650	1,677	1,704
Building & Infrastructure Asset Renewal Ratio:	1552.3%	911.3%	172.1%	34.7%	83.8%	83.7%	83.6%	83.5%	83.4%	82.0%



## APPENDIX C: Scenario 1 – Towards Sustainability

**CONSOLIDATED - Scenario 1 – Towards Sustainability**

INCOME STATEMENT Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates and Annual Charges	16,281	16,802	17,418	18,060	18,602	19,160	19,734	20,326	20,936	21,564
User Charges and Fees	7,053	7,722	8,388	9,074	9,775	10,520	11,309	12,145	13,032	13,971
Interest and Investment Revenue	1,170	1,203	1,237	1,272	1,083	1,111	1,141	1,183	1,226	1,276
Other Revenues	573	551	564	577	595	612	631	650	669	689
Grants and Contributions - Operating	6,546	6,485	6,679	6,868	7,074	7,286	7,505	7,730	7,962	8,201
Grants and Contributions - Capital	20,628	11,948	5,674	5,690	5,853	6,071	6,244	6,472	6,656	6,845
<b>Total Income from Continuing Operations</b>	<b>52,252</b>	<b>44,711</b>	<b>39,960</b>	<b>41,540</b>	<b>42,982</b>	<b>44,760</b>	<b>46,564</b>	<b>48,506</b>	<b>50,481</b>	<b>52,546</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits and on-costs	11,058	11,375	11,701	12,037	12,329	12,629	12,936	13,251	13,574	13,905
Borrowing Costs	628	602	581	554	533	506	483	448	429	410
Materials and Contracts	13,387	13,647	14,024	14,367	14,693	15,026	15,368	15,718	16,077	16,444
Depreciation and Amortisation	14,424	14,487	14,855	15,902	16,188	16,351	16,497	16,569	16,663	16,780
Other Expenses	625	243	563	613	679	696	713	731	750	768
<b>Total Expenses from Continuing Operations</b>	<b>40,122</b>	<b>40,354</b>	<b>41,723</b>	<b>43,472</b>	<b>44,423</b>	<b>45,208</b>	<b>45,998</b>	<b>46,718</b>	<b>47,493</b>	<b>48,307</b>
<b>Net Operating Result for the Year</b>	<b>12,129</b>	<b>4,357</b>	<b>(1,763)</b>	<b>(1,932)</b>	<b>(1,441)</b>	<b>(448)</b>	<b>566</b>	<b>1,788</b>	<b>2,988</b>	<b>4,238</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(8,498)</b>	<b>(7,591)</b>	<b>(7,437)</b>	<b>(7,621)</b>	<b>(7,293)</b>	<b>(6,519)</b>	<b>(5,678)</b>	<b>(4,684)</b>	<b>(3,668)</b>	<b>(2,606)</b>

**CONSOLIDATED - Scenario 1 – Towards Sustainability**

BALANCE SHEET		Budget	Projected Years								
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
		Year Ending	'000	'000	'000	'000	'000	'000	'000	'000	'000
ASSETS											
Current Assets											
	Cash and Cash Equivalents	30,253	26,777	24,421	26,877	29,879	34,282	40,171	47,092	54,868	63,224
	Receivables	2,196	2,290	2,392	2,498	2,625	2,757	2,894	3,039	3,188	3,345
	Other Assets	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Total Current Assets		34,649	31,267	29,013	31,575	34,703	39,239	45,265	52,331	60,257	68,769
Non-Current Assets											
	Infrastructure, property, plant & Equipment	634,359	643,345	643,973	639,564	635,107	630,243	624,913	619,762	614,960	610,826
	Investment Property	1,190	0	0	0	0	0	0	0	0	0
	Other Non-Current Assets	63	26	0	0	0	0	0	0	0	0
Total Non-Current Assets		635,612	643,371	643,973	639,564	635,107	630,243	624,913	619,762	614,960	610,826
LIABILITIES											
Current Liabilities											
	Payables	2,339	2,397	2,457	2,519	2,582	2,646	2,713	2,780	2,850	2,921
	Borrowings	432	451	476	500	470	496	340	359	380	204
	Provisions	2,475	2,500	2,525	2,550	2,600	2,600	2,600	2,600	2,600	2,600
Total Current Liabilities		5,246	5,348	5,458	5,569	5,652	5,742	5,653	5,739	5,830	5,725
Non-Current Liabilities											
	Borrowings	10,017	9,566	9,090	8,590	8,120	7,624	7,284	6,925	6,545	6,341
	Provisions	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162
Total Non-Current Liabilities		17,179	16,728	16,252	15,752	15,282	14,786	14,446	14,087	13,707	13,503
Net Assets		647,836	652,562	651,276	649,818	648,877	648,954	650,080	652,267	655,681	660,367
EQUITY											
	Retained Earnings	277,034	281,391	279,628	277,696	276,255	275,807	276,374	278,162	281,150	285,388
	Revaluation Reserve	370,801	371,171	371,649	372,124	372,623	373,146	373,705	374,103	374,530	374,978
Total Equity		647,835	652,562	651,277	649,820	648,878	648,954	650,078	652,265	655,680	660,367

**CONSOLIDATED - Scenario 1 – Towards Sustainability**

CASHFLOW STATEMENT Year Ending	Budget	Projected Years									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Cash flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates and Annual Charges	16,170	16,708	17,316	17,954	18,475	19,027	19,597	20,182	20,787	21,408	
User charges and fees	7,053	7,722	8,388	9,074	9,775	10,520	11,309	12,145	13,032	13,971	
Investment and interest revenue received	1,170	1,203	1,237	1,272	1,083	1,111	1,141	1,183	1,226	1,276	
Grants and Contributions	27,174	18,432	12,353	12,558	12,927	13,357	13,749	14,202	14,618	15,046	
Other	1,373	551	564	577	595	612	631	650	669	689	
<b>Payments:</b>											
Employee benefits and on-costs	11,058	11,375	11,701	12,037	12,329	12,629	12,936	13,251	13,574	13,905	
Materials and Contracts	13,325	13,527	13,913	14,281	14,634	14,970	15,302	15,650	16,007	16,373	
Borrowing Costs	628	602	581	554	533	506	483	448	429	410	
Other	625	243	563	613	679	696	713	731	750	768	
<b>Net cash provided (or used in) operating activities</b>	<b>27,304</b>	<b>18,870</b>	<b>13,101</b>	<b>13,951</b>	<b>14,680</b>	<b>15,827</b>	<b>16,992</b>	<b>18,281</b>	<b>19,571</b>	<b>20,934</b>	
<b>Cash flows from investing activities</b>											
<b>Payments:</b>											
Purchase of infrastr, property, plant & equipment	41,327	21,914	15,006	11,019	11,232	10,962	10,607	11,019	11,435	12,198	
<b>Net cash provided (or used in) investing activities</b>	<b>(41,327)</b>	<b>(21,914)</b>	<b>(15,006)</b>	<b>(11,019)</b>	<b>(11,232)</b>	<b>(10,962)</b>	<b>(10,607)</b>	<b>(11,019)</b>	<b>(11,435)</b>	<b>(12,198)</b>	
<b>Cash flow from financing activities</b>											
<b>Receipts:</b>											
Proceeds from borrowing and advances	0	0	0	0	0	0	0	0	0	0	
<b>Payments:</b>											
Repayment of borrowings and advances	410	432	451	476	446	462	496	340	359	380	
<b>Net cash flow provided (or used in) financing activities</b>	<b>(410)</b>	<b>(432)</b>	<b>(451)</b>	<b>(476)</b>	<b>(446)</b>	<b>(462)</b>	<b>(496)</b>	<b>(340)</b>	<b>(359)</b>	<b>(380)</b>	
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(14,433)</b>	<b>(3,476)</b>	<b>(2,356)</b>	<b>2,455</b>	<b>3,002</b>	<b>4,403</b>	<b>5,889</b>	<b>6,921</b>	<b>7,777</b>	<b>8,355</b>	
Plus: Cash and cash equivalents and investments - beginning of year	44,686	30,253	26,777	24,421	26,877	29,879	34,282	40,171	47,092	54,868	
<b>Cash and cash equivalents and investments - end of the year</b>	<b>30,253</b>	<b>26,777</b>	<b>24,421</b>	<b>26,877</b>	<b>29,879</b>	<b>34,282</b>	<b>40,171</b>	<b>47,092</b>	<b>54,868</b>	<b>63,224</b>	

**CONSOLIDATED - Scenario 1 – Towards Sustainability**

Performance Ratios:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Performance Ratio:										
Net Operating Result before Grants and Contributions provided	(8,498)	(7,591)	(7,437)	(7,621)	(7,293)	(6,519)	(5,678)	(4,684)	(3,668)	(2,606)
Total continuing operating revenue excluding capital grants	31,624	32,763	34,286	35,851	37,129	38,689	40,320	42,034	43,825	45,701
Operating Performance Ratio:	-26.9%	-23.2%	-21.7%	-21.3%	-19.6%	-16.8%	-14.1%	-11.1%	-8.4%	-5.7%
Own Source operating revenue ratio:										
Total continuing operating revenue excluding capital grants	25,078	26,279	27,607	28,983	30,055	31,403	32,815	34,304	35,863	37,500
Total continuing operating revenue	52,252	44,711	39,960	41,540	42,982	44,760	46,564	48,506	50,481	52,546
Own Source operating revenue ratio:	48.0%	58.8%	69.1%	69.8%	69.9%	70.2%	70.5%	70.7%	71.0%	71.4%
Debt Service cover ratio:										
Operating result before capital excluding interest and depreciation	6,554	7,498	7,999	8,834	9,428	10,338	11,302	12,334	13,425	14,584
Principal Repayments plus borrowing costs	1,060	1,053	1,057	1,054	1,003	1,002	823	807	809	614
Debt Service cover ratio:	6.2	7.1	7.6	8.4	9.4	10.3	13.7	15.3	16.6	23.8
Building & Infrastructure Asset Renewal Ratio:										
Asset Renewal	41,836	23,997	15,860	11,725	11,750	11,505	10,986	11,472	11,840	12,984
Depn, Amortisation and impairment	14,424	14,487	14,855	15,902	16,188	16,351	16,497	16,569	16,663	16,780
Building & Infrastructure Asset Renewal Ratio:	290.1%	165.6%	106.8%	73.7%	72.6%	70.4%	66.6%	69.2%	71.1%	77.4%

## GENERAL FUND - Scenario 1 – Towards Sustainability

INCOME STATEMENT Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates and Annual Charges	12,284	12,691	13,114	13,551	13,957	14,376	14,807	15,251	15,709	16,180
User Charges and Fees	4,772	5,162	5,593	6,052	6,520	7,017	7,543	8,101	8,692	9,319
Interest and Investment Revenue	760	781	803	825	850	875	901	928	956	985
Other Revenues	573	551	564	577	595	612	631	650	669	689
Grants and Contributions - Operating	6,546	6,485	6,679	6,868	7,074	7,286	7,505	7,730	7,962	8,201
Grants and Contributions - Capital	9,207	5,829	5,656	5,671	5,833	6,051	6,223	6,451	6,634	6,823
<b>Total Income from Continuing Operations</b>	<b>34,142</b>	<b>31,499</b>	<b>32,409</b>	<b>33,544</b>	<b>34,829</b>	<b>36,218</b>	<b>37,611</b>	<b>39,112</b>	<b>40,623</b>	<b>42,197</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits and on-costs	9,761	10,041	10,328	10,625	10,890	11,163	11,442	11,728	12,021	12,321
Borrowing Costs	27	22	20	18	2	0	0	0	0	0
Materials and Contracts	11,382	11,557	11,846	12,112	12,389	12,673	12,963	13,261	13,565	13,878
Depreciation and Amortisation	11,546	11,156	11,156	11,943	12,098	12,112	12,110	12,030	11,971	11,919
Other Expenses	625	243	563	613	679	696	713	731	750	768
<b>Total Expenses from Continuing Operations</b>	<b>33,342</b>	<b>33,019</b>	<b>33,913</b>	<b>35,310</b>	<b>36,059</b>	<b>36,644</b>	<b>37,228</b>	<b>37,750</b>	<b>38,307</b>	<b>38,886</b>
<b>Net Operating Result for the Year</b>	<b>800</b>	<b>(1,519)</b>	<b>(1,504)</b>	<b>(1,766)</b>	<b>(1,229)</b>	<b>(426)</b>	<b>383</b>	<b>1,362</b>	<b>2,316</b>	<b>3,310</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(8,406)</b>	<b>(7,348)</b>	<b>(7,160)</b>	<b>(7,437)</b>	<b>(7,063)</b>	<b>(6,477)</b>	<b>(5,840)</b>	<b>(5,089)</b>	<b>(4,318)</b>	<b>(3,512)</b>

**GENERAL FUND - Scenario 1 – Towards Sustainability**

BALANCE SHEET Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>ASSETS</b>										
Current Assets										
Cash and Cash Equivalents	12,849	15,040	15,196	16,829	19,747	23,772	28,983	34,700	41,287	48,017
Receivables	1,706	1,785	1,871	1,960	2,048	2,139	2,235	2,335	2,440	2,550
Other Assets	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
<b>Total Current Assets</b>	<b>16,754</b>	<b>19,025</b>	<b>19,267</b>	<b>20,990</b>	<b>23,995</b>	<b>28,111</b>	<b>33,418</b>	<b>39,235</b>	<b>45,928</b>	<b>52,766</b>
Non-Current Assets										
Infrastructure, property, plant & Equipment	501,071	498,529	496,832	493,368	489,184	484,699	479,841	475,454	471,147	467,690
Investment Property	1,190	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	63	26	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>502,324</b>	<b>498,555</b>	<b>496,832</b>	<b>493,368</b>	<b>489,184</b>	<b>484,699</b>	<b>479,841</b>	<b>475,454</b>	<b>471,147</b>	<b>467,690</b>
<b>LIABILITIES</b>										
Current Liabilities										
Payables	2,339	2,397	2,457	2,519	2,582	2,646	2,713	2,780	2,850	2,921
Borrowings	62	62	62	62	8	-	-	-	-	-
Provisions	2,475	2,500	2,525	2,550	2,600	2,600	2,600	2,600	2,600	2,600
<b>Total Current Liabilities</b>	<b>4,876</b>	<b>4,959</b>	<b>5,044</b>	<b>5,131</b>	<b>5,190</b>	<b>5,246</b>	<b>5,313</b>	<b>5,380</b>	<b>5,450</b>	<b>5,521</b>
Non-Current Liabilities										
Borrowings	194	132	70	8	-	-	-	-	-	-
Provisions	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162
<b>Total Non-Current Liabilities</b>	<b>7,356</b>	<b>7,294</b>	<b>7,232</b>	<b>7,170</b>	<b>7,162</b>	<b>7,162</b>	<b>7,162</b>	<b>7,162</b>	<b>7,162</b>	<b>7,162</b>
<b>Net Assets</b>	<b>506,847</b>	<b>505,327</b>	<b>503,823</b>	<b>502,057</b>	<b>500,828</b>	<b>500,401</b>	<b>500,785</b>	<b>502,147</b>	<b>504,463</b>	<b>507,773</b>
<b>EQUITY</b>										
Retained Earnings	193,410	191,891	190,387	188,621	187,391	186,965	187,348	188,711	191,027	194,337
Revaluation Reserve	313,436	313,436	313,436	313,436	313,436	313,436	313,436	313,436	313,436	313,436
<b>Total Equity</b>	<b>506,846</b>	<b>505,327</b>	<b>503,823</b>	<b>502,057</b>	<b>500,827</b>	<b>500,401</b>	<b>500,784</b>	<b>502,147</b>	<b>504,463</b>	<b>507,773</b>



## GENERAL FUND - Scenario 1 – Towards Sustainability

CASHFLOW STATEMENT Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Cash flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates and Annual Charges	12,189	12,612	13,028	13,461	13,870	14,284	14,711	15,151	15,604	16,070
User charges and fees	4,772	5,162	5,593	6,052	6,520	7,017	7,543	8,101	8,692	9,319
Investment and interest revenue received	760	781	803	825	850	875	901	928	956	985
Grants and Contributions	15,753	12,314	12,335	12,539	12,907	13,337	13,728	14,181	14,596	15,024
Other	1,373	551	564	577	595	612	631	650	669	689
<b>Payments:</b>										
Employee benefits and on-costs	9,761	10,041	10,328	10,625	10,890	11,163	11,442	11,728	12,021	12,321
Materials and Contracts	11,320	11,436	11,735	12,026	12,330	12,616	12,897	13,193	13,496	13,807
Borrowing Costs	27	22	20	18	2	0	0	0	0	0
Other	625	243	563	613	679	696	713	731	750	768
<b>Net cash provided (or used in) operating activities</b>	<b>13,114</b>	<b>9,677</b>	<b>9,677</b>	<b>10,173</b>	<b>10,840</b>	<b>11,651</b>	<b>12,463</b>	<b>13,360</b>	<b>14,252</b>	<b>15,191</b>
<b>Cash flows from investing activities</b>										
<b>Payments:</b>										
Purchase of infrastr, property, plant & equipment	22,670	7,424	9,459	8,478	7,915	7,627	7,252	7,643	7,664	8,461
<b>Net cash provided (or used in) investing activities</b>	<b>(22,670)</b>	<b>(7,424)</b>	<b>(9,459)</b>	<b>(8,478)</b>	<b>(7,915)</b>	<b>(7,627)</b>	<b>(7,252)</b>	<b>(7,643)</b>	<b>(7,664)</b>	<b>(8,461)</b>
<b>Cash flow from financing activities</b>										
<b>Receipts:</b>										
Proceeds from borrowing and advances	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>										
Repayment of borrowings and advances	62	62	62	62	8	0	0	0	0	0
<b>Net cash flow provided (or used in) financing activities</b>	<b>(62)</b>	<b>(62)</b>	<b>(62)</b>	<b>(62)</b>	<b>(8)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(9,618)</b>	<b>2,191</b>	<b>156</b>	<b>1,633</b>	<b>2,918</b>	<b>4,025</b>	<b>5,211</b>	<b>5,717</b>	<b>6,587</b>	<b>6,729</b>
Plus: Cash and cash equivalents and investments - beginning of year	22,467	12,849	15,040	15,196	16,829	19,747	23,772	28,983	34,700	41,287
<b>Cash and cash equivalents and investments - end of the year</b>	<b>12,849</b>	<b>15,040</b>	<b>15,196</b>	<b>16,829</b>	<b>19,747</b>	<b>23,772</b>	<b>28,983</b>	<b>34,700</b>	<b>41,287</b>	<b>48,017</b>

**GENERAL FUND - Scenario 1 – Towards Sustainability**

Performance Ratios:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Performance Ratio:										
Net Operating Result before Grants and Contributions	(8,406)	(7,348)	(7,160)	(7,437)	(7,063)	(6,477)	(5,840)	(5,089)	(4,318)	(3,512)
Total continuing operating revenue excluding capital	24,935	25,670	26,753	27,873	28,996	30,167	31,388	32,661	33,989	35,374
Operating Performance Ratio:	-33.7%	-28.6%	-26.8%	-26.7%	-24.4%	-21.5%	-18.6%	-15.6%	-12.7%	-9.9%
Own Source operating revenue ratio:										
Total continuing operating revenue excluding capital	18,389	19,186	20,074	21,005	21,922	22,880	23,883	24,931	26,027	27,173
Total continuing operating revenue	34,142	31,499	32,409	33,544	34,829	36,218	37,611	39,112	40,623	42,197
Own Source operating revenue ratio:	53.9%	60.9%	61.9%	62.6%	62.9%	63.2%	63.5%	63.7%	64.1%	64.4%
Debt Service cover ratio:										
Operating result before capital excluding interest	3,167	3,829	4,016	4,524	5,038	5,635	6,269	6,941	7,653	8,407
Principal Repayments plus borrowing costs	89	84	82	80	10	0	0	0	0	0
Debt Service cover ratio:	35.5	45.6	49.0	56.5	503.8	0.0	0.0	0.0	0.0	0.0
Building & Infrastructure Asset Renewal Ratio:										
Asset Renewal	23,180	9,507	10,312	9,184	8,434	8,169	7,630	8,095	8,069	9,247
Depn, Amortisation and impairment	11,546	11,156	11,156	11,943	12,098	12,112	12,110	12,030	11,971	11,919
Building & Infrastructure Asset Renewal Ratio:	200.8%	85.2%	92.4%	76.9%	69.7%	67.4%	63.0%	67.3%	67.4%	77.6%

## WATER FUND - Scenario 1 – Towards Sustainability

INCOME STATEMENT Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates and Annual Charges	2,363	2,362	2,433	2,507	2,582	2,659	2,739	2,821	2,906	2,993
User Charges and Fees	2,138	2,399	2,614	2,820	3,038	3,269	3,514	3,774	4,049	4,341
Interest and Investment Revenue	209	215	222	228	47	39	31	32	33	38
Other Revenues	0	0	0	0	0	0	0	0	0	0
Grants and Contributions - Operating	0	0	0	0	0	0	0	0	0	0
Grants and Contributions - Capital	1,465	15	16	16	17	17	18	18	19	19
<b>Total Income from Continuing Operations</b>	<b>6,175</b>	<b>4,992</b>	<b>5,284</b>	<b>5,571</b>	<b>5,683</b>	<b>5,984</b>	<b>6,302</b>	<b>6,646</b>	<b>7,007</b>	<b>7,391</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits and on-costs	957	994	1,032	1,072	1,099	1,126	1,154	1,183	1,213	1,243
Borrowing Costs	601	580	561	536	531	506	483	448	429	410
Materials and Contracts	1,572	1,641	1,712	1,774	1,811	1,850	1,889	1,929	1,969	2,011
Depreciation and Amortisation	1,998	2,179	2,328	2,400	2,520	2,642	2,765	2,889	3,016	3,157
Other Expenses	0	0	0	0	0	0	0	0	0	0
<b>Total Expenses from Continuing Operations</b>	<b>5,128</b>	<b>5,394</b>	<b>5,633</b>	<b>5,781</b>	<b>5,961</b>	<b>6,124</b>	<b>6,291</b>	<b>6,450</b>	<b>6,627</b>	<b>6,821</b>
<b>Net Operating Result for the Year</b>	<b>1,047</b>	<b>(403)</b>	<b>(349)</b>	<b>(211)</b>	<b>(278)</b>	<b>(139)</b>	<b>11</b>	<b>196</b>	<b>380</b>	<b>570</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(418)</b>	<b>(418)</b>	<b>(365)</b>	<b>(227)</b>	<b>(295)</b>	<b>(157)</b>	<b>(7)</b>	<b>178</b>	<b>361</b>	<b>551</b>

**WATER FUND - Scenario 1 – Towards Sustainability**

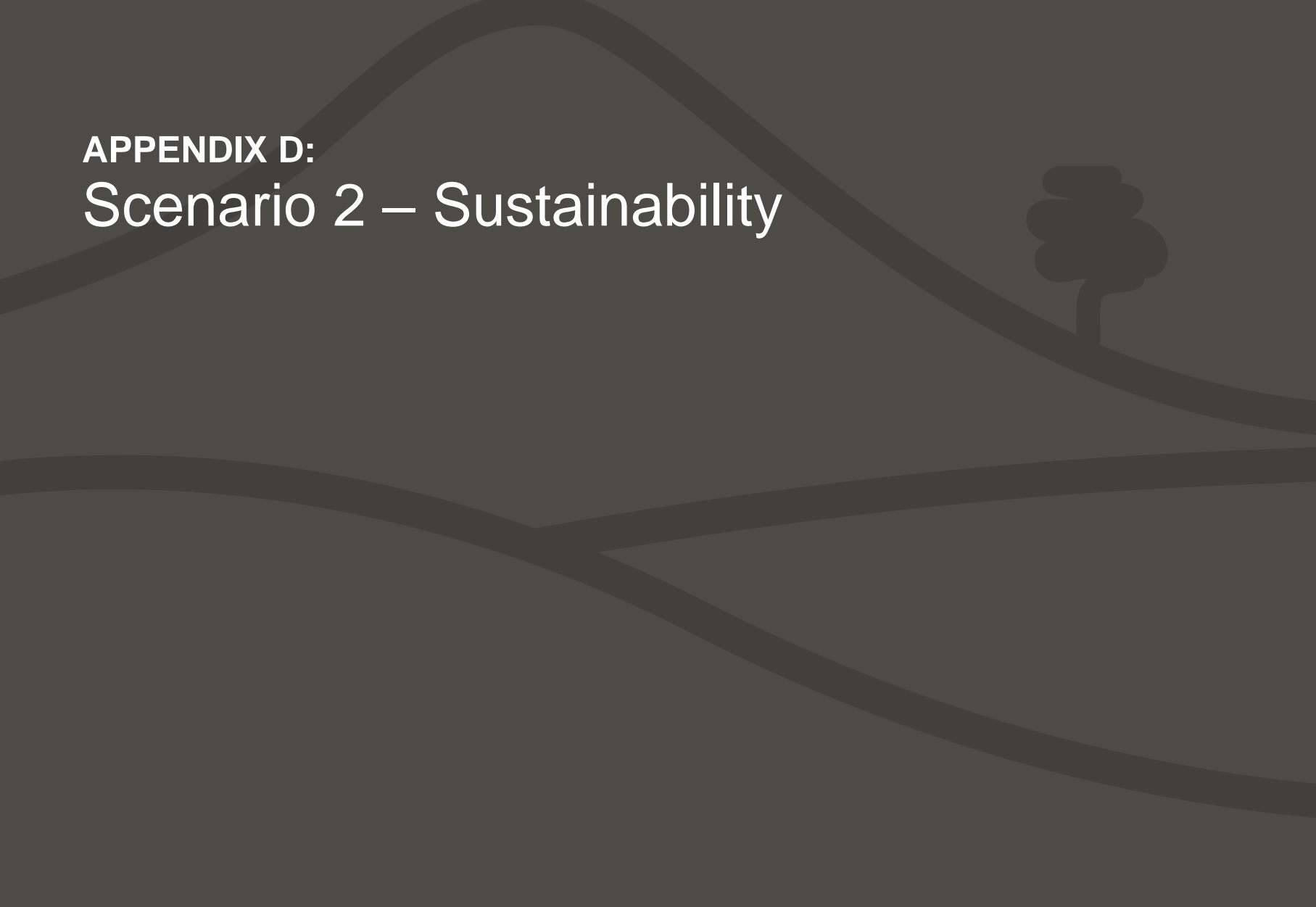
BALANCE SHEET Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>ASSETS</b>										
Current Assets										
Cash and Cash Equivalents	8,537	5,933	4,314	4,066	3,846	3,862	4,117	4,835	5,469	6,447
Receivables	360	381	404	426	450	474	500	528	556	587
Other Assets	0	0	0	0	0	0	0	0	0	0
Total Current Assets	8,897	6,314	4,717	4,492	4,296	4,337	4,617	5,362	6,025	7,033
Non-Current Assets										
Infrastructure, property, plant & Equipment	99,427	101,607	102,945	103,019	102,999	102,880	102,673	102,182	101,967	101,597
Investment Property	0	0	0	0	0	0	0	0	0	0
Other Non-Current Assets	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	99,427	101,607	102,945	103,019	102,999	102,880	102,673	102,182	101,967	101,597
<b>LIABILITIES</b>										
Current Liabilities										
Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	370	389	414	438	462	496	340	359	380	204
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	370	389	414	438	462	496	340	359	380	204
Non-Current Liabilities										
Borrowings	9,823	9,434	9,020	8,582	8,120	7,624	7,284	6,925	6,545	6,341
Provisions	0	0	0	0	0	0	0	0	0	0
Total Non-Current Liabilities	9,823	9,434	9,020	8,582	8,120	7,624	7,284	6,925	6,545	6,341
Net Assets	98,131	98,098	98,228	98,491	98,712	99,097	99,666	100,260	101,068	102,085
<b>EQUITY</b>										
Retained Earnings	57,404	57,001	56,653	56,442	56,164	56,024	56,035	56,231	56,611	57,181
Revaluation Reserve	40,727	41,097	41,575	42,050	42,549	43,072	43,631	44,029	44,456	44,904
Total Equity	98,131	98,098	98,228	98,491	98,712	99,097	99,666	100,260	101,068	102,085

## WATER FUND - Scenario 1 – Towards Sustainability

CASHFLOW STATEMENT Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Cash flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates and Annual Charges	2,344	2,341	2,410	2,484	2,559	2,635	2,713	2,794	2,877	2,963
User charges and fees	2,138	2,399	2,614	2,820	3,038	3,269	3,514	3,774	4,049	4,341
Investment and interest revenue received	209	215	222	228	47	39	31	32	33	38
Grants and Contributions	1,465	15	16	16	17	17	18	18	19	19
Other	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>										
Employee benefits and on-costs	957	994	1,032	1,072	1,099	1,126	1,154	1,183	1,213	1,243
Materials and Contracts	1,572	1,641	1,712	1,774	1,811	1,850	1,889	1,929	1,969	2,011
Borrowing Costs	601	580	561	536	531	506	483	448	429	410
Other	0	0	0	0	0	0	0	0	0	0
<b>Net cash provided (or used in) operating activities</b>	<b>3,026</b>	<b>1,756</b>	<b>1,956</b>	<b>2,167</b>	<b>2,219</b>	<b>2,478</b>	<b>2,750</b>	<b>3,058</b>	<b>3,367</b>	<b>3,697</b>
<b>Cash flows from investing activities</b>										
<b>Payments:</b>										
Purchase of infrastr, property, plant & equipment	5,005	3,989	3,186	2,000	2,001	2,000	2,000	2,000	2,373	2,339
<b>Net cash provided (or used in) investing activities</b>	<b>(5,005)</b>	<b>(3,989)</b>	<b>(3,186)</b>	<b>(2,000)</b>	<b>(2,001)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,373)</b>	<b>(2,339)</b>
<b>Cash flow from financing activities</b>										
<b>Receipts:</b>										
Proceeds from borrowing and advances	0	0	0	0	0	0	0	0	0	0
<b>Payments:</b>										
Repayment of borrowings and advances	348	370	389	414	438	462	496	340	359	380
<b>Net cash flow provided (or used in) financing activities</b>	<b>(348)</b>	<b>(370)</b>	<b>(389)</b>	<b>(414)</b>	<b>(438)</b>	<b>(462)</b>	<b>(496)</b>	<b>(340)</b>	<b>(359)</b>	<b>(380)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(2,327)</b>	<b>(2,604)</b>	<b>(1,620)</b>	<b>(247)</b>	<b>(220)</b>	<b>16</b>	<b>254</b>	<b>718</b>	<b>634</b>	<b>978</b>
Plus: Cash and cash equivalents and investments - beginning of year	10,864	8,537	5,933	4,314	4,066	3,846	3,862	4,117	4,835	5,469
<b>Cash and cash equivalents and investments - end of the year</b>	<b>8,537</b>	<b>5,933</b>	<b>4,314</b>	<b>4,066</b>	<b>3,846</b>	<b>3,862</b>	<b>4,117</b>	<b>4,835</b>	<b>5,469</b>	<b>6,447</b>

**WATER FUND - Scenario 1 – Towards Sustainability**

Performance Ratios:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Performance Ratio:										
Net Operating Result before Grants and Contributions	(418)	(418)	(365)	(227)	(295)	(157)	(7)	178	361	551
Total continuing operating revenue excluding capital grants	4,710	4,976	5,269	5,554	5,666	5,967	6,284	6,628	6,988	7,372
Operating Performance Ratio:	-8.9%	-8.4%	-6.9%	-4.1%	-5.2%	-2.6%	-0.1%	2.7%	5.2%	7.5%
Own Source operating revenue ratio:										
Total continuing operating revenue excluding capital grants	4,710	4,976	5,269	5,554	5,666	5,967	6,284	6,628	6,988	7,372
Total continuing operating revenue	6,175	4,992	5,284	5,571	5,683	5,984	6,302	6,646	7,007	7,391
Own Source operating revenue ratio:	76.3%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%
Debt Service cover ratio:										
Operating result before capital excluding interest and depreciation	2,181	2,341	2,524	2,708	2,756	2,991	3,241	3,516	3,806	4,118
Principal Repayments plus borrowing costs	971	969	975	974	993	1,002	823	807	809	614
Debt Service cover ratio:	2.2	2.4	2.6	2.8	2.8	3.0	3.9	4.4	4.7	6.7
Building & Infrastructure Asset Renewal Ratio:										
Asset Renewal	5,005	3,990	3,187	2,000	2,000	2,000	2,000	2,000	2,373	2,339
Depn, Amortisation and impairment	1,998	2,179	2,328	2,400	2,520	2,642	2,765	2,889	3,016	3,157
Building & Infrastructure Asset Renewal Ratio:	250.5%	183.1%	136.9%	83.3%	79.4%	75.7%	72.3%	69.2%	78.7%	74.1%



## APPENDIX D: Scenario 2 – Sustainability

**CONSOLIDATED FUND - Scenario 2 – Sustainability**

INCOME STATEMENT Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Income from Continuing Operations</b>										
<b>Revenue:</b>										
Rates and Annual Charges	16,281	16,802	21,102	23,598	24,306	25,035	25,786	26,560	27,357	28,177
User Charges and Fees	7,053	7,722	8,388	9,074	9,775	10,520	11,309	12,145	13,032	13,971
Interest and Investment Revenue	1,170	1,203	1,237	1,272	1,083	1,111	1,141	1,183	1,226	1,276
Other Revenues	573	551	564	577	595	612	631	650	669	689
Grants and Contributions - Operating	6,546	6,485	6,679	6,868	7,074	7,286	7,505	7,730	7,962	8,201
Grants and Contributions - Capital	20,628	11,948	5,674	5,690	5,853	6,071	6,244	6,472	6,656	6,845
<b>Total Income from Continuing Operations</b>	<b>52,252</b>	<b>44,711</b>	<b>43,645</b>	<b>47,079</b>	<b>48,686</b>	<b>50,636</b>	<b>52,616</b>	<b>54,740</b>	<b>56,901</b>	<b>59,159</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits and on-costs	11,058	11,375	11,701	12,037	12,329	12,629	12,936	13,251	13,574	13,905
Borrowing Costs	628	602	581	554	533	506	483	448	429	410
Materials and Contracts	13,387	13,647	14,024	14,367	14,693	15,026	15,368	15,718	16,077	16,444
Depreciation and Amortisation	14,424	14,487	14,988	16,122	16,718	17,229	17,777	18,321	18,895	19,506
Other Expenses	625	243	563	613	679	696	713	731	750	768
<b>Total Expenses from Continuing Operations</b>	<b>40,122</b>	<b>40,354</b>	<b>41,857</b>	<b>43,692</b>	<b>44,953</b>	<b>46,086</b>	<b>47,277</b>	<b>48,470</b>	<b>49,725</b>	<b>51,033</b>
<b>Net Operating Result for the Year</b>	<b>12,129</b>	<b>4,357</b>	<b>1,788</b>	<b>3,387</b>	<b>3,734</b>	<b>4,550</b>	<b>5,339</b>	<b>6,270</b>	<b>7,176</b>	<b>8,126</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(8,498)</b>	<b>(7,591)</b>	<b>(3,886)</b>	<b>(2,303)</b>	<b>(2,119)</b>	<b>(1,521)</b>	<b>(905)</b>	<b>(202)</b>	<b>521</b>	<b>1,281</b>



**CONSOLIDATED FUND - Scenario 2 – Sustainability**

BALANCE SHEET Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
ASSETS										
Current Assets										
Cash and Cash Equivalents	30,253	24,777	24,437	27,596	31,066	35,307	40,140	46,077	52,855	60,929
Receivables	2,196	2,290	2,760	3,052	3,195	3,345	3,500	3,662	3,830	4,006
Other Assets	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Total Current Assets	34,649	29,267	29,398	32,847	36,461	40,852	45,840	51,939	58,885	67,135
Non-Current Assets										
Infrastructure, property, plant & Equipment	634,359	645,345	647,052	647,013	647,184	647,400	647,817	648,057	648,354	648,303
Investment Property	1,190	0	0	0	0	0	0	0	0	0
Other Non-Current Assets	63	26	0	0	0	0	0	0	0	0
Total Non-Current Assets	635,612	645,371	647,052	647,013	647,184	647,400	647,817	648,057	648,354	648,303
LIABILITIES										
Current Liabilities										
Payables	2,339	2,397	2,457	2,519	2,582	2,646	2,713	2,780	2,850	2,921
Borrowings	432	451	476	500	470	496	340	359	380	204
Provisions	2,475	2,500	2,525	2,550	2,600	2,600	2,600	2,600	2,600	2,600
Total Current Liabilities	5,246	5,348	5,458	5,569	5,652	5,742	5,653	5,739	5,830	5,725
Non-Current Liabilities										
Borrowings	10,017	9,566	9,090	8,590	8,120	7,624	7,284	6,925	6,545	6,341
Provisions	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162
Total Non-Current Liabilities	17,179	16,728	16,252	15,752	15,282	14,786	14,446	14,087	13,707	13,503
Net Assets	647,836	652,562	654,739	658,540	662,712	667,723	673,558	680,170	687,703	696,210
EQUITY										
Retained Earnings	277,034	281,391	283,179	286,566	290,299	294,849	300,188	306,457	313,634	321,760
Revaluation Reserve	370,801	371,171	371,560	371,974	372,412	372,874	373,370	373,710	374,069	374,449
Total Equity	647,835	652,562	654,739	658,540	662,711	667,723	673,558	680,167	687,703	696,209

**CONSOLIDATED FUND - Scenario 2 – Sustainability**

CASHFLOW STATEMENT Year Ending	Budget	Projected Years									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Cash flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates and Annual Charges	16,170	16,708	20,632	23,307	24,162	24,886	25,631	26,397	27,188	28,002	
User charges and fees	7,053	7,722	8,388	9,074	9,775	10,520	11,309	12,145	13,032	13,971	
Investment and interest revenue received	1,170	1,203	1,237	1,272	1,083	1,111	1,141	1,183	1,226	1,276	
Grants and Contributions	27,174	18,432	12,353	12,558	12,927	13,357	13,749	14,202	14,618	15,046	
Other	1,373	551	564	577	595	612	631	650	669	689	
<b>Payments:</b>											
Employee benefits and on-costs	11,058	11,375	11,701	12,037	12,329	12,629	12,936	13,251	13,574	13,905	
Materials and Contracts	13,325	13,527	13,913	14,281	14,634	14,970	15,302	15,650	16,007	16,373	
Borrowing Costs	628	602	581	554	533	506	483	448	429	410	
Other	625	243	563	613	679	696	713	731	750	768	
<b>Net cash provided (or used in) operating activities</b>	<b>27,304</b>	<b>18,870</b>	<b>16,417</b>	<b>19,304</b>	<b>20,368</b>	<b>21,685</b>	<b>23,027</b>	<b>24,496</b>	<b>25,973</b>	<b>27,527</b>	
<b>Cash flows from investing activities</b>											
<b>Payments:</b>											
Purchase of infrastr, property, plant & equipment	41,327	23,914	16,306	15,669	16,452	16,982	17,697	18,219	18,835	19,073	
<b>Net cash provided (or used in) investing activities</b>	<b>(41,327)</b>	<b>(23,914)</b>	<b>(16,306)</b>	<b>(15,669)</b>	<b>(16,452)</b>	<b>(16,982)</b>	<b>(17,697)</b>	<b>(18,219)</b>	<b>(18,835)</b>	<b>(19,073)</b>	
<b>Cash flow from financing activities</b>											
<b>Receipts:</b>											
Proceeds from borrowing and advances	0	0	0	0	0	0	0	0	0	0	
<b>Payments:</b>											
Repayment of borrowings and advances	410	432	451	476	446	462	496	340	359	380	
<b>Net cash flow provided (or used in) financing activities</b>	<b>(410)</b>	<b>(432)</b>	<b>(451)</b>	<b>(476)</b>	<b>(446)</b>	<b>(462)</b>	<b>(496)</b>	<b>(340)</b>	<b>(359)</b>	<b>(380)</b>	
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(14,433)</b>	<b>(5,476)</b>	<b>(340)</b>	<b>3,158</b>	<b>3,470</b>	<b>4,241</b>	<b>4,833</b>	<b>5,937</b>	<b>6,778</b>	<b>8,074</b>	
Plus: Cash and cash equivalents and investments - beginning of year	44,686	30,253	24,777	24,437	27,596	31,066	35,307	40,140	46,077	52,855	
<b>Cash and cash equivalents and investments - end of the year</b>	<b>30,253</b>	<b>24,777</b>	<b>24,437</b>	<b>27,596</b>	<b>31,066</b>	<b>35,307</b>	<b>40,140</b>	<b>46,077</b>	<b>52,855</b>	<b>60,929</b>	

**CONSOLIDATED FUND - Scenario 2 – Sustainability**

Performance Ratios:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Performance Ratio:										
Net Operating Result before Grants and Contributions	(8,498)	(7,591)	(3,886)	(2,303)	(2,119)	(1,521)	(905)	(202)	521	1,281
Total continuing operating revenue excluding capital grants	31,624	32,763	37,970	41,389	42,834	44,565	46,372	48,268	50,245	52,314
Operating Performance Ratio:	-26.9%	-23.2%	-10.2%	-5.6%	-4.9%	-3.4%	-2.0%	-0.4%	1.0%	2.4%
Own Source operating revenue ratio:										
Total continuing operating revenue excluding capital grants	25,078	26,279	31,291	34,521	35,759	37,278	38,867	40,538	42,283	44,113
Total continuing operating revenue	52,252	44,711	43,645	47,079	48,686	50,636	52,616	54,740	56,901	59,159
Own Source operating revenue ratio:	48.0%	58.8%	71.7%	73.3%	73.4%	73.6%	73.9%	74.1%	74.3%	74.6%
Debt Service cover ratio:										
Operating result before capital excluding interest and depreciation	6,554	7,498	11,683	14,373	15,133	16,213	17,354	18,567	19,845	21,197
Principal Repayments plus borrowing costs	1,060	1,053	1,057	1,054	1,003	1,002	823	807	809	614
Debt Service cover ratio:	6.2	7.1	11.1	13.6	15.1	16.2	21.1	23.0	24.5	34.5
Building & Infrastructure Asset Renewal Ratio:										
Asset Renewal	41,836	25,747	16,910	16,125	16,720	17,225	17,776	18,322	18,890	19,509
Depn, Amortisation and impairment	14,424	14,487	14,988	16,122	16,718	17,229	17,777	18,321	18,895	19,506
Building & Infrastructure Asset Renewal Ratio:	290.1%	177.7%	112.8%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

## GENERAL FUND - Scenario 2 – Sustainability

INCOME STATEMENT Year Ending	Budget	Projected Years									
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates and Annual Charges	12,284	12,691	16,798	19,089	19,662	20,251	20,859	21,485	22,129	22,793	
User Charges and Fees	4,772	5,162	5,593	6,052	6,520	7,017	7,543	8,101	8,692	9,319	
Interest and Investment Revenue	760	781	803	825	850	875	901	928	956	985	
Other Revenues	573	551	564	577	595	612	631	650	669	689	
Grants and Contributions - Operating	6,546	6,485	6,679	6,868	7,074	7,286	7,505	7,730	7,962	8,201	
Grants and Contributions - Capital	9,207	5,829	5,656	5,671	5,833	6,051	6,223	6,451	6,634	6,823	
<b>Total Income from Continuing Operations</b>	<b>34,142</b>	<b>31,499</b>	<b>36,093</b>	<b>39,082</b>	<b>40,534</b>	<b>42,093</b>	<b>43,663</b>	<b>45,345</b>	<b>47,043</b>	<b>48,810</b>	
<b>Expenses from Continuing Operations</b>											
Employee Benefits and on-costs	9,761	10,041	10,328	10,625	10,890	11,163	11,442	11,728	12,021	12,321	
Borrowing Costs	27	22	20	18	2	-	-	-	-	-	
Materials and Contracts	11,382	11,557	11,846	12,112	12,389	12,673	12,963	13,261	13,565	13,878	
Depreciation and Amortisation	11,546	11,156	11,289	12,163	12,628	12,990	13,389	13,782	14,203	14,644	
Other Expenses	625	243	563	613	679	696	713	731	750	768	
<b>Total Expenses from Continuing Operations</b>	<b>33,342</b>	<b>33,019</b>	<b>34,046</b>	<b>35,530</b>	<b>36,589</b>	<b>37,522</b>	<b>38,507</b>	<b>39,502</b>	<b>40,539</b>	<b>41,612</b>	
<b>Net Operating Result for the Year</b>	<b>800</b>	<b>(1,519)</b>	<b>2,047</b>	<b>3,552</b>	<b>3,945</b>	<b>4,571</b>	<b>5,156</b>	<b>5,844</b>	<b>6,504</b>	<b>7,198</b>	
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>(8,406)</b>	<b>(7,348)</b>	<b>(3,609)</b>	<b>(2,119)</b>	<b>(1,888)</b>	<b>(1,479)</b>	<b>(1,068)</b>	<b>(607)</b>	<b>(130)</b>	<b>376</b>	

**GENERAL FUND - Scenario 2 – Sustainability**

BALANCE SHEET Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>ASSETS</b>										
Current Assets										
Cash and Cash Equivalents	12,849	13,040	15,213	17,548	20,934	24,797	28,953	33,685	39,274	45,722
Receivables	1,706	1,785	2,239	2,514	2,618	2,727	2,840	2,959	3,082	3,211
Other Assets	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
<b>Total Current Assets</b>	<b>16,754</b>	<b>17,025</b>	<b>19,652</b>	<b>22,263</b>	<b>25,752</b>	<b>29,724</b>	<b>33,993</b>	<b>38,843</b>	<b>44,556</b>	<b>51,133</b>
Non-Current Assets										
Infrastructure, property, plant & Equipment	501,071	500,529	499,999	500,964	501,471	502,127	503,080	504,141	505,002	505,695
Investment Property	1,190	-	-	-	-	-	-	-	-	-
Other Non-Current Assets	63	26	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>502,324</b>	<b>500,555</b>	<b>499,999</b>	<b>500,964</b>	<b>501,471</b>	<b>502,127</b>	<b>503,080</b>	<b>504,141</b>	<b>505,002</b>	<b>505,695</b>
<b>LIABILITIES</b>										
Current Liabilities										
Payables	2,339	2,397	2,457	2,519	2,582	2,646	2,713	2,780	2,850	2,921
Borrowings	62	62	62	62	8	-	-	-	-	-
Provisions	2,475	2,500	2,525	2,550	2,600	2,600	2,600	2,600	2,600	2,600
<b>Total Current Liabilities</b>	<b>4,876</b>	<b>4,959</b>	<b>5,044</b>	<b>5,131</b>	<b>5,190</b>	<b>5,246</b>	<b>5,313</b>	<b>5,380</b>	<b>5,450</b>	<b>5,521</b>
Non-Current Liabilities										
Borrowings	194	132	70	8	-	-	-	-	-	-
Provisions	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162	7,162
<b>Total Non-Current Liabilities</b>	<b>7,356</b>	<b>7,294</b>	<b>7,232</b>	<b>7,170</b>	<b>7,162</b>	<b>7,162</b>	<b>7,162</b>	<b>7,162</b>	<b>7,162</b>	<b>7,162</b>
<b>Net Assets</b>	<b>506,847</b>	<b>505,327</b>	<b>507,374</b>	<b>510,926</b>	<b>514,872</b>	<b>519,443</b>	<b>524,599</b>	<b>530,442</b>	<b>536,947</b>	<b>544,145</b>
<b>EQUITY</b>										
Retained Earnings	193,410	191,891	193,938	197,490	201,435	206,007	211,162	217,006	223,510	230,708
Revaluation Reserve	313,436	313,436	313,436	313,436	313,436	313,436	313,436	313,436	313,436	313,436
<b>Total Equity</b>	<b>506,846</b>	<b>505,327</b>	<b>507,374</b>	<b>510,926</b>	<b>514,871</b>	<b>519,443</b>	<b>524,598</b>	<b>530,442</b>	<b>536,946</b>	<b>544,144</b>

**GENERAL FUND - Scenario 2 – Sustainability**

CASHFLOW STATEMENT Year Ending	Budget	Projected Years								
	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
<b>Cash flows from Operating Activities</b>										
<b>Receipts:</b>										
Rates and Annual Charges	12,189	12,612	16,344	18,814	19,558	20,143	20,746	21,366	22,006	22,664
User charges and fees	4,772	5,162	5,593	6,052	6,520	7,017	7,543	8,101	8,692	9,319
Investment and interest revenue received	760	781	803	825	850	875	901	928	956	985
Grants and Contributions	15,753	12,314	12,335	12,539	12,907	13,337	13,728	14,181	14,596	15,024
Other	1,373	551	564	577	595	612	631	650	669	689
<b>Payments:</b>										
Employee benefits and on-costs	9,761	10,041	10,328	10,625	10,890	11,163	11,442	11,728	12,021	12,321
Materials and Contracts	11,320	11,436	11,735	12,026	12,330	12,616	12,897	13,193	13,496	13,807
Borrowing Costs	27	22	20	18	2	-	-	-	-	-
Other	625	243	563	613	679	696	713	731	750	768
<b>Net cash provided (or used in) operating activities</b>	13,114	9,677	12,993	15,526	16,528	17,510	18,497	19,575	20,653	21,784
<b>Cash flows from investing activities</b>										
<b>Payments:</b>										
Purchase of infrastr, property, plant & equipment	22,670	9,424	10,759	13,128	13,135	13,647	14,342	14,843	15,064	15,336
<b>Net cash provided (or used in) investing activities</b>	- 22,670	- 9,424	- 10,759	- 13,128	- 13,135	- 13,647	- 14,342	- 14,843	- 15,064	- 15,336
<b>Cash flow from financing activities</b>										
<b>Receipts:</b>										
Proceeds from borrowing and advances	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of borrowings and advances	62	62	62	62	8	-	-	-	-	-
<b>Net cash flow provided (or used in) financing activities</b>	- 62	- 62	- 62	- 62	- 8	-	-	-	-	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	- 9,618	191	2,172	2,336	3,385	3,863	4,156	4,732	5,589	6,448
Plus: Cash and cash equivalents and investments - beginning of year	22,467	12,849	13,040	15,213	17,548	20,934	24,797	28,953	33,685	39,274
<b>Cash and cash equivalents and investments - end of the year</b>	12,849	13,040	15,213	17,548	20,934	24,797	28,953	33,685	39,274	45,722

**GENERAL FUND - Scenario 2 – Sustainability**








Performance Ratios:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Operating Performance Ratio:										
Net Operating Result before Grants and Contributions	(8,406)	(7,348)	(3,609)	(2,119)	(1,888)	(1,479)	(1,068)	(607)	(130)	376
Total continuing operating revenue excluding capital	24,935	25,670	30,437	33,412	34,701	36,042	37,439	38,894	40,409	41,987
Operating Performance Ratio:	-33.7%	-28.6%	-11.9%	-6.3%	-5.4%	-4.1%	-2.9%	-1.6%	-0.3%	0.9%
Own Source operating revenue ratio:										
Total continuing operating revenue excluding capital	18,389	19,186	23,758	26,544	27,626	28,756	29,934	31,164	32,447	33,786
Total continuing operating revenue	34,142	31,499	36,093	39,082	40,534	42,093	43,663	45,345	47,043	48,810
Own Source operating revenue ratio:	53.9%	60.9%	65.8%	67.9%	68.2%	68.3%	68.6%	68.7%	69.0%	69.2%
Debt Service cover ratio:										
Operating result before capital excluding interest	3,167	3,829	7,700	10,062	10,742	11,511	12,321	13,175	14,073	15,020
Principal Repayments plus borrowing costs	89	84	82	80	10	0	0	0	0	0
Debt Service cover ratio:	35.5	45.6	93.9	125.8	1074.2	0.0	0.0	0.0	0.0	0.0
Building & Infrastructure Asset Renewal Ratio:										
Asset Renewal	23,180	11,257	11,362	13,584	13,404	13,889	14,420	14,945	15,119	15,772
Depn, Amortisation and impairment	11,546	11,156	11,289	12,163	12,628	12,990	13,389	13,782	14,203	14,644
Building & Infrastructure Asset Renewal Ratio:	200.8%	100.9%	100.6%	111.7%	106.1%	106.9%	107.7%	108.4%	106.4%	107.7%





## 5 REPORTS OF THE DIRECTOR INFRASTRUCTURE AND ENVIRONMENTAL SERVICES

### 5.1 PUBLIC EXHIBITION - ASSET MANAGEMENT PLANS

<b>IP&amp;R Linkage:</b>	<b>Goal:</b>	Our infrastructure is well planned and maintained and will meet our needs now and, in the future
	<b>Strategy:</b>	Develop Asset Management Plans in line with community priorities
<b>Author:</b>	Nathan Skelly, Director Infrastructure and Environmental Services	
<b>Authoriser:</b>	Cian Middleton, General Manager	
<b>File Number:</b>	G2025/0137	
<b>Annexures:</b>	<ul style="list-style-type: none"> <li>A. Draft Aerodrome Asset Management Plan <a href="#">↓</a> </li> <li>B. Draft Buildings Asset Management Plan <a href="#">↓</a> </li> <li>C. Draft Fleet Asset Management Plan <a href="#">↓</a> </li> <li>D. Draft Parks and Recreation Asset Management Plan <a href="#">↓</a> </li> <li>E. Draft Transportation Asset Management Plan <a href="#">↓</a> </li> <li>F. Draft Centralised Waste Water Asset Management Plan <a href="#">↓</a> </li> <li>G. Draft Town Water Supplies Asset Management Plan <a href="#">↓</a> </li> <li>H. Draft Asset Management Strategy <a href="#">↓</a> </li> </ul>	

### RECOMMENDATION

That Council:

1. Endorse the following draft Asset Management Plans for public exhibition:
  - (a) Draft Aerodrome Asset Management Plan appended at *Annexure A*
  - (b) Draft Buildings Asset Management Plan as appended at *Annexure B*
  - (c) Draft Fleet Asset Management Plan as appended at *Annexure C*
  - (d) Draft Parks and Recreation Asset Management Plan as appended at *Annexure D*
  - (e) Draft Transportation Asset Management Plan as appended at *Annexure E*
  - (f) Draft Centralised Waste Water Asset Management Plan as appended at *Annexure F*
  - (g) Draft Town Water Supplies Asset Management Plan as appended at *Annexure G*
2. Place the draft Asset Management Strategy, appended at *Annexure H*, for public exhibition.
3. Receive a further report regarding the draft Asset Management Strategy and Asset Management Plans at the June Ordinary Meeting following completion of the public exhibition period.

### BACKGROUND

Section 403 of the *Local Government Act 1993* (“the Act”) provides that Council must develop and adopt a long-term Resourcing Strategy for the provision of the resources required to implement the Community Strategic Plan. The Resourcing Strategy must include long-term financial planning, workforce management planning and asset management planning. In preparing its Resourcing

Strategy documents, Council must observe the requirements set out in the *Integrated Planning and Reporting Guidelines for Local Government in NSW* (“the IP&R Guidelines”) prescribed by the Office of Local Government.

Council manages \$809 million in assets to deliver services to the community. To ensure the cost-effective, long-term management of these assets, the following Asset Management Plans have been developed:

- Aerodrome Asset Management Plan (*Annexure A*)
- Buildings Asset Management Plan (*Annexure B*)
- Fleet Asset Management Plan (*Annexure C*)
- Parks and Recreation Asset Management Plan (*Annexure D*)
- Transportation Asset Management Plan (*Annexure E*)
- Centralised Waste Water Asset Management Plan (*Annexure F*)
- Town Water Supplies Asset Management Plan (*Annexure G*)

To ensure active management and improvement of our asset management, a draft Asset Management Strategy has been developed in accordance with the IP&R Guidelines. This document focuses on Council’s asset management processes and data, and provides strategies for continuous improvement. It is appended at *Annexure H*.

## ISSUES AND COMMENTARY

Council’s Asset Management Plans have been reviewed utilising the Institute of Public Works Engineering Australasia’s (“IPWEA”) NAMS+ framework, which is recognised as best-practice for asset management in Australia.

The Director Infrastructure & Environmental Services, Manager Assets and Property, and Water Services Engineer hold a Professional Certificate in Asset Management Planning from IPWEA.

Council’s previous Asset Management Plans were reviewed and adopted in February 2021 [**res 2021/2**] but did not cover fleet. In this time, extensive work has been undertaken to improve Council’s asset register to better reflect the actual assets owned by Council. This work has enabled a split of the previous Buildings and Recreation Asset Management Plan into separate Buildings Asset Management Plan and Parks and Recreation Asset Management Plan.

## General Fund Outcome

Across the assets within the General Fund, there is an annual shortfall of \$1,013,334 in the budget to manage the assets across the 20-year period. It is important to note that within Transportation in particular, there are long life assets such as bridges and stormwater drains that are valued at \$127.95 million which have no planned renewals within the 20-year horizon. Meaning the actual shortfall over the longer term is higher.

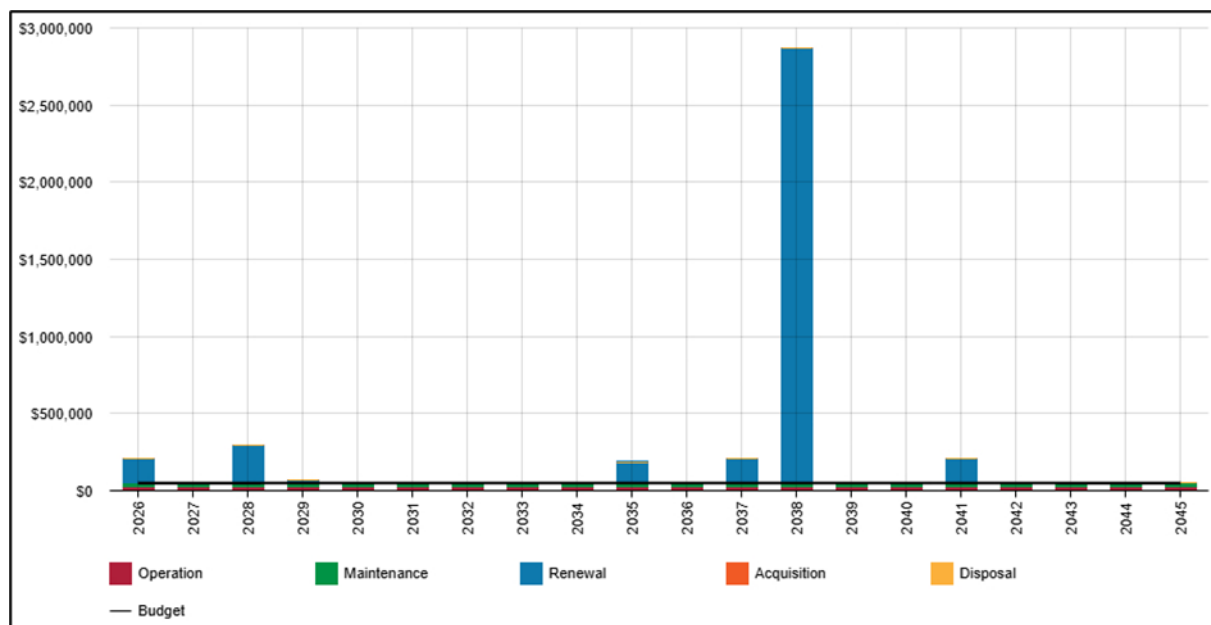
## Aerodrome Asset Management Plan

There is no proposed budget for renewal of this asset. There are grant funding opportunities available for aerodromes which will be applied for to undertake renewals.

Estimated available funding for the 10-year period is \$500,000 or \$50,000 on average per year as per the Long-Term Financial Plan (“LTFP”) or Planned Budget. This is 47.36 per cent of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the LTFP can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for the aerodrome leaves a shortfall of \$-55,568 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the LTFP. This is demonstrated in the figure below.



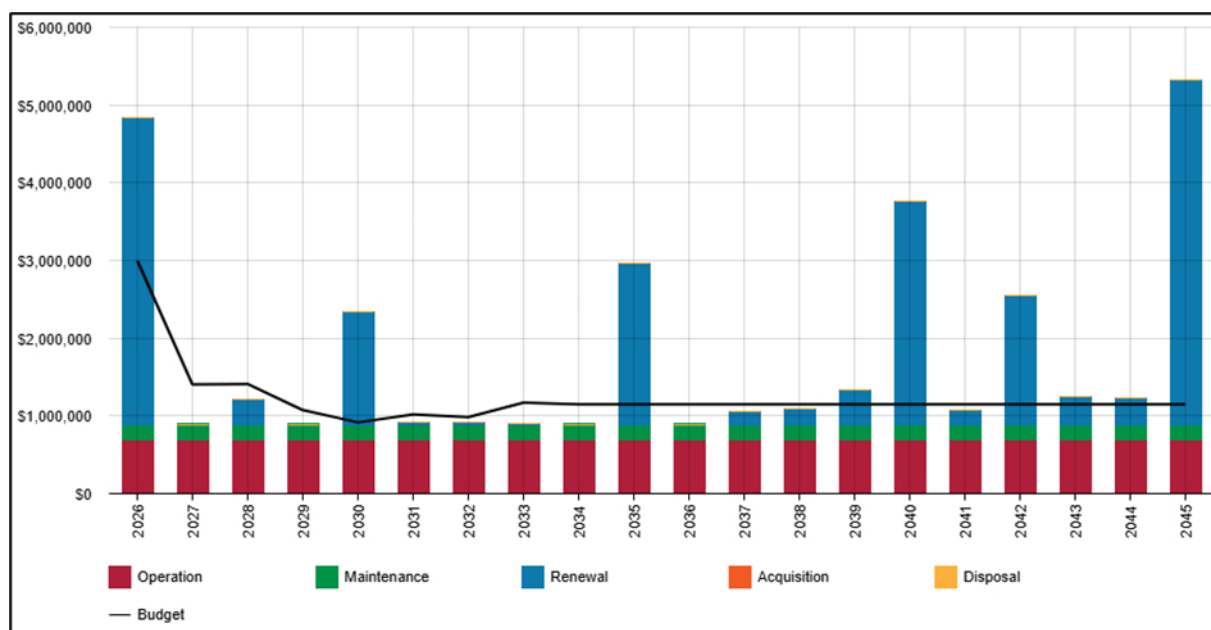
### Buildings Asset Management Plan

Council's building stock is relatively old, and combined with highly reactive soils is in poor condition. There is limited funding available for the ongoing renewals of this, with major renewals being contingent on grant funding.

Estimated available funding for the 10-year period is \$13,271,403 or \$1,327,140 on average per year as per the LTFP or Planned Budget. This is 79.22 per cent of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the LTFP can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for Building Assets leaves a shortfall of \$-348,110 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the LTFP. This is shown in the figure below.



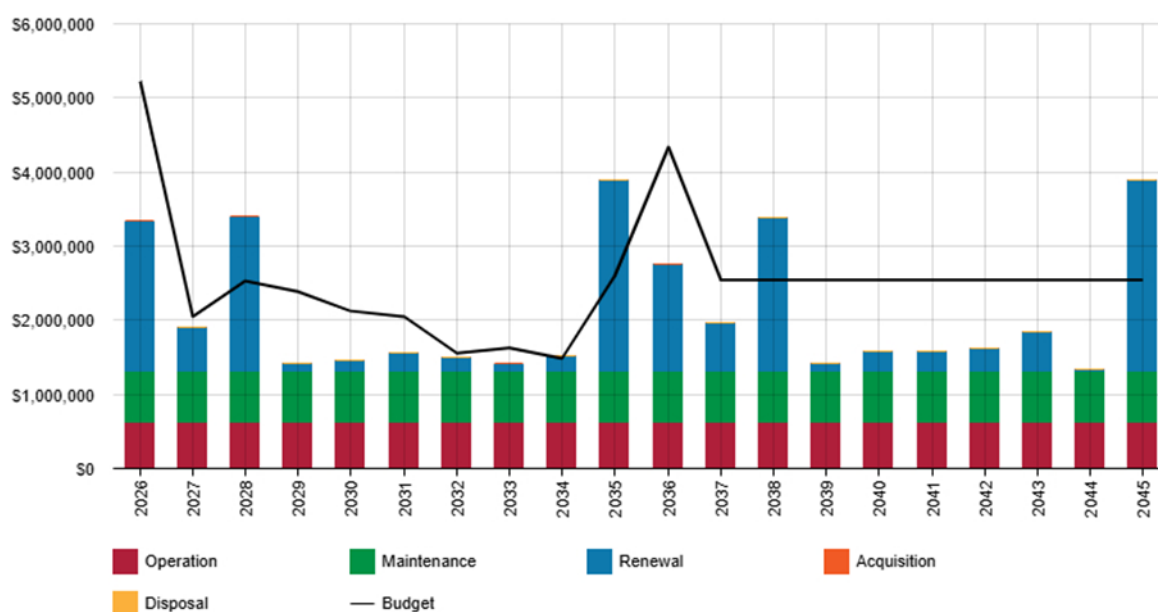
### Fleet Asset Management Plan

Fleet is fully funded through the works undertaken to maintain Council's other asset classes.

The funding made available in the first 10-years' of the LTFP is \$23,622,888 or \$2,362,289 on average per year which is approximately 110.35 per cent of the cost to undertake the lifecycle activities.

The reality is, only what is funded in the LTFP can be provided. Informed decision making depends on the AM Plan emphasising the consequences of planned budgets on the service levels provided and communicating the residual risks. It is important to ensure the organisation is delivering the services in a financially sustainable manner.

The 10-year LTFP results in a surplus of \$221,566 on average per year of the forecast lifecycle costs required to provide services. This is shown in the figure below.



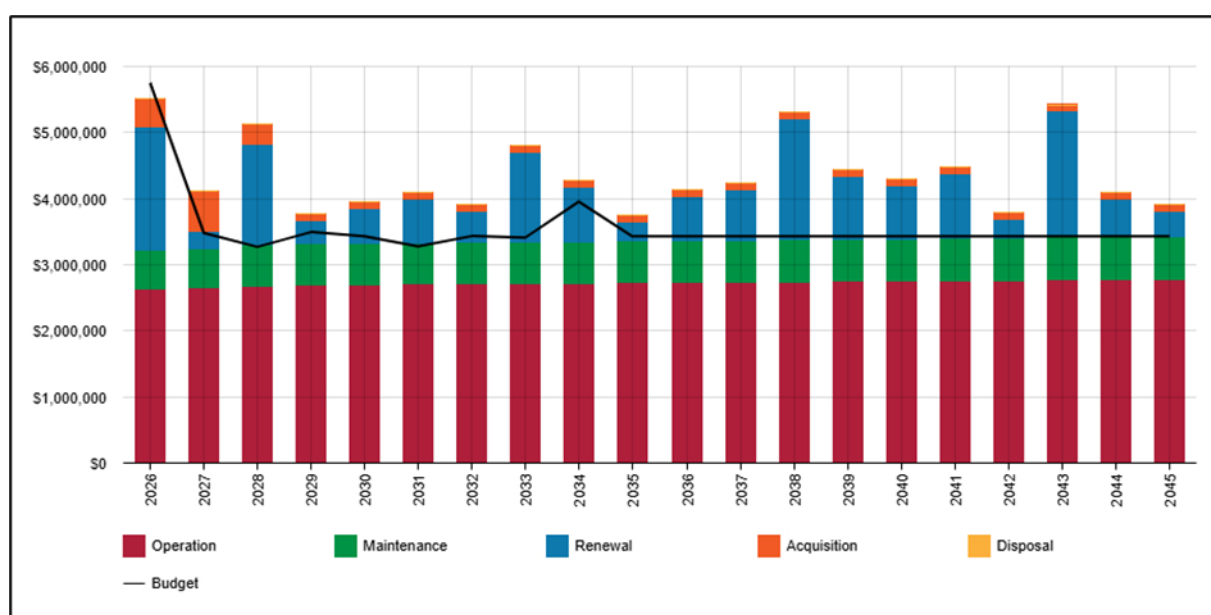
### Parks and Recreation Asset Management Plan

Renewal funding is limited, with a focus on undertaking renewals on safety issues within this asset class. Council's adopted Recreation Strategy 2020-2030 considers a number of acquisitions to improve park and sporting facilities. These are funded solely by grant funding.

Estimated available funding for the 10 year period is \$36,933,192 or \$3,693,319 on average per year as per the LTFP or Planned Budget. This is 85.31 per cent of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the LTFP can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for Parks and Reserves leaves a shortfall of \$-635,872 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the LTFP. This is shown in the figure below.



### Transportation Asset Management Plan

Council's 1300km road network is vital to the viability of our agriculture sector, providing access to market. This plan does not allow for improvements to the road network, with no planned increase in the sealed network. Unsealed roads are able to be resheeted on an approximate 20 year cycle, meaning prioritisation will be required in the longer term on unsealed roads.

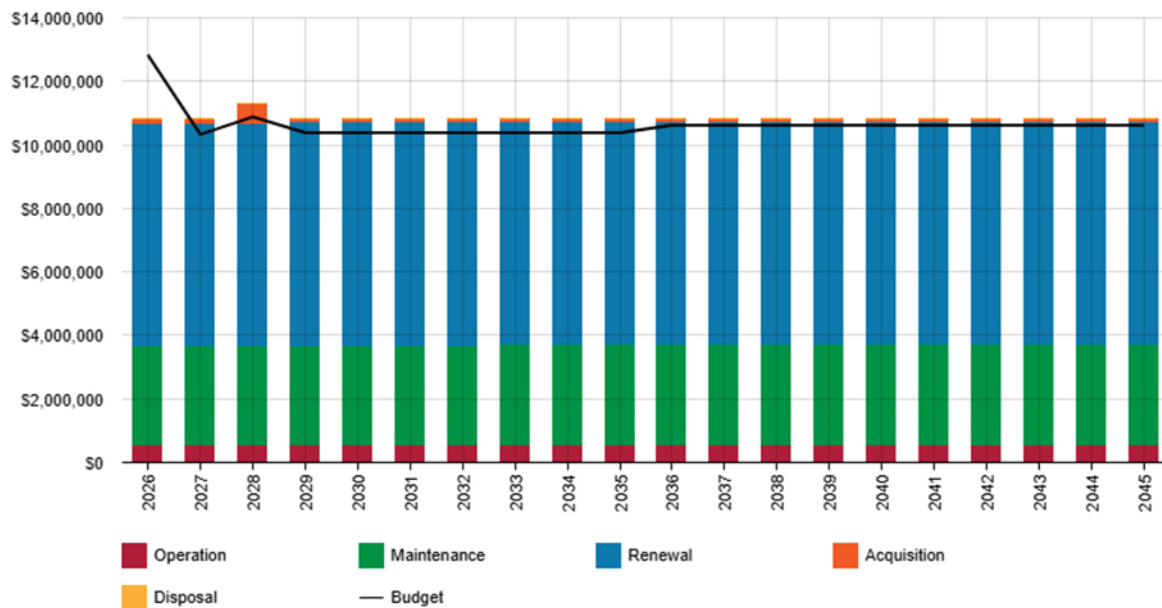
This plan also does not allow for projects to improve road safety, being reliant on grant funding to deliver any major safety initiatives outside of standard renewals.

The funding made available in the first 10-years' of the LTFP is \$106,703,304 or \$10,670,330 on average per year which is approximately 98.2 per cent of the cost to undertake the lifecycle activities.

The reality is, only what is funded in the LTFP can be provided. Informed decision making depends on the AM Plan emphasising the consequences of planned budgets on the service levels provided and communicating the residual risks. It is important to ensure the organisation is delivering the services in a financially sustainable manner.

The 10-year LTFP results in a shortfall of \$-195,350 on average per year of the forecast lifecycle costs required to provide services. This is demonstrated in the figure below.

The LTFP, on average, for the first 10-years is sufficient to provide services. This is demonstrated in the figure below.

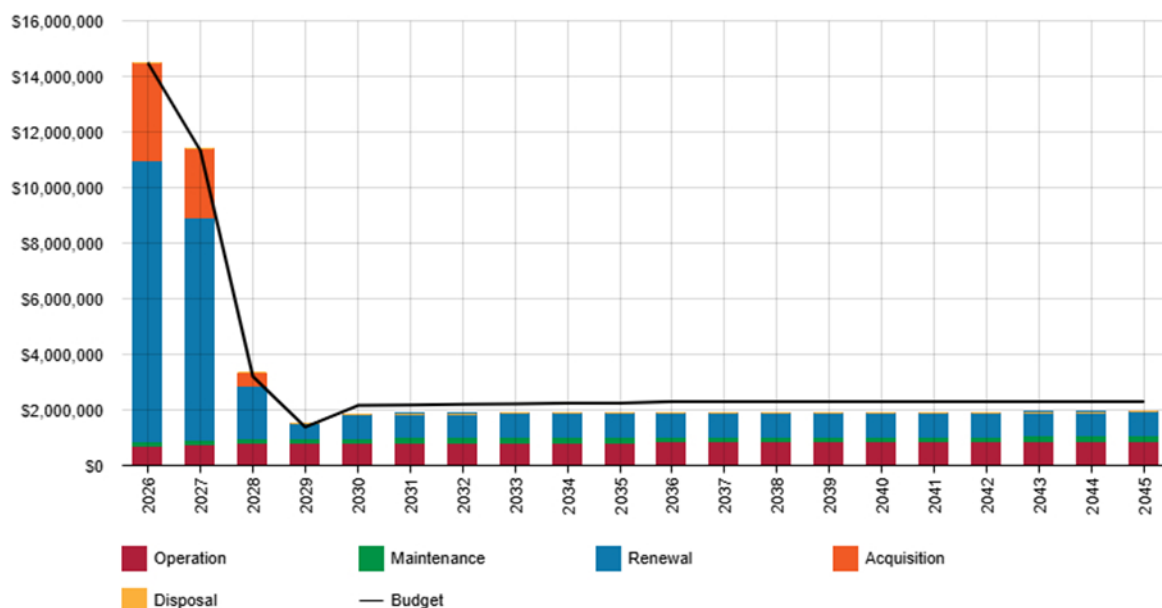


### Centralised Waste Water Asset Management Plan

The funding made available in the first 10-years' of the LTFP is \$43,653,296 or \$4,365,330 on average per year which is approximately 103.98 per cent of the cost to undertake the lifecycle activities.

The reality is, only what is funded in the LTFP can be provided. Informed decision making depends on the AM Plan emphasising the consequences of planned budgets on the service levels provided and communicating the residual risks. It is important to ensure the organisation is delivering the services in a financially sustainable manner.

The 10-year LTFP results in a surplus of \$167,075 on average per year of the forecast lifecycle costs required to provide services. This is demonstrated in the figure below.

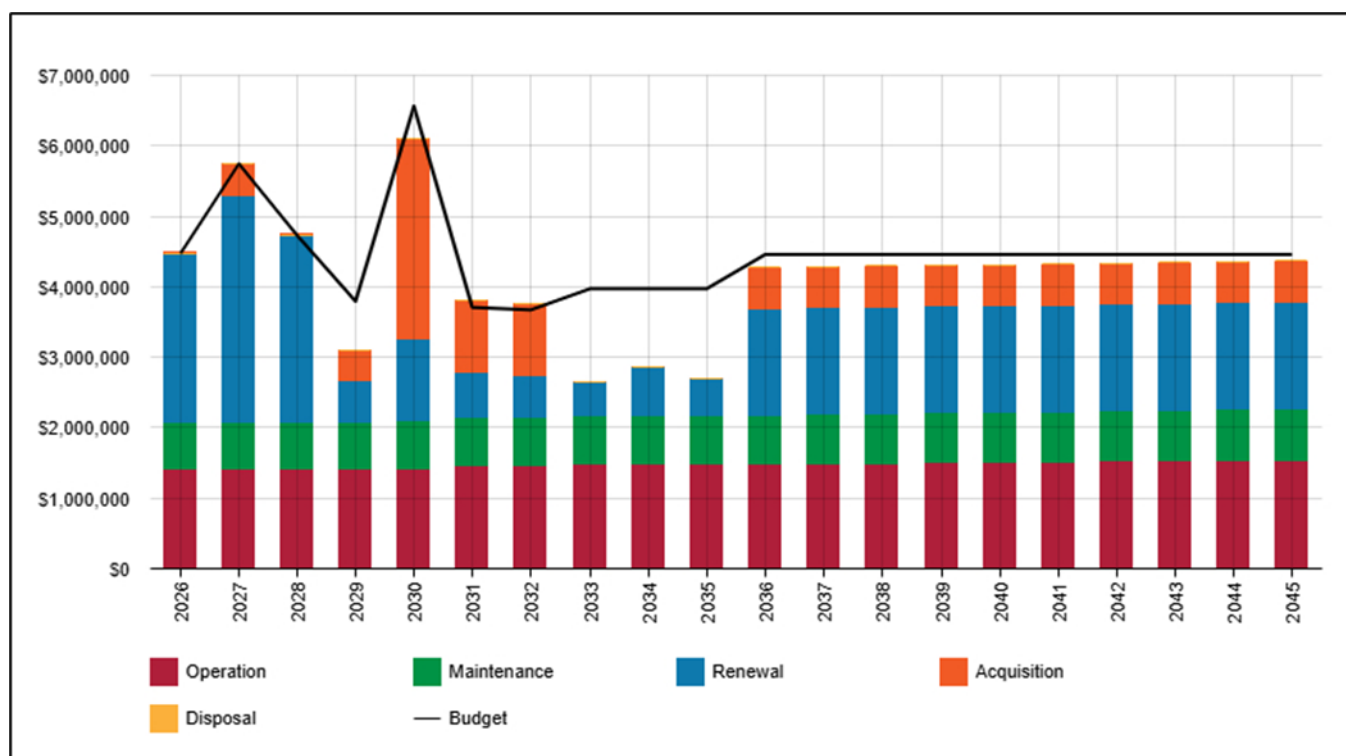


### Town Water Supplies Asset Management Plan

Estimated available funding for the 10-year period is \$44,604,640 or \$4,460,464 on average per year as per the LTFP or Planned Budget. This is 111.69 per cent of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the LTFP can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for Water Services leaves a surplus of \$466,951 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the LTFP. This is demonstrated in the figure below.



### LEGISLATIVE AND POLICY IMPLICATIONS

The adoption of the Asset Management Plans will help satisfy Council's IP&R obligations under the *Local Government Act 1993*.

### FINANCIAL IMPLICATIONS

The Asset Management Plans align with the LTFP. The adoption of them reflects Council's budget and will enable the delivery of services to the community.

### RISK IMPLICATIONS

The general fund assets having a shortfall in funding means that assets may not be able to be renewed in a timely manner and will be reliant on grant funding. This increases the risk of assets being unsuitable for use and not being able to deliver services to the community.

### COMMUNITY CONSULTATION

It is proposed to place these plans on public exhibition for a period of 28 days to seek community feedback.

**CONCLUSION**

The attached Asset Management Plans have been reviewed in line with Council's current budget and meet Council's obligations under the Act and the IP&R Guidelines. It is recommended that the documents be endorsed for public exhibition, with a further report to be provided to Council at the June Ordinary Meeting following completion of the public exhibition period.





# **ASSET MANAGEMENT PLAN**

Liverpool Plains Shire Council

Aerodrome AMP FY26



Document Control		Asset Management Plan – Asset Register Method			
Document ID : Aerodrome Asset Management Plan					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1.0	Feb 2012	Initial version	SH	BM	GT
2.0	Dec 2020	Review to contemporary standards for SRV	DES		
3.0	Mar 2024	Annual review and update	MAP	DIES	
4.0	April 2025	Review to align with new LTFP and newly elected Council	MAP	DIES	Council

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The Institute of Public Works Engineering Australasia

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## 1.0 EXECUTIVE SUMMARY

### 1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10-year planning period.

### 1.2 Asset Description

This plan covers the infrastructure assets at Council's Aerodrome

The aerodrome comprises:

- Unsealed runway 14/32
- Sealed runway 06/24
- Runway lighting
- Sealed taxiways
- Terminal building and storage sheds
- Car park and access road

The above infrastructure assets have replacement value estimated at \$4,658,313

The allocation in the planned budget is not sufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the Planned Budget are:

- Major renewals near the end of the plan are currently unfunded, condition will continue to be monitored

### 1.3 Future Demand

Given the aerodrome is well below capacity, it is not expected that demand management practices will be needed within the 20-year planning horizon of this asset management plan Lifecycle Management Plan.

### 1.4 Lifecycle Management Plan

#### 1.4.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10-year total outlays, which for the aerodrome is estimated as \$1,055,685 or \$105,569 on average per year.

### 1.5 Financial Summary

#### 1.5.1 What we will do

Estimated available funding for the 10 year period is \$500,000 or \$50,000 on average per year as per the Long-Term Financial plan or Planned Budget. This is 47.36% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for the aerodrome leaves a shortfall of \$-55,568 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

**Forecast Lifecycle Costs and Planned Budgets**

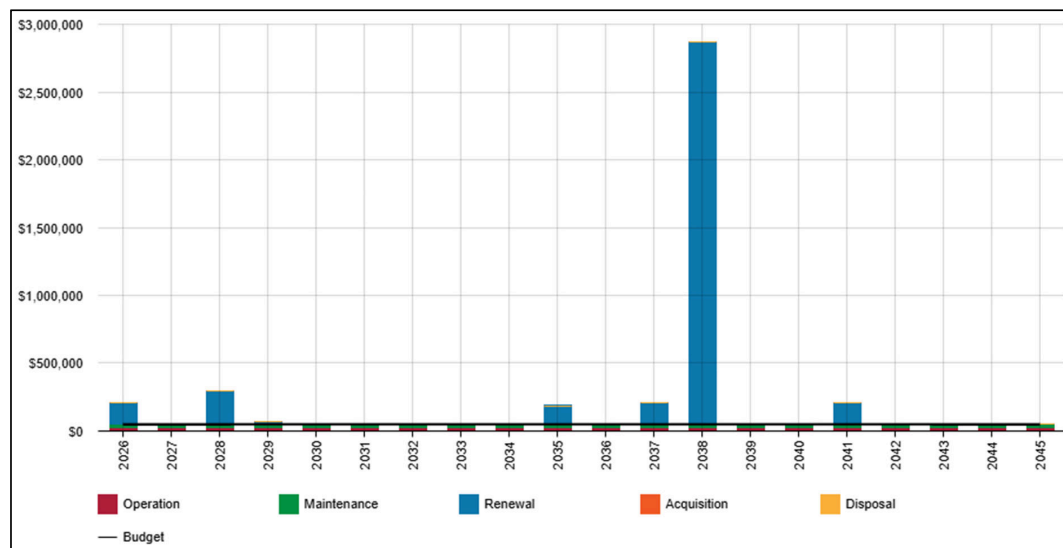


Figure Values are in current dollars.

We plan to provide aerodrome services for the following:

- Operation, maintenance, renewal and acquisition of runways, taxiways, and buildings to meet service levels set by Council in annual budgets.
- Resealing of runway 06/24 within the 10-year planning period.

### 1.5.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Pavement renewals without specific grant funding
- Sealing of runway 14/32

### 1.5.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Reduced capacity of the runways leading to restrictions in planes that can access it
- Increased risk of litigation due to personal injury
- Increased risk of litigation due to property damage

We will endeavour to manage these risks within available funding by:

- Aggressively seek grant funding for renewal works
- Employing low-cost renewal techniques

## 1.6 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- Council's current asset register is complete
- That Council will be able to undertake the renewals 'in house'

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The Asset Register was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on a high level of confidence information.

## 1.7 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Undertake ground truthing of asset register to confirm assets owned by Council
- Investigate feasibility of the aerodrome
- Investigate options to increase revenue from aerodrome
- Undertake community satisfaction survey
- Incorporate asset financial data into Long Term Financial Plan

## 2.0 INTRODUCTION

### 2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Liverpool Plains Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Community Strategic Plan – 2022-2032
- Long Term Financial Plan – 2024-2034
- Local Environmental Plan – 2011
- Workforce Management Plan – 2022-2026

The infrastructure assets covered by this AM Plan include 2 runways, taxiways, lighting, and buildings. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5.

These assets are used to provide aerodrome services.

The infrastructure assets included in this plan have a total replacement value of \$4,658,313.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

**Table 2.1: Key Stakeholders in the AM Plan**

Key Stakeholder	Role in Asset Management Plan
Councillors	<ul style="list-style-type: none"> <li>■ Represent needs of community/shareholders</li> <li>■ Endorsement of the asset management policy and plans</li> <li>■ Allocate financial resources to meet planning objectives in providing services while managing risks 2</li> <li>■ Ensure service is sustainable</li> </ul>
General Manager	<ul style="list-style-type: none"> <li>■ Allocate human resources to meet planning objectives in providing services while managing risks,</li> <li>■ To ensure that all staff are educated in asset management and that responsibilities are communicated to staff</li> <li>■ To provide leadership and coordination for the implementation of asset management across the business units</li> <li>■ To raise awareness and provide education of asset management across Council</li> </ul>
Director Infrastructure and Environmental Services	<ul style="list-style-type: none"> <li>■ To develop, review and oversee the Asset Management Policy and Asset Management Plans</li> <li>■ To implement the improvement activities identified within the plan</li> <li>■ Ensure that all asset data is kept up to date and inspections are undertaken in accordance with the agreed levels of service</li> <li>■ Develop 10-year Capital Works plans and budgeting</li> </ul>



Key Stakeholder	Role in Asset Management Plan
LPSC Staff	<ul style="list-style-type: none"> <li>Verify the size, location, and condition of assets</li> <li>Provide local knowledge detail on all infrastructure assets</li> <li>Capital Works, Operations and Maintenance management to meet agreed service levels</li> <li>Liaison internally with Executive Leadership Team with regard to asset prioritisation and planning</li> </ul>

## 2.2 Goals and Objectives of Asset Ownership

Our goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the outcomes and benefits, principles and objectives of asset management can be found in:

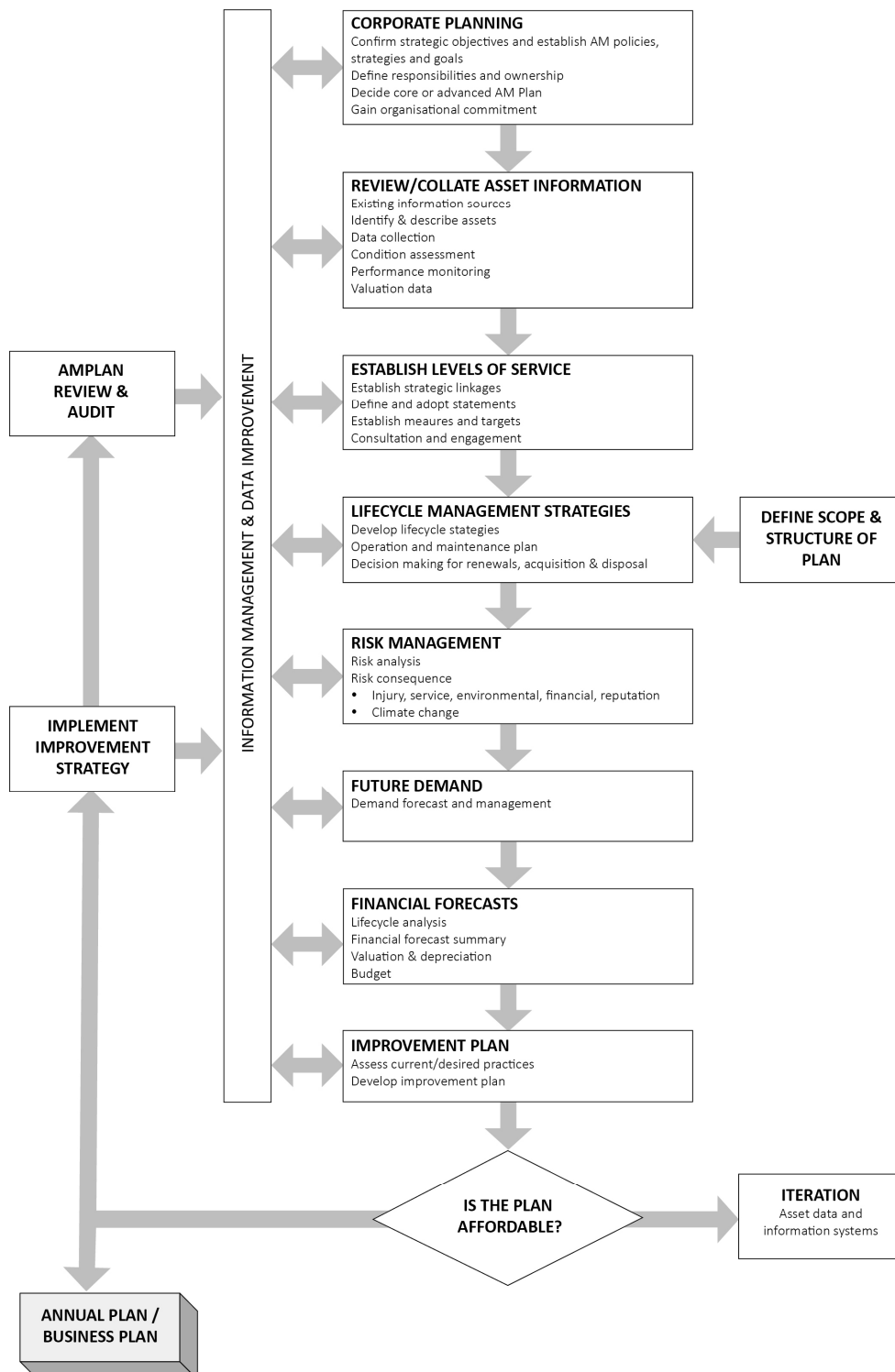
- ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- International Infrastructure Management Manual<sup>1</sup>

A road map for preparing an AM Plan is shown below.

<sup>1</sup> IPWEA International Infrastructure Management Manual (IIMM), Sec 2.1

### Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



## 3.0 LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by the Council. Future revisions of the AM Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

### 3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Liverpool Plains Shire Council vision, mission, goals and objectives.

Our vision is:

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

Strategic goals have been set by the Liverpool Plains Shire Council. The relevant goals and objectives and how these are addressed in this AM Plan are summarised in Table 3.2.

**Table 3.2: Goals and how these are addressed in this Plan**

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
1.4	Our transport and telecommunications options support our business and lifestyle	Provides for aerial travel into and out of Liverpool Plains Shire Council through private planes
3.1	Our infrastructure is well planned and maintained and will meet our needs now and, in the future,	This plan provides for sustainable, evidence-based renewals and maintenance on our transportation aerodrome network.
3.4	Our local farming is sustainable	This plan provides for the ongoing use of the aerodrome by local crop-dusting businesses

### 3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the aerodrome service are outlined in Table 3.3.

**Table 3.3: Legislative Requirements**

Legislation	Requirement
Local Government Act 1993 and Local Government (General) Regulation 2021	Defines the role, purpose, responsibilities, and authority of local governments, including the preparation of a long-term financial plan, supported by asset management plans for sustainable service delivery
Civil Aviation Act 1988 (CAA)	Sets out the responsibilities of operators of aerodromes to ensure the safety of the aviation industry
Airspace Act 2007	Sets out responsibilities around the use of Australian airspace
NSW Environmental Planning and Assessment Act 1979	Specifies the environmental considerations required in all development activities.
Protection of the Environment Operations Act 1997	Protects, restore and enhance the quality of the environment. Provides regulation activities, licensing and includes the monitoring and reporting on waste outputs.

Soil Conservation Act 1938	The objective of this Act is the conservation of soil resources and farm water resources and includes the mitigation of erosion and land degradation
Native Vegetation Act (2003)	To provide for, encourage and promote the management of native vegetation, and revegetation/rehabilitation of land.
Threatened Species Conservation Act (1995)	Conserve biological diversity and promote ecologically sustainable development.
Work Health and Safety Act 2011 (and Regulations 2017)	An Act to provide for the protection of the health, safety and welfare of the workplace, workers and other persons.
Independent Pricing and Regulatory Tribunal Act 1992	This Act enables the Tribunal to determine and advise on process and pricing policy for Government monopoly services. Provides a framework and guidelines to determine developer and "user pays" charging system.
State Environmental Planning Policy (Infrastructure) 2007	This Planning Instrument provides for Council to undertake works to maintain its infrastructure with reduced approval requirements
Australian Accounting Standards	Sets out the financial reporting standards relating to the (re)valuation and depreciation of assets
Disability Discrimination Act 1992	An Act that bans discrimination of people based on a disability
Asbestos Removal Code of Practice	States the management and maintenance of asbestos.
Electrical Wiring Code AS3000	States the management and maintenance of electrical installations
Australian Standards	To be applied in all new constructions, upgrades and alterations and maintenance of building structures

### 3.4 Customer Values

Currently the customer values for the Aerodrome have not been determined for inclusion in the asset management plan but will be incorporated into further reviews of this AM plan.

### 3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

**Condition**                      How good is the service ... what is the condition or quality of the service?

**Function**                              Is it suitable for its intended purpose .... Is it the right service?

**Capacity/Use**              Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

**Table 3.5: Customer Level of Service Measures**

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	That facilities are suitable condition for use	Number of NOTAMS relating to asset condition	Not measured	Slight increase towards the end of the planning period
	<i>Confidence levels</i>		Medium	Low
Function	That the runways can accommodate appropriate planes	Size of plane approved	Sealed runway 5,700kg Unsealed runway: PCN 8/F/B/580(84PSI)/U	Nil change
	<i>Confidence levels</i>		High	High
Capacity	That the facilities cater for the air traffic volumes	Number of landings	Measured through Avdata	Nil change
	<i>Confidence levels</i>		Low	Low

### 3.6 Technical Levels of Service

**Technical Levels of Service** – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.<sup>2</sup>

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

**Table 3.6: Technical Levels of Service**

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
<b>TECHNICAL LEVELS OF SERVICE</b>				
<b>Acquisition</b>	Nil planned	N/A	N/A	N/A
		<b>Budget</b>	\$0	\$0
<b>Operation</b>	That vegetation is maintained to prevent Obstacle Limitation Surface (OLS) encroachments	No increase in objects within OLS	13 objects within OLS (2016 survey)	13 objects within OLS
		<b>Budget</b>	\$30,000	\$30,000

<sup>2</sup> IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
<b>Maintenance</b>	Maintenance grading of unsealed runway	No large loose stones on runway surface	Graded twice yearly	Graded as needed based on inspections
		<b>Budget</b>	\$20,000	\$20,000
<b>Renewal</b>	Resealing of runway	Resealed every 15 years	N/A	The renewal activity we would like to do as per the lifecycle forecast
		<b>Budget</b>	\$0	\$157,285
<b>Disposal</b>	Nil	N/A	N/A	N/A
		<b>Budget</b>	\$0	\$0

Note: \* Current activities related to Planned Budget.

\*\* Expected performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

## 4.0 FUTURE DEMAND

### 4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

### 4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

### 4.3 Demand Impact and Demand Management Plan

The aerodrome is currently underutilised. Focus needs to be placed by Council on increasing the utilisation of the aerodrome so that Council can extract more value from these assets.

### 4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Liverpool Plains Shire Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

### 4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.<sup>3</sup>

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

**Table 4.5.1 Managing the Impact of Climate Change on Assets and Services**

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Temperature change	Increase in temperatures	Bitumen will reactivate and fail on sealed runway	Utilise a stiffer bitumen to increase its resilience to higher temperatures
Temperature variations	Increase and decrease in temperatures	Strip could become more susceptible to cracking due to longer, dry temperatures	Investigate and utilise alternate methods of runway seals
Notice to Airmen (NOTAMS)	Possible increase in NOTAMS due to runway condition	Less use of the aerodrome due to safety factors for pilots and increased costs for rectification	Regular inspections and implementation of proactive measures

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

<sup>3</sup> IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.



## 5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Liverpool Plains Shire Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

### 5.1 Background Data

#### 5.1.1 Physical parameters

The assets covered by this AM Plan are shown in Table 5.1.1.

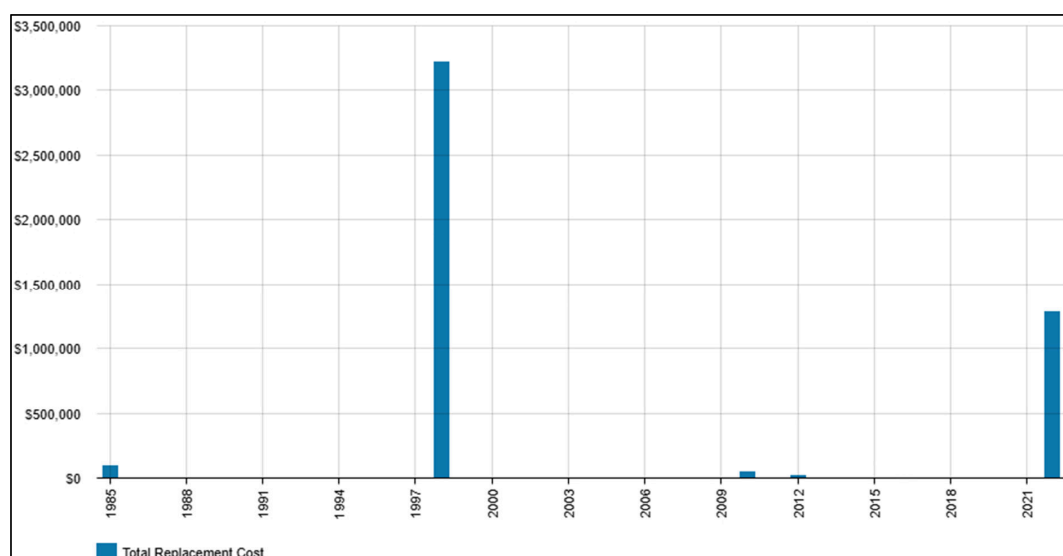
Council only operates a single aerodrome that has 2 runways and associated taxiways and buildings. The aerodrome is located approximately 15kms from the main town of Quirindi on a suitable site. As with most rural aerodromes there are ongoing issues such as:

- Financial sustainability – low traffic volume, limited revenue streams, high maintenance costs and limited access to grant opportunities
- Compliance and safety – CASA regulations, safety inspections and upgrades
- Ageing infrastructure – high upgrade costs and weather-related impacts

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

**Table 5.1.1: Assets covered by this Plan**

Asset Category	Dimension	Replacement Value
Sealed Runway	19,908m <sup>2</sup>	\$675,472
Unsealed Runway	56,640m <sup>2</sup>	\$1,921,777
Taxiways	32,682m <sup>2</sup>	\$1,108,890
Lighting	Multiple	\$192,000
Carparks and Roads	1	\$553,774
Terminal Building	1	\$155,000
Garage	1	\$51,400
<b>TOTAL</b>		<b>\$4,658,313</b>



All figure values are shown in current day dollars.

The ages of these assets are not precisely known, and Council continually work on updating their asset register with the most accurate data to ensure future planning is provided. However, through staff knowledge and visual inspections, it is known that there are many assets reaching their renewal period and with improved budgeting and assessments these renewals will be appropriately addressed

### 5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

**Table 5.1.2: Known Service Performance Deficiencies**

Location	Service Deficiency
Strip outside Runway 06/24	Not available for landing due to soil cracking
Strip outside Runway 14/32	Not available for landing due to soil cracking
Runway Loads	Weight limits on runways restrict access by aircraft

The above service deficiencies have been identified from Council records.

### 5.1.3 Asset condition

Condition is currently monitored by routine weekly inspections.

Condition is measured using a 1 – 5 grading system<sup>4</sup> as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

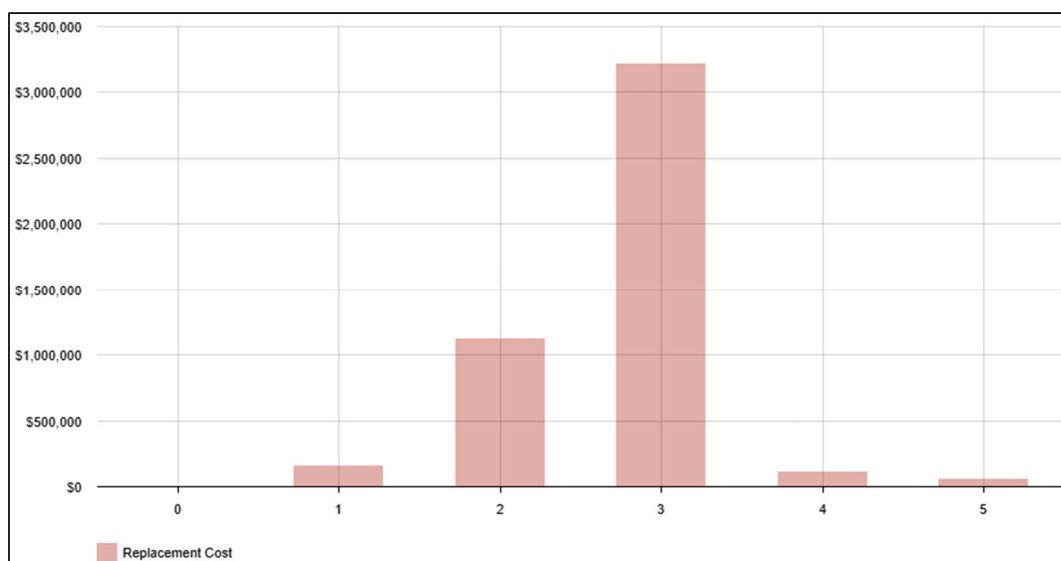
**Table 5.1.3: Condition Grading System**

Condition Grading	Description of Condition
1	<b>Very Good:</b> free of defects, only planned and/or routine maintenance required
2	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance
3	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service
4	<b>Poor:</b> significant defects, higher order cost intervention likely
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required

The condition profile of our assets is shown in Figure 5.1.3.

**Figure 5.1.3: Asset Condition Profile**

<sup>4</sup> IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.



Given the low usage of the aerodrome, the condition of the assets remains relatively stable, due to minimal wear and tear. However, it is essential to recognise the necessity for future upgrades and maintenance which is driven by regulatory compliance and the need to employ preventative measure against the aging infrastructure and the potential for increase future use of the facility.

All figure values are shown in current day dollars.

## 5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

**Table 5.2.1: Maintenance Budget Trends**

Year	Maintenance Budget \$
2025/2026	\$20,000
2026/2027	\$20,000
2027/2028	\$20,000

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in Council's Risk Management Plan.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

### Asset hierarchy

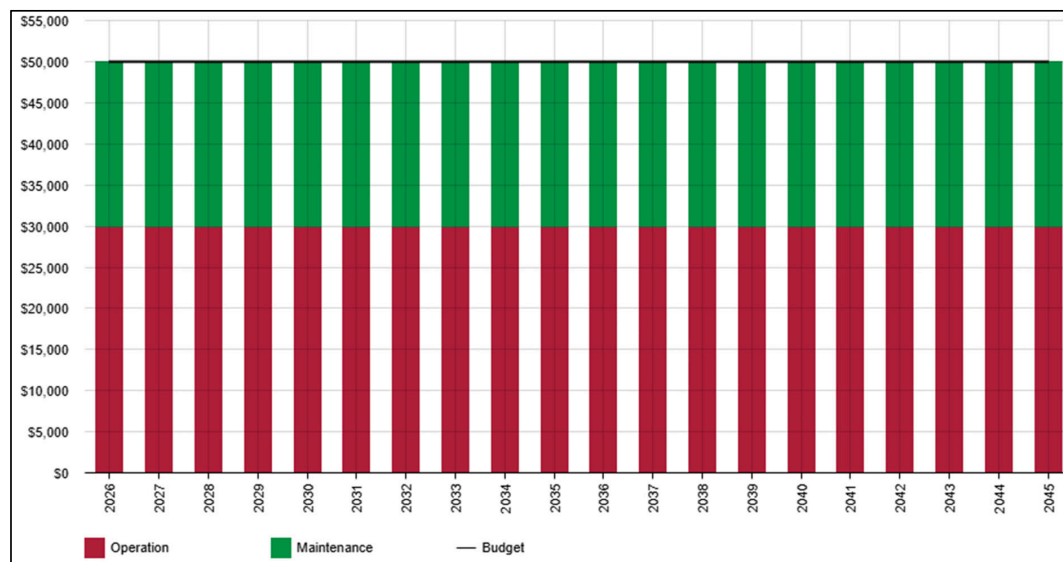
An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

As this AM Plan only covers one aerodrome, there is no hierarchy for this asset class.

### Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

**Figure 5.2: Operations and Maintenance Summary**



All figure values are shown in current day dollars.

## 5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed during 2024/2025.

**Table 5.3: Useful Lives of Assets**

Asset (Sub)Category	Useful life
Runway seal	15 years
Runway pavement	40 years
Taxiways	40 years
Lighting	30 years

Terminal building	50 years
Garage	50 years

The estimates for renewals in this AM Plan were based on the asset register method.

### 5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).<sup>5</sup>

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.<sup>6</sup>

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

**Table 5.3.1: Renewal Priority Ranking Criteria**

Criteria	Weighting
Legislative requirement	30%
Safety risk	30%
Asset condition	25%
Capacity to deliver service	15%
<b>Total</b>	<b>100%</b>

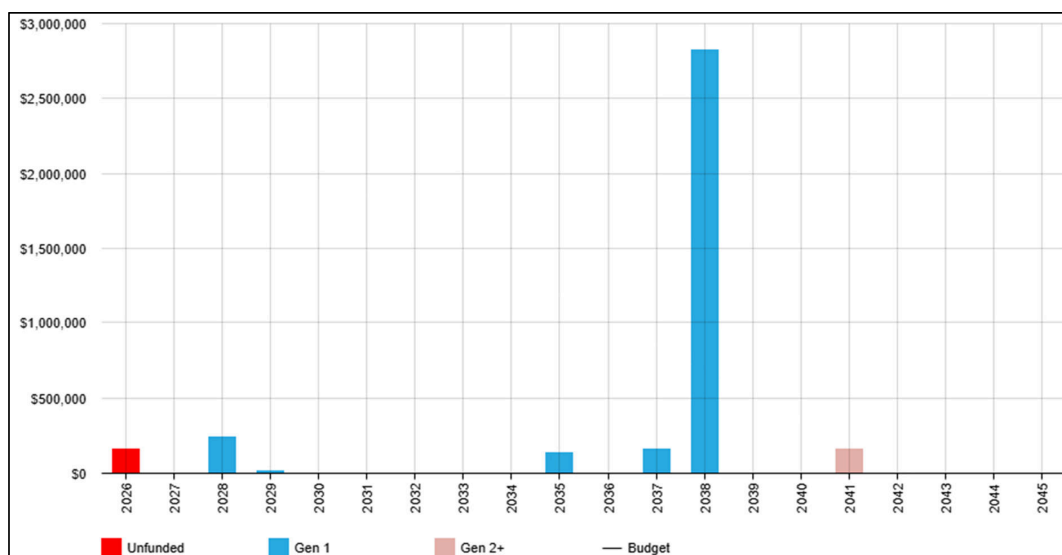
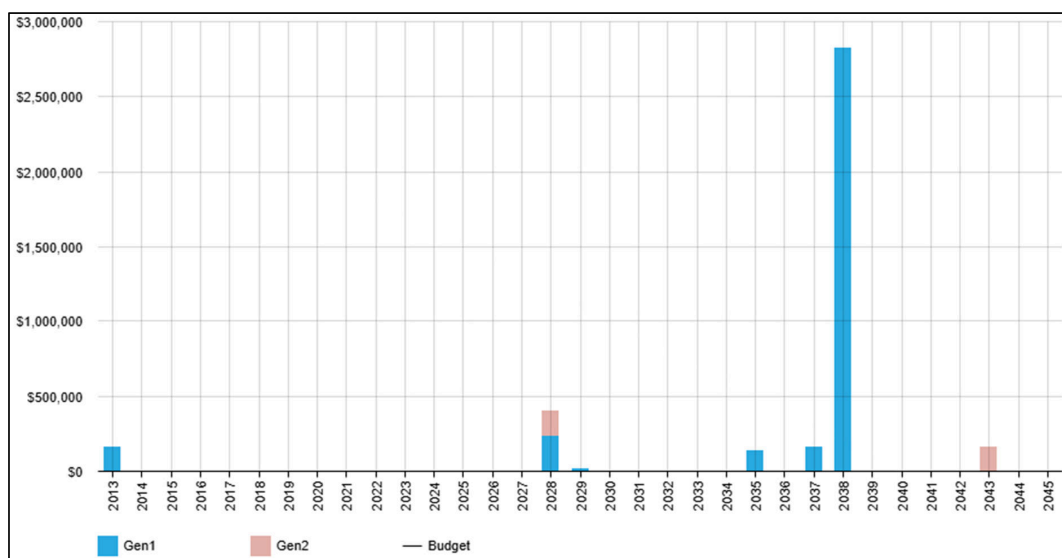
## 5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

**Figure 5.4.1: Forecast Renewal Costs**

<sup>5</sup> IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

<sup>6</sup> Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.



All figure values are shown in current day dollars.

It is anticipated that the life of the pavement, buildings, and taxiways will be able to be extended due to the low consumption of the asset from the low usage, pushing out the renewal expenditure.

However, it is must be recognised that there will be a need for future upgrades and an increase in maintenance if the facility has an increase in use.

## 5.5 Acquisition Plan

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Liverpool Plains Shire Council.

### 5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

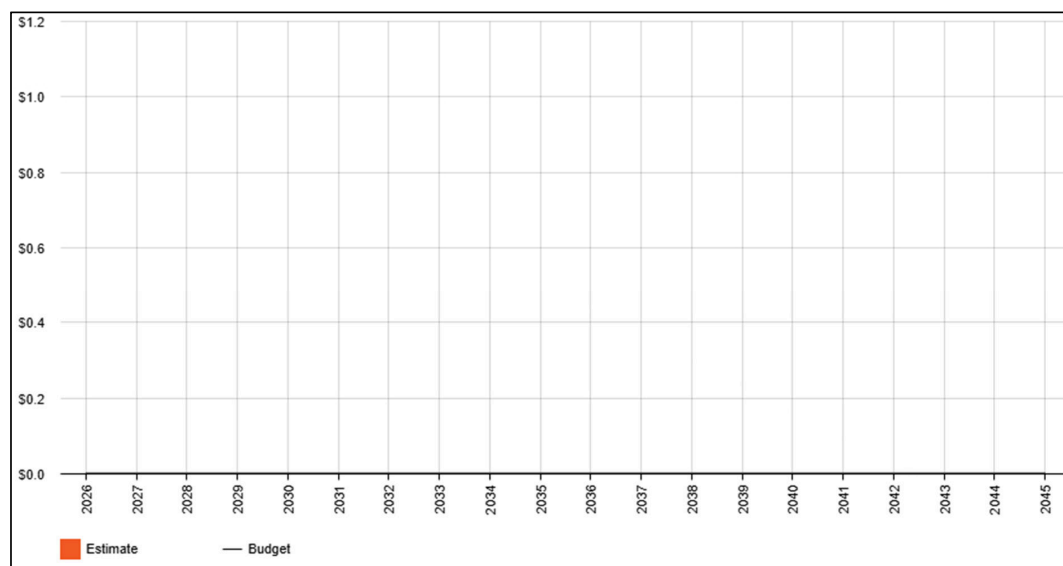
**Table 5.5.1: Acquired Assets Priority Ranking Criteria**

Criteria	Weighting
Legislative requirement	40%
Strategic alignment	30%
Financial cost	15%
Capacity to operate	10%
Financial benefit	5%
<b>Total</b>	<b>100%</b>

### Summary of future asset acquisition costs

There are no forecast acquisitions for the aerodrome.

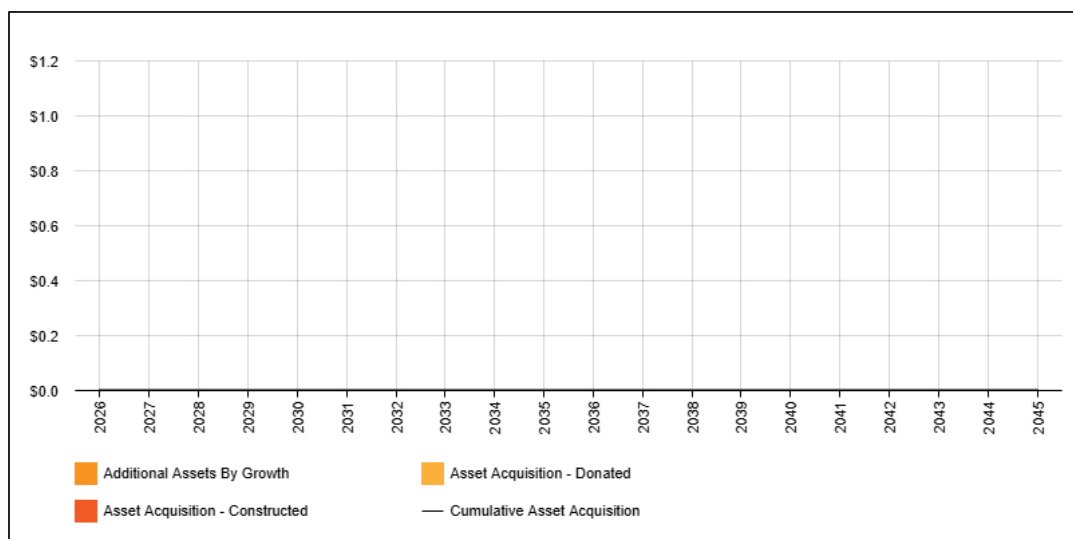
**Figure 5.5.1: Acquisition (Constructed) Summary**



All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity.

The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.5.2.

**Figure 5.5.2: Acquisition Summary**

All figure values are shown in current dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

It is anticipated that the life of the pavement, buildings, and taxiways will be able to be extended due to the low consumption of the asset from the low usage, pushing out the renewal expenditure.

## 5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

There are no plans for disposal included in the AM Plan. This will be an item for review in future evaluations and should be considered if the utilisation of the aerodrome stays at low levels.

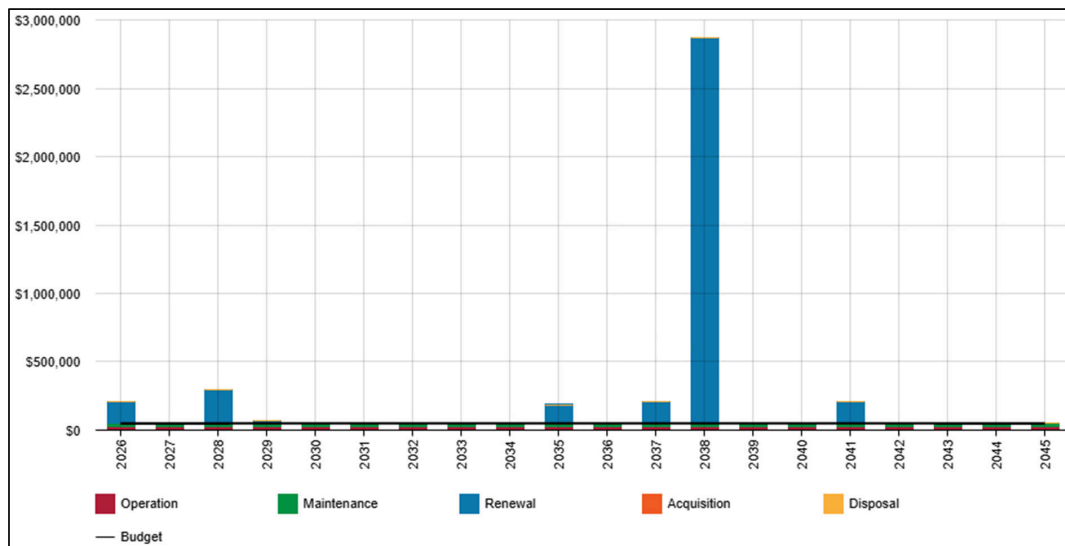
## 5.7 Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.7.1. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

**Figure 5.7.1: Lifecycle Summary**





All figure values are shown in current day dollars.

## 6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'<sup>7</sup>.

An assessment of risks<sup>8</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

### 6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

**Table 6.1 Critical Assets**

Critical Asset(s)	Failure Mode	Impact
Pilot activated lighting	Radio failure, lights failure	Inability to land in adverse weather conditions / night
Runways	Surface deterioration	Cracks, rutting or grooves affecting ability to land safely
Runways	Structural failure	Uneven settling of the ground below can contribute to surface failure

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

### 6.2 Risk Assessment

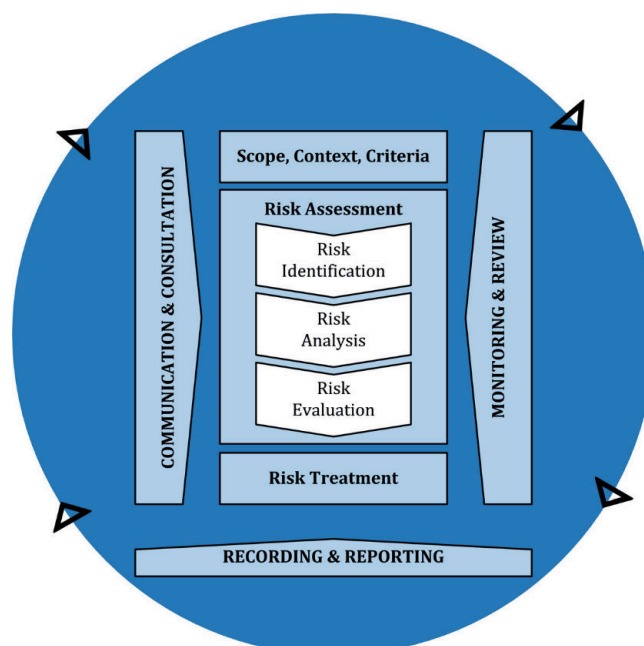
The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

<sup>7</sup> ISO 31000:2009, p 2

<sup>8</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote



**Fig 6.2 Risk Management Process – Abridged**  
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks<sup>9</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Council.

**Table 6.2: Risks and Treatment Plans**

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Pilot activated lights	Failure of system leading to lights not activating	H	Ongoing maintenance and inspections of lights	M	Unknown, currently undertaken within Operations budget
Runways - Surface	Cracks, rutting or grooves affecting ability to land safely	H	Regular inspections and repair	M	Within operational budget scope
Runways - Structural	Uneven settling of the ground below can contribute to surface failure	H	Identification and assessment along with development of mitigation strategies	M	Unknown, but would be outside current budget

Note \* The residual risk is the risk remaining after the selected risk treatment plan is implemented.

<sup>9</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

## 6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the AM Plan.

## 6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

### 6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Pavement renewals without specific grant funding
- Sealing of runway 14/32

### 6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- More NOTAM's relating to inability to utilise aerodrome facilities

### 6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Reputational risk due to lower functionality of the aerodrome
- Exposure to claims and litigation against Council for public liability breaches
- Lower performance on asset and financial indicators

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

## 7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

### 7.1 Financial Sustainability and Projections

#### 7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- Asset Renewal Funding Ratio (proposed renewal budget for the next 10 years / proposed renewal costs for next 10 years), and
- Lifecycle Funding Ratio (proposed lifecycle budget for the next 10 years / proposed lifecycle outlays for the next 10 years shown in the AM Plan).

#### Asset Renewal Funding Ratio

Asset Renewal Funding Ratio<sup>10</sup> 0.0%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 0.0% of the funds required for the optimal renewal of assets.

The forecast renewal work, along with the proposed renewal budget, and the cumulative shortfall where one exists, is illustrated in Appendix D.

#### Lifecycle Funding Ratio – 10-year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed, and affordable level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$18,551 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$50,000 on average per year giving a 10 year funding shortfall of \$-132,551 per year. This indicates that 27.39% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

#### 7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan and/or financial projections in the LTFP.

We will manage any 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2025-2026 dollar values.

<sup>10</sup> AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

**Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan**

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2026	0	30,000	20,000	157,285	0	50,000
2027	0	30,000	20,000	2,300	0	50,000
2028	0	30,000	20,000	241,100	0	50,000
2029	0	30,000	20,000	20,000	0	50,000
2030	0	30,000	20,000	0	0	50,000
2031	0	30,000	20,000	0	0	50,000
2032	0	30,000	20,000	0	0	50,000
2033	0	30,000	20,000	0	0	50,000
2034	0	30,000	20,000	0	0	50,000
2035	0	30,000	20,000	135,000	0	50,000
2036	0	30,000	20,000	0	0	50,000
2037	0	30,000	20,000	157,285	0	50,000
2038	0	30,000	20,000	2,821,103	0	50,000
2039	0	30,000	20,000	0	0	50,000
2040	0	30,000	20,000	0	0	50,000
2041	0	30,000	20,000	157,285	0	50,000
2042	0	30,000	20,000	2,300	0	50,000
2043	0	30,000	20,000	0	0	50,000
2044	0	30,000	20,000	0	0	50,000
2045	0	30,000	20,000	0	0	50,000

## 7.2 Funding Strategy

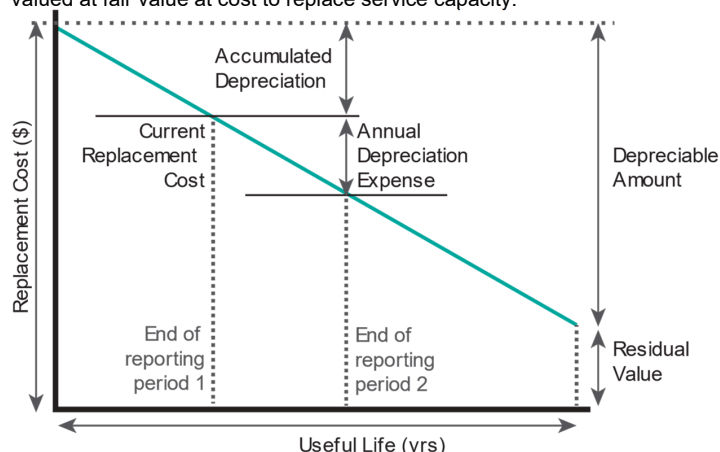
The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

## 7.3 Valuation Forecasts

### 7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at fair value at cost to replace service capacity:



Replacement Cost (Gross)      \$4,658,313

Depreciable Amount	\$4,658,313
Current Replacement Cost <sup>11</sup>	\$2,025,465
Annual Depreciation Expense	\$132,551

### 7.3.2 Valuation forecast

Asset values are forecast to remain stable through the life of this AM Plan.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

## 7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Council's current asset register is complete
- That Council will be able to undertake the renewals 'in house'

## 7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A-E level scale<sup>12</sup> in accordance with Table 7.5.1.

**Table 7.5.1: Data Confidence Grading System**

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

**Table 7.5.2: Data Confidence Assessment for Data used in AM Plan**

<sup>11</sup> Also reported as Written Down Value, Carrying or Net Book Value.

<sup>12</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Data	Confidence Assessment	Comment
Demand drivers	C	Based on looking at historical drivers and the current forecasts
Growth projections	B	Data from NSW Planning
Acquisition forecast	A	Nil acquisitions planned
Operation forecast	E	Not currently tracked, expenditure is rolled up into maintenance
Maintenance forecast	A	Based on historic expenditure
Renewal forecast		
- Asset values	B	Asset values based on asset register and realistic unit rates
- Asset useful lives	B	Based on engineering design lives, and those experienced by Council
- Condition modelling	E	Not currently provided
Disposal forecast	A	No disposals expected

The estimated confidence level for and reliability of data used in this AM Plan is considered to be High.



## 8.0 PLAN IMPROVEMENT AND MONITORING

### 8.1 Data and Information Sources

#### 8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is Authority Altitude.

#### 8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is Assetic Brightly.

### 8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

**Table 8.2: Improvement Plan**

Task	Task	Responsibility	Resources Required	Timeline
1	Undertake ground truthing of asset register to confirm assets owned by Council	DIES	Internal allocations	Ongoing
2	Investigate feasibility of the aerodrome	DIES/Council	\$10,000	2026
3	Investigate options to increase revenue from aerodrome	DIES	Internal allocations	2026
4	Undertake community satisfaction survey	DIES	\$15,000	2027
5	Incorporate asset financial data into Long Term Financial Plan	DIES/ELT	Internal allocations	2026

### 8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within 12 months of each Council election.

### 8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

## 9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
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- ISO, 2024, ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Liverpool Plains Shire Council Community Strategic Plan 2026-2036
- Liverpool Plains Shire Council Long Term Financial Plan 2026-2036
- Liverpool Plains Shire Council Delivery Program 2022-2026
- Liverpool Plains Shire Council Operational Plan 2024-2025

## 10.0 APPENDICES

### Appendix A Acquisition Forecast

There is no forecast for any acquisition.

#### A.1 – Acquisition Forecast Summary

NAMS+ Outputs Summary for Acquisition has been used

*Table A3 - Acquisition Forecast Summary*

Year	Constructed	Donated	Growth
2026	0	0	0
2027	0	0	0
2028	0	0	0
2029	0	0	0
2030	0	0	0
2031	0	0	0
2032	0	0	0
2033	0	0	0
2034	0	0	0
2035	0	0	0
2036	0	0	0
2037	0	0	0
2038	0	0	0
2039	0	0	0
2040	0	0	0
2041	0	0	0
2042	0	0	0
2043	0	0	0
2044	0	0	0
2045	0	0	0

## Appendix B    Operation Forecast

### B.1 – Operation Forecast Assumptions and Source

It is assumed that the same level of service will be provided, and that on average the operations costs will remain constant. Given the majority of the costs are slashing/mowing the grounds, expenditure will shift with the season.

### B.2 – Operation Forecast Summary

NAMS+ Outputs Summary for Operation has been used

**Table B2 - Operation Forecast Summary**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2026	30,000	0	30,000
2027	30,000	0	30,000
2028	30,000	0	30,000
2029	30,000	0	30,000
2030	30,000	0	30,000
2031	30,000	0	30,000
2032	30,000	0	30,000
2033	30,000	0	30,000
2034	30,000	0	30,000
2035	30,000	0	30,000
2036	30,000	0	30,000
2037	30,000	0	30,000
2038	30,000	0	30,000
2039	30,000	0	30,000
2040	30,000	0	30,000
2041	30,000	0	30,000
2042	30,000	0	30,000
2043	30,000	0	30,000
2044	30,000	0	30,000
2045	30,000	0	30,000

## Appendix C Maintenance Forecast

### C.1 – Maintenance Forecast Assumptions and Source

It is assumed that grading of the unsealed runway will continue at its current rate.

### C.2 – Maintenance Forecast Summary

NAMS+ Outputs Summary for Maintenance has been used

**Table C2 - Maintenance Forecast Summary**

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2026	20,000	0	20,000
2027	20,000	0	20,000
2028	20,000	0	20,000
2029	20,000	0	20,000
2030	20,000	0	20,000
2031	20,000	0	20,000
2032	20,000	0	20,000
2033	20,000	0	20,000
2034	20,000	0	20,000
2035	20,000	0	20,000
2036	20,000	0	20,000
2037	20,000	0	20,000
2038	20,000	0	20,000
2039	20,000	0	20,000
2040	20,000	0	20,000
2041	20,000	0	20,000
2042	20,000	0	20,000
2043	20,000	0	20,000
2044	20,000	0	20,000
2045	20,000	0	20,000

## Appendix D Renewal Forecast Summary

### D.1 – Renewal Forecast Assumptions and Source

The renewals are based on age data available for these assets, and when they would fall due. Future iterations of this AM Plan will consider condition based renewals which may result in savings due to the low usage of the aerodrome.

### D.2 – Renewal Project Summary

The project titles included in the lifecycle forecast are included here.

### D.3 – Renewal Forecast Summary

NAMS+ Outputs Summary for Renewal has been used.

**Table D2 – Renewal Project Summary**

Asset ID	Asset Name	Component Name	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
ROAD22723	Taxiways Pavement	Surface-Main-14741	-13	2013	2026	157,285	15
BLD18496	Aerodrome - Garage Aerodrome Road Quirindi	Roofing-Main-16467	1	2027	2027	2,300	15
NEW2	Lighting		2	2028	2028	192,000	30
BLD18496	Aerodrome - Garage Aerodrome Road Quirindi	Electrical-Main-16275	2	2028	2028	2,300	30
BLD18496	Aerodrome - Garage Aerodrome Road Quirindi	Sub Structure-Main- 16662	2	2028	2028	8,800	30
BLD18496	Aerodrome - Garage Aerodrome Road Quirindi	Main-Main-658	2	2028	2028	38,000	30
BLD18497	Aerodrome - Terminal Building Aerodrome Road Quirindi	Flooring-Main-16368	3	2029	2029	20,000	17
BLD18497	Aerodrome - Terminal Building Aerodrome Road Quirindi	Electrical-Main-16276	9	2035	2035	19,000	50
BLD18497	Aerodrome - Terminal Building Aerodrome Road Quirindi	Roofing-Main-16468	9	2035	2035	33,000	25
BLD18497	Aerodrome - Terminal Building Aerodrome Road Quirindi	Sanitary-Main-16579	9	2035	2035	11,000	25
BLD18497	Aerodrome - Terminal Building Aerodrome Road Quirindi	Sub Structure-Main- 16663	9	2035	2035	16,000	50

BLD18497	Aerodrome - Terminal Building Aerodrome Road Quirindi	Main-Main-659	9	2035	2035	56,000	50
NEW4	06/34 Seal		11	2037	2037	157,285	15
NEW3	Carparks		12	2038	2038	81,920	40
NEW1	Taxiways Seal		12	2038	2038	157,285	40
ROAD22723	14/32	Pavement Subbase- Main-14743	12	2038	2038	2,581,898	40
ROAD22723	Taxiways Pavement	Surface-Main-14741			2041	157,285	15
BLD18496	Aerodrome - Garage Aerodrome Road Quirindi	Roofing-Main-16467			2042	2,300	15
ROAD22723	06/34 Pavement	Pavement Base-Main- 14742	36	2062	2062	1,124,240	40

**Table D3 - Renewal Forecast Summary**

Year	Renewal Forecast	Renewal Budget
2026	157,285	0
2027	2,300	0
2028	241,100	0
2029	20,000	0
2030	0	0
2031	0	0
2032	0	0
2033	0	0
2034	0	0
2035	135,000	0
2036	0	0
2037	157,285	0
2038	2,821,103	0
2039	0	0
2040	0	0
2041	157,285	0
2042	2,300	0
2043	0	0
2044	0	0
2045	0	0

## Appendix E Disposal Summary

### E.1 – Disposal Forecast Assumptions and Source

There are nil disposals proposed under this AM Plan



## Appendix F    Budget Summary by Lifecycle Activity

The budget is based on known approved grants.

*Table F1 – Budget Summary by Lifecycle Activity*

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2026	0	30,000	20,000	0	0	50,000
2027	0	30,000	20,000	0	0	50,000
2028	0	30,000	20,000	0	0	50,000
2029	0	30,000	20,000	0	0	50,000
2030	0	30,000	20,000	0	0	50,000
2031	0	30,000	20,000	0	0	50,000
2032	0	30,000	20,000	0	0	50,000
2033	0	30,000	20,000	0	0	50,000
2034	0	30,000	20,000	0	0	50,000
2035	0	30,000	20,000	0	0	50,000
2036	0	30,000	20,000	0	0	50,000
2037	0	30,000	20,000	0	0	50,000
2038	0	30,000	20,000	0	0	50,000
2039	0	30,000	20,000	0	0	50,000
2040	0	30,000	20,000	0	0	50,000
2041	0	30,000	20,000	0	0	50,000
2042	0	30,000	20,000	0	0	50,000
2043	0	30,000	20,000	0	0	50,000
2044	0	30,000	20,000	0	0	50,000
2045	0	30,000	20,000	0	0	50,000



# **ASSET MANAGEMENT PLAN**

Liverpool Plains Shire Council

Buildings AMP FY26



Document Control		Asset Management Plan – Asset Register Method			
Document ID : Buildings Asset Management Plan					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1.0	Mar 2024	Initial Plan (Split from Buildings and Recreation AMP)	MAP	DIES	
2.0	April 2025	Review to align with new LTFP and newly elected Council	MAP	DIES	Council

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## 1.0 EXECUTIVE SUMMARY

### 1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10-year planning period.

Asset management plans are developed to assist with the financial sustainable delivery of assets through a process to provide an agreed level of service that will be reviewed annually to prioritise works required to meet these levels, and to plan for the ongoing management of these assets to maintain the agreed level of service.

This plan defines the services to be provided, how the services are provided and what funds are required to provide over a 20-year planning period. The Buildings AMP (BAMP) will link to the Long-Term Financial Plan which considers a 10-year planning period.

The Liverpool Plains Shire Council, and its staff, will endeavour to maintain and adhere to the guidelines specified in this Asset Management Plan to ensure that safe and reliable facilities are provided to the community, maintained, and developed appropriately to continue ensuring the sustained delivery of fair services for future generations.

### 1.2 Asset Description

This plan refers to Council building assets that are essential to the ongoing delivery of man Council services, which include:

- Council staff
- Council equipment
- Community services, including:
  - Public Amenities
  - Libraries
  - Visitor Information Services
  - Community Halls
  - Rural Fire Services
  - Recreation Facilities
  - Aerodrome
  - Waste Facilities
  - Theatre
  - Caravan Park
  - Childcare Centre
  - Accommodation

The above infrastructure assets have replacement value estimated at \$69,098,139

### 1.3 Levels of Service

The allocation in the planned budget is insufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the Planned Budget are:

- Existing assets are unable to be maintained at current levels of service without grant funding,
- Reliance on grant funding to undertake Recreation Strategy and Master Plans,
- Results of service level review

### 1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- An increase in community expectations
- Changes to community populations

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Communication of services Council can sustainably deliver,
- Consolidation of uses in facilities for efficiency and minimise duplications.

## 1.5 Lifecycle Management Plan

### 1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10-year total outlays, which for Buildings Assets is estimated as \$16,752,500 or \$1,675,250 on average per year.

## 1.6 Financial Summary

### 1.6.1 What we will do

Estimated available funding for the 10 year period is \$13,271,403 or \$1,327,140 on average per year as per the Long-Term Financial plan or Planned Budget. This is 79.22% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for Building Assets leaves a shortfall of \$-348,110 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

**Forecast Lifecycle Costs and Planned Budgets**

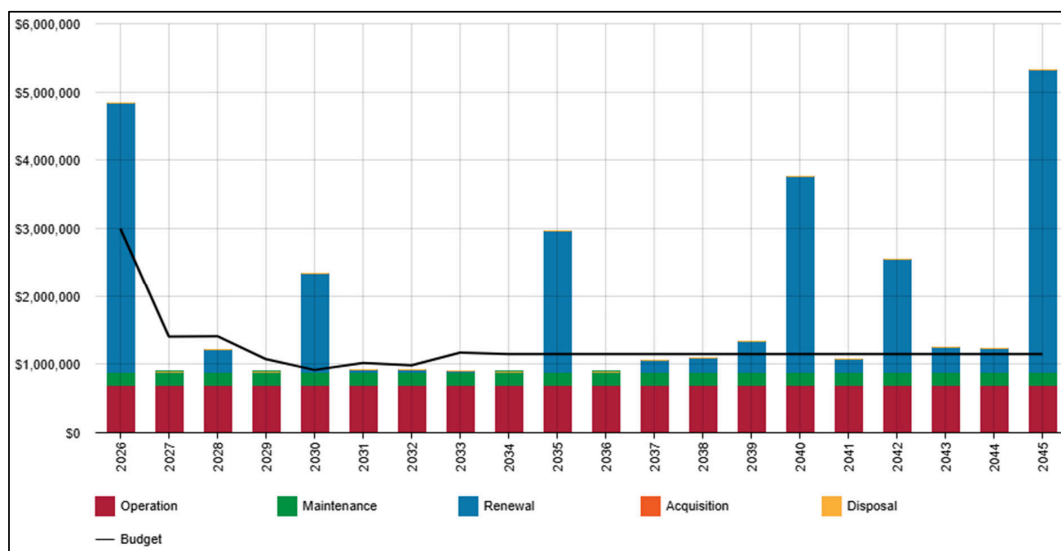


Figure Values are in current dollars.

We plan to provide Building Assets services for the following:

- Operation and maintenance of building structures to meet current service levels, as determined by annual budgets,
- Building renewals will include identified projects approved by Council and subject to allocated budgets and can include components ranging from condition 3-5 from the 2024 assessment and revaluation.
- Asset renewals include:
  - Administration building roof
  - Racecourse/Showgrounds ticket box
  - Currabubula Recreation Grounds septic system
  - Spring Ridge Ovals kiosk and amenities
  - eCliq Key System
  - David Taylor Oval freedom campgrounds amenities block
- Within the 10-year planning period there has been major works identified as below to meet current service levels as determined by annual budgets:
  - Demolition of building assets determined to be at their end of life, including:
    - Racecourse/Showground stalls (southern)
    - Aerodrome garage
    - Lachlan Campbell Park "craft cottage"
    - Werris Creek Depot admin building (demountable)
    - Willow Tree Recreation Grounds "refreshment rooms"
    - Who'd-a-Though-it Lookout radio hut (small)
    - Racecourse/Showground dwelling
    - Currabubula Recreation Grounds public amenities (old brick)
    - Shed at rear of Administration building
  - New Assets include:
    - Solar Installations at pre-determined sites

### 1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Construct new buildings
- Fully fund all asset renewals without grant funding
- Undertake major repairs to buildings

### 1.6.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Decrease in use of buildings as they may not be in line with community expectations
- Operational disruptions due to failure or condition
- Increased risk of component failure due to extended life
- Environmental and climate change
- Regulatory non-compliance may restrict building use
- The overall state of assets deteriorates as a result of insufficient renewal and maintenance programs

We will endeavour to manage these risks within available funding by:

- Improved continual assessment and planning of maintenance
- Prioritisation of maintenance and renewal works, based on service and risk levels
- Aggressively seek grant funding for the implementation of projects
- Understanding risk treatment costs and implementing risk treatment plans
- Do not acquire any further assets than already planned



## 1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- Council's current asset register data is accurate
- The current planned budget is expected to remain comparable
- Current valuation data is accurate
- No significant changes in population or demand

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The Asset Register was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on a high level of confidence information.

## 1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Continual monitoring and updating of asset register
- Investigate disposal of assets surplus to requirements
- Improve links between AMP and long-term financial plan
- Review service level requirements
- Develop asset hierarchy
- Implement regular community consultation to determine priority of allocation of resources
- Better assess risks for assets and revise maintenance programs to suit

## 2.0 INTRODUCTION

### 2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Liverpool Plains Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Community Strategic Plan – 2022-2032
- Long Term Financial Plan – 2024-2034
- Local Environmental Plan – 2011
- Workforce Management Plan – 2022-2026

Comment on the current status of Asset Management in the Organisation.

Asset management within Council has not been a prime focus for several years. This has led to the asset register data being outdated, and revaluations lagging schedule. This AM Plan is prepared as a core asset management plan for a 20-year planning period and is focused on ensuring standard functionality, safety and longevity of key building elements, which contribute to the overall suitability of each facility.

The building assets covered by this AM Plan include those that accommodate council staff, equipment and community services. For a detailed summary of the assets covered in this AM Plan, refer to Table 5.1.1 in Section 5.

These assets are used to provide building services.

The infrastructure assets included in this plan have a total replacement value of \$69,098,139.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

**Table 2.1: Key Stakeholders in the AM Plan**

Key Stakeholder	Role in Asset Management Plan
Councillors	<ul style="list-style-type: none"> <li>■ Represent needs of community/shareholders</li> <li>■ Endorsement of the asset management policy and plans</li> <li>■ Allocate financial resources to meet planning objectives in providing services while managing risks</li> <li>■ Ensure service is sustainable</li> </ul>
General Manager	<ul style="list-style-type: none"> <li>■ Allocate human resources to meet planning objectives in providing services while managing risks,</li> <li>■ To ensure that all staff are educated in asset management and that responsibilities are communicated to staff</li> <li>■ To provide leadership and coordination for the implementation of asset management across the business units</li> <li>■ To raise awareness and provide education of asset management across Council</li> </ul>
Director Infrastructure & Environmental Services	<ul style="list-style-type: none"> <li>■ To develop, review and oversee the Asset Management Policy and Asset Management Plans</li> </ul>

Key Stakeholder	Role in Asset Management Plan
	<ul style="list-style-type: none"> <li>To implement the improvement activities identified within the plan</li> <li>Ensure that all asset data is kept up to date and inspections are undertaken in accordance with the agreed levels of service</li> <li>Develop 10-year Capital Works plans and budgeting</li> </ul>
LPSC Staff	<ul style="list-style-type: none"> <li>Verify the size, location, and condition of assets</li> <li>Provide local knowledge detail on all infrastructure assets</li> <li>Capital Works, Operations and Maintenance management to meet agreed service levels</li> <li>Liaison internally with Executive Leadership Team with regard to asset prioritisation and planning</li> </ul>
Community	<ul style="list-style-type: none"> <li>Be aware of service levels and costs</li> <li>Participate in consultation processes</li> <li>Provide feedback on services</li> <li>End user of the assets</li> </ul>

## 2.2 Goals and Objectives of Asset Ownership

Our goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the outcomes and benefits, principles and objectives of asset management can be found in:

- ISO 55000:2024 Asset Management – Vocabulary, overview, and principles

- International Infrastructure Management Manual<sup>1</sup>

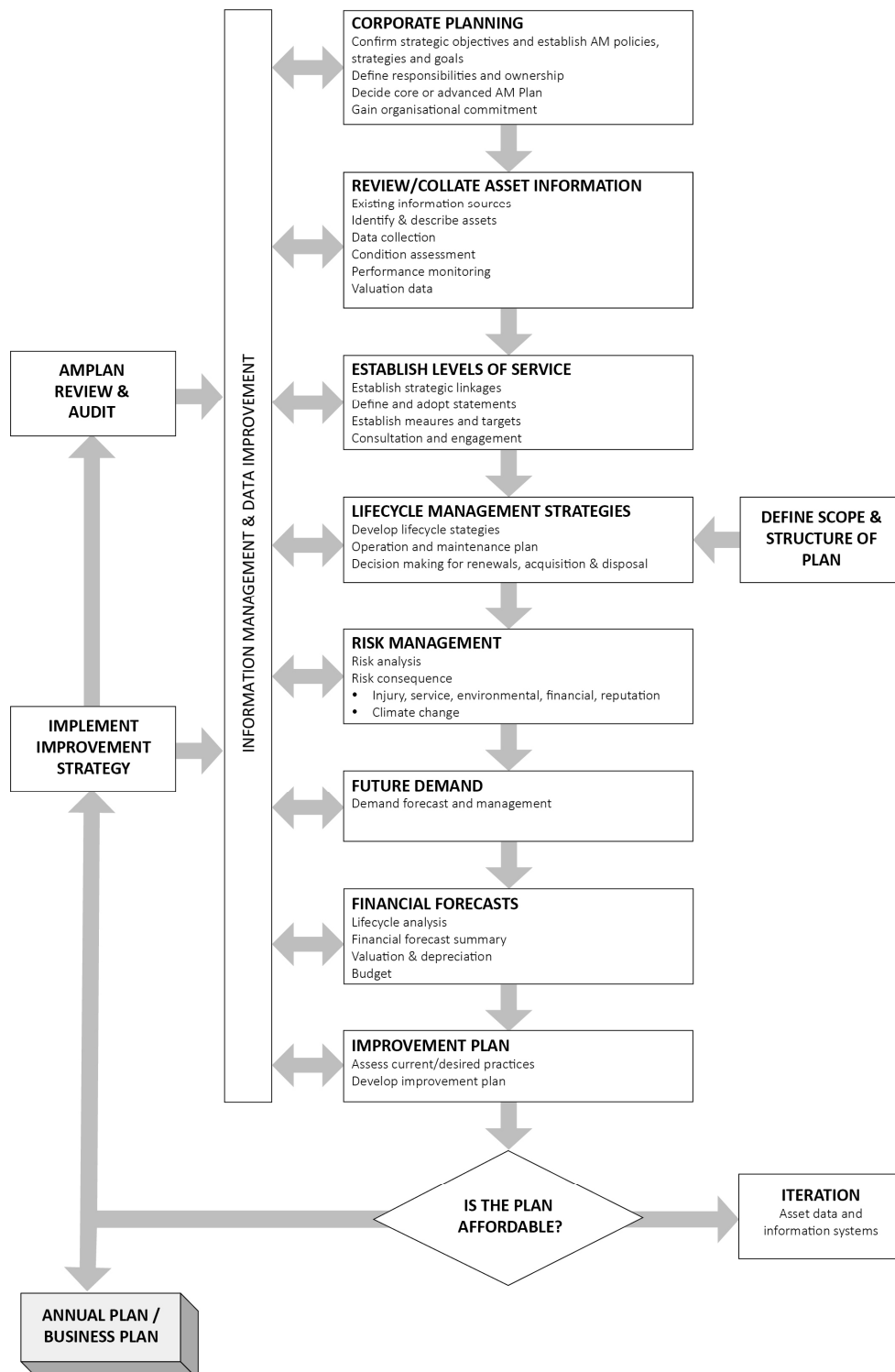
A road map for preparing an AM Plan is shown below.

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<sup>1</sup> IPWEA International Infrastructure Management Manual (IIMM), Sec 2.1

### Road Map for preparing an Asset Management Plan

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



## 3.0 LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by the Liverpool Plains Shire Council. Future revisions of the AM Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Liverpool Plains Shire Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

### 3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Liverpool Plains Shire Council vision, mission, goals and objectives.

Our vision is:

*The Liverpool Plains Shire Council aspires 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 sustainable environment to carry us into the future*

Our mission is:

*To direct our Council forward, we will focus on four strategic target areas which have emerged from the Community Engagement process. These are the dynamic links that the Liverpool Plains Shire Council will plan to meet our social, environmental, economic and civic leadership necessities to foster a more enhanced, engaged community..*

Strategic goals have been set by the Liverpool Plains Shire Council. The relevant goals and objectives and how these are addressed in this AM Plan are summarised in Table 3.2.

**Table 3.2: Goals and how these are addressed in this Plan**

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
<b>A Great Rural Lifestyle with Access to Quality Services and Facilities</b>		
1.1	We value our beautiful landscapes, dynamic towns and villages and safe communities	This plan sustains the current level of maintenance and operations for building assets
1.4	Our transport and telecommunications expand to improve support for our business, lifestyle and remote working	Maintain Council assets in accordance with AMP's
<b>Strong Community, Council and Business Leadership</b>		
2.1	Our Council, community and business leaders work together effectively	Prioritisation of maintenance and renewal programs to ensure facilities support our community needs  Operation in a financially responsible manner to improve long-term financial sustainability
2.4	We partner with State and Federal Government, the private sector and community organisations in the provision of facilities and services	Assertively seek out alternative funding sources for project completion
<b>A Sustainable Environment</b>		
3.1	Our infrastructure is well planned and maintained and will meet our needs now and, in the future	Further development of long-term strategies for infrastructure  Development of asset management plans in line with community priorities

		<p>Increase awareness of infrastructure responsibilities and costs</p> <p>Identify opportunities to source external expertise from other Government organisations and external businesses</p>
<b>A Thriving Economy</b>		
4.4	Our planning reflects the diversity of our towns and villages and enables future development	Be proactive in approaches to community consultation and make informed decisions regarding asset management that reflects the community needs

### 3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the this asset are outlined in Table 3.3.

**Table 3.3: Legislative Requirements**

<i>Legislation</i>	<i>Requirement</i>
Local Government Act 1993 and Local Government (General) Regulation 2021	Defines the role, purpose, responsibilities, and authority of local governments, including the preparation of a long-term financial plan, supported by asset management plans for sustainable service delivery
ISO 5500	To manage lifecycle of assets more effectively and to support continual improvement
NSW Environment and Planning Act 1979	Fire Safety regulations and appropriate accesses for public buildings.
Protection of the Environment Operations Act 1997	To provide a legal framework for the system of Local Government in NSW which to the community is accountable, sustainable flexible and effective.
State Environment Protection Policy (Infrastructure) 2007	Regulate the carrying out of various duties on public roads in NSW
Independent Pricing and Regulatory Tribunal Act 1992	To manage lifecycle of assets more effectively and to support continual
Crown Lands Management Act, 2016	Clarifies legal framework governing Crown Land and outlines factors should be considered when making decisions to ensure the consistent, efficient, fair, and transparent management of Crown Land for the benefit of the people in New South Wales.
WHS Act, 2011	To provide a balanced and consistent framework to secure the health and safety of all workers and workplaces.
Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Amendment Act 2008	To provide for planning and regulate development in the state; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate; and for other purposes.
Australian Accounting Standards	Sets out the financial reporting standards relating to the (re)valuation and depreciation of assets
Building Code of Australia	States the minimum requirements for the design, construction and maintenance of buildings
Disability Discrimination Act 1992	An Act that bans discrimination of people based on a disability
Heritage Act 2004	An Act that conserves places with heritage value.
Asbestos Removal Code of Practice	States the management and maintenance of asbestos.
Electrical Wiring Code AS3000	States the management and maintenance of electrical installations
NSW State Records Act 1998	The proper use, storage and access of documents generated and received in relation to the Facilities Portfolio business and operations.

Australian Standards	To be applied in all new constructions, upgrades and alterations and maintenance of building structures
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### 3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

**Customer Values** indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

***Table 3.4: Customer Values***



Service Objective:			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
We value beautiful landscapes, individual dynamic towns and villages and safe communities	<p>Liaise with all relevant state, federal and community organisations to support partnerships and facilitate safety initiatives</p> <p>Preserve and celebrate the character, heritage and culture of our region</p>	Acceptable	Service will be maintained
Our transport and telecommunications expand to improve support for our business, lifestyle and remote working	<p>Maintain Council assets in accordance with asset management plans</p> <p>Develop a strategic plan that encompasses all pedestrian facilities and coordinates investment to provide safe, convenient and connected active transport options and infrastructure</p>	Acceptable	Service will improve through implementation of regular maintenance programs
Our Council, community and business leaders work together effectively	<p>Operate in a financially responsible manner and improve long-term financial sustainability</p> <p>Council facilitates community engagement</p> <p>Provide funding to the community in an equitable and sustainable manner that delivers benefits for both Council and local people</p>	Improvement occurring annually	Service will improve through implementation of programs and community consultation

Our infrastructure is well planned and maintained and will meet our needs now and, in the future	Develop long-term strategies to plan and maintain current and future infrastructure  Develop Asset Management Plans in line with community priorities  Increase awareness of infrastructure responsibilities and costings  Collectively identify opportunities to source external expertise from other Government organisations and external businesses	Current deferrals are being prioritised	Service will improve through implementation of regular maintenance programs and the development of strategic policies and plans
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	Actively promote cultural, community and recreational facilities	Acceptable	Improvements should occur with increased community consultation

### 3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

**Condition**            How good is the service ... what is the condition or quality of the service?

**Function**            Is it suitable for its intended purpose .... Is it the right service?

**Capacity/Use**       Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

**Table 3.5: Customer Level of Service Measures**

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Provide facilities that are appropriately maintained	Customer Request System	<5 per year	Should improve through implementation of maintenance programs
	Confidence levels		Medium	Medium
Function	Facilities are fit for purpose and meet appropriate levels	Use of facilities by community	Council booking system and social media posts	To remain the same based on planned budget
	Confidence levels		Medium	Medium
Capacity	Facilities adequately cater to users' needs	Occupancy rates, user feedback	Facilities are sufficient for current needs. There is a surplus of facilities in some areas	No significant changes Can be improved with planned budget and additional grant funding
	Confidence levels		Medium	Medium

### 3.6 Technical Levels of Service

**Technical Levels of Service** – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.<sup>2</sup>

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

**Table 3.6: Technical Levels of Service**

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
<b>TECHNICAL LEVELS OF SERVICE</b>				
<b>Acquisition</b>	Acquire new facilities	Allocation as per LTFP	Nil acquisitions budgeted	Only fund expansions with grant funding after considering lifecycle costings

<sup>2</sup> IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
		<b>Budget</b>	\$0	\$0
<b>Operation</b>	Assets are presented in a clean, safe, and hygienic state	Complaints received per year	<5 per year	<5 per year
	Public safety provisions maintained and certified	Annual Fire Safety and Essential Service Statements	As required	Implement minor contract for service and reviewed every 3 years
	Facilities are affordable and managed well to ensure the desired level of service.	Use of facility by users	Currently adequate	Increase use of facilities
		Complaints received per year	<2 per year	<2 per year
		<b>Budget</b>	\$687,000	\$687,000
<b>Maintenance</b>	Repairs are completed to maintain operational	Number of building maintenance requests (BMR)	Very reactive and dependant on budget	Implement proactive program for repairs
	Equipment replacement	Replacements are undertaken	>20 BMR per year	<10 BMR per year
			Reactive and dependant on budget	Implement proactive program to anticipate replacements
		<b>Budget</b>	\$200,000	\$200,000
<b>Renewal</b>	Condition inspections conducted regularly and meet user needs	Implementation of an inspection schedule	As required	Quarterly inspections
	Minor buildings are renewed	Assets are replaced as required	Dependant on budget	Renew or replace identified minor buildings
	Renewal of major facilities	Replacement of assets as they fall due through condition	Renewals fully funded contingent on grant funding	All renewals fully funded
		<b>Budget</b>	\$2,076,653	\$3,947,919
<b>Disposal</b>	Cost of removal or demolition	Buildings or facilities removed or demolished	A number of facilities in LGA are in need of disposal	Facilities no longer required to be sold or demolished as per Council direction
	Review facilities during revaluation for possible disposal	Condition assessments	As required	Undertake review every 4 years with revaluation
		<b>Budget</b>	\$0	\$0

Note: \* Current activities related to Planned Budget.

\*\* Expected performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

## 4.0 FUTURE DEMAND

### 4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

### 4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

### 4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

**Table 4.3: Demand Management Plan**

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Increasing community expectations	Not measured	The expected quality of services is projected to increase	Renewals may require some acquisition works to increase capacity / function of the facility	Communication with community on what is affordable
Climate Change	Unexpected extreme weather events impact physical assets, operations, maintenance and serviceability	Events are likely to continue and possibly increase in impact	Physical damage, disruption to service, higher safety risks, increased maintenance costs	Introduce climate resilience strategies including risk assessments, asset upgrades, disaster preparedness and business continuity planning
Population Changes	Median age – 47.3 Total Population - 7660 (2022 Census)	Decrease by 801 by 2041	Decreased demand for changes to building needs.	Customer satisfaction surveys throughout different areas
Change in community needs or preferences	Some facilities are underutilised, where others are well used	Unknown	The possible need to upgrade or change some facilities	Monitor usage and where identified plan and implement changes or upgrades
Compliance and regulations	Currently complying with legislations regarding Fire and Safety	Some facilities are aged and require major works to ensure compliance standards	Cost and complexity will have to be evaluated on each facility.	Review on a case-by-case basis to ensure compliance. Reliance on available budgets

### 4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Liverpool Plains Shire Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

## 4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.<sup>3</sup>

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

**Table 4.5.1 Managing the Impact of Climate Change on Assets and Services**

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Extreme severe weather events	Events are likely to continue and possibly increase in impact	Physical damage, disruption to service and operations, higher safety risks, increased maintenance costs	Introduce climate resilience strategies including risk assessments, asset upgrades, disaster preparedness and business continuity planning
Temperature variations	Varying severe temperatures during seasons	Increased need for heating and cooling in Council buildings	Plan and budget for upgrades and modernisation of buildings

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change,
- Services can be sustained, and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint.

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

<sup>3</sup> IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

## 5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Liverpool Plains Shire Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

### 5.1 Background Data

#### 5.1.1 Physical parameters

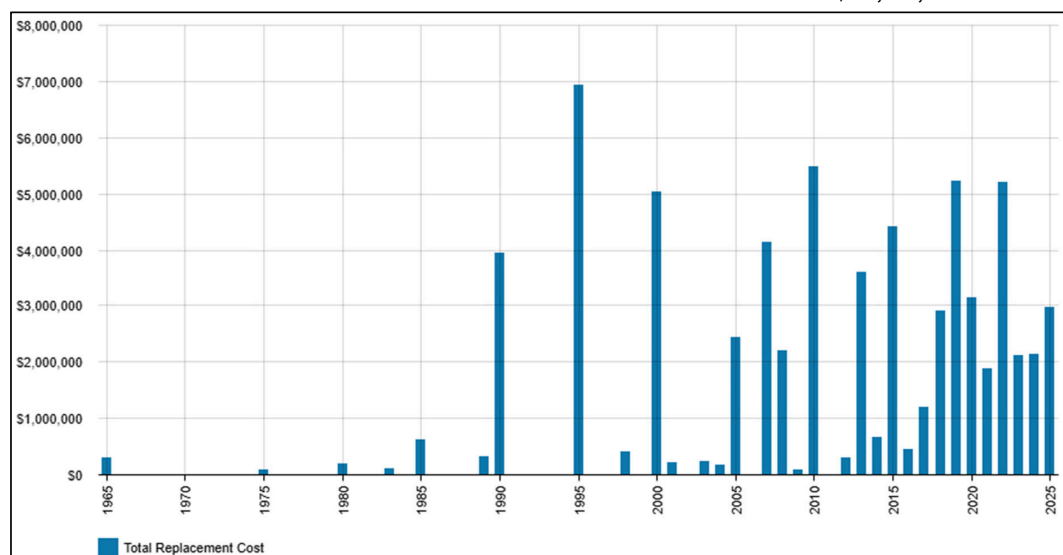
The assets covered by this AM Plan are shown in Table 5.1.1.

- Buildings required for Council operations such as depots and admin offices,
- Community Use assets such as halls, childcare, libraries, sporting venues, etc,
- Special purpose buildings such as aerodrome, public amenities, waste transfer stations, etc,
- Buildings used for Emergency Services such as the RFS, SES and VRA.

These assets are located across the entire area of the Liverpool Plains Shire from Premer to Wallabadah, Willow Tree to Currabubula and include the townships of Werris Creek and Quirindi.

**Table 5.1.1: Assets covered by this Plan**

Asset Category	Dimension	Replacement Value
Assets for Council Operations (Offices, etc)	3	\$ 9,319,185
Assets for Community Use (Childcare, halls, sporting, libraries, residences, commercial property, etc)	47	\$ 48,510,536
Special Purpose Buildings (Public amenities, waste centres, etc)	20	\$ 3,692,200
Emergency Services (RFS, SES, VRA, etc)	15	\$ 7,576,216
<b>TOTAL</b>		<b>\$ 69,098,137</b>



All figure values are shown in current day dollars.

The ages of these assets are not precisely known, and Council are currently working on updating their asset register with the most accurate data to ensure future planning is provided. However, through staff knowledge and visual inspections, it is known that there are many assets reaching their renewal period and with improved budgeting and assessments these renewals will be appropriately addressed.

### 5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

**Table 5.1.2: Known Service Performance Deficiencies**

Location	Service Deficiency
Council Administration Building	Roof is failing and is need of replacement
Werris Creek Pool - Kiosk	Roof is failing and is need of replacement
Willow Tree Visitor Information Centre	Roof is failing and is need of replacement
Quirindi Showgrounds /Racecourse	Roof is failing and is need of replacement
Quirindi Recreation Centre	Roof is failing and is need of replacement
Currabubula Recreation Grounds	Septic system is failing and is need of replacement/upgrade
Quirindi Caravan Park	Dwelling needs major renovations and has lost functionality
Quirindi Showgrounds /Racecourse	Grandstand is heritage listed and needs refurbishment
Royal Theatre	Components need attention and major renovations required to make facility fully functional
Quirindi Showgrounds /Racecourse	Portable grandstands are at a high-risk level and need replacement
Quirindi Showgrounds /Racecourse	Dwelling at facility is beyond repair and no longer functional
Henry Street Ovals	The pavilion has had many instances of vandalism and has lost functionality

The above service deficiencies have been identified from the 2024 revaluation, staff inspections, customer reporting systems and through corporate knowledge.

### 5.1.3 Asset condition

Condition of assets are currently monitored through staff reports and/or users, however the Asset and Property staff are in the process of implementing a more proactive approach by undertaking regular inspections. Deficits are currently being recorded via requests which are then recorded in a manual register and attended to as soon as possible. The recent revaluation process has also given a more in-depth assessment of buildings with the segregated componentisation of assets and the asset management system updated to reflect the results.

Condition is measured using a 1 – 5 grading system<sup>4</sup> as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

**Table 5.1.3: Condition Grading System**

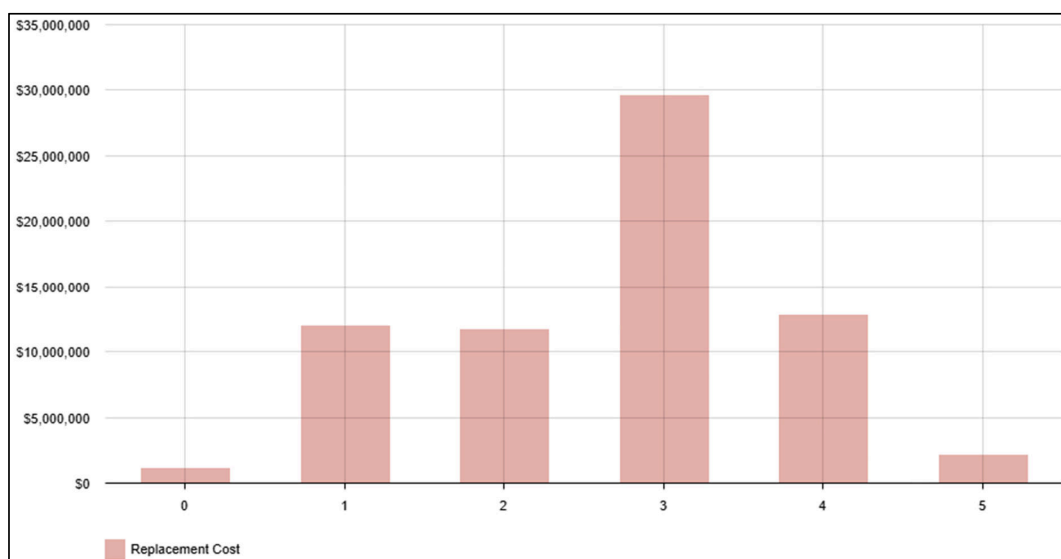
<sup>4</sup> IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.



Condition Grading	Description of Condition
1	<b>Very Good:</b> free of defects, only planned and/or routine maintenance required
2	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance
3	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service
4	<b>Poor:</b> significant defects, higher order cost intervention likely
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required

The condition profile of our assets is shown in Figure 5.1.3.

**Figure 5.1.3: Asset Condition Profile**



All figure values are shown in current day dollars.

Building Assets				
Condition				
1	2	3	4	5
18%	22%	38%	15%	6%

Condition	# of Assets & Components	Comments
1	139	Very Good
2	172	Good
3	293	Fair
4	119	Poor
5	48	Very Poor

The revaluation of Building assets in 2023/2024 represented a change from intermittent evaluations towards a more systematic methodology. Unlike previous methods, this initiative ensured improved documentation of asset conditions and detailed breakdowns of components, which can differ based on age.

The table above illustrates these assessments, providing a comprehensive overview of the different assets. This transition enables better decision-making, prioritisation of resource allocation, and establishes a foundation for future evaluations.

In essence, transitioning towards thorough and precise records enhances transparency and enables effective long-term management of these valuable facilities.

## 5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

**Table 5.2.1: Maintenance Budget Trends**

Year	Maintenance Budget \$
2025/2026	\$200,000
2026/2027	\$200,000
2027/2028	\$200,000

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

Historically maintenance has been undertaken on a reactive basis, but a more proactive maintenance program for buildings is currently being put in place. Issues are identified and managed by staff using experience and judgement and reported through staff building maintenance request or via Council's customer request management system. By instituting a proactive maintenance system, asset management and service delivery performance can be enhanced. It will include inspections, condition assessment, prioritisation, scheduling, actioning and reporting and will create a maintenance history for this asset group.

### Asset hierarchy

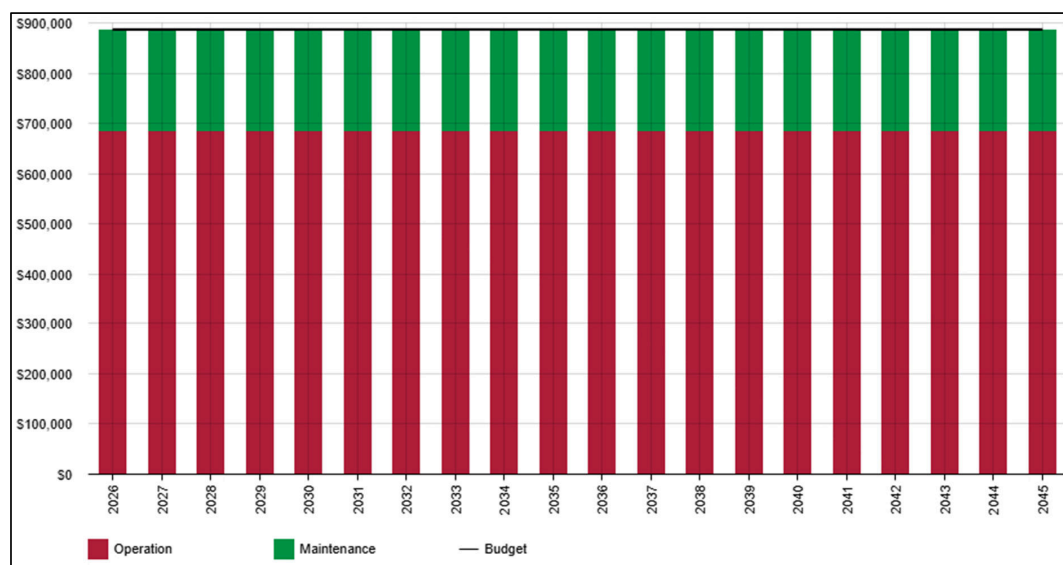
An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Council does not currently have an adopted service hierarchy, however, it is currently under assessment and planning, with further development anticipated within the next 12 months.

### Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

**Figure 5.2: Operations and Maintenance Summary**



All figure values are shown in current day dollars.

Ongoing operation and maintenance are currently matched with the budget, however there will be a nominal increase over the following few years due to the implementation of the Recreation Strategy and some known maintenance requirements. However, these increases should be minimal and will hopefully be covered in each years planned budgets, or by external funding opportunities. They are not expected to be detrimental to Council's ongoing performance and the level of service should remain the same.

At the time of writing this AMP there were no significant deferred maintenance activities to be undertaken.

## 5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in January 2024.

**Table 5.3: Useful Lives of Assets**

Asset (Sub)Category	Useful life
<b>Sub- Structure</b> <i>Includes concrete slabs and foundations, as well as bearers, posts and joists.</i>	30-75 years
<b>Structure</b> <i>Main superstructure, including external cladding, load bearing walls, columns, stairs and external walls built upon the before mentioned base/floor</i>	30-75 years
<b>Flooring</b>	10-25 years

<i>Satisfactory finish to Upper Floors and Substructure for walking on, including all preparatory work and finishing, skirting's, timber floor finishes, carpeting used as a permanent floor finish, timber and other finishes to concrete floors.</i>	
<b>Roofing</b> <i>Structurally sound and watertight covering over the building including portal frames, roof construction, gable and other walls in roof spaces. Includes insulation if applicable, eaves, fascia's, internal drainage runs and all protective non-decorative coatings</i>	15-38 years
<b>Mechanical</b> <i>Comprises air-conditioning, evaporative cooling, mechanical ventilation, and hot water systems</i>	9-23 years
<b>Electrical</b> <i>All light and power and emergency light and power, power outlets and light fittings, including main distribution board, sub mains and distribution boards.</i>	30-75 years
<b>Sanitary</b> <i>Including all services to fit out the building with normal sanitary fixtures together with hot and cold water services and soil and waste plumbing systems together with all associated ancillaries</i>	15-38 years

The estimates for renewals in this AM Plan were based on the asset register.

### 5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).<sup>5</sup>

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.<sup>6</sup>

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

**Table 5.3.1: Renewal Priority Ranking Criteria**

Criteria	Weighting
Legislative requirement	30%
Safety risk	30%
Asset condition	25%
Capacity to deliver service	15%

<sup>5</sup> IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

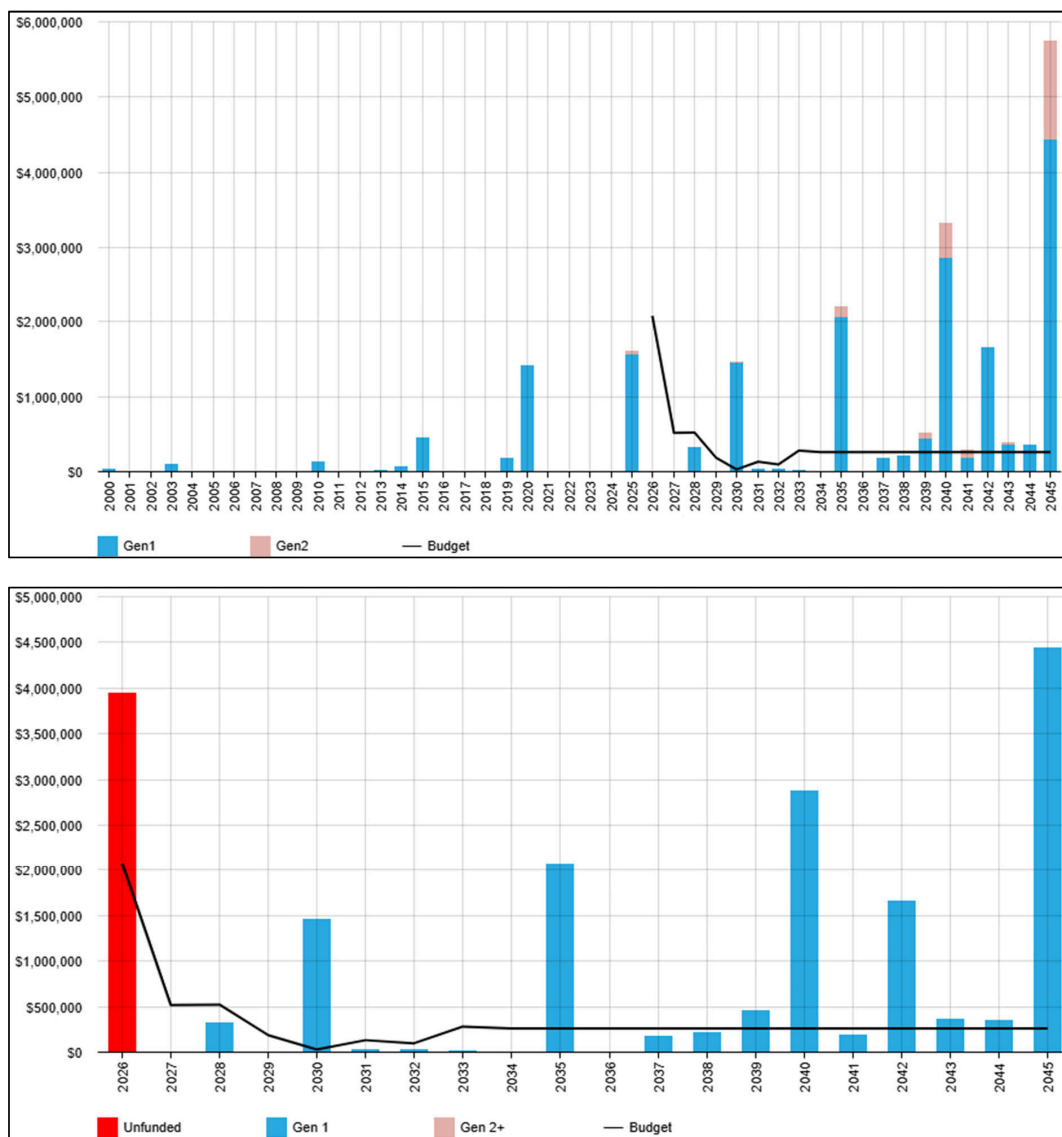
<sup>6</sup> Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Criteria	Weighting
Total	100%

## 5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

**Figure 5.4.1: Forecast Renewal Costs**



All figure values are shown in current day dollars.

It can be seen from the above graph that some years have a renewal cost that is to an extent greater than the expected budget. Intervening years do not always have capacity to shift the renewal to the following year.

Unless significant additional budget can be allocated, or external funding secured, it is likely that Council will have to delay many renewals well beyond the desirable dates and/or reduce level of service for numerous facilities

## 5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Liverpool Plains Shire Council.

### 5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

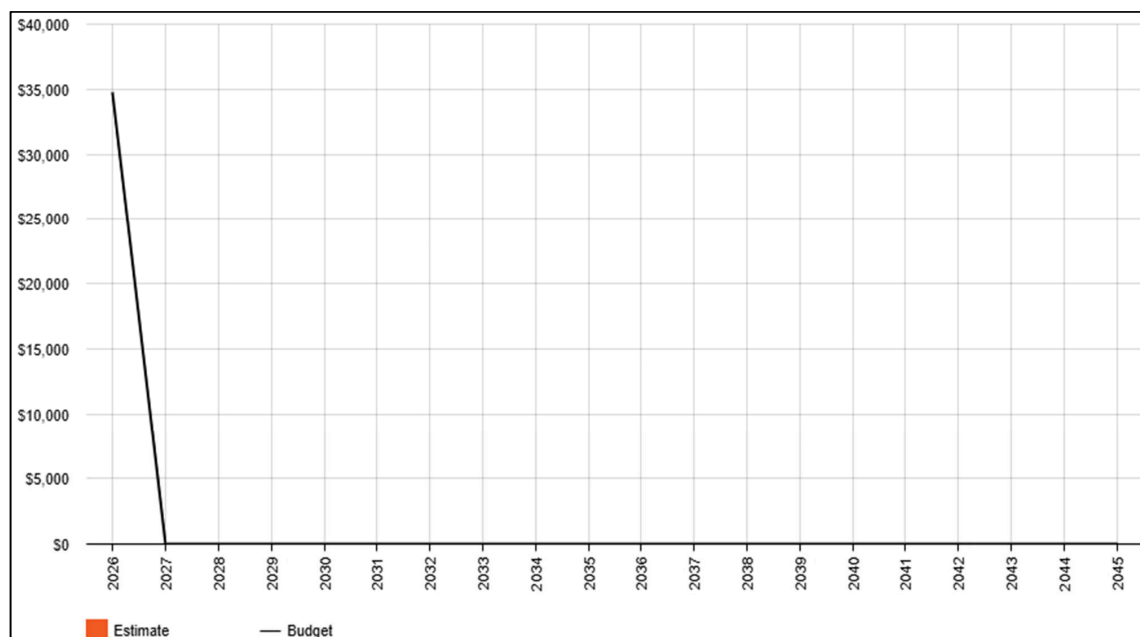
**Table 5.5.1: Acquired Assets Priority Ranking Criteria**

Criteria	Weighting
Legislative requirement	40%
Strategic alignment	30%
Financial cost	15%
Capacity to operate	10%
Financial benefit	5%
<b>Total</b>	<b>100%</b>

### Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised / summarized in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

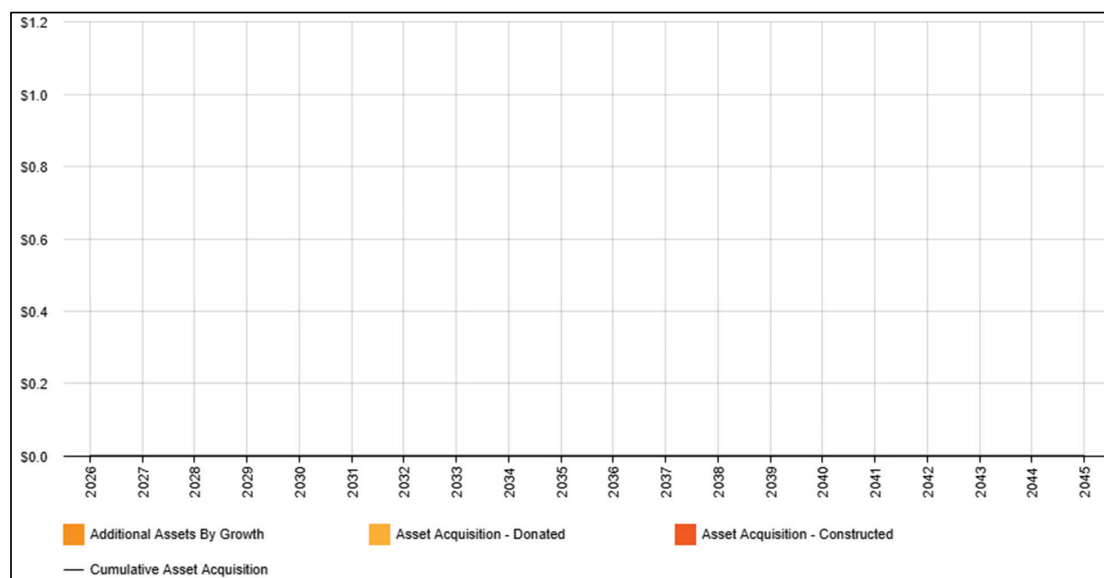
**Figure 5.5.1: Acquisition (Constructed) Summary**



All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.5.2.

**Figure 5.5.2: Acquisition Summary**



All figure values are shown in current dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

The Council occasionally acquires new assets when suitable grant funding becomes available. It's important to highlight that the availability of such funding is beyond the Council's control, and therefore hasn't been factored into this Asset Management Plan.

Funds are normally sourced from the Council's own resources and distributed among various minor items, with each item receiving budget allocations up to a specified value.

The Council's budget for renewals relies solely on its current assets. While this is sufficient for now, there is a potential risk of a renewal shortfall in the future if additional assets are acquired in the coming years. Council should exercise caution when considering new acquisitions, considering its ability to finance them in subsequent years. This caution applies not only to assets obtained through donations but also to those offered to the Council at subsidised rates.

## 5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the long-term financial plan.

**Table 5.6: Assets Identified for Potential Disposal**

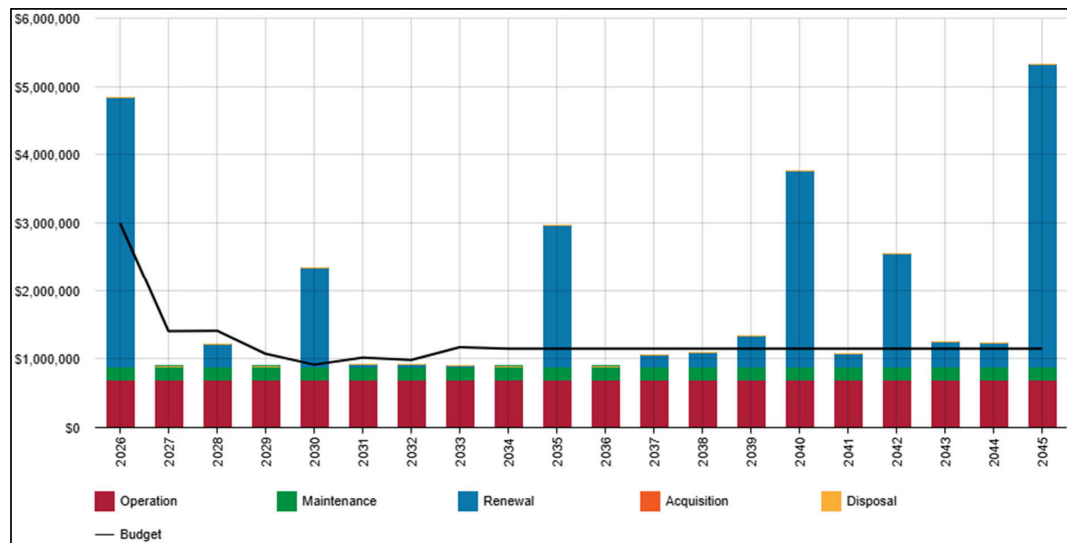
Asset	Reason for Disposal	Timing	Disposal Costs	Operations & Maintenance Annual Savings
Administration Building	Shed	Safety Risk	2024	
Racecourse/ Showgrounds	Stalls (southern end)	Safety risk	2024	
Willow Tree Recreation Grounds	Refreshment Rooms	Safety Risk	2024	
Who'd-a-Thought-It Lookout	Small Radio Hut	Surplus	2025	
Currabubula Recreation Grounds	Public Amenity Block	Condition	2025	
Werris Creek Depot	Demountable Admin Building	Condition	2026	
Racecourse/ Showgrounds	Dwelling	Condition	2026	
Aerodrome	Garage	Condition	2026	
Lachlan Campbell Park	Craft Cottage	Condition	2026	

## 5.7 Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.7.1. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.



The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.



**Figure 5.7.1: Lifecycle Summary**

All figure values are shown in current day dollars.

The shortfall in the budget for renewals primarily stems from the renewal initiatives highlighted in Council-adopted strategies and master plans, which rely heavily on grant funding for execution.

The budget allocated to the projects outlined in the 10-year plan matches the anticipated expenses. This alignment is due to the essential nature of these projects in maintaining the functionality of building assets and meeting service standards.

Any new acquisitions, renovations, or modifications to the 10-year plan will be integrated into subsequent updates of the Asset Management Plan (AMP), with any resulting effects on service levels addressed accordingly.

## 6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'<sup>7</sup>.

An assessment of risks<sup>8</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

### 6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

**Table 6.1 Critical Assets**

Critical Asset(s)	Failure Mode	Impact
Administration Building	Natural Disaster Fire/Arson Structural Failure Loss of Use	Service Delivery Business Disruption Financial Loss Reputational Loss
Works Depot	Natural Disaster Fire/Arson Structural Failure Loss of Use	Service Delivery Business Disruption Financial Loss Reputational Loss
Waste Transfer Stations	Natural Disaster Fire/Arson Structural Failure Loss of Use Regulatory Standards	Service Delivery Financial Loss Reputational Loss
Childcare Centre	Natural Disaster Fire/Arson Structural Failure Loss of Use Regulatory Standards	Service Delivery Financial Loss Reputational Loss
Emergency Service Buildings	Natural Disaster Fire/Arson Structural Failure Loss of Use Regulatory Standards	Emergency Service Delivery Financial Loss Reputational Loss Loss of Life

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

### 6.2 Risk Assessment

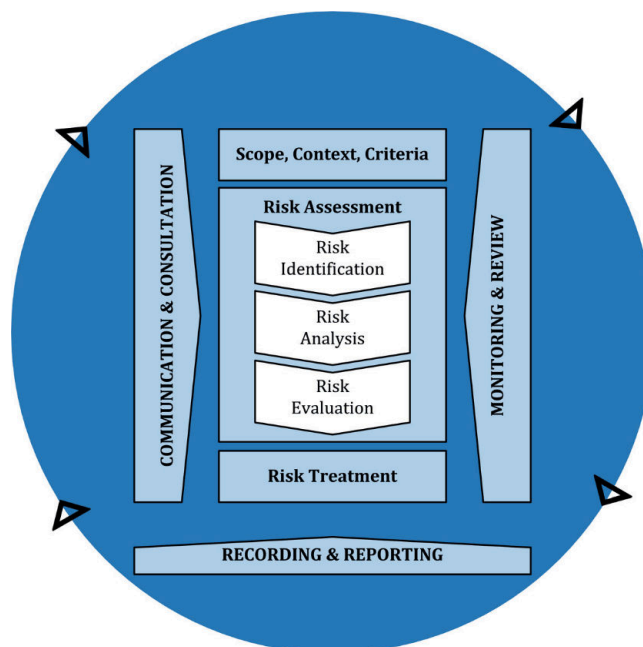
The risk management process used is shown in Figure 6.2 below.

<sup>7</sup> ISO 31000:2009, p 2

<sup>8</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.



**Fig 6.2 Risk Management Process – Abridged**

Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks<sup>9</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Liverpool Plains Shire Council.

**Table 6.2: Risks and Treatment Plans**

<sup>9</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
All Buildings	Renewal of asset	High	Correct condition assessments and implementation of replacement/renewal plan	Low	To be determined
All Buildings	Deterioration causing total or partial loss of asset and service level	High	Manage assets and services through regular condition assessments, identification, and action of maintenance. Maintain appropriate insurances. Implement Business continuity plan.	Low	Determined upon assessment
All Buildings	Failure of essential building services through deterioration (electrical, hydraulic, mechanical and fire services)	High	Ensure legislative compliance. Undertake scheduled maintenance, strategic condition assessments and action of necessary works identified.	Low	\$20,000 annually
All Buildings	Structural failure	High	Undertake scheduled maintenance, strategic structural assessments and action of necessary works identified.	Low	\$10,000 annually
All Buildings	Asbestos and other hazardous materials	High	Maintain Asbestos Management Plan and Asbestos Register	Low	Minimal
All Buildings	Personal injury	High	Undertake scheduled maintenance, strategic condition assessments and action of necessary works identified.	Medium	Minimal
All Buildings	Fire	High	Regular building inspections and tagging of electrical equipment. Emergency Management Plan.	Medium	\$10,000 annually
High-use Buildings	Power failure	High	Ensure all essential safety measures are managed and evacuation plans are in place for every workplace or public building. Ensure hazard and risk assessments are developed and implemented for all buildings and that these are forwarded to the Council's insurer for comment prior to adoption. Backup generators available for high-use facilities.	Medium	\$50,000 annually  Apply for increase in budget allocation for generators

Maintaining current levels of service	Insufficient funding to maintain current levels of service	High	Review levels of service and asset management criteria for improved long term planning.  Review funding arrangements and improve alignment with long term financial plans.	Medium	Apply for increase in budget allocation
Asset and services management	Inappropriate asset and services management.  Assets are allowed to steadily decline resulting in reduced levels of service.  Assets legislatively non-compliant.	High	Maintain skills and system support for appropriate staff.  Inspection and maintenance contracts for fire and safety provisions and other legislative compliance are maintained.	Low	Determined as required
Operational facilities	Loss of data through unforeseen event or breach	High	Ensure appropriate off-site data backup capability	Medium	Already implemented

Note \* The residual risk is the risk remaining after the selected risk treatment plan is implemented.

## 6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the AM Plan.

## 6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

### 6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Construct new building assets
- Fully fund all capital upgrades and replacements
- Increase levels of service at all facilities
- Reduce all potential risks
- Conduct regular condition and functional inspections due to lack of qualified staff

### 6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Reduced community satisfaction
- Reduced level of service
- Non-functional buildings and/or services
- Decrease use of facilities

### 6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Reputational loss due to slow delivery of strategies and master plans
- Non-compliance with legislative requirements
- Failure of assets
- Short closures of assets/facilities until repairs can be completed
- Loss of income

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

## 7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

### 7.1 Financial Sustainability and Projections

#### 7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- Asset Renewal Funding Ratio (proposed renewal budget for the next 10 years / proposed renewal costs for next 10 years), and
- Lifecycle Funding Ratio (proposed lifecycle budget for the next 10 years / proposed lifecycle outlays for the next 10 years shown in the AM Plan).

#### Asset Renewal Funding Ratio

Asset Renewal Funding Ratio<sup>10</sup> 55.40%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 55.40% of the funds required for the optimal renewal of assets.

The forecast renewal work, along with the proposed renewal budget, and the cumulative shortfall where one exists, is illustrated in Appendix D.

#### Lifecycle Funding Ratio – 10-year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed, and affordable level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$2,489,853 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$1,323,665 on average per year giving a 10 year funding shortfall of \$-1,116,188 per year. This indicates that 53.16% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

#### 7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan and/or financial projections in the LTFP.

We will manage any 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2025-2026 dollar values.

<sup>10</sup> AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

**Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan**

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2026	0	687,000	200,000	3,947,919	0
2027	0	687,000	200,000	0	0
2028	0	687,000	200,000	325,300	0
2029	0	687,000	200,000	3,200	0
2030	0	687,000	200,000	1,456,900	0
2031	0	687,000	200,000	26,600	0
2032	0	687,000	200,000	26,810	0
2033	0	687,000	200,000	18,300	0
2034	0	687,000	200,000	3,100	0
2035	0	687,000	200,000	2,074,371	0
2036	0	687,000	200,000	0	0
2037	0	687,000	200,000	176,000	0
2038	0	687,000	200,000	209,400	0
2039	0	687,000	200,000	448,500	0
2040	0	687,000	200,000	2,875,227	0
2041	0	687,000	200,000	191,600	0
2042	0	687,000	200,000	1,659,000	0
2043	0	687,000	200,000	365,200	0
2044	0	687,000	200,000	345,800	0
2045	0	687,000	200,000	4,439,324	0

## 7.2 Funding Strategy

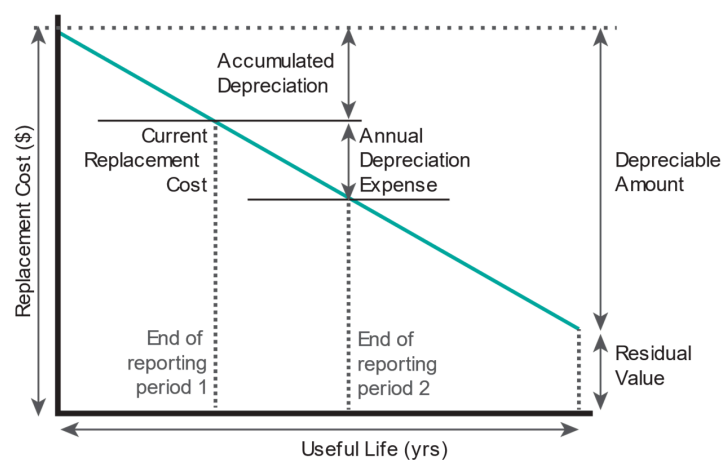
The proposed funding for assets is outlined in the Entity's budget and long-term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

## 7.3 Valuation Forecasts

### 7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at fair value at cost to replace service capacity





Replacement Cost (Gross)	\$69,098,139
Depreciable Amount	\$69,098,139
Current Replacement Cost <sup>11</sup>	\$44,547,308
Annual Depreciation Expense	\$1,602,853

### 7.3.2 Valuation forecast

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

## 7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Council's current asset register is reasonably accurate and complete
- Current valuation data is reasonably accurate
- The current annual budget is anticipated to stay consistent in future years, with adjustments made to account for inflation.
- Population levels should remain stable with no significant changes anticipated

## 7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale<sup>12</sup> in accordance with Table 7.5.1.

**Table 7.5.1: Data Confidence Grading System**

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Very Low	None or very little data held.

<sup>11</sup> Also reported as Written Down Value, Carrying or Net Book Value.

<sup>12</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

**Table 7.5.2: Data Confidence Assessment for Data used in AM Plan**

Data	Confidence Assessment	Comment
Demand drivers	C	Based on historical data and current projections
Growth projections	B	Data from NSW Planning, ABS and historical data
Acquisition forecast	A	No current planned acquisitions
Operation forecast	B	Based on historical expenditures
Maintenance forecast	A	Based on historical expenditures
Renewal forecast	A	Asset values based on asset register and verified through the revaluation process
- Asset values	A	Asset useful lives based on engineering design, experience and revaluation process
- Asset useful lives	A	Condition data is reasonably accurate based on 2024 revaluation
- Condition modelling	A	Disposal costs expected to be minimal and included in cost of asset replacement or renewal where applicable
Disposal forecast	A	

The estimated confidence level for and reliability of data used in this AM Plan is considered to be high.

## 8.0 PLAN IMPROVEMENT AND MONITORING

### 8.1 Data and Information Sources

#### 8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is Council's financial system Authority Altitude and Asset Management System, Assetic Brightly.

#### 8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is Assetic Brightly.

### 8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

**Table 8.2: Improvement Plan**

Task	Task	Responsibility	Resources Required	Timeline
1	Consideration of Sale of Property Plan to assess surplus assets for disposal	MPA, ELT and Council	Internal Staff	2025/2026
2	Review and update of asset register Including descriptions, condition data and measurements	AO	Internal staff	Ongoing
3	Review service levels	ELT & Council	Internally allocated	2026
4	Allocation of resources for staff training to lift capabilities in asset management	DIES	\$10,000	Annually
5	Develop asset hierarchy and review critical assets	DIES	Internally allocated	2026/2027
6	Implement customer satisfaction surveys to inform the development of levels of service performance measured by Council.	Communications Officer, ELT & Councillors	Community consultation	2026
7	Review and update of Asbestos Management Plan	MAP	Internal staff	2026/2027
8	Review and update Asbestos Register	MAP	\$5,000	2026/2027
9	Formalise process for prioritisation to incorporate asset financial data into LTFP which meets levels of service	MAP, CFO & ELT	Internal staff	Ongoing
10	Investigate disposal of assets surplus to requirements	MAP	Internally allocated	2025/2026
11	Emergency Management Plan	DIES & EMC	Internal staff and Emergency Committee	2026/2027
12	Develop renewal/replacement plans for major facilities	MAP & Facility Managers	Internally allocated	2026
13	Hazard and risk assessments for buildings	MAP & Facility Managers	Internally allocated	Ongoing

### 8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within 12 months of each Council election.

### 8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

## 9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
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- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/resourcesnew/bookshop/pn12-1>
- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6>
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- ISO, 2024, ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Liverpool Plains Shire Council Community Strategic Plan 2022-2032
- Liverpool Plains Shire Council Long Term Financial Plan 2024-2034
- Liverpool Plains Shire Council Delivery Program 2022-2026
- Liverpool Plains Shire Council Operational Plan 2024-2025

## 10.0 APPENDICES

### Appendix A Acquisition Forecast

#### A.1 – Acquisition Forecast Assumptions and Source

The buildings asset group typically doesn't see numerous acquisitions, but when they do occur, they tend to involve substantial values. These acquisitions are frequently scheduled to align with available grant funding rather than being driven by renewal and condition needs.

#### A.2 – Acquisition Project Summary

There are no planned acquisitions in the LTFP 2024-2034

#### A.3 – Acquisition Forecast Summary

NAMS+ Outputs Summary for Acquisition has been used

*Table A3 - Acquisition Forecast Summary*

Year	Constructed	Donated	Growth
2026	0	0	0
2027	0	0	0
2028	0	0	0
2029	0	0	0
2030	0	0	0
2031	0	0	0
2032	0	0	0
2033	0	0	0
2034	0	0	0
2035	0	0	0
2036	0	0	0
2037	0	0	0
2038	0	0	0
2039	0	0	0
2040	0	0	0
2041	0	0	0
2042	0	0	0
2043	0	0	0
2044	0	0	0
2045	0	0	0

## Appendix B    Operation Forecast

### B.1 – Operation Forecast Assumptions and Source

As there are no planned acquisitions, there are no further operational forecasts, and the existing assumptions rely on historical budgets allocated for this area.

### B.2 – Operation Forecast Summary

NAMS+ Outputs Summary for Operation has been used

**Table B2 - Operation Forecast Summary**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2026	687,000	0	687,000
2027	687,000	0	687,000
2028	687,000	0	687,000
2029	687,000	0	687,000
2030	687,000	0	687,000
2031	687,000	0	687,000
2032	687,000	0	687,000
2033	687,000	0	687,000
2034	687,000	0	687,000
2035	687,000	0	687,000
2036	687,000	0	687,000
2037	687,000	0	687,000
2038	687,000	0	687,000
2039	687,000	0	687,000
2040	687,000	0	687,000
2041	687,000	0	687,000
2042	687,000	0	687,000
2043	687,000	0	687,000
2044	687,000	0	687,000
2045	687,000	0	687,000

## Appendix C Maintenance Forecast

### C.1 – Maintenance Forecast Assumptions and Source

As there are no planned acquisitions, there are no further maintenance forecasts, and the existing assumptions rely on historical budgets allocated for this area.

### C.2 – Maintenance Forecast Summary

NAMS+ Outputs Summary for Maintenance has been used

*Table C2 - Maintenance Forecast Summary*

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2026	200,000	0	200,000
2027	200,000	0	200,000
2028	200,000	0	200,000
2029	200,000	0	200,000
2030	200,000	0	200,000
2031	200,000	0	200,000
2032	200,000	0	200,000
2033	200,000	0	200,000
2034	200,000	0	200,000
2035	200,000	0	200,000
2036	200,000	0	200,000
2037	200,000	0	200,000
2038	200,000	0	200,000
2039	200,000	0	200,000
2040	200,000	0	200,000
2041	200,000	0	200,000
2042	200,000	0	200,000
2043	200,000	0	200,000
2044	200,000	0	200,000
2045	200,000	0	200,000



## Appendix D Renewal Forecast Summary

### D.1 – Renewal Forecast Assumptions and Source

Renewals are based on condition and expected life. In some years the expected renewals considerably exceed the budget for those years.

### D.2 – Renewal Project Summary

Renewals of assets are currently based on the remaining life data in the Council asset register, Assetic Brightly

### D.3 – Renewal Forecast Summary

NAMS+ Outputs Summary for Renewal has been used

**Table D3 - Renewal Forecast Summary**

Year	Renewal Forecast	Renewal Budget
2026	3,947,919	2,076,653
2027	0	517,000
2028	325,300	523,000
2029	3,200	187,000
2030	1,456,900	30,000
2031	26,600	132,000
2032	26,810	98,000
2033	18,300	282,000
2034	3,100	260,500
2035	2,074,371	260,500
2036	0	260,500
2037	176,000	260,500
2038	209,400	260,500
2039	448,500	260,500
2040	2,875,227	260,500
2041	191,600	260,500
2042	1,659,000	260,500
2043	365,200	260,500
2044	345,800	260,500
2045	4,439,324	260,500

### D.4 – Renewal Plan

**Table D.4 –Renewal Plan**

Asset ID	Asset Name	Component Name	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
BLD18601	Railway Park - Cottage Single Street Werris Creek	Sanitary-Main-16880	-26	2000	2026	34000	25
BLD18586	Railway Institute Building Anzac Parade Werris Creek	Sanitary-Main-16622	-23	2003	2026	95000	38
BLD18571	Lachlan Campbell Park - Craft Cottage Darby Road Spring Ridge	Sanitary-Main-16615	-21	2005	2026	3100	25
BLD18575	Recreation Ground (Cricket Oval) - Toilet Block 3867 Darby Road Spring Ridge	Sanitary-Main-16616	-16	2010	2026	25000	25
BLD18495	McMaster Memorial Hall Premier Street Premier	Sanitary-Main-16578	-16	2010	2026	95000	25
BLD18515	Racecourse Showground - Dwelling East Street Quirindi	Flooring-Main-16377	-16	2010	2026	6300	25
BLD18511	Racecourse Showground - Amenities/Store (Pony Club) East St Quirindi	Sanitary-Main-16587	-13	2013	2026	18000	30
BLD18514	Racecourse Showground - Dining Room/Call Box East Street Quirindi	Flooring-Main-16376	-12	2014	2026	70000	25
BLD18537	Sports Ground - Pavilion Hall & Beehive ChildrenS Centre 50 Henry St Quirindi	Sanitary-Main-16596	-11	2015	2026	170000	25

BLD18475	Hall Hill Street Blackville	Flooring-Main-16362	-11	2015	2026	62000	25
BLD18475	Hall Hill Street Blackville	Sanitary-Main-16567	-11	2015	2026	34000	25
BLD18558	Caravan Park - Dwelling 15 Rose Street Quirindi	Sanitary-Main-16608	-11	2015	2026	44000	25
BLD18590	Swimming Pool - Kiosk/Change Rooms Coronation Avenue Werris Creek	Flooring-Main-16404	-11	2015	2026	22000	25
BLD18590	Swimming Pool - Kiosk/Change Rooms Coronation Avenue Werris Creek	Sanitary-Main-16624	-11	2015	2026	110000	25
BLD18514	Racecourse Showground - Dining Room/Call Box East Street Quirindi	Sanitary-Main-16589	-7	2019	2026	180000	30
BLD18516	Racecourse Showground - Entry Gate East Street Quirindi	Roofing-Main-16484	-6	2020	2026	2000	40
BLD18538	Tennis Courts - Clubhouse 54 Henry Street Quirindi	Sanitary-Main-16597	-6	2020	2026	23000	25
BLD18536	Muir Taylor Oval - Kiosk 50 Henry Street Quirindi	Sanitary-Main-16595	-6	2020	2026	12000	25
BLD18476	Toilet Block Hill Street Blackville	Sanitary-Main-16568	-6	2020	2026	23000	25
BLD18482	War Memorial Hall - Hall 0 Davis Street (Mr130) Currabubula	Flooring-Main-16363	-6	2020	2026	130000	25
BLD18482	War Memorial Hall - Hall 0 Davis Street (Mr130) Currabubula	Sanitary-Main-16571	-6	2020	2026	83000	25
BLD18484	Recreation Ground - Clubhouse (Tennis) 0 Werris Creek Road (Mr130) Currabubula	Sanitary-Main-16572	-6	2020	2026	69000	25
BLD18489	Recreation Ground - Toilet Block 0 Werris Creek Rd (Mr130) Currabubula	Roofing-Main-16461	-6	2020	2026	4200	40
BLD18494	Bush Fire Shed Premer Street Premer	Sanitary-Main-16577	-6	2020	2026	3400	25
BLD18578	Hall/Toilet Block 37 Martyn Street Wallabadah	Sanitary-Main-16619	-6	2020	2026	79000	25
BLD18581	Community Hall Warrah Creek Road Warrah Creek	Flooring-Main-16401	-6	2020	2026	49000	25
BLD18581	Community Hall Warrah Creek Road Warrah Creek	Sanitary-Main-16620	-6	2020	2026	31000	25
BLD18585	Horse & Rider - Toilets Abouds/Silo Road Werris Creek	Sanitary-Main-16621	-6	2020	2026	24000	25
BLD18609	Summerhill Lodge - Units (Eastern) Single Street Werris Creek	Sanitary-Main-16632	-6	2020	2026	270000	25
BLD18610	Summerhill Lodge - Units (Northern) Single Street Werris Creek	Sanitary-Main-16633	-6	2020	2026	130000	25
BLD18554	Dwelling 119 Railway Avenue Quirindi	Sanitary-Main-16606	-6	2020	2026	43000	25
BLD18572	Recreation Ground (Cricket Oval) - CommentatorS Box 3867 Darby Road Spring Ridge	Roofing-Main-16520	-6	2020	2026	4500	40
BLD18570	Community Hall - Toilet Block Darby Road Spring Ridge	Sanitary-Main-16614	-6	2020	2026	24000	25
BLD18567	St Chads Church 2572 Kamilaroi Highway Quipolly	Roofing-Main-16515	-6	2020	2026	37000	40
BLD18569	Community Hall - Hall Darby Road Spring Ridge	Flooring-Main-16397	-6	2020	2026	110000	25
BLD18569	Community Hall - Hall Darby Road Spring Ridge	Sanitary-Main-16613	-6	2020	2026	61000	25
BLD18611	Summerhill Lodge - Units (Southern) Single Street Werris Creek	Sanitary-Main-16634	-6	2020	2026	140000	25
BLD18619	Recreation Ground - Refreshment Room Recreation Road (Back Rd) Willow Tree	Roofing-Main-16557	-6	2020	2026	56000	40
BLD18618	Recreation Ground - Booth/Bar Recreation Road (Back Rd) Willow Tree	Sanitary-Main-16638	-1	2025	2026	8500	25
BLD18614	Memorial Hall 56 New England Highway Willow Tree	Sanitary-Main-16636	-1	2025	2026	80000	25
BLD26425	David Taylor Park - Changerooms	Sanitary-Main-16822	-1	2025	2026	110000	25

BLD26434	Council Chambers - Shed/Office	Roofing-Main-16809	-1	2025	2026	75000	40
BLD26449	King George Park - Food Bank	Sanitary-Main-16829	-1	2025	2026	11000	25
BLD18562	HACC Building Station Street Quirindi	Flooring-Main-16394	-1	2025	2026	42000	25
BLD18562	HACC Building Station Street Quirindi	Sanitary-Main-16610	-1	2025	2026	57000	25
BLD18563	Recreation Centre Station Street Quirindi	Flooring-Main-17039	-1	2025	2026	370000	25
BLD18557	WhoD-A-Thought-It Lookout - Toilet Block Ray Carter Drive Quirindi	Sanitary-Main-16607	-1	2025	2026	20000	25
BLD18551	Medical Centre/Cwa Rooms Pryor Street & Church Avenue Quirindi	Flooring-Main-16390	-1	2025	2026	30000	25
BLD18551	Medical Centre/Cwa Rooms Pryor Street & Church Avenue Quirindi	Sanitary-Main-16603	-1	2025	2026	51000	25
BLD18608	RFS Office Single Street Werris Creek	Flooring-Main-16410	-1	2025	2026	6800	25
BLD18608	RFS Office Single Street Werris Creek	Sanitary-Main-16631	-1	2025	2026	25000	25
BLD18601	Railway Park - Cottage Single Street Werris Creek	Sub Structure-Main-16882	-1	2025	2026	22000	50
BLD18602	Railway Park - Refreshment Room Single Street Werris Creek	Main-Main-764	-1	2025	2026	8518	50
BLD18598	David Taylor Park - Toilet Block Park Street Werris Creek	Sanitary-Main-16626	-1	2025	2026	72000	25
BLD18599	Pool Managers Residence 47 Punyarra Street Werris Creek	Flooring-Main-16406	-1	2025	2026	8900	25
BLD18599	Pool Managers Residence 47 Punyarra Street Werris Creek	Sanitary-Main-16627	-1	2025	2026	46000	25
BLD18601	Railway Park - Cottage Single Street Werris Creek	Electrical-Main-16876	-1	2025	2026	12000	50
BLD18583	Horse & Rider - Canteen Aboudu/Silo Road Werris Creek	Roofing-Main-16531	-1	2025	2026	200	40
BLD18589	Swimming Pool - Filtration Shed Coronation Avenue Werris Creek	Roofing-Main-16535	-1	2025	2026	3200	40
BLD18593	Waste Depot - Awning (Office) Glen Alpine Road Werris Creek	Main-Main-755	-1	2025	2026	7301	50
BLD18598	David Taylor Park - Toilet Block Park Street Werris Creek	Electrical-Main-16340	-1	2025	2026	6000	50
BLD18505	Depot - Workshop/Store Davies Street Quirindi	Sanitary-Main-16583	-1	2025	2026	140000	25
BLD18492	Cwa Complex/Doctors Surgery/Flat Ellerslie Street Premer	Mechanical-Main-16421	-1	2025	2026	99000	35
BLD18533	Swimming Centre - Amenities 10 Henry Street Quirindi	Sanitary-Main-16594	-1	2025	2026	170000	25
BLD18519	Racecourse Showground - Kiosk/Awning (North) East Street Quirindi	Sanitary-Main-16591	-1	2025	2026	17000	25
BLD18515	Racecourse Showground - Dwelling East Street Quirindi	Roofing-Main-16483	-1	2025	2026	40000	40
BLD18515	Racecourse Showground - Dwelling East Street Quirindi	Sanitary-Main-16879	-1	2025	2026	33000	25
BLD18539	Royal Picture Theatre - Outdoor Projection Shed 72 Henry St Quirindi	Sub Structure-Main-16693	2	2028	2028	26000	30
BLD18540	Royal Picture Theatre - Theatre 72 Henry Street Quirindi	Sanitary-Main-16598	2	2028	2028	280000	38
BLD18489	Recreation Ground - Toilet Block 0 Werris Creek Rd (Mr130) Currabubula	Sanitary-Main-16574	2	2028	2028	18000	25
BLD18605	Railway Park - Sheds (2) (Rear Cottage) Single Street Werris Creek	Sub Structure-Main-16741	2	2028	2028	1300	30
BLD18573	Recreation Ground (Cricket Oval) - Kiosk/Viewing Shelter 3867 Darby Road Spring Ridge	Roofing-Main-16521	3	2029	2029	700	40
BLD18573	Recreation Ground (Cricket Oval) - Kiosk/Viewing Shelter 3867 Darby Road Spring Ridge	Sub Structure-Main-16717	3	2029	2029	2500	40

BLD18572	Recreation Ground (Cricket Oval) - CommentatorS Box 3867 Darby Road Spring Ridge	Sub Structure-Main-16716	4	2030	2030	2200	50
BLD18571	Lachlan Campbell Park - Craft Cottage Darby Road Spring Ridge	Sub Structure-Main-16715	4	2030	2030	4600	50
BLD18576	Caravan Park - Amenities Coach Street Wallabadah	Sanitary-Main-16617	4	2030	2030	110000	25
BLD18577	Caravan Park - Dwelling/Carport 61 Coach Street Wallabadah	Flooring-Main-16399	4	2030	2030	7600	25
BLD18577	Caravan Park - Dwelling/Carport 61 Coach Street Wallabadah	Sanitary-Main-16618	4	2030	2030	39000	25
BLD18567	St Chads Church 2572 Kamilaroi Highway Quipolly	Sub Structure-Main-16711	4	2030	2030	18000	50
BLD18556	Whod-A-Thought-It Lookout - Radio Hut (Small) Ray Carter Drive Quirind	Roofing-Main-16509	4	2030	2030	400	40
BLD18555	Whod-A-Thought-It Lookout - Radio Hut (Large) Ray Carter Drive Quirind	Roofing-Main-16508	4	2030	2030	1100	40
BLD18559	Caravan Park - Amenities Block Rose Street Quirindi	Flooring-Main-16393	4	2030	2030	15000	25
BLD18559	Caravan Park - Amenities Block Rose Street Quirindi	Sanitary-Main-16609	4	2030	2030	170000	25
BLD18604	Railway Park - Shed (South) Single Street Werris Creek	Roofing-Main-16544	4	2030	2030	48000	40
BLD18606	Railway Park - Toilet Block (South) Single Street Werris Creek	Sanitary-Main-16629	4	2030	2030	27000	25
BLD18586	Railway Institute Building Anzac Parade Werris Creek	Flooring-Main-16402	4	2030	2030	74000	25
BLD18489	Recreation Ground - Toilet Block 0 Werris Creek Rd (Mr130) Currabubula	Sub Structure-Main-16656	4	2030	2030	2500	50
BLD18489	Recreation Ground - Toilet Block 0 Werris Creek Rd (Mr130) Currabubula	Electrical-Main-16269	4	2030	2030	1500	50
BLD18500	Depot - Overseers/Amenities Davies Street Quirindi	Sanitary-Main-16581	4	2030	2030	28000	25
BLD18540	Royal Picture Theatre - Theatre 72 Henry Street Quirindi	Roofing-Main-16498	4	2030	2030	320000	40
BLD18543	Dwelling (Lot 18) 4 McCarthy Place Quirindi	Flooring-Main-16387	4	2030	2030	15000	25
BLD18513	Racecourse Showground - Bob Austin Stand East Street Quirindi	Sanitary-Main-16588	4	2030	2030	20000	25
BLD18516	Racecourse Showground - Entry Gate East Street Quirindi	Sub Structure-Main-16680	4	2030	2030	1000	50
BLD18530	Racecourse Showground - Tote East Street Quirindi	Roofing-Main-16490	4	2030	2030	19000	40
BLD26445	Racecourse Showground - Jockey Club	Sanitary-Main-16828	4	2030	2030	380000	25
BLD26450	Lions Park Premer - Community Building	Sanitary-Main-16824	4	2030	2030	26000	25
BLD18619	Recreation Ground - Refreshment Room Recreation Road (Back Rd) Willow Tree	Sub Structure-Main-16753	4	2030	2030	28000	50
BLD18619	Recreation Ground - Refreshment Room Recreation Road (Back Rd) Willow Tree	Electrical-Main-16356	4	2030	2030	33000	50
BLD18621	Toilet Block - Recreation Ground Willow Tree	Sanitary-Main-16639	4	2030	2030	66000	25
BLD18486	Recreation Ground - Kiosk 0 Werris Creek Road (Mr130) Currabubula	Sub Structure-Main-16654	5	2031	2031	2900	30
BLD18592	Depot - Workshop Deeks Road Werris Creek	Sub Structure-Main-16733	5	2031	2031	13000	30
BLD18603	Railway Park - Shed (North) Single Street Werris Creek	Sub Structure-Main-16739	5	2031	2031	5500	30
BLD18574	Recreation Ground (Cricket Oval) - Store 3867 Darby Road Spring Ridge	Sub Structure-Main-16718	5	2031	2031	5200	30
BLD18506	Saleyards (S.E.S.) - Offices Davies Street Quirindi	Flooring-Main-16372	6	2032	2032	17000	25

BLD18506	Saleyards (S.E.S.) - Offices Davies Street Quirindi	Security Systems-Main-16935	6	2032	2032	9810	25
BLD18493	Lions Park - Toilet Block Ellerslie Street Premier	Flooring-Main-16366	7	2033	2033	5800	25
BLD18601	Railway Park - Cottage Single Street Werris Creek	Flooring-Main-16877	7	2033	2033	6600	25
BLD26439	Depot - Covered Storage/Awning	Roofing-Main-16811	7	2033	2033	1200	40
BLD26439	Depot - Covered Storage/Awning	Substructure-Main-16866	7	2033	2033	4700	40
BLD26448	King George Park - Storage Shed	Substructure-Main-16874	8	2034	2034	3100	30
BLD18619	Recreation Ground - Refreshment Room Recreation Road (Back Rd) Willow Tree	Flooring-Main-16416	9	2035	2035	35000	25
BLD26434	Council Chambers - Shed/Office	Substructure-Main-16864	9	2035	2035	44000	50
BLD18607	Railway Park - Toilets (North) Single Street Werris Creek	Sanitary-Main-16630	9	2035	2035	76000	25
BLD18589	Swimming Pool - Filtration Shed Coronation Avenue Werris Creek	Sub Structure-Main-16731	9	2035	2035	12000	50
BLD18589	Swimming Pool - Filtration Shed Coronation Avenue Werris Creek	Electrical-Main-16335	9	2035	2035	3200	50
BLD18588	Swimming Pool - Clubhouse Coronation Avenue Werris Creek	Flooring-Main-16403	9	2035	2035	22000	25
BLD18586	Railway Institute Building Anzac Parade Werris Creek	Roofing-Main-16533	9	2035	2035	140000	40
BLD18588	Swimming Pool - Clubhouse Coronation Avenue Werris Creek	Sanitary-Main-16623	9	2035	2035	12000	25
BLD18583	Horse & Rider - Canteen Abouds/Silo Road Werris Creek	Electrical-Main-16331	9	2035	2035	3100	50
BLD18583	Horse & Rider - Canteen Abouds/Silo Road Werris Creek	Sub Structure-Main-16727	9	2035	2035	2200	50
BLD18584	Horse & Rider - Shed Abouds/Silo Road Werris Creek	Main-Main-746	9	2035	2035	26771	50
BLD18575	Recreation Ground (Cricket Oval) - Toilet Block 3867 Darby Road Spring Ridge	Sub Structure-Main-16719	9	2035	2035	3500	50
BLD18567	St Chads Church 2572 Kamilaroi Highway Quipolly	Flooring-Main-16396	9	2035	2035	23000	25
BLD18568	Bush Fire Shed Darby Road Spring Ridge	Sanitary-Main-16612	9	2035	2035	7000	25
BLD18563	Recreation Centre Station Street Quirindi	Mechanical-Main-17041	9	2035	2035	150000	35
BLD18561	Council Chambers - Council Chambers/Offices Station Street Quirindi	Roofing-Main-16885	9	2035	2035	520000	40
BLD18552	Harold Golland Playing Fields - Kiosk Pryor Street Quirindi	Sanitary-Main-16604	9	2035	2035	5500	25
BLD18553	Harold Golland Playing Fields - Toilet Block Pryor Street Quirindi	Sanitary-Main-16605	9	2035	2035	91000	25
BLD18549	Quirindi Tip - Tip Building Merinda Road Quirindi	Roofing-Main-16502	9	2035	2035	61000	40
BLD18493	Lions Park - Toilet Block Ellerslie Street Premier	Roofing-Main-16464	9	2035	2035	15000	40
BLD18493	Lions Park - Toilet Block Ellerslie Street Premier	Sanitary-Main-16576	9	2035	2035	65000	25
BLD18495	McMaster Memorial Hall Premier Street Premier	Electrical-Main-16274	9	2035	2035	150000	50
BLD18495	McMaster Memorial Hall Premier Street Premier	Sub Structure-Main-16661	9	2035	2035	110000	50
BLD18499	Depot - Office/Amenities Davies Street Quirindi	Sanitary-Main-16580	9	2035	2035	62000	25
BLD18485	Recreation Ground - Function Centre 0 Werris Creek Road (Mr130) Currabubula	Flooring-Main-16364	9	2035	2035	3300	25
BLD18523	Racecourse Showground - Poultry Pavilion East Street Quirindi	Roofing-Main-16489	9	2035	2035	67000	40

BLD18518	Racecourse Showground - Horse Wash Facilities East Street Quirindi	Sanitary-Main-16590	9	2035	2035	800	25
BLD18515	Racecourse Showground - Dwelling East Street Quirindi	Sub Structure-Main-16679	9	2035	2035	21000	50
BLD18508	Saleyards (S.E.S.) - Toilet Block Davies Street Quirindi	Sanitary-Main-16585	9	2035	2035	32000	25
BLD18509	Long Day Care Centre East Street Quirindi	Flooring-Main-16374	9	2035	2035	67000	25
BLD18509	Long Day Care Centre East Street Quirindi	Sanitary-Main-16586	9	2035	2035	170000	25
BLD18543	Dwelling (Lot 18) 4 McCarthy Place Quirindi	Sanitary-Main-16600	9	2035	2035	74000	30
BLD18495	McMaster Memorial Hall Premier Street Premier	Flooring-Main-16367	11	2037	2037	150000	25
BLD18506	Saleyards (S.E.S.) - Offices Davies Street Quirindi	Sanitary-Main-16584	11	2037	2037	26000	30
BLD18502	Depot - Wash Bay Davies Street Quirindi	Sanitary-Main-16582	12	2038	2038	2000	25
BLD18539	Royal Picture Theatre - Outdoor Projection Shed 72 Henry St Quirindi	Roofing-Main-16497	12	2038	2038	6900	40
BLD18561	Council Chambers - Council Chambers/Offices Station Street Quirindi	Flooring-Main-16884	12	2038	2038	200000	25
BLD18605	Railway Park - Sheds (2) (Rear Cottage) Single Street Werris Creek	Roofing-Main-16545	12	2038	2038	500	40
BLD18558	Caravan Park - Dwelling 15 Rose Street Quirindi	Flooring-Main-16392	13	2039	2039	8500	25
BLD18540	Royal Picture Theatre - Theatre 72 Henry Street Quirindi	Flooring-Main-16385	13	2039	2039	170000	25
BLD18537	Sports Ground - Pavilion Hall & Beehive Childrens Centre 50 Henry St Quirindi	Flooring-Main-16383	13	2039	2039	270000	25
BLD18537	Sports Ground - Pavilion Hall & Beehive Childrens Centre 50 Henry St Quirindi	Electrical-Main-16301	14	2040	2040	270000	50
BLD18536	Muir Taylor Oval - Kiosk 50 Henry Street Quirindi	Flooring-Main-16382	14	2040	2040	6500	25
BLD18542	Rose Lee Park - Toilet Block Loder Street Quirindi	Flooring-Main-16386	14	2040	2040	9300	25
BLD18537	Sports Ground - Pavilion Hall & Beehive Childrens Centre 50 Henry St Quirindi	Sub Structure-Main-16691	14	2040	2040	200000	50
BLD18542	Rose Lee Park - Toilet Block Loder Street Quirindi	Sanitary-Main-16599	14	2040	2040	100000	25
BLD18530	Racecourse Showground - Tote East Street Quirindi	Sub Structure-Main-16686	14	2040	2040	9300	50
BLD18530	Racecourse Showground - Tote East Street Quirindi	Flooring-Main-16379	14	2040	2040	12000	25
BLD18530	Racecourse Showground - Tote East Street Quirindi	Main-Main-692	14	2040	2040	32000	50
BLD18524	Racecourse Showground - Stalls (Enclosed) (North) East Street Quirindi	Main-Main-686	14	2040	2040	177663	50
BLD18525	Racecourse Showground - Stalls (Enclosed) (South) East Street Quirindi	Main-Main-687	14	2040	2040	170362	50
BLD18526	Racecourse Showground - Stalls (Open) (North) East Street Quirindi	Main-Main-688	14	2040	2040	315170	50
BLD18527	Racecourse Showground - Stalls (South) East Street Quirindi	Main-Main-689	14	2040	2040	485532	50
BLD18492	Cwa Complex/Doctors Surgery/Flat Ellerslie Street Premier	Sub Structure-Main-16658	14	2040	2040	26000	50
BLD18487	Recreation Ground - Shed (Nr Function Centre) 0 Werris Creek Road (Mr130) Currabubula	Sub Structure-Main-16655	14	2040	2040	2300	30
BLD18492	Cwa Complex/Doctors Surgery/Flat Ellerslie Street Premier	Main-Main-654	14	2040	2040	230000	50
BLD18475	Hall Hill Street Blackville	Sub Structure-Main-16645	14	2040	2040	49000	50

BLD18558	Caravan Park - Dwelling 15 Rose Street Quirindi	Sub Structure-Main-16707	14	2040	2040	28000	50
BLD18555	Whod-A-Thought-It Lookout - Radio Hut (Large) Ray Carter Drive Quirind	Sub Structure-Main-16704	14	2040	2040	4200	50
BLD18556	Whod-A-Thought-It Lookout - Radio Hut (Small) Ray Carter Drive Quirind	Sub Structure-Main-16705	14	2040	2040	1400	50
BLD18558	Caravan Park - Dwelling 15 Rose Street Quirindi	Electrical-Main-16316	14	2040	2040	15000	50
BLD18554	Dwelling 119 Railway Avenue Quirindi	Flooring-Main-16391	14	2040	2040	8300	25
BLD18611	Summerhill Lodge - Units (Southern) Single Street Werris Creek	Flooring-Main-16413	14	2040	2040	31000	25
BLD18609	Summerhill Lodge - Units (Eastern) Single Street Werris Creek	Flooring-Main-16411	14	2040	2040	60000	25
BLD18604	Railway Park - Shed (South) Single Street Werris Creek	Main-Main-766	14	2040	2040	67000	50
BLD18604	Railway Park - Shed (South) Single Street Werris Creek	Sub Structure-Main-16740	14	2040	2040	28000	50
BLD18601	Railway Park - Cottage Single Street Werris Creek	Roofing-Main-16878	14	2040	2040	41000	40
BLD18586	Railway Institute Building Anzac Parade Werris Creek	Electrical-Main-16333	14	2040	2040	120000	75
BLD18586	Railway Institute Building Anzac Parade Werris Creek	Sub Structure-Main-16729	14	2040	2040	79000	75
BLD18590	Swimming Pool - Kiosk/Change Rooms Coronation Avenue Werris Creek	Sub Structure-Main-16732	14	2040	2040	21000	50
BLD26434	Council Chambers - Shed/Office	Mechanical-Main-16793	14	2040	2040	700	35
BLD26419	Depot - Old Dog Pound	Substructure-Main-16853	14	2040	2040	3500	30
BLD18617	King George Park - Toilet Block New England Highway Willow Tree	Sanitary-Main-16637	14	2040	2040	27000	25
BLD18614	Memorial Hall 56 New England Highway Willow Tree	Sub Structure-Main-16749	14	2040	2040	94000	50
BLD18612	Visitor Information Centre 11 New England Highway Willow Tree	Flooring-Main-16414	14	2040	2040	92000	25
BLD18612	Visitor Information Centre 11 New England Highway Willow Tree	Sanitary-Main-16635	14	2040	2040	59000	25
BLD18620	Recreation Ground - Shelter Recreation Road (Back Rd) Willow Tree	Roofing-Main-16558	15	2041	2041	400	40
BLD18620	Recreation Ground - Shelter Recreation Road (Back Rd) Willow Tree	Sub Structure-Main-16754	15	2041	2041	1500	40
BLD26421	Racecourse Showground - Open storage Shed/Cage	Roofing-Main-16800	15	2041	2041	5500	40
BLD26421	Racecourse Showground - Open storage Shed/Cage	Substructure-Main-16855	15	2041	2041	21000	40
BLD18592	Depot - Workshop Deeks Road Werris Creek	Roofing-Main-16537	15	2041	2041	3500	40
BLD18603	Railway Park - Shed (North) Single Street Werris Creek	Roofing-Main-16543	15	2041	2041	1500	40
BLD18578	Hall/Toilet Block 37 Martyn Street Wallabadah	Flooring-Main-16400	15	2041	2041	120000	25
BLD18574	Recreation Ground (Cricket Oval) - Store 3867 Darby Road Spring Ridge	Roofing-Main-16522	15	2041	2041	1400	40
BLD18486	Recreation Ground - Kiosk 0 Werris Creek Road (Mr130) Currabubula	Roofing-Main-16459	15	2041	2041	800	40
BLD18538	Tennis Courts - Clubhouse 54 Henry Street Quirindi	Flooring-Main-16384	15	2041	2041	36000	25
BLD18533	Swimming Centre - Amenities 10 Henry Street Quirindi	Flooring-Main-16381	16	2042	2042	15000	25
BLD18539	Royal Picture Theatre - Outdoor Projection Shed 72 Henry St Quirindi	Main-Main-701	16	2042	2042	110000	30
BLD18540	Royal Picture Theatre - Theatre 72 Henry Street Quirindi	Mechanical-Main-16431	16	2042	2042	880000	35



BLD18519	Racecourse Showground - Kiosk/Awning (North) East Street Quirindi	Flooring-Main-16378	16	2042	2042	9000	25
BLD18514	Racecourse Showground - Dining Room/Call Box East Street Quirindi	Mechanical-Main-16427	16	2042	2042	410000	35
BLD18505	Depot - Workshop/Store Davies Street Quirindi	Flooring-Main-16371	16	2042	2042	36000	25
BLD18605	Railway Park - Sheds (2) (Rear Cottage) Single Street Werris Creek	Main-Main-767	16	2042	2042	23000	30
BLD26434	Council Chambers - Shed/Office	Flooring-Main-16785	16	2042	2042	7000	25
BLD26425	David Taylor Park - Changerooms	Flooring-Main-16782	16	2042	2042	22000	25
BLD18614	Memorial Hall 56 New England Highway Willow Tree	Flooring-Main-16415	16	2042	2042	130000	25
BLD26449	King George Park - Food Bank	Flooring-Main-16790	16	2042	2042	17000	25
BLD18604	Railway Park - Shed (South) Single Street Werris Creek	Mechanical-Main-16442	17	2043	2043	400	35
BLD18603	Railway Park - Shed (North) Single Street Werris Creek	Main-Main-765	17	2043	2043	24000	30
BLD18600	Library Single Street Werris Creek	Sanitary-Main-16628	17	2043	2043	87000	30
BLD18592	Depot - Workshop Deeks Road Werris Creek	Main-Main-754	17	2043	2043	56000	30
BLD18571	Lachlan Campbell Park - Craft Cottage Darby Road Spring Ridge	Roofing-Main-16519	17	2043	2043	9300	40
BLD18574	Recreation Ground (Cricket Oval) - Store 3867 Darby Road Spring Ridge	Main-Main-736	17	2043	2043	23000	30
BLD18555	Whod-A-Thought-It Lookout - Radio Hut (Large) Ray Carter Drive Quirind	Mechanical-Main-16435	17	2043	2043	1400	35
BLD18486	Recreation Ground - Kiosk 0 Werris Creek Road (Mr130) Currabubula	Main-Main-648	17	2043	2043	13000	30
BLD18485	Recreation Ground - Function Centre 0 Werris Creek Road (Mr130) Currabubula	Sanitary-Main-16573	17	2043	2043	9000	25
BLD18477	RFS Shed Rowland Street Blackville	Sanitary-Main-16569	17	2043	2043	3700	25
BLD18480	Bush Fire Shed Main Street (Off) Carroona	Sanitary-Main-16570	17	2043	2043	3700	25
BLD18511	Racecourse Showground - Amenities/Store (Pony Club) East St Quirindi	Sub Structure-Main-16676	17	2043	2043	38000	60
BLD18513	Racecourse Showground - Bob Austin Stand East Street Quirindi	Flooring-Main-16375	17	2043	2043	51000	25
BLD18511	Racecourse Showground - Amenities/Store (Pony Club) East St Quirindi	Electrical-Main-16288	17	2043	2043	42000	60
BLD18530	Racecourse Showground - Tote East Street Quirindi	Mechanical-Main-16428	17	2043	2043	3700	35
BLD18511	Racecourse Showground - Amenities/Store (Pony Club) East St Quirindi	Roofing-Main-16480	18	2044	2044	70000	40
BLD18531	Library/Cultural Centre George Street Quirindi	Flooring-Main-16380	18	2044	2044	120000	25
BLD18576	Caravan Park - Amenities Coach Street Wallabadah	Flooring-Main-16398	18	2044	2044	9600	25
BLD18610	Summerhill Lodge - Units (Northern) Single Street Werris Creek	Flooring-Main-16412	18	2044	2044	30000	25
BLD18606	Railway Park - Toilet Block (South) Single Street Werris Creek	Flooring-Main-16408	18	2044	2044	2400	25
BLD26448	King George Park - Storage Shed	Roofing-Main-16819	18	2044	2044	800	40
BLD26450	Lions Park Premier - Community Building	Flooring-Main-16784	18	2044	2044	40000	25
BLD26445	Racecourse Showground - Jockey Club	Flooring-Main-16789	18	2044	2044	73000	25
BLD26444	RFS - Rural Fire Service Control Centre - Quirindi District Rescue Squad	Sanitary-Main-16827	19	2045	2045	26000	25
BLD26443	RFS - Rural Fire Service Control Centre - Braefield Dury RFS	Sanitary-Main-16826	19	2045	2045	22000	25



BLD26440	RFS - Rural Fire Service Control Centre - Amenities Building	Sanitary-Main-16825	19	2045	2045	39000	25
BLD26448	King George Park - Storage Shed	Main-Main-16851	19	2045	2045	13000	30
BLD18611	Summerhill Lodge - Units (Southern) Single Street Werris Creek	Sub Structure-Main-16747	19	2045	2045	41000	50
BLD18625	Public Toilets - Quirindi Cemetery	Sanitary-Main-16640	19	2045	2045	9300	25
BLD18626	RFS Amenities Building - Martyn Street Wallabadah	Sanitary-Main-16641	19	2045	2045	5200	25
BLD18629	Quirindi Showground Arena Amenities Block	Sanitary-Main-16642	19	2045	2045	130000	25
BLD26430	Currabubula Recreation Ground - Amenities Block (Showers)	Sanitary-Main-16823	19	2045	2045	38000	25
BLD18607	Railway Park - Toilets (North) Single Street Werris Creek	Flooring-Main-16409	19	2045	2045	6800	25
BLD18609	Summerhill Lodge - Units (Eastern) Single Street Werris Creek	Sub Structure-Main-16745	19	2045	2045	81000	50
BLD18610	Summerhill Lodge - Units (Northern) Single Street Werris Creek	Electrical-Main-16349	19	2045	2045	41000	50
BLD18609	Summerhill Lodge - Units (Eastern) Single Street Werris Creek	Main-Main-771	19	2045	2045	890000	50
BLD18609	Summerhill Lodge - Units (Eastern) Single Street Werris Creek	Mechanical-Main-16444	19	2045	2045	31000	35
BLD18611	Summerhill Lodge - Units (Southern) Single Street Werris Creek	Main-Main-773	19	2045	2045	460000	50
BLD18611	Summerhill Lodge - Units (Southern) Single Street Werris Creek	Mechanical-Main-16446	19	2045	2045	16000	35
BLD18610	Summerhill Lodge - Units (Northern) Single Street Werris Creek	Sub Structure-Main-16746	19	2045	2045	41000	50
BLD18610	Summerhill Lodge - Units (Northern) Single Street Werris Creek	Mechanical-Main-16445	19	2045	2045	16000	35
BLD18595	David Taylor Park - Canteen Park Street Werris Creek	Flooring-Main-16405	19	2045	2045	47000	25
BLD18595	David Taylor Park - Canteen Park Street Werris Creek	Sanitary-Main-16625	19	2045	2045	30000	25
BLD18585	Horse & Rider - Toilets Abouds/Silo Road Werris Creek	Sub Structure-Main-16728	19	2045	2045	3300	50
BLD18585	Horse & Rider - Toilets Abouds/Silo Road Werris Creek	Electrical-Main-16332	19	2045	2045	2000	50
BLD18581	Community Hall Warrah Creek Road Warrah Creek	Mechanical-Main-16440	19	2045	2045	26000	35
BLD18582	RFS - Rural Fire Service Shed Warrah Creek Road Warrah Creek	Roofing-Main-16530	19	2045	2045	23000	40
BLD18581	Community Hall Warrah Creek Road Warrah Creek	Sub Structure-Main-16725	19	2045	2045	37000	50
BLD18578	Hall/Toilet Block 37 Martyn Street Wallabadah	Sub Structure-Main-16722	19	2045	2045	92000	50
BLD18579	Bush Fire Shed Martyn Street Wallabadah	Roofing-Main-16527	19	2045	2045	25000	40
BLD18578	Hall/Toilet Block 37 Martyn Street Wallabadah	Main-Main-740	19	2045	2045	480000	50
BLD18578	Hall/Toilet Block 37 Martyn Street Wallabadah	Mechanical-Main-16439	19	2045	2045	66000	35
BLD18570	Community Hall - Toilet Block Darby Road Spring Ridge	Sub Structure-Main-16714	19	2045	2045	3400	50
BLD18569	Community Hall - Hall Darby Road Spring Ridge	Sub Structure-Main-16713	19	2045	2045	90000	50
BLD18570	Community Hall - Toilet Block Darby Road Spring Ridge	Electrical-Main-16322	19	2045	2045	2000	50
BLD18569	Community Hall - Hall Darby Road Spring Ridge	Mechanical-Main-16438	19	2045	2045	36000	35
BLD18554	Dwelling 119 Railway Avenue Quirindi	Sub Structure-Main-16703	19	2045	2045	27000	50

BLD18554	Dwelling 119 Railway Avenue Quirindi	Electrical-Main-16313	19	2045	2045	15000	50
BLD18549	Quirindi Tip - Tip Building Merinda Road Quirindi	Sub Structure-Main-16698	19	2045	2045	38000	50
BLD18546	Quirindi Tip - CashierS Building Merinda Road Quirindi	Main-Main-708	19	2045	2045	49892	50
BLD18547	Quirindi Tip - Recovery Shed Merinda Road Quirindi	Main-Main-709	19	2045	2045	29205	50
BLD18548	Quirindi Tip - SupervisorS Building Merinda Road Quirindi	Main-Main-710	19	2045	2045	43807	50
BLD18549	Quirindi Tip - Tip Building Merinda Road Quirindi	Electrical-Main-16308	19	2045	2045	23000	50
BLD18532	Bell Park - Toilet Block Hawker Street Quirindi	Sanitary-Main-16593	19	2045	2045	29000	25
BLD18536	Muir Taylor Oval - Kiosk 50 Henry Street Quirindi	Electrical-Main-16300	19	2045	2045	11000	50
BLD18536	Muir Taylor Oval - Kiosk 50 Henry Street Quirindi	Sub Structure-Main-16690	19	2045	2045	4900	50
BLD18538	Tennis Courts - Clubhouse 54 Henry Street Quirindi	Main-Main-700	19	2045	2045	140000	50
BLD18538	Tennis Courts - Clubhouse 54 Henry Street Quirindi	Mechanical-Main-16430	19	2045	2045	19000	35
BLD18538	Tennis Courts - Clubhouse 54 Henry Street Quirindi	Sub Structure-Main-16692	19	2045	2045	27000	50
BLD18544	Quirindi Tip - Amenities Merinda Road Quirindi	Main-Main-706	19	2045	2045	71795	50
BLD18545	Quirindi Tip - Animal Welfare Facility Merinda Road Quirindi	Sanitary-Main-16601	19	2045	2045	17000	25
BLD18513	Racecourse Showground - Bob Austin Stand East Street Quirindi	Sub Structure-Main-16677	19	2045	2045	150000	40
BLD18528	Racecourse Showground - Toilet Block (North) East Street Quirindi	Main-Main-690	19	2045	2045	161844	50
BLD18529	Racecourse Showground - Toilet Block (South) East Street Quirindi	Main-Main-691	19	2045	2045	186181	50
BLD18523	Racecourse Showground - Poultry Pavilion East Street Quirindi	Sub Structure-Main-16685	19	2045	2045	40000	50
BLD18523	Racecourse Showground - Poultry Pavilion East Street Quirindi	Electrical-Main-16295	19	2045	2045	40000	50
BLD18482	War Memorial Hall - Hall 0 Davis Street (Mr130) Currabubula	Sub Structure-Main-16650	19	2045	2045	96000	50
BLD18476	Toilet Block Hill Street Blackville	Sub Structure-Main-16646	19	2045	2045	3100	50
BLD18476	Toilet Block Hill Street Blackville	Electrical-Main-16261	19	2045	2045	1900	50
BLD18484	Recreation Ground - Clubhouse (Tennis) 0 Werris Creek Road (Mr130) Currabubula	Sub Structure-Main-16652	19	2045	2045	13000	50
BLD18508	Saleyards (S.E.S.) - Toilet Block Davies Street Quirindi	Flooring-Main-16373	19	2045	2045	2900	25
BLD18493	Lions Park - Toilet Block Ellerslie Street Premier	Electrical-Main-16272	19	2045	2045	5400	50
BLD18493	Lions Park - Toilet Block Ellerslie Street Premier	Sub Structure-Main-16659	19	2045	2045	9000	50
BLD18494	Bush Fire Shed Premier Street Premier	Electrical-Main-16273	19	2045	2045	6400	50
BLD18494	Bush Fire Shed Premier Street Premier	Sub Structure-Main-16660	19	2045	2045	11000	50
BLD18495	McMaster Memorial Hall Premier Street Premier	Roofing-Main-16466	19	2045	2045	240000	40
BLD18499	Depot - Office/Amenities Davies Street Quirindi	Flooring-Main-16369	19	2045	2045	58000	25
BLD18563	Recreation Centre Station Street Quirindi	Sanitary-Main-17042	20	2046	2046	150000	25
BLD18600	Library Single Street Werris Creek	Flooring-Main-16407	20	2046	2046	81000	25

BLD18573	Recreation Ground (Cricket Oval) - Kiosk/Viewing Shelter 3867 Darby Road Spring Ridge	Main-Main-735	21	2047	2047	11000	40
BLD18504	Depot - Weeds Office Davies Street Quirindi	Flooring-Main-16370	21	2047	2047	8700	25
BLD18492	Cwa Complex/Doctors Surgery/Flat Ellerslie Street Premer	Flooring-Main-16365	21	2047	2047	24000	25
BLD18514	Racecourse Showground - Dining Room/Call Box East Street Quirindi	Roofing-Main-16482	21	2047	2047	160000	40
BLD18539	Royal Picture Theatre - Outdoor Projection Shed 72 Henry St Quirindi	Electrical-Main-16303	22	2048	2048	6900	50
BLD18537	Sports Ground - Pavilion Hall & Beehive Childrens Centre 50 Henry St Quirindi	Roofing-Main-16495	22	2048	2048	440000	40
BLD18492	Cwa Complex/Doctors Surgery/Flat Ellerslie Street Premer	Roofing-Main-16463	22	2048	2048	65000	40
BLD18492	Cwa Complex/Doctors Surgery/Flat Ellerslie Street Premer	Sanitary-Main-16575	22	2048	2048	40000	25
BLD18487	Recreation Ground - Shed (Nr Function Centre) 0 Werris Creek Road (Mr130) Currabubula	Main-Main-649	22	2048	2048	10000	30
BLD18475	Hall Hill Street Blackville	Roofing-Main-16450	22	2048	2048	100000	40
BLD18564	Fairfield Property - Hay Shed 191 Dumbletons Road/Lane Quipolly	Main-Main-726	22	2048	2048	131422	50
BLD18565	Fairfield Property - Stables 191 Dumbletons Road/Lane Quipolly	Main-Main-727	22	2048	2048	37723	50
BLD18562	HACC Building Station Street Quirindi	Mechanical-Main-16436	22	2048	2048	72000	35
BLD18550	RFS - Rural Fire Service Control Centre - Administration Building 123 Pryor Street Quirindi	Flooring-Main-16389	22	2048	2048	200000	25
BLD18551	Medical Centre/Cwa Rooms Pryor Street & Church Avenue Quirindi	Mechanical-Main-16434	22	2048	2048	120000	35
BLD18558	Caravan Park - Dwelling 15 Rose Street Quirindi	Roofing-Main-16511	22	2048	2048	53000	40
BLD18608	RFS Office Single Street Werris Creek	Mechanical-Main-16443	22	2048	2048	2000	35
BLD18590	Swimming Pool - Kiosk/Change Rooms Coronation Avenue Werris Creek	Roofing-Main-16536	22	2048	2048	47000	40
BLD26419	Depot - Old Dog Pound	Main-Main-16830	22	2048	2048	15000	30
BLD18614	Memorial Hall 56 New England Highway Willow Tree	Mechanical-Main-16448	22	2048	2048	67000	35
BLD26449	King George Park - Food Bank	Mechanical-Main-16797	22	2048	2048	9100	35
BLD26440	RFS - Rural Fire Service Control Centre - Amenities Building	Flooring-Main-16786	23	2049	2049	11000	25
BLD26443	RFS - Rural Fire Service Control Centre - Braefield Dury RFS	Flooring-Main-16787	23	2049	2049	7900	25
BLD26444	RFS - Rural Fire Service Control Centre - Quirindi District Rescue Squad	Flooring-Main-16788	23	2049	2049	9200	25
BLD18625	Public Toilets - Quirindi Cemetery	Flooring-Main-16417	23	2049	2049	800	25
BLD26430	Currabubula Recreation Ground - Amenities Block (Showers)	Flooring-Main-16783	23	2049	2049	3400	25
BLD26432	Currabubula Recreation Ground - Shed (adjoining oval)	Substructure-Main-16862	23	2049	2049	6300	30
BLD26439	Depot - Covered Storage/Awning	Main-Main-16843	23	2049	2049	20000	40
BLD18561	Council Chambers - Council Chambers/Offices Station Street Quirindi	Sanitary-Main-16888	23	2049	2049	320000	30
BLD18550	RFS - Rural Fire Service Control Centre - Administration Building 123 Pryor Street Quirindi	Sanitary-Main-16602	23	2049	2049	320000	30
BLD18545	Quirindi Tip - Animal Welfare Facility Merinda Road Quirindi	Flooring-Main-16388	23	2049	2049	16000	25

BLD18531	Library/Cultural Centre George Street Quirindi	Sanitary-Main-16592	23	2049	2049	130000	30
BLD18514	Racecourse Showground - Dining Room/Call Box East Street Quirindi	Sub Structure-Main-16678	23	2049	2049	70000	60
BLD18520	Racecourse Showground - Malcolm Lobsey Pavilion East Street Quirindi	Roofing-Main-16488	23	2049	2049	13000	40
BLD18520	Racecourse Showground - Malcolm Lobsey Pavilion East Street Quirindi	Sub Structure-Main-16684	23	2049	2049	50000	40
BLD18519	Racecourse Showground - Kiosk/Awning (North) East Street Quirindi	Sub Structure-Main-16683	24	2050	2050	6800	50
BLD18519	Racecourse Showground - Kiosk/Awning (North) East Street Quirindi	Electrical-Main-16293	24	2050	2050	16000	50
BLD18533	Swimming Centre - Amenities 10 Henry Street Quirindi	Electrical-Main-16299	24	2050	2050	14000	50
BLD18533	Swimming Centre - Amenities 10 Henry Street Quirindi	Sub Structure-Main-16689	24	2050	2050	24000	50
BLD18534	Swimming Centre - Pumphouse 10 Henry Street Quirindi	Main-Main-696	24	2050	2050	42591	50
BLD18535	Swimming Centre - WorkmanS Shed 10 Henry Street Quirindi	Main-Main-697	24	2050	2050	171579	50
BLD18538	Tennis Courts - Clubhouse 54 Henry Street Quirindi	Roofing-Main-16496	24	2050	2050	58000	40
BLD18536	Muir Taylor Oval - Kiosk 50 Henry Street Quirindi	Roofing-Main-16494	24	2050	2050	8800	40
BLD18476	Toilet Block Hill Street Blackville	Roofing-Main-16451	24	2050	2050	5300	40
BLD18477	RFS Shed Rowland Street Blackville	Roofing-Main-16452	24	2050	2050	18000	40
BLD18480	Bush Fire Shed Main Street (Off) Carroona	Roofing-Main-16453	24	2050	2050	18000	40
BLD18487	Recreation Ground - Shed (Nr Function Centre) 0 Werris Creek Road (Mr130) Currabubula	Roofing-Main-16460	24	2050	2050	600	40
BLD18485	Recreation Ground - Function Centre 0 Werris Creek Road (Mr130) Currabubula	Roofing-Main-16458	24	2050	2050	35000	40
BLD18482	War Memorial Hall - Hall 0 Davis Street (Mr130) Currabubula	Roofing-Main-16455	24	2050	2050	210000	40
BLD18505	Depot - Workshop/Store Davies Street Quirindi	Electrical-Main-16283	24	2050	2050	280000	50
BLD18501	Depot - Storage Shed Davies Street Quirindi	Roofing-Main-16471	24	2050	2050	75000	40
BLD18503	Depot - Water Shed Davies Street Quirindi	Roofing-Main-16472	24	2050	2050	36000	40
BLD18505	Depot - Workshop/Store Davies Street Quirindi	Sub Structure-Main-16670	24	2050	2050	240000	50
BLD18494	Bush Fire Shed Premier Street Premier	Roofing-Main-16465	24	2050	2050	17000	40
BLD18500	Depot - Overseers/Amenities Davies Street Quirindi	Mechanical-Main-16423	24	2050	2050	110000	35
BLD18551	Medical Centre/Cwa Rooms Pryor Street & Church Avenue Quirindi	Sub Structure-Main-16700	24	2050	2050	33000	50
BLD18554	Dwelling 119 Railway Avenue Quirindi	Roofing-Main-16507	24	2050	2050	52000	40
BLD18557	WhoD-A-Thought-It Lookout - Toilet Block Ray Carter Drive Quirindi	Sub Structure-Main-16706	24	2050	2050	2800	50
BLD18557	WhoD-A-Thought-It Lookout - Toilet Block Ray Carter Drive Quirindi	Electrical-Main-16315	24	2050	2050	1700	50
BLD18562	HACC Building Station Street Quirindi	Sub Structure-Main-16709	24	2050	2050	27000	50
BLD18563	Recreation Centre Station Street Quirindi	Main-Main-725	24	2050	2050	1860000	50
BLD18569	Community Hall - Hall Darby Road Spring Ridge	Roofing-Main-16517	24	2050	2050	180000	40
BLD18570	Community Hall - Toilet Block Darby Road Spring Ridge	Roofing-Main-16518	24	2050	2050	5800	40

BLD18578	Hall/Toilet Block 37 Martyn Street Wallabadah	Roofing-Main-16526	24	2050	2050	200000	40
BLD18581	Community Hall Warrah Creek Road Warrah Creek	Roofing-Main-16529	24	2050	2050	79000	40
BLD18585	Horse & Rider - Toilets Abouds/Silo Road Werris Creek	Roofing-Main-16532	24	2050	2050	5600	40
BLD18608	RFS Office Single Street Werris Creek	Sub Structure-Main-16744	24	2050	2050	45000	50
BLD18610	Summerhill Lodge - Units (Northern) Single Street Werris Creek	Roofing-Main-16550	24	2050	2050	44000	40
BLD18611	Summerhill Lodge - Units (Southern) Single Street Werris Creek	Roofing-Main-16551	24	2050	2050	45000	40
BLD18609	Summerhill Lodge - Units (Eastern) Single Street Werris Creek	Roofing-Main-16549	24	2050	2050	88000	40
BLD18601	Railway Park - Cottage Single Street Werris Creek	Main-Main-763	24	2050	2050	120000	50
BLD18599	Pool Managers Residence 47 Punyarra Street Werris Creek	Sub Structure-Main-16737	24	2050	2050	29000	50
BLD18598	David Taylor Park - Toilet Block Park Street Werris Creek	Sub Structure-Main-16736	24	2050	2050	10000	50
BLD26438	Depot - Open Storage Shed	Roofing -Main-16810	24	2050	2050	30000	40
BLD26434	Council Chambers - Shed/Office	Electrical-Main-16770	24	2050	2050	44000	50
BLD26425	David Taylor Park - Changerooms	Electrical-Main-16766	24	2050	2050	28000	50
BLD26425	David Taylor Park - Changerooms	Substructure-Main-16858	24	2050	2050	21000	50
BLD26419	Depot - Old Dog Pound	Roofing-Main-16798	24	2050	2050	900	40
BLD26420	Racecourse Showground - Infield Clubhouse	Flooring-Main-16781	24	2050	2050	24654	25
BLD23463	Quirindi Showground - Pavillion - Nancy Gray	Sanitary-Main-16643	24	2050	2050	110000	25
BLD23465	Golland Field Change Rooms - Modular	Sanitary-Main-16644	24	2050	2050	37000	25
BLD26420	Racecourse Showground - Infield Clubhouse	Sanitary-Main-16821	24	2050	2050	48000	25
BLD23463	Quirindi Showground - Pavillion - Nancy Gray	Flooring-Main-16418	24	2050	2050	37000	25
BLD18614	Memorial Hall 56 New England Highway Willow Tree	Main-Main-775	24	2050	2050	480000	50
BLD18615	King George Park - Kiosk/Shelter (Driver Reviver) New England Highway Willow Tree	Roofing-Main-16554	24	2050	2050	100	40
BLD18618	Recreation Ground - Booth/Bar Recreation Road (Back Rd) Willow Tree	Sub Structure-Main-16752	24	2050	2050	3400	50
BLD18618	Recreation Ground - Booth/Bar Recreation Road (Back Rd) Willow Tree	Electrical-Main-16355	24	2050	2050	7800	50
BLD26445	Racecourse Showground - Jockey Club	Mechanical-Main-16796	24	2050	2050	80000	35
BLD26449	King George Park - Food Bank	Substructure-Main-16875	24	2050	2050	13000	50
BLD26449	King George Park - Food Bank	Electrical-Main-16780	24	2050	2050	17000	50
BLD26447	Swimming Centre - Bore Shed	Substructure-Main-16873	24	2050	2050	6800	30
BLD26447	Swimming Centre - Bore Shed	Main-Main-16850	24	2050	2050	30000	30
BLD26450	Lions Park Premier - Community Building	Mechanical-Main-16792	24	2050	2050	21000	35
BLD18603	Railway Park - Shed (North) Single Street Werris Creek	Electrical-Main-16343	25	2051	2051	1500	50
BLD18592	Depot - Workshop Deeks Road Werris Creek	Electrical-Main-16337	25	2051	2051	3500	50
BLD18594	Waste Depot - Office Glen Alpine Road Werris Creek	Main-Main-756	25	2051	2051	26771	50
BLD18574	Recreation Ground (Cricket Oval) - Store 3867 Darby Road Spring Ridge	Electrical-Main-16323	25	2051	2051	1400	50

BLD18506	Saleyards (S.E.S.) - Offices Davies Street Quirindi	Mechanical-Main-16425	25	2051	2051	66000	35
BLD18486	Recreation Ground - Kiosk 0 Werris Creek Road (Mr130) Currabubula	Electrical-Main-16268	25	2051	2051	800	50
BLD18483	War Memorial Hall - Shed 0 Davis Street (Mr130) Currabubula	Sub Structure-Main-16651	26	2052	2052	2300	30
BLD18510	Long Day Care Centre - Shed East Street Quirindi	Sub Structure-Main-16675	26	2052	2052	3600	30
BLD22766	Shed - 6x4 Colourbond Skillion Roof - Eastside Day Care Centre	Sub Structure-Main-16760	26	2052	2052	2400	30
BLD26424	Werris Creek Swimming Pool - Splash Pool Pump Shed	Substructure-Main-16857	26	2052	2052	1100	30
BLD26428	David Taylor Park - Storage Shed	Substructure-Main-16859	26	2052	2052	7500	30
BLD26429	Currabubula War Memorial Hall - Shed 2	Substructure-Main-16860	26	2052	2052	2100	30
BLD26432	Currabubula Recreation Ground - Shed (adjoining oval)	Main-Main-16839	26	2052	2052	27000	30
BLD26425	David Taylor Park - Changerooms	Roofing-Main-16803	27	2053	2053	46000	40
BLD26421	Racecourse Showground - Open storage Shed/Cage	Main-Main-16832	27	2053	2053	90000	40
BLD26423	Werris Creek Swimming Pool -Bush Kitchen	Main-Main-16926	27	2053	2053	23555	30
BLD26423	Werris Creek Swimming Pool -Bush Kitchen	Substructure-Main-16925	27	2053	2053	5339	30
BLD18618	Recreation Ground - Booth/Bar Recreation Road (Back Rd) Willow Tree	Roofing-Main-16556	27	2053	2053	6100	40
BLD18619	Recreation Ground - Refreshment Room Recreation Road (Back Rd) Willow Tree	Main-Main-780	27	2053	2053	96000	50
BLD18620	Recreation Ground - Shelter Recreation Road (Back Rd) Willow Tree	Main-Main-781	27	2053	2053	6400	40
BLD18614	Memorial Hall 56 New England Highway Willow Tree	Roofing-Main-16553	27	2053	2053	200000	40
BLD26449	King George Park - Food Bank	Roofing-Main-16820	27	2053	2053	27000	40
BLD18509	Long Day Care Centre East Street Quirindi	Mechanical-Main-16426	27	2053	2053	11000	35
BLD18516	Racecourse Showground - Entry Gate East Street Quirindi	Main-Main-678	27	2053	2053	3300	50
BLD18517	Racecourse Showground - Horse Sheltered Yard East Street Quirindi	Roofing-Main-16485	27	2053	2053	3400	40
BLD18517	Racecourse Showground - Horse Sheltered Yard East Street Quirindi	Sub Structure-Main-16681	27	2053	2053	13000	40
BLD18519	Racecourse Showground - Kiosk/Awning (North) East Street Quirindi	Roofing-Main-16487	27	2053	2053	12000	40
BLD18533	Swimming Centre - Amenities 10 Henry Street Quirindi	Roofing-Main-16493	27	2053	2053	40000	40
BLD18489	Recreation Ground - Toilet Block 0 Werris Creek Rd (Mr130) Currabubula	Main-Main-651	27	2053	2053	23000	50
BLD18505	Depot - Workshop/Store Davies Street Quirindi	Roofing-Main-16474	27	2053	2053	460000	40
BLD18502	Depot - Wash Bay Davies Street Quirindi	Sub Structure-Main-16667	27	2053	2053	15000	40
BLD18499	Depot - Office/Amenities Davies Street Quirindi	Mechanical-Main-16422	27	2053	2053	230000	35
BLD18575	Recreation Ground (Cricket Oval) - Toilet Block 3867 Darby Road Spring Ridge	Roofing-Main-16523	27	2053	2053	5900	40
BLD18571	Lachlan Campbell Park - Craft Cottage Darby Road Spring Ridge	Main-Main-733	27	2053	2053	16000	50
BLD18572	Recreation Ground (Cricket Oval) - CommentatorS Box 3867 Darby Road Spring Ridge	Main-Main-734	27	2053	2053	7700	50
BLD18567	St Chads Church 2572 Kamilaroi Highway Quipolly	Main-Main-729	27	2053	2053	63000	50
BLD18562	HACC Building Station Street Quirindi	Roofing-Main-16513	27	2053	2053	45000	40



BLD18557	WhoD-A-Thought-It Lookout - Toilet Block Ray Carter Drive Quirindi	Roofing-Main-16510	27	2053	2053	4700	40
BLD18551	Medical Centre/Cwa Rooms Pryor Street & Church Avenue Quirindi	Roofing-Main-16504	27	2053	2053	81000	40
BLD18599	Pool Managers Residence 47 Punyarra Street Werris Creek	Roofing-Main-16541	27	2053	2053	56000	40
BLD18598	David Taylor Park - Toilet Block Park Street Werris Creek	Roofing-Main-16540	27	2053	2053	17000	40
BLD18608	RFS Office Single Street Werris Creek	Roofing-Main-16548	27	2053	2053	87000	40
BLD18600	Library Single Street Werris Creek	Mechanical-Main-16441	28	2054	2054	350000	35
BLD18483	War Memorial Hall - Shed 0 Davis Street (Mr130) Currabubula	Main-Main-645	28	2054	2054	10000	30
BLD18510	Long Day Care Centre - Shed East Street Quirindi	Main-Main-672	28	2054	2054	16000	30
BLD26448	King George Park - Storage Shed	Electrical-Main-16779	28	2054	2054	800	50
BLD22766	Shed - 6x4 Colourbond Skillion Roof - Eastside Day Care Centre	Main-Main-14751	28	2054	2054	11000	30
BLD26424	Werris Creek Swimming Pool - Splash Pool Pump Shed	Main-Main-16834	28	2054	2054	4800	30
BLD26428	David Taylor Park - Storage Shed	Main-Main-16836	28	2054	2054	32000	30
BLD26429	Currabubula War Memorial Hall - Shed 2	Main-Main-16837	28	2054	2054	9300	30
BLD26422	Werris Creek Swimming Pool - New Storage Shed	Main-Main-16833	29	2055	2055	11000	30
BLD26422	Werris Creek Swimming Pool - New Storage Shed	Substructure-Main-16856	29	2055	2055	2400	30
BLD20071	RFS - Rural Fire Service Centre 32 New England Highway Willow Tree	Roofing-Main-16563	29	2055	2055	80000	40
BLD18621	Toilet Block - Recreation Ground Willow Tree	Roofing-Main-16559	29	2055	2055	16000	40
BLD18621	Toilet Block - Recreation Ground Willow Tree	Sub Structure-Main-16755	29	2055	2055	9200	50
BLD18621	Toilet Block - Recreation Ground Willow Tree	Electrical-Main-16357	29	2055	2055	5600	50
BLD18612	Visitor Information Centre 11 New England Highway Willow Tree	Mechanical-Main-16447	29	2055	2055	49000	35
BLD26445	Racecourse Showground - Jockey Club	Substructure-Main-16872	29	2055	2055	79000	50
BLD26450	Lions Park Premier - Community Building	Electrical-Main-16769	29	2055	2055	40000	50
BLD26450	Lions Park Premier - Community Building	Roofing-Main-16808	29	2055	2055	65000	40
BLD26450	Lions Park Premier - Community Building	Substructure-Main-16863	29	2055	2055	30000	50
BLD26445	Racecourse Showground - Jockey Club	Electrical-Main-16777	29	2055	2055	100000	50
BLD18513	Racecourse Showground - Bob Austin Stand East Street Quirindi	Main-Main-675	29	2055	2055	660000	40
BLD18513	Racecourse Showground - Bob Austin Stand East Street Quirindi	Roofing-Main-16481	29	2055	2055	41000	40
BLD18513	Racecourse Showground - Bob Austin Stand East Street Quirindi	Electrical-Main-16289	29	2055	2055	41000	50
BLD18515	Racecourse Showground - Dwelling East Street Quirindi	Main-Main-677	29	2055	2055	120000	50
BLD18482	War Memorial Hall - Hall 0 Davis Street (Mr130) Currabubula	Mechanical-Main-16419	29	2055	2055	69000	35
BLD18481	RFS Shed 0 Alford Street Currabubula	Roofing-Main-16454	29	2055	2055	29000	40
BLD18484	Recreation Ground - Clubhouse (Tennis) 0 Werris Creek Road (Mr130) Currabubula	Electrical-Main-16266	29	2055	2055	17000	50
BLD18484	Recreation Ground - Clubhouse (Tennis) 0 Werris Creek Road (Mr130) Currabubula	Roofing-Main-16457	29	2055	2055	29000	40
BLD18500	Depot - OverseerS/Amenities Davies Street Quirindi	Roofing-Main-16470	29	2055	2055	68000	40

BLD18500	Depot - Overseers/Amenities Davies Street Quirindi	Electrical-Main-16278	29	2055	2055	50000	50
BLD18500	Depot - Overseers/Amenities Davies Street Quirindi	Sub Structure-Main-16665	29	2055	2055	34000	50
BLD18498	Depot - Emulsion Storage Unit Davies Street Quirindi	Main-Main-660	29	2055	2055	127772	50
BLD18504	Depot - Weeds Office Davies Street Quirindi	Mechanical-Main-16424	29	2055	2055	8700	35
BLD18504	Depot - Weeds Office Davies Street Quirindi	Roofing-Main-16473	29	2055	2055	7000	40
BLD18507	Saleyards (S.E.S.) - Shed Davies Street Quirindi	Roofing-Main-16476	29	2055	2055	57000	40
BLD18606	Railway Park - Toilet Block (South) Single Street Werris Creek	Electrical-Main-16345	29	2055	2055	2200	50
BLD18606	Railway Park - Toilet Block (South) Single Street Werris Creek	Sub Structure-Main-16742	29	2055	2055	3700	50
BLD18606	Railway Park - Toilet Block (South) Single Street Werris Creek	Roofing-Main-16546	29	2055	2055	6300	40
BLD18589	Swimming Pool - Filtration Shed Coronation Avenue Werris Creek	Main-Main-751	29	2055	2055	52000	50
BLD18583	Horse & Rider - Canteen Abounds/Silo Road Werris Creek	Main-Main-745	29	2055	2055	19000	50
BLD18582	RFS - Rural Fire Service Shed Warrah Creek Road Warrah Creek	Sub Structure-Main-16726	29	2055	2055	14000	50
BLD18579	Bush Fire Shed Martyn Street Wallabadah	Sub Structure-Main-16723	29	2055	2055	15000	50
BLD18579	Bush Fire Shed Martyn Street Wallabadah	Electrical-Main-16327	29	2055	2055	9100	50
BLD18582	RFS - Rural Fire Service Shed Warrah Creek Road Warrah Creek	Electrical-Main-16330	29	2055	2055	8500	50
BLD18580	Bush Fire Shed (Big Jacks Creek) 1786 Merriwa Road Warrah Creek	Roofing-Main-16528	29	2055	2055	22000	40
BLD18543	Dwelling (Lot 18) 4 McCarthy Place Quirindi	Roofing-Main-16500	29	2055	2055	90000	40
BLD18561	Council Chambers - Council Chambers/Offices Station Street Quirindi	Sub Structure-Main-16883	29	2055	2055	230000	60
BLD18559	Caravan Park - Amenities Block Rose Street Quirindi	Sub Structure-Main-16708	29	2055	2055	23000	50
BLD18559	Caravan Park - Amenities Block Rose Street Quirindi	Roofing-Main-16512	29	2055	2055	39000	40
BLD18561	Council Chambers - Council Chambers/Offices Station Street Quirindi	Electrical-Main-16887	29	2055	2055	360000	60
BLD18575	Recreation Ground (Cricket Oval) - Toilet Block 3867 Darby Road Spring Ridge	Main-Main-737	29	2055	2055	32000	50
BLD18577	Caravan Park - Dwelling/Carport 61 Coach Street Wallabadah	Sub Structure-Main-16721	29	2055	2055	25000	50
BLD18576	Caravan Park - Amenities Coach Street Wallabadah	Roofing-Main-16524	29	2055	2055	25000	40
BLD18577	Caravan Park - Dwelling/Carport 61 Coach Street Wallabadah	Roofing-Main-16525	29	2055	2055	47000	40
BLD18576	Caravan Park - Amenities Coach Street Wallabadah	Electrical-Main-16324	29	2055	2055	8900	50
BLD18576	Caravan Park - Amenities Coach Street Wallabadah	Sub Structure-Main-16720	29	2055	2055	15000	50
BLD18506	Saleyards (S.E.S.) - Offices Davies Street Quirindi	Roofing-Main-16475	30	2056	2056	43000	40
BLD18485	Recreation Ground - Function Centre 0 Werris Creek Road (Mr130) Currabubula	Mechanical-Main-16420	30	2056	2056	300	35
BLD18520	Racecourse Showground - Malcolm Lobsey Pavilion East Street Quirindi	Main-Main-682	31	2057	2057	220000	40
BLD18531	Library/Cultural Centre George Street Quirindi	Mechanical-Main-16429	31	2057	2057	510000	35



BLD18561	Council Chambers - Council Chambers/Offices Station Street Quirindi	Mechanical-Main-16886	31	2057	2057	780000	35
BLD18563	Recreation Centre Station Street Quirindi	Roofing-Main-16514	31	2057	2057	510000	40
BLD18550	RFS - Rural Fire Service Control Centre - Administration Building 123 Pryor Street Quirindi	Mechanical-Main-16433	31	2057	2057	800000	35
BLD18552	Harold Golland Playing Fields - Kiosk Pryor Street Quirindi	Roofing-Main-16505	32	2058	2058	4000	40
BLD18553	Harold Golland Playing Fields - Toilet Block Pryor Street Quirindi	Roofing-Main-16506	32	2058	2058	21000	40
BLD18558	Caravan Park - Dwelling 15 Rose Street Quirindi	Main-Main-720	32	2058	2058	160000	50
BLD18556	Whod-A-Thought-It Lookout - Radio Hut (Small) Ray Carter Drive Quirindi	Main-Main-718	32	2058	2058	5900	50
BLD18568	Bush Fire Shed Darby Road Spring Ridge	Roofing-Main-16516	32	2058	2058	35000	40
BLD18590	Swimming Pool - Kiosk/Change Rooms Coronation Avenue Werris Creek	Main-Main-752	32	2058	2058	210000	50
BLD18588	Swimming Pool - Clubhouse Coronation Avenue Werris Creek	Roofing-Main-16534	32	2058	2058	35000	40
BLD18537	Sports Ground - Pavilion Hall & Beehive Childrens Centre 50 Henry St Quirindi	Main-Main-699	32	2058	2058	1050000	50
BLD18545	Quirindi Tip - Animal Welfare Facility Merinda Road Quirindi	Mechanical-Main-16432	32	2058	2058	65000	35
BLD18518	Racecourse Showground - Horse Wash Facilities East Street Quirindi	Roofing-Main-16486	32	2058	2058	1700	40
BLD18509	Long Day Care Centre East Street Quirindi	Roofing-Main-16478	32	2058	2058	180000	40
BLD18508	Saleyards (S.E.S.) - Toilet Block Davies Street Quirindi	Roofing-Main-16477	32	2058	2058	7500	40
BLD18475	Hall Hill Street Blackville	Electrical-Main-16260	32	2058	2058	58000	50
BLD18499	Depot - Office/Amenities Davies Street Quirindi	Roofing-Main-16469	32	2058	2058	110000	40
BLD26444	RFS - Rural Fire Service Control Centre - Quirindi District Rescue Squad	Mechanical-Main-16795	32	2058	2058	1000	35
BLD26443	RFS - Rural Fire Service Control Centre - Braefield Dury RFS	Mechanical-Main-16794	32	2058	2058	900	35
BLD18607	Railway Park - Toilets (North) Single Street Werris Creek	Roofing-Main-16547	32	2058	2058	18000	40
BLD26432	Currabubula Recreation Ground - Shed (adjoining oval)	Roofing -Main-16807	33	2059	2059	1700	40
BLD18502	Depot - Wash Bay Davies Street Quirindi	Main-Main-664	33	2059	2059	64000	40
BLD18520	Racecourse Showground - Malcolm Lobsey Pavilion East Street Quirindi	Electrical-Main-16294	33	2059	2059	13000	50
BLD18517	Racecourse Showground - Horse Sheltered Yard East Street Quirindi	Main-Main-679	33	2059	2059	55000	40
BLD18600	Library Single Street Werris Creek	Roofing-Main-16542	33	2059	2059	210000	40
BLD18607	Railway Park - Toilets (North) Single Street Werris Creek	Electrical-Main-16346	34	2060	2060	6300	50
BLD18607	Railway Park - Toilets (North) Single Street Werris Creek	Sub Structure-Main-16743	34	2060	2060	10000	50
BLD18588	Swimming Pool - Clubhouse Coronation Avenue Werris Creek	Sub Structure-Main-16730	34	2060	2060	17000	50
BLD18585	Horse & Rider - Toilets Abouds/Silo Road Werris Creek	Main-Main-747	34	2060	2060	30000	50
BLD18568	Bush Fire Shed Darby Road Spring Ridge	Sub Structure-Main-16712	34	2060	2060	22000	50
BLD18568	Bush Fire Shed Darby Road Spring Ridge	Electrical-Main-16320	34	2060	2060	13000	50
BLD18570	Community Hall - Toilet Block Darby Road Spring Ridge	Main-Main-732	34	2060	2060	31000	50

BLD18555	Whod-A-Thought-It Lookout - Radio Hut (Large) Ray Carter Drive Quirindi	Main-Main-717	34	2060	2060	18000	50
BLD18554	Dwelling 119 Railway Avenue Quirindi	Main-Main-716	34	2060	2060	160000	50
BLD18553	Harold Golland Playing Fields - Toilet Block Pryor Street Quirindi	Sub Structure-Main-16702	34	2060	2060	13000	50
BLD18552	Harold Golland Playing Fields - Kiosk Pryor Street Quirindi	Electrical-Main-16311	34	2060	2060	5000	50
BLD18552	Harold Golland Playing Fields - Kiosk Pryor Street Quirindi	Sub Structure-Main-16701	34	2060	2060	2200	50
BLD18553	Harold Golland Playing Fields - Toilet Block Pryor Street Quirindi	Electrical-Main-16312	34	2060	2060	7600	50
BLD18549	Quirindi Tip - Tip Building Merinda Road Quirindi	Main-Main-711	34	2060	2060	63000	50
BLD18518	Racecourse Showground - Horse Wash Facilities East Street Quirindi	Sub Structure-Main-16682	34	2060	2060	6400	50
BLD18523	Racecourse Showground - Poultry Pavilion East Street Quirindi	Main-Main-685	34	2060	2060	94000	50
BLD18508	Saleyards (S.E.S.) - Toilet Block Davies Street Quirindi	Electrical-Main-16286	34	2060	2060	2700	50
BLD18508	Saleyards (S.E.S.) - Toilet Block Davies Street Quirindi	Sub Structure-Main-16673	34	2060	2060	4400	50
BLD18509	Long Day Care Centre East Street Quirindi	Sub Structure-Main-16674	34	2060	2060	78000	50
BLD18542	Rose Lee Park - Toilet Block Loder Street Quirindi	Roofing-Main-16499	34	2060	2060	24000	40
BLD18536	Muir Taylor Oval - Kiosk 50 Henry Street Quirindi	Main-Main-698	34	2060	2060	69000	50
BLD18503	Depot - Water Shed Davies Street Quirindi	Electrical-Main-16281	34	2060	2060	21000	50
BLD18503	Depot - Water Shed Davies Street Quirindi	Sub Structure-Main-16668	34	2060	2060	21000	50
BLD18501	Depot - Storage Shed Davies Street Quirindi	Sub Structure-Main-16666	34	2060	2060	45000	50
BLD18499	Depot - Office/Amenities Davies Street Quirindi	Sub Structure-Main-16664	34	2060	2060	52000	50
BLD18501	Depot - Storage Shed Davies Street Quirindi	Electrical-Main-16279	34	2060	2060	44000	50
BLD18499	Depot - Office/Amenities Davies Street Quirindi	Electrical-Main-16277	34	2060	2060	110000	50
BLD18495	McMaster Memorial Hall Premier Street Premier	Main-Main-657	34	2060	2060	570000	50
BLD18476	Toilet Block Hill Street Blackville	Main-Main-638	34	2060	2060	28000	50
BLD18477	RFS Shed Rowland Street Blackville	Electrical-Main-16262	34	2060	2060	6900	50
BLD18477	RFS Shed Rowland Street Blackville	Sub Structure-Main-16647	34	2060	2060	11000	50
BLD18480	Bush Fire Shed Main Street (Off) Carroona	Electrical-Main-16263	34	2060	2060	6900	50
BLD18480	Bush Fire Shed Main Street (Off) Carroona	Sub Structure-Main-16648	34	2060	2060	11000	50
BLD18485	Recreation Ground - Function Centre 0 Werris Creek Road (Mr130) Currabubula	Sub Structure-Main-16653	34	2060	2060	21000	50
BLD18484	Recreation Ground - Clubhouse (Tennis) 0 Werris Creek Road (Mr130) Currabubula	Main-Main-646	34	2060	2060	130000	50
BLD18490	Bush Fire Shed 1793 Bundella Road Pine Ridge	Roofing-Main-16462	34	2060	2060	22000	40
BLD26438	Depot - Open Storage Shed	Substructure-Main-16865	34	2060	2060	18000	50
BLD26438	Depot - Open Storage Shed	Electrical-Main-16771	34	2060	2060	18000	50
BLD26420	Racecourse Showground - Infield Clubhouse	Mechanical-Main-16791	34	2060	2060	91000	35
BLD18617	King George Park - Toilet Block New England Highway Willow Tree	Roofing-Main-16555	34	2060	2060	6400	40

BLD18615	King George Park - Kiosk/Shelter (Driver Reviver) New England Highway Willow Tree	Sub Structure-Main-16750	34	2060	2060	900	50
BLD18612	Visitor Information Centre 11 New England Highway Willow Tree	Roofing-Main-16552	34	2060	2060	150000	40
BLD18615	King George Park - Kiosk/Shelter (Driver Reviver) New England Highway Willow Tree	Electrical-Main-16353	34	2060	2060	1300	50
BLD23463	Quirindi Showground - Pavillion - Nancy Gray	Mechanical-Main-16449	34	2060	2060	4100	35
BLD26442	RFS - Rural Fire Service Control Centre - Shed 2	Roofing-Main-16814	34	2060	2060	64000	40
BLD26441	RFS - Rural Fire Service Control Centre - Shed 1	Roofing-Main-16813	34	2060	2060	64000	40
BLD26447	Swimming Centre - Bore Shed	Roofing-Main-16818	34	2060	2060	1800	40
BLD18597	David Taylor Park - Grandstand/Commentary Box Park Street Werris Creek	Roofing-Main-16539	35	2061	2061	6900	40
BLD18597	David Taylor Park - Grandstand/Commentary Box Park Street Werris Creek	Sub Structure-Main-16735	35	2061	2061	26000	40
BLD18550	RFS - Rural Fire Service Control Centre - Administration Building 123 Pryor Street Quirindi	Roofing-Main-16503	36	2062	2062	530000	40
BLD18483	War Memorial Hall - Shed 0 Davis Street (Mr130) Currabubula	Roofing-Main-16456	36	2062	2062	600	40
BLD18531	Library/Cultural Centre George Street Quirindi	Roofing-Main-16491	36	2062	2062	310000	40
BLD18510	Long Day Care Centre - Shed East Street Quirindi	Roofing-Main-16479	36	2062	2062	1000	40
BLD18515	Racecourse Showground - Dwelling East Street Quirindi	Electrical-Main-16291	36	2062	2062	11000	50
BLD22766	Shed - 6x4 Colourbond Skillion Roof - Eastside Day Care Centre	Roofing-Main-16564	36	2062	2062	600	40
BLD26424	Werris Creek Swimming Pool - Splash Pool Pump Shed	Roofing-Main-16802	36	2062	2062	300	40
BLD26429	Currabubula War Memorial Hall - Shed 2	Roofing-Main-16805	36	2062	2062	600	40
BLD26428	David Taylor Park - Storage Shed	Roofing-Main-16804	36	2062	2062	2000	40
BLD26425	David Taylor Park - Changerooms	Main-Main-16835	37	2063	2063	200000	50
BLD26430	Currabubula Recreation Ground - Amenities Block (Showers)	Roofing-Main-16806	37	2063	2063	8800	40
BLD26423	Werris Creek Swimming Pool -Bush Kitchen	Roofing-Main-16921	37	2063	2063	1256	40
BLD18629	Quirindi Showground Arena Amenities Block	Roofing-Main-16562	37	2063	2063	30000	40
BLD18625	Public Toilets - Quirindi Cemetery	Roofing-Main-16560	37	2063	2063	2200	40
BLD18626	RFS Amenities Building - Martyn Street Wallabadah	Roofing-Main-16561	37	2063	2063	1200	40
BLD18618	Recreation Ground - Booth/Bar Recreation Road (Back Rd) Willow Tree	Main-Main-779	37	2063	2063	48000	50
BLD26443	RFS - Rural Fire Service Control Centre - Braefield Dury RFS	Roofing-Main-16815	37	2063	2063	88000	40
BLD26444	RFS - Rural Fire Service Control Centre - Quirindi District Rescue Squad	Roofing-Main-16816	37	2063	2063	100000	40
BLD26440	RFS - Rural Fire Service Control Centre - Amenities Building	Roofing-Main-16812	37	2063	2063	30000	40
BLD26445	Racecourse Showground - Jockey Club	Roofing-Main-16817	37	2063	2063	160000	40
BLD18519	Racecourse Showground - Kiosk/Awning (North) East Street Quirindi	Main-Main-681	37	2063	2063	96000	50

BLD18517	Racecourse Showground - Horse Sheltered Yard East Street Quirindi	Electrical-Main-16292	37	2063	2063	3400	50
BLD18532	Bell Park - Toilet Block Hawker Street Quirindi	Roofing-Main-16492	37	2063	2063	6800	40
BLD18533	Swimming Centre - Amenities 10 Henry Street Quirindi	Main-Main-695	37	2063	2063	210000	50
BLD18545	Quirindi Tip - Animal Welfare Facility Merinda Road Quirindi	Roofing-Main-16501	37	2063	2063	32000	40
BLD18502	Depot - Wash Bay Davies Street Quirindi	Electrical-Main-16280	37	2063	2063	4000	50
BLD18505	Depot - Workshop/Store Davies Street Quirindi	Main-Main-667	37	2063	2063	700000	50
BLD18557	WhoD-A-Thought-It Lookout - Toilet Block Ray Carter Drive Quirindi	Main-Main-719	37	2063	2063	25000	50
BLD18595	David Taylor Park - Canteen Park Street Werris Creek	Roofing-Main-16538	37	2063	2063	76000	40
BLD18597	David Taylor Park - Grandstand/Commentary Box Park Street Werris Creek	Main-Main-759	37	2063	2063	110000	40
BLD18599	Pool Managers Residence 47 Punyarra Street Werris Creek	Main-Main-761	37	2063	2063	170000	50
BLD18590	Swimming Pool - Kiosk/Change Rooms Coronation Avenue Werris Creek	Electrical-Main-16336	38	2064	2064	28000	50
BLD18475	Hall Hill Street Blackville	Main-Main-637	38	2064	2064	170000	50
BLD18530	Racecourse Showground - Tote East Street Quirindi	Electrical-Main-16296	38	2064	2064	11000	50
BLD18511	Racecourse Showground - Amenities/Store (Pony Club) East St Quirindi	Main-Main-673	38	2064	2064	96000	60
BLD18542	Rose Lee Park - Toilet Block Loder Street Quirindi	Sub Structure-Main-16695	39	2065	2065	14000	50
BLD18543	Dwelling (Lot 18) 4 McCarthy Place Quirindi	Sub Structure-Main-16696	39	2065	2065	53000	60
BLD18540	Royal Picture Theatre - Theatre 72 Henry Street Quirindi	Electrical-Main-16304	39	2065	2065	340000	75
BLD18538	Tennis Courts - Clubhouse 54 Henry Street Quirindi	Electrical-Main-16302	39	2065	2065	35000	50
BLD18540	Royal Picture Theatre - Theatre 72 Henry Street Quirindi	Sub Structure-Main-16694	39	2065	2065	180000	75
BLD18481	RFS Shed O Alford Street Currabubula	Main-Main-643	39	2065	2065	30000	50
BLD18481	RFS Shed O Alford Street Currabubula	Sub Structure-Main-16649	39	2065	2065	18000	50
BLD18490	Bush Fire Shed 1793 Bundella Road Pine Ridge	Sub Structure-Main-16657	39	2065	2065	13000	50
BLD18490	Bush Fire Shed 1793 Bundella Road Pine Ridge	Electrical-Main-16270	39	2065	2065	8000	50
BLD18490	Bush Fire Shed 1793 Bundella Road Pine Ridge	Main-Main-652	39	2065	2065	23000	50
BLD18504	Depot - Weeds Office Davies Street Quirindi	Sub Structure-Main-16669	39	2065	2065	26000	50
BLD18504	Depot - Weeds Office Davies Street Quirindi	Main-Main-666	39	2065	2065	110000	50
BLD18507	Saleyards (S.E.S.) - Shed Davies Street Quirindi	Sub Structure-Main-16672	39	2065	2065	29000	50
BLD18507	Saleyards (S.E.S.) - Shed Davies Street Quirindi	Electrical-Main-16285	39	2065	2065	34000	50
BLD18580	Bush Fire Shed (Big Jacks Creek) 1786 Merriwa Road Warrah Creek	Sub Structure-Main-16724	39	2065	2065	13000	50
BLD18581	Community Hall Warrah Creek Road Warrah Creek	Electrical-Main-16329	39	2065	2065	49000	50
BLD18582	RFS - Rural Fire Service Shed Warrah Creek Road Warrah Creek	Main-Main-744	39	2065	2065	24000	50

BLD18579	Bush Fire Shed Martyn Street Wallabadah	Main-Main-741	39	2065	2065	26000	50
BLD18580	Bush Fire Shed (Big Jacks Creek) 1786 Merriwa Road Warrah Creek	Electrical-Main-16328	39	2065	2065	8000	50
BLD18604	Railway Park - Shed (South) Single Street Werris Creek	Electrical-Main-16344	39	2065	2065	28000	50
BLD18606	Railway Park - Toilet Block (South) Single Street Werris Creek	Main-Main-768	39	2065	2065	34000	50
BLD18610	Summerhill Lodge - Units (Northern) Single Street Werris Creek	Main-Main-772	39	2065	2065	450000	50
BLD18559	Caravan Park - Amenities Block Rose Street Quirindi	Main-Main-721	39	2065	2065	210000	50
BLD18569	Community Hall - Hall Darby Road Spring Ridge	Electrical-Main-16321	39	2065	2065	110000	50
BLD18577	Caravan Park - Dwelling/Carport 61 Coach Street Wallabadah	Main-Main-739	39	2065	2065	140000	50
BLD18576	Caravan Park - Amenities Coach Street Wallabadah	Main-Main-738	39	2065	2065	130000	50
BLD18578	Hall/Toilet Block 37 Martyn Street Wallabadah	Electrical-Main-16326	39	2065	2065	120000	50
BLD18617	King George Park - Toilet Block New England Highway Willow Tree	Electrical-Main-16354	39	2065	2065	2300	50
BLD18617	King George Park - Toilet Block New England Highway Willow Tree	Sub Structure-Main-16751	39	2065	2065	3800	50
BLD18612	Visitor Information Centre 11 New England Highway Willow Tree	Sub Structure-Main-16748	39	2065	2065	68000	50
BLD20071	RFS - Rural Fire Service Centre 32 New England Highway Willow Tree	Sub Structure-Main-16759	39	2065	2065	41000	50
BLD20071	RFS - Rural Fire Service Centre 32 New England Highway Willow Tree	Electrical-Main-16359	39	2065	2065	48000	50
BLD23463	Quirindi Showground - Pavillion - Nancy Gray	Roofing-Main-16565	39	2065	2065	410000	40
BLD18621	Toilet Block - Recreation Ground Willow Tree	Main-Main-782	39	2065	2065	83000	50
BLD23465	Golland Field Change Rooms - Modular	Roofing-Main-16566	39	2065	2065	8700	40
BLD26420	Racecourse Showground - Infield Clubhouse	Roofing -Main-16799	39	2065	2065	34000	40
BLD26422	Werris Creek Swimming Pool - New Storage Shed	Roofing-Main-16801	39	2065	2065	600	40
BLD26438	Depot - Open Storage Shed	Main-Main-16842	39	2065	2065	57000	50
BLD18581	Community Hall Warrah Creek Road Warrah Creek	Main-Main-743	40	2066	2066	190000	50
BLD18608	RFS Office Single Street Werris Creek	Electrical-Main-16347	41	2067	2067	52000	50
BLD18599	Pool Managers Residence 47 Punyarra Street Werris Creek	Electrical-Main-16341	41	2067	2067	16000	50
BLD18562	HACC Building Station Street Quirindi	Electrical-Main-16318	41	2067	2067	34000	50
BLD18551	Medical Centre/Cwa Rooms Pryor Street & Church Avenue Quirindi	Electrical-Main-16310	41	2067	2067	120000	50
BLD18553	Harold Golland Playing Fields - Toilet Block Pryor Street Quirindi	Main-Main-715	42	2068	2068	110000	50
BLD18552	Harold Golland Playing Fields - Kiosk Pryor Street Quirindi	Main-Main-714	42	2068	2068	31000	50
BLD18568	Bush Fire Shed Darby Road Spring Ridge	Main-Main-730	42	2068	2068	36000	50
BLD18563	Recreation Centre Station Street Quirindi	Sub Structure-Main-16710	42	2068	2068	250000	50
BLD18562	HACC Building Station Street Quirindi	Main-Main-724	42	2068	2068	350000	50
BLD18563	Recreation Centre Station Street Quirindi	Electrical-Main-17040	42	2068	2068	410000	50
BLD18608	RFS Office Single Street Werris Creek	Main-Main-770	42	2068	2068	130000	50

BLD18607	Railway Park - Toilets (North) Single Street Werris Creek	Main-Main-769	42	2068	2068	95000	50
BLD18588	Swimming Pool - Clubhouse Coronation Avenue Werris Creek	Main-Main-750	42	2068	2068	59000	50
BLD18508	Saleyards (S.E.S.) - Toilet Block Davies Street Quirindi	Main-Main-670	42	2068	2068	40000	50
BLD18503	Depot - Water Shed Davies Street Quirindi	Main-Main-665	42	2068	2068	67000	50
BLD18501	Depot - Storage Shed Davies Street Quirindi	Main-Main-663	42	2068	2068	140000	50
BLD18485	Recreation Ground - Function Centre 0 Werris Creek Road (Mr130) Currabubula	Main-Main-647	42	2068	2068	49000	50
BLD18480	Bush Fire Shed Main Street (Off) Carroona	Main-Main-642	42	2068	2068	19000	50
BLD18477	RFS Shed Rowland Street Blackville	Main-Main-639	42	2068	2068	19000	50
BLD18518	Racecourse Showground - Horse Wash Facilities East Street Quirindi	Main-Main-680	42	2068	2068	28000	50
BLD18615	King George Park - Kiosk/Shelter (Driver Reviver) New England Highway Willow Tree	Main-Main-776	42	2068	2068	7900	50
BLD26449	King George Park - Food Bank	Main-Main-16852	42	2068	2068	65000	50
BLD26450	Lions Park Premier - Community Building	Main-Main-16840	43	2069	2069	150000	50
BLD26445	Racecourse Showground - Jockey Club	Main-Main-16849	43	2069	2069	670000	50
BLD26432	Currabubula Recreation Ground - Shed (adjoining oval)	Electrical-Main-16768	43	2069	2069	1700	50
BLD18482	War Memorial Hall - Hall 0 Davis Street (Mr130) Currabubula	Electrical-Main-16265	43	2069	2069	130000	50
BLD18500	Depot - Overseers/Amenities Davies Street Quirindi	Main-Main-662	43	2069	2069	190000	50
BLD18609	Summerhill Lodge - Units (Eastern) Single Street Werris Creek	Electrical-Main-16348	43	2069	2069	81000	50
BLD18611	Summerhill Lodge - Units (Southern) Single Street Werris Creek	Electrical-Main-16350	43	2069	2069	41000	50
BLD18577	Caravan Park - Dwelling/Carport 61 Coach Street Wallabadah	Electrical-Main-16325	43	2069	2069	13000	50
BLD18559	Caravan Park - Amenities Block Rose Street Quirindi	Electrical-Main-16317	43	2069	2069	14000	50
BLD18561	Council Chambers - Council Chambers/Offices Station Street Quirindi	Main-Main-723	44	2070	2070	1620000	60
BLD18588	Swimming Pool - Clubhouse Coronation Avenue Werris Creek	Electrical-Main-16334	44	2070	2070	20000	50
BLD18595	David Taylor Park - Canteen Park Street Werris Creek	Sub Structure-Main-16734	44	2070	2070	35000	50
BLD18580	Bush Fire Shed (Big Jacks Creek) 1786 Merriwa Road Warrah Creek	Main-Main-742	44	2070	2070	23000	50
BLD18586	Railway Institute Building Anzac Parade Werris Creek	Main-Main-748	44	2070	2070	520000	75
BLD18507	Saleyards (S.E.S.) - Shed Davies Street Quirindi	Main-Main-669	44	2070	2070	87000	50
BLD18481	RFS Shed 0 Alford Street Currabubula	Electrical-Main-16264	44	2070	2070	11000	50
BLD18485	Recreation Ground - Function Centre 0 Werris Creek Road (Mr130) Currabubula	Electrical-Main-16267	44	2070	2070	21000	50
BLD18509	Long Day Care Centre East Street Quirindi	Electrical-Main-16287	44	2070	2070	190000	50
BLD18542	Rose Lee Park - Toilet Block Loder Street Quirindi	Main-Main-704	44	2070	2070	130000	50
BLD18545	Quirindi Tip - Animal Welfare Facility Merinda Road Quirindi	Sub Structure-Main-16697	44	2070	2070	15000	50
BLD18545	Quirindi Tip - Animal Welfare Facility Merinda Road Quirindi	Electrical-Main-16307	44	2070	2070	31000	50
BLD18532	Bell Park - Toilet Block Hawker Street Quirindi	Sub Structure-Main-16688	44	2070	2070	4000	50



BLD18532	Bell Park - Toilet Block Hawker Street Quirindi	Electrical-Main-16298	44	2070	2070	2400	50
BLD26430	Currabubula Recreation Ground - Amenities Block (Showers)	Electrical-Main-16767	44	2070	2070	3100	50
BLD26430	Currabubula Recreation Ground - Amenities Block (Showers)	Substructure-Main-16861	44	2070	2070	5200	50
BLD18617	King George Park - Toilet Block New England Highway Willow Tree	Main-Main-778	44	2070	2070	34000	50
BLD18625	Public Toilets - Quirindi Cemetery	Sub Structure-Main-16756	44	2070	2070	1300	50
BLD18626	RFS Amenities Building - Martyn Street Wallabadah	Sub Structure-Main-16757	44	2070	2070	700	50
BLD18628	Multipurpose Arena at Currabubula Recreation Reserve	Main-Main-789	44	2070	2070	108042	50
BLD18629	Quirindi Showground Arena Amenities Block	Electrical-Main-16358	44	2070	2070	11000	50
BLD20071	RFS - Rural Fire Service Centre 32 New England Highway Willow Tree	Main-Main-16881	44	2070	2070	120000	50
BLD22765	Shower/Toilet Bathroom Block of 4 - David Taylor Oval Freedom Camping	Main-Main-14750	44	2070	2070	61460	50
BLD18629	Quirindi Showground Arena Amenities Block	Sub Structure-Main-16758	44	2070	2070	18000	50
BLD26444	RFS - Rural Fire Service Control Centre - Quirindi District Rescue Squad	Substructure-Main-16871	44	2070	2070	61000	50
BLD26443	RFS - Rural Fire Service Control Centre - Braefield Dury RFS	Substructure-Main-16870	44	2070	2070	53000	50
BLD26444	RFS - Rural Fire Service Control Centre - Quirindi District Rescue Squad	Electrical-Main-16776	44	2070	2070	60000	50
BLD26441	RFS - Rural Fire Service Control Centre - Shed 1	Substructure-Main-16868	44	2070	2070	39000	50
BLD26442	RFS - Rural Fire Service Control Centre - Shed 2	Electrical-Main-16774	44	2070	2070	38000	50
BLD26442	RFS - Rural Fire Service Control Centre - Shed 2	Substructure-Main-16869	44	2070	2070	39000	50
BLD26443	RFS - Rural Fire Service Control Centre - Braefield Dury RFS	Electrical-Main-16775	44	2070	2070	51000	50
BLD26440	RFS - Rural Fire Service Control Centre - Amenities Building	Electrical-Main-16772	44	2070	2070	20000	50
BLD26440	RFS - Rural Fire Service Control Centre - Amenities Building	Substructure-Main-16867	44	2070	2070	14000	50
BLD26441	RFS - Rural Fire Service Control Centre - Shed 1	Electrical-Main-16773	44	2070	2070	38000	50
BLD26447	Swimming Centre - Bore Shed	Electrical-Main-16778	44	2070	2070	1800	50
BLD18614	Memorial Hall 56 New England Highway Willow Tree	Electrical-Main-16352	45	2071	2071	120000	50
BLD18509	Long Day Care Centre East Street Quirindi	Main-Main-671	45	2071	2071	690000	50
BLD18499	Depot - Office/Amenities Davies Street Quirindi	Main-Main-661	45	2071	2071	510000	50
BLD18597	David Taylor Park - Grandstand/Commentary Box Park Street Werris Creek	Electrical-Main-16339	45	2071	2071	6900	50
BLD18551	Medical Centre/Cwa Rooms Pryor Street & Church Avenue Quirindi	Main-Main-713	45	2071	2071	280000	50
BLD18555	Whod-A-Thought-It Lookout - Radio Hut (Large) Ray Carter Drive Quirind	Electrical-Main-16314	46	2072	2072	1100	50
BLD18569	Community Hall - Hall Darby Road Spring Ridge	Main-Main-731	46	2072	2072	310000	50
BLD18504	Depot - Weeds Office Davies Street Quirindi	Electrical-Main-16282	46	2072	2072	7000	50
BLD18492	Cwa Complex/Doctors Surgery/Flat Ellerslie Street Premer	Electrical-Main-16271	46	2072	2072	96000	50

BLD18482	War Memorial Hall - Hall 0 Davis Street (Mr130) Currabubula	Main-Main-644	46	2072	2072	500000	50
BLD18542	Rose Lee Park - Toilet Block Loder Street Quirindi	Electrical-Main-16305	46	2072	2072	8600	50
BLD18612	Visitor Information Centre 11 New England Highway Willow Tree	Electrical-Main-16351	46	2072	2072	91000	50
BLD18612	Visitor Information Centre 11 New England Highway Willow Tree	Main-Main-774	46	2072	2072	350000	50
BLD26434	Council Chambers - Shed/Office	Main-Main-16841	46	2072	2072	100000	50
BLD26424	Werris Creek Swimming Pool - Splash Pool Pump Shed	Electrical-Main-16765	46	2072	2072	300	50
BLD26423	Werris Creek Swimming Pool -Bush Kitchen	Electrical-Main-16922	47	2073	2073	1256	50
BLD26430	Currabubula Recreation Ground - Amenities Block (Showers)	Main-Main-16838	47	2073	2073	47000	50
BLD18629	Quirindi Showground Arena Amenities Block	Main-Main-790	47	2073	2073	160000	50
BLD18626	RFS Amenities Building - Martyn Street Wallabadah	Main-Main-787	47	2073	2073	6500	50
BLD18625	Public Toilets - Quirindi Cemetery	Main-Main-786	47	2073	2073	12000	50
BLD26441	RFS - Rural Fire Service Control Centre - Shed 1	Main-Main-16845	47	2073	2073	120000	50
BLD26440	RFS - Rural Fire Service Control Centre - Amenities Building	Main-Main-16844	47	2073	2073	90000	50
BLD26442	RFS - Rural Fire Service Control Centre - Shed 2	Main-Main-16846	47	2073	2073	120000	50
BLD18532	Bell Park - Toilet Block Hawker Street Quirindi	Main-Main-694	47	2073	2073	37000	50
BLD18494	Bush Fire Shed Premier Street Premier	Main-Main-656	47	2073	2073	18000	50
BLD18493	Lions Park - Toilet Block Ellerslie Street Premier	Main-Main-655	47	2073	2073	81000	50
BLD18595	David Taylor Park - Canteen Park Street Werris Creek	Main-Main-757	47	2073	2073	180000	50
BLD18600	Library Single Street Werris Creek	Electrical-Main-16342	47	2073	2073	170000	60
BLD18600	Library Single Street Werris Creek	Sub Structure-Main-16738	47	2073	2073	93000	60
BLD18595	David Taylor Park - Canteen Park Street Werris Creek	Electrical-Main-16338	48	2074	2074	47000	50
BLD18545	Quirindi Tip - Animal Welfare Facility Merinda Road Quirindi	Main-Main-707	48	2074	2074	140000	50
BLD26443	RFS - Rural Fire Service Control Centre - Braefield Dury RFS	Main-Main-16847	48	2074	2074	170000	50
BLD26444	RFS - Rural Fire Service Control Centre - Quirindi District Rescue Squad	Main-Main-16848	48	2074	2074	190000	50
BLD23463	Quirindi Showground - Pavillion - Nancy Gray	Main-Main-15530	49	2075	2075	780000	50
BLD23463	Quirindi Showground - Pavillion - Nancy Gray	Electrical-Main-17038	49	2075	2075	240000	50
BLD26420	Racecourse Showground - Infield Clubhouse	Substructure-Main-16854	49	2075	2075	19000	50
BLD26422	Werris Creek Swimming Pool - New Storage Shed	Electrical-Main-16764	49	2075	2075	600	50
BLD26420	Racecourse Showground - Infield Clubhouse	Main-Main-16831	49	2075	2075	270000	50
BLD26420	Racecourse Showground - Infield Clubhouse	Electrical-Main-16763	49	2075	2075	43000	50
BLD23465	Golland Field Change Rooms - Modular	Sub Structure-Main-16762	49	2075	2075	5100	50
BLD23463	Quirindi Showground - Pavillion - Nancy Gray	Sub Structure-Main-16761	49	2075	2075	250000	50



BLD23465	Golland Field Change Rooms - Modular	Electrical-Main-16361	49	2075	2075	3100	50
BLD23465	Golland Field Change Rooms - Modular	Main-Main-15543	49	2075	2075	46000	50
BLD18543	Dwelling (Lot 18) 4 McCarthy Place Quirindi	Main-Main-705	49	2075	2075	310000	60
BLD18514	Racecourse Showground - Dining Room/Call Box East Street Quirindi	Electrical-Main-16290	49	2075	2075	130000	60
BLD18488	Recreation Ground - Stables 0 Werris Creek Road (Mr130) Currabubula	Main-Main-650	49	2075	2075	407652	50
BLD18598	David Taylor Park - Toilet Block Park Street Werris Creek	Main-Main-760	49	2075	2075	90000	50
BLD18550	RFS - Rural Fire Service Control Centre - Administration Building 123 Pryor Street Quirindi	Sub Structure-Main-16699	53	2079	2079	240000	60
BLD18550	RFS - Rural Fire Service Control Centre - Administration Building 123 Pryor Street Quirindi	Main-Main-712	53	2079	2079	1660000	60
BLD18506	Saleyards (S.E.S.) - Offices Davies Street Quirindi	Electrical-Main-16284	53	2079	2079	30000	60
BLD18543	Dwelling (Lot 18) 4 McCarthy Place Quirindi	Electrical-Main-16306	53	2079	2079	25000	60
BLD18531	Library/Cultural Centre George Street Quirindi	Sub Structure-Main-16687	53	2079	2079	140000	60
BLD18514	Racecourse Showground - Dining Room/Call Box East Street Quirindi	Main-Main-676	54	2080	2080	700000	60
BLD18506	Saleyards (S.E.S.) - Offices Davies Street Quirindi	Main-Main-668	54	2080	2080	140000	60
BLD18540	Royal Picture Theatre - Theatre 72 Henry Street Quirindi	Main-Main-702	56	2082	2082	2630000	75
BLD18600	Library Single Street Werris Creek	Main-Main-762	56	2082	2082	730000	60
BLD18531	Library/Cultural Centre George Street Quirindi	Electrical-Main-16297	57	2083	2083	250000	60
BLD18531	Library/Cultural Centre George Street Quirindi	Main-Main-693	58	2084	2084	1070000	60
BLD18506	Saleyards (S.E.S.) - Offices Davies Street Quirindi	Sub Structure-Main-16671	58	2084	2084	19000	60
BLD18550	RFS - Rural Fire Service Control Centre - Administration Building 123 Pryor Street Quirindi	Electrical-Main-16309	58	2084	2084	370000	60
BLD18512	Racecourse Showground - Bar/Pavilion East Street Quirindi	Main-Main-674	67	2093	2093	248242	75
BLD18491	Community Building Ellerslie Street Premer	Main-Main-653	69	2095	2095	394266	100
BLD18591	Depot - Office/Amenities Deeks Road Werris Creek	Main-Main-753	75	2101	2101	108302	100
BLD18474	Lot B DP 193093- Public Toilets Block Quirindi Library/Cultural Centre	Main-Main-636	93	2119	2119	112444	100
BLD18560	Caravan Park - On-Site Cabin Rose Street Quirindi	Main-Main-722	109	2135	2135	71795	120
BLD18566	Fairfield Property - Workshop/Garage 191 Dumbletons Road/Lane Quipolly	Main-Main-728	172	2198	2198	199567	200

## Appendix E Disposal Summary

### E.1 – Disposal Forecast Assumptions and Source

While the Council has not currently allocated funds specifically for asset disposal, it is anticipated that the operational and maintenance budgets designated for buildings will encompass the disposal of the following assets, particularly those associated with safety risks.

### E.2 – Disposal Project Summary

The project titles included in the lifecycle forecast are included here.

Location	Asset	Reason for Disposal	Estimated Year of Disposal	Projected Disposal Costs
Administration Building	Shed	Safety Risk	2024	\$21,000
Racecourse/ Showgrounds	Stalls (southern end)	Safety risk	2024	\$5,000
Willow Tree Recreation Grounds	Refreshment Rooms	Safety Risk	2024	\$21,000
Who'd-a-Thought-It Lookout	Small Radio Hut	Surplus	2025	\$1,000
Currabubula Recreation Grounds	Public Amenity Block	Condition	2025	\$4,000
Werris Creek Depot	Demountable Admin Building	Condition	2026	\$7,300
Racecourse/ Showgrounds	Dwelling	Condition	2026	\$21,000
Aerodrome	Garage	Condition	2026	\$4,300
Lachlan Campbell Park	Craft Cottage	Condition	2026	\$3,400

### E.3 – Disposal Forecast Summary

NAMS+ Outputs Summary for Disposal has been used

**Table E3 – Disposal Activity Summary**

Year	Disposal Forecast	Disposal Budget
2026	0	0
2027	0	0
2028	0	0
2029	0	0
2030	0	0
2031	0	0
2032	0	0
2033	0	0
2034	0	0
2035	0	0
2036	0	0
2037	0	0
2038	0	0
2039	0	0
2040	0	0
2041	0	0
2042	0	0
2043	0	0
2044	0	0
2045	0	0

## Appendix F Budget Summary by Lifecycle Activity

Planned Budget estimates are based on the current 2025-2026 budget and any known approved grants. There is no significant change expected at the time of production.

*Table F1 – Budget Summary by Lifecycle Activity*

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2026	0	687,000	200,000	3,947,919	0	2,998,403
2027	0	687,000	200,000	0	0	1,404,000
2028	0	687,000	200,000	325,300	0	1,410,000
2029	0	687,000	200,000	3,200	0	1,074,000
2030	0	687,000	200,000	1,456,900	0	917,000
2031	0	687,000	200,000	26,600	0	1,019,000
2032	0	687,000	200,000	26,810	0	985,000
2033	0	687,000	200,000	18,300	0	1,169,000
2034	0	687,000	200,000	3,100	0	1,147,500
2035	0	687,000	200,000	2,074,371	0	1,147,500
2036	0	687,000	200,000	0	0	1,147,500
2037	0	687,000	200,000	176,000	0	1,147,500
2038	0	687,000	200,000	209,400	0	1,147,500
2039	0	687,000	200,000	448,500	0	1,147,500
2040	0	687,000	200,000	2,875,227	0	1,147,500
2041	0	687,000	200,000	191,600	0	1,147,500
2042	0	687,000	200,000	1,659,000	0	1,147,500
2043	0	687,000	200,000	365,200	0	1,147,500
2044	0	687,000	200,000	345,800	0	1,147,500
2045	0	687,000	200,000	4,439,324	0	1,147,500



# **ASSET MANAGEMENT PLAN**

Liverpool Plains Shire Council

Fleet AMP FY26



Document Control		Asset Management Plan – Asset Register Method			
Document ID : Fleet Asset Management Plan					
Rev No	Date	Revision Details	Author	Reviewer	Approver
V1.0	April 2025	Initial Fleet AMP	DIES	DIES	Council

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## 1.0 EXECUTIVE SUMMARY

### 1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

### 1.2 Asset Description

This plan covers the mobile plant and equipment that Council utilises to provide maintenance services for our other infrastructure assets.

The above fleet assets have replacement value estimated at \$11,871,922.

### 1.3 Levels of Service

The allocation in the planned budget is sufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the Planned Budget are:

- There is no opportunity to procure new items of plant to expand capability
- Limited capacity to deal with price shocks from increase fuel prices

### 1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Budget available for works as costs are recovered through charge out
- Changes in technology resulting in increased costs and complexity

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand.

### 1.5 Lifecycle Management Plan

#### 1.5.1 What does it Cost?

The lifecycle costs necessary to provide the services covered by this AM Plan include operations, maintenance, renewal and upgrade of existing assets, and the acquisition of new assets to meet demand. Disposal of assets is also considered.

When lifecycle costs are prepared for a minimum 10-year planning period, they can be used to inform the 10-year LTFP. The first 10-year lifecycle forecast is estimated to cost \$21,407,234 or \$2,140,724 on average per year.

Depreciation is excluded from these cost estimates.

### 1.6 Financial Summary

#### 1.6.1 What we will do

The funding made available in the first 10-years' of the LTFP is \$23,622,888 or \$2,362,289 on average per year which is approximately 110.35% of the cost to undertake the lifecycle activities.

The reality is, only what is funded in the LTFP can be provided. Informed decision making depends on the AM Plan emphasising the consequences of planned budgets on the service levels provided and communicating the residual risks. It is important to ensure the organisation is delivering the services in a financially sustainable manner.

The 10-year LTFP results in a surplus of \$221,566 on average per year of the forecast lifecycle costs required to provide services. This is shown in the figure below.

**Forecast Lifecycle Costs and Planned Budgets**

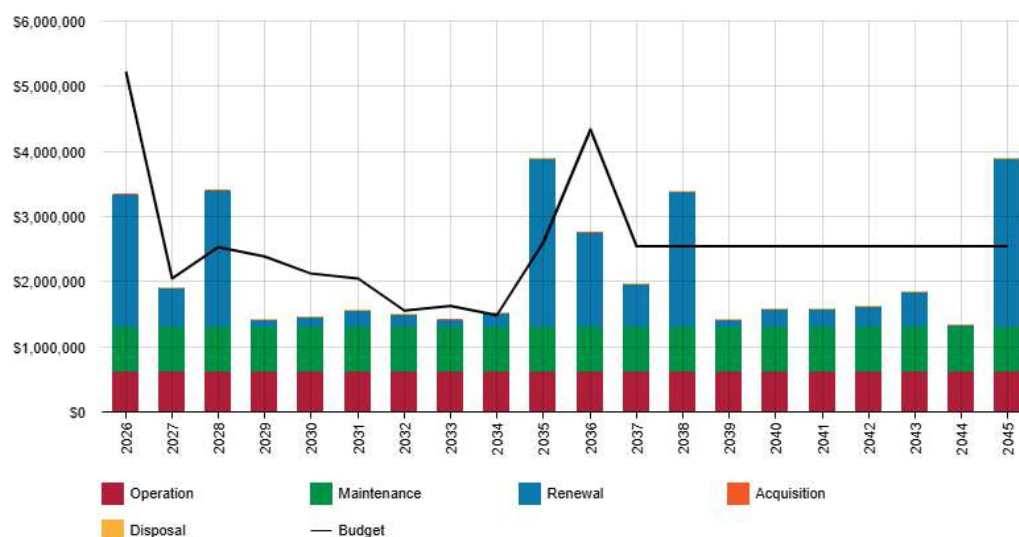


Figure Values are in current dollars.

We plan to provide fleet services for the following:

- Operation, maintenance, renewal and acquisition of the fleet to meet service levels set by Council in annual budgets.
- Given the relative short life of plant, the majority of the fleet is proposed to be renewed within the 10 year planning period.

### 1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Deliver all civil works by Council utilising only Council fleet
- Expand our fleet to provide additional services
- Achieve zero down time

### 1.6.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Volatility in prices (fuel and plant)
- Residual value of plant when it is time to renew
- Shortage of mechanics meaning Council cannot adequately maintain the fleet

We will endeavour to manage these risks within available funding by:

- Ensuring plant replaced complies with current practice
- Reviewing budgets and hire rates annually
- Employ an apprentice mechanic to grow our own skilled staff



## 1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- Council's own source delivery of infrastructure maintenance will continue
- Council's budget for infrastructure delivery will remain sufficient to recover plant hire charge rates against
- There is no shift in technology that will alter costs
- Utilisation will remain similar to recent history

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The fleet Asset Register was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on a reliable level of confidence information.

## 1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Develop a system to monitor downtime and cost it
- Review hire rates annually
- Review income vs expenditure quarterly
- Participate in benchmarking with IPWEA or similar Councils



# **ASSET MANAGEMENT PLAN**

Liverpool Plains Shire Council  
Parks & Recreation AMP FY26



Document Control		Asset Management Plan – Asset Register Method			
Document ID : Parks and Recreation AMP					
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1.0	Nov 2023	Initial Plan (Split from Buildings and Recreation AMP)	MAP	DIES	
2.0	April 2025	Review to align with new LTFP and newly elected Council	MAP	DIES	Council

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The Institute of Public Works Engineering Australasia

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## 1.0 EXECUTIVE SUMMARY

### 1.1 The Purpose of the Plan

This Asset Management Plan (AMP) has been prepared to meet the legislative and organisational requirements to provide an agreed level of service, in the most cost-effective manner, while outlining associated risks for the sustainable delivery and long term financial planning of the Parks and Recreation Assets of the Liverpool Plains Shire Council.

Asset management plans are developed to assist with the financially sustainable delivery of assets through a process to provide an agreed level of service that will be reviewed annually to prioritise works required to meet these levels, and to plan for the ongoing management of these assets to maintain the agreed level of service.

This plan defines the services to be provided, how the services are provided and what funds are required to provide over a 20-year planning period. The Parks and Recreation AMP (PRAMP) will link to the Long-Term Financial Plan which typically considers a 10-year planning period.

The Liverpool Plains Shire Council, and its staff, will endeavour to maintain and adhere to the guidelines specified in this Asset Management Plan to ensure that safe and reliable facilities are provided to the community, maintained and developed appropriately to continue ensuring the sustained delivery of fair services for future generations.

### 1.2 Asset Description

This plan covers the infrastructure assets that provide parks, recreation and sporting purposes for Council residents and includes 841 individual assets across these areas.

The parks and recreation assets for the Liverpool Plains Shire Council are comprised of:

17 Playground Areas

39 Park and Recreation Areas

5 Rest Areas

10 Sporting Grounds

2 Swimming Pools

6 Freedom Camping Grounds

The above infrastructure assets have replacement value estimated at \$28,958,548.

### 1.3 Levels of Service

The allocation in the planned budget is sufficient to provide for the planned renewals in the immediate future and should preserve existing services at current levels for the planning period, but this is not sustainable for the long term.

The main service consequences of the Planned Budget are:

- Existing assets are maintained at their current level of service,
- Reliance on grant funding to deliver Recreation Strategy and Master Plans,
- Additional funds for renewals would be required during 2025-2026,
- No additional funds for unique development of parks and would rely on external funding.

### 1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Increasing community expectations,
- Council's Recreation Strategy 2020,

- Climate Change,
- Population Changes,
- Standards of sporting areas.

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Reviewing of service levels,
- Consolidation of uses on areas to minimise duplications,
- Communication of services Council can sustainably deliver.

## 1.5 Lifecycle Management Plan

### 1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10-year total outlays, which for the provision of parks and recreation is estimated as \$43,291,916 or \$4,329,192 on average per year.

### 1.5.2 What we will do

Estimated available funding for the 10 year period is \$36,933,192 or \$3,693,319 on average per year as per the Long-Term Financial plan or Planned Budget. This is 85.31% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for Parks and Reserves leaves a shortfall of \$-635,872 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

**Forecast Lifecycle Costs and Planned Budgets**

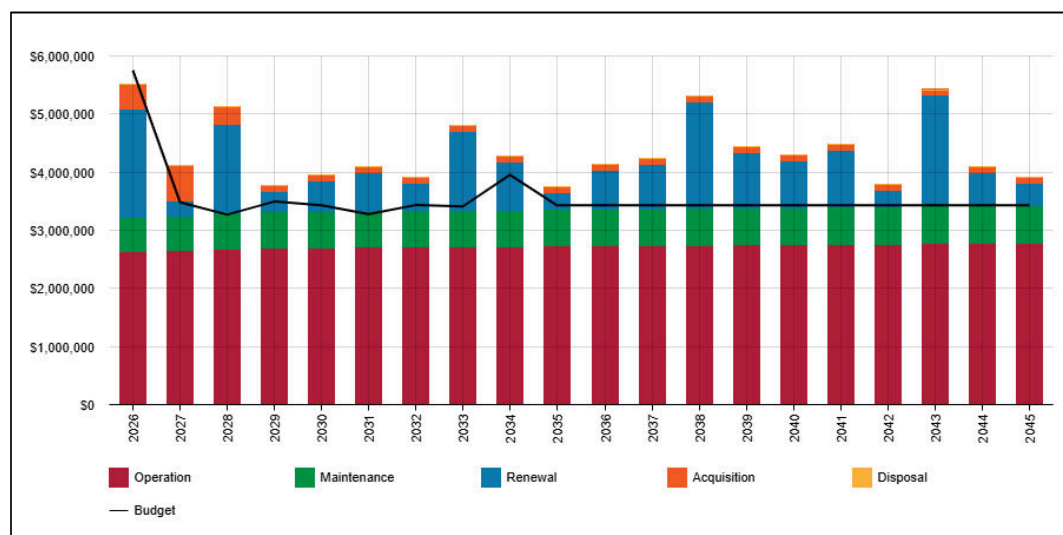


Figure Values are in current dollars.

We plan to provide parks and recreation services for the following:

- Operation, maintenance, renewal and acquisition of sporting fields, swimming pools, parks and camping grounds to meet service levels set by the Liverpool Plains Shire Council in annual budgets.

### 1.5.3 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Construction of new parks
- Fully fund any capital upgrades or replacements
- Increase our levels of service at sporting facilities

## 1.6 Risk Management

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- No provision for unexpected events requiring funds
- Increase in risk of asset failures due to extension of life
- The overall state of assets deteriorates as a result of insufficient renewal and maintenance initiatives

We will endeavour to manage these risks within available funding by:

- Improve maintenance assessment and planning
- Aggressively seek grant funding for the implementation of the Recreation Strategy actions
- Prioritise critical renewals
- Do not acquire any further assets than already planned

## 1.7 Financial Summary

Providing financially sustainable and affordable services from infrastructure requires the careful management of service levels, costs and risks.

The 10-year LTFP is \$3,693,319 on average per year giving a 10 year funding shortfall of \$-635,872 per year. This indicates that 85.31% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the LTFP.

## 1.8 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- The asset register data is reasonably accurate
- The current planned budget is expected to remain comparable (possible adjustments for inflation)
- No major significant changes in population or demand

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The Asset Register was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on a reliable level of confidence information.

## 1.9 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Undertake detailed condition assessment of all facilities within this plan



- Investigate disposal of assets surplus to requirements
- Review service levels
- Develop renewal plans for major facilities and sporting precincts
- Develop asset hierarchy
- Continue maintain and update asset register
- AMP Plan needs to be better linked with long term financial plan
- Implement customer satisfaction surveys to inform the development of levels of service performance measured by Council.

## 2.0 INTRODUCTION

### 2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Liverpool Plains Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Community Strategic Plan – 2022-2032
- Long Term Financial Plan – 2024-2034
- Local Environmental Plan – 2011
- Workforce Management Plan – 2022-2026

Asset Management within Council has not been its prime focus for several years. This has led to asset register data being outdated, and revaluations lagging schedule. This AM Plan will provide Council with a Core level of maturity in Asset Management.

The infrastructure assets covered by this AM Plan include camping grounds, swimming pools, sporting facilities, parks and recreation areas. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5.

These assets are used to provide sports and recreation services.

The infrastructure assets included in this plan have a total replacement value of \$28,958,548.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

**Table 2.1: Key Stakeholders in the AM Plan**

Key Stakeholder	Role in Asset Management Plan
Councillors	<ul style="list-style-type: none"> <li>■ Represent needs of community/shareholders</li> <li>■ Endorsement of the asset management policy and plans</li> <li>■ Allocate financial resources to meet planning objectives in providing services while managing risks</li> <li>■ Ensure service is sustainable</li> </ul>
General Manager	<ul style="list-style-type: none"> <li>■ Allocate human resources to meet planning objectives in providing services while managing risks,</li> <li>■ To ensure that all staff are educated in asset management and that responsibilities are communicated to staff</li> <li>■ To provide leadership and coordination for the implementation of asset management across the business units</li> <li>■ To raise awareness and provide education of asset management across Council</li> </ul>
Director Infrastructure & Environmental Services	<ul style="list-style-type: none"> <li>■ To develop, review and oversee the Asset Management Policy and Asset Management Plans</li> <li>■ To implement the improvement activities identified within the plan</li> </ul>

Key Stakeholder	Role in Asset Management Plan
	<ul style="list-style-type: none"> <li>Ensure that all asset data is kept up to date and inspections are undertaken in accordance with the agreed levels of service</li> <li>Develop 10-year Capital Works plans and budgeting</li> </ul>
LPSC Staff	<ul style="list-style-type: none"> <li>Verify the size, location, and condition of assets</li> <li>Provide local knowledge detail on all infrastructure assets</li> <li>Capital Works, Operations and Maintenance management to meet agreed service levels</li> <li>Liaison internally with Executive Leadership Team with regard to asset prioritisation and planning</li> </ul>
Community	<ul style="list-style-type: none"> <li>Be aware of service levels and costs</li> <li>Participate in consultation processes</li> <li>Provide feedback on services</li> <li>End user of the assets</li> </ul>

## 2.2 Goals and Objectives of Asset Ownership

Our goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the outcomes and benefits, principles and objectives of asset management can be found in:

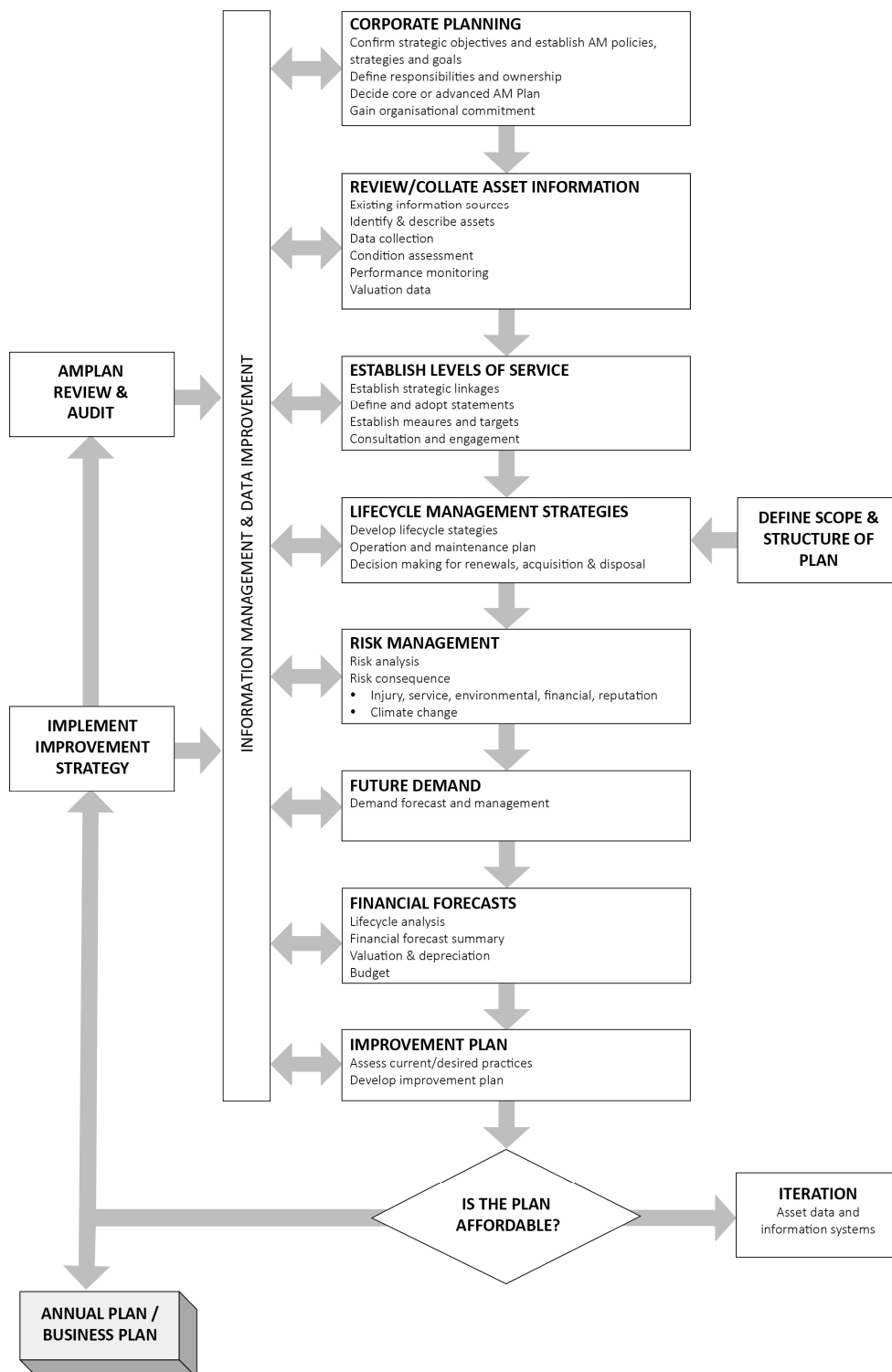
- ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- International Infrastructure Management Manual<sup>1</sup>

<sup>1</sup> IPWEA International Infrastructure Management Manual (IIMM), Sec 2.1

A road map for preparing an AM Plan is shown below.

**Road Map for preparing an Asset Management Plan**

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



## 3.0 LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by the Liverpool Plains Shire Council. Future revisions of the AM Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

Although the Liverpool Plains Shire Council has not carried out recent customer expectations, it will continually work on improving its community consultation practices through various methods to encourage stakeholder engagement in order to gain a better knowledge of the expectations.

### 3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Liverpool Plains Shire Council vision, mission, goals and objectives.

Our vision is:

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

Strategic goals have been set by the Liverpool Plains Shire Council. The relevant goals and objectives and how these are addressed in this AM Plan are summarised in Table 3.2.

**Table 3.2: Goals and how these are addressed in this Plan**

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
<b>A Great Rural Lifestyle with Access to Quality Services and Facilities</b>		
1.1	We value our beautiful landscapes, dynamic towns and villages and safe communities	This plan sustains the current level of maintenance and operations for parks and recreation areas
1.2	Our community is embracing and inclusive of all cultures  Recreation facilities support our communities sporting, health and physical activity needs	Consider Liverpool Plains Shire Council Inclusion Action Plan  Encourage volunteer base and participation in community events  Continue review and investment in parks and recreation areas
<b>Our Governance has Strong Community, Council and Business Leadership</b>		
2.3	We engage and encourage our youth to become involved in the community as the leaders of tomorrow	Promoting sporting groups and facilities that support our younger members of the community
<b>A Thriving Economy</b>		
4.4	Our planning reflects the diversity of our towns and villages and enables future development	Be proactive in approaches to community consultation and make informed decisions regarding asset management that reflects the community needs

### 3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the parks and recreation services are outlined in Table 3.3.

**Table 3.3: Legislative Requirements**

<i>Legislation</i>	<i>Requirement</i>
WHS Act, 2011	To provide a balanced and consistent framework to secure the health and safety of all workers and workplaces.
ISO 5500	To manage lifecycle of assets more effectively and to support continual improvement
Local Government Act, 1993	To provide a legal framework for the system of Local Government in NSW which to the community is accountable, sustainable flexible and effective.
Local Government Amendment (Governance and Planning) Act 2016	Includes the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
Road Transport Safety and Regulation Act 2008	To provide a balanced and consistent framework to secure the health and safety of all workers and workplaces.
NSW Environment and Planning Act 1979	To manage lifecycle of assets more effectively and to support continual improvement
Protection of the Environment Operations Act 1997	To provide a legal framework for the system of Local Government in NSW which to the community is accountable, sustainable flexible and effective.
State Environment Protection Policy (Infrastructure) 2007	To regulate the carrying out of various duties on public roads in NSW
Threatened Species Conservation Act 1995	To provide a balanced and consistent framework to secure the health
Independent Pricing and Regulatory Tribunal Act 1992	To manage lifecycle of assets more effectively and to support continual
Native Vegetation Act 2003	To provide a legal framework for the system of Local Government
Crown Lands Management Act, 2016	Clarifies legal framework governing Crown Land and outlines factors should be considered when making decisions to ensure the consistent, efficient, fair, and transparent management of Crown Land for the benefit of the people in New South Wales.
Kid Safe Playground Standards	Adhere to the current Australian Standards for Playgrounds and Playground Equipment.

### 3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

**Customer Values** indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

**Table 3.4: Customer Values**

<b>Service Objective:</b>			
<b>Customer Values</b>	<b>Customer Satisfaction Measure</b>	<b>Current Feedback</b>	<b>Expected Trend Based on Planned Budget</b>
That our sporting facilities are some of the best in the district	Customer feedback on services	Receives positive feedback on provision of sporting facilities	This service will improve
That our pools remain open	Availability of pools	Acceptable	This service will be maintained
That services are clean and available	Number of complaints	<5 per year	Nil change

### 3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

**Condition** How good is the service ... what is the condition or quality of the service?

**Function** Is it suitable for its intended purpose .... Is it the right service?

**Capacity/Use** Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

**Table 3.5: Customer Level of Service Measures**

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Provide areas that are appropriately maintained	Customer request system	<5 per year CRM Monthly Inspections	No significant change – planned budget allows current service level
		Equipment inspections	Most assets are in fair condition	
	Confidence levels		Medium	Medium
Function	That facilities are fit for purpose and meet appropriate levels	Use of facilities by community	Visual confirmed by staff and social media posts	Improve through implementation of the Recreation Strategy
		Compliance with standards	90% based on current inspections	To remain the same based on planned budget
	Confidence levels		Medium	Medium
Capacity	That facilities are accessible for users	Playground accessibility	High percentage of households within walking distance of a park or recreation area	Can be improved with planned budget and additional grant funding
			Medium	Medium
	Confidence levels		Medium	Medium

### 3.6 Technical Levels of Service

**Technical Levels of Service** – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).

- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.<sup>2</sup>

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

**Table 3.6: Technical Levels of Service**

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
<b>TECHNICAL LEVELS OF SERVICE</b>				
<b>Acquisition</b>	Delivery of Recreation Strategy	Completion of all items in the strategy	These works are currently budgeted with nominally 90% grant funding	That works be funded through Council sources for the implementation of adopted strategies
	Upgrades to parks and recreation areas	Number of upgrades identified	As per planned budget and additional grant funding	Certain facilities require improvements an additional \$50,000 annually would make necessary enhancements
		<b>Budget</b>	<b>\$0</b>	<b>\$425,000</b>
<b>Operation</b>	Mowing of streets, open spaces, and ovals	Length of grass to not exceed 100mm	Not measured	Length of grass to not exceed 100mm
	Cleaning of facilities	Complaints per year regarding dirty facilities	<5 per year	<5 per year
		<b>Budget</b>	<b>\$2,633,693</b>	<b>\$2,633,693</b>
<b>Maintenance</b>	Ensure pool plant facilities are operational	Number of outages per year	Not measured	<2 per year
	Ensure park equipment is safe for use	Number of injuries / complaints regarding safety	<2 per year	<2 per year
		<b>Budget</b>	<b>\$586,938</b>	<b>\$586,938</b>
<b>Renewal</b>	Renewal of facilities to ensure they meet customer needs	Replacement of assets as they fall due through condition	All renewals fully funded within this plan	All renewals fully funded
		<b>Budget</b>	<b>\$2,530,322</b>	<b>\$1,864,603</b>
<b>Disposal</b>	Nil disposals planned	N/A	N/A	N/A
		<b>Budget</b>	<b>\$0</b>	<b>\$0</b>

Note: \* Current activities related to Planned Budget.

\*\* Expected performance related to forecast lifecycle costs.

<sup>2</sup> IPWEA, 2015, IIMM, p 2|28.



It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

## 4.0 FUTURE DEMAND

### 4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

### 4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

### 4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

**Table 4.3: Demand Management Plan**

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Increasing community expectations	Not measured	The expected quality of services is projected to increase	Renewals may require some acquisition works to increase capacity / function of the asset	Communication with community on what is affordable
Council's Recreation Strategy	Strategy adopted, not yet implemented in full	Increase in services offered	There is consolidation proposed within the strategy, but the overall standard of facilities needs to be lifted to achieve the goals of the strategy	Grant funding for implementation of the strategy
Climate Change	Unexpected extreme weather events impact physical assets, operations, maintenance and serviceability	Events to continue and increase in impact	Physical damage, disruption to service, higher safety risks, increased maintenance costs	Introduce climate resilience strategies including risk assessments, asset upgrades, disaster preparedness and business continuity planning
Population Changes	Median age – 46 Av children per house – 0.6	Decrease by 801 by 2041	Decreased demand for changes to recreation areas, ie passive, design, etc	Through customer satisfaction surveys throughout different areas
Standards of sporting areas	In compliance with Australian and state regulations, as well as specific requirements of sporting codes.	Higher standards in sporting areas	Higher renewals or construction costs and additional works undertaken for upgrades of older assets	Regular inspections and alignment with standards.  Increase in training and awareness for staff in standards.

### 4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Liverpool Plains Shire Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

## 4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.<sup>3</sup>

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

**Table 4.5.1 Managing the Impact of Climate Change on Assets and Services**

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Temperature variations	Increase and decrease in temperatures	Increased water needs	Utilise efficient irrigation, investigate stormwater harvesting and explore renewable energies to minimise requirements for external resources
Increase in severe weather events	Severe weather events are increasing	Increased damage to infrastructure and vegetation Inadequate drainage systems for flood events	Horticulture planning to consider hardy species Develop management strategies for severe weather events

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

Table 4.5.2 summarises some asset climate change resilience opportunities.

**Table 4.5.2 Building Asset Resilience to Climate Change**

New Asset Description	Climate Change impact These assets?	Build Resilience in New Works
Sport and recreation areas	Severe weather events	Drainage designs to accommodate increased water flows Explore horticulture alternatives to assist with flows
Asset planning and design	Temperature variations	Use climate resilient assets and design to cope with impact

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

<sup>3</sup> IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

## 5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Liverpool Plains Shire Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

### 5.1 Background Data

#### 5.1.1 Physical parameters

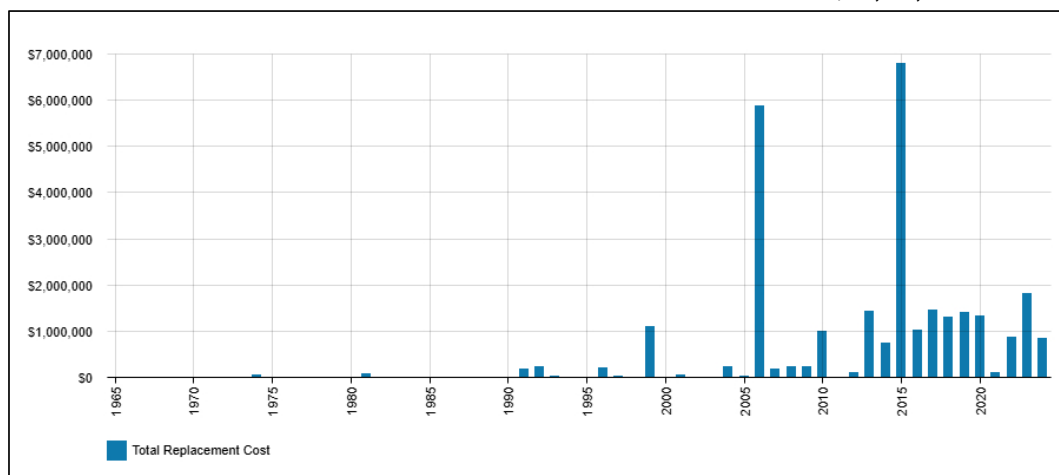
The assets covered by this AM Plan are shown in Table 5.1.1.

This plan covers all Council camping grounds, swimming pools, sporting facilities, parks and recreation areas .

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

**Table 5.1.1: Assets covered by this Plan**

Asset Category	Dimension	Replacement Value
Camping Grounds	6	\$ 762,966
Rest Areas	5	\$ 931,693
Sporting and Recreation Areas	49	\$ 6,426,120
Playgrounds	17	\$ 1,102,783
Pools	2	\$ 13,147,265
Other Structures	Numerous	\$ 6,587,721
<b>TOTAL</b>		<b>\$ 28,958,548</b>



All figure values are shown in current day dollars.

Currently asset age is based on condition, with limited corporate records of construction dates available.

#### 5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

**Table 5.1.2: Known Service Performance Deficiencies**

Location	Service Deficiency
Quirindi Showgrounds	Portable grandstands are at a high risk level and are in need of replacement
Bill McNamara Park	Playground equipment has been removed due to poor condition

The above service deficiencies were identified from regular asset inspections by staff, through customer reporting systems and via corporate knowledge.

### 5.1.3 Asset condition

Condition is currently monitored through regular inspections from parks and reserves staff, with deficits being recorded in our electronic document management system and highlighted with management. More recently in 2022 a more in-depth assessment was made of the parks and recreation assets through the revaluation process. The asset management system has been updated with these results.

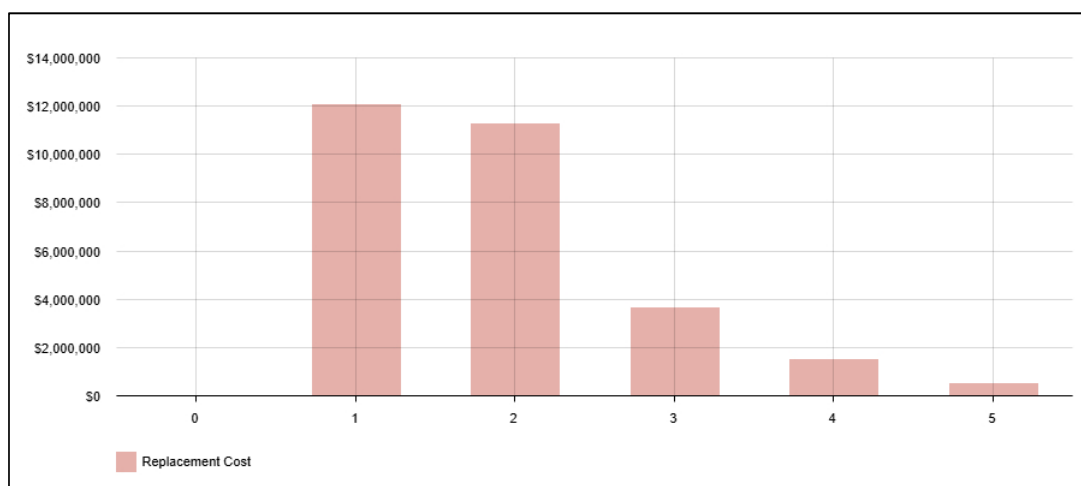
Condition is measured using a 1 – 5 grading system<sup>4</sup> as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

**Table 5.1.3: Condition Grading System**

Condition Grading	Description of Condition
1	<b>Very Good:</b> free of defects, only planned and/or routine maintenance required
2	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance
3	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service
4	<b>Poor:</b> significant defects, higher order cost intervention likely
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required

The condition profile of our assets is shown in Figure 5.1.3.

**Figure 5.1.3: Asset Condition Profile**



Change in our Asset system as resulted in work to be done to reapply condition data that was collected in 2022.

<sup>4</sup> IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

All figure values are shown in current day dollars.

## 5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

**Table 5.2.1: Maintenance Budget Trends**

Year	Maintenance Budget \$
2025/2026	\$586,938
2026/2027	\$586,938
2027/2028	\$586,938

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

### Asset hierarchy

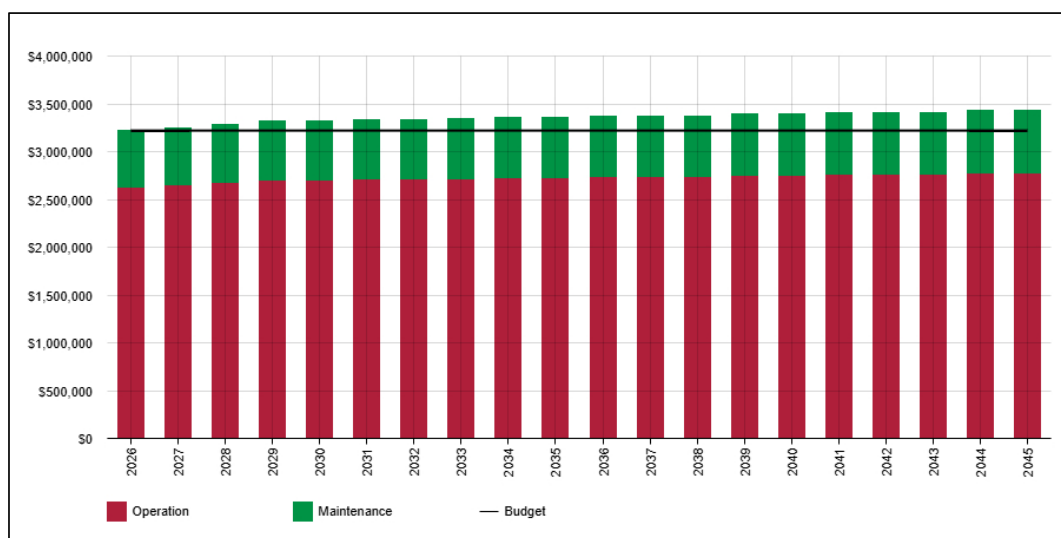
An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Council does not currently have an adopted service hierarchy, but this has been highlighted as a development within the next 12 months.

### Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

**Figure 5.2: Operations and Maintenance Summary**



All figure values are shown in current day dollars.

Ongoing operation and maintenance costs are not quite matched with the planned budget, as there is an expected increase related to the implementation of the Recreation Strategy and some known maintenance requirements. However, these increases should be nominal and will hopefully be covered by external funding opportunities. They are not expected to be detrimental to Council's ongoing performance and the level of service should remain the same.

At the time of writing this AMP there were no significant deferred maintenance activities to be undertaken.

## 5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed on 2022.

**Table 5.3: Useful Lives of Assets**

Asset (Sub)Category	Useful life
Asphalt Footpath	30 years
Boardwalk	30 years
Bollard	20 years
Brick Paved Footpath	50 years
Bus Shelter	20 years

Concrete Footbridge	80 years
Concrete Footpath	60 years
Fence	10 years
Flagpole	40 years
Gravel Footpath	12 years
Litter Bin	20 years
Park Bench	25 years
Playground Equipment	15 years
Retaining Wall	25 years
Roof	50 years
Skate Park	50 years
Shade Sail	15 years
Tennis Court	12 years
Timber Footbridge	40 years

The estimates for renewals in this AM Plan were based on the asset register.

### 5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).<sup>5</sup>

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.<sup>6</sup>

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

**Table 5.3.1: Renewal Priority Ranking Criteria**

Criteria	Weighting
Condition and risk	40%

<sup>5</sup> IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

<sup>6</sup> Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

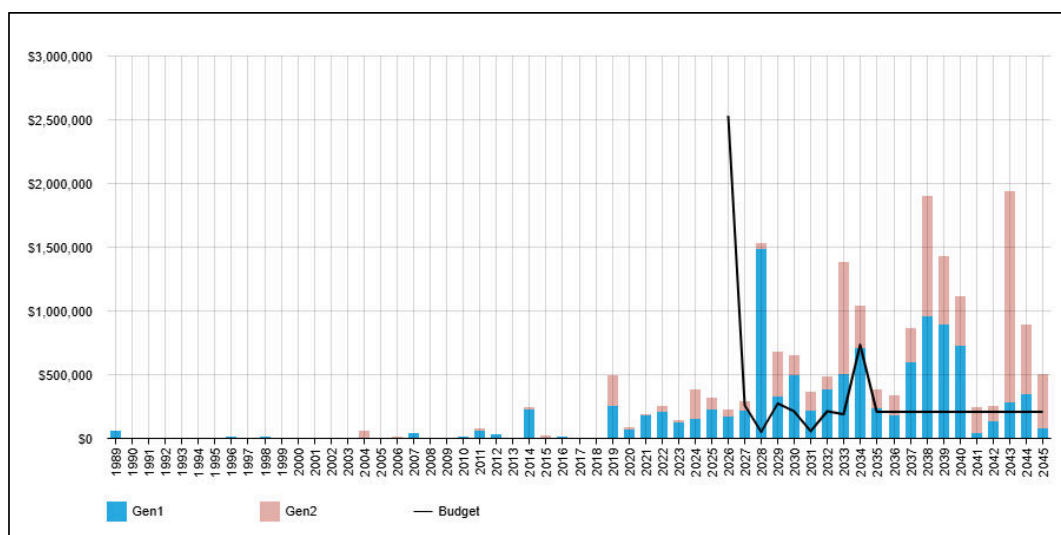


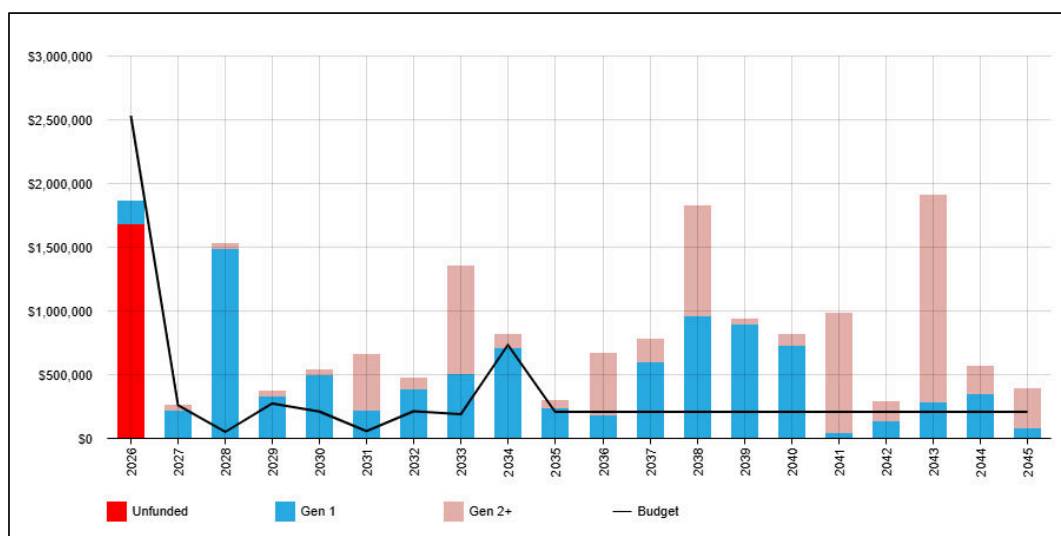
Criteria	Weighting
Maintenance history	20%
Funding availability	20%
Community Strategic Plan linkage	15%
Customer complaints	5%
<b>Total</b>	<b>100%</b>

## 5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

**Figure 5.4.1: Forecast Renewal Costs**





All figure values are shown in current day dollars.

The year one unfunded is mostly the Quirindi Aquatic Centre, as it shows overdue for renewal based on age and condition.

From the above graph, it is evident that certain years show notably higher renewal costs compared to the expected budget. The significant peak in the second year can be attributed to a renewal that is externally funded by a grant, being the Quirindi Aquatic Centre. While many assets were updated in the register in 2022, some still have unknown construction dates and staff are currently assessing and updating this area. In reality, the renewal expenses will be distributed over multiple years and additional grant funding obtained, therefore balancing the chart.

## 5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Liverpool Plains Shire Council.

### 5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

**Table 5.5.1: Acquired Assets Priority Ranking Criteria**

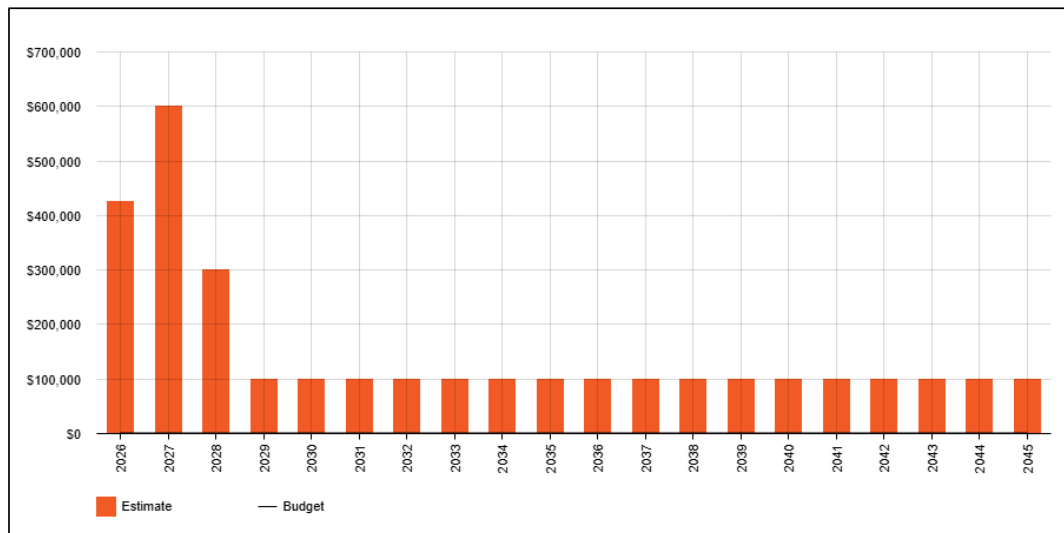
Criteria	Weighting
Legislative requirements	40%
Strategic alignment	30%
Financial costs	15%
Council capacity to operate	10%
Financial benefits	5%

Total	100%
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### Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised / summarized in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

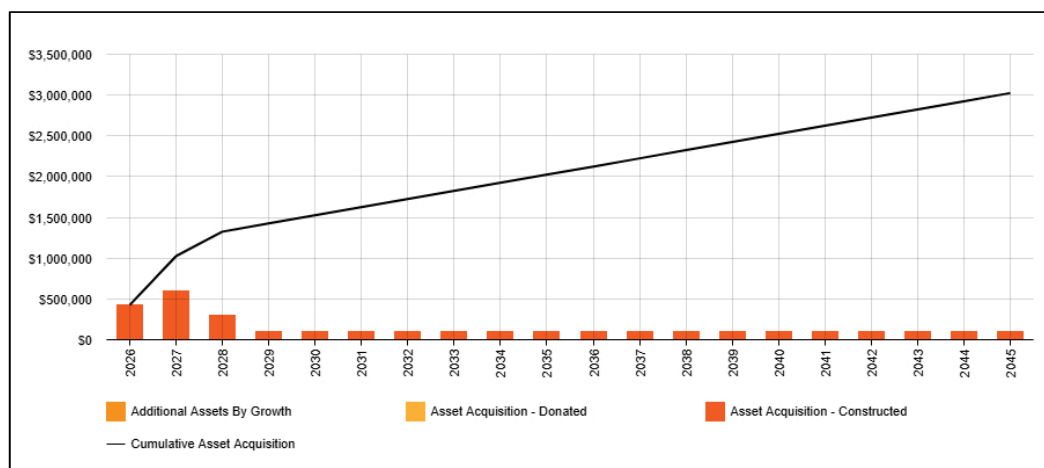
**Figure 5.5.1: Acquisition (Constructed) Summary**



All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.5.2.

**Figure 5.5.2: Acquisition Summary**



All figure values are shown in current dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

The forecasted acquisitions are typically connected to the Recreation Strategy, and are identified as 90% grant funded in this plan.

Often, Council acquire new assets when appropriate grant funding becomes accessible and it is important to note that the availability of such funding is outside of the Council's control, and therefore has not been factored into this Asset Management Plan.

Funds are sourced from the Council's own resources and distributed across various minor items, with each item receiving budget allocations up to the specified value.

The Council's budget for renewals relies solely on its current assets. While this is currently adequate, there is a potential risk of a renewal shortfall in the future if additional assets are acquired in the coming years. The Council should exercise caution when considering new acquisitions, taking into account its ability to finance these in subsequent years. This applies not only to assets obtained through donations but also to those offered to the Council at subsidised rates.

## 5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the long-term financial plan.

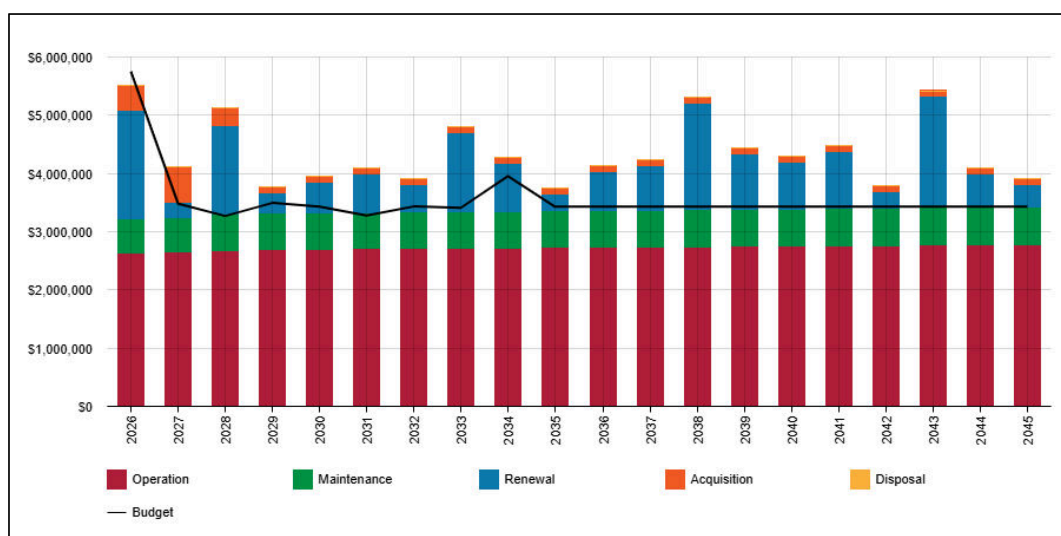
are no further plans for asset disposals included in this AM Plan, however this will be an item for review in There each review.

## 5.7 Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.7.1. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

**Figure 5.7.1: Lifecycle Summary**



All figure values are shown in current day dollars.

The budget shortfall for renewals shown, mostly relates to the acquisition works highlighted under the Recreation Strategy, with these works being reliant upon grant funding to be achieved.

The budget allocated for the projects outlined in the 10-year plan aligns with the anticipated expenses. This alignment stems from the fact that all the projects presented are essential for maintaining the functionality of the parks, recreational facilities, and other assets, along with any service standards. Any new acquisitions, renovations, or modifications to the 10-year plan will be incorporated into subsequent updates of this Asset Management Plan (AMP) and any consequences to the level of service will be addressed.

## 6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'<sup>7</sup>.

An assessment of risks<sup>8</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

### 6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

**Table 6.1 Critical Assets**

Critical Asset(s)	Failure Mode	Impact
Softfall	Fall from playground equipment	Serious injury or death
Grandstands	Structure failure and collapse	Serious injury or death
Pool treatment plant	Part failure, burst main, treatment failure	Closure of pool, potential health concerns

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

### 6.2 Risk Assessment

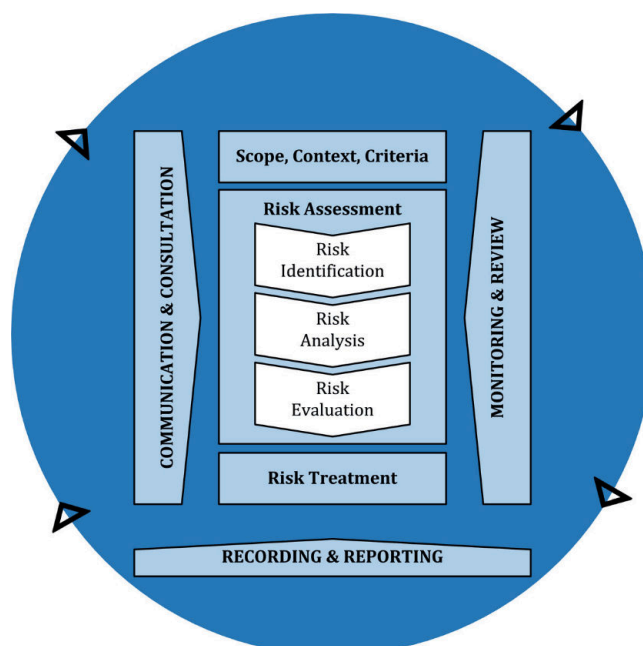
The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

<sup>7</sup> ISO 31000:2009, p 2

<sup>8</sup> Council's Risk Management Strategy



**Fig 6.2 Risk Management Process – Abridged**

Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks<sup>9</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Council.

**Table 6.2: Risks and Treatment Plans**

<sup>9</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Softfall	Injury/Fatality resulting from failure of asset	High	<ul style="list-style-type: none"> <li>Regular site inspections</li> <li>Annual assessment of quality</li> <li>Replacement of asset assessed as poor</li> </ul>	Low	\$72,000
Climate Change	Increase in use of water and irrigation	High	<ul style="list-style-type: none"> <li>Implement water savings devices</li> <li>Better</li> </ul>	Medium	\$50,000
Grandstands	Injury/Fatality resulting from failure of asset	High	<ul style="list-style-type: none"> <li>Regular site inspections</li> <li>Qualified contractor inspection every 2 years</li> <li>Replacement of asset assessed as poor</li> </ul>	Low	\$750,000 for renewal
Playground Equipment	Injury resulting from equipment age/failure	High	<ul style="list-style-type: none"> <li>Regular site Inspections</li> <li>Full defect inspections every 6 months</li> <li>Removal or repair of equipment assessed as poor</li> </ul>	Low	\$20,000 annually
Park Shelters and Seating	Injury resulting from age/structural failure	High	<ul style="list-style-type: none"> <li>Regular inspections by staff</li> <li>Qualified builder inspection every 2 years</li> </ul>	Low	Under \$5,000 Every 2 years
Key System	Vandalism, theft and public safety	High	<ul style="list-style-type: none"> <li>Installation of new eCliq key system</li> </ul>	Low	\$135,000
All Assets	Injuries and/or Insurance Claims	High	<ul style="list-style-type: none"> <li>Increase signage and compliance to AS</li> </ul>	Medium	\$10,000
Financial	Assets not maintained affecting possible failures	High	<ul style="list-style-type: none"> <li>Ensure sufficient funding allocated for operational and maintenance tasks</li> <li>Align with CSP and Recreation Strategy</li> <li>Apply for grant funding opportunities for specific targeted projects</li> </ul>	Low	Apply for increase in budget allocations
Barbeques	Injury resulting from age/failure	Medium	<ul style="list-style-type: none"> <li>Regular inspections by staff</li> <li>Qualified contractor inspections annually</li> </ul>	Low	Under \$5,000 every 2 years

Note \* The residual risk is the risk remaining after the selected risk treatment plan is implemented.

## 6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to ensure service delivery resilience.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the AM Plan.

## 6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.



#### 6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Construct new parks or recreation areas
- Increase levels of service at sporting facilities
- Reduce all potential risks

#### 6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Sporting fields unsuitable for use
- Reduction in level of service and/or customer satisfaction
- Pool closure due to associated health risks
- Decrease in parks and reserves usage

#### 6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Reputational loss due to slow delivery of the Recreation Strategy
- Non-compliance with standard requirements
- Failure of assets
- Short closures of assets/facilities until repairs can be completed

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

## 7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

### 7.1 Financial Sustainability and Projections

#### 7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- Asset Renewal Funding Ratio (proposed renewal budget for the next 10 years / proposed renewal costs for next 10 years), and
- Lifecycle Funding Ratio (proposed lifecycle budget for the next 10 years / proposed lifecycle outlays for the next 10 years shown in the AM Plan).

#### Asset Renewal Funding Ratio

Asset Renewal Funding Ratio<sup>10</sup> 58.08%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 58.08% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall where one exists, is illustrated in Appendix D.

#### Lifecycle Funding Ratio – 10 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed, and affordable level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$4,506,913 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$3,693,319 on average per year giving a 10 year funding shortfall of \$-813,593 per year. This indicates that 81.95% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

#### 7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan and/or financial projections in the LTFP.

We will manage any 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2024/2025 dollar values.

<sup>10</sup> AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

**Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan**

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total Budget
2026	425,000	2,633,693	586,938	1,864,603	0	5,750,953
2027	600,000	2,654,943	596,246	258,302	0	3,480,792
2028	300,000	2,684,943	609,386	1,525,686	0	3,271,631
2029	100,000	2,699,943	615,956	362,742	0	3,494,631
2030	100,000	2,704,943	618,146	529,058	0	3,431,631
2031	100,000	2,709,943	620,336	658,808	0	3,276,631
2032	100,000	2,714,943	622,526	467,691	0	3,433,631
2033	100,000	2,719,943	624,716	1,357,388	0	3,409,631
2034	100,000	2,724,943	626,906	816,334	0	3,954,631
2035	100,000	2,729,943	629,096	297,876	0	3,429,031
2036	100,000	2,734,943	631,286	671,329	0	3,429,031
2037	100,000	2,739,943	633,476	769,242	0	3,429,031
2038	100,000	2,744,943	635,666	1,826,715	0	3,429,031
2039	100,000	2,749,943	637,856	941,380	0	3,429,031
2040	100,000	2,754,943	640,046	810,576	0	3,429,031
2041	100,000	2,759,943	642,236	977,645	0	3,429,031
2042	100,000	2,764,943	644,426	287,134	0	3,429,031
2043	100,000	2,769,943	646,616	1,905,290	0	3,429,031
2044	100,000	2,774,943	648,806	569,003	0	3,429,031
2045	100,000	2,779,943	650,996	387,097	0	3,429,031

## 7.2 Funding Strategy

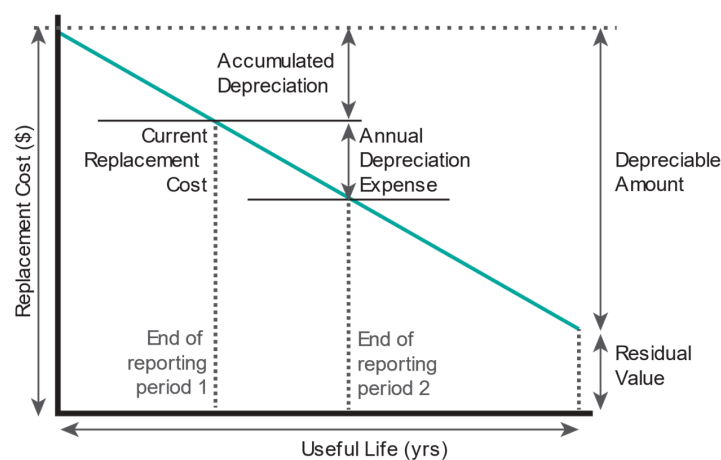
The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

## 7.3 Valuation Forecasts

### 7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at fair value at cost to replace service capacity.



Replacement Cost (Gross)	\$28,958,548
Depreciable Amount	\$28,958,548
Current Replacement Cost <sup>11</sup>	\$17,438,410
Annual Depreciation Expense	\$1,194,070

### 7.3.2 Valuation forecast

Asset values are forecast to increase as additional assets are added.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

Existing assets, when revalued are likely to increase in value, reflecting the typically increasing cost of replacement over time.

## 7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Council's current asset register is reasonably accurate and complete
- Current valuation data is reasonably accurate
- The current annual budget is anticipated to stay consistent in future years, with adjustments made to account for inflation.
- Population levels should remain stable with no significant changes anticipated

## 7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale<sup>12</sup> in accordance with Table 7.5.1.

**Table 7.5.1: Data Confidence Grading System**

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$

<sup>11</sup> Also reported as Written Down Value, Carrying or Net Book Value.

<sup>12</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Confidence Grade	Description
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

**Table 7.5.2: Data Confidence Assessment for Data used in AM Plan**

Data	Confidence Assessment	Comment
Demand drivers	C	Based on historical data and current projections
Growth projections	B	Data from NSW Planning, ABS and historical data
Acquisition forecast	A	Current planned acquisitions indicated in the Recreation Strategy
Operation forecast	B	Based on historical expenditures
Maintenance forecast	A	Based on historical expenditures
Renewal forecast	B	Asset values based on asset register and verified through the revaluation process
- Asset values	B	Asset useful lives based on engineering design, experience and revaluation process
- Asset useful lives	B	Asset useful lives based on engineering design, experience and revaluation process
- Condition modelling	B	Condition data is reasonably accurate based on 2022 revaluation
Disposal forecast	A	No planned disposals

The estimated confidence level for and reliability of data used in this AM Plan is considered to be High.

## 8.0 PLAN IMPROVEMENT AND MONITORING

### 8.1 Data and Information Sources

#### 8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is Council's financial system Authority Altitude and Asset Management System, Assetic Brightly.

#### 8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is Assetic Brightly.

### 8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

**Table 8.2: Improvement Plan**

Task	Task	Responsibility	Resources Required	Timeline
1	Undertake detailed condition assessment of all facilities within this plan	DIES	\$25,000	2026
2	Review service levels	DIES & Council	Internally allocated	2026
3	Develop renewal plans for major facilities and sporting precincts	DIES	Internally allocated	2027
4	Develop asset hierarchy	DIES	Internally allocated	2026
5	A number of entries in asset register have inadequate descriptions, making it difficult to identify physical assets and do not have a construction date. Crucial to continue maintain and update asset register.	Asset Officer	Internal staff	Ongoing
6	AMP Plan needs to be better linked with long term financial plan	MPA & CFO	Internal staff	Ongoing
7	Implement customer satisfaction surveys to inform the development of levels of service performance measured by Council.	MPA and Media/ Communications Officer	Internal staff	2028

### 8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within 12 months of each Council election.

## 8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

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- Liverpool Plains Shire Council Delivery Program 2022-2026
- Liverpool Plains Shire Council Operational Plan 2024-2025



## 10.0 APPENDICES

### Appendix A Acquisition Forecast

#### A.1 – Acquisition Forecast Assumptions and Source

Acquisitions within this plan are those included within the Recreation Strategy 2020, and those which already have committed grant funding.

Parks and Reserves acquisitions incorporate numerous minor items annually, which is in addition to the occasional acquisition of major items. Major items are typically secured when appropriate grant funding becomes accessible. It is also important to note that grant funding is excluded from this AMP, due to its variable nature.

#### A.2 – Acquisition Project Summary

Acquisitions included within this plan are those associated with the Recreation Strategy, which are only funded if grant funding is available.

#### A.3 – Acquisition Forecast Summary

NAMS+ Outputs Summary for Acquisition has been used

*Table A3 - Acquisition Forecast Summary*

Year	Constructed	Donated	Growth
2026	425,000	0	0
2027	600,000	0	0
2028	300,000	0	0
2029	100,000	0	0
2030	100,000	0	0
2031	100,000	0	0
2032	100,000	0	0
2033	100,000	0	0
2034	100,000	0	0
2035	100,000	0	0
2036	100,000	0	0
2037	100,000	0	0
2038	100,000	0	0
2039	100,000	0	0
2040	100,000	0	0
2041	100,000	0	0
2042	100,000	0	0
2043	100,000	0	0
2044	100,000	0	0
2045	100,000	0	0

## Appendix B Operation Forecast

### B.1 – Operation Forecast Assumptions and Source

It is assumed that new assets will add a 0.5% of capital costs increase to ongoing operation obligations. This is likely conservative given our current operation costs are <0.5% of our capital costs.

### B.2 – Operation Forecast Summary

NAMS+ Outputs Summary for Operation has been used

**Table B2 - Operation Forecast Summary**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2026	2,633,693	21,250	2,633,693
2027	2,633,693	30,000	2,654,943
2028	2,633,693	15,000	2,684,943
2029	2,633,693	5,000	2,699,943
2030	2,633,693	5,000	2,704,943
2031	2,633,693	5,000	2,709,943
2032	2,633,693	5,000	2,714,943
2033	2,633,693	5,000	2,719,943
2034	2,633,693	5,000	2,724,943
2035	2,633,693	5,000	2,729,943
2036	2,633,693	5,000	2,734,943
2037	2,633,693	5,000	2,739,943
2038	2,633,693	5,000	2,744,943
2039	2,633,693	5,000	2,749,943
2040	2,633,693	5,000	2,754,943
2041	2,633,693	5,000	2,759,943
2042	2,633,693	5,000	2,764,943
2043	2,633,693	5,000	2,769,943
2044	2,633,693	5,000	2,774,943
2045	2,633,693	5,000	2,779,943

## Appendix C Maintenance Forecast

### C.1 – Maintenance Forecast Assumptions and Source

It is assumed that new assets will add a 0.5% of capital costs increase to ongoing operation obligations. This is likely conservative given our current operation costs are <0.5% of our capital costs.

### C.2 – Maintenance Forecast Summary

NAMS+ Outputs Summary for Maintenance has been used

**Table C2 - Maintenance Forecast Summary**

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2026	586,938	9,308	586,938
2027	586,938	13,140	596,246
2028	586,938	6,570	609,386
2029	586,938	2,190	615,956
2030	586,938	2,190	618,146
2031	586,938	2,190	620,336
2032	586,938	2,190	622,526
2033	586,938	2,190	624,716
2034	586,938	2,190	626,906
2035	586,938	2,190	629,096
2036	586,938	2,190	631,286
2037	586,938	2,190	633,476
2038	586,938	2,190	635,666
2039	586,938	2,190	637,856
2040	586,938	2,190	640,046
2041	586,938	2,190	642,236
2042	586,938	2,190	644,426
2043	586,938	2,190	646,616
2044	586,938	2,190	648,806
2045	586,938	2,190	650,996

## Appendix D Renewal Forecast Summary

### D.1 – Renewal Forecast Assumptions and Source

Renewals are primarily based on the condition and anticipated lifespan of assets and in some years, the projected renewals exceed the planned budget. Specific projects for the Werris Creek Pool and the Quirindi Pool are from reports completed by Constructive Solutions in 2020.

### D.2 – Renewal Project Summary

The renewals of assets are currently based on the remaining life data in the Council asset register, Assetic Brightly

### D.3 – Renewal Forecast Summary

NAMS+ Outputs Summary for Renewal has been used

**Table D3 - Renewal Forecast Summary**

Year	Renewal Forecast	Renewal Budget
2026	1,864,603	2,530,322
2027	258,302	260,161
2028	1,525,686	51,000
2029	362,742	274,000
2030	529,058	211,000
2031	658,808	56,000
2032	467,691	213,000
2033	1,357,388	189,000
2034	816,334	734,000
2035	297,876	208,400
2036	671,329	208,400
2037	769,242	208,400
2038	1,826,715	208,400
2039	941,380	208,400
2040	810,576	208,400
2041	977,645	208,400
2042	287,134	208,400
2043	1,905,290	208,400
2044	569,003	208,400
2045	387,097	208,400

## Appendix E Disposal Summary

There are no disposals projected in this plan.

## Appendix F Budget Summary by Lifecycle Activity

Planned Budget estimates are based on the current 2025-2026 budget and known approved grants. There is no significant change expected at the time of production.

*Table F1 – Budget Summary by Lifecycle Activity*

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total Budget
2026	425,000	2,633,693	586,938	1,864,603	0	5,750,953
2027	600,000	2,654,943	596,246	258,302	0	3,480,792
2028	300,000	2,684,943	609,386	1,525,686	0	3,271,631
2029	100,000	2,699,943	615,956	362,742	0	3,494,631
2030	100,000	2,704,943	618,146	529,058	0	3,431,631
2031	100,000	2,709,943	620,336	658,808	0	3,276,631
2032	100,000	2,714,943	622,526	467,691	0	3,433,631
2033	100,000	2,719,943	624,716	1,357,388	0	3,409,631
2034	100,000	2,724,943	626,906	816,334	0	3,954,631
2035	100,000	2,729,943	629,096	297,876	0	3,429,031
2036	100,000	2,734,943	631,286	671,329	0	3,429,031
2037	100,000	2,739,943	633,476	769,242	0	3,429,031
2038	100,000	2,744,943	635,666	1,826,715	0	3,429,031
2039	100,000	2,749,943	637,856	941,380	0	3,429,031
2040	100,000	2,754,943	640,046	810,576	0	3,429,031
2041	100,000	2,759,943	642,236	977,645	0	3,429,031
2042	100,000	2,764,943	644,426	287,134	0	3,429,031
2043	100,000	2,769,943	646,616	1,905,290	0	3,429,031
2044	100,000	2,774,943	648,806	569,003	0	3,429,031
2045	100,000	2,779,943	650,996	387,097	0	3,429,031



# ASSET MANAGEMENT PLAN

Liverpool Plains Shire Council

Transportation AMP FY26



Document Control		Asset Management Plan - Alternate Method			
Document ID : 2025 Transportation AMP					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1.0	December 2020	Review to contemporary standard and combine Roads, Footpaths and Bridges into Transportation	DES	GM	Council
2.0	April 2025	Review to align with new LTFP and newly elected Council	DIES	DIES	Council



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## 1.0 EXECUTIVE SUMMARY

### 1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10-year planning period.

### 1.2 Asset Description

This plan covers the infrastructure assets that provide transportation and stormwater services.

The transportation network comprises:

- Sealed local roads
- Sealed regional roads
- Unsealed local roads
- Major earthworks (cut/fill >2m)
- Bridges
- Major and minor culverts
- Causeways
- Urban stormwater
- Kerb & gutter network
- Footpath network
- Crash barriers
- Road signage
- Guide posts

The above infrastructure assets have replacement value estimated at \$517,769,820.

The nature of transportation assets is that they are inherently long life assets. The result of this is that they can provide a high level of service for an extensive period with routine maintenance. However, these assets are aging with many of them reaching end of their useful lives within the planning period of this AM Plan. This results in a spike in renewal costs that will be experienced. This spike is not able to be funded, with this AM Plan proposing a recurrent expenditure where the assets most in need are renewed each year.

### 1.3 Levels of Service

The allocation in the planned budget is insufficient to continue providing existing services at levels for the planning period. Further, whilst Council's bridges are all concrete, there is no budget available for the renewal of bridges and stormwater over the longer term.

Bridge assets have a replacement value of \$98,750,523 with an annual depreciation of \$1,134,088. This depreciation is not funded within this plan, noting that any likely bridge works are outside of the 20 year planning period of this plan.

Similarly stormwater assets have a replacement value of \$33,668,237 with an annual depreciation of approximately \$480,496. This depreciation is not funded within this plan, noting that any likely stormwater works are outside of the 20 year planning period of this plan.

The main service consequences of the Planned Budget are:

- Reliant on grant funding to extend kerb and gutter network
- Reliant on grant funding to deliver adopted Pedestrian Access Movement Plan and Bike Plan

## 1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Increase in community expectations
- Increase in heavy vehicle loadings due to changes in legislation
- Climate change resulting in shorter and sharper storms
- Increasing freight being shifted across Council's road network

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Communication of services Council can sustainably deliver to community
- Development of arterial routes to provide for heavy vehicles
- Management of road access to move to higher productivity vehicles on appropriate routes
- Liverpool Plains Shire Council Local Environmental Plan
- Review of service levels

## 1.5 Lifecycle Management Plan

### 1.5.1 What does it Cost?

The lifecycle costs necessary to provide the services covered by this AM Plan include operations, maintenance, renewal and upgrade of existing assets, and the acquisition of new assets to meet demand. Disposal of assets is also considered.

When lifecycle costs are prepared for a minimum 10-year planning period, they can be used to inform the 10-year LTFP. The first 10-year lifecycle forecast is estimated to cost \$108,656,800 or \$10,865,680 on average per year.

Depreciation is excluded from these cost estimates.

## 1.6 Financial Summary

### 1.6.1 What we will do

The funding made available in the first 10-years' of the LTFP is \$106,703,304 or \$10,670,330 on average per year which is approximately 98.2% of the cost to undertake the lifecycle activities.

The reality is, only what is funded in the LTFP can be provided. Informed decision making depends on the AM Plan emphasising the consequences of planned budgets on the service levels provided and communicating the residual risks. It is important to ensure the organisation is delivering the services in a financially sustainable manner.

The 10-year LTFP results in a shortfall of \$-195,350 on average per year of the forecast lifecycle costs required to provide services. This is shown in the figure below.

The LTFP, on average, for the first 10-years is sufficient to provide services. This is shown in the figure below.

### Forecast Lifecycle Costs and Planned Budgets

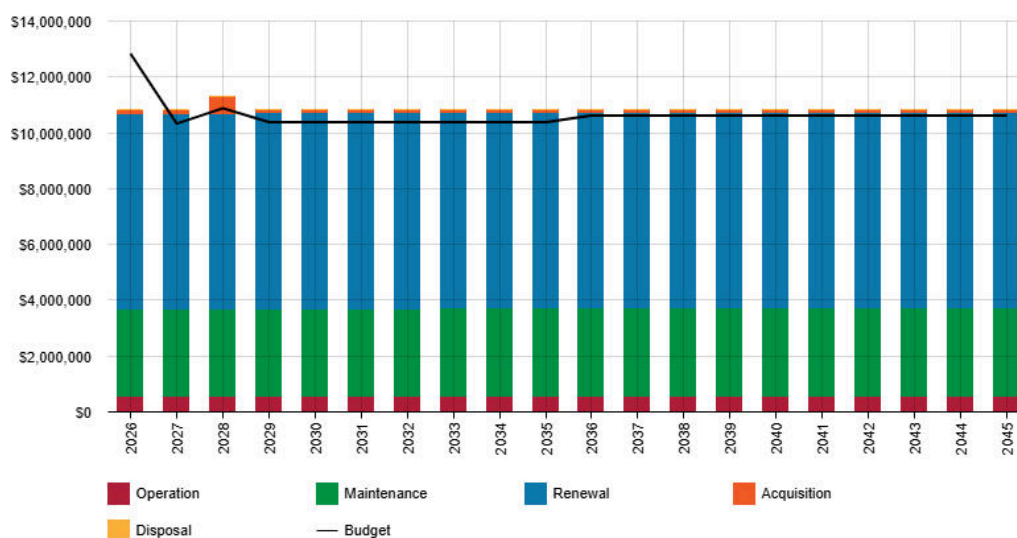


Figure Values are in current dollars.

We plan to provide transportation services for the following:

- Operation, maintenance, renewal and upgrade of local and regional roads, bridges, culverts, urban stormwater, kerb & gutter, footpaths and shared paths to meet service levels set by in annual budgets.

### 1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Extension of the sealed road network
- Extend our footpath network
- Major upgrade works on the local and regional road network

### 1.6.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Deterioration of the road network due to heavier vehicles and warmer temperatures
- Litigation from property damage
- Litigation from public injury/fatality

We will endeavour to manage these risks within available funding by:

- Prioritise works based on traffic volumes and speed environment
- Aggressively seek external funding for further works

## 1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- All values are based on Council's current asset register
- That Council will be able to undertake the renewals 'in house'

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The alternate method was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on a reliable level of confidence information.

## **1.8 Monitoring and Improvement Program**

The next steps resulting from this AM Plan to improve asset management practices are:

- Undertake community satisfaction survey
- Undertake ground truthing of asset register to confirm assets owned by Council
- Determine asset age data
- Capture data on strength of structures
- Re-segmentation of road assets to enable better management
- Investigate pavement thickness across the sealed network

## 2.0 INTRODUCTION

### 2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Liverpool Plains Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Community Strategic Plan 2026 – 2036
- Operational Plan
- Delivery Program
- Long Term Financial Plan
- Liverpool Plains Local Environmental Plan 2011

These assets are used to provide transportation to customers include sealed roads, unsealed roads, urban stormwater network, footpaths, kerb & gutter. Given Council's large geographic area, there is an extensive road network for our population. Coupled with the Liverpool Plains reliance on agriculture, the road network is under strain due to its length, and the seasonal nature of the loading. For a detailed summary of the assets covered in this Asset Management Plan refer to Table in Section 5.

The infrastructure assets included in this plan have a total replacement value of \$517,769,820.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

**Table 2.1: Key Stakeholders in the AM Plan**

Key Stakeholder	Role in Asset Management Plan
Councillors	<ul style="list-style-type: none"> <li>■ Represent needs of community/shareholders</li> <li>■ Endorsement of the asset management policy and plans</li> <li>■ Allocate financial resources to meet planning objectives in providing services while managing risks</li> <li>■ Ensure service is sustainable</li> </ul>
General Manager	<ul style="list-style-type: none"> <li>■ Allocate human resources to meet planning objectives in providing services while managing risks,</li> <li>■ To ensure that all staff are educated in asset management and that responsibilities are communicated to staff</li> <li>■ To provide leadership and coordination for the implementation of asset management across the business units</li> <li>■ To raise awareness and provide education of asset management across Council</li> </ul>
Director Infrastructure and Environmental Services	<ul style="list-style-type: none"> <li>■ To develop, review and oversee the Asset Management Policy and Asset Management Plans</li> <li>■ To implement the improvement activities identified within the plan</li> </ul>

Key Stakeholder	Role in Asset Management Plan
	<ul style="list-style-type: none"> <li>Ensure that all asset data is kept up to date and inspections are undertaken in accordance with the agreed levels of service</li> <li>Develop 10 year Capital Works plans and budgeting</li> </ul>
LPSC Staff	<ul style="list-style-type: none"> <li>Verify the size, location, and condition of assets</li> <li>Provide local knowledge detail on all infrastructure assets</li> <li>Capital Works, Operations and Maintenance management to meet agreed service levels</li> <li>Liaison internally with Executive Leadership Team with regard to asset prioritisation and planning</li> </ul>

## 2.2 Goals and Objectives of Asset Ownership

Our goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the outcomes and benefits, principles and objectives of asset management can be found in:

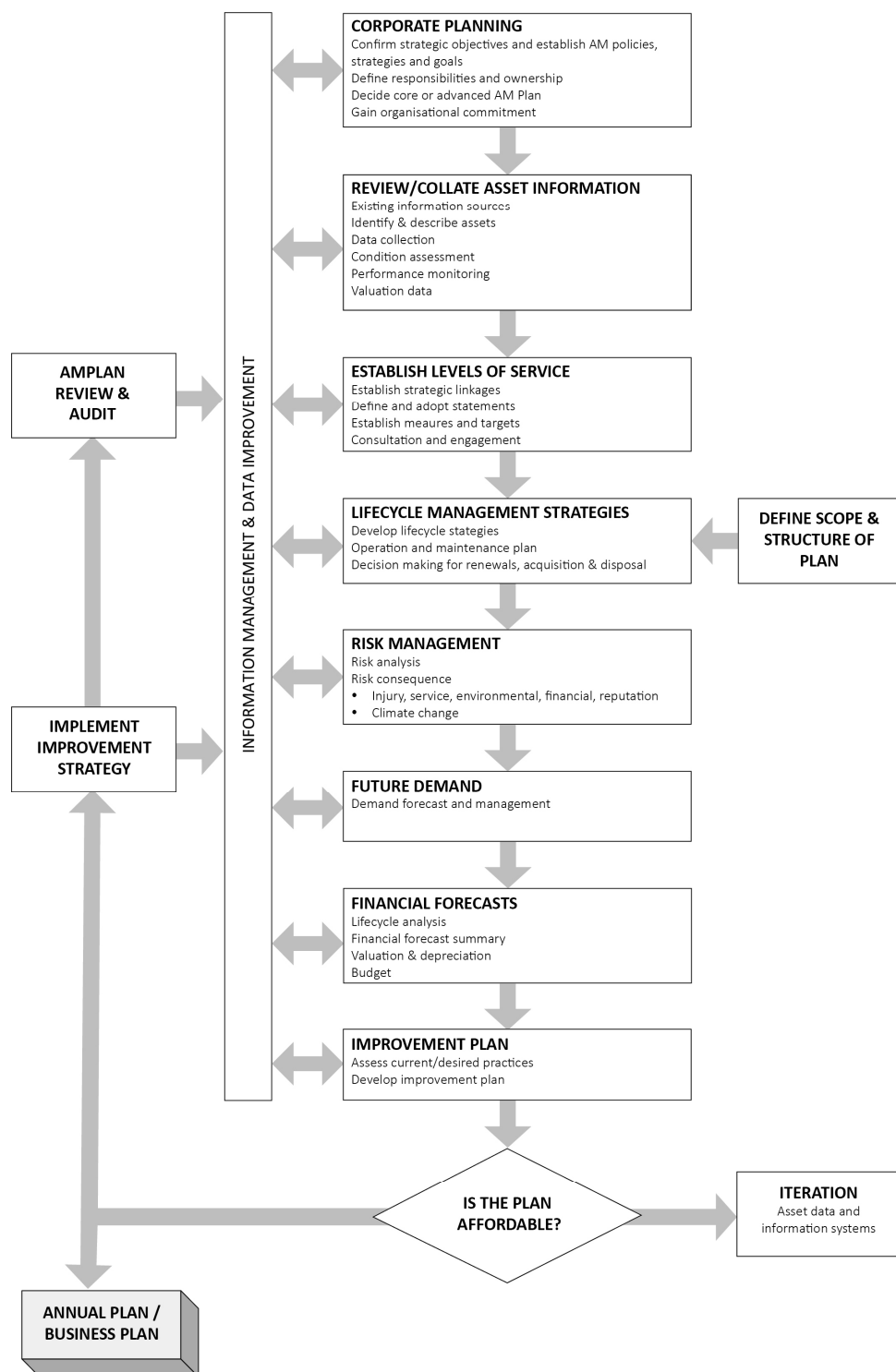
- ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- International Infrastructure Management Manual<sup>1</sup>

A road map for preparing an AM Plan is shown below.

<sup>1</sup> IPWEA International Infrastructure Management Manual (IIMM), Sec 2.1



**Road Map for preparing an Asset Management Plan**  
Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



## 3.0 LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service Council. Future revisions of the AM Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

We currently have no research on customer expectations. This will be investigated for future updates of the AM Plan.

### 3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Liverpool Plains Shire Council vision, mission, goals and objectives.

Our vision is:

*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.*

Strategic goals have been set by the Liverpool Plains Shire Council. The relevant goals and objectives and how these are addressed in this AM Plan are summarised in Table 3.2.

**Table 3.2: Goals and how these are addressed in this Plan**

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
1.4	Our transport and telecommunications expand to improve support for our business, lifestyle and remote working.	Provides better services for freight and transport on roads.
3.1	Our infrastructure is well planned and maintained and will meet our needs now and, in the future,	This plan provides for sustainable, evidence-based renewals and maintenance on our transportation network.
3.4	Our local farming is sustainable	This plan provides for the creation and maintenance of dedicated restricted access vehicle routes to improve our farmers sustainability.

### 3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the transportation service are outlined in Table 3.3.

**Table 3.3: Legislative Requirements**

Legislation	Requirement
<i>Local Government Act 1993 (and Regulation 2005)</i>	Sets out the responsibilities and powers of local government to provide an accountable, effective, efficient, sustainable and open system of local government. This includes the preparation of a LTFP supported by AMPs.
<i>Roads Act 1993 (and Regulation 2008)</i>	Sets out the responsibilities and powers of Roads Authorities to undertake works on, and maintenance of, public roads. Council is a Roads Authority for all roads within the shire (excluding Crown Roads)
<i>NSW Environmental Planning and Assessment Act 1979</i>	Specifies the environmental considerations required in all development activities.

<i>Protection of the Environment Operations Act 1997</i>	Protects, restore and enhance the quality of the environment. Provides regulation activities, licensing and includes the monitoring and reporting on waste outputs.
<i>Fisheries Management Act (1994)</i>	Conserve fish stocks and habitats. Promote ecologically sustainable development, and quality recreational fishing opportunities. Provide social and economic benefits for the community.
<i>Soil Conservation Act 1938</i>	The objective of this Act is the conservation of soil resources and farm water resources and includes the mitigation of erosion and land degradation
<i>Catchment Management Act 1989</i>	Promotes the co-ordination of policies, programs and activities as they relate to total catchment management.
<i>Native Vegetation Act (2003)</i>	To provide for, encourage and promote the management of native vegetation, and revegetation/rehabilitation of land.
<i>Threatened Species Conservation Act (1995)</i>	Conserve biological diversity and promote ecologically sustainable development.
<i>Work Health and Safety Act 2011 (and Regulations 2017)</i>	An Act to provide for the protection of the health, safety and welfare of the workplace, workers and other persons.
<i>Independent Pricing and Regulatory Tribunal Act 1992</i>	This Act enables the Tribunal to determine and advise on process and pricing policy for Government monopoly services. Provides a framework and guidelines to determine developer and "user pays" charging system.
<i>State Environmental Planning Policy (Transport and Infrastructure) (2021)</i>	This Planning Instrument provides for Council to undertake works to maintain its infrastructure with reduced approval requirements

### 3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

**Customer Values** indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

**Table 3.4: Customer Values**

Service Objective:			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
That roads and bridges are suitable for heavy vehicles	Number of roads/bridges load limited, number of roads available for higher productivity vehicles	Increasing higher productivity vehicles is desired across the shire	Improvement in number of roads available for higher productivity vehicles
That roads are always available	Number of road closures per year	Not measured, but captured anecdotally	Nil change
That footpaths are available as transportation options to points of interest	Number of requests for new footpaths	Not measured	Access to points of interest to improve

### 3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

**Condition** How good is the service ... what is the condition or quality of the service?

**Function** Is it suitable for its intended purpose .... Is it the right service?

**Capacity/Use** Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

**Table 3.5: Customer Level of Service Measures**

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
<b>Condition</b>	Roughness of sealed roads	IRI < 8	Measured indirectly with Asset AI and exceeding target	It is expected that the IRI will degrade across the network
	Road network remains open at all times	Number of unplanned closures per year	Nil outside of extreme weather events	No increase in closures
	Nil trip hazards on footpath network	Joint separation <40mm	Not measured	Reduction in trip hazards
	<b>Confidence levels</b>		Low	Low
<b>Function</b>	Enable freight access across the shire with higher productivity vehicles	% roads by length with higher productivity vehicles are permitted	7%	It is expected more roads will be available for higher productivity vehicles
	No bridges with load limits imposed	Number of bridges	Nil	Nil change
	Minimise number of road trauma incidents on Council roads	NSW Centre for Road Safety	4 fatalities in the last 5 years	Fatalities are expected to continue on our road network
	<b>Confidence levels</b>		Medium	Low
<b>Capacity</b>	Bridges are structurally capable of handling heavy vehicle loads	Number of bridges load limited	Nil	It is expected that this will increase as vehicle loads increase
	Traffic congestion kept to a minimum	Function and capacity of intersections	Not measured	Negligible increase in travel time
	<b>Confidence levels</b>		High	Medium

### 3.6 Technical Levels of Service

**Technical Levels of Service** – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.<sup>2</sup>

Table 3.6 shows the activities expected to be provided under the current 10-year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

**Table 3.6: Technical Levels of Service**

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
<b>TECHNICAL LEVELS OF SERVICE</b>				
<b>Acquisition</b>	Construct concrete causeways	Number of causeways built	Nil	1 per annum
	Extension of the sealed network	Km's of road sealed	Nil from Council funding	Nil from Council funding
	Improved stormwater network	% of network designed for 1% Annual Exceedance Probability event	Not measured	Stormwater managed during a 1% Annual Exceedance Probability event
		<b>Budget</b>	\$50,000	\$150,000
<b>Operation</b>	Vegetation control	Encroachment to visibility or 4.6m high vehicles	Some encroachment under 4.6m on minor unsealed roads	
	Sweeping of roads to minimise detritus	Km's of road swept	Nil customer requests for road sweeping	Nil customer requests for road sweeping
		<b>Budget</b>	\$575,000	\$575,880
<b>Maintenance</b>	Repair edge drop offs	<150mm depth	Edge breaks identified in AssetAI	<75mm depth & <150mm encroachment
	Repair of potholes on sealed road network	<600mm plan dimension <75mm depth	Achieved	<400mm plan dimension
	Repair of shoves	<100mm height	Currently 70 shoves	<100mm height
	Repair of trip hazards	<20mm height	Not measured	<20mm height
	Maintenance grading	km's of road graded and roughness <10 IRI	Not measured	<9 IRI, grading based on intervention levels rather than number of cycles
		<b>Budget</b>	\$3,130,000	\$3,134,800
<b>Renewal</b>	Bitumen resealing	100% of targeted length resealed	Class A & B 12 years Class C – E 15 years	Class A & B 12 yrs Class C – E 15 years
	Pavement rehabilitation	100% of targeted length rehabilitated	Class A & B 36 years Class C – E 45 years	Class A & B 36 years Class C – E 45 years

<sup>2</sup> IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
	Footpath renewals	100% of targeted length renewed	100-year life	100-year life
	Stormwater Renewals	100% of target length renewed	70-year life	70-year life
		<b>Budget</b>	\$6,915,331	\$7,005,000

Note: \* Current activities related to Planned Budget.

\*\* Expected performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

## 4.0 FUTURE DEMAND

### 4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

### 4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

### 4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

**Table 4.3: Demand Management Plan**

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Increase in community expectations	Status quo	Expectations will rise	There will be further desire for more footpaths and sealed roads	Clear, concise communication with residents about affordability of their expectations
Increase in heavy vehicle loading due to change regulations	Current axle loads Single 6.5t Dual 9t Bogey 16.5t Tri-axle 20t	Increase in General Mass Limit axle limits	Potential to increase ESAs/1000t freight shifted, resulting in reduced pavement life	Council can manage approvals for increased axle loads through the National Heavy Vehicle Regulator
Climate change leading to shorter, sharper storms	Not measured	Increase demand on stormwater assets	Increased flooding resulting in road closures and potential property damage	Focus acquisition on increasing capacity of high-risk areas, ensure renewals include assessment of flood capacity

### 4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Liverpool Plains Shire Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

### 4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.<sup>3</sup>

<sup>3</sup> IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

**Table 4.5.1 Managing the Impact of Climate Change on Assets and Services**

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Temperature change	Increase in temperatures	Bitumen will reactivate and fail on sealed roads	Utilise a stiffer bitumen to increase its resilience to higher temperatures
Increasing storm activity	Higher stormwater flows	Flooding and inundation of properties, more frequent closing of roads	Focus acquisitions on improving stormwater capacity of high-risk areas

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.



## 5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Liverpool Plains Shire Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) throughout their entire lifecycle, from acquisition or creation to disposal. The goal is to maximise the value of the assets while minimising costs and risks, ensuring they continue to meet performance requirements over time.

From a financial perspective, infrastructure activities tend to be classified as being either Operating or Capital. The lifecycle activities used in the asset management and financial planning and reporting process cover:

- **Capital**
  - **Acquisition** – the activities to provide a higher level of service (e.g., widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
  - **Renewal** – the activities that replace or restore assets to the standard it had originally provided (e.g., road resurfacing and pavement reconstruction, pipeline replacement and building component replacement).
- **Operating**
  - **Operations** - the routine activities that keep services accessible and effective, balancing efficiency with user expectations (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.)
  - **Maintenance** – the preventative and corrective actions to sustain asset functionality and minimise unexpected failures. Maintenance activities enable an asset to provide service for its planned life (e.g., road patching, unsealed road grading, building and structure repairs).
  - **Disposal** – the decommissioning, removing, or repurposing of assets that are no longer cost-effective, safe, or necessary (e.g. shutting down an old water treatment plant, demolishing unsafe buildings, dismantling old bridges, etc.).

A pictorial representation of the asset lifecycle activities is shown below in Figure 5.0.



**Figure 5.0: Asset Lifecycle Activities**

## 5.1 Background Data

### 5.1.1 Physical parameters

The assets covered by this AM Plan are shown in Table 5.1.1.

This covers all council provided transportation assets, including sealed and unsealed roads, bridges and culverts, urban stormwater, kerb and guttering, footpaths and all roadside furniture in both urban and rural areas across the shire. Within the Liverpool Plains Shire area, this excludes the Kamilaroi Highway, and the New England Highway and all railways and related infrastructure.

Council does not have accurate age data for its road network, so is unable to provide an age profile based on actual age for the majority of road assets.

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

**Table 5.1.1: Assets covered by this Plan**

Asset Category	Dimension	Replacement Value
Regional Roads	198.886km	\$94,680,405
Sealed Local Roads	310.317km	\$132,507,611
Unsealed Local Roads	812.429km	\$139,063,024
Bridges	87	\$98,750,523
Footpaths	22.736km	\$7,734,472
Stormwater Pits	1,060	\$4,466,170
Stormwater Pipes	19.317km	\$29,202,067
Kerb & Gutter	60.440km	\$11,365,548
<b>TOTAL</b>		<b>\$517,769,820</b>

All figure values are shown in current day dollars.

Council does not have accurate age data for its transportation network. Utilising condition as a proxy for age shows large spikes in expenditure in various years, which are unrealistic from a delivery standpoint, and from a funding standpoint.

It is proposed through this plan to undertake Council's renewals based on asset condition, with asset life estimates providing the anticipated average annual spend.

### 5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

**Table 5.1.2: Known Service Performance Deficiencies**

Location	Service Deficiency
Werris Creek	Urban stormwater management
Various intersections	Not suitable for 36.5m long higher productivity vehicles
Bundella Road bridge over Mooki River	Is not able to accommodate 36.5m long higher productivity vehicles due to insufficient structural capacity

The above service deficiencies were identified from asset inspections and corporate knowledge

### 5.1.3 Asset condition

Condition is measured using a 1 – 5 grading system<sup>4</sup> as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may

<sup>4</sup> IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

**Table 5.1.3: Condition Grading System**

Condition Grading	Description of Condition
1	<b>Very Good:</b> free of defects, only planned and/or routine maintenance required
2	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance
3	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service
4	<b>Poor:</b> significant defects, higher order cost intervention likely
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required

Council does not have a full condition data set by component which is currently being captured.

## 5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

**Table 5.2.1: Maintenance Budget Trends**

Year	Maintenance Budget \$
2024/2025	\$3,130,000
2025/2026	\$3,130,000
2026/2027	\$3,130,000

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

### Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

The service hierarchy is shown in Table 5.2.2.

**Table 5.2.2: Asset Service Hierarchy**

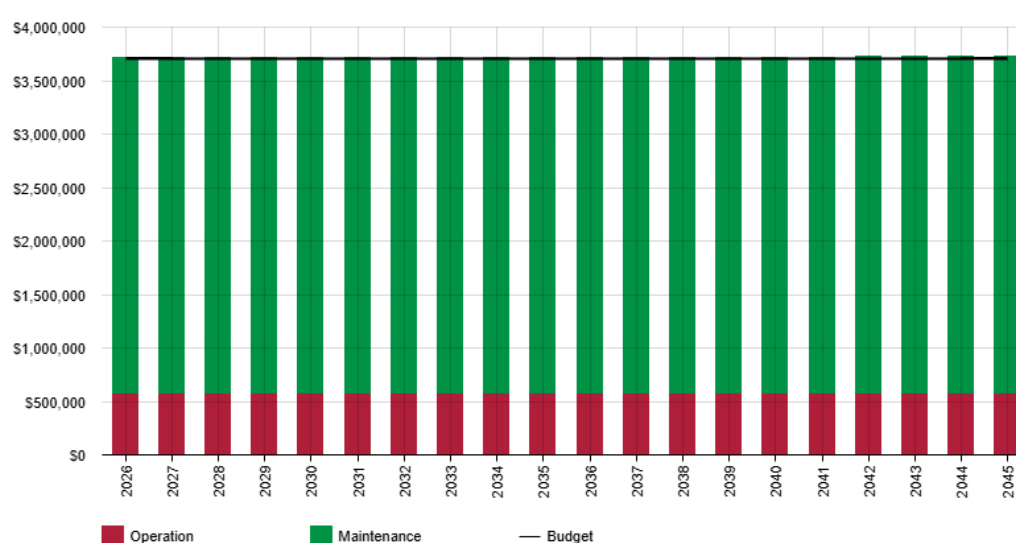
Service Hierarchy	Service Level Objective
Class A	Provide for transportation between points of interest, allow for freight transport to receivals and beyond the shire
Class B	Provides a local arterial function to connect isolated communities to the larger centres.

Class C	Provides feeder access from rural properties to the larger arterial roads
Class D	Minor roads that provide for minor feeder access
Class E	Provides access to residences only

### Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

**Figure 5.2: Operations and Maintenance Summary**



All figure values are shown in current day dollars.

## 5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in 2021.

**Table 5.3: Useful Lives of Assets**

Asset (Sub)Category	Useful life
---------------------	-------------

Class A - B Roads	Seal 12 years Pavement 36 years
Class C – E Roads	Seal 15 years Pavement 45 years
Footpaths	100 years
Kerb & Gutter	100 years
Bridges	100 years
Stormwater	70 years

The estimates for renewals in this AM Plan were based on the alternate method considering how much needs to be renewed annually to achieve replacement in line with useful lives..

### 5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).<sup>5</sup>

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.<sup>6</sup>

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

**Table 5.3.1: Renewal Priority Ranking Criteria**

Criteria	Weighting
Legislative requirements	30%
Safety risk	30%
Asset condition	25%
Asset capacity to provide services	15%
<b>Total</b>	<b>100%</b>

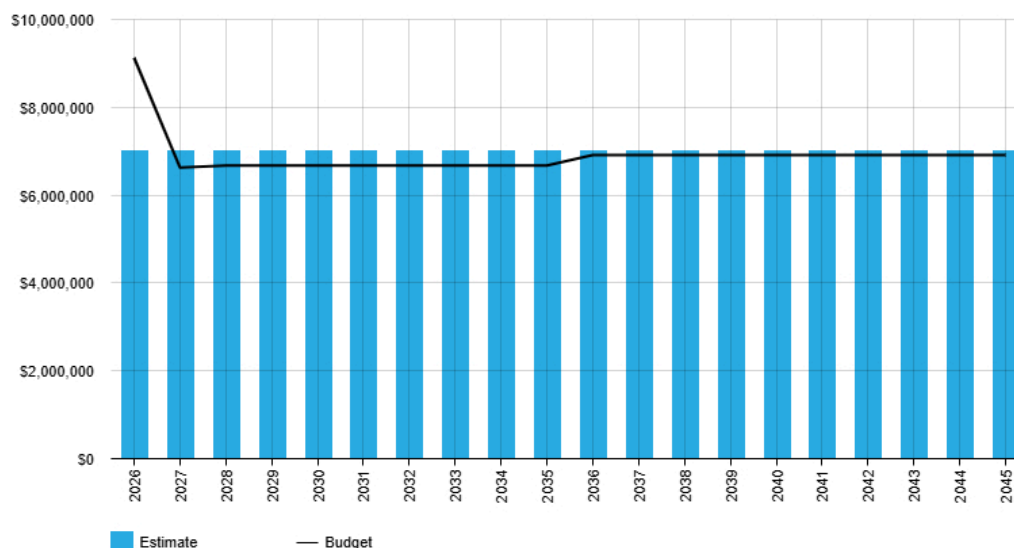
## 5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

**Figure 5.4.1: Forecast Renewal Costs**

<sup>5</sup> IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

<sup>6</sup> Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.



All figure values are shown in current day dollars.

Council is unable to fund its renewals over the planning period of this plan. Noting that this planning period does not forecast any bridge or culvert renewals, the funding gap is greater than shown.

Asset renewal targets will be unable to be met, so renewals on lower class roads may not occur.

## 5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Liverpool Plains Shire Council.

### 5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

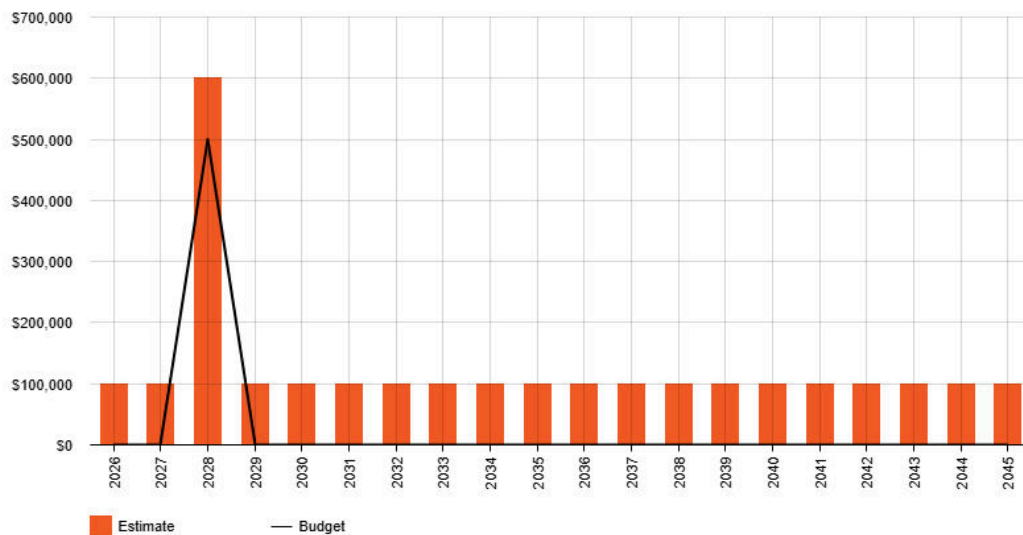
**Table 5.5.1: Acquired Assets Priority Ranking Criteria**

Criteria	Weighting
Legislative requirements	40%
Strategic alignment	30%
Financial costs	15%
Council capacity to operate	10%
Financial benefits	5%
<b>Total</b>	<b>100%</b>

### Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised / summarized in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

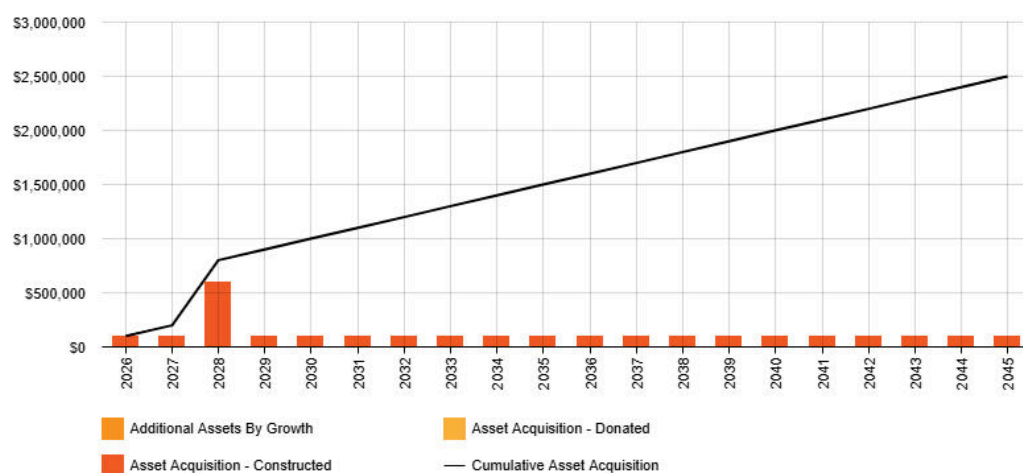
**Figure 5.5.1: Acquisition (Constructed) Summary**



All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.5.2.

**Figure 5.5.2: Acquisition Summary**



All figure values are shown in current dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

There are no planned acquisitions. There is the possibility of some gifted acquisitions as a result of subdivisions.

## 5.6 Disposal Plan

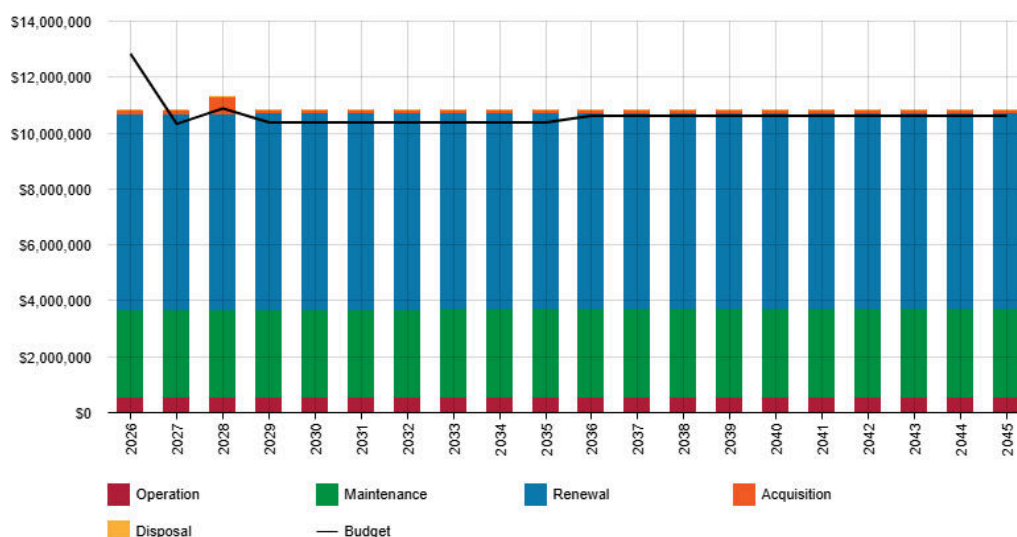
Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. There are no planned disposals within this plan.

## 5.7 Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.7.1. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

**Figure 5.7.1: Lifecycle Summary**



All figure values are shown in current day dollars.

As this plan is based on the alternate method, the budget levels are very stable. As our data maturity increases, Council will be able to better plan based on condition and expected remaining asset lives. Data collection for this is occurring in the 2024/25 and 2025/26 years.



## 6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'<sup>7</sup>.

An assessment of risks<sup>8</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

### 6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

**Table 6.1 Critical Assets**

Critical Asset(s)	Failure Mode	Impact
Coonabarabran Road bridge over Mooki River	Collapse/structural failure resulting in load limit or closure	Arterial route cut, freight unable to move through shire efficiently
Russell Street	Flooding/inundation cutting off town bypass	Higher Productivity Vehicles unable to utilise bypass, resulting in longer travel times for alternate routes

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

### 6.2 Risk Assessment

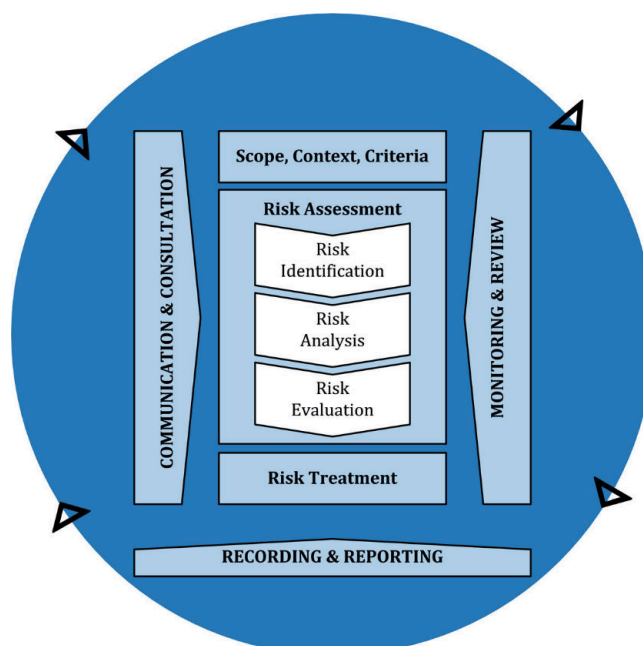
The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

<sup>7</sup> ISO 31000:2009, p 2

<sup>8</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote



**Fig 6.2 Risk Management Process – Abridged**  
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks<sup>9</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Council.

**Table 6.2: Risks and Treatment Plans**

<sup>9</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Roads	Flooding/inundation leading to pavement failure	H	Adequate drainage maintenance, initial pavement design considerations	M	\$300,000/km
Footpath	Movement in footpath creating a trip hazard	H	Regular inspections and routine maintenance	M	\$165/sq.m
Bridge	Flooding inundation leading to structural damage. Lack of routine maintenance leading to structural damage	H	Regular inspections, specific inspections after storm events	M	Item specific
Stormwater	Blocking of stormwater pipes leading to flooding	H	Street sweeping, routine inspections	M	Nil additional

Note \* The residual risk is the risk remaining after the selected risk treatment plan is implemented.

## 6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the AM Plan.

## 6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

### 6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Construction of new footpaths under Council's Pedestrian Access Mobility Plan and Bike Plan
- Extend the sealed road network
- Major upgrade works on the Regional road network

### 6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Reduction in service level due
- Potential load limiting of roads or bridges
- Restriction of access for Higher Productivity Vehicles
- Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Increasing reactive maintenance costs
- Exposure to claims and litigation against Council for public liability breaches
- Political pressure for improved levels of service
- Lower performance on asset and financial indicators
- These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

## 7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

### 7.1 Financial Sustainability and Projections

#### 7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- Asset Renewal Funding Ratio (proposed renewal budget for the next 10 years / proposed renewal costs for the next 10 years shown in the AM Plan), and
- Lifecycle Funding Ratio (proposed lifecycle budget for the next 10 years / proposed budget over 10 years shown in the AM Plan).

#### Asset Renewal Funding Ratio

Asset Renewal Funding Ratio<sup>10</sup> 98.72%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 98.72% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

#### Medium term – 10-year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$10,715,680 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$10,620,330 on average per year giving a 10 year funding shortfall of \$-95,350 per year. This indicates that 99.11% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

#### 7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan and/or financial projections in the LTFP.

We will manage any 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2025/2026 dollar values.

**Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan**

<sup>10</sup> AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2026	0	575,000	3,130,000	7,005,000	0
2027	0	575,110	3,130,600	7,005,000	0
2028	0	575,220	3,131,200	7,005,000	0
2029	0	575,880	3,134,800	7,005,000	0
2030	0	575,990	3,135,400	7,005,000	0
2031	0	576,100	3,136,000	7,005,000	0
2032	0	576,210	3,136,600	7,005,000	0
2033	0	576,320	3,137,200	7,005,000	0
2034	0	576,430	3,137,800	7,005,000	0
2035	0	576,540	3,138,400	7,005,000	0
2036	0	576,650	3,139,000	7,005,000	0
2037	0	576,760	3,139,600	7,005,000	0
2038	0	576,870	3,140,200	7,005,000	0
2039	0	576,980	3,140,800	7,005,000	0
2040	0	577,090	3,141,400	7,005,000	0
2041	0	577,200	3,142,000	7,005,000	0
2042	0	577,310	3,142,600	7,005,000	0
2043	0	577,420	3,143,200	7,005,000	0
2044	0	577,530	3,143,800	7,005,000	0
2045	0	577,640	3,144,400	7,005,000	0

## 7.2 Funding Strategy

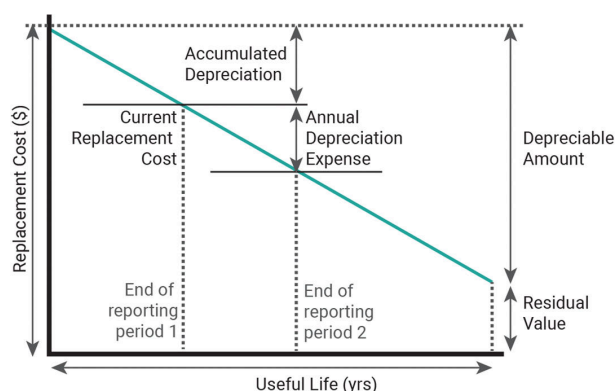
The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

## 7.3 Valuation Forecasts

### 7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at fair value to replace with assets providing the same function and capacity:



Replacement Cost (Gross)      \$517,769,820

Depreciable Amount              \$295,662,007

Current Replacement Cost <sup>11</sup>	\$397,716,414
Depreciation	\$8,662,552

### 7.3.2 Valuation forecast

Asset values are forecast to increase as additional assets are added to service and indexation is undertaken in line with accounting standards.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

## 7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- All values are based on Council's current asset register
- That Council will be able to undertake the renewals 'in house'

## 7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale<sup>12</sup> in accordance with Table 7.5.1.

**Table 7.5.1: Data Confidence Grading System**

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

**Table 7.5.2: Data Confidence Assessment for Data used in AM Plan**

Data	Confidence Assessment	Comment
------	-----------------------	---------

<sup>11</sup> Also reported as Written Down Value, Carrying or Net Book Value.

<sup>12</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Demand drivers	C	Based on looking at historical drivers and the current forecasts
Growth projections	B	Data from NSW Planning
Acquisition forecast	A	Minimal gifted assets
Operation forecast	E	Not currently tracked, expenditure is rolled up into maintenance
Maintenance forecast	A	Based on historic expenditure
Renewal forecast		Asset values based on asset register and realistic unit rates
- Asset values	B	
- Asset useful lives	B	Based on engineering design lives, and those experienced by Council
- Condition modelling	E	Not currently provided
Disposal forecast	A	No disposals expected

The estimated confidence level for and reliability of data used in this AM Plan is considered to be Medium.



## 8.0 PLAN IMPROVEMENT AND MONITORING

### 8.1 Data and Information Sources

#### 8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is Altitude.

#### 8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is Assetic.

### 8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

**Table 8.2: Improvement Plan**

Task	Task	Responsibility	Resources Required	Timeline
1	Undertake community satisfaction survey	DIES	\$15,000 for communications firm	2028
2	Undertake ground truthing of asset register to confirm assets owned by Council	DIES	Internal allocations	2026
3	Determine asset age data	DIES	Internal allocations	2026
4	Capture data on strength of structures	MAP	Engineering consultancy	Annually
5	Re-segmentation of road assets to enable better management	MAP	Internal allocations	2026
6	Investigate pavement thickness across the sealed network	MAP	\$150,000 for 500 cores	2034

### 8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within 12 months of each Council election.

### 8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,

- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

## 9.0 REFERENCES

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- ISO, 2024, ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- 'Community Strategic Plan 2026 – 2036',
- 'Operational Plan and Budget'.

## 10.0 APPENDICES

### Appendix A Acquisition Forecast

#### A.1 – Acquisition Forecast Assumptions and Source

Acquisitions are limited to those funded by Council. There is no consideration made for donated assets within this plan due to the historic low rate of subdivision.

Year	Constructed	Donated	Growth
2026	100,000	0	0
2027	100,000	0	0
2028	600,000	0	0
2029	100,000	0	0
2030	100,000	0	0
2031	100,000	0	0
2032	100,000	0	0
2033	100,000	0	0
2034	100,000	0	0
2035	100,000	0	0
2036	100,000	0	0
2037	100,000	0	0
2038	100,000	0	0
2039	100,000	0	0
2040	100,000	0	0
2041	100,000	0	0
2042	100,000	0	0
2043	100,000	0	0
2044	100,000	0	0
2045	100,000	0	0

## Appendix B Operation Forecast

### B.1 – Operation Forecast Assumptions and Source

Council considers the following tasks operational, with costs sourced from Altitude:

Road side slashing

Street sweeping

Street lighting

### B.2 – Operation Forecast Summary

Recommend using NAMS+ Outputs Summary for Operation

**Table B2 - Operation Forecast Summary**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2026	575,000	110	575,000
2027	575,000	110	575,110
2028	575,000	660	575,220
2029	575,000	110	575,880
2030	575,000	110	575,990
2031	575,000	110	576,100
2032	575,000	110	576,210
2033	575,000	110	576,320
2034	575,000	110	576,430
2035	575,000	110	576,540
2036	575,000	110	576,650
2037	575,000	110	576,760
2038	575,000	110	576,870
2039	575,000	110	576,980
2040	575,000	110	577,090
2041	575,000	110	577,200
2042	575,000	110	577,310
2043	575,000	110	577,420
2044	575,000	110	577,530
2045	575,000	110	577,640

## Appendix C Maintenance Forecast

### C.1 – Maintenance Forecast Assumptions and Source

It is assumed that new assets will add a 1% of capital costs increase to ongoing maintenance obligations. This is likely conservative given our current maintenance costs are <1% of our capital costs.

### C.2 – Maintenance Forecast Summary

Recommend using NAMS+ Outputs Summary for Maintenance

**Table C2 - Maintenance Forecast Summary**

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2026	3,130,000	600	3,130,000
2027	3,130,000	600	3,130,600
2028	3,130,000	3,600	3,131,200
2029	3,130,000	600	3,134,800
2030	3,130,000	600	3,135,400
2031	3,130,000	600	3,136,000
2032	3,130,000	600	3,136,600
2033	3,130,000	600	3,137,200
2034	3,130,000	600	3,137,800
2035	3,130,000	600	3,138,400
2036	3,130,000	600	3,139,000
2037	3,130,000	600	3,139,600
2038	3,130,000	600	3,140,200
2039	3,130,000	600	3,140,800
2040	3,130,000	600	3,141,400
2041	3,130,000	600	3,142,000
2042	3,130,000	600	3,142,600
2043	3,130,000	600	3,143,200
2044	3,130,000	600	3,143,800
2045	3,130,000	600	3,144,400

## Appendix D Renewal Forecast Summary

### D.1 – Renewal Forecast Assumptions and Source

The renewals forecast is based on expected renewal quantities required given the useful lives of the asset components. It is assumed that prioritisation will be undertaken each financial year to ensure the assets with most need are renewed as required.

Condition based forecasting will be considered in a later review of this AM Plan

### D.2 – Renewal Project Summary

The project titles included in the lifecycle forecast are included here.

Insert Renewal table with year project \$Estimate titles.

### D.3 – Renewal Forecast Summary

Recommend using NAMS+ Outputs Summary for Renewal

**Table D3 - Renewal Forecast Summary**

Year	Renewal Forecast	Renewal Budget
2026	7,005,000	9,128,303
2027	7,005,000	6,625,000
2028	7,005,000	6,675,000
2029	7,005,000	6,675,000
2030	7,005,000	6,675,000
2031	7,005,000	6,675,000
2032	7,005,000	6,675,000
2033	7,005,000	6,675,000
2034	7,005,000	6,675,000
2035	7,005,000	6,675,000
2036	7,005,000	6,915,331
2037	7,005,000	6,915,331
2038	7,005,000	6,915,331
2039	7,005,000	6,915,331
2040	7,005,000	6,915,331
2041	7,005,000	6,915,331
2042	7,005,000	6,915,331
2043	7,005,000	6,915,331
2044	7,005,000	6,915,331
2045	7,005,000	6,915,331

## **Appendix E   Disposal Summary**

There are no disposals projected in this plan.



## Appendix F Budget Summary by Lifecycle Activity

The budget is based on known approved grants, with an assumption that existing annual grants will continue as currently received.

*Table F1 – Budget Summary by Lifecycle Activity*

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2026	0	575,000	3,130,000	9,128,303	0	12,833,303
2027	0	575,000	3,130,000	6,625,000	0	10,330,000
2028	500,000	575,000	3,130,000	6,675,000	0	10,880,000
2029	0	575,000	3,130,000	6,675,000	0	10,380,000
2030	0	575,000	3,130,000	6,675,000	0	10,380,000
2031	0	575,000	3,130,000	6,675,000	0	10,380,000
2032	0	575,000	3,130,000	6,675,000	0	10,380,000
2033	0	575,000	3,130,000	6,675,000	0	10,380,000
2034	0	575,000	3,130,000	6,675,000	0	10,380,000
2035	0	575,000	3,130,000	6,675,000	0	10,380,000
2036	0	575,000	3,130,000	6,915,331	0	10,620,331
2037	0	575,000	3,130,000	6,915,331	0	10,620,331
2038	0	575,000	3,130,000	6,915,331	0	10,620,331
2039	0	575,000	3,130,000	6,915,331	0	10,620,331
2040	0	575,000	3,130,000	6,915,331	0	10,620,331
2041	0	575,000	3,130,000	6,915,331	0	10,620,331
2042	0	575,000	3,130,000	6,915,331	0	10,620,331
2043	0	575,000	3,130,000	6,915,331	0	10,620,331
2044	0	575,000	3,130,000	6,915,331	0	10,620,331
2045	0	575,000	3,130,000	6,915,331	0	10,620,331



# **ASSET MANAGEMENT PLAN**

Liverpool Plains Shire Council

Centralised Waste Water AMP FY26



Document Control		Asset Management Plan - Alternate Method			
Document ID : Centralised Waste Water Asset Management Plan					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1	October 2009	Initial Plan	AE	WSM	DW
2	January 2012	Revaluation Update	AE	WSM	DW
3	2018	Revision and Update	AE		
4	2020	Revision and Update	WSE	DES	
5	April 2025	Review to align with new LTFP and newly elected Council	WSE	DIES	Council

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## 1.0 EXECUTIVE SUMMARY

### 1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The AM Plan links to a Long-Term Financial Plan which considers a 10 year planning period.

### 1.2 Asset Description

This plan covers the infrastructure assets that provide centralised wastewater collection, distribution and treatment.

The wastewater network comprises:

- 2 treatment plants with a combined capacity of 8500 EP
- 9 pump stations
- 55.6km of sewer mains
- manholes
- junction lines
- vent stacks

The above infrastructure assets have replacement value estimated at \$39,433,051

### 1.3 Levels of Service

The allocation in the planned budget is sufficient to continue providing existing services at levels for the planning period.

The main service consequences of the Planned Budget are:

- Environmental Protection License compliance will remain challenging to meet with the Werris Creek treatment plant
- Compromises when renewing assets falling short of modern expectations for renewed assets.
- Some prioritisation of operation and maintenance tasks as the asset base increases
- Ongoing planning limitations due to lack of historic work as constructed data.

### 1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Contemporary environmental compliance requirements
- Forecast for population and economic growth
- Changes in septic tank and liquid trade waste management

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Monitoring of changes in legislation and the impact on existing assets.
- Providing input into planning processes regarding where wastewater systems can accept additional demand. Identify opportunities to provide additional capacity as part of renewal works.
- Work at a regional level to address common septic and trade waste issues and provide local solutions where they are appropriate.

## 1.5 Lifecycle Management Plan

### 1.5.1 What does it Cost?

The lifecycle costs necessary to provide the services covered by this AM Plan include operations, maintenance, renewal and upgrade of existing assets, and the acquisition of new assets to meet demand. Disposal of assets is also considered.

When lifecycle costs are prepared for a minimum 10-year planning period, they can be used to inform the 10-year LTFP. The first 10-year lifecycle forecast is estimated to cost \$41,982,552 or \$4,198,255 on average per year.

Depreciation is excluded from these cost estimates.

## 1.6 Financial Summary

### 1.6.1 What we will do

The funding made available in the first 10-years' of the LTFP is \$43,653,296 or \$4,365,330 on average per year which is approximately 103.98% of the cost to undertake the lifecycle activities.

The reality is, only what is funded in the LTFP can be provided. Informed decision making depends on the AM Plan emphasising the consequences of planned budgets on the service levels provided and communicating the residual risks. It is important to ensure the organisation is delivering the services in a financially sustainable manner.

The 10-year LTFP results in a surplus of \$167,075 on average per year of the forecast lifecycle costs required to provide services. This is shown in the figure below.

**Forecast Lifecycle Costs and Planned Budgets**

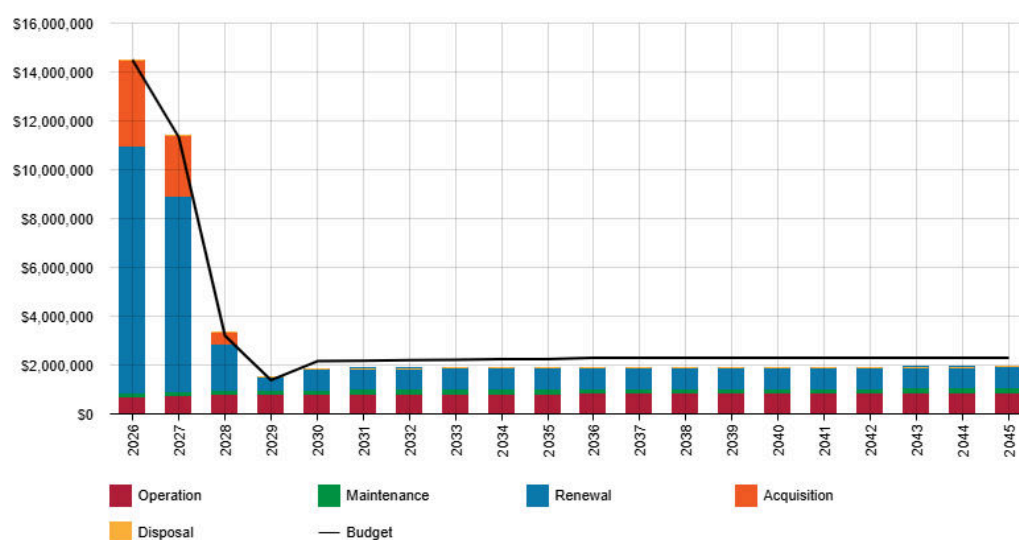


Figure Values are in current dollars.

We plan to provide centralised wastewater services for the following:

- Operation, maintenance, renewal and acquisition of reticulation, pump stations and treatment to meet service levels set by Council in annual budgets
- Quirindi and Werris Creek WWTP upgrades, WWPS upgrades at Quirindi No. 3, 5, 6 and 7 as well As Werris Creek No 1 and network rehabilitation works within the 10-year planning period.

### 1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Operation and maintenance to the current standard for all assets due to the addition of new assets

### 1.6.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Non-compliance with EPL conditions
- Failure of treatment processes
- Failure/blockage of reticulation assets

We will endeavour to manage these risks within available funding by:

- Renewing and upgrading treatment plants
- Renewing electrical and mechanical equipment at pump stations and telemetering these stations
- Rehabilitating mains, services, manholes and vents based on the outcome of ongoing condition assessments

## 1.7 Financial Summary

Providing financially sustainable and affordable services from infrastructure requires the careful management of service levels, costs and risks.

The 10-year LTFP is \$4,365,330 on average per year giving a 10 year funding surplus of \$167,075 per year providing affordable and sustainable services for the foreseeable future. This indicates that 103.98% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the LTFP.

Asset values are forecast to increase as additional assets are added to service with increased performance of the Quirindi Treatment plant resulting in increased value.

## 1.8 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- Existing condition assessments are appropriate
- Demand drivers will continue to drive additional demand for new assets
- Industry adopted reference rates are applicable and appropriately applied to existing assets.
- Assets requiring renewal are identified from either the asset register or an alternative method.
- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

A combination of the Asset Register and alternative methods were used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on a uncertain level of confidence information.

## 1.9 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Improve valuation methodologies
- Review service areas to identify assets missing off the existing register
- Review the levels of service to ensure they are relevant and appropriate



- Gain understanding of customer satisfaction with existing service levels.

## 2.0 INTRODUCTION

### 2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Liverpool Plains Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Liverpool Plains Shire Council Community Strategic Plan 2022-2032
- Liverpool Plains Shire Council Combined Delivery Program 2022-2023 and Operational Plan 2024-2025
- Liverpool Plains Shire Council LEP and DCP's
- Liverpool Plains Shire Council Long Term Financial Plan 2024-2034

Asset Management has been a focus of Centralised Wastewater Management for many years, meaning that there is a good understanding of the state of assets and the priorities for renewals and acquisitions. However competing priorities has limited the ability to deliver on projects. While Council has reasonable data on centralised wastewater systems changes in the Asset Management system have meant that not all available data is captured in the system and recent projects only have limited data in the system.

The infrastructure assets covered by this AM Plan include treatment plants, pump stations, rising mains, gravity mains, manholes, junctions and vent stacks. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5.

These assets are used to provide centralised wastewater collection, distribution and treatment services.

The infrastructure assets included in this plan have a total replacement value of \$39,433,051.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

**Table 2.1: Key Stakeholders in the AM Plan**

Key Stakeholder	Role in Asset Management Plan
Councillors	<ul style="list-style-type: none"> <li>■ Represent needs of community/shareholders</li> <li>■ Endorsement of the asset management policy and plans</li> <li>■ Allocate financial resources to meet planning objectives in providing services while managing risks</li> <li>■ Ensure service is sustainable</li> </ul>
General Manager	<ul style="list-style-type: none"> <li>■ Allocate human resources to meet planning objectives in providing services while managing risks,</li> <li>■ To ensure that all staff are educated in asset management and that responsibilities are communicated to staff</li> <li>■ To provide leadership and coordination for the implementation of asset management across the business units</li> </ul> <p>To raise awareness and provide education of asset management across Council</p>
Director Infrastructure & Environmental Services	<ul style="list-style-type: none"> <li>■ To develop, review and oversee the Asset Management Policy and Asset Management Plans</li> <li>■ To implement the improvement activities identified within the plan</li> <li>■ Ensure that all asset data is kept up to date and inspections are undertaken in accordance with the agreed levels of service</li> </ul> <p>Develop 10-year Capital Works plans and budgeting</p>
LPSC Staff	<ul style="list-style-type: none"> <li>■ Verify the size, location, and condition of assets</li> <li>■ Provide local knowledge detail on all infrastructure assets</li> </ul>

Key Stakeholder	Role in Asset Management Plan
	<ul style="list-style-type: none"> <li>Capital Works, Operations and Maintenance management to meet agreed service levels</li> </ul> Liaison internally with Executive Leadership Team with regard to asset prioritisation and planning
Community	<ul style="list-style-type: none"> <li>Be aware of service levels and costs</li> <li>Participate in consultation processes</li> <li>Provide feedback on services</li> </ul> End user of the assets

## 2.2 Goals and Objectives of Asset Ownership

Our goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

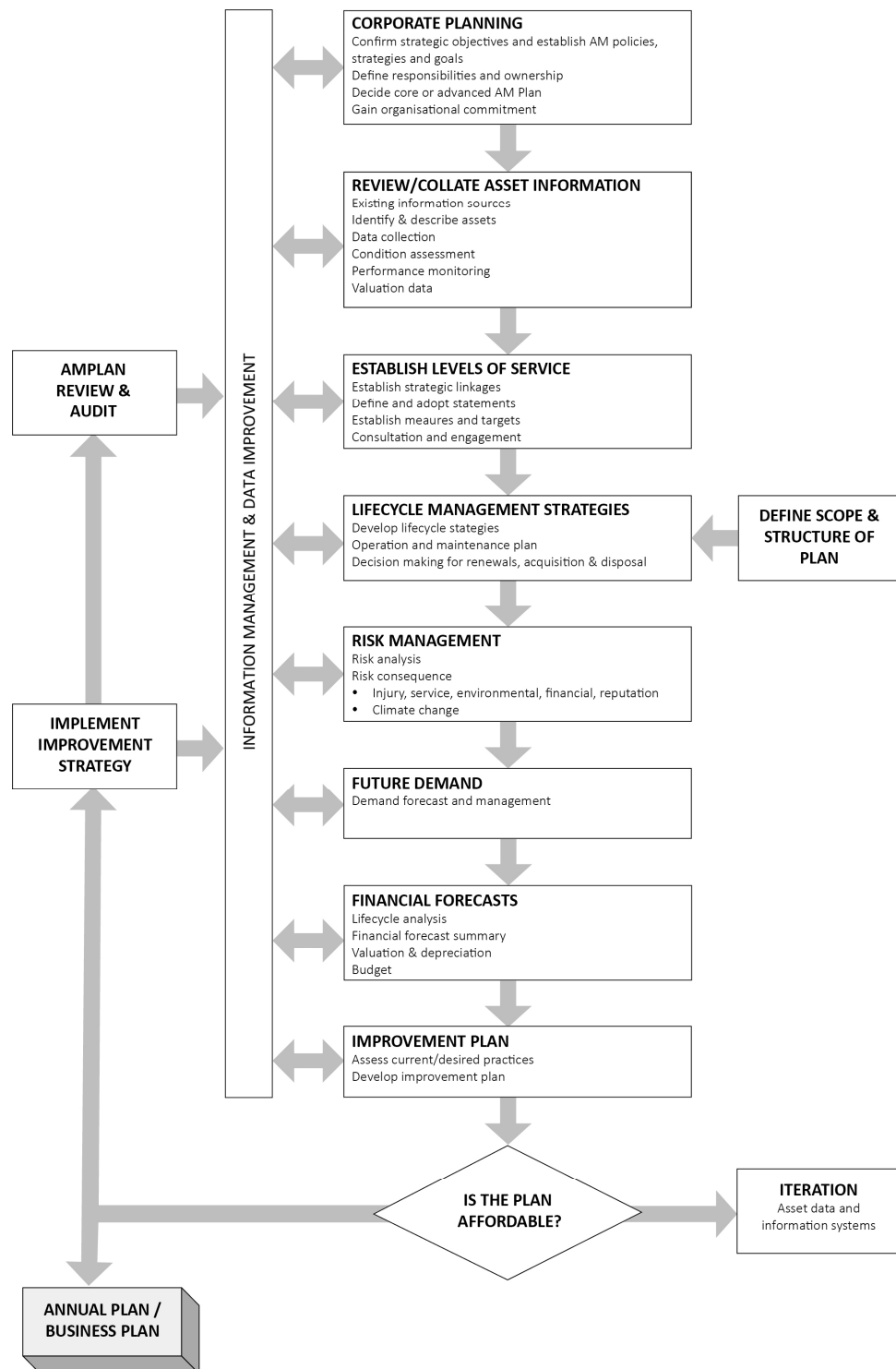
Other references to the outcomes and benefits, principles and objectives of asset management can be found in:

- ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- International Infrastructure Management Manual<sup>1</sup>

A road map for preparing an AM Plan is shown below.

<sup>1</sup> IPWEA International Infrastructure Management Manual (IIMM), Sec 2.1

**Road Map for preparing an Asset Management Plan**  
Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



## 3.0 LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by the Council. Future revisions of the AM Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

Although the Liverpool Plains Shire Council has not carried out recent customer expectations, it will continually work on improving its community consultation practices through various methods to encourage stakeholder engagement in order to gain a better knowledge of the expectations.

### 3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Liverpool Plains Shire Council vision, mission, goals and objectives.

Our vision is:

*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.*

Strategic goals have been set by the Liverpool Plains Shire Council. The relevant goals and objectives and how these are addressed in this AM Plan are summarised in Table 3.2.

**Table 3.2: Goals and how these are addressed in this Plan**

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
3.1	Our infrastructure is well planned and maintained and will meet our needs now and, in the future	Develop long-term strategies to plan and maintain current and future infrastructure
3.3	We actively manage impacts on our natural environment	Consideration of EPA licence obligations and effluent quality
4.2	We grow our population, diversity and employment opportunities	Population growth is catered for within this plan

### 3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the wastewater service are outlined in Table 3.3.

**Table 3.3: Legislative Requirements**

Legislation	Requirement
Environmental Planning and Assessment Act 1979	Requires Council to prepare Local Environment Plans (LEPs) and Development Control Plans (DCPs) and to carry out environmental assessment for all activities and environmental impact statements for designated activities.
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Protection of the Environment Administration Act 1991 and Protection of the Environment Operations Act 1997	This Act aims to prevent the degradation of the environment by minimising the use of mechanisms that promote various pollutants, as Council is required to exercise due diligence to avoid environmental impact.

Public Health Act 2010	Relating to the maintenance of proper standards of health for the public. Council operations need to be carried out in a manner that promotes, protects and improves public health
Workplace Health and Safety Act 2011	Protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work

### 3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

**Customer Values** indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

**Table 3.4: Customer Values**

Service Objective:			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
No offensive odours	Customer complaints	~ 2 Complaints P.A. typically related to third party issues.	Expected to remain the same.
No overflows	Number of overflows	Overflows infrequent and typically small in nature	Expected to remain the same.
No environmental impact	Compliance with EPL	Currently don't comply with EPL	Treatment plant projects expected to address compliance issues.

### 3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

**Condition**            How good is the service ... what is the condition or quality of the service?

**Function**            Is it suitable for its intended purpose .... Is it the right service?

**Capacity/Use**      Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

**Table 3.5: Customer Level of Service Measures**

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
<b>Condition</b>	Provide a reliable method of collection and disposal of wastewater that is safe for both consumers and employees	Waste water <b>quality</b> complaints (smell, appearance)	1 per year	5 per year
	<b>Confidence levels</b>		High	Medium
<b>Function</b>	Sewer network is reliable and effectively conveys waste water	Sewer main <b>blockages</b>	4 per month	1 per month
	<b>Confidence levels</b>		High	Medium
<b>Capacity</b>	Sewer mains are the correct size and capacity	Monitoring of pumping equipment	Twice weekly monitoring	Remote monitoring
	<b>Confidence levels</b>		High	High

### 3.6 Technical Levels of Service

**Technical Levels of Service** – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.<sup>2</sup>

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

**Table 3.6: Technical Levels of Service**

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
<b>TECHNICAL LEVELS OF SERVICE</b>				

<sup>2</sup> IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
<b>Acquisition</b>	Sewer services are sufficient for future growth and regulatory compliance	Identify Value for Money Solutions	Projects in Planning Stage	Achieve licence compliance with capacity for expected growth
		<b>Budget</b>	\$643,657	\$643,657
<b>Operation</b>	Monitor pump station performance to prevent incidents	Onsite monitoring undertaken at least fortnightly, weekly for un-telemetered sites, and twice weekly for high risk un-telemetered sites	Some inspections are missed due to resource constraints	All inspections undertaken
	Operate treatment plants to achieve adequate treatment of received wastewater	Plants attended to and operating within expected parameters	Some operations are minimal due to resource constraints, but overall results are within or close to expected parameters	All operations undertaken to maintain plant performance within expected parameters.
		<b>Budget</b>	\$690,288	\$803,101
<b>Maintenance</b>	Reactive service requests are repaired as soon as practicable	Specified response times for service interruptions	Working hours – 1 hour After hours – 2 hours	Maintain current performance
	Proactive maintenance to reduce the instance of unplanned service disruptions, particularly to critical assets	Scheduled jet rodding at known problem areas Replace damaged service fittings after blockages cleared	Approximately every 6 months Some services rehabilitated when reactive repairs made, other identified to be done when resources available	No longer than 6 monthly Undertake service line rehabilitations at time of leak to minimise return works
		<b>Budget</b>	\$151,558	\$176,275
<b>Renewal</b>	Maintain current service level/reliability	Condition assessments and maintenance trends	Renewals are performed within current budget	Maintain current performance
		<b>Budget</b>	\$2,879,827	\$2,575,222
<b>Disposal</b>	Not proposing to dispose of any assets			
		<b>Budget</b>	\$0	\$0

Note: \* Current activities related to Planned Budget.

\*\* Expected performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.



## 4.0 FUTURE DEMAND

Future demand refers to the anticipated need for infrastructure services driven by factors such as population movement, economic development, technological advancements, and changing environmental or community expectations.

### 4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

### 4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

### 4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

**Table 4.3: Demand Management Plan**

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Additional EPL conditions	Asset Renewals and Acquisition planned to address current compliance short fall	Additional conditions on EPL or more stringent Environmental regulation	Current/Planned Treatment may not meet new requirements	Monitor any changes to regulations Continue dialogue with EPA to ensure early information on potential changes
Customer demand for improved environmental performance	Consumer base expects system to operate at low cost.	Consumer base may become more interested in environmental performance and expect better results	Current/Planned Treatment may not meet new requirements	Provide customers with easy to interpret information regarding how Council exercises environmental responsibility.
Regulator and public preference for effluent to be diverted from waterways	No reuse schemes in place and only prioritised if part of economical solution to compliance requirements	Increased pressure to divert effluent from waterways, possibly including regulation change to	Additional treatment and distribution infrastructure will be required	Monitor drivers, identify viable options and seek grant funding.

		force a change		
Septage receival within the LGA	LPSC does not currently receive septage	Neighbouring Councils to only accept septic waste from within LGA area	No receiving facility for septage	Provide a septage receival facility as part of acquisition plan
Trade waste pump out	LPSC does not currently receive trade waste pump out	Neighbouring Councils increasing fees for trade waste generated outside their LGA	Increased interest in waste receival facility within LGA to ease financial burden on business	Investigate options for achieving low cost waste disposal as part of current trade waste implantation.
Life style large lot subdivisions	Large lot subdivisions are typically not serviced by centralised systems	Increased demand for centralised servicing to improve environmental outcomes	Assets per connection to increase resulting in higher costs	Identify where central sewer system doesn't present value for money
Population growth	Growth across the network is very small. Council has an ongoing position to seek opportunities that will encourage population growth	Growth may continue to be slow, however due to small systems sudden isolated growth is possible	Sudden growth will impact ability to plan and implement infrastructure needs. Quirindi has sufficient capacity at a headworks level to cater for significant growth	Monitor growth drivers and respond accordingly. Ensure renewed infrastructure has responsible provision for growth where achievable

## 4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Liverpool Plains Shire Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

## 4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.<sup>3</sup>

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

<sup>3</sup> IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

**Table 4.5.1 Managing the Impact of Climate Change on Assets and Services**

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Storm events	Increased frequency or intensity of storms	More frequent storm surcharges	Implement changes in system design standards. Continue CCTV program to manage I & I
Storm events	increased annual volume treated	Change licencing conditions	Implement changes in system design standards and continue CCTV program to manage I & I
Energy grid stability	Blackouts are expected to become more frequent and may last for longer durations	Pump stations and treatment plants will have interrupted operation	Incorporate onsite generator into treatment plant upgrades. Incorporate generation connection points into pump station upgrades

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

Table 4.5.2 summarises some asset climate change resilience opportunities.

**Table 4.5.2 Building Asset Resilience to Climate Change**

New Asset Description	Climate Change impact These assets?	Build Resilience in New Works
WWTP Upgrades / Reuse schemes	Increased storm surcharging and power outages	Additional storm allowance in design. Backup generator incorporated into designs.

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

## 5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Liverpool Plains Shire Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) throughout their entire lifecycle, from acquisition or creation to disposal. The goal is to maximise the value of the assets while minimising costs and risks, ensuring they continue to meet performance requirements over time.

From a financial perspective, infrastructure activities tend to be classified as being either Operating or Capital. The lifecycle activities used in the asset management and financial planning and reporting process cover:

- **Capital**
  - **Acquisition** – the activities to provide a higher level of service (e.g., widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
  - **Renewal** – the activities that replace or restore assets to the standard it had originally provided (e.g., road resurfacing and pavement reconstruction, pipeline replacement and building component replacement).
- **Operating**
  - **Operations** - the routine activities that keep services accessible and effective, balancing efficiency with user expectations (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.)
  - **Maintenance** – the preventative and corrective actions to sustain asset functionality and minimise unexpected failures. Maintenance activities enable an asset to provide service for its planned life (e.g., road patching, unsealed road grading, building and structure repairs).
  - **Disposal** – the decommissioning, removing, or repurposing of assets that are no longer cost-effective, safe, or necessary (e.g. shutting down an old water treatment plant, demolishing unsafe buildings, dismantling old bridges, etc.).

A pictorial representation of the asset lifecycle activities is shown below in Figure 5.0.



**Figure 5.0: Asset Lifecycle Activities**

## 5.1 Background Data

### 5.1.1 Physical parameters

The assets covered by this AM Plan are shown in Table 5.1.1.

Treatment plants, pump stations, rising mains, gravity mains, manholes, junctions and vent stacks

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

**Table 5.1.1: Assets covered by this Plan**

Asset Category	Dimension	Replacement Value
Wastewater Mains	59 km	\$21,126,151
Wastewater Pump Stations	9 stations	\$5,330,246
Wastewater Treatment Facilities	2 facilities	\$12,976,654
<b>TOTAL</b>		<b>\$39,433,051</b>

All figure values are shown in current day dollars.

Wastewater services were first introduced in 1935 with the initial gravity system. This was followed with the introduction of the system to Werris Creek in 1965 and a major augmentation of the extension of the Quirindi system in 1967. In 1984 the Quirindi Treatment Plant was expanded. Since 1985 there has been a gradual expansion of the asset base. The original Quirindi treatment plant and the electrical and mechanical components of the 1985 expansion have resulted in the need for a peak in renewals in the current AM Plan.

### 5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

**Table 5.1.2: Known Service Performance Deficiencies**

Location	Service Deficiency
Sewer Treatment Plants	Compliance with effluent quality license conditions
Sewer Treatment Plants	Mechanised screening and grit removal equipment
Sewer Treatment Plants	Online monitoring to prevent treatment malfunction
Sewer Pump Stations	Online monitoring to prevent dry weather sewer overflows

The above service deficiencies were identified from EPL annual returns and professional knowledge.

### 5.1.3 Asset condition

Condition is currently monitored by detailed visual inspection every 5 years for accessible assets and every 15-30 years via CCTV for gravity pipes. An assumed condition is given to assets such as rising mains where CCTV and visual inspection isn't possible.

Condition is measured using a 1 – 5 grading system<sup>4</sup> as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

**Table 5.1.3: Condition Grading System**

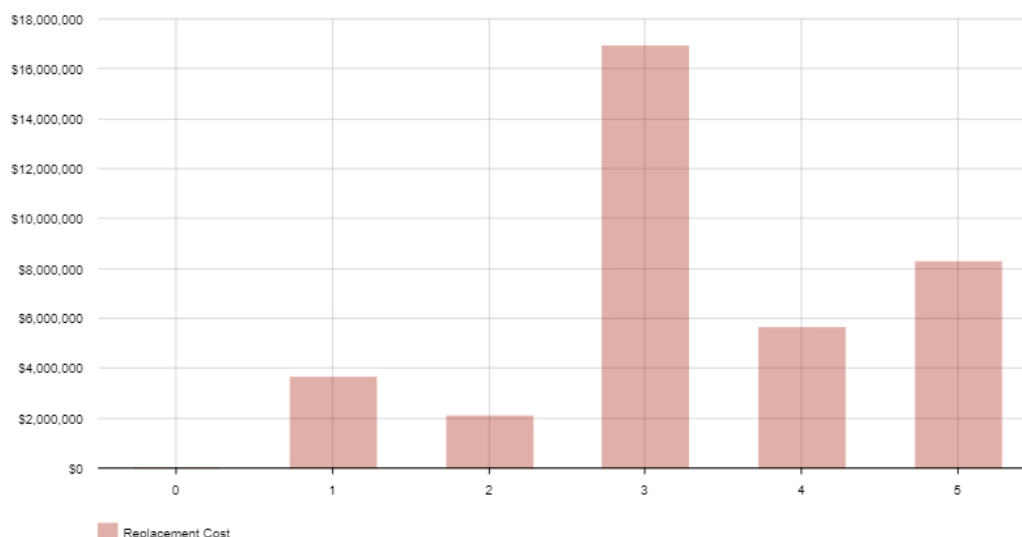
Condition Grading	Description of Condition
<b>1</b>	<b>Very Good:</b> free of defects, only planned and/or routine maintenance required
<b>2</b>	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance

<sup>4</sup> IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

<b>3</b>	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service
<b>4</b>	<b>Poor:</b> significant defects, higher order cost intervention likely
<b>5</b>	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required

The condition profile of our assets is shown in Figure 5.1.3.

**Figure 5.1.3: Asset Condition Profile**



The condition 5 assets and condition 4 assets are included over the 10 year LTFP. Projections indicate that consistent rate of condition 2 and 3 assets will move towards 4 and 5 going forward.

All figure values are shown in current day dollars.

## 5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

**Table 5.2.1: Maintenance Budget Trends**

Year	Maintenance Budget \$
2024/2025	\$151,000
2025/2026	\$152,000
2026/2027	\$152,000

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

### Asset hierarchy

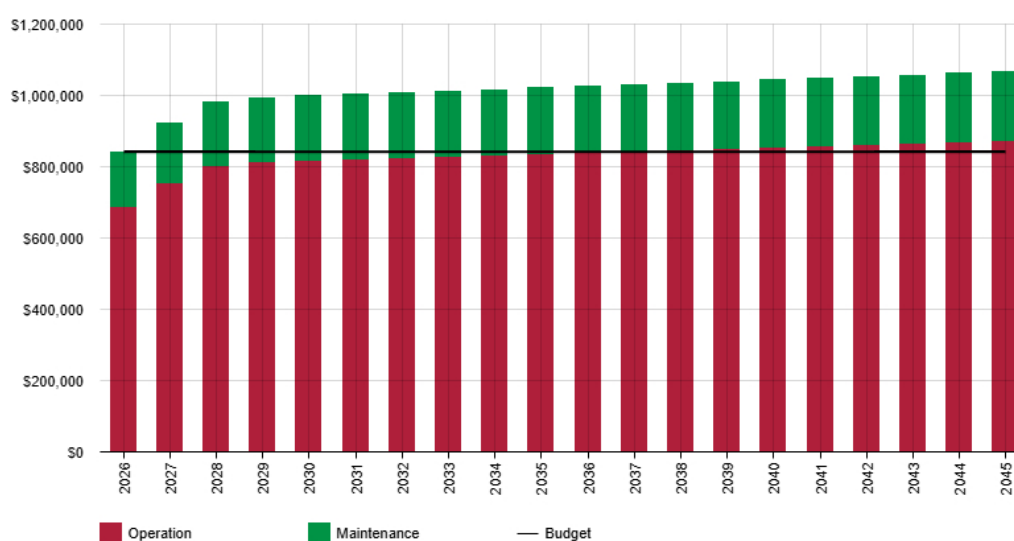
An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Council does not currently have an adopted service hierarchy.

### Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

**Figure 5.2: Operations and Maintenance Summary**



All figure values are shown in current day dollars.

Council's LTFP forecasts growing costs in operation and maintaining its centralised wastewater assets and has committed to budgeting for these costs. However resourcing limitations resulting in deferred maintenance has been an issue in recent years and is commented on later in the AM Plan.

## 5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed during the revaluation in 2022/2023 financial year.<sup>5</sup>

**Table 5.3: Useful Lives of Assets**

Asset (Sub)Category	Useful life
Treatment structures	50 years
Treatment mechanical and electrical	20 years
Pump Station structures	70 years
Pump Station mechanical and electrical	25 years
Mains - AC	60 years
Mains - VC	70 years
Mains - UPVC	70 years
Mains - Concrete	45 years
Mains - DI	40 years
Mains - relined	50 years

The estimates for renewals in this AM Plan were based on the alternate method.

### 5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).<sup>6</sup>

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.<sup>7</sup>

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

**Table 5.3.1: Renewal Priority Ranking Criteria**

Criteria	Weighting
Condition assessment	100
<b>Total</b>	<b>100%</b>

<sup>5</sup> Enter Reference to Report documenting Review of Useful Life of Assets

<sup>6</sup> IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

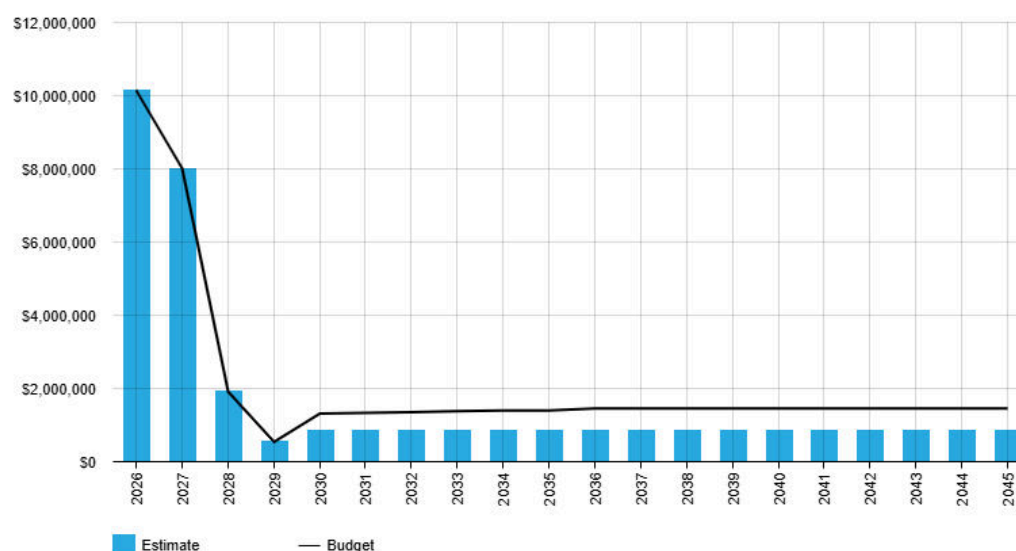
<sup>7</sup> Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.



## 5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

**Figure 5.4.1: Forecast Renewal Costs**



All figure values are shown in current day dollars.

In the short-term the budget is adequate for the proposed projects. In the longer term there is surplus budget forecast compared to forecast renewal needs. This is likely due to the renewal budget being forecast based on a backlog of renewals which are presently being finalised.

Ongoing analysis of asset condition and renewal priority as the Council moves forward may identify that there are additional needs than indicated in this AM Plan. Alternatively, the budget may be revised down if it is demonstrated that the renewal priorities are less immediate.

## 5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Liverpool Plains Shire Council.

### 5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

**Table 5.5.1: Acquired Assets Priority Ranking Criteria**

Criteria	Weighting
Regulatory Compliance (includes environmental criteria)	65%

Community Expectation or growth	35%
<b>Total</b>	<b>100%</b>

### Summary of future asset acquisition costs

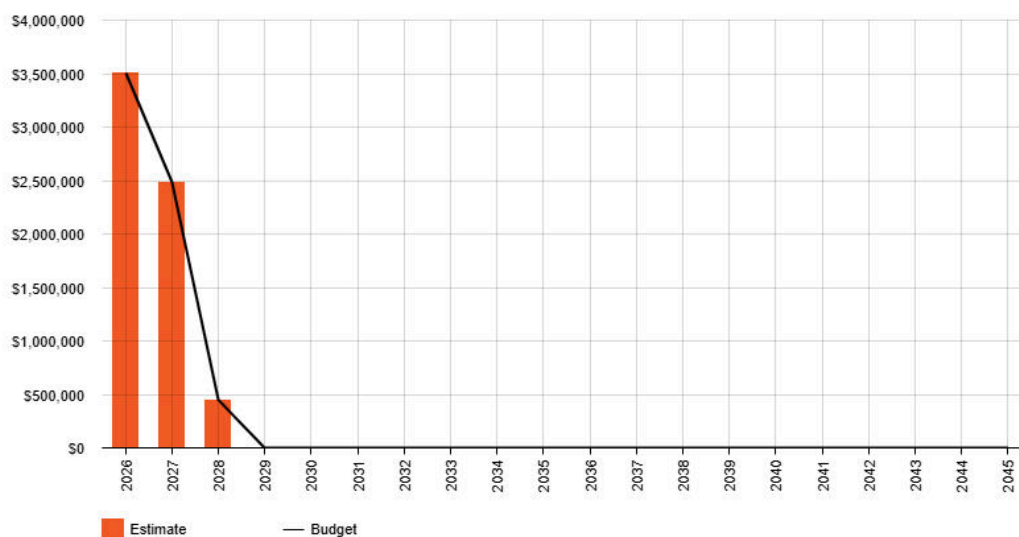
Forecast acquisition asset costs are summarised / summarized in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

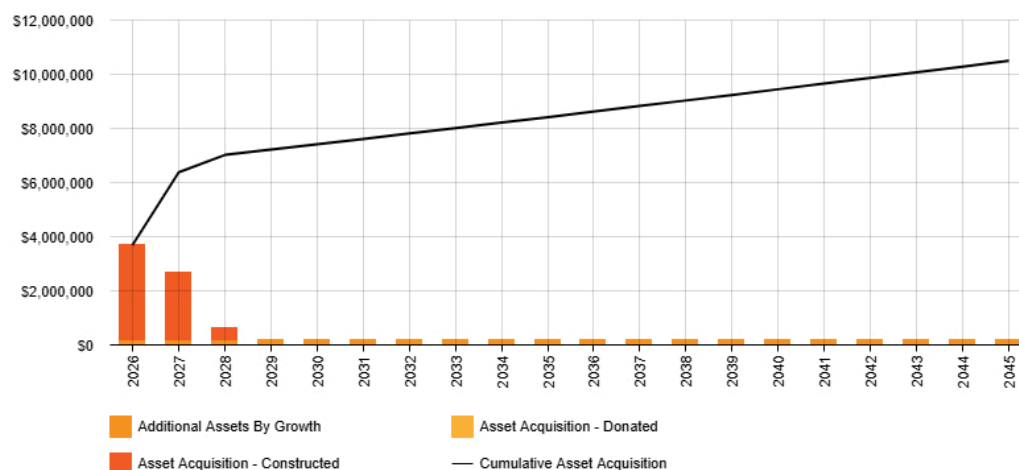
**Figure 5.5.1: Acquisition (Constructed) Summary**

All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.5.2.

**Figure 5.5.2: Acquisition Summary**





All figure values are shown in current dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

There is a longer term shortfall between the proposed acquisition budget and the proposed acquisition projects. A key project included in this is the construction of a reuse scheme in Werris Creek and the potential for a similar scheme in Quirindi. The shortfall falls in the period where there is a budgeted surplus for renewals which may be moved to budget the anticipated acquisitions.

It was noted that a driver for acquiring new assets is related to water quality requirements, this is a regularly revised system and the acquisition shown here is to reflect this ongoing nature of demand.

## 5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

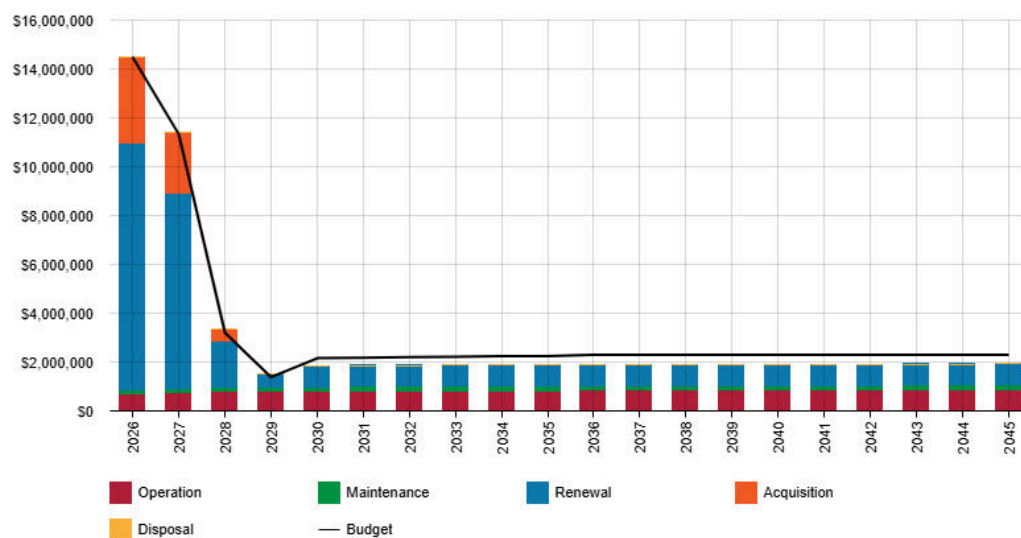
There are no plans for asset disposals included in this AM Plan, however this will be an item for review in each revision.

## 5.7 Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.7.1. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

**Figure 5.7.1: Lifecycle Summary**



All figure values are shown in current day dollars.

Overall the proposed budget can cover the forecast costs, although the timing of projects further out in the forecast will need revisiting as they come closer and budgets adjusted accordingly. Overall there is a forecast for operation and maintenance costs to increase year on year.

## 6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'<sup>8</sup>.

An assessment of risks<sup>9</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

### 6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

**Table 6.1 Critical Assets**

Critical Asset(s)	Failure Mode	Impact
Mains (and associated Manholes)	Structural	Discharge to the Environment
Pump Stations	Electrical/Mechanical	Discharge to the Environment
Treatment Systems	System Failure	Non-compliant discharge

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

### 6.2 Risk Assessment

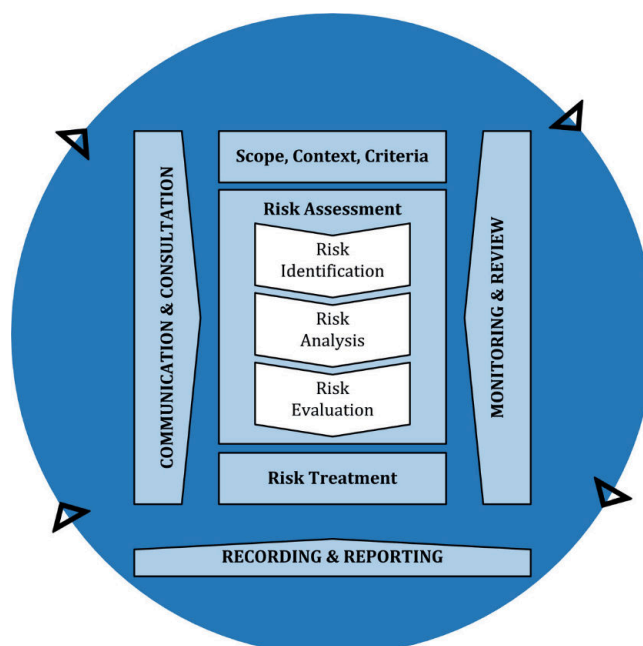
The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

<sup>8</sup> ISO 31000:2009, p 2

<sup>9</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote



**Fig 6.2 Risk Management Process – Abridged**  
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks<sup>10</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Council.

**Table 6.2: Risks and Treatment Plans**

<sup>10</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Wastewater Treatment Plants	Not achieving EPL conditions	H	Upgrade Plants to meet treatment needs	M	\$24,106,000
Wastewater Treatment Plants	Breakdown of aging/out-of-date processes	H	Renew treatment plant components posing risks	L	\$3,596,000
Wastewater pump stations	Major electrical or mechanical failure	H	Upgrade aging electrical and mechanical equipment	M	\$1,396,000
Reticulation Network	Collapse, blockage, infiltration	H	Recurrent rehabilitation program	L	\$409,490 p.a.

Note \* The residual risk is the risk remaining after the selected risk treatment plan is implemented.

## 6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to ensure service delivery resilience.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the AM Plan.

## 6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

### 6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Mapping of junctions and IO's
- Provide additional operating and maintenance budget for an increased asset base
- Provide capacity in advance of growth in some areas
- Effectively transition redundant assets to sustainable out of service situations
- Provide new and renewed assets to the extent driven by modern standards

### 6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Ineffective planning for asset maintenance and renewals
- Ensuring that new and renewed assets are operated and maintenance to maximise their useful life
- Some assets may operate over optimum capacity.

- New risks from un-maintained redundant assets
- Services may not achieve “modern equivalent” when assets are renewed

#### **6.4.3 Risk trade-off**

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- EPL breaches – although less frequent
- Shorter useful life of new/renewed assets
- Impede development opportunities
- Un-used assets may pose new risks as they remain un-managed
- New and renewed assets may not reduce existing risks as low as practical.

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.



## 7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

### 7.1 Financial Sustainability and Projections

#### 7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- Asset Renewal Funding Ratio (proposed renewal budget for the next 10 years / proposed renewal costs for the next 10 years shown in the AM Plan), and
- Lifecycle Funding Ratio (proposed lifecycle budget for the next 10 years / proposed budget over 10 years shown in the AM Plan).

#### Asset Renewal Funding Ratio

Asset Renewal Funding Ratio<sup>11</sup> 111.83%

The Asset Renewal Funding Ratio illustrates that over the next 10 years we expect to have 111.83% of the funds required for the optimal renewal of assets.

The forecast renewal works along with the planned renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

#### Medium term – 10-year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide the levels of service to the community over a 10 year period. This provides input into 10 year long-term financial plan (LTFP) aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the planned budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$3,554,598 average per year.

The 10-year LTFP is \$3,721,673 on average per year giving a 10 year funding shortfall of \$167,075 per year. This indicates that 104.7% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude depreciation and the acquisition of new and upgrade of existing assets.

Providing sustainable and affordable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

#### 7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan and/or financial projections in the LTFP.

We will manage any 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2025-2026 dollar values.

**Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan**

<sup>11</sup> AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2026	3,504,000	690,288	151,558	10,148,000	0
2027	2,483,070	756,106	165,979	8,017,210	0
2028	449,500	803,768	176,422	1,911,500	0
2029	0	815,251	178,938	541,150	0
2030	0	818,750	179,704	855,727	0
2031	0	822,266	180,475	855,727	0
2032	0	825,800	181,249	855,727	0
2033	0	829,351	182,027	855,727	0
2034	0	832,920	182,809	855,727	0
2035	0	836,507	183,595	855,727	0
2036	0	840,112	184,385	855,727	0
2037	0	843,735	185,179	855,727	0
2038	0	847,377	185,976	855,727	0
2039	0	851,036	186,778	855,727	0
2040	0	854,714	187,584	855,727	0
2041	0	858,410	188,394	855,727	0
2042	0	862,124	189,208	855,727	0
2043	0	865,857	190,025	855,727	0
2044	0	869,609	190,848	855,727	0
2045	0	873,380	191,674	855,727	0

## 7.2 Funding Strategy

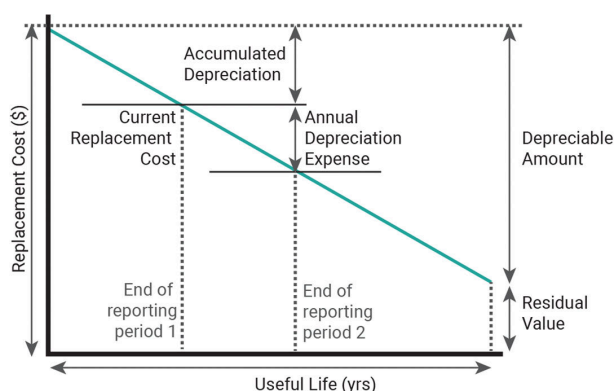
The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

## 7.3 Valuation Forecasts

### 7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at Current Replacement Value based on industry reference rates and previous project costs:



Replacement Cost (Gross)	\$39,433,051
Depreciable Amount	\$38,424,253

Current Replacement Cost <sup>12</sup>	\$18,378,719
Depreciation	\$849,020

### 7.3.2 Valuation forecast

Asset values are forecast to increase as additional assets are added to service.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

## 7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Council's current asset register is reasonably accurate and complete
- Current valuation data is reasonably accurate
- The current annual budget is anticipated to stay consistent in future years, with adjustments made to account for inflation.
- Population levels should remain stable with no significant changes anticipated

## 7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale<sup>13</sup> in accordance with Table 7.5.1.

**Table 7.5.1: Data Confidence Grading System**

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

**Table 7.5.2: Data Confidence Assessment for Data used in AM Plan**

<sup>12</sup> Also reported as Written Down Value, Carrying or Net Book Value.

<sup>13</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Data	Confidence Assessment	Comment
Demand drivers	C	Based on historical data and current projections
Growth projections	B	Liverpool Plains has historically experienced a very slow growth rate. Drivers for growth are sound on a regional level but uncertain at a local level.
Acquisition forecast	C	Sound acquisition forecasts are difficult to achieve prior to concept stage. Historic short comings in long term planning result in poor project understanding in early stages which commonly leads to cost escalation throughout project development
Operation forecast	B	Based on historical expenditures
Maintenance forecast	B	Based on historical expenditures
Renewal forecast - Asset values	B	NSW Reference Rates Manual hasn't been updated since 2014. Some items not covered in manual and were extrapolated off limited information.
- Asset useful lives	C	Significant volume of existing assets are older than theoretical useful life. This is further hampered by relatively short life assets that have lasted much longer than indicative lives and current risks may not be fully documented.
- Condition modelling	B	Condition data is reasonably accurate based on 2023 revaluation
Disposal forecast	A	No planned disposals

The estimated confidence level for and reliability of data used in this AM Plan is considered to be High.

## 8.0 PLAN IMPROVEMENT AND MONITORING

### 8.1 Data and Information Sources

#### 8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is Council's financial system Authority Altitude and Asset Management System, Assetic Brightly.

#### 8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is Assetic Brightly, and the 2023 revaluation working files.

### 8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

**Table 8.2: Improvement Plan**

Task	Task	Responsibility	Resources Required	Timeline
1	Analyse available performance data	WSE	Internal staff	36 months
2	Document risk analysis	WSE	Internal staff	36 months
3	Review level of service measures	MWS	Internal staff Councilor consultation	36 months
4	Analyse wastewater mains data to propose revised useful life for pipe materials	WSE	Internal staff	36 months
5	Review of service areas to identify missing network assets from register	Assets/GIS Officer WSE	Internal staff	36 months
6	Implement customer satisfaction surveys to inform the development of levels of service performance measured by Council.	MAP and Media/ Communications Officer	Internal staff	36 months

### 8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within 12 months of each Council election.

### 8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,

- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

## 9.0 REFERENCES

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- ISO, 2024, ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- 'Community Strategic Plan 2026 – 2036',
- 'Operational Plan and Budget'.

## 10.0 APPENDICES

### Appendix A Acquisition Forecast

#### A.1 – Acquisition Forecast Assumptions and Source

Acquisitions within this plan are those included within the LTFP as well as projects that were previously planned but have been deferred due to availability of funds and recognition that demand drivers are not forecast to change so the current trend of acquisitions will continue beyond the LTFP planning period.

It is also important to note that grant funding is excluded from this AMP, due to its variable nature.

#### A.2 – Acquisition Project Summary

- Quirindi WWTP Upgrade
- Quirindi WWPS 1 Upgrade
- Werris Creek WWPS Upgrade
- Werris Creek WW Reuse Scheme

#### A.3 – Acquisition Forecast Summary

Recommend using NAMS+ Outputs Summary for Acquisition

**Table A3 - Acquisition Forecast Summary**

Year	Constructed	Donated	Growth
2026	3,504,000	0	193,639
2027	2,483,070	0	194,607
2028	449,500	0	195,580
2029	0	0	196,558
2030	0	0	197,541
2031	0	0	198,529
2032	0	0	199,521
2033	0	0	200,519
2034	0	0	201,521
2035	0	0	202,529
2036	0	0	203,542
2037	0	0	204,559
2038	0	0	205,582
2039	0	0	206,610
2040	0	0	207,643
2041	0	0	208,681
2042	0	0	209,725
2043	0	0	210,773
2044	0	0	211,827
2045	0	0	212,886



## Appendix B    Operation Forecast

### B.1 – Operation Forecast Assumptions and Source

It has been assumed that operational costs will increase consistent with Employee and material costs increased projected for the sewer fund in the LTFP.

### B.2 – Operation Forecast Summary

Recommend using NAMS+ Outputs Summary for Operation

**Table B2 - Operation Forecast Summary**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2026	690,288	65,818	690,288
2027	690,288	47,663	756,106
2028	690,288	11,482	803,768
2029	690,288	3,499	815,251
2030	690,288	3,516	818,750
2031	690,288	3,534	822,266
2032	690,288	3,551	825,800
2033	690,288	3,569	829,351
2034	690,288	3,587	832,920
2035	690,288	3,605	836,507
2036	690,288	3,623	840,112
2037	690,288	3,641	843,735
2038	690,288	3,659	847,377
2039	690,288	3,678	851,036
2040	690,288	3,696	854,714
2041	690,288	3,715	858,410
2042	690,288	3,733	862,124
2043	690,288	3,752	865,857
2044	690,288	3,771	869,609
2045	690,288	3,771	873,380

## Appendix C Maintenance Forecast

### C.1 – Maintenance Forecast Assumptions and Source

It has been assumed that maintenance costs will increase consistent with Employee and material costs increased projected for the sewer fund in the LTFP.

### C.2 – Maintenance Forecast Summary

Recommend using NAMS+ Outputs Summary for Maintenance

*Table C2 - Maintenance Forecast Summary*

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2026	151,558	14,421	151,558
2027	151,558	10,443	165,979
2028	151,558	2,516	176,422
2029	151,558	767	178,938
2030	151,558	770	179,704
2031	151,558	774	180,475
2032	151,558	778	181,249
2033	151,558	782	182,027
2034	151,558	786	182,809
2035	151,558	790	183,595
2036	151,558	794	184,385
2037	151,558	798	185,179
2038	151,558	802	185,976
2039	151,558	806	186,778
2040	151,558	810	187,584
2041	151,558	814	188,394
2042	151,558	818	189,208
2043	151,558	822	190,025
2044	151,558	826	190,848
2045	151,558	826	191,674

## Appendix D Renewal Forecast Summary

### D.1 – Renewal Forecast Assumptions and Source

Forecast renewals are taken from the delivery program for the first 4 years, these costs are assumed based on reference rates and recent market trends, in some cases they are based specific detailed project estimates.

For the remainder of the first 10 years the costs are for projects identified as needed based on asset age and condition and are based on reference rates for those assets.

For the final 10 years of the AM Plan the annual depreciation has been used for the forecast.

### D.2 – Renewal Project Summary

- Werris Creek WWTP Inlet Works and System Optimisation
- Wastewater Network Renewals
- Werris Creek WWPS Renewal
- Quirindi WWPS 7 Renewal
- Quirindi WWPS 6 Renewal
- Quirindi WWPS 3 and 5 Renewal
- Rising Main Rehabilitations
- Werris Creek Aqueduct Rehabilitation
- 

### D.3 – Renewal Forecast Summary

Recommend using NAMS+ Outputs Summary for Renewal

**Table D3 - Renewal Forecast Summary**

Year	Renewal Forecast	Renewal Budget
2026	10,148,000	10,148,000
2027	8,017,210	8,017,210
2028	1,911,500	1,911,500
2029	541,150	541,150
2030	855,727	1,316,105
2031	855,727	1,335,804
2032	855,727	1,355,996
2033	855,727	1,376,692
2034	855,727	1,397,906
2035	855,727	1,397,906
2036	855,727	1,450,500
2037	855,727	1,450,500
2038	855,727	1,450,500
2039	855,727	1,450,500
2040	855,727	1,450,500
2041	855,727	1,450,500
2042	855,727	1,450,500
2043	855,727	1,450,500
2044	855,727	1,450,500
2045	855,727	1,450,500

## **Appendix E   Disposal Summary**

There are no disposals projected in this asset management plan

## Appendix F Budget Summary by Lifecycle Activity

Planned Budget estimates are based on the current 2024-2025 budget. There is no significant change expected at the time of production.

*Table F1 – Budget Summary by Lifecycle Activity*

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2026	3,504,000	690,288	151,558	10,148,000	0	14,493,846
2027	2,483,070	690,288	151,558	8,017,210	0	11,342,126
2028	449,500	690,288	151,558	1,911,500	0	3,202,846
2029	0	690,288	151,558	541,150	0	1,382,995
2030	0	690,288	151,558	1,316,105	0	2,157,951
2031	0	690,288	151,558	1,335,804	0	2,177,650
2032	0	690,288	151,558	1,355,996	0	2,197,842
2033	0	690,288	151,558	1,376,692	0	2,218,538
2034	0	690,288	151,558	1,397,906	0	2,239,752
2035	0	690,288	151,558	1,397,906	0	2,239,752
2036	0	690,288	151,558	1,450,500	0	2,292,346
2037	0	690,288	151,558	1,450,500	0	2,292,346
2038	0	690,288	151,558	1,450,500	0	2,292,346
2039	0	690,288	151,558	1,450,500	0	2,292,346
2040	0	690,288	151,558	1,450,500	0	2,292,346
2041	0	690,288	151,558	1,450,500	0	2,292,346
2042	0	690,288	151,558	1,450,500	0	2,292,346
2043	0	690,288	151,558	1,450,500	0	2,292,346
2044	0	690,288	151,558	1,450,500	0	2,292,346
2045	0	690,288	151,558	1,450,500	0	2,292,346



# **ASSET MANAGEMENT PLAN**

Liverpool Plains Shire Council  
Town Water Supplies AMP FY26



Document Control		Asset Management Plan - Alternate Method			
Document ID : Town Water Supplies Asset Management Plan					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1.0	Jan 2012	Initial Plan	AE	DE	
2.0	2018	Revision and Update	AE	DE	
3.0	2020	Revision and Update	WSE	DES	Council
4.0	April 2025	Review to align with new LTFP and newly elected Council	WSE	DIES	Council

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## 1.0 EXECUTIVE SUMMARY

### 1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10-year planning period.

### 1.2 Asset Description

This plan covers the infrastructure assets that provide potable town water supply services.

The water network comprises:

- Storage Dam
- Remote monitoring installations
- Bores and Wells
- Reservoirs
- Pump Stations
- Chlorination systems
- Chlorine Monitoring Stations
- Water Treatment Plants
- Water Mains
- Water Meters and service connections

The above infrastructure assets have replacement value estimated at \$114,445,564

### 1.3 Levels of Service

The allocation in the planned budget is sufficient to continue providing existing services at levels for the planning period.

The main service consequences of the Planned Budget are:

- Consistency of meeting water quality targets
- Managing failure frequency through maintenance and renewal
- Limitations in providing redundancy for high criticality assets.

### 1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Changing consumer expectation of palatability of drinking water
- Health Based Targets
- Existing service deficiencies
- Population growth

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Continuing to monitor customer needs
- Permanent Water Conservation Measures
- Pricing

## 1.5 Lifecycle Management Plan

### 1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10-year total outlays, which for the town water supplies is estimated as \$39,935,128 or \$3,993,513 on average per year.

## 1.6 Financial Summary

### 1.6.1 What we will do

Estimated available funding for the 10 year period is \$44,604,640 or \$4,460,464 on average per year as per the Long-Term Financial plan or Planned Budget. This is 111.69% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for Water Services leaves a surplus of \$466,951 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

**Forecast Lifecycle Costs and Planned Budgets**

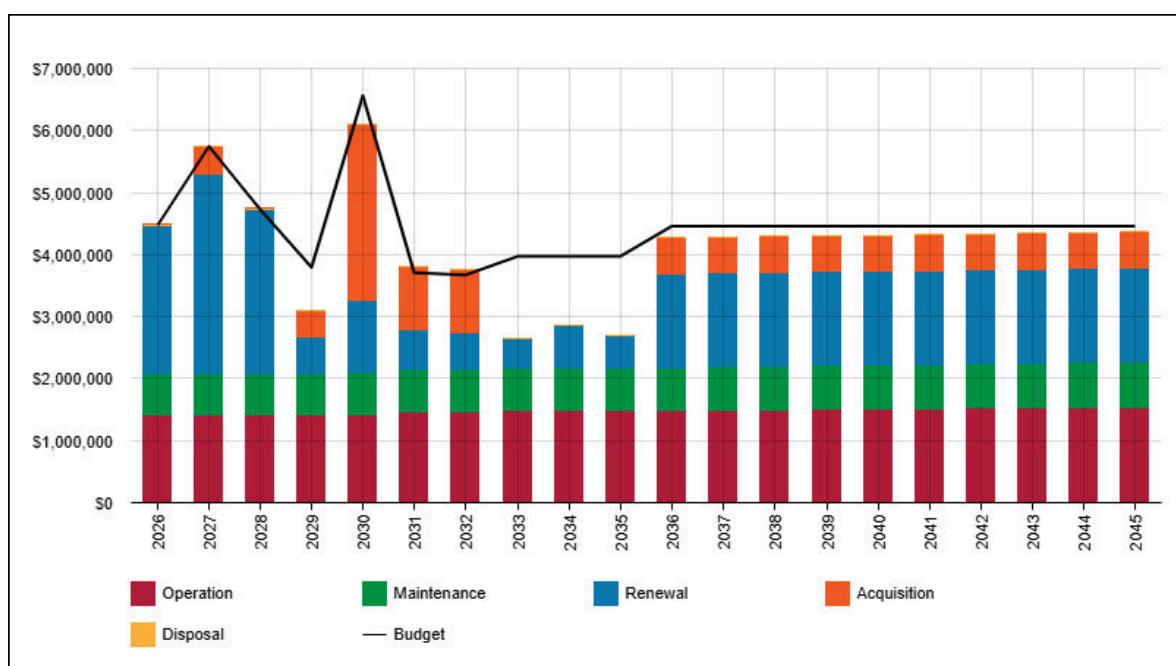


Figure Values are in current dollars.

We plan to provide potable town water supply services for the following:

- Operation, maintenance, renewal and acquisition of system components to meet service levels set by Council in annual budgets.
- Major projects include the Quirindi Balance Tank electrical; control and dosing upgrade and village bore site renewals within the 10-year planning period.

### 1.6.2 What we cannot do

We currently do **not** allocate enough budget to sustain these services at the proposed standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Projects to improve the hardness/teste of bore water sources
- Projects to improve the supply pressure for systems with existing low supply pressure.

### 1.6.3 Managing the Risks

Our present budget levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Non-conformances with NSW Health requirements
- Extended services interruptions
- Reduced level of service due to temporary measures

We will endeavour to manage these risks within available funding by:

- Focusing on Water Quality Targets
- Optimising preventative maintenance

## 1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- Current operation and maintenance budget will be insufficient to maintain the current level of service over the longer term.
- New assets will require similar operation and maintenance costs to existing assets.
- That the NSW Reference Rates Manual is applicable to Town Water Supply works in the Liverpool Plains.

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The Alternate Method was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on a reliable level of confidence information.

## 1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are:

- Analyse available performance data
- Develop more specific level of service measures
- Apply functionality scores to assets aligned with level or service measures
- Assess operations and maintenance activities against level of service measures

## 2.0 INTRODUCTION

### 2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Liverpool Plains Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Community Strategic Plan – 2022-2032
- Long Term Financial Plan – 2024-2034
- Local Environmental Plan – 2011
- Workforce Management Plan – 2022-2026

The infrastructure assets covered by this AM Plan include source to tap infrastructure for the towns and villages of the Liverpool Plains including Blackville, Caroon, Premer, Quirindi, Spring Ridge, Wallabadah, Werris Creek and Willow Tree. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5.

These assets are used to provide potable town water supply and dam safety services.

The infrastructure assets included in this plan have a total replacement value of \$114,455,564.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

**Table 2.1: Key Stakeholders in the AM Plan**

Key Stakeholder	Role in Asset Management Plan
Councillors	<ul style="list-style-type: none"> <li>■ Represent needs of community/shareholders</li> <li>■ Endorsement of the asset management policy and plans</li> <li>■ Allocate financial resources to meet planning objectives in providing services while managing risks</li> <li>■ Ensure service is sustainable</li> </ul>
General Manager	<ul style="list-style-type: none"> <li>■ Allocate human resources to meet planning objectives in providing services while managing risks,</li> <li>■ To ensure that all staff are educated in asset management and that responsibilities are communicated to staff</li> <li>■ To provide leadership and coordination for the implementation of asset management across the business units</li> <li>■ To raise awareness and provide education of asset management across Council</li> </ul>
Director Infrastructure & Environmental Services	<ul style="list-style-type: none"> <li>■ To develop, review and oversee the Asset Management Policy and Asset Management Plans</li> <li>■ To implement the improvement activities identified within the plan</li> <li>■ Ensure that all asset data is kept up to date and inspections are undertaken in accordance with the agreed levels of service</li> <li>■ Develop 10-year Capital Works plans and budgeting</li> </ul>
LPSC Staff	<ul style="list-style-type: none"> <li>■ Verify the size, location, and condition of assets</li> <li>■ Provide local knowledge detail on all infrastructure assets</li> <li>■ Capital Works, Operations and Maintenance management to meet agreed service levels</li> <li>■ Liaison internally with Executive Leadership Team with regard to asset prioritisation and planning</li> </ul>

Key Stakeholder	Role in Asset Management Plan
Community	<ul style="list-style-type: none"> <li>▪ Be aware of service levels and costs</li> <li>▪ Participate in consultation processes</li> <li>▪ Provide feedback on services</li> <li>▪ End user of the assets</li> </ul>

## 2.2 Goals and Objectives of Asset Ownership

Our goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

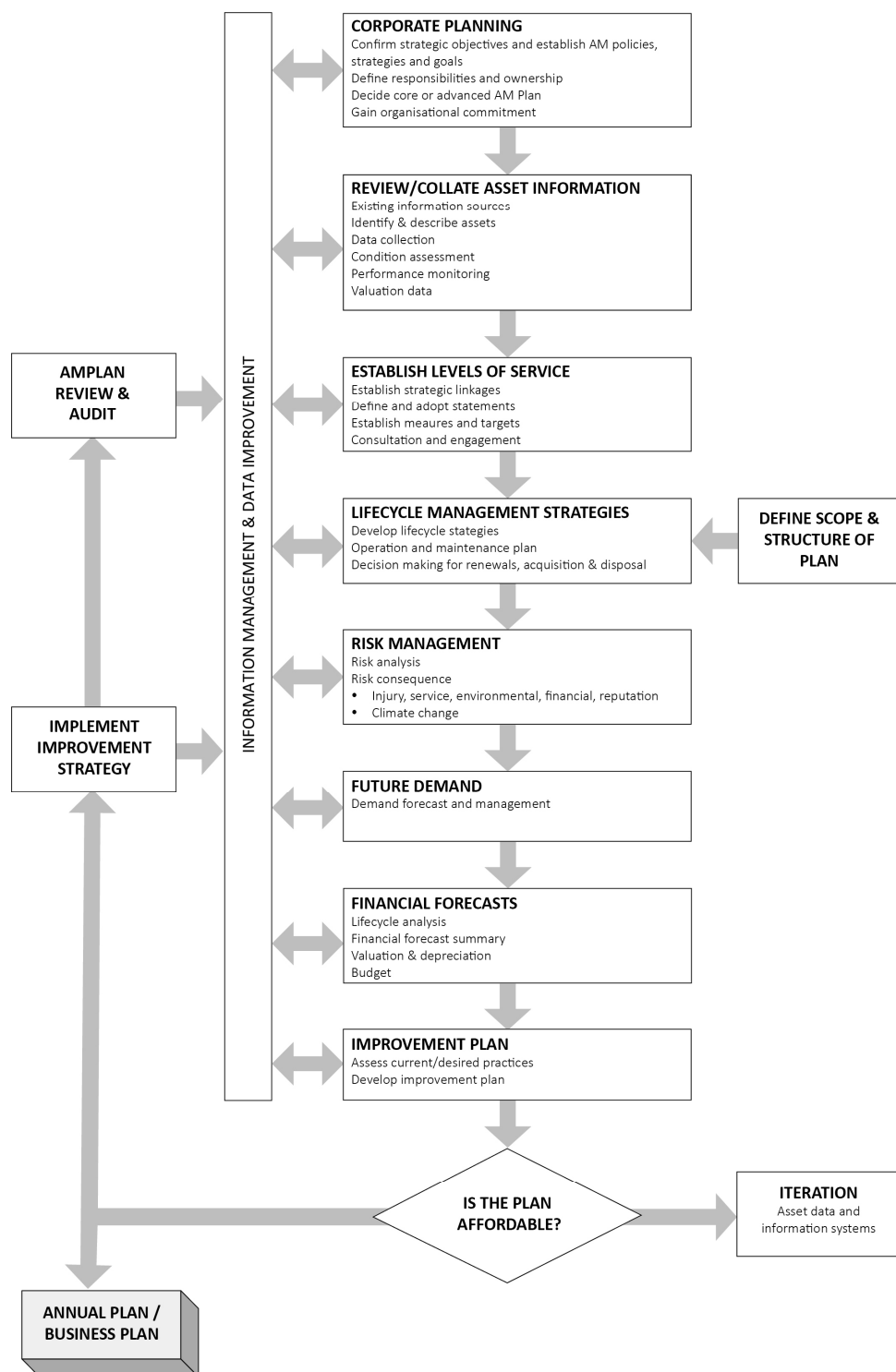
Other references to the outcomes and benefits, principles and objectives of asset management can be found in:

- ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- International Infrastructure Management Manual<sup>1</sup>

A road map for preparing an AM Plan is shown below.

<sup>1</sup> IPWEA International Infrastructure Management Manual (IIMM), Sec 2.1

**Road Map for preparing an Asset Management Plan**  
Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



## 3.0 LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by the Council. Future revisions of the AM Plan will incorporate customer consultation on service levels and costs of providing the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

Although the Liverpool Plains Shire Council has not carried out recent customer expectations, it will continually work on improving its community consultation practices through various methods to encourage stakeholder engagement in order to gain a better knowledge of the expectations.

### 3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Liverpool Plains Shire Council vision, mission, goals and objectives.

Our vision is:

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

Strategic goals have been set by the Liverpool Plains Shire Council. The relevant goals and objectives and how these are addressed in this AM Plan are summarised in Table 3.2.

**Table 3.2: Goals and how these are addressed in this Plan**

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
A sustainable environment	Our infrastructure is well planned and maintained and will meet our needs now and, in the future	Develop long-term strategies to plan and maintain current and future infrastructure
	We have access to affordable, clean water supplies	Develop Asset Management Plans in line with community priorities
	We actively manage impacts on our natural environment	Increase awareness of infrastructure responsibilities and costings Collectively identify opportunities to source external expertise from other Government organisations and external businesses
A thriving economy	We grow our population, diversity and employment opportunities	Ensure infrastructure is developed to provide quality water supplies that meet environmental regulations

### 3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the town water supply service are outlined in Table 3.3.

**Table 3.3: Legislative Requirements**

Legislation	Requirement
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards



Commonwealth Water Act 2007	Regulations made under this Act that relate to water supply include the Water Regulation, 2008 which prescribes Council's obligation to supply water information to the Bureau of Meteorology
Environmental Planning and Assessment Act 1979	Requires Council to prepare Local Environment Plans (LEPs) and Development Control Plans (DCPs) and to carry out environmental assessment for all activities and environmental impact statements for designated activities.
Local Government Act 1993	Sets out the role, responsibilities and powers of local government including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery
NSW Public Health Act 2010	Contains provisions relating to safety of drinking water and to protect the public health of the community
Protection of the Environment Operations Act 1997	This Act aims to prevent the degradation of the environment by minimising the use of mechanisms that promote various pollutants
Water Management Act 2000	Regulates the sustainable extraction of water from rivers (water sharing plans and environmental flows) and allows Council to levy developer charges
Workplace Health and Safety Act 2011	Protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work

### 3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

**Customer Values** indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

**Table 3.4: Customer Values**

Service Objective:			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Access to town water	Supply	Satisfied	This service will be maintained
Odour characteristics of water	Smell of Water	Poor satisfaction	This service is expected to be improved with the Planned Budget
Taste characteristics of water	Taste of Water	Very poor satisfaction	Some improvement will be made with water from new treatment facilities. The majority of systems will be maintained as they are.

### 3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

**Condition** How good is the service ... what is the condition or quality of the service?

**Function** Is it suitable for its intended purpose .... Is it the right service?

**Capacity/Use** Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

**Table 3.5: Customer Level of Service Measures**

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
<b>Condition</b>	Provide clean drinking water	Compliance with Australian Drinking Water Guidelines (2004)	100% compliance	100%
		Water quality complaints (taste, smell, appearance)	2 per month	1 per month
	<b>Confidence levels</b>		High	medium
<b>Function</b>	Clean water is reliably available daily	Water service <b>leaks</b> (meters and mains)	18 per month	18 per month
		Water service <b>breaks</b> (meters and mains)	2 per month	2 per month
		Water <b>availability</b> complaints (no water from service)	1 per month	1 per month
		Water <b>pressure</b> complaints	2 per month	2 per month
	<b>Confidence levels</b>		High	Medium
<b>Capacity</b>	Availability of daily supply	Monitoring of water sources and pumping equipment	Pumping stations monitored constantly	
	Drought resilience	5/10/10 approach *5% of time 10% of years 10% reduction in consumption	Required further analysis	Expected to achieve 5/10/10 criteria
	<b>Confidence levels</b>		High	Medium

### 3.6 Technical Levels of Service

**Technical Levels of Service** – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.<sup>2</sup>

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

<sup>2</sup> IPWEA, 2015, IIMM, p 2|28.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
<b>TECHNICAL LEVELS OF SERVICE</b>				
<b>Acquisition</b>	Achieve water quality objectives	Implement items identified in DWMS improvement plan	Improvements to village WPS's as part of planning upgrades	Implement online monitoring that incorporates real-time control of disinfection systems
	Meet industry standard of pressure	Minimum 20m pressure at each standard connection (excludes low flow connections)	Council does not currently have funds to achieve this for properties that do not currently already have minimum pressure. No additional properties are forecast to drop below this pressure based on current resources.	Pressure boost projects in Spring Ridge and Premer.
	Redundancy of high criticality assets	Standby capacity for critical assets	Some pump stations have duty/standby capability. Quirindi, Werris Creek, Wallabadah and Willow Tree have duty/standby pumping capability to varying extents. Other systems have no standby pumping capability. Many systems don't have reservoir redundancy.	Review of redundancy standard and requirements to achieve this (this has not been undertaken or costed in the AMP)
		<b>Budget</b>	\$373,700	\$577,967
<b>Operation</b>	drinking water available at all times of the day	Monitoring of water sources and pumping equipment	Water services systems monitored continuously	Implement minimum monitoring recommended by ADWG
			Less than 6 hours of interruption to services during renewal	Maintain current performance. Aging large assets will challenge this performance measure
		<b>Budget</b>	\$1,412,344	\$1,446,438
<b>Maintenance</b>	Reactive service requests are repaired as soon as practicable	Specified response times for service interruptions	Working hours – 1 hour After hours – 2 hours	Maintain current performance
		Identify maintenance trends	95% of job cards for 2017/18*** are maintenance	Less reactive maintenance as level of proactive maintenance increases
	Proactive maintenance to reduce the instance of unplanned service disruptions, particularly to critical assets	Complete manufacturer and industry standard preventative maintenance	Equipment greased and wear parts on schedule	Maintain current performance
		Undertake service and fitting replacements where deteriorated pipe	Some services rehabilitated when reactive repairs made, other identified to be	Undertake service line rehabilitations at time of leak to minimise return works

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
		identified during repairs	done when resources available	
		<b>Budget</b>	\$664,521	\$680,597
<b>Renewal</b>	Maintain current service level/reliability	Condition assessments and maintenance trends	Renewals are performed within current budget	Maintain current performance
		<b>Budget</b>	\$2,382,053	\$2,382,053
<b>Disposal</b>	Not proposing to dispose of any assets			
		<b>Budget</b>	\$0	\$0

Note: \* Current activities related to Planned Budget.

\*\* Expected performance related to forecast lifecycle costs.

\*\*\* Most recent detailed analysis of data.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

## 4.0 FUTURE DEMAND

### 4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

### 4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

### 4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

**Table 4.3: Demand Management Plan**

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Changing consumer expectation of palatability of drinking water	High hardness level has long been understood and accepted by consumers with limited complaints	The current trend should suggest that consumer are expecting better palatability	Consumers will expect treatment measures to remove hardness be implemented.	Ongoing investigation of opportunities to address the issue either centrally or locally by conventional or emerging methods. Seek external funding for implementation. Stakeholder consultation regarding cost and willingness to pay.
Health Based Targets and more risk adverse interpretation of regulatory requirements by the industry	Quipolly WTP is the only system currently been assessed against Health Based Targets. Each review of regulatory compliance identifies small shifts in risk appetite within regulatory framework	As works are undertaken in further systems Health Based Targets will need to be assessed. Interpretation to be increasingly risk adverse as risks are better documented and current deficiencies get addressed.	Increased demand for operational and acquisition expenditure to minimise identified risks	Maintain the DWMS so that needs can be planned into operation and delivery programs in an efficient and sustainable way. Assess the benefit against consumer ability/willingness to pay
Existing service deficiencies	Supply pressure below industry minimum standard to some standard water connections	The connections will remain below industry standard unless infrastructure is delivered to address this.	No additional connections are forecast to drop below industry minimum standard pressure	Assess the benefit against consumer ability/willingness to pay
Population growth	Growth across the supply are is very small. Council has an ongoing position to	Growth may continue to be slow, however due to small systems	Sudden growth will impact ability to plan and implement	Monitor growth drivers and respond accordingly. Ensure renewed infrastructure has

	seek opportunities that will encourage population growth	sudden isolated growth is possible	infrastructure needs. Quirindi, Werris Creek and Willow Tree all have sufficient capacity at a headworks level to cater for significant growth	responsible provision for growth where achievable
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## 4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Liverpool Plains Shire Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

## 4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.<sup>3</sup>

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

**Table 4.5.1 Managing the Impact of Climate Change on Assets and Services**

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Temperature <sup>1</sup>	Both max and min temperatures are forecast to be higher	Temperature influences consumer habits leading to increase water demand	Water conservation measures, water efficiency advice and redundant capacity within systems
Rainfall <sup>1</sup>	Cool season rainfall decrease and rainfall expected to be more intense	Increased cool season water demand. Overall increase in water demand between intense rainfall events	

Notes:

1: identified from The Bureau of Meteorology's State of the Climate 2022 report.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

<sup>3</sup> IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

## 5.0 LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Liverpool Plains Shire Council plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

### 5.1 Background Data

#### 5.1.1 Physical parameters

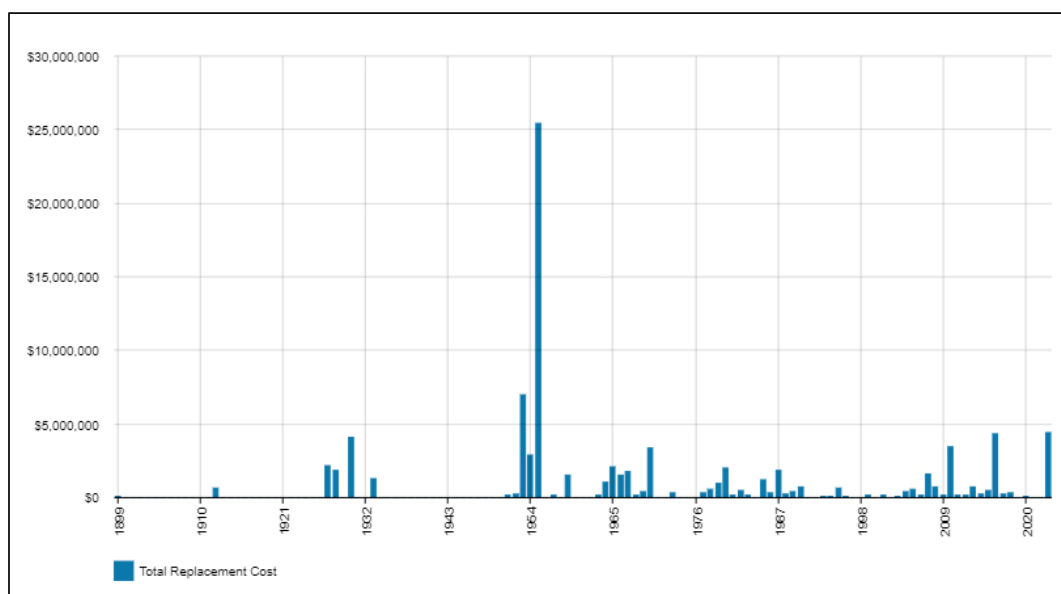
The assets covered by this AM Plan are shown in Table 5.1.1.

This AM Plan covers assets from water source through to customer connections covering bores, dams, treatment distribution, storage, electrical and mechanical equipment. Assets are distributed across the 8 town water supplies of Blackville, Caroona, Premier, Quirindi, Spring Ridge, Wallabadah, Werris Creek and Willow Tree.

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

**Table 5.1.1: Assets covered by this Plan**

Asset Category	Dimension
Bores and Wells	12 total
Reservoirs	20 total
Chlorinators	8 total
Switchboards	16 total
Telemetry installations	21 standalone
Quipolly Dam	29 components
Other Plant and Equipment	17 total
Water Mains	183 km
Water Pump Stations (structures)	22 total
Pumps	14 total
Treatment Plants	1 total



All figure values are shown in current day dollars.

### 5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

**Table 5.1.2: Known Service Performance Deficiencies**

Location	Service Deficiency
Groundwater sources	Exceed the ADWG guideline value for hardness (aesthetic parameter)
Blackville and Premer	Insufficient mitigation of protozoa risk
Spring Ridge and Premer	Standard connections receive less than industry standard 20m supply pressure.

The above service deficiencies were identified from revaluations, staff inspections, customer reporting systems and through corporate knowledge.

### 5.1.3 Asset condition

Condition is currently monitored in different methods depending on asset sub-category. Above ground assets are assessed by a visual condition assessment every 5 years that also incorporates professional knowledge of the assets. Watermains are allocated assumed conditions based on age, pipe material and maintenance history data. From time to time a more comprehensive third-party condition assessment may be undertaken on case by case basis.

Condition is measured using a 1 – 5 grading system<sup>4</sup> as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

<sup>4</sup> IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.



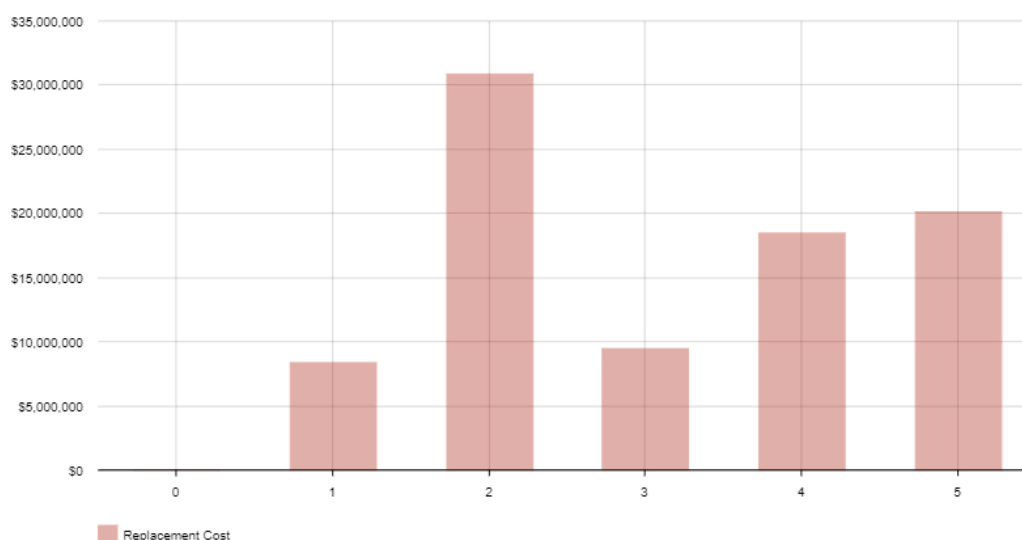
**Table 5.1.3: Condition Grading System**

Condition Grading	Description of Condition
1	<b>Very Good:</b> free of defects, only planned and/or routine maintenance required
2	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance
3	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service
4	<b>Poor:</b> significant defects, higher order cost intervention likely
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required

The condition profile of our assets is shown in Figure 5.1.3.

**Figure 5.1.3: Asset Condition Profile**

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The majority of the assets that are condition 5 already have replacements nearing completion so have not yet been capitalised but are therefore not shown in the renewals for the current and future years. The remainder of the condition 5 assets and condition 4 assets are included over the 10 year LTFP. Projections indicate that condition 2 and 3 assets will proceed to condition 4 and 5 assets at a consistent rate.

All figure values are shown in current day dollars.

## 5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

**Table 5.2.1: Maintenance Budget Trends**

Year	Maintenance Budget \$
2025/2026	\$664,521
2026/2027	\$664,521
2027/2028	\$664,521

Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

Assessment and priority of reactive maintenance is undertaken by staff using experience and judgement.

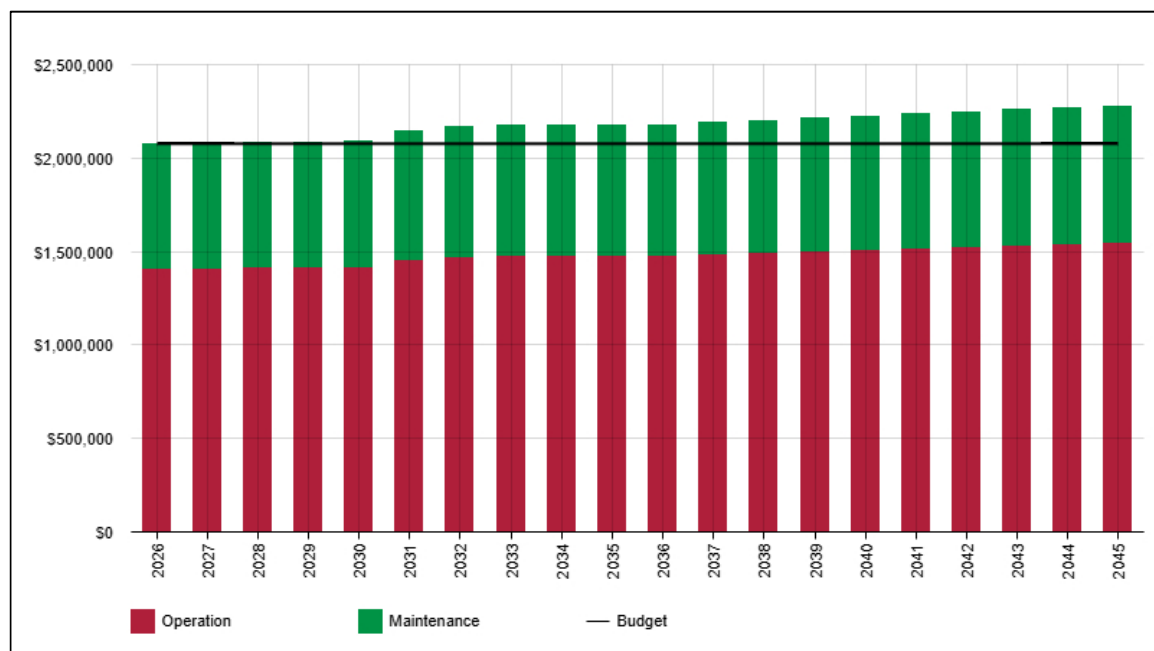
### Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Council does not currently have an adopted service hierarchy.

### Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

**Figure 5.2: Operations and Maintenance Summary**

All figure values are shown in current day dollars.

Council's LTFP forecasts growing costs in operation and maintaining its town water supply assets and has committed to budgeting for these costs. However resourcing limitations resulting in deferred maintenance has been an issue in recent years and is commented on later in the AM Plan.

## 5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed during the 2023 revaluation.

**Table 5.3: Useful Lives of Assets**

Asset (Sub)Category	Useful life
Dams	100 years
Bore Holes	50 years
Treatment structures	70 years
Treatment electrical and mechanical	30 years
Pump Station Structures	50 years
Pump Station electrical and mechanical	25 years
Mains – Cast Iron	100 years
Mains – galvanised iron	50 years
Mains – all others	80 years
Reservoir structures	100 years
Reservoir rooves	40 years
Chlorination Equipment	10 years
Telemetry Equipment	15 years

The estimates for renewals in this AM Plan were based on the alternate Method.

### 5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5t load limit), or

- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).<sup>5</sup>

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.<sup>6</sup>

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

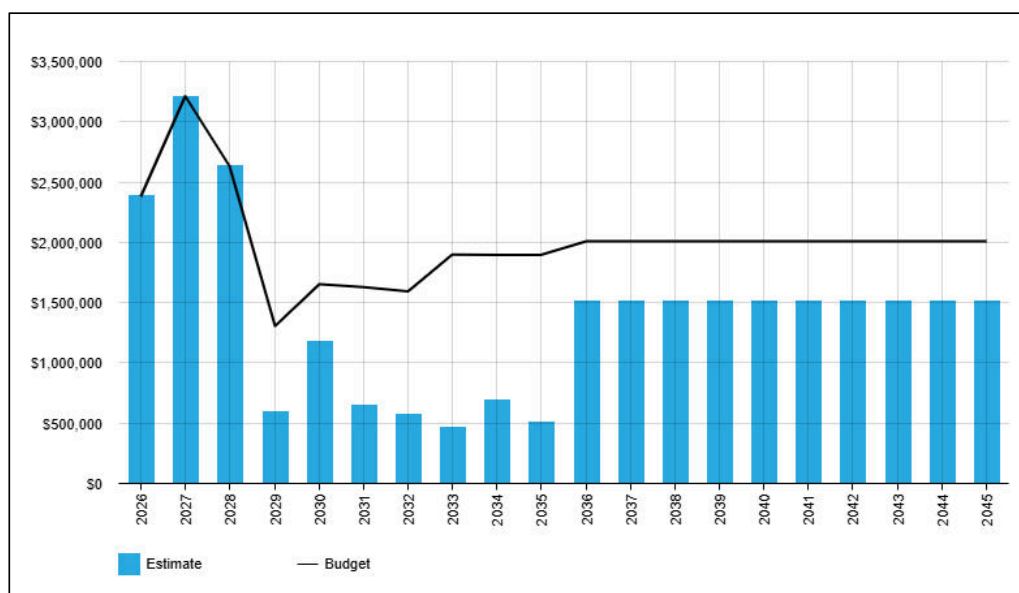
**Table 5.3.1: Renewal Priority Ranking Criteria**

Criteria	Weighting
Break History	50%
Age	30%
Material	10%
Failure Consequence	10%
<b>Total</b>	<b>100%</b>

## 5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

**Figure 5.4.1: Forecast Renewal Costs**



<sup>5</sup> IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

<sup>6</sup> Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

All figure values are shown in current day dollars.

In the short-term the budget is adequate for the proposed projects. In the longer term there is surplus budget forecast compared to forecast renewal needs. This is likely due to the renewal budget being forecast based on a backlog of renewals which are presently being finalised.

Ongoing analysis of asset condition and renewal priority the Council moves forward may identify that there are additional needs than indicated in this AM Plan. Alternatively, the budget may be revised down if it is demonstrated that the renewal priorities are less immediate.

## 5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Liverpool Plains Shire Council.

### 5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

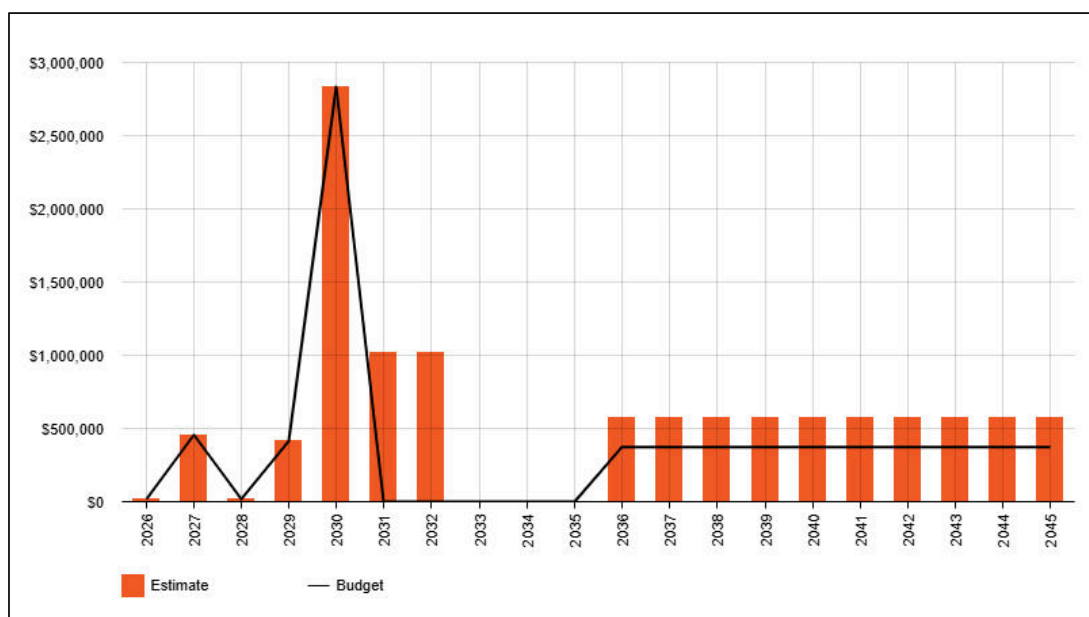
**Table 5.5.1: Acquired Assets Priority Ranking Criteria**

Criteria	Weighting
Review of regulatory compliance	60%
Community Expectation	30%
Security of Supply	10%
<b>Total</b>	<b>100%</b>

### Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised / summarized in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

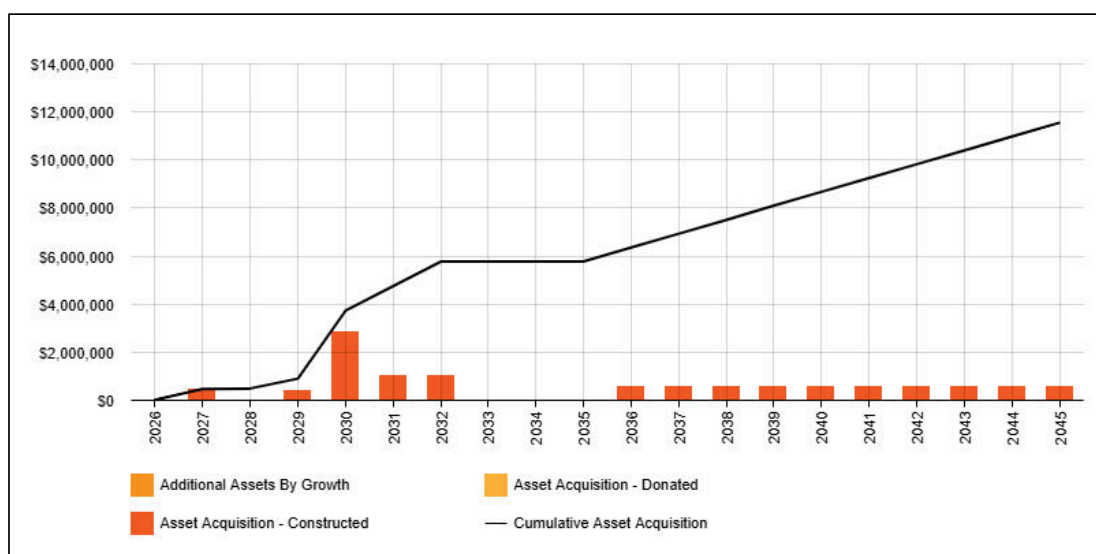
**Figure 5.5.1: Acquisition (Constructed) Summary**



All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.5.2.

**Figure 5.5.2: Acquisition Summary**



All figure values are shown in current dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

There is a longer term shortfall between the proposed acquisition budget and the proposed acquisition projects. Key projects included in this are the pressure upgrades at Spring Ridge and Premer. The shortfall falls in the

period where there is a budgeted surplus for renewals which may be moved to budget the anticipated acquisitions.

It was noted that a driver for acquiring new assets is related to water quality requirements, this is a regularly revised system and the acquisition shown here is to reflect this ongoing nature of demand.

## 5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

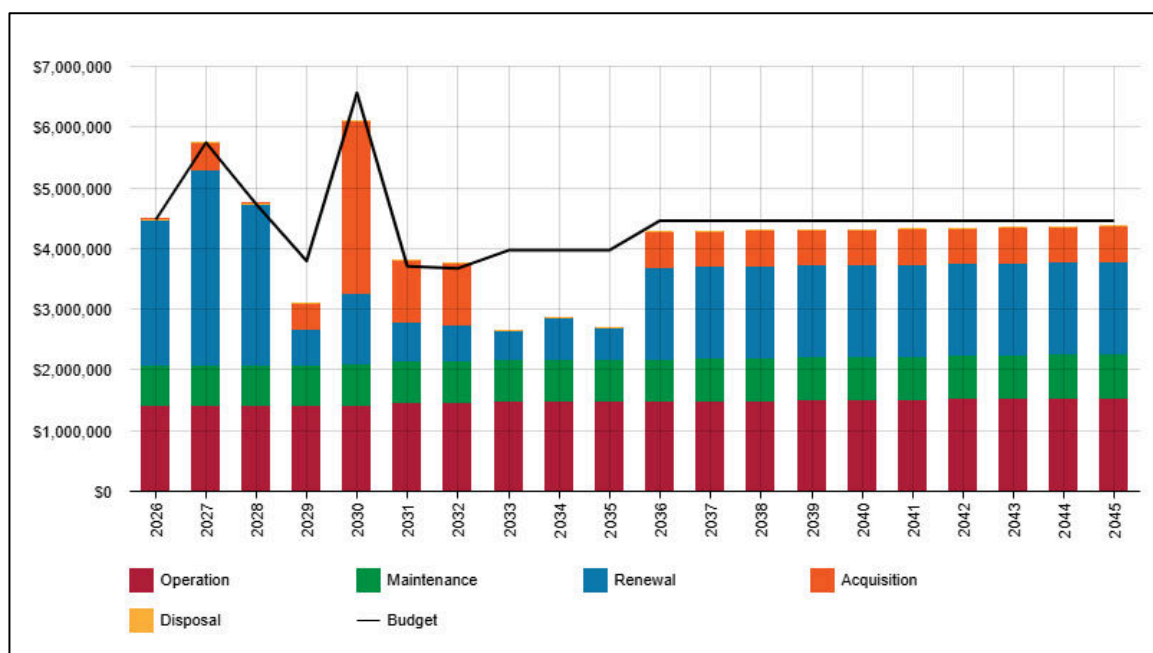
There are no plans for asset disposals included in this AM Plan, however this will be an item for review in each revision.

## 5.7 Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.7.1. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

**Figure 5.7.1: Lifecycle Summary**



All figure values are shown in current day dollars.

Overall the proposed budget can cover the forecast costs, although the timing of projects further out in the forecast will need revisiting as they come closer and budgets adjusted accordingly. Overall there is a forecast for operation and maintenance costs to increase year on year.

## 6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'<sup>7</sup>.

An assessment of risks<sup>8</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

### 6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

**Table 6.1 Critical Assets**

Critical Asset(s)	Failure Mode	Impact
Bores	Structural	Loss of supply
Pump Stations	Electrical/Mechanical	Loss of Supply
Rising Mains	Structural	Loss of Supply
Reservoirs	Structural	Loss of Supply
Treatment Systems	System failure	Unsafe water supply

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

### 6.2 Risk Assessment

The risk management process used is shown in Figure 6.2 below.

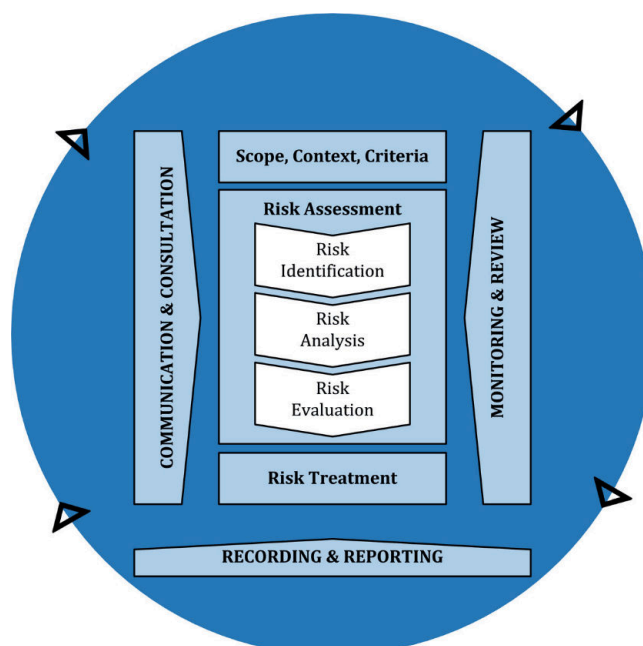
It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

<sup>7</sup> ISO 31000:2009, p 2

<sup>8</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote





**Fig 6.2 Risk Management Process – Abridged**  
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks<sup>9</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Liverpool Plains Shire Council.

**Table 6.2: Risks and Treatment Plans**

<sup>9</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Water Supply pump stations	Breakdown (loss of supply)	H	Preventative maintenance schedule, performance monitoring, renewal program, provision of standby installations of key spare components, lightning protection, upgraded switchboards	M	Ongoing costs are included in the O&M Budget, renewal budget and acquisition budget
Water Treatment Plant & disinfection process	Inadequate water treatment process undertaken	C	Operational performance monitoring, preventative maintenance schedule, provision of standby installations of key components, maintain stores of key component spares, remote real time monitoring, training program of operational staff, modernisation of treatment process, identification of capacity upgrades required including growth	M	Ongoing costs are included in the O&M Budget, renewal budget and acquisition budget
Water Supply Reticulation	Significant water loss, contamination, lack of firefighting supply	H	Pipe renewal program, proactive maintenance of valves, implement zone metering program, pressure reduction program, water loss monitoring (produced vs metered consumption), operational performance monitoring (chlorine residual disinfection checks), scouring program, enforce backflow prevention policy, maintain good practice pipe repair procedures, enhance pressure in low pressure supplies, pipe capacity upgrades, proactive maintenance of hydrants	M	Ongoing costs are included in the O&M Budget, renewal budget and acquisition budget
Water Storage Reservoirs	Contamination of supply	C	Regular inspection for contamination sources, maintenance of roof and barrier measures, regular cleaning schedule	H	Ongoing costs are included in the O&M Budget, renewal budget and acquisition budget
Water Storage Dam	Contamination of supply, failure of structure, depletion	C	Raw water monitoring program, enhance aeration in storage, routine monitoring for algal outbreaks, implement catchment management principles, implement dam safety upgrade works, monitor water storage level, enact trigger points in Drought Management (restrictions) Plan, implement water conservation programs	M	Ongoing costs are included in the O&M Budget, renewal budget and acquisition budget

Note \* The residual risk is the risk remaining after the selected risk treatment plan is implemented.

## 6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the AM Plan.

## 6.4 Service and Risk Trade-Offs

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

### 6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Spring Ridge and Premier Pressure Upgrades

### 6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Poor supply pressure in the water supply systems of Spring Ridge and Premier

### 6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Continued high reactive repairs of water services due to resource constraints.
- Increased likelihood of water quality incidents due to resource constraints.

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

## 7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

### 7.1 Financial Sustainability and Projections

#### 7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- Asset Renewal Funding Ratio (proposed renewal budget for the next 10 years / proposed renewal costs for the next 10 years shown in the AM Plan), and
- Lifecycle Funding Ratio (proposed lifecycle budget for the next 10 years / proposed budget over 10 years shown in the AM Plan).

#### Asset Renewal Funding Ratio

Asset Renewal Funding Ratio<sup>10</sup> 155.99%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 155.99% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

#### Medium term – 10-year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$3,641,511 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$4,086,764 on average per year giving a 10 year funding shortfall of \$445,253 per year. This indicates that 112.23% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

#### 7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan and/or financial projections in the LTFP.

We will manage any 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

Forecast costs are shown in 2025/2026 dollar values.

**Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan**

<sup>10</sup> AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2026	17,000	1,412,344	664,521	2,382,053	0
2027	456,000	1,412,554	664,619	3,212,053	0
2028	17,000	1,418,162	667,264	2,632,616	0
2029	414,000	1,418,371	667,363	595,786	0
2030	2,833,000	1,423,464	669,764	1,179,840	0
2031	1,021,334	1,458,310	686,195	648,565	0
2032	1,021,334	1,470,872	692,119	573,862	0
2033	0	1,483,434	698,043	465,000	0
2034	0	1,483,434	698,043	686,767	0
2035	0	1,483,434	698,043	508,568	0
2036	577,967	1,483,434	698,043	1,514,476	0
2037	577,967	1,490,543	701,395	1,514,476	0
2038	577,967	1,497,652	704,747	1,514,476	0
2039	577,967	1,504,761	708,099	1,514,476	0
2040	577,967	1,511,870	711,451	1,514,476	0
2041	577,967	1,518,979	714,804	1,514,476	0
2042	577,967	1,526,088	718,156	1,514,476	0
2043	577,967	1,533,197	721,508	1,514,476	0
2044	577,967	1,540,306	724,860	1,514,476	0
2045	577,967	1,547,415	728,213	1,514,476	0

## 7.2 Funding Strategy

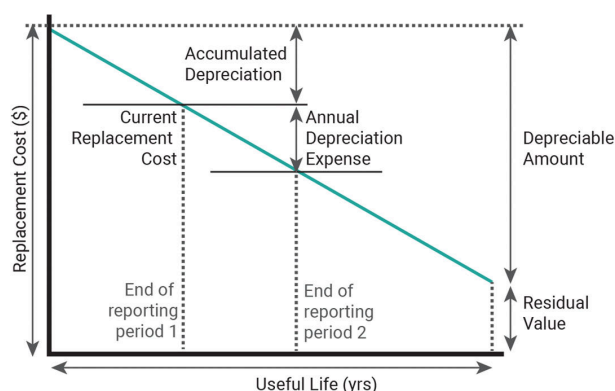
The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

## 7.3 Valuation Forecasts

### 7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at Current Replacement Value based on industry reference rates and previous project costs:



Replacement Cost (Gross)      \$114,455,564

Depreciable Amount              \$114,455,564

Current Replacement Cost <sup>11</sup>	\$60,155,846
Depreciation	\$1,514,476

### 7.3.2 Valuation forecast

Asset values are forecast to increase as additional assets are added to service.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

## 7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Council's current asset register is reasonably accurate and complete
- Current valuation data is reasonably accurate
- The current annual budget is anticipated to stay consistent in future years, with adjustments made to account for inflation.
- Population levels should remain stable with no significant changes anticipated

## 7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale<sup>12</sup> in accordance with Table 7.5.1.

**Table 7.5.1: Data Confidence Grading System**

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

**Table 7.5.2: Data Confidence Assessment for Data used in AM Plan**

<sup>11</sup> Also reported as Written Down Value, Carrying or Net Book Value.

<sup>12</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

Data	Confidence Assessment	Comment
Demand drivers	C	Based on historical data and current projections
Growth projections	C	Based on historical data and current projections
Acquisition forecast	C	Based on historical data and current projections
Operation forecast	B	Based on historical expenditures
Maintenance forecast	B	Based on historical expenditures
Renewal forecast	B	Asset values based on asset register and verified through the revaluation process
- Asset values	B	Asset useful lives based on reference manual, experience and revaluation process
- Asset useful lives	B	Condition data is reasonably accurate based on 2023 revaluation
- Condition modelling	B	No planned disposals
Disposal forecast	A	

The estimated confidence level for and reliability of data used in this AM Plan is considered to be High

## 8.0 PLAN IMPROVEMENT AND MONITORING

### 8.1 Data and Information Sources

#### 8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is Council's financial system Authority Altitude and Asset Management System, Assetic Brightly.

#### 8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The source of the data is Assetic Brightly, and the 2023 revaluation working files.

### 8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

**Table 8.2: Improvement Plan**

Task	Task	Responsibility	Resources Required	Timeline
1	Analyse available performance data	WSE	Internal staff	36 months
2	Document risk analysis	WSE	Internal staff	36 months
3	Review level of service measures	MWS	Internal staff Councilor consultation	36 months
4	Capture demand drivers in better detail	MWS	Internal staff	36 months
5	Implement customer satisfaction surveys to inform the development of levels of service performance measured by Council.	MPA and Media/ Communications Officer	Internal staff	36 months

### 8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within 12 months of each Council election.

### 8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,



- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

## 9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
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- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6>
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- ISO, 2024, ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Liverpool Plains Shire Council Community Strategic Plan 2026-2036
- Liverpool Plains Shire Council Long Term Financial Plan 2026-2036
- Liverpool Plains Shire Council Delivery Program 2022-2026
- Liverpool Plains Shire Council Operational Plan 2024-2025

## 10.0 APPENDICES

### Appendix A Acquisition Forecast

#### A.1 – Acquisition Forecast Assumptions and Source

Acquisitions within this plan are those included within the LTFP as well as projects that were previously planned but have been deferred due to availability of funds and recognition that demand drivers are not forecast to change so the current trend of acquisitions will continue beyond the LTFP planning period.

It is also important to note that grant funding is excluded from this AMP, due to its variable nature.

#### A.2 – Acquisition Project Summary

- Automatic Meter Reading rollout
- Technical Equipment
- Fluoride Quirindi and Werris Creek
- Wallabadah Drought Augmentation
- Quirindi WPS 9

#### A.3 – Acquisition Forecast Summary

NAMS+ Outputs Summary for Acquisition used

**Table A3 - Acquisition Forecast Summary**

Year	Constructed	Donated	Growth
2026	17,000	0	0
2027	456,000	0	0
2028	17,000	0	0
2029	414,000	0	0
2030	2,833,000	0	0
2031	1,021,334	0	0
2032	1,021,334	0	0
2033	0	0	0
2034	0	0	0
2035	0	0	0
2036	577,967	0	0
2037	577,967	0	0
2038	577,967	0	0
2039	577,967	0	0
2040	577,967	0	0
2041	577,967	0	0
2042	577,967	0	0
2043	577,967	0	0
2044	577,967	0	0
2045	577,967	0	0

## Appendix B    Operation Forecast

### B.1 – Operation Forecast Assumptions and Source

It has been assumed that operational costs will increase consistent with Employee and material costs increased projected for the water fund in the LTFP.

### B.2 – Operation Forecast Summary

NAMS+ Outputs Summary for Operation used

**Table B2 - Operation Forecast Summary**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2026	1,412,344	209	1,412,344
2027	1,412,344	5,609	1,412,554
2028	1,412,344	209	1,418,162
2029	1,412,344	5,092	1,418,371
2030	1,412,344	34,846	1,423,464
2031	1,412,344	12,562	1,458,310
2032	1,412,344	12,562	1,470,872
2033	1,412,344	0	1,483,434
2034	1,412,344	0	1,483,434
2035	1,412,344	0	1,483,434
2036	1,412,344	7,109	1,483,434
2037	1,412,344	7,109	1,490,543
2038	1,412,344	7,109	1,497,652
2039	1,412,344	7,109	1,504,761
2040	1,412,344	7,109	1,511,870
2041	1,412,344	7,109	1,518,979
2042	1,412,344	7,109	1,526,088
2043	1,412,344	7,109	1,533,197
2044	1,412,344	7,109	1,540,306
2045	1,412,344	7,109	1,547,415

## Appendix C Maintenance Forecast

### C.1 – Maintenance Forecast Assumptions and Source

It has been assumed that maintenance costs will increase consistent with Employee and material costs increased projected for the water fund in the LTFP.

### C.2 – Maintenance Forecast Summary

NAMS+ Outputs Summary for Maintenance used

*Table C2 - Maintenance Forecast Summary*

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2026	664,521	99	664,521
2027	664,521	2,645	664,619
2028	664,521	99	667,264
2029	664,521	2,401	667,363
2030	664,521	16,431	669,764
2031	664,521	5,924	686,195
2032	664,521	5,924	692,119
2033	664,521	0	698,043
2034	664,521	0	698,043
2035	664,521	0	698,043
2036	664,521	3,352	698,043
2037	664,521	3,352	701,395
2038	664,521	3,352	704,747
2039	664,521	3,352	708,099
2040	664,521	3,352	711,451
2041	664,521	3,352	714,804
2042	664,521	3,352	718,156
2043	664,521	3,352	721,508
2044	664,521	3,352	724,860
2045	664,521	3,352	728,213

## Appendix D Renewal Forecast Summary

### D.1 – Renewal Forecast Assumptions and Source

Forecast renewals are taken from the delivery program for the first 4 years, these costs are assumed based on reference rates and recent market trends, in some cases they are based specific detailed project estimates.

For the remainder of the first 10 years the costs are for projects identified as needed based on asset age and condition and are based on reference rates for those assets.

For the final 10 years of the AM Plan the annual depreciation has been used for the forecast.

### D.2 – Renewal Project Summary

- Telemetry renewals
- Watermain renewals
- Reservoir roof replacements
- Water quality monitoring equipment
- Quipolly Dam Early Warning System
- Village bore replacements
- Automatic Meter Reading rollout
- Quirindi Bore replacement
- Werris Creek High Zone WPS replacement
- Quirindi High Zone WPS replacement
- Telemetry server replacement
- Quirindi Balance Tank site rehabilitation
- Quirindi Telemetry Rehabilitation
- 

### D.3 – Renewal Forecast Summary

Recommend using NAMS+ Outputs Summary for Renewal

**Table D3 - Renewal Forecast Summary**

Year	Renewal Forecast	Renewal Budget
2026	2,382,053	2,382,053
2027	3,212,053	3,212,053
2028	2,632,616	2,632,616
2029	595,786	1,305,567
2030	1,179,840	1,653,099
2031	648,565	1,628,742
2032	573,862	1,592,736
2033	465,000	1,898,787
2034	686,767	1,896,669
2035	508,568	1,896,669
2036	1,514,476	2,009,899
2037	1,514,476	2,009,899
2038	1,514,476	2,009,899
2039	1,514,476	2,009,899
2040	1,514,476	2,009,899
2041	1,514,476	2,009,899
2042	1,514,476	2,009,899
2043	1,514,476	2,009,899
2044	1,514,476	2,009,899
2045	1,514,476	2,009,899

## **Appendix E   Disposal Summary**

There are no disposals projected in this asset management plan

## Appendix F Budget Summary by Lifecycle Activity

Planned Budget estimates are based on the current 2024-2025 budget. There is no significant change expected at the time of production.

*Table F1 – Budget Summary by Lifecycle Activity*

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2026	17,000	1,412,344	664,521	2,382,053	0	4,475,918
2027	456,000	1,412,554	664,619	3,212,053	0	5,744,918
2028	17,000	1,418,162	667,264	2,632,616	0	4,726,481
2029	414,000	1,418,371	667,363	595,786	0	3,796,432
2030	2,833,000	1,423,464	669,764	1,179,840	0	6,562,964
2031	1,021,334	1,458,310	686,195	648,565	0	3,705,607
2032	1,021,334	1,470,872	692,119	573,862	0	3,669,601
2033	0	1,483,434	698,043	465,000	0	3,975,652
2034	0	1,483,434	698,043	686,767	0	3,973,534
2035	0	1,483,434	698,043	508,568	0	3,973,534
2036	577,967	1,483,434	698,043	1,514,476	0	4,460,464
2037	577,967	1,490,543	701,395	1,514,476	0	4,460,464
2038	577,967	1,497,652	704,747	1,514,476	0	4,460,464
2039	577,967	1,504,761	708,099	1,514,476	0	4,460,464
2040	577,967	1,511,870	711,451	1,514,476	0	4,460,464
2041	577,967	1,518,979	714,804	1,514,476	0	4,460,464
2042	577,967	1,526,088	718,156	1,514,476	0	4,460,464
2043	577,967	1,533,197	721,508	1,514,476	0	4,460,464
2044	577,967	1,540,306	724,860	1,514,476	0	4,460,464
2045	577,967	1,547,415	728,213	1,514,476	0	4,460,464



# Asset Management Strategy

2026-2036

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**Liverpool  
Plains**  
Shire Council



### INFORMATION ABOUT THIS DOCUMENT

<b>Document Record Number</b>	
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<b>Last Review Date</b>	New Strategy
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Document History		
Doc No.	Date Amended	Details/Comments
1	30 April 2024	New Document

Further Document Information and Relationships	
<b>Related Legislation and Guidelines</b>	NSW Local Government Act, 1993 Australian Accounting Standards International Infrastructure Management Manual IPWEA Financial Management Guidelines National Asset Management Framework
<b>Related Policies</b>	Asset Management Policy
<b>Related Documents</b>	Aerodrome Asset Management Plan Buildings Asset Management Plan Parks and Reserves Asset Management Plan Transportation Asset Management Plan Water and Sewer Asset Management Plan Quirindi Racecourse and Showground Master Plan Quirindi Sport and Recreation Precinct Master Plan Liverpool Plains Recreation Strategy Liverpool Plains Shire Council 2022-2032 Community Strategic Plan



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## 1. Executive Summary

This Asset Management Strategy outlines a broad approach to managing our organisations physical assets to maximise value, ensure sustainability and achieve long-term community objectives. This document presents a framework designed to optimise asset performance, manage risks and ensure compliance with regulatory requirements.

### Objectives

1. Maximise asset value through effective lifecycle management and strategic investment.
2. Identify, assess, and mitigate risks associated with asset ownership and operation.
3. Streamline processes to improve the operational efficiency and effectiveness of asset functionality.
4. Incorporate sustainable practices to ensure long-term viability and environmental responsibility.
5. Ensure compliance with adherence to all relevant laws, regulations, and industry standards.

### Key Strategies

1. **Lifecycle Management** - Implement a systematic approach to managing assets from acquisition to disposal, ensuring optimal performance and cost-efficiency throughout their lifecycle.
2. **Performance Monitoring** – Investigate and employ advanced analytics<sup>1</sup> and monitoring tools to track asset performance and identify areas for improvement.
3. **Investment Planning** - Prioritise and plan renewals, and capital investments, to align with strategic goals and long-term financial planning.
4. **Risk Mitigation** - Develop and maintain a comprehensive risk management framework to address potential threats and vulnerabilities.
5. **Sustainability Initiatives** - Adopt environmentally sustainable practices and technologies to minimise the ecological impact of our assets.
6. **Regulatory Compliance** - Regularly review and update policies and procedures to ensure compliance with applicable laws and standards.

### Implementation Plan

1. Engage key stakeholders across the organisation to ensure alignment and support for the asset management strategy.
2. Provide training and development programs to enhance the skills and knowledge of Councillors, Executive Leadership Team and staff involved in asset management.
3. Investigate, invest and integrate advanced technologies to support asset management activities.
4. Establish clear performance metrics and KPIs to measure the success of the asset management strategy and make data-driven decisions.
5. Foster a culture of continuous improvement by regularly reviewing and refining asset management practices based on feedback and performance data.

### Expected Outcomes

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<sup>1</sup> Advanced analytics include Road AI, Assetic predictive modelling, lifecycle cost modelling, asset maturity modelling, risk analysis, service level reviews, etc.



- ✓ Enhanced community service and support by ensuring that assets are managed and operated to meet community needs, improving access, safety and the overall quality of services provided to the public.
- ✓ Improved asset performance with enhanced efficiency and reliability of assets, leading to reduced downtime and maintenance costs.
- ✓ Improved cost savings within capital and operational expenditures through strategic investment and efficient asset operation.
- ✓ Minimised risks associated with asset management, ensuring business continuity and resilience.
- ✓ Achieved sustainability goals through reduced environmental impact and compliance with sustainability standards.
- ✓ Maintained compliance with regulatory requirements, avoiding potential fines and legal issues.

This asset management strategy provides a framework to enhance asset value, manage risks, and ensure sustainable growth. By implementing the outlined strategies and continuously improving our practices, we can achieve our organisational objectives and ensure the longevity of our assets for future generations.

## 2. Introduction

Asset management can be broadly defined as a proactive, rather than reactive, discipline for the management of Council assets. It utilises data to answer the following questions:

- 1 What assets do Council maintain.?
- 2 In what condition are these assets and what is their expected life.?
- 3 What is the required service level of the asset.?
- 4 What funds are required to maintain the required service level for the assets.?
- 5 Does the current funding level maintain these assets.?
- 6 If the funding is not sufficient, how does Council intend to manage the variance.?  
(ie *reduce service levels, increase funding, dispose of assets, or lobby for additional grants from other tiers of Government.*?)

Asset management involves a whole of life approach which spans the entire life of an asset, and includes identifying, acquiring, constructing, operating, maintaining, renewing or disposing of assets. The primary goal of this document is to assist Council to improve and maximise the way it delivers asset services, whilst effectively managing any associated risks and costs throughout their lifespan.

An Asset Management Strategy (AM Strategy) is essential for Council to fulfill requirements outlined in legislative frameworks such as the *Local Government Act 1993* and the *Australian Accounting Standards*. Furthermore, it ensures the provision of community-required services, as outlined in the 2026-2036 Community Strategic Plan, and defines what level of service can be delivered in a financially sustainable manner.

This AM Strategy serves as a concise guide for managing the various asset classes unique to Council, including infrastructure like roads, buildings, open spaces, parks, reserves, stormwater, water, sewer, plant, fleet and equipment. The collective value of all Council assets amounts to \$809,133,213 as at 30 June 2024.



These assets consist of the following:

<b>Asset Category</b>	<b>Replacement Cost As at 30 June 2024</b>
Bridges	\$98,750,523
Buildings	\$69,098,139
Footpaths	\$7,734,472
Furniture and Fittings	\$699,906
Kerb & Gutter	\$11,365,548
Land	\$16,116,308
Other - Aerodrome	\$4,658,313
Plant and Equipment	\$17,953,564
Regional Roads	\$94,680,405
Sealed Local Roads	\$132,507,611
Stormwater Pipes	\$4,466,170
Stormwater Pits	\$29,202,067
Parks and Recreation (Structures)	\$28,958,548
Unsealed Local Roads	\$139,063,024
Wastewater Mains	\$21,126,151
Wastewater Pump Stations	\$5,330,246
Wastewater Treatment Facilities	\$12,976,654
Water Supply Network	\$114,445,564
<b>TOTAL</b>	<b>\$809,133,213</b>

### 3. **Asset Key Focus Areas and Methods**

This asset management strategy focuses on several key areas to enhance the Council's operations and to better service the community. It aims to improve the reliability of essential services, reduce disruptions, and optimise costs through preventative maintenance, which helps lower long-term operational expenses.

By promoting transparency, the Council's asset management approach enables more informed decision-making and will lead to improved public spaces and services, resulting in higher community satisfaction and engagement. Additionally, the strategy also ensures compliance with health, safety, and environmental regulations, thereby minimising risks for all.

The following outlines the key focus areas and management approaches for each asset class.:

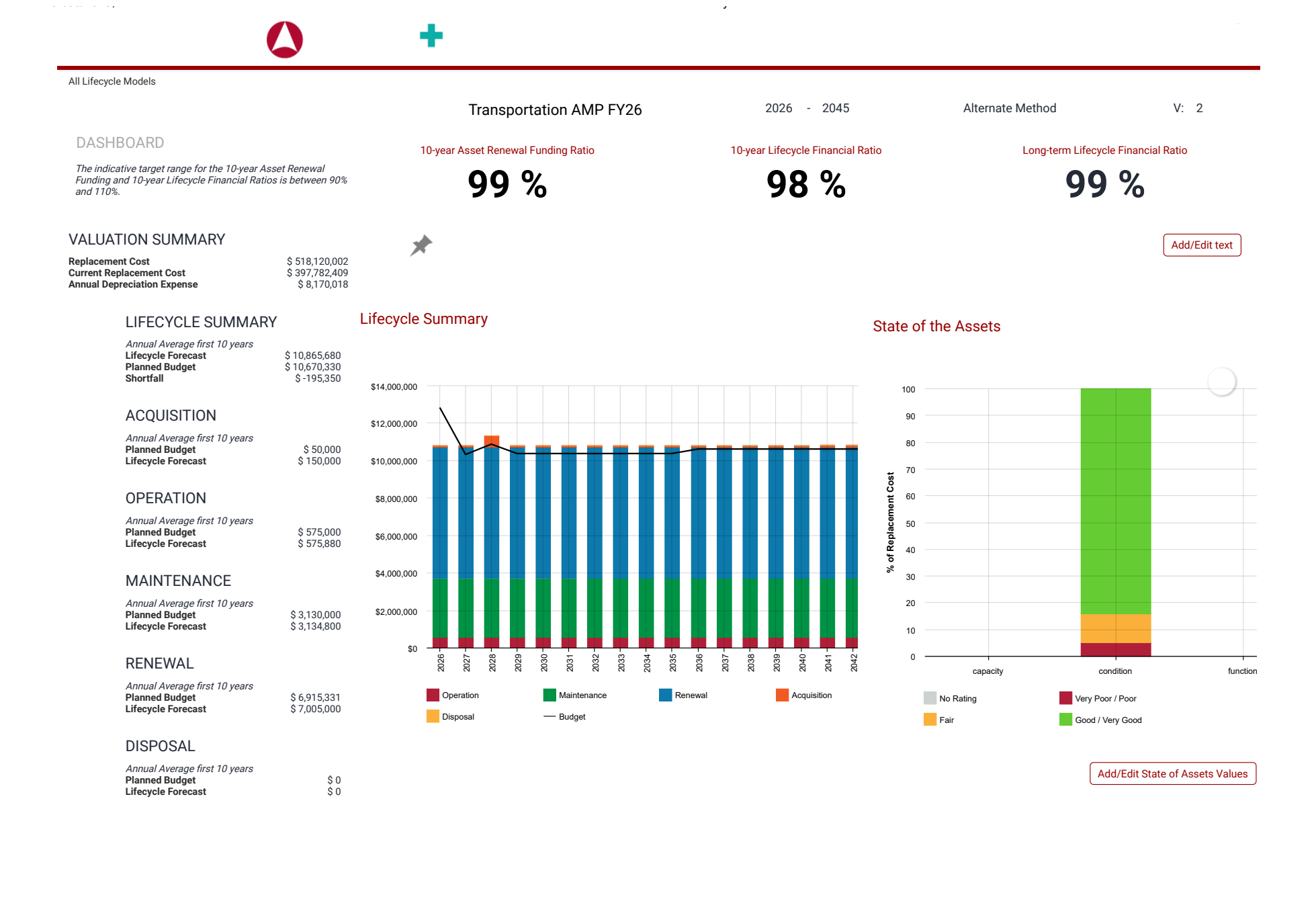
**Asset Management Strategy  
2026-2036**

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**Asset Class:** **Transportation** (*includes sealed, unsealed, bulk earthworks, footpaths, stormwater and bridges*)

**Key Focus:** Maintain safe and durable road networks for transportation and economic activity

**Approach:** Condition Assessments – Regular inspection of road surfaces  
Prioritisation – Rank roads and prioritise repairs  
Management – Use of technology to track road conditions  
Funding – Allocation of budgets for long-term renewal programs





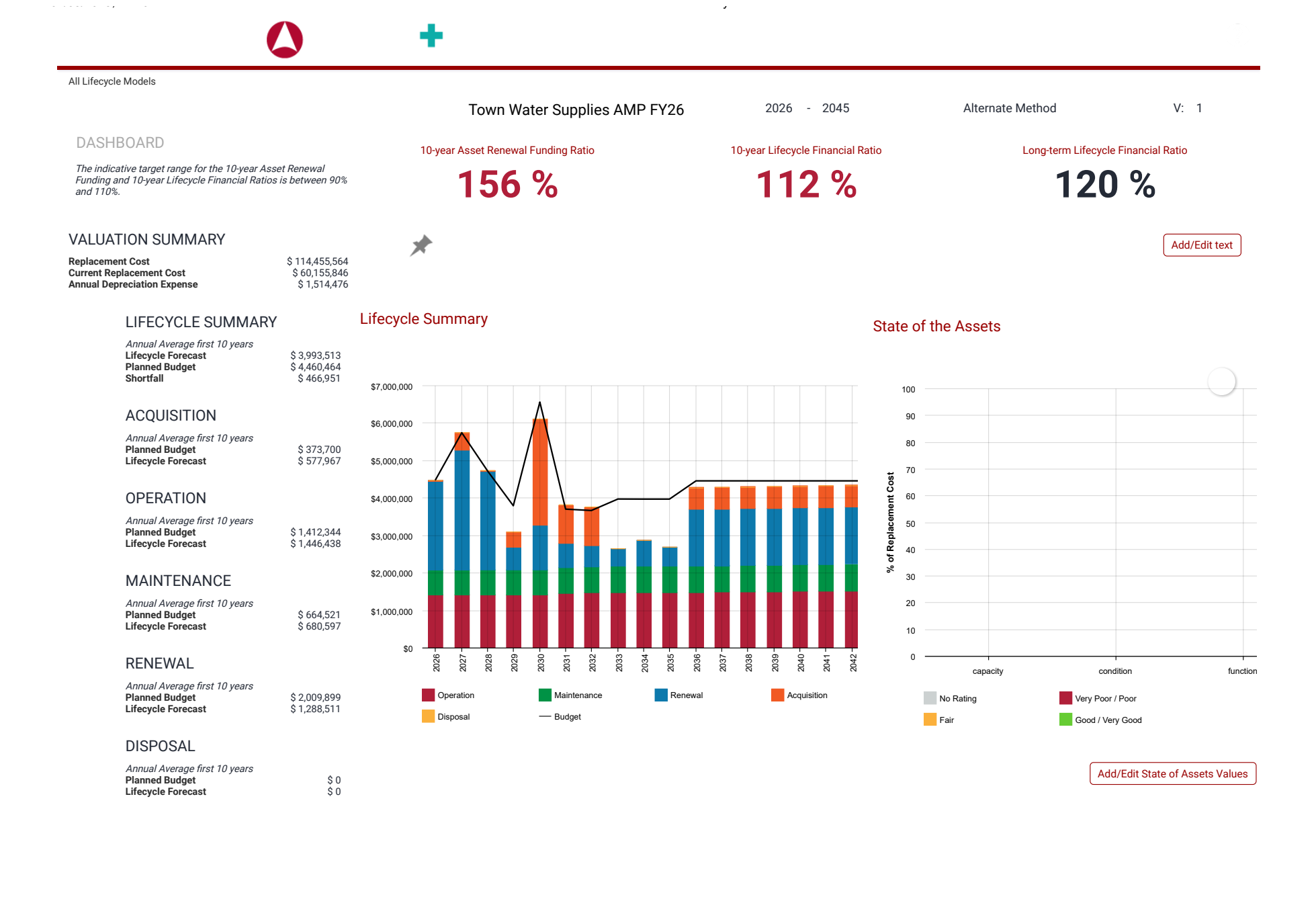


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*Asset Class:* **Water**

*Key Focus:* Ensure reliable water supply services across eight supplies whilst meeting health and environmental regulations

*Approach:* Condition Assessments – Regular inspection of assets  
Planning – Schedule upgrades/replacements to prevent service disruptions  
Management – Develop contingency plans for failures or natural disasters  
Compliance – Adhere to Australian Drinking Water Guidelines  
Technology – Use of suitable systems to monitor and manage networks



**Asset Management Strategy  
2026-2036**

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**Asset Class:** Sewerage

**Key Focus:** Ensure reliable waste water services across eight supplies whilst meeting health and environmental regulations

**Approach:** Condition Assessments – Regular inspection of assets  
Planning – Schedule upgrades/replacements to prevent service disruptions  
Management – Develop contingency plans for failures or natural disasters  
Compliance – Adhere to Environmental Protection Licence requirements  
Technology – Use of suitable systems to monitor and manage networks



V: 2

### Long-term Lifecycle Financial Ratio

105 %

## Add/Edit text

## State of the Assets

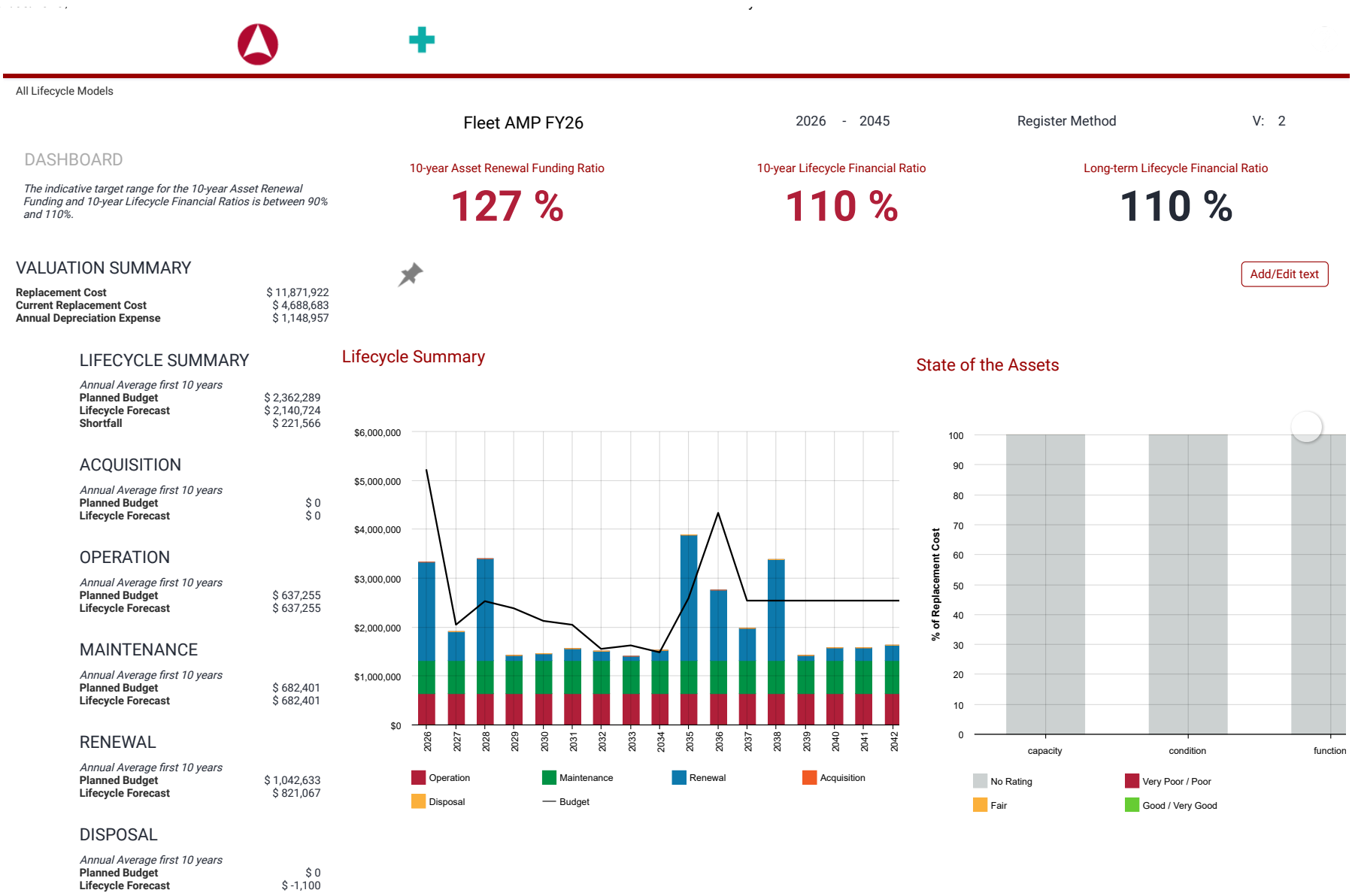
Page 550



*Asset Class:* **Fleet, Plant and Equipment**

*Key Focus:* Maintain reliable equipment for council operations

*Approach:* Maintenance – Regular preventative maintenance to minimise breakdowns  
Tracking – Monitor use to avoid over or under use  
Replacement – Replace based on lifecycle cost rather than failure





- 
- Asset Class:* **Buildings and Land** (*includes furniture and fittings*)
- Key Focus:* Maintain safe, accessible and functional facilities for the community and staff
- Approach:* Maintenance Plans – Regular inspections and preventative maintenance  
Energy – Utilise energy efficient and renewable energy systems  
Accessibility – Ensure compliance with disability access standards



V: 2

### Long-term Lifecycle Financial Ratio

79 %

## Add/Edit text

## State of the Assets

A stacked bar chart titled '% of Replacement Cost' on the y-axis, which ranges from 0 to 100 in increments of 10. The x-axis has three categories: 'capacity', 'condition', and 'function'. The legend indicates four rating levels: 'No Rating' (grey), 'Very Poor / Poor' (maroon), 'Fair' (orange), and 'Good / Very Good' (green). The 'capacity' bar is entirely grey (100% No Rating). The 'condition' bar is stacked with maroon (approx. 23%), orange (approx. 44%), and green (approx. 33%). The 'function' bar is entirely grey (100% No Rating).

Category	No Rating	Very Poor / Poor	Fair	Good / Very Good
capacity	100%	0%	0%	0%
condition	0%	23%	44%	33%
function	100%	0%	0%	0%

<b>Planned Budget</b>	\$ 0
<b>Lifecycle Forecast</b>	\$ 0



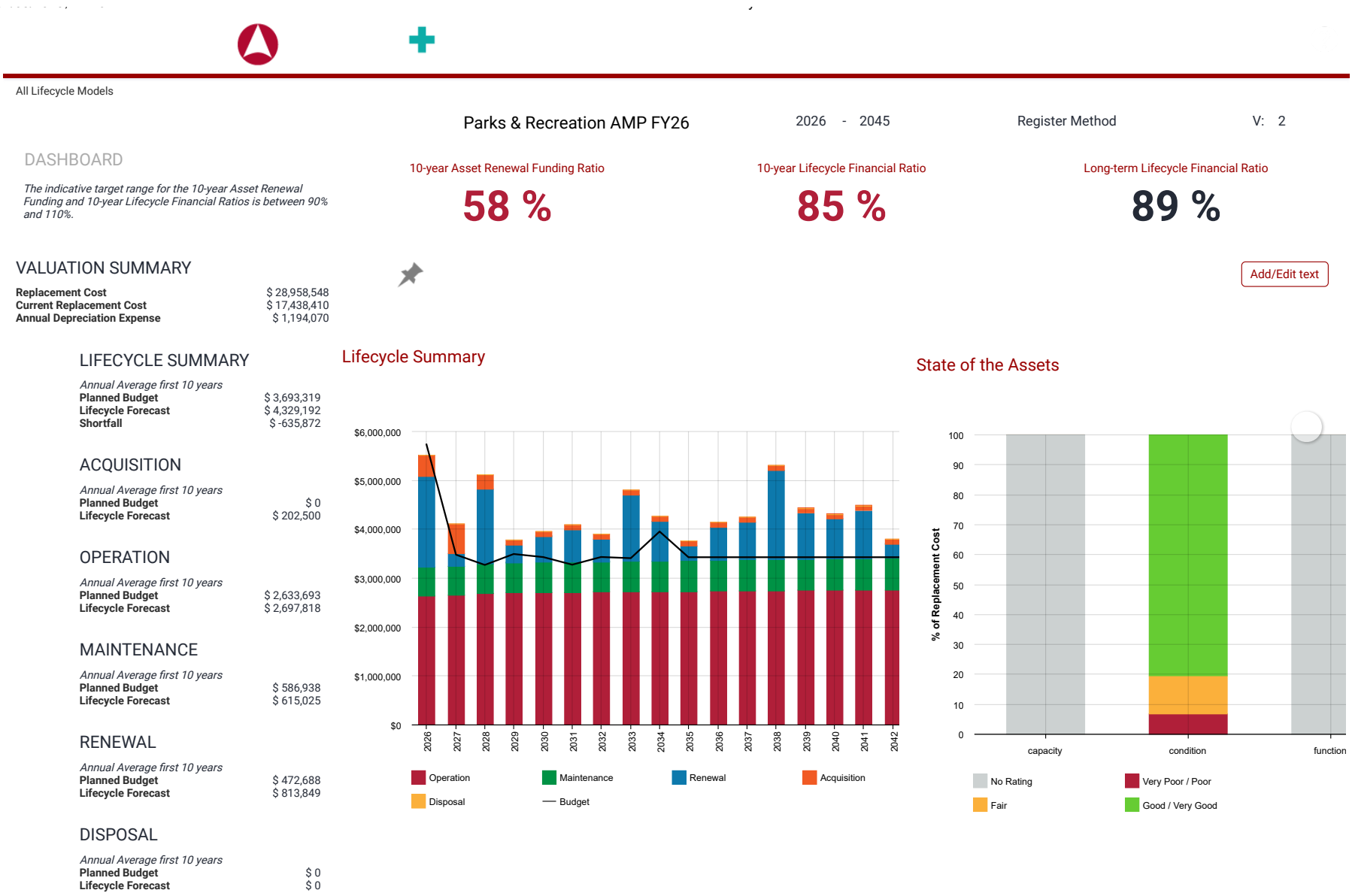


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*Asset Class:* **Parks and Recreation**

*Key Focus:* Provide safe and appealing public spaces for recreation and community engagement

*Approach:* Maintenance – Regular mowing, irrigation and tree care  
Management – Regular maintenance and servicing of infrastructure  
Community – Engage with community to determine service levels  
Environmental – Promote biodiversity and water saving methods



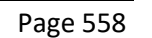


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*Asset Class:* **Other – Aerodrome**

*Key Focus:* Ensure compliance with safety and regulatory requirements

*Approach:* Maintenance – Undertake preventative and corrective maintenance  
Compliance – Conduct regular compliance audits  
Finance – Implement cost recovery mechanisms  
Environmental – Manage stormwater drainage and wildlife hazards





#### 4. Strategic Outlook

The Council's strategic outlook will centre on improving the sustainability, efficiency, and resilience of public assets through an inclusive approach. This incorporates proactive service level definition, maintenance, financial planning, risk management, and community engagement. The goal is to maximise asset performance, ensure dependable service delivery, and align with long-term community goals. This will be achieved through:

- a. **Lifecycle optimisation** - Council will endeavour to extend asset lifespan and reduce costs over time through a comprehensive life cycle approach, including exploring new technologies to enhance optimisation.
- b. **Asset management maturity**<sup>2</sup> - Currently, Council's asset management maturity falls between the "aware" and "core" levels<sup>3</sup> across various categories. Continued investment is necessary to advance toward a "core" level by improving data verification, system management, and evaluation processes.
- c. **Financial strategies** - Council will aim to develop strategies to fund the projected expenses for asset renewal, operations and maintenance over the next 10 years.
- d. **Demand management** - Council will strive to reduce the need for new assets by implementing demand management techniques and considering alternative service delivery options.
- e. **Enhancement of service levels** - Council will work towards the improved quality of service delivered by its assets and endeavour to meet the optimal service levels identified.
- f. **Improve financial sustainability** - Council is dedicated to setting realistic budgets, prioritising asset renewals, and optimising maintenance practices to reduce long-term costs, sustain asset performance, and manage financial risks linked to aging infrastructure.

#### 5. Asset Management Principles

The Liverpool Plains Shire Council Asset Management Policy offers guidance on asset management practices. It serves as the foundation for the Asset Management Strategy, focusing on key areas, which include governance, management, financial, sustainability, service levels, data, systems, skills, processes, evaluation and reviews.

From these key areas, specific principles have been outlined to guide the implementation of this Asset Management Strategy. The asset management strategy will give recommendations for each principle to achieve the organisational objectives in relation to asset management.

#### 6. Sustainability

The introduction of the quadruple bottom line framework will assist council to ensure that assets are provided in a manner that respects social, environmental, economic and civic leadership issues. This framework encourages an organisation to not only measure success based on financial profit, but to incorporate the social and environmental factors which focus on sustainable practices that benefit the community and environment.

<sup>2</sup> Asset management maturity is defined in many guidelines, including the IIMM and IPWEA and measures how well an organisation manages its assets, with higher levels indicating more advanced, efficient and strategic practices.

<sup>3</sup> "Aware" reflects a basic level of asset management maturity with few formal processes in place. "Core" indicates a more established, intermediate level of maturity. "Intermediate" and "Advanced" signify high levels of proficiency in asset management practices.



*Diagram 1 – Quadruple Bottom Line Framework - Liverpool Plains Shire Council Community Strategic Plan 2022-2032*

### 6.1 Governance

The establishment of a structural approach to compliance practices will assist council to meet all relevant legislative and regulatory requirements. Each element of this structure will support the overall goal of maintaining legal compliance while effectively managing assets and demonstrating commitment to responsible governance.

### 6.2 Management

The creation and implementation of transparent and responsible asset management practices, that align with established best practices, will play a crucial role in ensuring that assets are managed efficiently and effectively. By adopting these practices, Council can improve transparency, accountability, and operational efficiency, clearly demonstrating how resources are allocated and managed. This approach not only helps optimise asset performance and prolong asset life but can also strengthen trust and confidence within the community, as it can be seen that assets are maintained and invested in responsibly to meet the required needs.

### 6.3 Asset Management

Asset management plans outline the systematic process of operating, maintaining and upgrading of physical assets cost-effectively. The plans are also designed to ensure that assets deliver the required level of service in the most efficient and sustainable manner and detail the levels of service, financial information, risk assessments, maintenance, capital upgrade programs and management responsibilities.



The level of detail included in each asset management plan varies depending on the asset class and its complexity. They reflect distinct priorities, outline risks, review financial sustainability, explore future demand and detail practices associated with the management of that specific category of assets.

The asset categories and plans developed for the Liverpool Plains Shire Council are:

- Other Assets (inc Aerodrome)
- Buildings and Operational Land
- Fleet and Plant
- Parks and Recreation
- Sewer
- Transportation
- Water

## 7. Improvement Recommendations

The following tables list recommendations for improvement in each principal area:

### Sustainability

Recommendation	Frequency	Responsibility
Ensure expenditure aligns with long-term financial plan	Annually	Council, Executive Leadership Team, Chief Financial Officer, Manager Property and Assets
Protect heritage assets and incorporate cultural considerations in development plans	Ongoing	Council
Ensure assets are inclusive and accessible to all community members	Ongoing	Council, Manager Property and Assets
Utilising asset projects to create local employment opportunities	As required	Council, Executive Leadership Team, Manager Property and Assets
Incorporate eco-friendly design principles in asset development	Ongoing	Council, Executive Leadership Team, Manager Property and Assets
Implement measures to reduce energy consumption and carbon footprint	Ongoing	Executive Leadership Team, Manager Property and Assets
Minimise environmental impacts during construction and operation	As required	Council, Designated Project Office, Manager Property and Assets



## Governance

Recommendation	Frequency	Responsibility
Regular review and training of legislations	Ongoing	Executive Leadership Team, Manager Property and Assets
Develop clear policies and procedures that align with legislative mandates	Ongoing	Council, Executive Leadership Team, Manager Property and Assets
Provision of timely and accurate reports to regulatory bodies as required	Annually	Manager Property and Assets
Seek legal advice where required	As required	Council, Executive Leadership Team, Manager Property and Assets

## Management

Recommendation	Frequency	Responsibility
Develop and publish clear asset management policies that outline how assets are acquired, maintained and disposed of in accordance with best practices and legal requirements	4-yearly	Council, Executive Leadership Team, Manager Property and Assets
Development of asset management procedures outlining acquisition, maintenance, renewals and disposal	Ongoing	Assets Officer, Manager Property and Assets
Maintain an accurate asset register that includes detailed information on each asset (ie acquisition date, condition, maintenance history and valuation)	Ongoing	Assets Officer, Manager Property and Assets
Ensure documentation is easily accessible	Ongoing	IT, Manager Property and Assets
Conduct regular risk assessments	Ongoing	CGRCR, Management Team




**Asset Management Strategy  
2026-2036**

Provide opportunities for public input on major asset decisions	As required	Council, Executive Leadership Team, Designated Project Officer
Foster a culture of continuous improvement and innovation in asset management practices	Ongoing	Council, Executive Leadership Team, Management Team

**Asset Management**

Recommendation	Timeframe	Responsibility
Service Level Reviews to be in line with IP&R documents, or as demand changes	4-yearly	Council, Executive Leadership Team, Manager Property and Assets, Assets Officer, Staff
Asset Management Plans will be completed for all major asset/service areas	4-yearly	Council, DIES, Manager Property and Assets
Expenditure projections from Asset Management Plans will be incorporated into Council's Long-Term Financial Plan	Annually	Council, DIES, Chief Financial Officer, Manager Property and Assets
Regular and systematic reviews applied to all asset plans to ensure that assets are managed, valued, and depreciated in accordance with appropriate best practice	Annually	Chief Financial Officer, Manager Property and Assets
Regular inspections will be used as part of the asset management process to ensure agreed service levels are maintained and to identify asset renewal priorities	Ongoing	Management Team
Asset renewals required to meet agreed service levels and identified in adopted asset management plans, and when applicable long term financial plans, will form the basis of annual budget estimates with the service and risk consequences of variations in defined asset renewals and budget resources documented	As required	Council, Chief Financial Officer, Manager Property and Assets
Future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading of existing services and assets	As required	Chief Financial Officer, Manager Property and Assets



## Asset Management Strategy 2026-2036

Future service levels with associated delivery costs will be determined in consultation with the community	As required	Council, Executive Leadership Team, Manager Property and Assets
Ensuring necessary capacity and other operational capabilities are provided and Asset Management responsibilities are effectively allocated	Annually	Council, Executive Leadership Team, Manager Property and Assets
Creating a corporate culture where all employees play a part in overall care for Council's assets by providing necessary awareness, training and professional development	Ongoing	Council, Executive Leadership Team, Management Team
Providing those we serve with services and levels of service for which they are willing and able to pay	Ongoing	Council, Executive Leadership Team, Management Team

### 8. Summation

The Liverpool Plains Shire Council Asset Management Strategy has been developed to assist in the advancement of asset management and is pivotal for ensuring sustainable and efficient resource allocation within our LGA, whilst complying with the National Asset Management Framework.

Through the implementation of a proactive maintenance schedule, use of technological advancements and the prioritisation of levels of need, Council aims to maintain its service standards and attempt to mitigate long term impacts, in an effort to enhance long-term economic viability and resilience.

Continuous monitoring and adaptation will be essential to meet changing community needs and regulatory requirements. Ultimately, this strategy aims to safeguard public assets, optimise operational efficiency and uphold Council's commitment to transparency and accountability.



## 9. Definitions and Abbreviations

The following table outline the abbreviations and definitions of terms used within the Asset Management Strategy:

Term	Definition
Asset	An asset owned or managed by the Liverpool Plains Shire Council
Asset Management	Asset management is the process of acquiring, operating, maintaining, and disposing of assets in a cost-effective manner. It involves managing assets on behalf of the community to meet specific service levels, balancing risk and performance and ensuring the efficient use of resources.
Asset Management Policy	An asset management policy defines the organisation's objectives and requirements for asset ownership, use, and maintenance, while providing guiding principles for their management.
Asset Management Strategy	An asset management strategy converts the organisation's objectives and requirements from the policy into specific focus areas for the next three to five years. It details the current state of the assets and sets goals for improvement.
Asset Management Plan	A plan that projects the level and timing of cash flows associated with the acquisition, replacement, maintenance and disposal of assets.
Long-term Financial Plan	A plan that projects a forecast of Councils financial performance and position over a period of at least 10 years.
Service Levels	The levels of service as determined by the elected Council body
Whole of Life	Is the acquisition, maintenance and disposal costs related to an asset over its entire useful life.
Council	The elected member body
General Manager	General Manager as appointed by Council
DIES	Director Infrastructure and Environmental Services
Executive Leadership Team	Comprising of General Manager and Directors
Management Team	Comprising of Managers from departments across Council
Chief Financial Officer	Chief Financial Officer
Manager Property and Assets	Manager Property and Assets
CGRCR	Coordinator Governance, Risk and Corporate Records
Designated Project Officer	Responsible officer for designated projects

**Asset Management Strategy  
2026-2036**

Assets Officer	Assets Officer
IT	IT Department

## 6      **CONFIDENTIAL MATTERS**

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### **RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993:

#### **6.1      Statutory Post-Election Organisation Structure Review**

This matter is considered to be confidential under Section 10A(2) - (a) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).