



**Liverpool
Plains**
Shire Council

BUSINESS PAPER

Ordinary Council Meeting Monday, 30 June 2025

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

Date: Monday, 30 June 2025

Time: 2:30 PM

Location: Council Chambers

**Cian Middleton
General Manager**

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- 1 ACKNOWLEDGEMENT OF COUNTRY AND COUNCIL PRAYER**
- 2 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS
OR ATTENDANCE VIA AUDIO-VISUAL LINK BY COUNCILLORS**

3 CONFIRMATION OF MINUTES

3.1 MINUTES OF THE COUNCIL MEETING HELD ON 28 MAY 2025

File Number: G2025/0225
Author: Christie Pearson, Executive Services Coordinator
Authoriser: Cian Middleton, General Manager
Annexures: A. Minutes of the Council Meeting held on 28 May 2025

RECOMMENDATION

1. That the Minutes of the Council Meeting held on 28 May 2025 be received and the recommendations therein be adopted.

BACKGROUND

**MINUTES OF LIVERPOOL PLAINS SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS
ON WEDNESDAY, 28 MAY 2025 AT 2:30 PM**

PRESENT: Cr Ken Cudmore, Cr Terry Cohen, Cr Donna Lawson, Cr Jason Allan, Cr Charlie Simkin, Cr Shawn Cain, Cr James Robertson

IN ATTENDANCE: Cian Middleton (General Manager), Dean Frost (Director Corporate and Community Services), Nathan Skelly (Director Infrastructure and Environmental Services) and Christie Pearson (Executive Operations)

AUDIO RECORDING OF MEETINGS

The Mayor informed the meeting as follows:

This meeting of Liverpool Plains Shire Council is being live-streamed to Council's website, and a webcast of this meeting will be published to Council's website at <https://www.liverpoolplains.nsw.gov.au/Council/Council-Meetings/Council-meeting-livestreams> so that it is available for viewing by members of the public.

1 ACKNOWLEDGEMENT OF COUNTRY AND COUNCIL PRAYER

Mayor Ken Cudmore recited the Acknowledgement of Country and the Council Prayer.

2 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS OR ATTENDANCE VIA AUDIO-VISUAL LINK BY COUNCILLORS

Nil

3 CONFIRMATION OF MINUTES

3.1 MINUTES OF THE COUNCIL MEETING HELD ON 23 APRIL 2025

RESOLUTION 2025/90

Moved: Cr Charlie Simkin

Seconded: Cr Jason Allan

1. That the Minutes of the Council Meeting held on 23 April 2025 be received and the recommendations therein be adopted.

CARRIED

3.2 MINUTES OF THE EXTRAORDINARY COUNCIL MEETING HELD ON 12 MAY 2025

RESOLUTION 2025/91

Moved: Cr Donna Lawson

Seconded: Cr Terry Cohen

-
1. That the Minutes of the Extraordinary Council Meeting held on 12 May 2025 be received and the recommendations therein be adopted.

CARRIED

3.3 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 21 FEBRUARY 2025

RESOLUTION 2025/92

Moved: Cr Terry Cohen

Seconded: Cr Charlie Simkin

1. That the Minutes of the Audit, Risk and Improvement Committee Meeting held on 21 February 2025 be received and the recommendations therein be adopted.

CARRIED

4 DISCLOSURES OF INTERESTS

The Mayor requested Councillors disclose any conflicts of interest in matters under consideration at the Ordinary Meeting, in accordance with Part 4 and part 5 of the Code of Conduct.

Cr Shawn Cain declared a pecuniary interest in relation to item 8.1 - Infrastructure & Environmental Services Directorate Report for the reason that he provides services to the Water and Waste Water division of Council. If there are any items that require discussion he will vacate the chamber.

Cr Charlie Simkin declared 8.2 non-significant, non-pecuniary interest in relation to item 8.2 - DA 2024/101 - Shed - 5 Greentrees Crescent, Quirindi due to relationship with the parties involved and will vacate the chamber.

Cr Donna Lawson declared no pecuniary interest in relation to item 8.2 - DA 2024/101 - Shed - 5 Greentrees Crescent, Quirindi due to business relationship with the parties involved and will vacate the chamber.

5 MAYORAL MINUTE(S)

5.1 MAYORAL MINUTE - APRIL 2025

RESOLUTION 2025/93

Moved: Cr Ken Cudmore

Seconded: Cr Shawn Cain

That Council:

1. Receive and note the Mayoral Minute for April 2025.

CARRIED

6 REPORTS OF THE GENERAL MANAGER**6.1 EXECUTIVE SERVICES REPORT - APRIL 2025**

RESOLUTION 2025/94

Moved: Cr Jason Allan

Seconded: Cr Terry Cohen

That Council:

1. Receive and note the Executive Services Report for April 2025.

CARRIED

6.2 RESOLUTIONS REGISTER UPDATE

RESOLUTION 2025/95

Moved: Cr Donna Lawson

Seconded: Cr James Robertson

That Council:

1. Receive and note the Resolutions Register as at 19 May 2025 as appended at *Annexure 1* and the Resolution Register for 2023 and 2024 as appended at *Annexure 2*.

CARRIED

7 REPORTS OF THE DIRECTOR CORPORATE AND COMMUNITY SERVICES**7.1 CORPORATE AND COMMUNITY SERVICES DIRECTORATE REPORT APRIL 2025**

RESOLUTION 2025/96

Moved: Cr Terry Cohen

Seconded: Cr Donna Lawson

That Council:

1. Receive and note the Corporate and Community Services Directorate update report for April 2025.

CARRIED

7.2 STATEMENT OF INVESTMENTS - APRIL 2025

RESOLUTION 2025/97

Moved: Cr Charlie Simkin

Seconded: Cr Jason Allan

That Council:

1. Receive and note the Statement of Investments as at 30 April 2025 as appended.

CARRIED

7.3 QUARTERLY BUDGET REVIEW STATEMENT FOR THE PERIOD ENDING 31 MARCH 2025

RESOLUTION 2025/98

Moved: Cr Charlie Simkin

Seconded: Cr James Robertson

That Council:

1. Adopts the Quarterly Budget Review Financial Statement as appended at *Annexure A* for the period ending 31 March 2025, incorporating the variations disclosed as the revised budget.

CARRIED

7.4 LOCAL GOVERNMENT REMUNERATION TRIBUNAL ANNUAL REPORT AND DETERMINATION AND COUNCILLOR ANNUAL FEES - 2025/26

RESOLUTION 2025/99

Moved: Cr James Robertson

Seconded: Cr Terry Cohen

That Council:

1. Receive and note the Local Government Remuneration Tribunal - 2025 Annual Determination appended at *Annexure A*.
2. Pursuant to section 248 of the *Local Government Act 1993*, fix and determine the annual fee payable to the Councillors of Liverpool Plains Shire Council for the 2025/2026 financial year effective from 01 July 2025, at the maximum allowable limit for a Rural Council.
3. Pursuant to section 249 of the *Local Government Act 1993*, fix and determine the annual fee payable to the Mayor of Liverpool Plains Shire Council for the 2025/2026 financial year effective from 01 July 2025, at the maximum allowable limit for a Rural Council.
4. Pursuant to section 249(5) of the *Local Government Act 1993*, pay the Deputy Mayor of Liverpool Plains Shire Council an additional fee of \$4,000, deducted from the Mayor's annual fee, in recognition of any periods in which the Deputy Mayor is required to act in the office of the Mayor as agreed by the Mayor.

CARRIED

8 REPORTS OF THE DIRECTOR INFRASTRUCTURE AND ENVIRONMENTAL SERVICES**8.1 INFRASTRUCTURE & ENVIRONMENTAL SERVICES DIRECTORATE REPORT APRIL 2025**

RESOLUTION 2025/100

Moved: Cr James Robertson

Seconded: Cr Shawn Cain

That Council:

1. Receive and note the Infrastructure & Environmental Services Directorate report for the month of April 2025.

CARRIED

8.2 DA 2024/101 - SHED - 5 GREENTREES CRESCENT, QUIRINDI

RESOLUTION 2025/101

Moved: Cr James Robertson

Seconded: Cr Terry Cohen

That Council:

1. Refuse this application for the following reasons:
 - (a) The proposal does not comply with the design requirements of the Liverpool Plains Development Control Plan for a shed on the subject land.
 - (b) The development is of an industrial scale that is unsuitable in the *R5-Large Lot Residential Zone*.

At 3:01pm, Cr Donna Lawson and Cr Charlie Simkin left the meeting.

In Favour: Crs Ken Cudmore, Terry Cohen, Jason Allan, Shawn Cain and James Robertson

Against: Nil

Absent: Cr Donna Lason, Cr Charlie Simkin

CARRIED 5/0

At 3:04pm, Cr Donna Lawson and Cr Charlie Simkin returned to the meeting.

9 DELEGATES REPORTS

Nil

10 NOTICES OF MOTIONS/QUESTIONS WITH NOTICE

Nil

11 CONFIDENTIAL MATTERS

RESOLUTION 2025/102

Moved: Cr Charlie Simkin

Seconded: Cr Donna Lawson

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:

11.1 RFT 088-2023 - Replacement of Quirindi Swinging Bridge

This matter is considered to be confidential under Section 10A(2) - (d)(i) 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 commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

CARRIED

At 3.30pm the Meeting moved back into Open Council. In accordance with the Liverpool Plains Shire Council Code of Meeting Practice, Sections 14.22 & 14.23, the Mayor provided a summary of the resolutions passed in Closed Council.

REPORT ON CONFIDENTIAL MATTERS

The Mayor reported as follows on the matters considered in the confidential section of the meeting:

11 CONFIDENTIAL MATTERS**11.1 RFT 088-2023 - REPLACEMENT OF QUIRINDI SWINGING BRIDGE**

RESOLUTION 2025/103

Moved: Cr Shawn Cain

Seconded: Cr James Robertson

That Council:

1. Accepts the Tender submitted by Heuron Screenline Pty Ltd for the construction of the Quirindi Swinging Bridge at a cost of \$561,200 (Exclusive GST) subject to variations.

CARRIED

RESOLUTION 2025/104

Moved: Cr Donna Lawson

Seconded: Cr Terry Cohen

That Council moves out of Closed Council into Open Council.

CARRIED

The Meeting closed at 3:31pm.

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 30 June 2025.

.....

CHAIRPERSON

4 DISCLOSURES OF INTERESTS

5 MAYORAL MINUTE(S)

5.1 MAYORAL MINUTE - MAY 2025

File Number: G2025/0188
Author: Ken Cudmore, Mayor
Authoriser:
Annexures: Nil

RECOMMENDATION

That Council:

1. Receive and note the Mayoral Minute for May 2025.

BACKGROUND

The Mayor is often required to attend various meetings, functions, openings and events. It is appropriate these actions are reported to Council.

ISSUES AND COMMENTARY

Actions and Functions / Events attended by the Mayor	
May 2025	
01/05/2025	Briefing with General Manager at least weekly
03/05/2025	Official Opening of the Quirindi Heritage Village Festival and Swap Meet
22/05/2025	Murray Darling Region 11 meeting via Teams
28/05/2025	BIZconnect meeting
30/05/2025	FM 88.9 radio interview
30/05-01/06/25	Blacktown Sister City visit and Streets Alive Festival

LEGISLATIVE AND POLICY IMPLICATIONS

There are no legislative or policy implications for Council associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

RISK IMPLICATIONS

There are no risk implications for Council associated with this report.

COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

CONCLUSION

This report provides a brief overview of Mayoral activities during the month of May 2025.

5.2 MAYORAL MINUTE - 20TH ANNIVERSARY OF BLACKTOWN CITY-LIVERPOOL PLAINS SHIRE SISTER CITY PARTNERSHIP

File Number: G2025/0203
Author: Ken Cudmore, Mayor
Authoriser:
Annexures: Nil

RECOMMENDATION

That Council:

1. Extend its appreciation to Blacktown City Council for hosting the Mayor and General Manager of Liverpool Plains Shire Council at the Streets Alive Festival and Sister City Anniversary Dinner on Saturday, 7 June 2025.
2. Invite the Mayor, Councillors and Executive Staff of Blacktown City Council to attend a reciprocal anniversary dinner in the Liverpool Plains Shire on Friday, 12 September, and the 2025 Quirindi Spring Show on Saturday, 13 and Sunday, 14 September 2025.

REPORT

Liverpool Plains Shire Council has maintained a sister city relationship with Blacktown City Council, the largest local council in New South Wales, since 2005. Since its inception, the sister city relationship has fostered strong connections between our two local government areas in education, economic development, sport, culture, and youth exchange.

Sister city activities have included major events such as the Liverpool Plains Military Tattoo, Blacktown City Festival and Hangi in the Country, as well as other initiatives such as a Food Bowl project and Business Chamber project. Over the years, Blacktown City Council has been a very generous sister city, including donating \$20,000 to Liverpool Plains Shire Council during the 2018 drought to help fund the purchase of a water tank.

Blacktown City Council hosted our Mayor and General Manager on Saturday, 31 May 2025 for the 2025 Streets Alive and Parade Day, which is held in the Blacktown CBD and is the largest festival held in the city each year. The festival celebrates the cultural strength of Blacktown's community, which is one of the most diverse communities in New South Wales, with over 182 languages spoken across the local government area.

The festival was hosted by Blacktown City Council Mayor Brad Bunting and attended by a range of dignitaries, including the Deputy Mayor and Councillors of Blacktown City. Federal Member for Greenway and Commonwealth Attorney-General, the Hon. Michelle Rowland MP, were also in attendance.

On the evening of Saturday, 31 May 2025, Blacktown City Council hosted a dinner to celebrate the 20th anniversary of the Blacktown City-Liverpool Plains Shire Sister City relationship. Our Mayor Ken Cudmore, Mayoress Sue Cudmore and General Manager Cian Middleton represented Liverpool Plains Shire Council, with Mayor Cudmore presenting Blacktown City Council with a gift in the form of an artwork by local artist, Tania Hartigan.

Other attendees included former Liverpool Plains Shire Mayor, Ian Lobsey OAM, who was instrumental in signing the first Sister City Agreement in 2005, and former employee, Nikki

Robertson, who was heavily involved in supporting the Sister City relationship during her time at Liverpool Plains Shire Council.

It is proposed that Council host a reciprocal anniversary dinner on Friday, 12 September and invite the Mayor, Councillors and Executive Staff of Blacktown City Council to travel to the Liverpool Plains Shire to attend and remain in the shire for the weekend of Saturday, 13 and Sunday, 14 September for the 2025 Quirindi Spring Show as guests of Council.




Cr Ken Cudmore

MAYOR



Image (L-R): Blacktown Mayoress Norma Bunting and Mayor Cr Brad Bunting, Liverpool Plains Shire Mayor Cr Ken Cudmore and Mayoress Sue Cudmore.

5.3 MAYORAL MINUTE - 2025 LOCAL ROADS CONGRESS**File Number:** G2025/0205**Author:** Ken Cudmore, Mayor**Authoriser:** Ken Cudmore, Mayor**Annexures:** A. Institute Public Works Engineering Australasia - 2025 Local Roads Congress Communiqué [↓](#) 

RECOMMENDATION

That Council:

1. Receive endorse the Congress Communiqué as appended at *Annexure A*.
2. Write to the following members highlighting the issues raised at the 2025 NSW Local Roads Congress seeking their support:
 - (a) The Hon Chris Minns MP, Premier of NSW
 - (b) The Hon Prue Car MP, Deputy Premier of NSW
 - (c) The Hon John Graham MLC, Minister for Transport
 - (d) The Hon Jenny Aitchison MP, Minister for Regional Transport and Minister for Roads
 - (e) The Hon Ron Hoenig MP, Minister for Local Government
 - (f) The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government
 - (g) The Hon Kevin Anderson MP, Member for Tamworth
 - (h) The Hon Barnaby Joyce MP, Member for New England

REPORT

The NSW Roads & Transport Directorate, a partnership between the Institute of Public Works Engineering Australia ("IPWEA") and Local Government NSW, held the 2025 NSW Local Roads Congress in Sydney on 2 June 2025. The Congress recognises the critical role of Local Government as a provider of local and regional transport infrastructure in partnership with the NSW and Australian Governments. The Congress calls for immediate and ongoing action from all levels of government to address the unacceptable level of fatalities, serious injuries and road related trauma on our road network, with specific attention to the local road network.

I represented Council at the Congress and was able to meet with the State Member for Upper Hunter, Dave Layzell MP, as part of the networking opportunities. Council's Director of Infrastructure & Environmental Services, Nathan Skelly, also attended. He sits on the Transport Working Group within the Roads & Transport Directorate, and the Innovation Panel within IPWEA.

The 2025 NSW Local Roads Congress, themed 'Reflect, Rethink, Resolve', brought together local government delegates, State Government Ministers, and Shadow Ministers to address critical issues facing NSW local road networks. The discussions and presentations inform the advocacy focus of the Roads & Transport Directorate over the next 12 months.

Key themes and recommendations from the Congress and its Communiqué include:

- **Infrastructure Funding and Management:** A significant focus was placed on the need for increased and sustained funding for local road assets, including a review of programs like Fixing Local Roads and additional support for replacing aging bridges and causeways. Discussions also covered improving asset management practices, aligning long-term financial plans with asset management plans, and investigating AI technology solutions for road maintenance to enhance efficiency.
- **Road Safety and Trauma:** The Congress highlighted the unacceptable level of fatalities and serious injuries on the road network, with calls for a holistic approach to local road safety, integrating it into asset and risk management plans, and providing funding for local government road safety initiatives. The review of the NSW Roads Act also considered shared responsibility for road safety and clearer delegation of authority to councils.
- **Resilience and Disaster Recovery:** Lessons learned from disaster recovery were shared, and a call was made to ensure natural disaster funding arrangements allow for resilience improvements as part of restoration works, alongside dedicated funding for proactive betterment works.
- **Policy and Regulation:** The Congress addressed reviews of the road recategorisation framework and the NSW Roads Act, emphasizing criteria applicability, council right of refusal for state road asset transfers, and clearer delegation of authority. The need to legislate coordination of works between councils and utility providers was also raised.
- **Future of Transport and Technology:** Discussions included preparing the local road network for the transition to zero-emission vehicles and Connected and Automated Vehicles (CAVs), and urgently addressing the management and enforcement of e-mobility devices (not currently an issue for Liverpool Plains). The integration of AI solutions for road maintenance was also explored.
- **Workforce and Capacity Building:** The Communiqué calls for a proactive long-term strategy to address the skills shortage in local government professional engineers and other infrastructure workers.
- **Inter-Governmental Collaboration:** A recurring theme was the need for collaborative efforts between Australian, NSW, and Local Governments to address funding shortfalls, streamline natural disaster funding, reduce cost-shifting, and align grant funding processes.

The Congress outcomes reinforce the critical role of local government in managing transport infrastructure and the necessity of coordinated advocacy to address ongoing challenges and prepare for future transport needs.



Cr Ken Cudmore

MAYOR



Over 115 delegates, encompassing council executive staff, mayors, and elected council officials gathered with State Government Ministers and Shadow Ministers at NSW Parliament House on 2nd June 2025 to attend the 2025 Local Roads Congress. The discussions and presentations from the Congress inform the advocacy focus of the Roads & Transport Directorate over the next 12 months which is outlined in this communiqué.



2025 LOCAL ROADS CONGRESS COMMUNIQUÉ

REFLECT, RETHINK, RESOLVE

The NSW Roads and Transport Directorate (RTD), a joint initiative between Local Government NSW (LGNSW) and the NSW Division of the Institute of Public Works Engineering Australasia (IPWEA NSW and ACT), is pleased to present the 2025 Local Roads Congress Communiqué.

Under the theme of 'Reflect, Rethink, Resolve', congress delegates identified the following list of recommendations as key priorities for Local, State and Federal governments to improve the NSW local road network.

NSW Local Government

The Congress supports a commitment from NSW Local Government to:

- i. Develop and implement integrated network plans for the local road network, aligned to federal, state and regional plans, and considering critical infrastructure, resilience, local transport needs, asset and risk management, road safety, freight and delivery and operational programs.
- ii. Investigate AI technology solutions, as a means of improving the efficiency of road maintenance, road safety and natural disaster assessment activities.
- iii. Develop and align Asset Management Plans and Long-Term Financial Plans that fully incorporate service levels, lifecycle costs, and risk.
- iv. Provide a register of high-risk bridges to the IPWEA (NSW & ACT) Roads and Transport Directorate.
- v. Adopt a holistic approach to local road safety, including integrating road safety considerations into asset and risk management plans, community strategic plans, as well as design standards and specifications.
- vi. Prioritise funding of local road infrastructure to address the current annual shortfall and improve the condition of road assets.

NSW Government

The Congress calls on the NSW Government to:

- i. Review the Fixing Local Roads Program with an annual allocation aligned to the Roads to Recovery distribution formula to provide greater certainty and allow improved short-medium term infrastructure planning by NSW Local Government.
- ii. Fund an additional round of the Fixing Country Bridges program to support NSW councils in removing the risk of ageing timber bridges on the local road network.
- iii. Explore funding options to support councils in replacing ageing causeways and concrete, steel and composite bridges.
- iv. Review the linkages between council long term financial plans and asset management plans and develop new guidelines to support greater alignment between these plans. This review is to be undertaken by the Office of Local Government, supported by their expert advisory panel.



2025 LOCAL ROADS CONGRESS COMMUNIQUÉ

REFLECT, RETHINK, RESOLVE

- v. Ensure council asset managers are represented on the Office of Local Government's expert advisory panel convened to assist in reforming council infrastructure funding.
- vi. Support the implementation of integrated network plans by Local Government which are aligned to federal, state and regional plans, and consider critical infrastructure, resilience, local transport needs, asset and risk management, road safety, freight and delivery and operational programs.
- vii. Provide incentives for local government to adopt AI solutions for road maintenance activities, leading to earlier intervention and an overall improvement in operational efficiency.
- viii. Ensure natural disaster funding arrangements allow resilience improvements to be included as a part of restoration works and provide dedicated funding for proactive betterment works to improve the overall resilience of the network.
- ix. Review the draft road recategorisation framework to ensure that the criteria used for assessment are applicable across all regions of NSW, and ensure councils have a right of refusal to the transfer of state road assets.
- x. Recognise the shared responsibility for road safety by all road authorities in NSW in the review of the NSW Roads Act and provide funding to support local government road safety initiatives, whilst ensuring councils are not exposed to additional liability.
- xi. Provide clearer delegation of authority for NSW councils as part of the Roads Act Review, providing councils greater freedom to make decisions in relation to the roads they manage, such as the reduction of speed limits.
- xii. Collaborate with NSW councils to prepare the local road network for the transition to zero emission vehicles and Connected and Automated Vehicles (CAVs), including support for infrastructure upgrades and ongoing maintenance costs.
- xiii. Urgently address the management and enforcement of e-mobility devices.
- xiv. Strategically deploy state government funding to ensure sustainable resourcing and delivery by councils and to avoid oversaturating the market.
- xv. Legislate the coordination of works between councils and utility providers.

Australian and NSW Government

The Congress calls on the Australian and NSW Governments to work together with NSW Local Governments to address the following:

- i. An increase in base funding support for Local Government to address the current funding shortfall of road assets, and a corresponding reduction in individual competitive grants.
- ii. Develop a proactive long-term strategy to address the skills shortage in Local Government professional engineers and other infrastructure workers, including support for the development of local capacity.
- iii. The NSW Reconstruction Authority (RA) and National Emergency Management Agency (NEMA) to collaborate to streamline natural disaster funding and assessment requirements, including a maximum limit of 6 months to finalise agreements or claims from councils.
- iv. Reduce cost shifting to local governments, particularly those associated with the provision and ongoing care of local road assets servicing large-scale economic generators and state significant developments.
- v. Align grant funding processes to accommodate council timelines and priorities and develop consistent definitions for metropolitan and regional classifications.

Australian Government

The Congress calls on the Australian Government to:

- i. Increase the annual Roads to Recovery Program allocations to align with the construction cost index and the growth in the road asset base, ensuring funding levels are maintained in real terms.
- ii. Revise the Roads to Recovery funding conditions to include the development of integrated network plans, aligned to federal, state and regional plans, and considering critical infrastructure, resilience, local transport needs, asset and risk management, road safety, freight and delivery and operational programs.
- iii. Ensure the program guidelines for the Safer Local Roads and Infrastructure Program allow for equal consideration of projects proposing to upgrade or replace bridges on the local road network.
- iv. Support collaboration between local councils, universities, and specialist research organisations into innovative technologies and practices to improve the management, resilience and overall condition of local road assets.
- v. Proactively engage with NSW Local Government and the Roads and Transport Directorate in implementing the National Service Level Standards on local roads, particularly in relation to the ongoing review of the NSW Roads Act.
- vi. Increase the Federal Assistance Grants to 1% of Commonwealth Tax Revenue and review the funding allocation.

6 REPORTS OF THE GENERAL MANAGER

6.1 EXECUTIVE SERVICES - MAY 2025

IP&R Linkage:	Goal: Our Council, community and business leaders work together effectively
	Strategy: Council facilitates community engagement
Author:	Deborah Perry-Brown, Executive Support Officer
Authoriser:	Cian Middleton, General Manager
File Number:	G2025/0215
Annexures:	Nil

RECOMMENDATION

That Council:

1. Receive and note the Executive Services Report for May 2025.

BACKGROUND

Liverpool Plains Shire Council ("Council") adopted its current organisation structure at its ordinary meeting held 03 February 2021 [res. **2021/6**]. Council's current organisation structure comprises three directorates, namely Executive Services, Corporate and Community Services and Infrastructure and Environmental Services.

The Executive Services Directorate comprises the following business units:

- Executive Support
- Human Resources
- Marketing and Communications; and
- Economic Development

This report provides a briefing on activities, services, programs, and projects progressed by Executive Services for the previous month.

ISSUES AND COMMENTARY

Actions and Functions / Events attended by Cian Middleton General Manager	
*The General Manager also regularly meets with staff within the organisation on an ad hoc basis	
01/05/2025	LG Professionals General Manager Discussion Circle
01/05/2025	GM handover with Glenn Inglis
07/05/2025	Executive Leadership Team meeting
08/05/2025	Weekly meeting with Director Corporate and Community Services

08/05/2025	Tour of Council Facilities
12/05/2025	Weekly meeting with Director Infrastructure and Environmental Services
13/05/2025	Monthly Exec/HR meeting
14/05/2025	Consultative Committee meeting
15/05/2025	Weekly meeting with Director Corporate and Community Services
15/05/2025	Meet with the Quirindi Country Women's Association
16/05/2025	Audit Risk and Improvement Committee meeting
20/05/2025	Executive Leadership Team meeting
20/05/2025	Weekly meeting with Director Infrastructure and Environmental Services
21/05/2025	Meeting with the Office of Local Government (OLG)
26/05/2025	Weekly meeting with Director Infrastructure and Environmental Services
26/05/2025	Meeting with Nungaroo Aboriginal Land Council
27/05/2025	Collaborative Care meeting via Teams
28/05/2025	BIZconnect – LP Business Chamber
29/05/2025	Weekly meeting with Director Corporate and Community Services
29/05/2025	Meeting with RMT via Teams
30-31/05/25	Blacktown Sister City 20-year Anniversary dinner and Festivals Alive Event

Table 1 - Human Resources and WHS

Function	Briefing – March 2025 – Human Resources
Recruitment	<p>During the month of May 2025, the following recruitment activities were undertaken.</p> <p>The following job advertisements were placed</p> <ul style="list-style-type: none"> • Childcare Educator Group Leader • Plant Mechanic <p>The following new employees commenced employment with Council in May:</p> <ul style="list-style-type: none"> • Trainee Biosecurity Officer • Trainee Plant Operator • Apprentice Plant Operator • Finance Officer – Accounts Receivable • Accountant • Water Services Operator <p>One (1) employee separations occurred in May 2025.</p>

Work Health & Safety	<p>In the month of May there were a total of 8 Work Health and Safety events including:</p> <ul style="list-style-type: none"> • Near miss 0 • Incidents 7 • Injuries (lost time injuries) 1 • Observations 0 <p>There are currently 3 workers compensation claims being managed by Council's Return to Work Coordinator.</p>
Training & Development	During May staff were provided with training in the use of Council's Pulse Performance Appraisal system.

Table 2 – Media	
Function	Briefing
Social media	<p>LPSC Facebook page (from last 28 days)</p> <p>People reached 48,972</p> <p>Published Content 21</p> <p>Views 196,960</p> <p>Content interactions 1,836</p> <p>Followers 7,529</p> <p>New Facebook Page followers 80</p> <p>LPSC Instagram (from last 28 days)</p> <p>People reached 61</p> <p>Published Content 1</p> <p>Views 207</p> <p>Content interactions 13</p> <p>Followers 239</p> <p>New Instagram followers 7</p> <p>LinkedIn (from last 28 days)</p> <p>Impressions 2,927</p> <p>Reactions 68</p> <p>Page Views 258</p> <p>Total Follower 1,505</p> <p>New Followers 17</p>
Facebook highlights	<p>Top 5 performing posts</p> <p>Lost steer</p>

	<p>Posted 12 June</p> <p>Reach 6,211</p> <p>Reactions 15</p> <p>Shares 3</p> <p>Comments 3</p> <p>Pool progress report</p> <p>Posted 11 June</p> <p>Reach 3,982</p> <p>Reactions 149</p> <p>Shares 20</p> <p>Comments 19</p> <p>Road update</p> <p>Posted 19 June</p> <p>Reach 4,082</p> <p>Reactions 25</p> <p>Shares 7</p> <p>Comments 6</p> <p>ANZAC Day started early</p> <p>Posted 25 April</p> <p>Reach 3,566</p> <p>Reactions 116</p> <p>Shares 8</p> <p>Comments 8</p> <p>Tender awarded to replace swinging bridge</p> <p>Posted 5 June</p> <p>Reach 2,612</p> <p>Reactions 54</p> <p>Shares 9</p> <p>Comments 7</p>
Media releases	Media releases approved and distributed: 2

LEGISLATIVE AND POLICY IMPLICATIONS

There are no legislative or policy implications for Council associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

RISK IMPLICATIONS

There are no risk implications for Council associated with this report.



COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

CONCLUSION

This report provides an overview of Executive Services during the month of May 2025.

6.2 RESOLUTIONS REGISTER UPDATE

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:	Christie Pearson, Executive Operations
Authoriser:	Cian Middleton, General Manager
File Number:	G2025/0223
Annexures:	A. Resolutions Register Update May ↓  B. Resolutions Register Update 2023 and 2024 ↓ 

RECOMMENDATION

That Council:

1. Receive and note the Resolutions Register as at 18 June 2025 as appended at *Annexure A* and the Resolution Register for 2023 and 2024 as appended at *Annexure B*.

BACKGROUND

Section 223 of the *Local Government Act 1993* (“the Act”) provides that Council’s governing body is responsible for directing and controlling the affairs of Council in accordance with the Act, including making decisions with respect to the exercise of Council’s functions. Decisions of Council’s governing body must be made at meetings of the Council, which must be conducted in accordance with Council’s Code of Meeting Practice.

Section 335 of the Act requires the General Manager to conduct the day-to-day management of Council in accordance with its strategic plans, programs, strategies and policies, and to implement, without undue delay, lawful decisions of the Council.

ISSUES AND COMMENTARY

The Resolutions Register appended at *Annexure 1* lists all resolutions of Council, commencing 1 January 2025, that require further action by Officers in order to be implemented.

The Resolutions Register appended at *Annexure 2* lists all outstanding resolutions of Council for 2023 and 2024 that require further action by Officers in order to be implemented.

Each resolution has been assigned to the appropriate Officer, who is responsible for completing any actions required to effectively implement the respective resolution.

The register excludes those resolutions of Council that do not require further action.

Commencing 1 January 2025, Council has made thirty five resolutions requiring further action. As illustrated in *Table 1*, below, twenty six have been completed and actioned as at the date of this Business Paper being published, and nine remain outstanding.

Table 1: Council Resolution Status Summary		
Status	Definition	Number
Complete	Action completed by date of Business Paper publication.	26
Outstanding	Action not completed by date of Business Paper publication.	9
TOTAL		35

LEGISLATIVE AND POLICY IMPLICATIONS

As detailed above, the Act requires the General Manager to implement, without undue delay, the lawful decisions of Council. The Resolutions Register clearly details how the General Manager is implementing Council's decisions, consistent with resolutions made at its meetings.

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

RISK IMPLICATIONS

Provision of the Resolutions Register mitigates the risk of actions not being implemented in a timely manner.

COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

CONCLUSION

The Resolutions Register appended at *Annexure A and Annexure B* lists all Council resolutions requiring further action, and the status of implementing each action, as at 18 June 2025. It is recommended that Council receive and note the Resolutions Register.

Action Sheets Report	Division:	Council	Date From:	1/01/2025
	Committee:		Date To:	31/05/2025
	Officer:		Printed: 18 June 2025	

Meeting	Officer/Director	Section	Subject
Council 19/02/2025	Pearson, Christie Inglis, Glenn	Reports to Council	Appointment of Councillor Delegates to 2025 Conferences
RESOLUTION 2025/18			
Moved: Cr Donna Lawson			
Seconded: Cr James Robertson			
That Council:			
1. Appoint the following Councillors to attend each of the following conferences being held in 2025:			
(a) LGNSW Conference: Cr Ken Cudmore, Cr Terry Cohen and Cr Donna Lawson (<i>three Councillors</i>).			
(b) LGNSW Tourism Conference: Cr Jason Allan (<i>one Councillor</i>).			
(c) NSW Local Roads Congress: Cr Charlie Simkin (<i>one Councillor</i>).			
(d) LGNSW Water Management Conference: Cr Shawn Cain (<i>one Councillor</i>).			
(e) Australian Local Government Association National General Assembly: Cr Ken Cudmore (<i>one Councillor</i>).			
2. Approve reimbursement of out-of-pocket expenses incurred by Councillor delegates attending the above conferences, in accordance with the Councillors Expenses and Facilities Policy.			
3. Note that Councillor delegates are required to provide a written delegate's report to Council following each conference attended.			
CARRIED			
UPDATE: In Progress			

Action Sheets Report	Division:		Date From:	1/01/2025
	Committee:	Council	Date To:	31/05/2025
	Officer:			
				Printed: 18 June 2025

Meeting	Officer/Director	Section	Subject
Council 19/02/2025	Neave, Ruth Frost, Dean	Reports to Council	Military Tattoo
RESOLUTION 2025/22			
AMENDMENT			
Moved: Cr Donna Lawson			
Seconded: Cr James Robertson			
That Council:			
1. Acknowledges that the Military Tattoo will not be held in the 2024/2025 financial year			
2. The funding of \$25,000 be realised as a saving in the 2024/2025 financial year and is transferred to 2025/2026 financial year			
3. Include the development of an Events Strategy in the revised Arts and Cultural Plan due for completion in July 2025.			
CARRIED			
UPDATE: To be reviewed in the 25/26 financial year			

Action Sheets Report	Division:		Date From: 1/01/2025
	Committee:	Council	Date To: 31/05/2025
	Officer:		Printed: 18 June 2025

Meeting	Officer/Director	Section	Subject
Council 19/02/2025	Skelly, Nathan Batterham, Rodney	Confidential Matters	GP Practice - Real Estate Incentive
<p>RESOLUTION 2025/33</p> <p>Moved: Cr James Robertson Seconded: Cr Terry Cohen</p> <p>That Council:</p> <ol style="list-style-type: none"> Support the Rural Doctors Network (RDN) to try to recruit a doctor to Quirindi by offering the incentives identified within this report. <p style="text-align: right;">CARRIED</p> <p>UPDATE: Partnership with RDN still in place and to date there is still no Doctor</p>			

Meeting	Officer/Director	Section	Subject
Council 19/02/2025	Skelly, Nathan	Confidential Matters	Spring Ridge Cemetery - Land Acquisition
<p>RESOLUTION 2025/35</p> <p>Moved: Cr James Robertson Seconded: Cr Donna Lawson</p> <p>That Council:</p> <ol style="list-style-type: none"> Approve acquiring the land by agreement that the Spring Ridge Cemetery is sited on in accordance with the contents of this report. Authorise the General Manager to execute all documents related to the purchase of this land. <p style="text-align: right;">CARRIED</p> <p>UPDATE: Currently in Progress executing documentation</p>			

Action Sheets Report	Division: Committee: Council Officer:	Date From: 1/01/2025 Date To: 31/05/2025 Printed: 18 June 2025
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Meeting	Officer/Director	Section	Subject
Council 26/03/2025	Powell, Chris Frost, Dean	Reports to Council	Review of Policies for the Finance Department
<p>RESOLUTION 2025/50</p> <p>Moved: Cr Charlie Simkin Seconded: Cr Donna Lawson</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Adopt the reviewed Financial Reserves Policy, appended at <i>Annexure 1</i>. 2. Adopt the updated Cash Handling Policy, appended at <i>Annexure 2</i>. 3. Adopt the updated Related Party Policy, appended at <i>Annexure 3</i>. 4. Adopt the updated Investments Policy, appended at <i>Annexure 4</i>. 5. Adopt the updated Loan Borrowing Policy, appended at <i>Annexure 5</i>. 6. Place the updated Hardship Policy, appended at <i>Annexure 6</i>, on public exhibition for a period of 28 days and adopt the updated Policy as exhibited, subject to no submissions being received. 7. Place the updated Sale of Land to Recover Unpaid Rates and Charges Policy, appended at <i>Annexure 7</i>, on public exhibition for a period of 28 days and adopt the updated Policy as exhibited, subject to no submissions being received. 8. Place the updated Debt Recovery Policy, appended at <i>Annexure 8</i>, on public exhibition for a period of 28 days and adopt the updated Policy as exhibited, subject to no submissions being received. 9. Request a further report at the conclusion of the public exhibition period if submissions are received on Policies on public exhibition. <p style="text-align: right;">CARRIED</p> <p>UPDATE: COMPLETE</p>			

Action Sheets Report	Division:		Date From:	1/01/2025
	Committee:	Council	Date To:	31/05/2025
	Officer:			
				Printed: 18 June 2025

Meeting	Officer/Director	Section	Subject
Council 26/03/2025	McCulloch, Jared Frost, Dean	Reports to Council	Royal Theatre – Service Review Outcome
RESOLUTION 2025/51			
Moved: Cr Donna Lawson			
Seconded: Cr Terry Cohen			
That Council:			
1. Notes the outcome of the Royal Theatre Service Review			
2. Call for Expressions of Interest (EOI) for the sale or lease of the Royal Theatre, 115 Henry Street Quirindi;			
3. Advertise the EOI for a period of 28 days on Council’s website, local newspapers and one (1) National newspaper;			
4. Note that a report will be submitted to the Council at the first available meeting after the closing of the EOI process, including all responses, for the determination of a purchaser/lessor.			
At 3:07pm, Cr Charlie Simkin left the meeting.			
At 3:09pm, Cr Charlie Simkin returned to the meeting.			
			CARRIED
UPDATE: EOI currently advertised until 29 June 2025			

Action Sheets Report	Division:		Date From:	1/01/2025
	Committee:	Council	Date To:	31/05/2025
	Officer:		Printed:	18 June 2025

Meeting	Officer/Director	Section	Subject
Council 26/03/2025	Batterham, Rodney Batterham, Rodney	Reports to Council	Quirindi Golf Club - Request for Water Charges relief
RESOLUTION 2025/56			
Moved: Cr James Robertson			
Seconded: Cr Donna Lawson			
That Council:			
1. Decline the request to reduce water access charges at the Quirindi Golf Course from the existing 100mm water meter down to the 40mm water meter rate for a 3-4 year period.			
2. Agree to a final year of temporary reduction in access charge at the Quirindi Golf Club from the 100mm access charge rate to the 40mm access charge rate during 2024/25, subject to the following occurring within the first 90 days of the 2025/26 rating year:			
(a) Club Quirindi engage with Councils Water Services staff to develop a feasible strategy for putting in place legitimate cost reduction methods for irrigation purposes for water sourced from the Quirindi Water Supply used at the Quirindi Golf Course.			
(b) Club Quirindi's board provide a written commitment to Council acknowledging the administrative reduction in water Access Charges expires at the end of 2024/25 and that they undertake tangible work to their water systems in partnership with Council that facilitates the requested reduction in charges for water sourced from the Quirindi Water Supply for irrigation purposes.			
At 3:49pm, Cr James Robertson left the meeting.			
At 3:51pm, Cr James Robertson returned to the meeting.			
CARRIED			
UPDATE: Letter has been set to Quirindi Golf Club re: requirements of resolution and seeking an update			

Action Sheets Report	Division:	Council	Date From:	1/01/2025
	Committee:		Date To:	31/05/2025
	Officer:		Printed: 18 June 2025	

Meeting	Officer/Director	Section	Subject
Council 26/03/2025	Skelly, Nathan Batterham, Rodney	Reports to Council	Werris Creek Industrial Precinct - Funding Withdrawn
RESOLUTION 2025/57			
AMENDMENT			
Moved: Cr Donna Lawson			
Seconded: Cr Charlie Simkin			
That Council:			
<ol style="list-style-type: none"> Notes that funding has been withdrawn by the NSW Government for the Werris Creek Industrial Precinct Project; Agrees that the project cannot progress; and Notes that other funding opportunities will be sought in the future regarding investment opportunities in the Werris Creek economic base Undertake an investigation into the grant funding application and subsequent project activities pertaining to the Werris Creek Industrial Precinct Project 			
At 4:00pm, Cr Charlie Simkin returned to the meeting.			
At 4:10pm, Cr Jason Allan left the meeting.			
At 4:14pm, Cr Jason Allan returned to the meeting.			
CARRIED			
UPDATE: Investigation into project currently taking place with a presentation to be provided to ARIC in August 2025			

Action Sheets Report	Division:		Date From:	1/01/2025
	Committee:	Council	Date To:	31/05/2025
	Officer:			
				Printed: 18 June 2025

Meeting	Officer/Director	Section	Subject
Council 12/05/2025	Gresser, Katrina Frost, Dean	Reports of the Director Corporate and Community Se	Public Exhibition - Draft Community Strategic Plan 2026-2035
RESOLUTION 2025/83			
Moved: Cr Donna Lawson			
Seconded: Cr Shawn Cain			
That Council:			
1. Endorse the draft Community Strategic Plan, appended at <i>Annexure A</i> , 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.			
			CARRIED
UPDATE: COMPLETE – Subject to a separate report			

Division:	Council	Date From:	1/01/2025
Committee:		Date To:	31/05/2025
Officer:		Printed:	18 June 2025
Action Sheets Report			

Meeting	Officer/Director	Section	Subject
Council 12/05/2025	Gresser, Katrina Frost, Dean	Reports of the Director Corporate and Community Se	Public Exhibition - Draft Combined Delivery Program 2026-2029 and Operational Plan 2025-2026 including Draft Fees and Charges Schedule 2025-2026
RESOLUTION 2025/84			
Moved: Cr Jason Allan			
Seconded: Cr Donna Lawson			
That Council:			
1. Endorse the draft combined Delivery Program 2026-2029 and Operational Plan 2025-2026, appended at <i>Annexure A</i> , for public exhibition.			
2. Endorse the draft Fees and Charges Schedule 2025-2026, appended at <i>Annexure B</i> , 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.			
			CARRIED
UPDATE: COMPLETE – Subject to a separate report			

Action Sheets Report	Division:		Date From:	1/01/2025
	Committee:	Council	Date To:	31/05/2025
	Officer:			
				Printed: 18 June 2025

Meeting	Officer/Director	Section	Subject
Council 12/05/2025	Powell, Chris Frost, Dean	Reports of the Director Corporate and Community Se	Public Exhibition - Draft Long-Term Financial Plan 2026-2035
RESOLUTION 2025/85			
Moved: Cr Donna Lawson			
Seconded: Cr Terry Cohen			
That Council:			
1. Endorse the draft Long-Term Financial Plan 2026-2035, appended at <i>Annexure A</i> , 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.			
			CARRIED
UPDATE: COMPLETE – Subject to a separate report			

Division:	Council	Date From:	1/01/2025
Committee:		Date To:	31/05/2025
Officer:		Printed:	18 June 2025

Action Sheets Report

Meeting	Officer/Director	Section	Subject
Council 12/05/2025	Skelly, Nathan Skelly, Nathan	Reports of the Director Infrastructure and Environ	Public Exhibition - Asset Management Plans
<p>RESOLUTION 2025/86</p> <p>Moved: Cr Shawn Cain Seconded: Cr Donna Lawson That Council:</p> <ol style="list-style-type: none"> Endorse the following draft Asset Management Plans for public exhibition: <ol style="list-style-type: none"> Draft Aerodrome Asset Management Plan appended at <i>Annexure A</i> Draft Buildings Asset Management Plan as appended at <i>Annexure B</i> Draft Fleet Asset Management Plan as appended at <i>Annexure C</i> Draft Parks and Recreation Asset Management Plan as appended at <i>Annexure D</i> Draft Transportation Asset Management Plan as appended at <i>Annexure E</i> Draft Centralised Waste Water Asset Management Plan as appended at <i>Annexure F</i> Draft Town Water Supplies Asset Management Plan as appended at <i>Annexure G</i> Place the draft Asset Management Strategy, appended at <i>Annexure H</i>, for public exhibition. 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. <p style="text-align: right;">CARRIED</p> <p>UPDATE: COMPLETE – Subject to a separate report</p>			

Action Sheets Report	Division:	Council	Date From:	1/01/2025
	Committee:		Date To:	31/05/2025
	Officer:		Printed: 18 June 2025	

Meeting	Officer/Director	Section	Subject
Council 28/05/2025	McCulloch, Jared Frost, Dean	Reports of the Director Corporate and Community Se	Local Government Remuneration Tribunal Annual Report and Determination and Councillor Annual Fees - 2025/26
RESOLUTION 2025/99			
Moved: Cr James Robertson			
Seconded: Cr Terry Cohen			
That Council:			
1. Receive and note the Local Government Remuneration Tribunal - 2025 Annual Determination appended at <i>Annexure A</i> .			
2. Pursuant to section 248 of the <i>Local Government Act 1993</i> , fix and determine the annual fee payable to the Councillors of Liverpool Plains Shire Council for the 2025/2026 financial year effective from 01 July 2025, at the maximum allowable limit for a Rural Council.			
3. Pursuant to section 249 of the <i>Local Government Act 1993</i> , fix and determine the annual fee payable to the Mayor of Liverpool Plains Shire Council for the 2025/2026 financial year effective from 01 July 2025, at the maximum allowable limit for a Rural Council.			
4. Pursuant to section 249(5) of the <i>Local Government Act 1993</i> , pay the Deputy Mayor of Liverpool Plains Shire Council an additional fee of \$4,000, deducted from the Mayor's annual fee, in recognition of any periods in which the Deputy Mayor is required to act in the office of the Mayor as agreed by the Mayor.			
CARRIED			
UPDATE: COMPLETE			

Division:	Council	Date From:	1/01/2025
Committee:		Date To:	31/05/2025
Officer:		Printed:	18 June 2025
Action Sheets Report			

Meeting	Officer/Director	Section	Subject
Council 28/05/2025	Kitson, David Skelly, Nathan	Reports of the Director Infrastructure and Environ	DA 2024/101 - Shed - 5 Greentrees Crescent, Quirindi
RESOLUTION 2025/101			
Moved: Cr James Robertson			
Seconded: Cr Terry Cohen			
That Council:			
1. Refuse this application for the following reasons:			
(a) The proposal does not comply with the design requirements of the Liverpool Plains Development Control Plan for a shed on the subject land.			
(b) The development is of an industrial scale that is unsuitable in the <i>R5-Large Lot Residential Zone</i> .			
At 3:01pm, Cr Donna Lawson and Cr Charlie Simkin left the meeting.			
<u>In Favour:</u> Crs Ken Cudmore, Terry Cohen, Jason Allan, Shawn Cain and James Robertson			
<u>Against:</u> Nil			
<u>Absent:</u> Cr Donna Lawson and Cr Charlie Simkin			
CARRIED 5/0			
At 3:04pm, Cr Donna Lawson and Cr Charlie Simkin returned to the meeting.			
UPDATE: COMPLETE			

Action Sheets Report	Division:		Date From:	1/01/2025
	Committee:	Council	Date To:	31/05/2025
	Officer:			
				Printed: 18 June 2025

Meeting	Officer/Director	Section	Subject
Council 28/05/2025	Skelly, Nathan Skelly, Nathan	Confidential Matters	RFT 088-2023 - Replacement of Quirindi Swinging Bridge
RESOLUTION 2025/103			
Moved: Cr Shawn Cain			
Seconded: Cr James Robertson			
That Council:			
1. Accepts the Tender submitted by Heuron Screenline Pty Ltd for the construction of the Quirindi Swinging Bridge at a cost of \$561,200 (Exclusive GST) subject to variations.			
			CARRIED
UPDATE: COMPLETE			

Liverpool Plains Shire Council Resolutions Register Update 2023 and 2024

Commencing 01 January 2023, Council has made seventy resolutions requiring further action. As illustrated in *Table 1*, below, sixty nine resolutions have been completed and actioned as at the date of this Business Paper being published, and one remains outstanding.

Table 1: Council Resolution Status Summary		
Status	Definition	Number
Complete	Action completed by date of Business Paper publication.	69
Outstanding	Action not completed by date of Business Paper publication.	1
TOTAL		70


Meeting	Officer/Director	Section	Subject
Council 22/11/2023	Kitson, David Skelly, Nathan	Reports to Council	Growth Management & Housing Strategy
RESOLUTION 2023/228			
Moved: Cr Ken Cudmore			
Seconded: Cr Jason Allan			
That Council:			
1. Place the Draft Growth Management & Housing Strategy on public exhibition for a 3-month period.			
			CARRIED
Update: Revised strategy to progress to July Councillor Workshop prior to consider at an Ordinary Meeting of Council			

Commencing 01 January 2024, Council has made seventy four resolutions requiring further action. As illustrated in *Table 1*, below, seventy three resolutions have been completed and actioned as at the date of this Business Paper being published, and one remains outstanding.

Table 1: Council Resolution Status Summary		
Status	Definition	Number
Complete	Action completed by date of Business Paper publication.	73
Outstanding	Action not completed by date of Business Paper publication.	1
TOTAL		74

Meeting	Officer/Director	Section	Subject
Council 11/12/2024	Skelly, Nathan Batterham, Rodney	Reports to Council	Changes to School bus route and installation of bus bay at Quirindi Public School
RESOLUTION 2024/206			
Moved: Cr Donna Lawson			
Seconded: Cr James Robertson			
That Council:			
1. Note that the proposed bus route change (detailed in res 2022/290) for Quirindi Public School is not supported by the Local Traffic Committee and Transport for NSW (TfNSW) and that as a result it is unnecessary to investigate funding options for infrastructure changes that would have been required.			
2. Note that the Traffic Committee is continuing to investigate options in relation to a crossing on Nowland St, adjacent to Quirindi Highschool.			
			CARRIED
UPDATE: The traffic committee continues to investigate options			

6.3 ADOPTION OF DRAFT STRATEGIC WORKFORCE MANAGEMENT PLAN

IP&R Linkage:	Goal: Our Council, community and business leaders work together effectively
	Strategy: Develop a strong organisational culture and provide a contemporary, professional and safe work environment to attract, develop and retain a high-performing workforce
Author:	Cian Middleton, General Manager
Authoriser:	Cian Middleton, General Manager
File Number:	G2025/0182
Annexures:	A. Strategic Workforce Management Plan 2025-2029 (Draft) ↓ 

RECOMMENDATION

That Council:

1. Adopt the draft Strategic Workforce Management Plan appended at *Annexure A*.

BACKGROUND

Section 403 of the *Local Government Act 1993* (“the Act”) provides that Council must develop and adopt a Resourcing Strategy for the provision of resources required to implement the Community Strategic Plan. The Resourcing Strategy must include an Asset Management Plan, Long-Term Financial Plan, and Workforce Management Plan. In preparing its Resourcing Strategy documents, Council must observe the prescribed *Integrated Planning and Reporting Guidelines* (“the IP&R Guidelines”) published by the Office of Local Government.

ISSUES AND COMMENTARY

As part of its IP&R framework, Council must develop and adopt a four-year Strategic Workforce Management Plan to enhance workforce capacity and capability to achieve Council’s strategic goals and objectives.

As with all local governments, Council is operating in a challenging environment that demands greater flexibility, responsiveness and performance improvements to meet agile labour markets, skills shortages and an ageing workforce. Through the workforce planning process, Council outlines the specific actions it will undertake to overcome these challenges and attract, retain and develop the skilled workforce required to deliver services to our community.

The draft Strategic Workforce Management Plan appended at *Annexure A* has been structured against the following four (4) pillars, each of which details a series of objectives and actions:

1. Planning and attraction,
2. Leadership and engagement,
3. Performance and improvement, and
4. Safety and wellbeing

Unlike other IP&R documents, there is no legislative requirement for the Strategic Workforce Management Plan to be publicly exhibited prior to adoption, recognising that the strategic

document is an inward-focused corporate plan rather than an outward-focused community plan. As such, the draft Strategic Workforce Management Plan has not been placed on public exhibition prior to consideration by Council.

LEGISLATIVE AND POLICY IMPLICATIONS

- Section 403 of the Act provides that Council must have a long-term Resourcing Strategy in place for the provision of resources required to perform its functions, including implementing the strategies contained in the Community Strategic Plan.
- Clause 3.2 of the IP&R Guidelines provides that the Resourcing Strategy must include provisions for long-term financial planning, workforce management planning and asset management planning.
- Clause 3.11 of the IP&R Guidelines requires Council to develop a Workforce Management Plan as part of its Resourcing Strategy, and that the Workforce Management Plan specifically address the human resourcing requirements of the organisation's Delivery Program.

FINANCIAL IMPLICATIONS

Actions and initiatives contained in the draft Strategic Workforce Management Plan align with Council's draft Delivery Program and Operational Plan and will be programmed for delivery in line with existing budget allocations.

RISK IMPLICATIONS

As noted above, Council has a legislative obligation to develop and adopt a four-year Workforce Management Plan as part of its four-year Resourcing Strategy. Adoption of the draft Strategic Workforce Management Plan, as recommended, ensures Council complies with its legislative obligations under the IP&R provisions of the Act.

COMMUNITY CONSULTATION

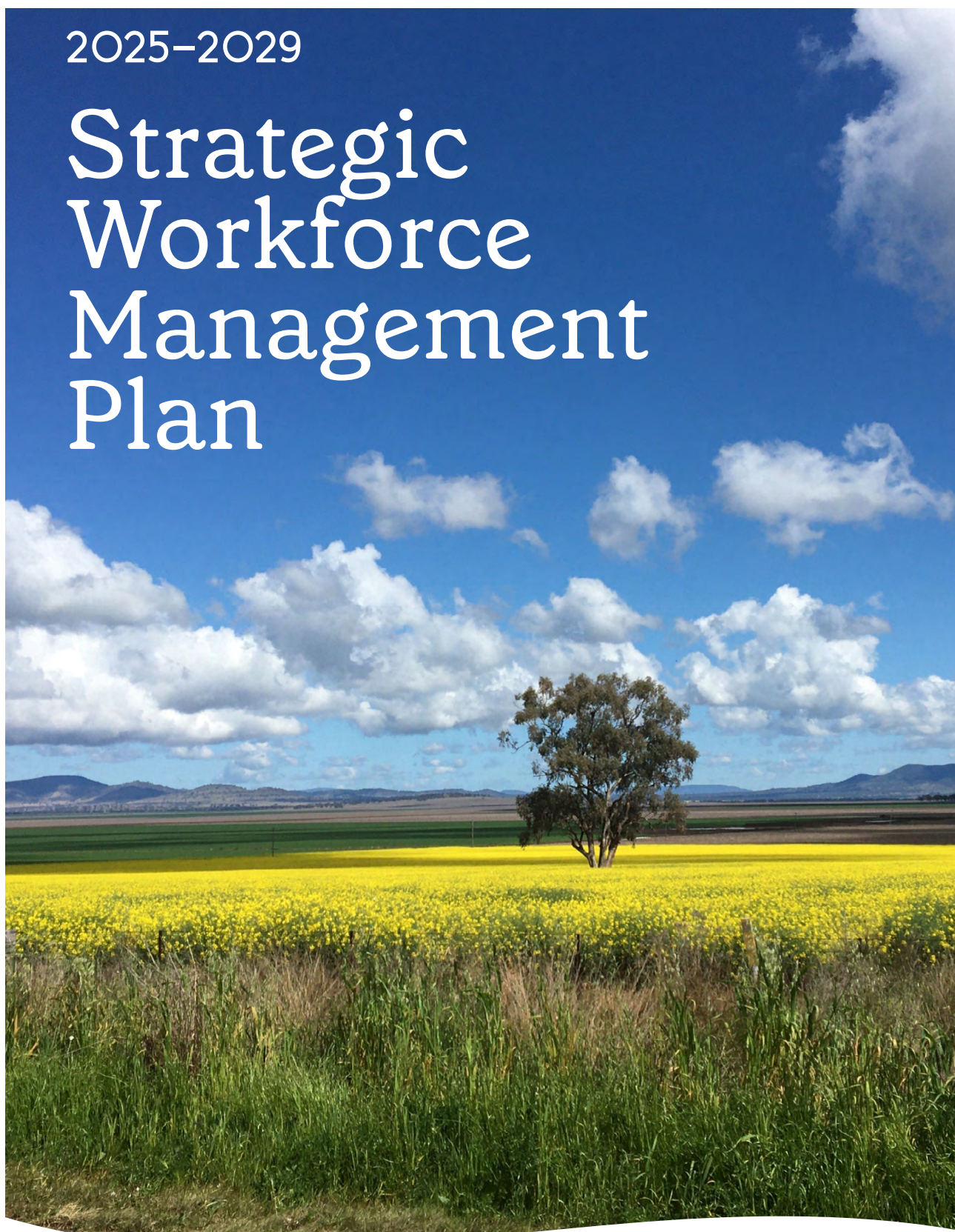
Unlike other strategic plans, the Strategic Workforce Management Plan is not required to be publicly exhibited prior to its adoption. As such, there are no community consultation requirements for Council associated with this report.

CONCLUSION

The draft Strategic Workforce Management Plan has been prepared in accordance with the legislative requirements set out in the Act and prescribed IP&R Guidelines. It is recommended that the draft Strategic Workforce Management be formally adopted by Council.

2025–2029

Strategic Workforce Management Plan



**Liverpool
Plains**
Shire Council

This Strategic Workforce Management Plan provides a framework for Liverpool Plains Shire Council to build a skilled, inclusive and future-ready workforce, reflecting our ambition to be recognised as an Employer of Choice in our community.

Acknowledgement of Country

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

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

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

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02

Welcome

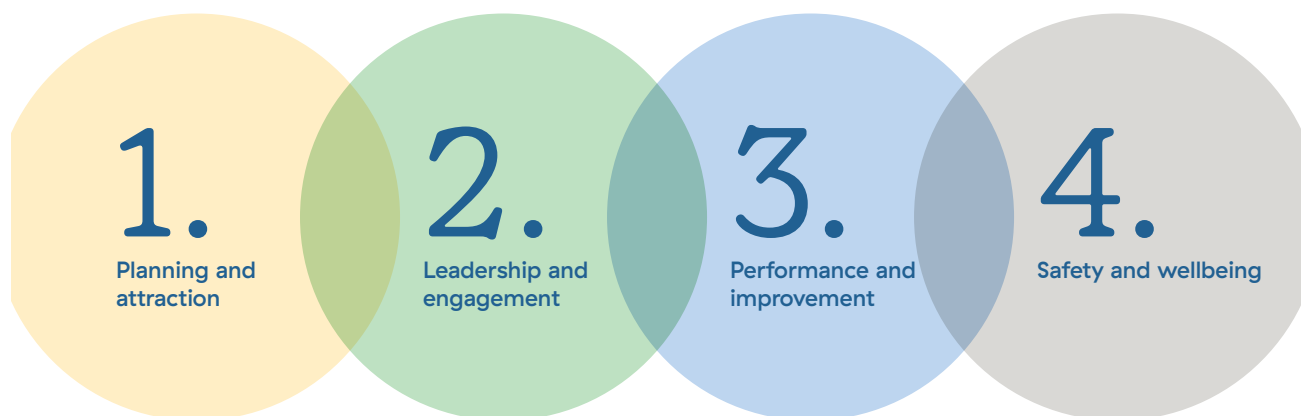
Liverpool Plains Shire Council operates in a complex and multi-faceted environment, with a significant number of functions, operations and service delivery responsibilities.

In fact, the local government sector is one of the largest service-based industries in New South Wales, employing more than 55,000 people and managing more than \$136 billion in community assets — including operating 450 libraries, maintaining about 90 per cent of the state's roads and bridges, and managing an estimated 3.5 million tonnes of waste each year.

As with all service-based industries, the local government sector is under increasing pressure to improve how it delivers services and the quality of the services it provides — all while facing a suite of challenges such as an ageing workforce, skills shortages, generational change, evolving customer expectations, and digital disruption.

As we look to the future, it is imperative for Liverpool Plains Shire Council to undertake robust workforce planning to ensure we are effectively addressing the challenges that impact our ability to deliver services to our customers and community. The most pressing issues facing our organisation at present include our ability to attract and retain skilled workers, a highly competitive labour market, and the various challenges associated with our ageing workforce.

This Strategic Workforce Management Plan is built on four key pillars:



These pillars reflect our commitment to attracting the right talent, fostering strong and inclusive leadership, continuously improving how we work, and ensuring the health, safety and wellbeing of our workforce. By investing in these areas, we are preparing our organisation to meet the evolving needs of our community and creating a positive, productive workplace where all our employees can thrive.

As part of our Resourcing Strategy, this Strategic Workforce Management Plan works alongside our Strategic Asset Management Plan and Long-Term Financial Plan to shape both the capacity and capability of our workforce to achieve our four-year Delivery Program and annual Operational Plans.

O4

Integrated planning and reporting

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

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

Community Strategic Plan

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

Community Engagement Strategy

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

Delivery Program

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

Resourcing Strategy

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

Operational Plans

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

Informing strategies

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

05

Integrated Planning and Reporting (IP&R) framework



06

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, Caroona, Currabubula, Pine Ridge, Premier, Spring Ridge, Wallabadah, and Willow Tree.

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

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

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

Our Liverpool Plains Shire

Liverpool Plains Shire Council | Strategic Workforce Management Plan 2025—2029



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Community and economic profile

Liverpool Plains Shire Council | Strategic Workforce Management Plan 2025—2029



Population

Population: 7,667

Families: 1,937

Median age: 48

Aboriginal and Torres Strait Islander: 14.8%

Born overseas: 16.9%



Workforce

Workforce participation: 52%

Median annual income: \$40,419

Local businesses: 1,014

Local jobs: 5,985



Education

Preschool students: 5.8%

Primary school students: 24.9%

Secondary school students: 19.8%

Highest educational attainment:

Vocational: 19.6%

Advanced diploma or diploma: 6.0%

Bachelor degree or higher: 9.3%



Economy

Top industries of employment:

Agriculture, forestry and fishing: 22.7%

Health care and social assistance: 11.7%

Transport, postal and warehousing: 7.8%

Education and training: 7.8%

Retail trade: 7.2%



Housing

Median house price: \$320,000

Median weekly rent: \$230

Average household size: 2.3 people



Land use

Total land area: 508,224 hectares

Protected land area: 11,369 hectares

Source: Australian Bureau of Statistics

Strategic Workforce Management Plan 2025–2029 | Liverpool Plains Shire Council

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Our organisation

Vision, mission and priorities

Community vision

The Liverpool Plains Shire provides the best of country living.

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

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

Organisational mission

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

Corporate priorities

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



Financial sustainability

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



Project management

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



Customer experience

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

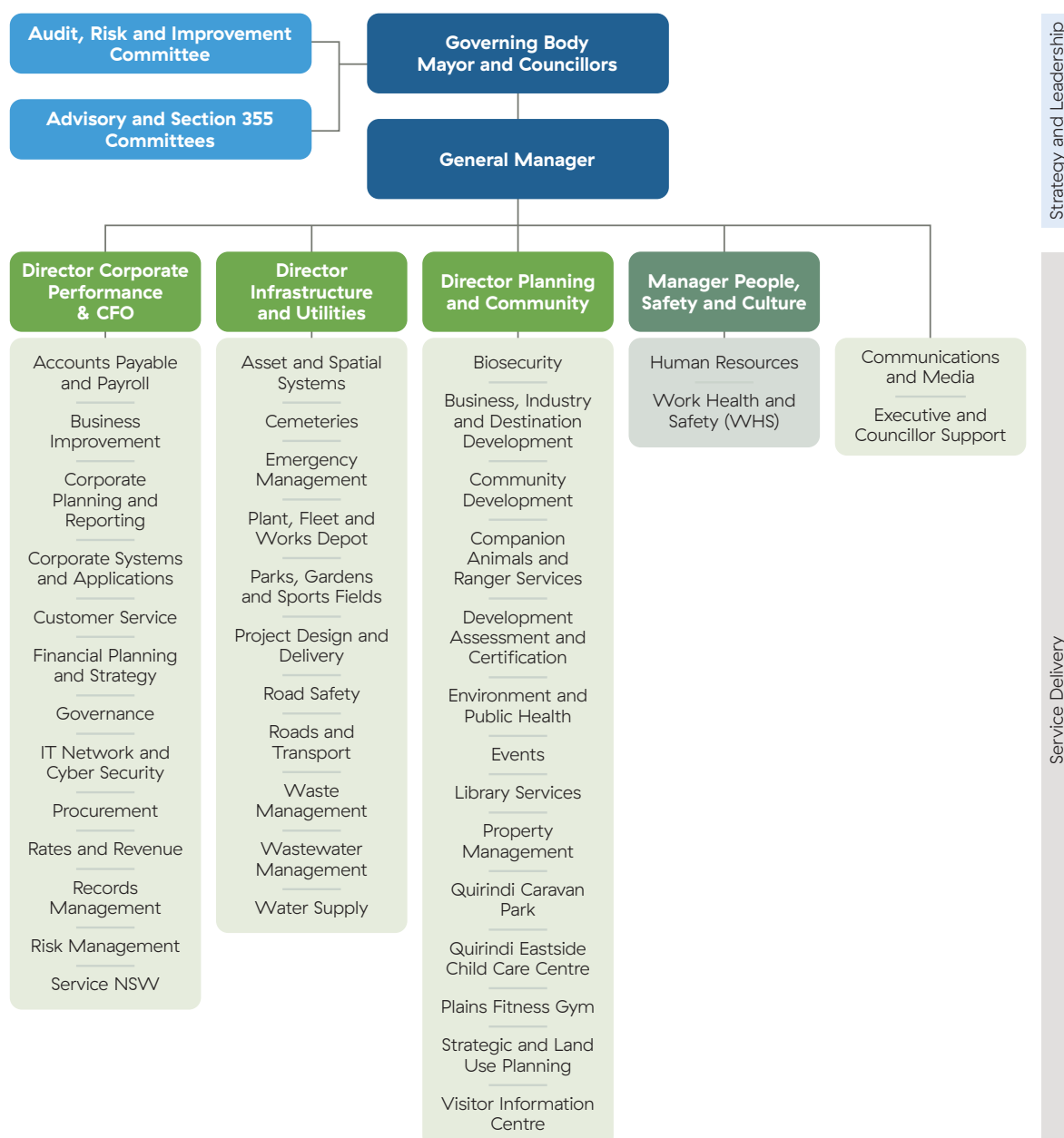


Community partnerships

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

Proposed organisation structure

Council's proposed organisation structure for the 2025/26 year is illustrated below. As at the time of this Strategic Workforce Management Plan being prepared, the General Manager was progressing the proposed organisation structure in accordance with the provisions of the *Local Government (State) Award*.



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141

Employees, including full-time, part-time, casual and seasonal casual employees



45

Years average age of Council employee



53%

Men



47%

Women



63%

Male managers



37%

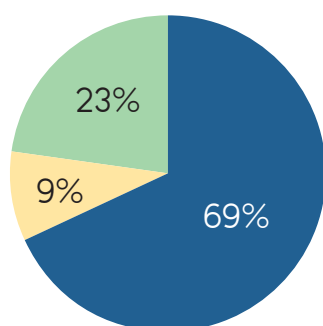
Female managers



100%

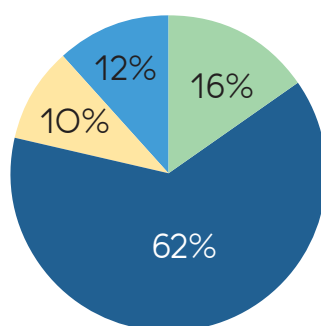
Male executives

Employment status



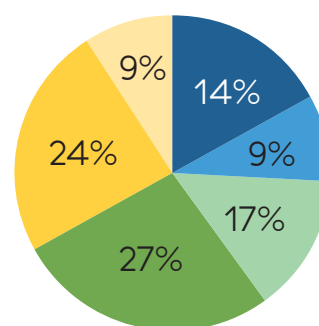
Full-time
Part-time
Casual

Job type



Operational
Professional
Administrative
Technical

Workforce age



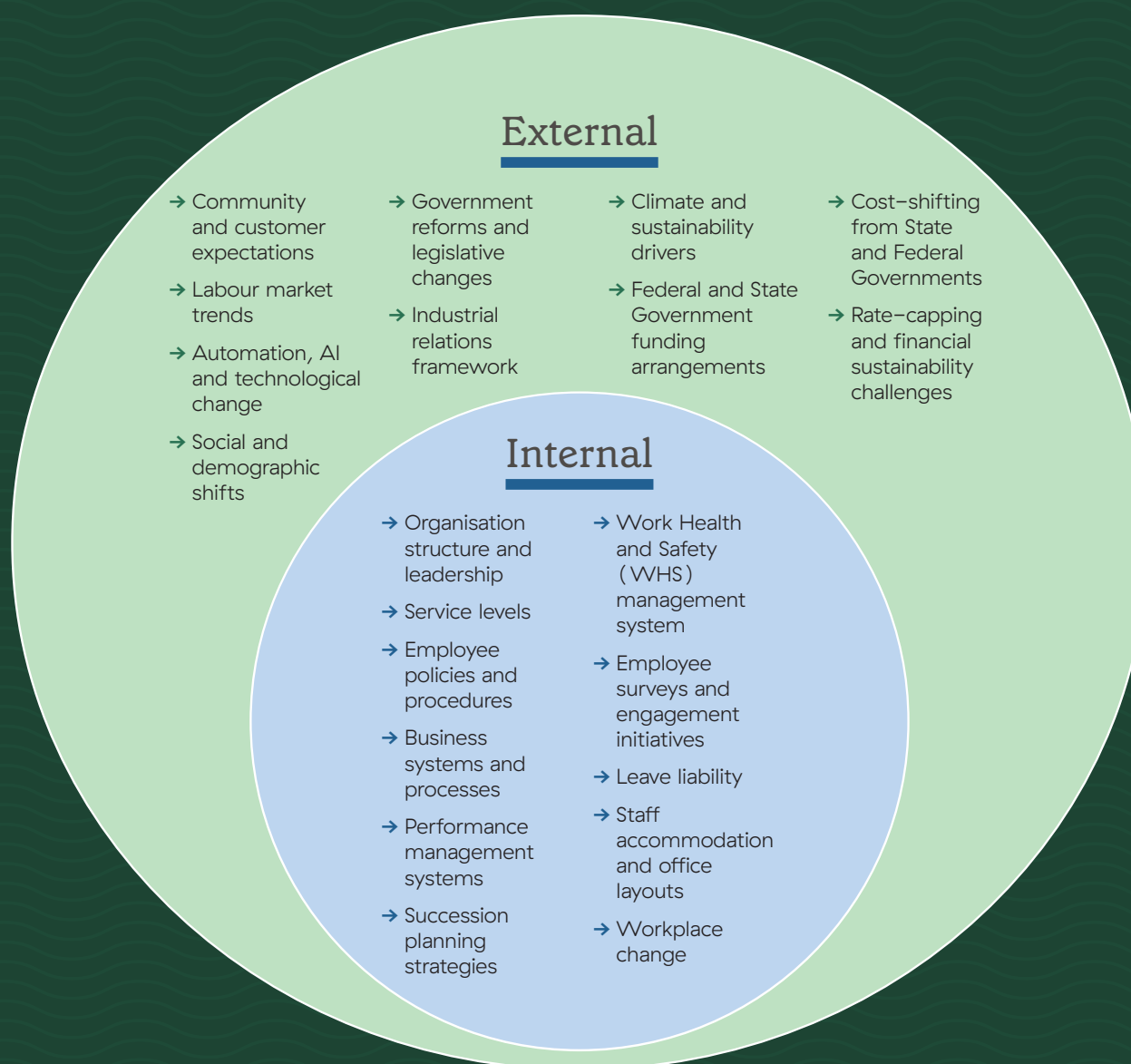
15–24
25–34
35–44
45–54
55–64
Over 65

Workforce profile

Liverpool Plains Shire Council | Strategic Workforce Management Plan 2025–2029

Strategic influences

In developing our Strategic Workforce Management Plan, we have identified current and future strategic ‘influences’ that impact on our workforce planning. Internal (or operational) influences are internally driven, organisation-specific and within our control. In contrast, external (or environmental) influences are externally driven, sector-specific and typically beyond our control.



Labour market challenges and trends

This Workforce Management Plan considers a range of internal and external trends and challenges that will impact our future workforce needs.

Attraction and retention

The local government sector struggles with employee attraction and retention, and these challenges are felt acutely by rural councils such as ours. There are a wide range of issues contributing to this — including our rural location, our inability to match private sector pay, and limited entry pathways. Strengthening employer branding, investing in early talent, developing leadership pipelines, and supporting internal mobility are all crucial to improving attraction and retention.

Ageing population

As at the 2021 Census, the median age of the Australian population was 38 years, a sharp increase from 35 years in the year 2000. The median age of the Liverpool Plains Shire is 47 years, which is significantly higher than the national median. As the proportion of older residents increases, demand for age-specific services and accessible infrastructure grows.

Ageing workforce

Just as our community is ageing, so, too, is our workforce. Across the local government sector generally, the Operational/Outdoor workforce is older (55 per cent over 45 years) compared to the Professional/Administrative workforce (50 per cent over 45 years). Impending retirements pose a risk of knowledge and skills loss, meaning effective succession planning is essential.

Generational change

Millennials and Gen Z now outnumber Gen X and Baby Boomers in the workforce, and employers need to plan for changing expectations and attitudes to work and careers and adapt their employee value proposition accordingly. Millennial and Gen Z workers are seeking dynamic, innovative and purpose-driven work environments, prioritising flexibility and work-life balance over traditional career progression.

Changing work practices

The post-COVID landscape has brought about significant, and likely permanent, changes in work practices, which presents both challenges and opportunities. Expectations for flexible, hybrid and remote working are now standard, and employers must adapt policies, infrastructure and practices to support these different ways of working.

Legislative reforms and compliance pressures

Local government reform and legislative changes can have a significant impact on workforce planning and budgeting. Increasing compliance requirements — including around work health and safety, risk management, and statutory reporting — demand greater workforce capability and training.

Digital disruption and automation

Emerging technologies such as artificial intelligence (AI), automation and robotics will affect the nature and type of jobs available into the future, and therefore the skills and capabilities required to perform both new and existing jobs. Automation, AI and digital transformation are expected to have a profound impact on how we work and how we design and deliver our services in the years ahead.

Rise of eGovernment

In the era of “anytime, anywhere, and on any device”, governments and public sector organisations are expanding their service delivery using digital channels and platforms. Most people now use mobile devices such as tablets and smartphones to access government services, including those provided by local, state and federal governments. Technology has gone from being a ‘work tool’ to an essential business strategy and part of how we deliver and access services.

Budget constraints

As with all NSW local councils, we face a challenging financial landscape characterised by rate pegging, revenue limitations, increased costs, and ageing public infrastructure. Limited financial resources constrain our ability to offer competitive salaries or invest in training and ongoing development.

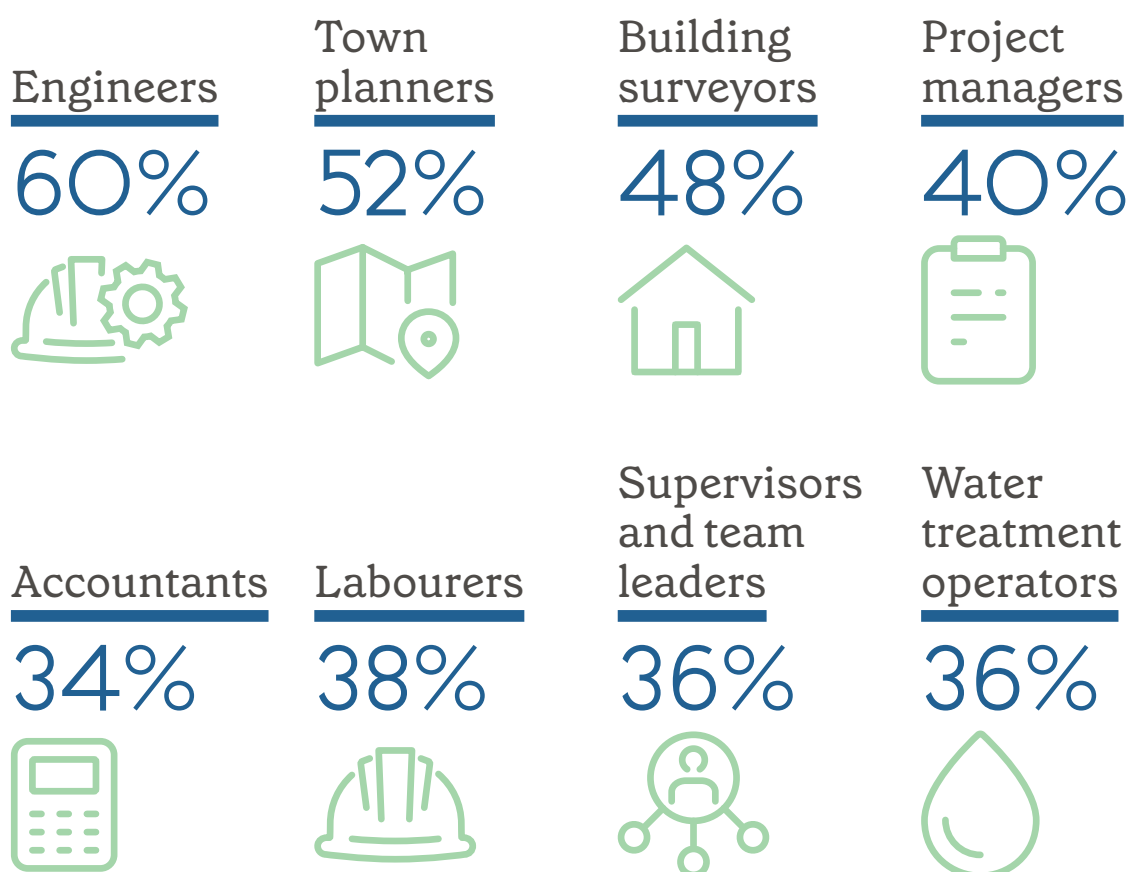
Health and wellbeing

The role of employers in supporting their employees’ financial, physical and mental wellbeing has significantly expanded in the post-COVID workforce. The pandemic heightened awareness of the workplace’s impact on mental health, physical wellbeing and overall resilience, and there is now an expectation that employers play an active role in supporting their employees holistically. Recent legislative changes in NSW have also increased local councils’ obligations in relation to work health and safety, including managing psychosocial hazards.



Capability needs and skills shortages

According to the most recent Local Government Workforce Skills and Capability Survey, 91 per cent of local councils across NSW are experiencing skills shortages. Engineers, urban and town planners, building surveyors and project managers are the top four professional skill shortage occupations, with labourers, supervisors and team leaders, and tradespersons among the most common shortages among trade occupations.



Action plan

Strategic Workforce Management Plan 2025—2029 | Liverpool Plains Shire Council

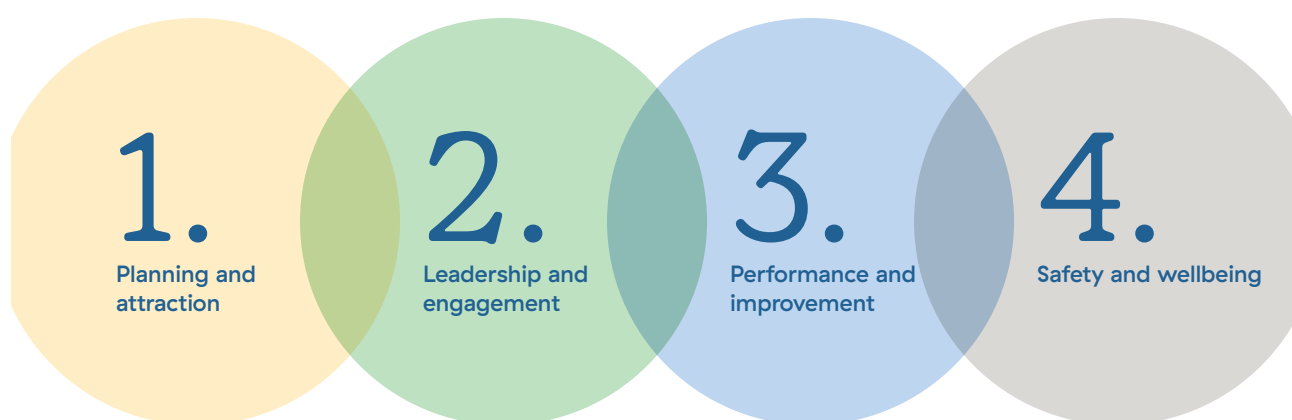
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Liverpool Plains Shire Council | Strategic Workforce Management Plan 2025–2029

This Action Plan sets out the individual actions which Council will undertake over the coming four years to ensure that we are able to maintain a sustainable, high performing and responsive organisation.

Our Action Plan has been structured around the following four pillars:



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Planning and attraction

Strategic priorities

Improve our workforce planning

Developing a proactive, data-driven approach to workforce planning that aligns with Council's corporate goals and service delivery needs.

Enhance our Employee Value Proposition (EVP)

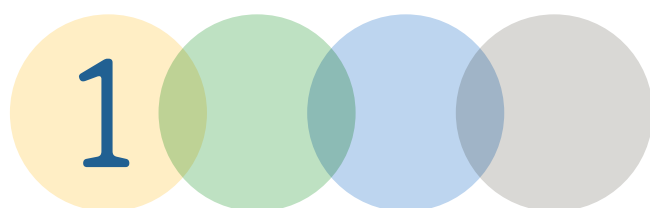
Developing and refining an effective EVP to better promote Council as an Employer of Choice in the Liverpool Plains Shire and beyond to attract quality job candidates.

Expand early career pathways

Increasing the number of Cadet, Apprentice and Trainee positions within Council's organisation structure, across both operations/trades and corporate/administration areas, to provide entry-level opportunities.

Desired outcomes

- ✓ Liverpool Plains Shire Council is recognised as a local Employer of Choice.
- ✓ Larger talent pool for job vacancies.
- ✓ Job vacancies are filled quicker.
- ✓ Staff turnover is reduced.



Action plan

Action		Measure/target	Scheduled delivery			
			25/26	26/27	27/28	28/29
Improve our workforce planning						
1.1.	Undertake regular performance reviews.	Performance reviews undertaken/ once per annum for 100% staff	✓	✓	✓	✓
1.2.	Provide regular workforce planning and turnover data to Executive Leadership Team.	Reporting to ELT/ Quarterly	✓	✓	✓	✓
1.3.	Review and improve the Exit Interview process to maximise feedback and inform workforce and organisational development initiatives.	Employees invited to participate in Exit Interviews/ 100% departing staff	✓	✓	✓	✓
Enhance our Employee Value Proposition (EVP)						
1.4.	Develop and implement a refreshed EVP that reflects the benefits of living and working in the Liverpool Plains.	EVP/ Developed and implemented	✓			
1.5.	Develop and implement a Reward and Recognition Strategy to attract and retain talent.	Reward and Recognition Strategy/ Developed		✓		
1.6.	Recognise employees' sustained engagement and service through service milestones.	Service Award Program/ Administered	✓	✓	✓	✓
Expand early career pathways						
1.7.	Partner with local schools and TAFE to promote Council career pathways.	Outreach events delivered/ Two per annum	✓	✓	✓	✓
1.8.	Seek funding via the NSW Government's <i>Fresh Start for Local Government Apprentices, Trainees and Cadets Program</i> to fund apprentice, trainee and cadet positions.	Funding applications submitted/ One per annum	✓	✓	✓	✓

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Leadership and engagement

Strategic priorities

Foster an engaged and inclusive workplace culture

Implementing initiatives that promote open communication, cross-functional collaboration, and ownership of organisational decisions.

Develop leadership capability at all levels

Investing in targeted leadership programs to build capability across all supervisor, management and leadership levels.

Empower our people leaders

Providing the tools, training and support to enable our managers, supervisors and team leaders to effectively engage, coach, develop and support their teams.

Desired outcomes

- ✓ Increased leadership capability across Council's organisation and operations.
- ✓ Higher levels of staff engagement and satisfaction.
- ✓ Improved communication and trust between staff and leadership.
- ✓ Stronger alignment between organisational goals and team performance.



Action plan

Action	Measure/target	Scheduled delivery				
		25/26	26/27	27/28	28/29	
Foster an engaged and inclusive workplace culture						
2.1.	Maintain and support an effective Consultative Committee.	Meetings held/ Four per annum				
2.2.	Provide biennial training to all Consultative Committee members.	Training delivered/ Once every two years				
2.3.	Conduct annual employee engagement survey to inform workforce and organisational development initiatives.	Survey delivered/ Once per annum				
2.4.	Facilitate reviews of the organisation structure, work methods and job design.	Reviews undertaken/ As required				
Develop leadership capability at all levels						
2.5.	Support employees to undertake vocational and tertiary studies.	Study assistance provided/ Per Council policy				
Empower our people leaders						
2.6.	Develop tools and templates for performance reviews, team planning, conflict resolution, and feedback conversations.	People Leader Toolkit/ Developed				
2.7.	Provide biennial Managing Performance and Productivity training to all people leaders and supervisors.	Training delivered/ Once every two years				

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Performance and improvement

Strategic priorities

Strengthen performance management

Embedding a clear and consistent approach to performance planning, feedback and development across all levels of Council's organisation and operations.

Leverage technology to drive innovation and improvement

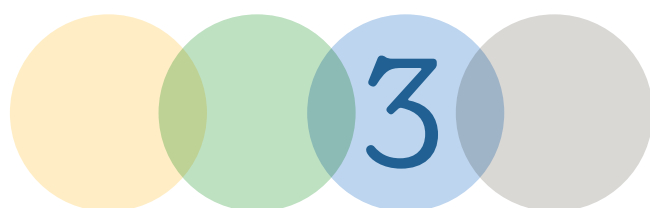
Investing in business systems and digital capability to enhance operational efficiency, enable data-informed decision-making, and improve service delivery to our customers and community.

Enhance workforce capability through learning and development

Providing targeted training and development aligned to future workforce needs, including digital capability, customer service, and compliance.

Desired outcomes

- ✓ Clear performance expectations and regular feedback across teams.
- ✓ Increased staff capability aligned with organisational priorities.
- ✓ Greater innovation and ownership of improvement initiatives.
- ✓ Measurable improvements in service delivery outcomes.



Action plan

Action	Measure/target	Scheduled delivery				
		25/26	26/27	27/28	28/29	
Strengthen performance management						
3.1.	Implement and maintain a simple, online performance review system across all departments.	Online performance review system/ Digitised and maintained				
Leverage technology to drive innovation and improvement						
3.2.	Progressively digitise employee forms and processes to enhance productivity and efficiency.	HR forms/ Digitised				
3.3.	Implement an online Delegations Register to provide a central, accessible system for managing and tracking delegated authority across the organisation.	Delegations Register/ Implemented and maintained				
3.4.	Implement an online Enterprise Risk Management system to enhance accountability and support a proactive risk culture.	Risk Management system/ Implemented and maintained				
Enhance workforce capability through learning and development						
3.5.	Deliver Compliance Training Program.	Compliance Training Program delivered/ Once per annum				

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Safety and wellbeing

Strategic priorities

Prioritise physical and psychological wellbeing

Embedding a holistic approach to employee wellbeing, with proactive health and wellbeing programs, EAP access, and a strong focus on championing safety in the workplace.

Strengthen WHS systems and compliance

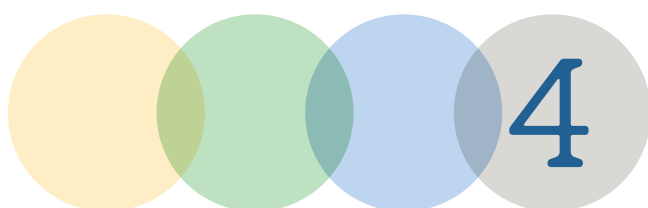
Continuously improving safety practices, reporting, and compliance through effective policies, leadership accountability, and incident management systems.

Utilise digital tools to support safety and wellbeing

Leveraging systems and mobile technologies for real-time hazard reporting to ensure a safety-conscious and responsive workplace.

Desired outcomes

- ✓ Employees feel safe, respected, and supported to manage work-related stress.
- ✓ WHS systems and reporting tools are user-friendly, timely, and accessible.
- ✓ Reductions in lost time injuries, psychological claims and sick days.
- ✓ Reduction in workers compensation insurance premium.



Action plan


Action	Measure/target	Scheduled delivery				
		25/26	26/27	27/28	28/29	
Prioritise physical and psychological wellbeing						
4.1.	Deliver an annual Employee Health and Wellbeing Calendar.	Calendar/ delivered				
4.2.	Provide independent specialist support to employees via an Employee Assistance Program.	EAP service/ provided				
4.3.	Facilitate biennial Mental Health First Aid training for all people leaders.	Training/ delivered				
Strengthen WHS systems and compliance						
4.4.	Maintain and support an effective Health and Safety Committee (HSC).	HSC meetings held/ Six per annum				
4.5.	Facilitate WHS induction and training for all staff.	Training/ delivered				
4.6.	Regularly update WHS policies and procedures.	Policies and procedures updated/ as required				
Utilise digital tools to support safety and wellbeing						
4.7.	Implement and maintain a safety and incident reporting system.	BeSafe system/ implemented and maintained				
4.8.	Implement and maintain a contemporary fleet management system.	Fleet management system/ implemented and maintained				



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6.4 ENDORSEMENT OF DRAFT COMMUNITY STRATEGIC PLAN

IP&R Linkage:	Goal: Our Council, community and business leaders work together effectively
	Strategy: Provide strong direction for the community through the development and delivery of the Integrated Planning and Reporting (IP&R) Framework
Author:	Katrina Gresser, Management Accountant
Authoriser:	Cian Middleton, General Manager
File Number:	G2025/0181
Annexures:	A. Liverpool Plains Shire Community Strategic Plan (Post-Exhibition Draft) ↓ 

RECOMMENDATION

That Council:

1. Pursuant to section 402 of the *Local Government Act 1993*, formally endorse the draft Liverpool Plains Shire Community Strategic Plan appended at *Annexure A*.

BACKGROUND

Under the Integrated Planning and Reporting (“IP&R”) provisions of the *Local Government Act 1993* (“the Act”), Council is required to develop and endorse a 10-year Community Strategic Plan outlining the community’s vision, priorities and aspirations for the future of the Liverpool Plains Shire. Under the IP&R framework, the Community Strategic Plan 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.

ISSUES AND COMMENTARY

The draft Community Strategic Plan appended at *Annexure A* has been prepared in accordance with the requirements of the Act, as well as the prescribed *Integrated Planning & Reporting Guidelines for Local Government in NSW* (“the IP&R Guidelines”) published by the Office of Local Government. The draft Community Strategic Plan was endorsed for public exhibition at the Extraordinary Meeting of Council held 12 May 2025 [**res. 2025/83**].

Public exhibition and community submissions

Consistent with Council’s resolution at the Extraordinary Meeting held 12 May 2025, the draft Community Strategic Plan was publicly exhibited from 12 May 2025 through to Friday, 13 June 2025. The public exhibition period was promoted via Council’s website and social media accounts, as well as via a public notice published in the *Quirindi Advocate* (21 May 2025).

No public submissions in relation to the draft Community Strategic Plan were received.

Amendments to draft Community Strategic Plan

Since the draft Community Strategic Plan was endorsed for public exhibition, the document has been subject to graphic design to ensure it meets established accessibility standards. As such, the appearance of the document is different to that of the version endorsed for public exhibition, but

the content remains the same. All changes made via the graphic design process were cosmetic, rather than material.

LEGISLATIVE AND POLICY IMPLICATIONS

- Section 402(1) of the Act provides that Council must develop and endorse a Community Strategic Plan 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 Community Strategic Plan must be reviewed and re-endorsed by Council before 30 June following each local government election.
- Clause 1.2 of the IP&R Guidelines requires the Community Strategic Plan 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 Community Strategic Plan 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 Community Strategic Plan is formally endorsed.

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

RISK IMPLICATIONS

Endorsement of the draft Community Strategic Plan, as recommended, ensures Council complies with its legislative obligations under the Local Government Act and the prescribed IP&R Guidelines.

COMMUNITY CONSULTATION

As noted above, the draft Community Strategic Plan is required to be publicly exhibited for a period of 28 days prior to being endorsed by Council. Accordingly, the draft Community Strategic Plan was publicly exhibited from Wednesday, 12 May to Friday, 13 June 2025. Following its endorsement by Council, the Community Strategic Plan will be published to Council's website.

CONCLUSION

The draft Community Strategic Plan outlines the main priorities and aspirations for the future of the Liverpool Plains Shire. The document has been prepared in accordance with the legislative requirements set out in the Local Government Act and prescribed IP&R Guidelines and has been publicly exhibited. Following conclusion of the public exhibition period, it is recommended that the draft Community Strategic Plan be formally endorsed by Council.

Community Strategic Plan 2025–2035

Horizon 2040



**Liverpool
Plains**
Shire Council

This Community Strategic Plan builds on the foundations of our existing 2022 plan and represents a refresh, rather than a complete redevelopment, ensuring continuity and alignment with community priorities.

Acknowledgement of Country

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

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

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

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02

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:

1.

Where are we now?

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.

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.

2.

Where do we want to be in 2040?

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.

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.

3.

How will we get there?

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.

4.

How will we know when we have arrived?

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.

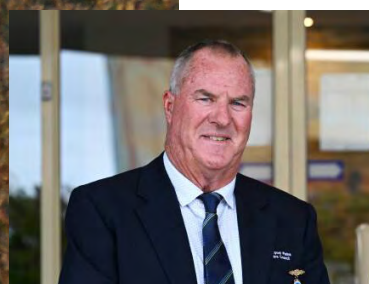
The community has told us once again that the priorities remain the same, with a focus on financial sustainability, roads, water management, health services, growth management and housing just to name a few. While the core of the plan remains largely unchanged, it's important to recognise that this is 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



04

The Liverpool Plains
Shire provides the best
of country living.

Our
vision

Liverpool Plains Shire Council | Community Strategic Plan 2025

05

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.



Community Strategic Plan 2025 | Liverpool Plains Shire Council

06

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.

07

Integrated Planning and Reporting (IP&R) framework



08



Liverpool Plains Shire Council | Community Strategic Plan 2025

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.



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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, Caroona, Currabubula, Pine Ridge, Premier, Spring Ridge, Wallabadah, and Willow Tree.

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

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

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

Our Liverpool Plains Shire

Liverpool Plains Shire Council | Community Strategic Plan 2025



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Community and economic profile



Liverpool Plains Shire Council | Community Strategic Plan 2025



Population

Population: 7,667

Families: 1,937

Median age: 48

Aboriginal and Torres Strait Islander: 14.8%

Born overseas: 16.9%



Workforce

Workforce participation: 52%

Median annual income: \$40,419

Local businesses: 1,014

Local jobs: 5,985



Education

Preschool students: 5.8%

Primary school students: 24.9%

Secondary school students: 19.8%

Highest educational attainment:

Vocational: 19.6%

Advanced diploma or diploma: 6.0%

Bachelor degree or higher: 9.3%



Economy

Top industries of employment:

Agriculture, forestry and fishing: 22.7%

Health care and social assistance: 11.7%

Transport, postal and warehousing: 7.8%

Education and training: 7.8%

Retail trade: 7.2%



Housing

Median house price: \$320,000

Median weekly rent: \$230

Average household size: 2.3 people



Land use

Total land area: 508,224 hectares

Protected land area: 11,369 hectares

Source: Australian Bureau of Statistics

Community Strategic Plan 2025 | Liverpool Plains Shire Council

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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.



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.

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The United Nations (UN) Sustainable Development Goals

The United Nations (UN) Sustainable Development Goals (SDG) 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.

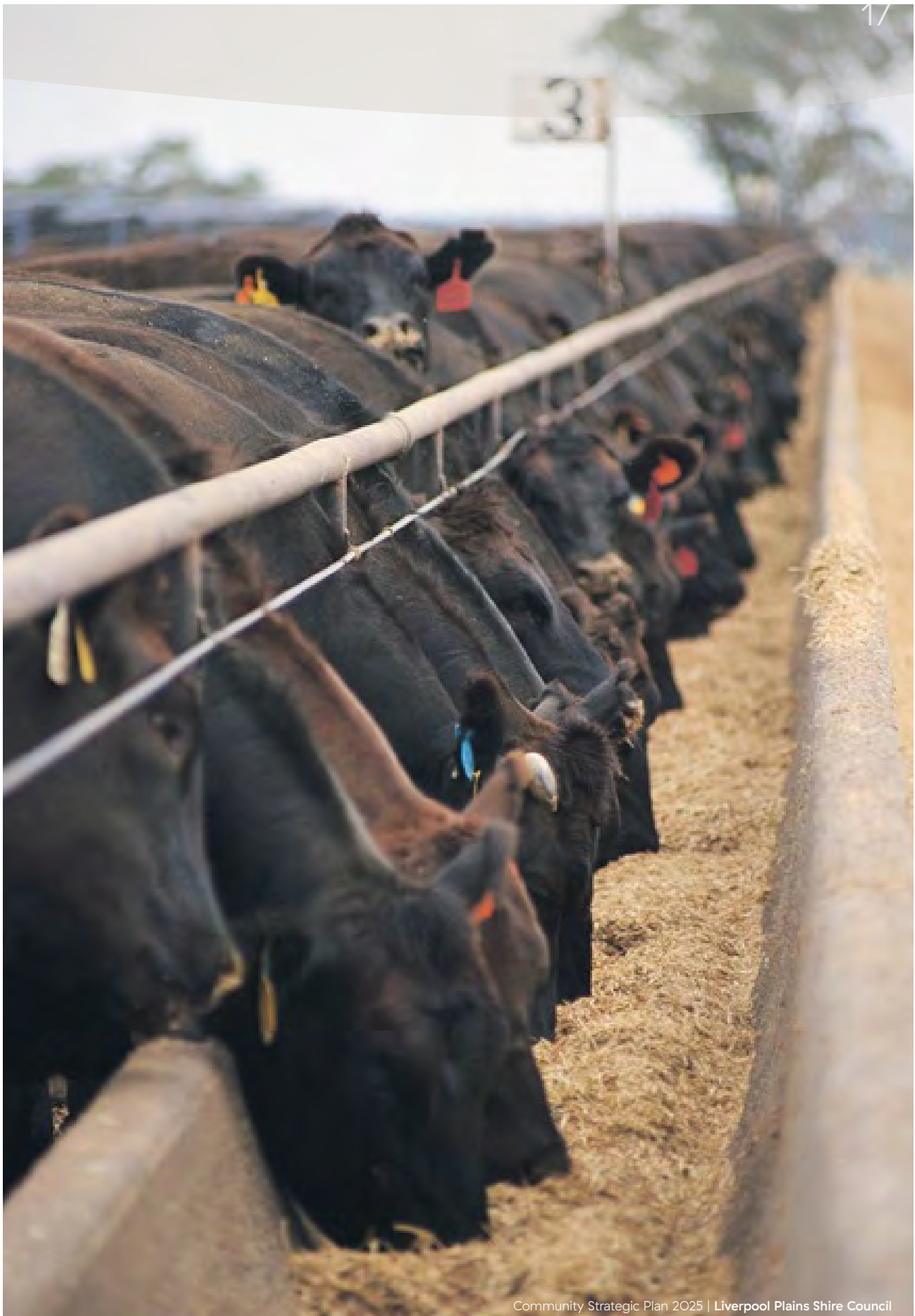
There are 17 SDGs which aim to increase global well-being through addressing some of society's key challenges including climate change, economic and gender inequality, sustainable consumption and innovation. Many of the goals are relevant to local governments. Goal 11, to "Make cities and human settlements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



Planning in partnership

Liverpool Plains Shire Council | Community Strategic Plan 2025



Community Strategic Plan 2025 | Liverpool Plains Shire Council

Community engagement

How you participated

Our Community Strategic Plan was prepared in 2022. In reviewing 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 this document 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.

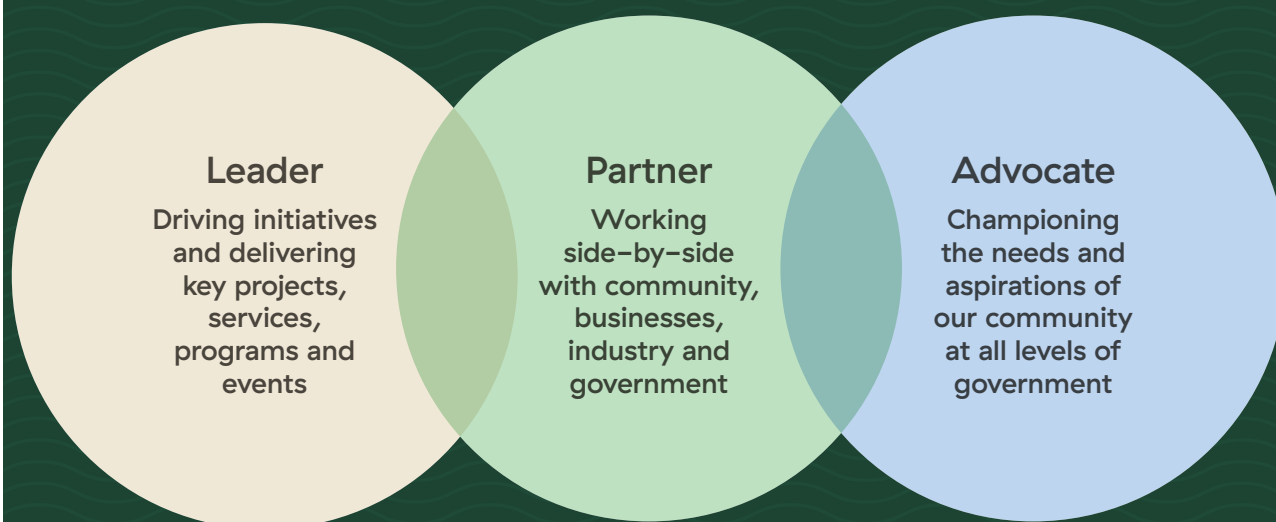
Council plays a key role in providing essential services and infrastructure to the community. Where Council has a direct service responsibility, it will work with the community to determine appropriate service levels, balancing expectations with financial sustainability. These service levels are outlined 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.

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Liverpool Plains Shire Council | Community Strategic Plan 2025

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A dark blue background featuring a stylized, light blue graphic of a tree and a winding path. The path starts from the bottom left and curves upwards towards the right, ending near the base of the tree. The tree has a simple trunk and a rounded, bushy canopy.

Our Community Strategic Plan

Community Strategic Plan 2025 | Liverpool Plains Shire Council

Our plan on a page



Community

Objective 1: Our community offers a great rural lifestyle.

Strategies	Lead agency	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



Leadership

Objective 2: Our shire has strong, trusted and accountable leadership.

Strategies	Lead agency	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



Environment

Objective 3: Our natural and built environments are valued, sustainable and liveable.

Strategies	Lead agency	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 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 4: Our economy is thriving, diverse and growing.

Strategies	Lead agency	Council's role
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

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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

Everyone

What you can do to help achieve our objective

- Report crime or anti-social behaviour to Police or Crime Stoppers
- Report graffiti to Liverpool Plains Shire Council
- Join a sporting club or take up a sport
- Volunteer or join a service club or not-for-profit organisation
- Attend community events, festivals and celebrations
- Join Central Northern Regional Library
- Support and promote multiculturalism
- Get to know your neighbours
- Learn about local history, culture and heritage

Partners

Who can help achieve our objective

- Arts North West
- Central Northern Regional Library
- Community groups and service clubs
- Local Aboriginal Land Councils
- National Broadband Network (NBN)
- NSW Department of Communities and Justice
- NSW Department of Family and Community Services
- NSW Health
- Regional Development Australia (RDA) Northern Inland
- Sporting clubs and associations
- Telecommunications providers

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

“Improved connectivity and more reliable mobile and internet coverage”

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

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



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

Related Sustainable Development Goals



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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

Everyone

What you can do to help achieve our objective

- Attend or watch online Council meetings
- Join a Council-facilitated committee
- Participate in community consultations
- Provide feedback on Council's services, projects, programs and events
- Visit Council's website and engage with Council via social media

Partners

Who can help achieve our objective

- Federal and State Members of Parliament
- Local Government NSW
- Local and regional media
- NSW Office of Local Government
- Residents

“

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

“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”

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

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

Related Sustainable Development Goals



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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

Everyone

What you can do to help achieve our objective

- Reduce waste, reuse and recycle
- Bin your litter or take it home
- Compost kitchen and green waste
- Use water wisely and follow water restrictions
- Report noxious weeds
- Report illegal waste dumping and polluting
- Manage invasive weeds and species on private property
- Consider sustainable design principles, energy efficiency and water efficiency when building or renovating

Partners

Who can help achieve our objective

- Landcare groups
- North West Local Land Services
- NSW Department of Planning and Environment
- NSW Environment and Heritage
- NSW National Parks and Wildlife Services
- NSW State Emergency Service
- NSW Rural Fire Service
- Primary producers and landholders

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“

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

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

”

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

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

Related Sustainable Development Goals



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

Everyone

What you can do to help achieve our objective

- Support local business and buy locally when possible
- Use local and regional service providers
- Be friendly to visitors and tourists
- Offer training and professional development opportunities in your business
- Consider taking on an apprentice, trainee, cadet or student for work placement in your business

Partners

Who can help achieve our objective

- Business operators and traders
- Destination Country Outback
- Event organisers
- Liverpool Plains Chamber of Commerce
- Regional Development Australia (RDA) Northern Inland
- Tourism operators and accommodation providers

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“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”

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

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



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

Related Sustainable Development Goals





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7 REPORTS OF THE DIRECTOR CORPORATE AND COMMUNITY SERVICES

7.1 CORPORATE AND COMMUNITY SERVICES DIRECTORATE REPORT MAY 2025

IP&R Linkage:	Goal: Our Council, community and business leaders work together effectively
	Strategy: Provide strong direction for the community through the development and delivery of the Integrated Planning and Reporting (IP&R) Framework
Author:	Dean Frost, Director Corporate and Community Services
Authoriser:	Cian Middleton, General Manager
File Number:	G2025/0189
Annexures:	Nil

RECOMMENDATION

That Council:

1. Receive and note the Corporate and Community Services Directorate update report for May 2025.

BACKGROUND

Liverpool Plains Shire Council ("Council") adopted its current organisation structure at its Ordinary Meeting held 03 February 2021 [res. 2021/6]. Council's current organisation structure comprises three Directorates, namely Executive Services, Corporate and Community Services and Infrastructure and Environmental Services.

The Corporate and Community Services Directorate comprises four business units:

- Community and Recreation Services;
- Finance;
- Governance and Risk; and
- Customer and Information Services.

This report provides a briefing on activities, services, programs, and projects progressed by the Corporate and Community Services Directorate.

ISSUES AND COMMENTARY

Briefings on activities, services, programs, and projects for each of the Directorate's four business units are detailed in *Tables 1, 2, 3, 4, and 5*, below:

Table 1 – Community and Recreation Services	
Function	Briefing
Strategic Initiatives	<ul style="list-style-type: none"> • Regional Drought Resilience Plan –Funding for Stage 2 of the Regional Drought Resilience Plan has been approved. Sefton & Partners have commenced the plan for Stage 2 – Implementations.

Table 1 – Community and Recreation Services	
Function	Briefing
Royal Theatre	<ul style="list-style-type: none"> There were no bookings at the Royal Theatre in May.
Eastside Long Day Care Centre	<ul style="list-style-type: none"> A total of 42 children attended the Centre in May. The contracted Education Lead is working with staff to develop the education program. A mentor has been in place to support the A/Coordinator.
Library Services and Community Development.	<p>Quirindi Library hosted 11 events during May: Storytimes x 4 = 45 participants, Daytime Book Group x 1 = 5 participants, Evening Book Group x 1 = 10 participants, Sit and Stitch Craft Group x 2 = 13 participants, Sydney Writers Festival x 3 days = 26 participants.</p> <p>Werris Creek Library hosted 10 events during May: Storytimes x 3 = 6 participants, Knitting group x 2 = 9 participants, Book sale x 1 = 96 participants, Library choir x 1 = 21 participants, National Simultaneous Storytime at Werris Creek Public School x 1 = 21 participants, Sydney Writers Festival x 2 days = 8 participants.</p> <p>Staff participated in WHS mentoring training from State cover. Library Staff participated in Novelist Readers Advisory training provided by the NSW State Library.</p> <p>National Simultaneous Storytime was celebrated at Werris Creek Public School. Staff visited the school to read the story "The Truck Cat" by Deborah Frenkel. After the story was read the children made their own paper truck cat to take home with them.</p> <p>The Undercover Harmonies Choir performed in the Werris Creek Library with 21 members of the public attending and participating. Two songs were sung and a good time was had by all.</p> <p>The Sydney Writers Festival was streamed for two days at Werris Creek Library and for three days at the Quirindi Library. The program was varied and interesting this year and those that attended really enjoyed the sessions.</p> <p>Home Library deliveries were completed in May, in partnership with GoCo.</p> <p>Digital loans: Willow Tree 25 eaudio, 2 ebook, Werris Creek 106 eaudio, 15 ebook, Currabubula 49 eaudio, 12 ebook, Quirindi 284 eaudio, 45 ebook.</p> <p>Community Development:</p> <p>Community Funding Program - sent out letters to the successful/unsuccessful applicants. Made payments to those that have submitted their vendor information.</p> <p>Staff visited the Historical Society to see what is in the museum and what services they offer.</p> <p>CDO attended a NAIDOC meeting at Winanga-Li.</p> <p>Communicated with Werris Creek Lions Club about the park benches from the last round of Community Funding and is still on going to finalise the project.</p>
Quirindi Community Hub	<ul style="list-style-type: none"> There was a total of 30 individual events/bookings in the Community Hub during May. 13 of these were to external organisations and individuals. 17 of these were for the library/LPSC or associated events.

Table 1 – Community and Recreation Services	
Function	Briefing
Plains Fitness	<ul style="list-style-type: none"> • Membership is at 315. • As the weather cools down, visits to the gym slow down. As part of the ongoing membership growth strategy, Plains Fitness has started an 8-week Kick Start Program with 11 members taking part. • Members of the Werris Creek Magpie football club 14 years female team attended the gym with their coach for additional strength and conditioning training. A number of local sporting teams are utilising the gym for regular training sessions. This helps promote the gym to a new audience and promotes healthy lifestyle choices, particularly to young people.
Aquatic Facilities	<ul style="list-style-type: none"> • Werris Creek Pool has been closed for winter and prepared for off season maintenance.
Quirindi Aquatic Centre Redevelopment Project	<p>The Quirindi Aquatic Centre Redevelopment project has moved into the construction phase.</p> <p>During May the following works were undertaken,</p> <ul style="list-style-type: none"> • Continue tiling to main pool • Commence tiling to program pool • Waterproofing to gutters of main & program pools • Water proofing to retaining wall & installation of drainage • Completion of ramp to program pool (concrete pour) • Completion of framework to picnic structures at southern end • Formwork, excavation of footings and reinforcing steel installation to plantroom slab • Concrete pour of plantroom slab and program pool ramp • Installation of termite protection of plantroom slab • Civil electrical works under concrete surrounds • Commence preparation of surrounds for concreting – backfilling to subgrade height <p>The project remains schedule for completion prior to the 25/26 Pool season</p>

Table 2 – Information Services		
Function	Briefing	
Information Technology and Business Systems	Total number of helpdesk and general IT support tickets resolved:	
	IT Support tickets	May 2025
	Internally resolved	179
	RMT Support	85

Table 3 – Finance	
Function	Briefing
Financial Reporting	<ul style="list-style-type: none"> Statutory returns – including Business Activity Statement (BAS) filed with appropriate statutory bodies. Management of Council’s investments in line with approved policy, report for May submitted. Ongoing Grant acquittals being actioned as required. External Interim Audit by the Audit office has commenced. Vanguard Consulting engaged by the GM to oversee the preparation of Financial Statements and to coordinate the External Audit.
Financial Strategy	<ul style="list-style-type: none"> FY26 Operational Budget and LTFP 2026 – 2035 has been on Public Exhibition for 28 days and now ready for adoption by Council at the 30 June Ordinary Meeting.
Procurement and Contracts	<ul style="list-style-type: none"> GM has commenced an organisational structure review and has proposed changes to reporting lines for Procurement.
Rates and Water Billing	<ul style="list-style-type: none"> Water Billing – Cycle 4 commenced Rates 4th Instalment Notices issued with a due date of 31 May
Integrated Planning and Reporting (IP&R)	<ul style="list-style-type: none"> Delivery and Operational Plans has been on Public Exhibition for 28 days and is ready to be adopted by Council at the 30 June Ordinary Meeting. Community Strategic Plan (CSP) has been on Public Exhibition for 28 days and now ready for adoption by Council at the 30 June Ordinary Meeting.

Table 4 - Governance and Risk	
Function	Briefing
Corporate Governance	<ul style="list-style-type: none"> Development of the EOI for the Sale of the Royal Theatre. Provision of policies and documentation for External Auditors. Completion of the 2025 Public Interest Disclosure self-assessment audit

Table 4 - Governance and Risk	
Function	Briefing
Internal Audit and Risk Management	<ul style="list-style-type: none"> Review of Fire Evacuation Diagrams in Council Facilities. Quarterly ARIC Meeting held during May 2025. Participate in the NSW Resources Regulator Audit of Council quarries. Finalisation of Council's Contractor Management Procedures. Finalise the 2024/25 Internal Audit reports. Coordinate Internal Audit of the Werris Creek Industrial Precinct Project.

Table 5 – Customer Service																											
Function	Briefing																										
Customer and Visitor Services	<table> <tr> <th colspan="2">Teams Calls May 2025</th></tr> <tr> <td>Answered</td><td>896</td></tr> <tr> <td>Voicemail</td><td>9</td></tr> <tr> <td>Abandoned</td><td>24</td></tr> <tr> <td>Virtual Office (after hours)</td><td>51</td></tr> </table> <table> <tr> <th colspan="2">In person enquiries May 2025</th></tr> <tr> <td>Front Counter</td><td>383</td></tr> <tr> <td>VIC</td><td>330 (* incl. 5 Council related transactions)</td></tr> <tr> <td>Service NSW</td><td>1301 (* incl. 176 during extended trading hours)</td></tr> </table> <table> <tr> <th colspan="2">Customer Requests May 2025</th></tr> <tr> <td>Created</td><td>735</td></tr> <tr> <td>Completed</td><td>536</td></tr> <tr> <td>Active</td><td>199</td></tr> </table>	Teams Calls May 2025		Answered	896	Voicemail	9	Abandoned	24	Virtual Office (after hours)	51	In person enquiries May 2025		Front Counter	383	VIC	330 (* incl. 5 Council related transactions)	Service NSW	1301 (* incl. 176 during extended trading hours)	Customer Requests May 2025		Created	735	Completed	536	Active	199
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LEGISLATIVE AND POLICY IMPLICATIONS

There are no legislative or policy implications for Council associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

RISK IMPLICATIONS

There are no risk implications for Council associated with this report.

COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

CONCLUSION

It is recommended Council receive and note the report on services and activities within the Corporate and Community Services Directorate for May 2025 as detailed in this report.

7.2 ADOPTION OF 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: Dean Frost, Director Corporate and Community Services

File Number: G2025/0179

Annexures:

- A. Fees and Charges 2025-2026 - Submissions [↓](#) 
- B. Combined Delivery Program 2026-2029 and Operational Plan 2025-2026 (Draft) [↓](#) 
- C. Fees and Charges Schedule 2025-2026 (Draft) [↓](#) 

RECOMMENDATION

That Council:

1. Request the General Manager respond to each of the submissions received as appended at *Annexure A*.
2. Pursuant to sections 404 and 405 of the Local Government Act 1993, the Combined Delivery Program 2026-2029 and Operational Plan 2025-2026, including the Statement of Revenue Policy and Financial Information, appended at *Annexure B*, and the Fees and Charges 2025-2026, appended at *Annexure C*.
3. Pursuant to clause 211(2) of the Local Government (General) Regulation 2021, approve expenditure and vote funds as detailed in the Operational Plan 2025-2026 and Financial Information.
4. Pursuant to section 405(6) of the Local Government Act 1993, place the Operational Plan 2025-2026 on Council's website within 28 days of adoption.

BACKGROUND

The Integrated Planning and Reporting ("IP&R") provisions contained in the *Local Government Act 1993* ("the Act") requires Council to implement the strategies established by the Community Strategic Plan ("the CSP") using the resources identified within Councils Resourcing Strategies.

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 the 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 draft Delivery Program 2026-2029 and draft Operational Plan 2024-2025 includes the draft 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.

ISSUES AND COMMENTARY

At the Council Meeting held 12th May 2025, Council resolved to place the draft Combined Delivery Program 2026-2029 and Operational Plan 2025-2026, including the Revenue Policy and Financial Information for 2025-2026 and the draft Fees and Charges 2025-2026 on public exhibition for 28 days.

These documents were placed on public exhibition from 13 May to 12 June 2025.

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 CSP 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 CSP 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 with responsibility of each strategic activity assigned to a Senior Council Officer.

Nil submissions were received for the Delivery Program while on public exhibition.

Draft Operational Plan 2025-2026

The draft annual Operational Plan details the actions and projects that Council proposes to undertake during 2025-2026.

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

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

The draft Combined Delivery Program and Operational Plan contained at *Annexure B* has been modified since being placed on public exhibition. Changes to the format and presentation of the draft CSP Community Outcomes and Objectives have been updated throughout the Delivery Program to ensure consistency throughout the IPR documents. These are of a minor nature and do not affect the intent of the public exhibition document.

Nil submissions were received for the Operational Plan while on public exhibition.

Financial Information and Statement of Revenue Policy

The draft Financial Information and Statement of Revenue Policy outlines Council's expected income and expenditure for the 2025-2026 financial year. Council is anticipating investing \$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 1st step 20 per cent increase (\$3.94) and 2nd 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

Nil submissions were received for the draft Financial Information and Statement of Revenue Policy while on public exhibition.

Financial Information and Statement of Revenue Policy

No changes or updates have been made to the draft Financial Information since being placed on public exhibition.

The Statement of Revenue Policy has been updated to reflect the finalised supplementary rate valuations and shows a slight reduction of (\$2,603) to the Ordinary Rates yield of \$10,120,464 endorsed at the 12 May Extraordinary Council Meeting for public exhibition.

The new rates yield is \$10,117,861 for the 2025-2026 financial year, see table below;

Ordinary Rates						
Rating Category	Sub-Category	Number of Assessments	Ad Valorem cents in \$	Base Amount \$	Base Amount % of Yield	Est. Total Rate Income \$
Farmland	Farmland	1,025	0.00192517	520	9.24%	5,769,500
Residential	Quirindi	1,233	0.00618776	400	39.69%	1,242,506
	Residential – Mixed Development	9	0.00618368	400	43.70%	3,372
	Rural	528	0.00557863	400	27.01%	782,029
	Villages	538	0.00672295	400	47.80%	450,178
	Werris Creek	686	0.00930124	400	48.08%	570,658
Business	Quirindi	140	0.02249205	520	16.85%	432,023
	Business – Mixed Development	9	0.02249205	520	22.15%	12,490
	Villages	46	0.02249205	520	18.01%	132,800
	Premier	7	0.02353206	520	49.59%	7,340
	Spring Ridge	6	0.02249205	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	29	0.02249205	520	24.82%	60,755
Mining	Mining	2	0.03253586	2,725	19.40%	28,095
	Coal	1	0.02821151	2,725	0.49%	558,492
		4,287	10,117,861			

Schedule of Fees and Charges

The following notifications, updates and changes have been made to the draft Fees and Charges Schedule since being placed on public exhibition, details outlined below:

The Office of Local Government Circular 25-06 dated 10 April 2025 highlighted that the following items remain unchanged from the prior year, see extract below:

1. Maximum Interest Rate on Overdue Rates and Charges

Remains the same as the 2024-2025 percentage rate of 10.5%.

Notice giving effect to these decisions has been published in the NSW Government Gazette (Government Gazette No 119 – 28 March 2025).

2. Section 603 Certificate

Remains the same as the 2024-2025 fee of \$100.

Council received the NSW Department of Planning, Housing and Infrastructure - Schedule of planning and development fees and charges for 2025/26 financial year during the public exhibition period. The following table shows the statutory updates made in the draft Fees and Charges schedule;

Category	Fee name	24/25 Fee \$	25/26 Fee \$	% inc.	\$ inc.
Development & Planning Services Information					
	S10.7(2) Standard Planning Certificate (Part 9 Sch. 4 EPA Reg.)	69.00	71.00	2.90%	2.00
	S10.7(2) + (5) Standard + Additional Information Certificate (Part 9 Sch. 4 EPA Reg.)	174.00	178.00	2.30%	4.00
Development & Planning Services Information Information compiled from files					
	Copy of certified document, maps and Plans under S10.8 EPA Act (Part 9 Sch.4 EPA Reg)	69.00	71.00	2.90%	2.00
Development & Planning Services Application Fees DA Public Notification					
	Giving notice of Designated Development	2,890.00	2,957.00	2.32%	67.00
	Giving notice of nominated integrated development, threatened species development of Class 1 aquaculture development	1,480.00	1,472.00	-0.54%	-8.00
	Giving notice of prohibited development	1,438.00	1,472.00	2.36%	34.00
Development & Planning Services Application Fees Development Application					

DA - erection of a dwelling less than \$100,000 (Part 2 Sch.4 EPA Reg.)	592.00	606.00	2.36%	14.00
DA - not involving building works, subdivision or demolition (Part 2 Sch.4 EPA Reg.)	371.00	379.00	2.16%	8.00
Development & Planning Services Application Fees DA - Local Development involving building or works				
Less than \$5,000 (Part 2 Sch.4 EPA Reg.)	144.00	Fee: 147.00	2.04%	3.00
\$5,001 – \$50,000 (Part 2 Sch.4 EPA Reg.)	220.00	226.00 plus an additional \$3.00 for each \$1,000 (or part of \$1,000) of the estimated cost	2.65%	6.00
\$50,001 – \$250,000 (Part 2 Sch.4 EPA Reg.)	459.00	469.00 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	2.13%	10.00
\$250,001 – \$500,000 (Part 2 Sch.4 EPA Reg.)	1,509.00	1,544.00 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	2.27%	35.00
\$500,001 – \$1,000,000 (Part 2 Sch.4 EPA Reg.)	2,272.00	2,325.00 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	2.28%	53.00
\$1,000,001 – \$10,000,000 (Part 2 Sch.4 EPA Reg.)	3,404.00	3,4834.00 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	0.87%	30.00
More than \$10,000,001 (Part 2 Sch.4 EPA Reg.)	20,667.00	21,146.00 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	2.27%	479.00
Development & Planning Services Application Fees Additional DA Fees for Particular Development Categories				
Integrated Development (Part 3 Sch.4 EPA Reg.)	183.00	187.00	2.19%	4.00
DA requiring Concurrence (Part 3 Sch.4 EPA Reg.)	183.00	426.00	132.79%	243.00
Designated Development Fee (Part 3 Sch.4 EPA Reg.)	1,198.00	1,226.00	2.34%	28.00
Development & Planning Services Application Fees DA - Subdivision				

DA Fee for subdivision not involving opening of public road (Part 2 Sch.4 EPA Reg.)	430.00	440.00 plus \$53 per additional lot	2.27%	10.00
DA Fee for subdivision involving opening of public road (Part 2 Sch.4 EPA Reg.)	865.00	885.00 plus \$65 per additional lot	2.26%	20.00
DA Fee for strata title subdivision (Part 2 Sch.4 EPA Reg.)	430.00	440.00 plus \$65 per additional lot	2.27%	10.00
Development & Planning Services Post Approvals Modification/Amendments/Reviews of Development Applications				
S4.55(1) Modification - minor error, misdescription or miscalculation - by applicant (Part 4 Sch.4 EPA Reg.)	92.00	95.00 for error/change by applicant	3.16%	3.00
S4.55(1A) & S4.56(1) Modifications - Minimal Environmental Impact - others (Part 4 Sch.4 EPA Reg.)	839.00	859.00 or 50% of original fee, whichever is lower	2.33%	20.00
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	253.00	2.43%	6.00
S4.55(2) & S4.56(1) Modifications - Some Environmental Impact - up to \$5,000 (Part 4 Sch.4 EPA Reg.)	71.00	73.00	2.82%	2.00
S4.55(2) & S4.56(1) Modifications - Some Environmental Impact - \$5,001 - \$250,000 (Part 4 Sch.4 EPA Reg.)	110.00	113.00, plus \$1.50 for each \$1,000 of the estimated cost	2.65%	3.00
S4.55(2) & S4.56(1) Modifications - Some Environmental Impact - \$250,001 - \$500,000 (Part 4 Sch.4 EPA Reg.)	651.00	666.00, plus \$0.85 for each \$1,000 (or part) that exceeds \$250,000	2.25%	15.00
S4.55(2) & S4.56(1) Modifications - Some Environmental Impact - \$500,001 - \$1 million (Part 4 Sch.4 EPA Reg.)	927.00	949.00, plus \$0.50 for each \$1,000 (or part) that exceeds \$500,000	2.32%	22.00
S4.55(2) & S4.56(1) Modifications - Some Environmental Impact - \$1,000,001 - \$10 million (Part 4 Sch.4 EPA Reg.)	1,285.00	1314.00, plus \$0.40 for each \$1,000 (or part) that exceeds \$1 Million	2.21%	29.00
S4.55(2) & S4.56(1) Modifications - Some Environmental Impact - More than \$10 million (Part 4 Sch.4 EPA Reg.)	6,167.00	6,310.00 plus \$0.27 for each \$1,000 (or part) that exceeds \$10 Million	2.27%	143.00

The following fee description was amended from 'Off Peak Adult Entry 1-6pm available during school terms' only to 'Off Peak Adult Entry 10am-2pm available during school terms only. The fee of \$3.00 remains unchanged.

Other fees and charges that are prescribed by the NSW State Government with Council having no discretion in the determination of these fees will be amended as Council becomes aware of them.

Council received six (6) submissions relating to Fees and Charges during the public exhibition period and thanks these members of the public for their feedback (*Annexure A*). The following table summarises these submissions and Council's response;

Submitter	Item	Submission	Management Response
Community Group – Liverpool Plains Business Chamber	Fees and Charges Schedule – Plains Fitness Partners Membership	Verbal query from Liverpool Plains Business Chamber in meeting with GM and Deputy Mayor on 10 June 2025 in relation to the 'Partners Membership' for the Plains Fitness Recreation Centre, referencing the Chamber. The Chamber has requested further information around this, advising that they did not know about this program.	This fee was introduced in 2024-2025. The fee intends to provide incentives for small business employees to have access to (bulk purchase) discounted membership fees if they and four others who employers were members of the Chamber. It was hoped this may act as an incentive to participate in the Business Chamber. This was communicated to the Business Chamber on 6 May 2024. This category also includes sports clubs – again to provide a "bulk discount". Fitness Centre staff will contact the Chamber given the submission.
User Group – Showground User Group	Fees and Charges Schedule – All Council Facilities, Cancellation Fees	Verbal query at meeting with GM on 10 June 2025 in relation to cancellation fees for 'All Council Facilities'. Query related to whether this is applicable to user groups, or just casual hirers.	Page 31 – Cancellation Fees – amended to include 'Does not apply to User Groups with Council Agreements'
2 x Members of the public	Fees and Charges Schedule – Currabubula Bulk Water Fill Facility	2x separate email submissions requesting access to the water which is currently not readily available and would be helpful to a community who not connected to town water.	The costs of providing this service is more than the cost of potable water from existing sources. A new fill point will be installed at Werris Creek to better support Currabubula. Recommendation: No Change
Werris Creek Swimming Club Inc.	Fees and Charges Schedule – User group/hire fees	Objection to the proposed fee/hire increase	The majority of fees are proposed to increase by CPI - 3.5%. The exceptions are listed

	for Werris Creek Pool		below and are round to the nearest \$ or 50c. <ul style="list-style-type: none"> • School student - increase 50c (20%) Nearest 50c • Spectator - increase 50c (20%) Nearest 50c • Pensioners - increase 50c (16.67%) Nearest 50c • Swimming club lane hire per hour increase 50c (12.5%) Nearest 50c • Exclusive use of Pools- Increase \$10 (11.11%) Nearest \$ • Adults – increase 50c (10%) Nearest 50c Recommendation: No Change
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Council requested consideration into the fees for Longfield Oval lighting and moving towards a user charge system. The result is two new fees to be implemented for all sporting fields as follows:

- \$22.50 per hour – Competition Lights Charge (full cost recovery)
- \$11.25 per hour – Training Lights Charge (partial cost recovery).

Usage will be captured within the user application and charged individually for each club.

At the time of production for the 2025-2026 Liverpool Plains Shire Council Schedule of Fees and Charges, these user groups had not formally advised that they wished to proceed to enter into a User Agreement for the 2025-2026 year.

Now that we have received confirmation from Quirindi Grasshoppers Rugby League Football Club and North-West Cow Horse Association, a review of the Liverpool Plains Shire Council 2025-2026 Fees and Charges and comparable user group fees was undertaken, and the following figures are now being proposed that are in line with current values:

- Quirindi Grasshoppers Rugby League Football Club \$5,355
- North-West Cow Horse Association \$4,595

LEGISLATIVE AND POLICY IMPLICATIONS

The IP&R framework is a requirement of the Act and the development and adoption of the draft Delivery Program, Operational Plan, Financial Information, Statement of Revenue Policy and Fees and Charges ensures that Council achieves compliance with its responsibilities to implement the IP&R framework. These documents have been prepared in accordance with the IP&R 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 financial information 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 which has been submitted to Council in a separate report.

RISK IMPLICATIONS

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

COMMUNITY CONSULTATION

Consistent with Council's legislative obligations under section 404 and 405 of the Act, the draft combined Delivery Program and Operational Plan 2025-2026 was publicly exhibited for 28 days from 13 May – 12 June 2025.

As detailed above, six (6) submissions were received during the exhibition period, and Council is required under section 404 and 405 of the Act to consider these submissions prior to the adoption of the combined Delivery Program and Operational Plan. The collated public submissions have been redacted in accordance with the current Privacy and Personal Information Protection Act 1998 requirements and are appended at *Annexure A*.

CONCLUSION

At its Ordinary Meeting of Council held 12 May 2025, Council resolved to place the draft Combined Delivery Program 2026-2029 and Operational Plan 2025-2026, containing the Financial Information and Statement of Revenue Policy and the draft Fees and Charges Schedule 2025-2026 on public exhibition in accordance with *Section 405 of the Local Government Act [res 2025/84]*.

During the exhibition period 6 submissions were received from the community, as appended at *Annexure A*. However, no significant or strategic changes were required in response to community feedback.

It is recommended that Council adopt the draft Operational Plan 2025-2026, including the draft Financial Information, Statement of Revenue Policy and Fees and Charges, and formally resolve to approve expenditure and vote funds to implement the Operational Plan. Following adoption, the Operational Plan will be published to Council's website, as required under section 404 and 405 of the Act.

The implementation of Council's Delivery Program via the Operational Plan is reported bi-annually to Council and the community. If Council wishes to instigate new projects in the 2025-2026 year or terminate existing projects, these will require a resolution of Council and will be formalised through the bi-annual reporting process and Quarterly Budget Review process. This information will also be presented annually in the Annual Report, providing a high level of accountability and transparency around the implementation of Council's Delivery Program through the Operational Plan.

Fees and Charges – Public Exhibition Submissions received 13 June 2025**1. Member of the public -**

Submission - draft 2025-2026 fees and charges schedule - Currabubula bulk water fill facility

Good evening,

I wish to make a submission as a resident of Liverpool Plains Shire Council on the draft 2025-2026 fees and charges schedule.

I kindly request that Council include relevant fees for non-potable water from the Currabubula public access bulk water filling facility as this does not appear to be included in the draft 2025-2026 fees and charges document currently on public exhibition.

I kindly request that Council consider that the price per kilolitre for water supplied from this facility should be less than the fee for potable water which is supplied through the bulk fill facility at Quirindi. The Currabubula bulk fill facility is raw water and Council does not incur any costs for treatment processes for water supplied from this facility, hence the rate per kilolitre should reflect this.

Furthermore, I request that the fee for minimum charge per use of the Currabubula bulk fill facility is calculated in line with the Quirindi bulk fill facility. I.e: This should be a figure less than the minimum charge of \$10.00 for Quirindi given the water supplied is non-potable, and no more than 1.45 times the usage charge of one kilolitre of water.

EG: Minimum charge ÷ Usage Charge ≤ 1.45. When this formula is applied to Quirindi bulk fill facility fees: \$10.00 ÷ \$6.90 = 1.449 (3 dec places).

Thank you for your consideration. Please let me know if you have any questions.

2. Member of the public -

Draft 2025-2026 fees and charges schedule submission: Currabubula bulk water fill facility

Good morning,

As a resident of Currabubula I am formally submitting my comments on the draft 2025-2026 fees and charges schedule. This water is currently not readily available and would be helpful to a community who not connected to town water.

I urge the Council to include fees for non-potable water from the Currabubula public access bulk water filling facility, which are absent from the current draft. Additionally, I propose that the price per kilolitre for water from this facility be set lower than that for potable water from the Quirindi bulk fill facility. Since Currabubula provides raw water without treatment costs for the Council, the rate should reflect this.

I recommend that the minimum charge per use of the Currabubula facility be aligned with the Quirindi facility, but lower, given the non-potable nature of the water.

3. to 5 - Community Groups x 3 – verbal submissions directly to General Manager -

Submitter	Item	Submission
Community Group (Wallabadah Community Association Inc.)	Schedule of Fees and Charges – Wallabadah Hall	Verbal submission received at Wallabadah Community Association meeting held 10 June 2025 requesting hire fee for Wallabadah Hall be reviewed, noting the condition of the facility and the need to encourage and facilitate community use.
Community Group – Liverpool Plains Business Chamber	Schedule of Fees and Charges – Plains Fitness Partners Membership	Verbal query from Liverpool Plains Business Chamber in meeting with GM and Deputy Mayor on 10 June 2025 in relation to the 'Partners Membership' for the Plains Fitness Recreation Centre, referencing the Chamber. The Chamber has requested further information around this, advising that they did not know about this program.
User Group – Showground User Group	Schedule of Fees and Charges – All Council Facilities, Cancellation Fees	Verbal query from [REDACTED] in meeting with GM on 10 June 2025 in relation to cancellation fees for 'All Council Facilities'. Query related to whether this is applicable to user groups, or just casual hirers.

6. Werris Creek Swimming Club Inc. -

See next page



Werris Creek Swimming Club Incorporated

PO Box 117, Werris Creek NSW 2341

Email: werriscreekswimclub@gmail.com

ABN: 52 136 039 245

11th June, 2025

To whom it may concern,

I write to you on behalf of the Werris Creek Swimming Club in regards to planned user group/hire fees applicable in the 2025/2026 swimming season at Werris Creek Memorial Swimming Pool.

As a small, vital and volunteer run community organisation, we feel the proposed fees are too high for us to continue to sustain our integral and life-saving skill delivery to the local community.

We understand that a range of running costs are incurred in keeping our community pools open and running at an optimum level. We do also feel that we provide an invaluable and immeasurably important service to the families and children of Werris Creek and surrounds and that it is paramount that Liverpool Plains Shire Council continue to support the valued, necessary and beneficial presence of vibrant, strong, community centred sports clubs in our region.

Werris Creek Swimming Club has a long and proud history. We support upwards of 80 young swimmers every season. We strive to continue to provide high quality swim teaching and coaching to the community for many years to come.

The cost of living crisis and increased service costs across the swimming sector are continuing to adversely affect the number of children able to access our services. With high hire fees in place, one of our only options is to pass at least a portion of this cost onto our members. Combined with increases in swimming insurance and the pressure of day-to-day living for many of our families, this increase could be the difference between them choosing to teach their children to swim as a skill for life, and those same local children missing out on this completely.

We ask for you to consider the needs of a small, community minded club like ours and those of other user groups in our area as you set the fees and associated costs for pool usage for Liverpool Plains Shire.

We strongly believe that our pool is a huge asset to the community and reduced user costs would see it utilised by an even greater cross-section of the Shire's population.

Thank you for maintaining this wonderful and enduring asset and for considering our thoughts on this document and its effect on our swimming club and the community of Werris Creek,

Yours sincerely,



Werris Creek Swimming Club Committee 2025/2026

Delivery Program 2026-2029 and Operational Plan 2025-2026



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.

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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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Phone: 02 6746 1755

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% Highest educational attainment: <ul style="list-style-type: none">• Vocational: 19.6%• Advanced diploma or diploma: 6.0%• Bachelor degree or higher: 9.3%
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).

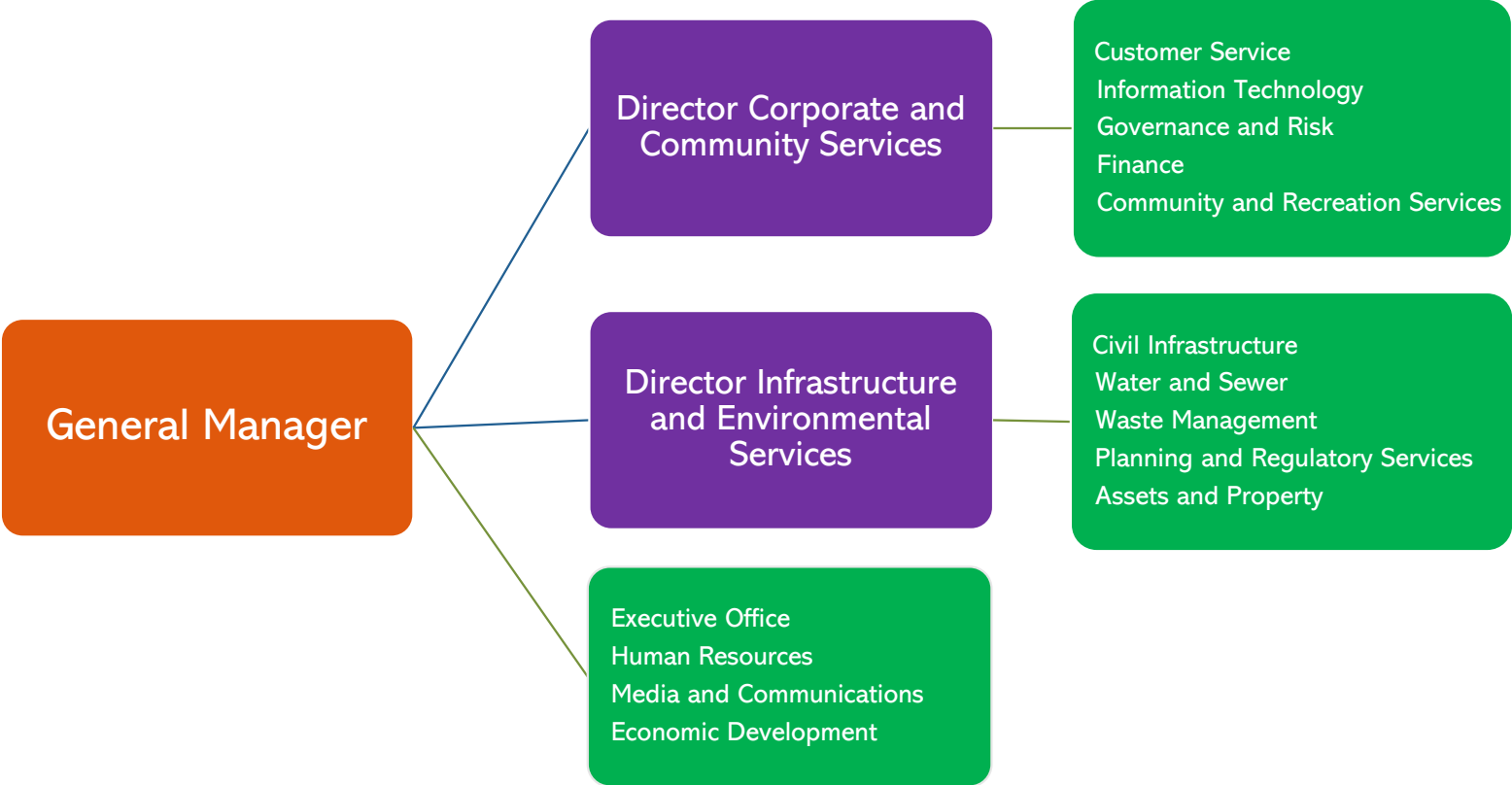
As our governing body, the Councillors are responsible for developing and endorsing the combined Delivery Program and Operational Plan and reviewing Council's performance in delivering on the activities and actions contained within it.



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.

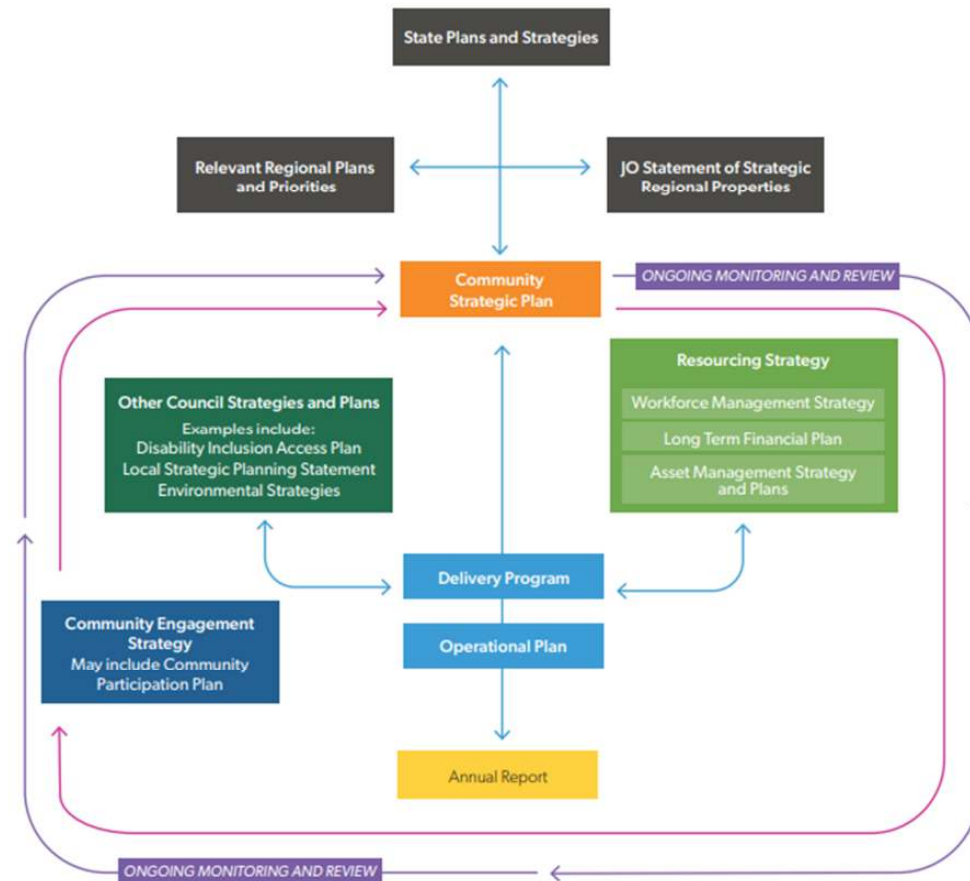
Planning for Our Future

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.

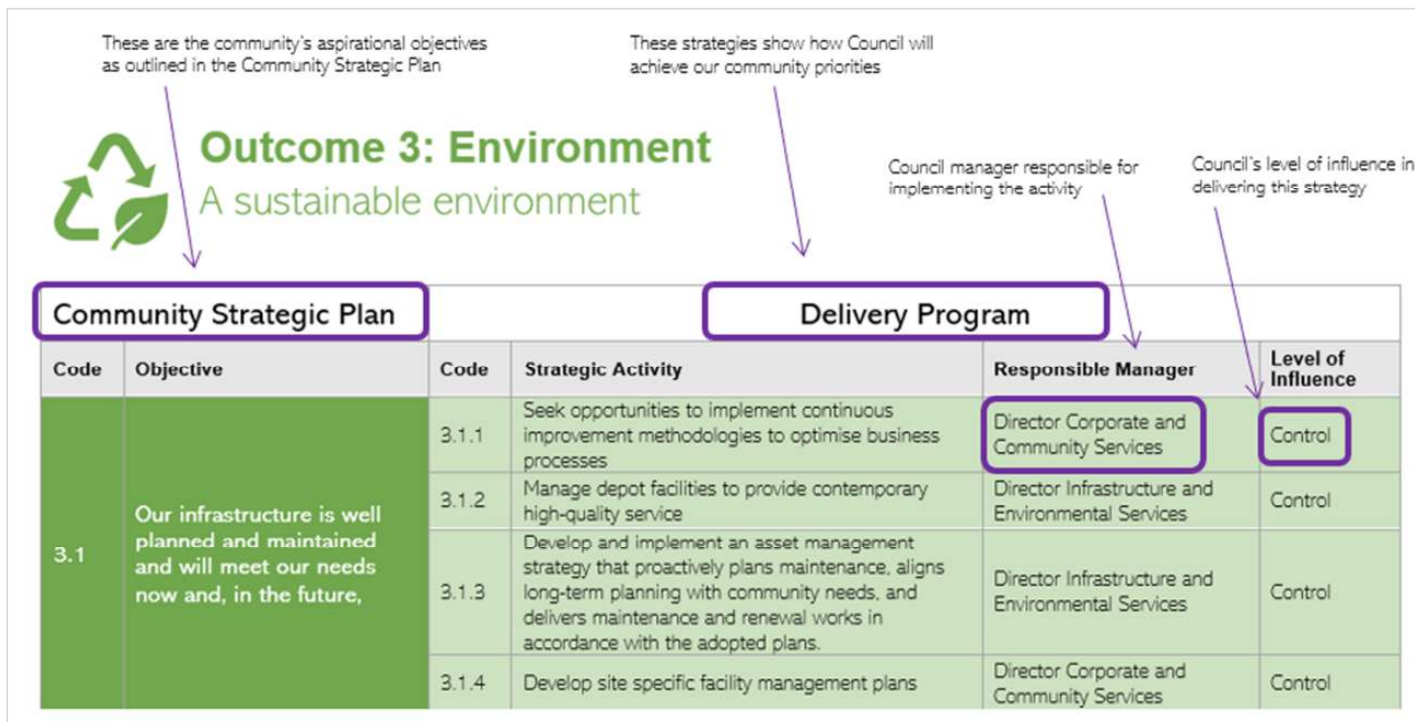
Each year the Annual Report includes Councils achievements towards the implementation of the Delivery Program.

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

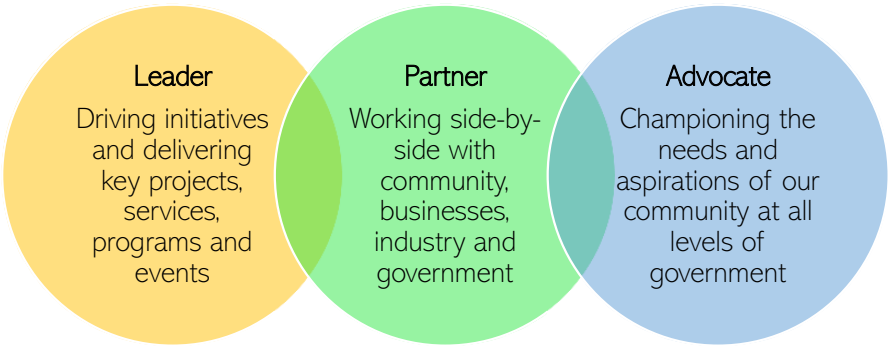
Our Community Strategic Plan has been prepared by Council on behalf of our community. While Council has a custodial role to deliver on the aspirations articulated in the Plan, it is not wholly responsible for its implementation.

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

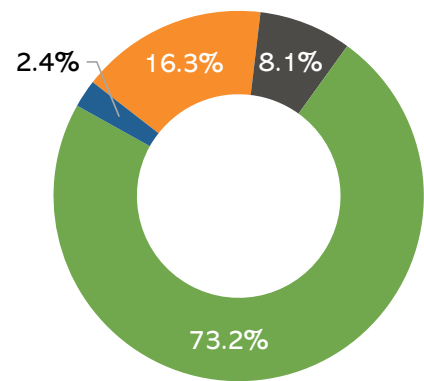
Budget Summary

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)

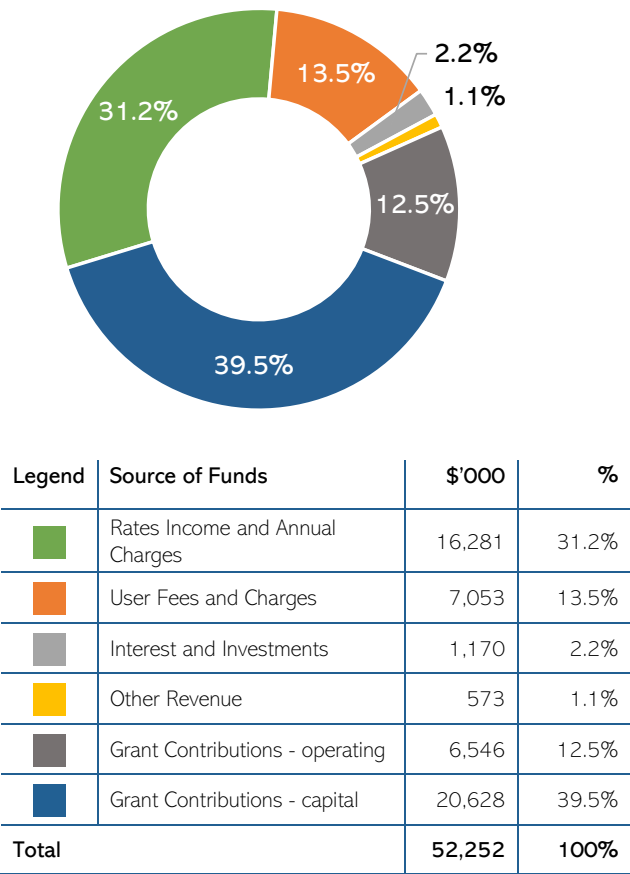


4-year budget forecast summary

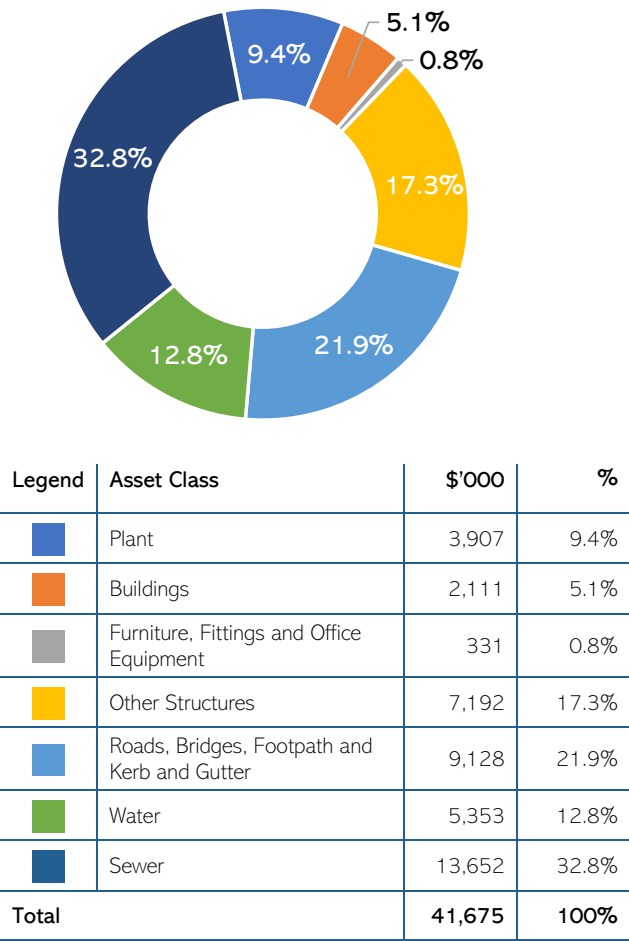
	2025-2026	2025-2026	2026-2027	2027-2028
	\$	\$	\$	\$
Operational expenditure (excluding depreciation)	25,698,570	26,325,359	27,027,798	27,680,945
Capital expenditure	41,675,127	23,873,551	15,594,980	11,533,317
Total	67,373,697	50,198,910	42,622,778	39,214,263

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



Capital Expenditure at a glance
2025-2026 Capital Budget - by Asset Class





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	-
Total	4,020,608	6,979,287



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	-
Total	5,329,416	126,000



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
Total	14,910,311	34,514,395



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	-
Total	1,582,234	55,445



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
Income:	\$'000	\$'000	\$'000	\$'000
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
Total income from continuing operations	52,252	43,733	38,572	39,709
Expenses:				
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
Total expenses from continuing operations	40,122	40,823	41,895	43,597
Net operating result from continuing operations	12,129	2,911	(3,323)	(3,888)
Net operating result before capital items	(8,498)	(8,787)	(8,747)	(9,327)

General Fund	2025-2026 Proposed	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast
Income:	\$'000	\$'000	\$'000	\$'000
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
Total income from continuing operations	34,142	30,643	31,276	32,112
Expenses:				
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
Total expenses from continuing operations	33,342	33,487	34,085	35,435
Net operating result from continuing operations	800	(2,843)	(2,809)	(3,323)
Net operating result before capital items	(8,406)	(8,422)	(8,215)	(8,744)

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

Water Fund	2025- 2026 Proposed	2026- 2027 Forecast	2027- 2028 Forecast	2028- 2029 Forecast
Income:	\$'000	\$'000	\$'000	\$'000
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
Total income from continuing operations	6,175	4,878	5,046	5,198
Expenses:				
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
Total expenses from continuing operations	5,128	5,394	5,633	5,781
Net operating result from continuing operations	1,047	(517)	(587)	(584)
Net operating result before capital items	(418)	(532)	(603)	(600)

Sewer Fund	2025- 2026 Proposed	2026- 2027 Forecast	2027- 2028 Forecast	2028- 2029 Forecast
Income:	\$'000	\$'000	\$'000	\$'000
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
Total income from continuing operations	11,934	8,212	2,251	2,400
Expenses:				
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
Total expenses from continuing operations	1,653	1,941	2,177	2,380
Net operating result from continuing operations	10,282	6,271	74	19
Net operating result before capital items	326	168	71	17

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

	2025-2026 Proposed	2026-2027 Forecast	2027-2028 Forecast	2028-2029 Forecast
Cash flows from Operating Activities	\$'000	\$'000	\$'000	\$'000
Receipts:				
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
Payments:				
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
Net cash provided (or used in) operating activities	27,304	17,469	11,591	12,049
Cash flows from Investing Activities				
Payments:				
Purchase of infrastructure, property, plant and equipment	41,327	23,504	15,206	11,119
Net cash provided (or used in) investing activities	(41,327)	(23,504)	(15,206)	(11,119)
Cash flows from Financing Activities				
Receipts:				
Proceeds from borrowing and advances	0	0	0	0
Payments:				
Repayment of borrowings and advances	410	432	451	476
Net cash flow provided (or used in) financing activities	(410)	(432)	(451)	(476)
Net increase/(decrease) in cash and cash equivalents	(14,433)	(6,467)	(4,066)	454
Plus: Cash and cash equivalents and investments - beginning of year	44,686	30,253	23,786	19,720
Cash and cash equivalents and investments - end of the year	30,253	23,786	19,720	20,173

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
Assets				
Current Assets				
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
Total Current Assets	34,649	28,241	24,240	24,759
Non-Current Assets				
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
Total Non-Current Assets	672,942	682,281	682,983	678,601
Liabilities				
Current Liabilities				
Payables	2,339	2,397	2,457	2,519
Borrowings	432	451	476	500
Provisions	2,475	2,500	2,525	2,550
Total Current Liabilities	5,246	5,348	5,458	5,569
Non-Current Liabilities				
Borrowings	10,017	9,566	9,090	8,590
Provisions	7,162	7,162	7,162	7,162
Total Non-Current Liabilities	17,179	16,728	16,252	15,752
Net Assets	685,165	688,446	685,513	682,039
Equity				
Retained Earnings	277,034	279,945	276,622	272,735
Revaluation Reserve	408,131	408,501	408,890	409,304
Total Equity	685,165	688,446	685,513	682,039

Capital Works Program 2025-2026

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

Buildings		
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
Buildings Total		2,111,403

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

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

Kerb and Gutter		
3.1.3.27	Kerb and gutter - renewal	Renewal
Kerb and Gutter Total		100,000

Office Equipment		
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
Office Equipment Total		321,445

Capital Works Program 2025-2026 continued –

Operational Plan - Code	Asset Class	New/ Renew
Other Structures		
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
Other Structures Total		7,192,181
Plant		
3.1.3.26	Plant - renewal	Renewal
Plant Total		2,111,403

Operational Plan - Code	Asset Class	New/ Renew
Roads		
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
Roads Total		8,485,000
General Fund Total		22,670,090

Capital Works Program 2025-2026 continued –

Operational Plan - Code	Asset Class	New or Renewal
Water Infrastructure		
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
Water Fund Total		5,353,037

Operational Plan - Code	Asset Class	New or Renewal
Sewer Infrastructure		
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
Sewer Fund Total		13,652,000
Consolidated Fund Total		41,675,127

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
General Fund Total	24,935	20,926	11,546
Water Operations	4,710	3,080	1,998
Sewer Operations	1,979	758	879
All Funds Total	31,624	24,764	14,424

* 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	5,769,500	5,629	15.42
Residential	2,994	3,048,743	1,018	2.79
Business	265	713,031	2,691	7.37
Mining	2	28,095	14,048	38.49
Mining - Coal	1	558,492	558,492	1,530.12
Total	4,287	10,117,861		

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	Quirindi	Farmland	Coal
Mixed	Mixed		Mining
Development	Development		
Werris Creek	Werris Creek		
Villages	Villages		
Rural	Ordinary		
	Premier		
	Spring Ridge		
	Wallabadah		

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 \$
Farmland	Farmland	1,025	0.00192517	520	9.24%	5,769,500
Residential	Quirindi	1,233	0.00618776	400	39.69%	1,242,506
	Residential – Mixed Development	9	0.00618368	400	43.70%	3,372
	Rural	528	0.00557863	400	27.01%	782,029
	Villages	538	0.00672295	400	47.80%	450,178
	Werris Creek	686	0.00930124	400	48.08%	570,658
Business	Quirindi	140	0.02249205	520	16.85%	432,023
	Business – Mixed Development	9	0.02249205	520	22.15%	12,490
	Villages	46	0.02249205	520	18.01%	132,800
	Premier	7	0.02353206	520	49.59%	7,340
	Spring Ridge	6	0.02249205	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	29	0.02249205	520	24.82%	60,755
Mining	Mining	2	0.03253586	2,725	19.40%	28,095
	Coal	1	0.02821151	2,725	0.49%	558,492
4,287						10,117,861

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 \$
Residential Domestic	
Tip facility charge	115
Domestic waste management charge	515
Residential Unoccupied	
Tip facility charge	115
Domestic waste management charge	81
Business Occupied	
Tip facility charge	115
Commercial waste management charge	515
Additional Services	
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



**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.

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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 – www.liverpoolplains.nsw.gov.au	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)
Rates and Charges [continued]					
Residential Rate - Quirindi (Ordinary - mixed development)	0.00618368 cents in \$ (Base \$400)	N	N	yes	Partial Recovery
Residential Rate - Rural	0.00557863 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	0.00930124 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.)	\$71.00	Y	N	no	As determined by the Act
S10.7(2) + (5) Standard + Additional Information Certificate (Part 9 Sch. 4 EPA Reg.)	\$178.00	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)	\$71.00	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	\$2,957.00	N	N	yes	As determined by the Act
Giving notice of nominated integrated development, threatened species development of Class 1 aquaculture development	\$1,472.00	N	N	yes	As determined by the Act
Giving notice of prohibited development	\$1,472.00	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.)	\$606.00	Y	N	no	As determined by the Act
DA - not involving building works, subdivision or demolition (Part 2 Sch.4 EPA Reg.)	\$379.00	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: \$147.00	Y	N	no	As determined by the Act
\$5,001 – \$50,000 (Part 2 Sch.4 EPA Reg.)	\$226.00 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.)	\$469.00 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.)	\$1,544.00 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.)	\$2,325.00 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.)	\$3,483.00 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.)	\$21,146.00 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.)	\$187.00	Y	N	no	As determined by the Act
DA requiring Concurrence (Part 3 Sch.4 EPA Reg.)	\$426.00	Y	N	no	As determined by the Act
Designated Development Fee (Part 3 Sch.4 EPA Reg.)	\$1,226.00	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.)	\$440.00 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.)	\$885.00 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.)	\$440.00 plus \$65 per additional lot	Y	N	no	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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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.)	\$95.00 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.)	\$859.00 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.)	\$253.00	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.)	\$73.00	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.)	\$113.00, 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.)	\$666.00, 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.)	\$949.00, 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.)	\$1,314.00, 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.)	\$6,310.00 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 www.olg.nsw.gov.au/dogs-cats/nsw-pet-registry/microchipping-and-registration/	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 per tonne	\$27.50	N	Y	no	Full (100%) Recovery
Demolition mixed waste	\$171.00	N	Y	no	Full (100%) Recovery
Timber (clean)	\$35.50	N	Y	no	Full (100%) Recovery

Clean Green Waste

All large commercial vehicles per tonne	\$40.50	N	Y	no	Full (100%) Recovery
Panel vans/utes	\$27.50	N	Y	no	Full (100%) Recovery

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

Sedan/station wagon	\$16.30	N	Y	no	Full (100%) Recovery
Small trailers / 1 tonner	\$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 tonne	\$171.00	N	Y	no	Full (100%) Recovery
Small trucks and dual wheel trailers	\$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 tonner	\$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 tonne	\$273.00	N	Y	no	Full (100%) Recovery
Small trucks and dual wheel trailers	\$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 tonner	\$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 tonne	\$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 tonne	\$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 - www.nla.gov.au/using-library/copies-and-interlibrary-loans/copies-and-interlibrary-loans-libraries/document-supply	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

Does not apply to User Groups with Council Agreements

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

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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Royal Picture Theatre

Private Functions

Bond (refundable)	\$229.00	N	N	no	Full (100%) Recovery
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					

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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Long Day Care Facility (CCB rebate applies) [continued]

Reprinting of receipt fee Per request	\$0.00	N	N	no	Full (100%) Recovery
Late Payment Penalty	\$15.00	N	N	no	Partial Recovery

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

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

12 Months	\$830.00	N	Y	no	Full (100%) Recovery
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Concession Membership

On presentation of valid Commonwealth Pensioner Concession Card

Daily - Concession	\$13.00	N	Y	no	Partial Recovery
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

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

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

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
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

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

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
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

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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Hiring of Infield (excludes User Groups) [continued]

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

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

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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Willow Tree Recreation Ground [continued]

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

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

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

Competition Lights Fee (per hour)	\$22.50	N	Y	yes	Full (100%) Recovery
Training Lights Fee (per hour)	\$11.25	N	Y	yes	Partial Recovery
Quirindi High School - Annual User Fee (per field)	\$3,000.00	N	Y	yes	30% cost recovery
Includes regular sport, carnivals and special events					
St Joseph's Quirindi - Annual User Fee	\$610.00	N	Y	yes	30% cost recovery
Includes practice days and carnival					
Senior Cricket - Both Fields - per season	\$5,845.00	N	Y	yes	30% cost recovery
Includes canteen, storage and wicket preparation					
Junior Cricket - per season - per field	\$1,465.00	N	Y	yes	30% cost recovery
Includes canteen, storage and wicket preparation					

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
User Group Fees [continued]					
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 and storage room	\$5,595.00	N	Y	yes	30% cost recovery
Quirindi Soccer Club - Junior Season - Golland Fields Includes canteen and storage room	\$1,405.00	N	Y	yes	30% cost recovery
Quirindi Touch Football Association - Adult - Summer Competition Includes canteen and amenities	\$3,450.00	N	Y	yes	30% cost recovery
Quirindi Touch Football Association - Adult - Winter Competition Includes canteen and amenities	\$1,725.00	N	Y	yes	30% cost recovery
Quirindi Rodeo Committee - Annual User Fee Includes canteen, office and amenities	\$2,850.00	N	Y	no	30% cost recovery
Quirindi Polocrosse Committee - Annual User Fee Includes canteen, office and amenities	\$3,000.00	N	Y	no	30% cost recovery
Quirindi Pony Club - Annual User Fee Includes canteen, office and amenities	\$3,265.00	N	Y	no	Partial Recovery
Quirindi Eventing Club - Annual User Fee Includes canteen, office and amenities	\$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
Quirindi Grasshoppers Rugby League Football Club - Annual User Fee	\$5,355.00	N	Y	no	30% cost recovery
North-West Cow Horse Association - Annual User Fee	\$4,595.00	N	Y	no	30% cost recovery

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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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 10am-2pm - available during school terms only	\$3.00	N	Y	no	Partial Recovery

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

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

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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Aqua Aerobics Class

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

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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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

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

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

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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Water Meter Testing - Class 2 meters with verification scale of 1L or less [continued]

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
Repairs	Actual cost	N	N	no	Full (100%) Recovery

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

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

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

Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% cost recovery)
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A purchase of access tag [continued]

Prepaid Tag deposit (refundable on return) per tag	\$36.50	N	N	no	Full (100%) Recovery
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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					

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

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

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

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

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

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

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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Name	2025-2026 Fee (incl. GST)	Statutory	GST	CSO	Pricing Policy (% 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					

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

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

DRAFT



7.3 MAKING OF THE RATES AND FIXING OF CHARGES 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: Cian Middleton, General Manager

File Number: G2025/0185

Annexures: A. Office of Local Government - Council Circular 25-06 - Rating Information 2025-26 [↓](#) 

RECOMMENDATION

That Council:

1. In accordance with Chapter 15, Parts 4 and 5 of the *Local Government Act 1993*, make and levy the following rates and annual charges for the 2025-2026 financial year:
 - (a) In relation to Ordinary Rates, Council has applied the increase of four (4) per cent as determined by the Independent Pricing and Remuneration Tribunal
 - (b) In relation to Ordinary Rates and pursuant to section 494, Council makes and levies the following Ordinary Rates for the year 01 July 2025 to 30 June 2026:

Ordinary Rates				
Rating Category	Sub-Category	Ad Valorem cents in \$	Base \$ Amount	Base Amount % of Yield
Farmland	Farmland	0.00192517	520	9.24%
Residential	Quirindi	0.00618776	400	39.69%
	Residential – Mixed Development	0.00618368	400	43.70%
	Rural	0.00557863	400	27.01%
	Villages	0.00672295	400	47.80%
	Werris Creek	0.00930124	400	48.08%
Business	Quirindi	0.02249205	520	16.85%
	Business – Mixed Development	0.02249205	520	22.15%
	Villages	0.02249205	520	18.01%
	Premier	0.02353206	520	49.59%
	Spring Ridge	0.02249205	520	46.87%
	Wallabadah	0.02249205	520	25.00%
	Ordinary	0.02249205	520	23.53%
	Werris Creek	0.02249205	520	24.82%
Mining	Mining	0.03253586	2,725	19.40%
	Coal	0.02821151	2,725	0.49%

- (c) In accordance with sections 496 and 501 of the Local Government Act, Council makes and levies 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 for the year 01 July 2025 to 30 June 2026:

Waste Group	Applicable Charges	Amount \$
Residential – Currabubula, Quirindi, Wallabadah, Werris Creek, Willow Tree		
Occupied	Tip Facility Charge	115
	Domestic Waste Management Charge	515
Unoccupied	Tip Facility Charge	115
	Domestic Waste Management Charge	81
Business - Currabubula, Quirindi, Wallabadah, Werris Creek, Willow Tree		
Occupied	Tip Facility Charge	115
	Commercial Waste Management Charge	515
All Other Businesses		
	Tip Facility Charge	115
All Rural Properties		
	Tip Facility Charge	115
Additional Services		
	240 Litre Fortnightly Co-Mingled Recycling Service	179
	240 Litre Weekly Mobile Garbage Bin Service	360

- (d) In relation to water supply service charges and pursuant to sections 501, 502 and 552, Council makes and levies the following charges on all consumers connected to, or capable of being connected to, the Liverpool Plains Shire water supply systems and water supply for the year 01 July 2025 to 30 June 2026:

Standard size	Water Service Charge	Access Charge \$	Quarterly Step Usage \$/kL - up to 75kL	Quarterly Step Usage \$/kL - over 75kL
Residential and Non-residential	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 \$	Usage \$/kL
Recreational Usage	Variable Meter Size	3.94

- (e) In relation to sewerage service charges and pursuant to sections 501, 502 and 552, Council makes and levies the following annual charge on all consumers connected to, or capable of being connected to, the Liverpool Plains Shire sewer systems and sewer charges for the year 01 July 2025 to 30 June 2026:

Sewer Service Charges	Access Charge \$	Usage Charge \$/kL
Vacant Lots Unoccupied	785	0
20mm	785	0
25mm	785	0

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

2. Pursuant to section 566(3) of the *Local Government Act 1993*, Council adopts the overdue rates and charges maximum interest rate of 10.5 per cent for the period 01 July 2025 to 30 June 2026 (inclusive) in accordance with the determination made by the Minister for Local Government as published in the Government Gazette No 119 – 28th day of March 2025.

BACKGROUND

Section 535 of the *Local Government Act 1993* ("the Act") provides that, to levy rates and charges for the 2025-2026 year, Liverpool Plains Shire Council ("Council") must first resolve the making of all rates and fixing of annual charges. Under section 532 of the Act, this resolution cannot be made until the draft Operational Plan has been publicly exhibited and Council has considered any submissions received.

Additionally, Council is required to resolve the interest rate payable on overdue rates and charges for the 2025-2026 year. Section 566(3) of the Act provides that the interest rate set by Council cannot exceed the rate specified by the Minister for Local Government.

ISSUES AND COMMENTARY

The Combined Delivery Program 2026-2029 and Operational Plan 2025-2026 ("the Combined Delivery Program and Operational Plan") includes Council's Statement of Revenue Policy for the 2025-2026 financial year. This policy is adopted on an annual basis and details how Council will levy ordinary rates, charges and fees, as well as the anticipated revenue that will be derived from each rate, charge and fee.

As detailed above, Council must formally resolve to make the rates and charges for the 2025-2026 financial year, as well as the interest rate payable on overdue rates and charges. The Office of Local Government Circular *Council Circular 25-06 - Rating information 2025-26* dated 10 March 2025 advised that in accordance with section 566(3) of the Act, it has been determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2025 to 30 June 2026 will remain at 10.5% per annum.

Circular 25-06 is appended at *Annexure A*.

LEGISLATIVE AND POLICY IMPLICATIONS

Chapter 15, Parts 4 and 5 of the Act concern the making and levying of rates and charges. Each clause of the Officer's Recommendation has referenced the appropriate section of the Act.

FINANCIAL IMPLICATIONS

The anticipated revenues from rates, fees and charges to be levied by Council in the 2025-2026 financial year are detailed in the Statement of Revenue Policy contained in the Combined Delivery Program and Operational Plan.

RISK IMPLICATIONS

As detailed above, the making of the rates and fixing of charges is a statutory requirement under the Act and Regulations. Resolution of the Officer's Recommendation is required to enable Council to collect revenue from rates and annual charges.

COMMUNITY CONSULTATION

As detailed above, the draft Combined Delivery Program and Operational Plan, incorporating the draft Statement of Revenue Policy, was placed on public exhibition on 12 May for a period of 28 days. Details of the submission period, as well as any submissions received, are included in the Combined Delivery Program 2026-2029 and Operational Plan 2025-2026 report to Council at the 30 June 2025 meeting.

CONCLUSION

Consistent with Council's legislative obligations under the Act and Regulation, it is recommended that Council formally resolve to make and levy the rates and annual charges for the 2025-2026 financial year, as detailed in the Statement of Revenue Policy contained within the Combined Delivery Program 2026-2029 and Operational Plan 2025-2026 as outlined in the recommendations to Council.

It is also recommended that Council continue to adopt the maximum interest rate of 10.5% for the 2025-2026 financial year which remains unchanged from the current financial year.

Department of Planning, Housing and Infrastructure
Office of Local Government



Circular to Councils

Subject/title	Rating information 2025-26
Circular Details	Circular No 25-06/ 10 April 2025 / A950795
Previous Circular	24/05 – Information about Rating 2024-25
Who should read this	General Managers / All council staff
Contact	Performance Team / (02) 4428 4100 / olg@olg.nsw.gov.au
Action required	Information / Council to Implement

What's new or changing?

- Maximum boarding house tariffs for 2025-26 have been determined
- Maximum interest rate payable on overdue rates and charges for 2025-26 has been determined
- Section 603 Certificate fee for 2025-26 has been determined
- Statutory limit on the maximum amount of minimum rates for 2025-26 has been determined

What will this mean for council?

- Councils should incorporate these determinations into their 2025-26 rating structures, Operational Plan and Revenue Policy.

Key points

Boarding House Tariffs

- In accordance with section 516 of the *Local Government Act 1993* (the Act), it has been determined that for the purpose of the definition of 'boarding house' and 'lodging house', the maximum tariffs, excluding GST, that a boarding house or lodging house may charge tariff-paying occupants are:



- a) Where full board and lodging is provided:
\$467 per week for single accommodation; or
\$770 per week for a family or shared accommodation.
- b) Where less than full board or lodging is provided:
\$315 per week for single accommodation; or
\$518 per week for family or shared accommodation.
- Notice giving effect to these decisions has been published in the NSW Government Gazette (Government Gazette No 119 – 28th day of March 2025).

Maximum Interest Rate on Overdue Rates and Charges

- In accordance with section 566(3) of the Act, it has been determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2025 to 30 June 2026 will be 10.5% per annum
- The methodology used to calculate the interest rate applicable for the period 1 June 2025 to 30 June 2026 is the Supreme Court methodology (the Reserve Bank cash rate plus 6%), rounded to the nearest half per cent. The cash rate used for the purposes of the maximum interest rate for local government is based on the cash rate set by the Reserve Bank of Australia on 10 December 2024
- Notice giving effect to these decisions has been published in the NSW Government Gazette (Government Gazette No 119 – 28th day of March 2025)

Section 603 Certificate

- Under section 603 of the Act, councils may issue a certificate as to the amount (if any) of rates, charges, etc. due or payable to the council for a parcel of land. Section 603(2) states the application must be accompanied by the approved fee. In accordance with the approved methodology, the approved fee for 2025-26 is determined to be \$100. This remains the same as the 2024-25 fee.
- This determination applies to the issuing of a certificate for the matters specified in section 603(2) of the Act. Where a council offers to provide other information as an optional service, the council is not prevented from separately determining an approved fee for that additional service. Furthermore, a council is not prevented from determining approved fees for additional services required by an applicant for the expedited processing of a Section 603 Certificate.

Statutory limit on the maximum amount of minimum rates

- Following a recommendation by Independent Pricing and Regulatory Tribunal (IPART), clause 126 of the Local Government (General) Regulation 2021 will be amended on 1



July 2025 by the Local Government (General) Amendment (Minimum Amounts of Rate) Regulation 2025, so that under section 548(3)(a) of the Act, the maximum amount of the minimum ordinary rate will be \$639 for 2025-26.

- The maximum amount of a minimum special rate (not being a water supply special rate or a sewerage special rate) prescribed by section 548(3)(b) of the Act will remain unchanged at \$2.


Where to go for further information

- Office of Local Government has further information available at <https://www.olg.nsw.gov.au/councils/council-finances/rating-and-special-variations/>.

A blue ink signature of Brett Whitworth.

Brett Whitworth
Deputy Secretary, Office of Local Government

7.4 ADOPTION OF DRAFT LONG-TERM FINANCIAL PLAN 2026-2035

IP&R Linkage:	Goal: Our Council, community and business leaders work together effectively
	Strategy: Provide strong direction for the community through the development and delivery of the Integrated Planning and Reporting (IP&R) Framework
Author:	Chris Powell, Chief Financial Officer
Authoriser:	Dean Frost, Director Corporate and Community Services
File Number:	G2025/0183
Annexures:	A. draft Long Term Financial Plan 2026-2035 ↓ 

RECOMMENDATION

That Council:

1. Adopt the Long-Term Financial Plan 2026-2035 appended at *Annexure A*.
2. Repeal the Long-Term Financial Plan adopted 26 June 2024.

BACKGROUND

Section 403 of the *Local Government Act 1993* (“the Act”) provides that Council must develop and adopt a Resourcing Strategy for the provision of resources required to implement the Community Strategic Plan. The Resourcing Strategy must include an Asset Management Plan, Long-Term Financial Plan (“the LTFP”), and Workforce Management Plan. In preparing its Resourcing Strategy documents, Council must observe the prescribed *Integrated Planning and Reporting Guidelines* (“the IP&R Guidelines”) published by the Office of Local Government.

The draft LTFP includes the financial resourcing to implement the Community Strategic Plan. Under the IP&R Guidelines, 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.

Clause 3.10 of the IP&R Guidelines provides that the LTFP must be publicly exhibited for at least 28 days prior to adoption. Any submissions received by Council in the public exhibition period must be accepted and considered before the final LTFP is adopted.

Council’s current LTFP was adopted at the Ordinary Meeting held on 26 June 2024 [**Res. 2024/94**].

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.

Consistent with the IP&R Guidelines, the draft LTFP includes:

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.

Scenario One: 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.

Scenario Two: 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 form part of Council's Resourcing Strategy and has been prepared in accordance with the IP&R Guidelines.

FINANCIAL IMPLICATIONS

The 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 Long-Term Financial Plan must be adopted by 30 June 2025 after being publicly exhibited for at least 28 days prior to its adoption.

COMMUNITY CONSULTATION

The draft Long Term Financial Plan was placed on public exhibition for 28 days and no submissions were received.

CONCLUSION

It is recommended that Council resolve to adopt the draft Long-Term Financial Plan 2026-2035 as appended at *Annexure A* and to repeal the Long-Term Financial Plan adopted on 26 June 2024.

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.

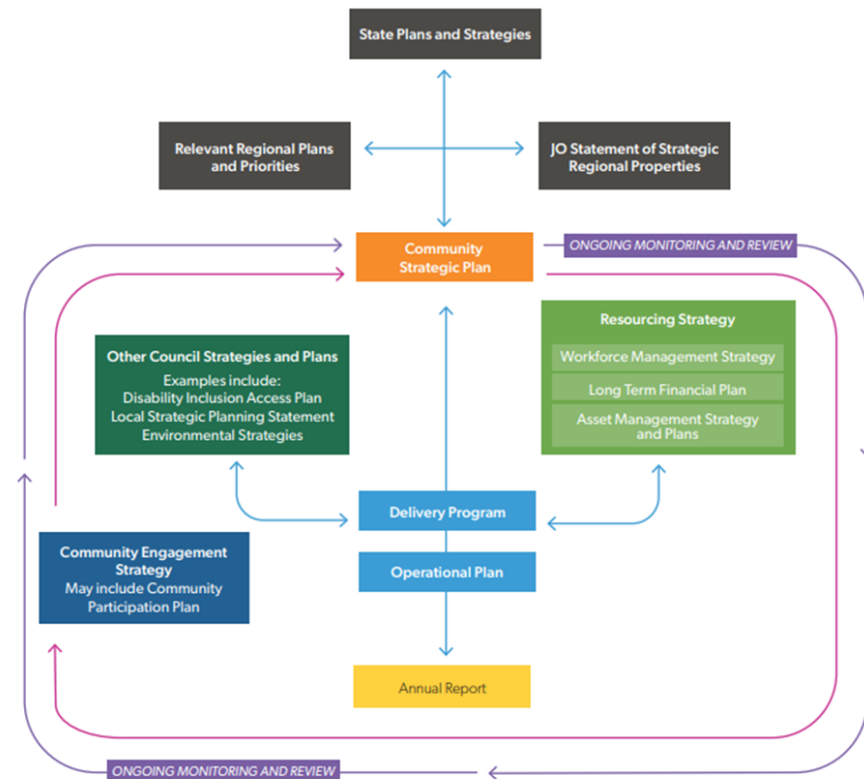
Integrated Planning and Reporting

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

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

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 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.

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
Income from Continuing Operations										
Revenue:										
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
Total Income from Continuing Operations	52,252	43,733	38,572	39,709	40,674	41,889	43,143	44,444	45,785	47,171
Expenses from Continuing Operations										
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
Total Expenses from Continuing Operations	40,122	40,823	41,895	43,597	44,485	45,272	46,063	46,785	47,561	48,377
Net Operating Result for the Year	12,129	2,911	(3,323)	(3,888)	(3,811)	(3,382)	(2,920)	(2,341)	(1,776)	(1,206)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(8,498)	(8,787)	(8,747)	(9,327)	(9,414)	(9,153)	(8,864)	(8,463)	(8,082)	(7,700)

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
ASSETS										
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
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	685,165	688,446	685,513	682,040	678,666	675,746	673,321	671,319	669,903	669,077
EQUITY										
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
Cash flows from Operating Activities										
Receipts:										
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
Payments:										
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
Net cash provided (or used in) operating activities	27,304	17,469	11,591	12,049	12,353	12,939	13,556	14,206	14,865	15,552
Cash flows from investing activities										
Payments:										
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
Net cash provided (or used in) investing activities	(41,327)	(23,504)	(15,206)	(11,119)	(11,232)	(10,962)	(10,607)	(11,019)	(11,435)	(12,198)
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	410	432	451	476	446	462	496	340	359	380
Net cash flow provided (or used in) financing activities	(410)	(432)	(451)	(476)	(446)	(462)	(496)	(340)	(359)	(380)
Net increase/(decrease) in cash and cash equivalents	(14,433)	(6,467)	(4,066)	454	675	1,515	2,453	2,846	3,070	2,973
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
Cash and cash equivalents and investments - end of the year	30,253	23,786	19,720	20,173	20,848	22,364	24,816	27,662	30,733	33,706

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	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
Income from Continuing Operations												
Revenue:												
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
Total Income from Continuing Operations	8,392	4,376	6,175	4,878	5,046	5,198	5,166	5,311	5,461	5,625	5,794	5,971
Expenses from Continuing Operations												
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
Total Expenses from Continuing Operations	4,191	4,596	5,128	5,394	5,633	5,781	5,961	6,124	6,291	6,450	6,627	6,821
Net Operating Result for the Year	4,201	(220)	1,047	(517)	(587)	(584)	(796)	(813)	(830)	(824)	(833)	(850)
Net Operating Result before Grants and Contributions provided for Capital Purposes	212	(220)	(418)	(532)	(603)	(600)	(813)	(830)	(847)	(843)	(852)	(869)

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
ASSETS												
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
LIABILITIES												
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
EQUITY												
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											
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
Cash flows from Operating Activities		1.09										
Receipts:												
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
Payments:												
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
Net cash provided (or used in) operating activities	5,599	1,370	3,026	1,651	1,727	1,804	1,713	1,817	1,923	2,052	2,169	2,293
Cash flows from investing activities												
Payments:												
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
Net cash provided (or used in) investing activities	(6,713)	324	(5,005)	(3,989)	(3,186)	(2,000)	(2,001)	(2,000)	(2,000)	(2,000)	(2,373)	(2,339)
Cash flow from financing activities												
Receipts:												
Proceeds from borrowing and advances	0	0	0	0	0	0	0	0	0	0	0	0
Payments:												
Repayment of borrowings and advances	324	324	348	370	389	414	438	462	496	340	359	380
Net cash flow provided (or used in) financing activities	(324)	(324)	(348)	(370)	(389)	(414)	(438)	(462)	(496)	(340)	(359)	(380)
Net increase/(decrease) in cash and cash equivalents	(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
Cash and cash equivalents and investments - end of the year	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
Income from Continuing Operations										
Revenue:										
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
Total Income from Continuing Operations	11,934	8,212	2,251	2,400	2,433	2,511	2,592	2,676	2,765	2,857
Expenses from Continuing Operations										
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
Total Expenses from Continuing Operations	1,653	1,941	2,177	2,380	2,403	2,441	2,479	2,519	2,559	2,599
Net Operating Result for the Year	10,282	6,271	74	19	30	70	113	158	206	257
Net Operating Result before Grants and Contributions provided for Capital Purposes	326	168	71	17	28	68	110	155	203	254

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
Cash flows from Operating Activities										
Receipts:										
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
Payments:										
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
Net cash provided (or used in) operating activities	11,164	7,430	1,453	1,586	1,586	1,651	1,721	1,792	1,868	1,947
Cash flows from investing activities										
Payments:										
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
Net cash provided (or used in) investing activities	(13,652)	(10,500)	(2,361)	(541)	(1,316)	(1,336)	(1,356)	(1,377)	(1,398)	(1,398)
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	0	0	0	0	0	0	0	0	0	0
Net cash flow provided (or used in) financing activities	0	0	0	0	0	0	0	0	0	0
Net increase/(decrease) in cash and cash equivalents	(2,488)	(3,070)	(908)	1,045	269	315	365	415	470	549
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
Cash and cash equivalents and investments - end of the year	8,867	5,797	4,889	5,933	6,203	6,518	6,883	7,298	7,768	8,317

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 depn/	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
Income from Continuing Operations										
Revenue:										
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
Total Income from Continuing Operations	52,252	44,711	39,960	41,540	42,982	44,760	46,564	48,506	50,481	52,546
Expenses from Continuing Operations										
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
Total Expenses from Continuing Operations	40,122	40,354	41,723	43,472	44,423	45,208	45,998	46,718	47,493	48,307
Net Operating Result for the Year	12,129	4,357	(1,763)	(1,932)	(1,441)	(448)	566	1,788	2,988	4,238
Net Operating Result before Grants and Contributions provided for Capital Purposes	(8,498)	(7,591)	(7,437)	(7,621)	(7,293)	(6,519)	(5,678)	(4,684)	(3,668)	(2,606)

CONSOLIDATED - 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
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
Cash flows from Operating Activities											
Receipts:											
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	
Payments:											
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	
Net cash provided (or used in) operating activities	27,304	18,870	13,101	13,951	14,680	15,827	16,992	18,281	19,571	20,934	
Cash flows from investing activities											
Payments:											
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	
Net cash provided (or used in) investing activities	(41,327)	(21,914)	(15,006)	(11,019)	(11,232)	(10,962)	(10,607)	(11,019)	(11,435)	(12,198)	
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	410	432	451	476	446	462	496	340	359	380	
Net cash flow provided (or used in) financing activities	(410)	(432)	(451)	(476)	(446)	(462)	(496)	(340)	(359)	(380)	
Net increase/(decrease) in cash and cash equivalents	(14,433)	(3,476)	(2,356)	2,455	3,002	4,403	5,889	6,921	7,777	8,355	
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	
Cash and cash equivalents and investments - end of the year	30,253	26,777	24,421	26,877	29,879	34,282	40,171	47,092	54,868	63,224	

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
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	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
Total Income from Continuing Operations	34,142	31,499	32,409	33,544	34,829	36,218	37,611	39,112	40,623	42,197
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	11,557	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
Total Expenses from Continuing Operations	33,342	33,019	33,913	35,310	36,059	36,644	37,228	37,750	38,307	38,886
Net Operating Result for the Year	800	(1,519)	(1,504)	(1,766)	(1,229)	(426)	383	1,362	2,316	3,310
Net Operating Result before Grants and Contributions provided for Capital Purposes	(8,406)	(7,348)	(7,160)	(7,437)	(7,063)	(6,477)	(5,840)	(5,089)	(4,318)	(3,512)

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
ASSETS										
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
Total Current Assets	16,754	19,025	19,267	20,990	23,995	28,111	33,418	39,235	45,928	52,766
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	-	-	-	-	-	-	-	-
Total Non-Current Assets	502,324	498,555	496,832	493,368	489,184	484,699	479,841	475,454	471,147	467,690
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	-	-	-	-	-
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	-	-	-	-	-	-
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	505,327	503,823	502,057	500,828	500,401	500,785	502,147	504,463	507,773
EQUITY										
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
Total Equity	506,846	505,327	503,823	502,057	500,827	500,401	500,784	502,147	504,463	507,773

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
Cash flows from Operating Activities										
Receipts:										
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
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	11,436	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
Net cash provided (or used in) operating activities	13,114	9,677	9,677	10,173	10,840	11,651	12,463	13,360	14,252	15,191
Cash flows from investing activities										
Payments:										
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
Net cash provided (or used in) investing activities	(22,670)	(7,424)	(9,459)	(8,478)	(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)	2,191	156	1,633	2,918	4,025	5,211	5,717	6,587	6,729
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
Cash and cash equivalents and investments - end of the year	12,849	15,040	15,196	16,829	19,747	23,772	28,983	34,700	41,287	48,017

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
Income from Continuing Operations										
Revenue:										
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
Total Income from Continuing Operations	6,175	4,992	5,284	5,571	5,683	5,984	6,302	6,646	7,007	7,391
Expenses from Continuing Operations										
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
Total Expenses from Continuing Operations	5,128	5,394	5,633	5,781	5,961	6,124	6,291	6,450	6,627	6,821
Net Operating Result for the Year	1,047	(403)	(349)	(211)	(278)	(139)	11	196	380	570
Net Operating Result before Grants and Contributions provided for Capital Purposes	(418)	(418)	(365)	(227)	(295)	(157)	(7)	178	361	551

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	'000
ASSETS											
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	
LIABILITIES											
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	
EQUITY											
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
Cash flows from Operating Activities										
Receipts:										
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
Payments:										
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
Net cash provided (or used in) operating activities	3,026	1,756	1,956	2,167	2,219	2,478	2,750	3,058	3,367	3,697
Cash flows from investing activities										
Payments:										
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
Net cash provided (or used in) investing activities	(5,005)	(3,989)	(3,186)	(2,000)	(2,001)	(2,000)	(2,000)	(2,000)	(2,373)	(2,339)
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	348	370	389	414	438	462	496	340	359	380
Net cash flow provided (or used in) financing activities	(348)	(370)	(389)	(414)	(438)	(462)	(496)	(340)	(359)	(380)
Net increase/(decrease) in cash and cash equivalents	(2,327)	(2,604)	(1,620)	(247)	(220)	16	254	718	634	978
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
Cash and cash equivalents and investments - end of the year	8,537	5,933	4,314	4,066	3,846	3,862	4,117	4,835	5,469	6,447

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	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	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	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
Income from Continuing Operations										
Revenue:										
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
Total Income from Continuing Operations	52,252	44,711	43,645	47,079	48,686	50,636	52,616	54,740	56,901	59,159
Expenses from Continuing Operations										
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
Total Expenses from Continuing Operations	40,122	40,354	41,857	43,692	44,953	46,086	47,277	48,470	49,725	51,033
Net Operating Result for the Year	12,129	4,357	1,788	3,387	3,734	4,550	5,339	6,270	7,176	8,126
Net Operating Result before Grants and Contributions provided for Capital Purposes	(8,498)	(7,591)	(3,886)	(2,303)	(2,119)	(1,521)	(905)	(202)	521	1,281

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
Cash flows from Operating Activities										
Receipts:										
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
Payments:										
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
Net cash provided (or used in) operating activities	27,304	18,870	16,417	19,304	20,368	21,685	23,027	24,496	25,973	27,527
Cash flows from investing activities										
Payments:										
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
Net cash provided (or used in) investing activities	(41,327)	(23,914)	(16,306)	(15,669)	(16,452)	(16,982)	(17,697)	(18,219)	(18,835)	(19,073)
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	410	432	451	476	446	462	496	340	359	380
Net cash flow provided (or used in) financing activities	(410)	(432)	(451)	(476)	(446)	(462)	(496)	(340)	(359)	(380)
Net increase/(decrease) in cash and cash equivalents	(14,433)	(5,476)	(340)	3,158	3,470	4,241	4,833	5,937	6,778	8,074
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
Cash and cash equivalents and investments - end of the year	30,253	24,777	24,437	27,596	31,066	35,307	40,140	46,077	52,855	60,929

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	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
Income from Continuing Operations											
Revenue:											
	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
Total Income from Continuing Operations		34,142	31,499	36,093	39,082	40,534	42,093	43,663	45,345	47,043	48,810
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	-	-	-	-	-
	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
Total Expenses from Continuing Operations		33,342	33,019	34,046	35,530	36,589	37,522	38,507	39,502	40,539	41,612
Net Operating Result for the Year		800	(1,519)	2,047	3,552	3,945	4,571	5,156	5,844	6,504	7,198
Net Operating Result before Grants and Contributions provided for Capital Purposes		(8,406)	(7,348)	(3,609)	(2,119)	(1,888)	(1,479)	(1,068)	(607)	(130)	376

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
ASSETS											
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
Total Current Assets		16,754	17,025	19,652	22,263	25,752	29,724	33,993	38,843	44,556	51,133
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	-	-	-	-	-	-	-	-
Total Non-Current Assets		502,324	500,555	499,999	500,964	501,471	502,127	503,080	504,141	505,002	505,695
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	-	-	-	-	-
	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	-	-	-	-	-	-
	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	505,327	507,374	510,926	514,872	519,443	524,599	530,442	536,947	544,145
EQUITY											
	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
Total Equity		506,846	505,327	507,374	510,926	514,871	519,443	524,598	530,442	536,946	544,144

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
Cash flows from Operating Activities										
Receipts:										
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
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	11,436	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
Net cash provided (or used in) operating activities	13,114	9,677	12,993	15,526	16,528	17,510	18,497	19,575	20,653	21,784
Cash flows from investing activities										
Payments:										
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
Net cash provided (or used in) investing activities	- 22,670	- 9,424	- 10,759	- 13,128	- 13,135	- 13,647	- 14,342	- 14,843	- 15,064	- 15,336
Cash flow from financing activities										
Receipts:										
Proceeds from borrowing and advances	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of borrowings and advances	62	62	62	62	8	-	-	-	-	-
Net cash flow provided (or used in) financing activities	- 62	- 62	- 62	- 62	- 8	-	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	- 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
Cash and cash equivalents and investments - end of the year	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%



7.5 STATEMENT OF INVESTMENTS - MAY 2025

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:	G2025/0177
Annexures:	A. Statement of Investments as at 31 May 2025 ↓ 

RECOMMENDATION

That Council:

1. Receive and note the Statement of Investments as at 31 May 2025 as appended at *Annexure A*.

BACKGROUND

In accordance with clause 212 of the *Local Government (General) Regulation 2021* (“the Regulations”), the Responsible Accounting Officer must provide Council with a monthly written report setting out details of Council’s investments under section 625 of the *Local Government Act 1993* (“the Act”). The report must also include certification that these investments have been made in accordance with the Act, the Regulations and Council’s Investment Policy.

ISSUES AND COMMENTARY

The balance of Council’s investments as at 31 May 2025 was \$35.0 million, which is \$3.0 million lower than the prior month due to a Term Deposit being released to fund operational requirements.

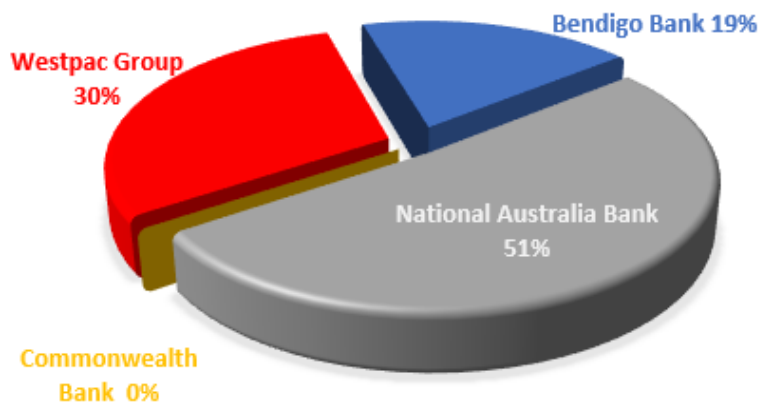
The Council weighted average return is above the RBA benchmark rate by 0.85 per cent at 4.7 per cent.

The RBA cash rate is considered the benchmark for evaluating Council’s return on investment, which was reduced to 3.85 per cent by the RBA on 21 May 2025. The major banks had factored the expected lowering of the RBA cash rate into their base rates for term deposits well in advance of the RBA’s announcement.

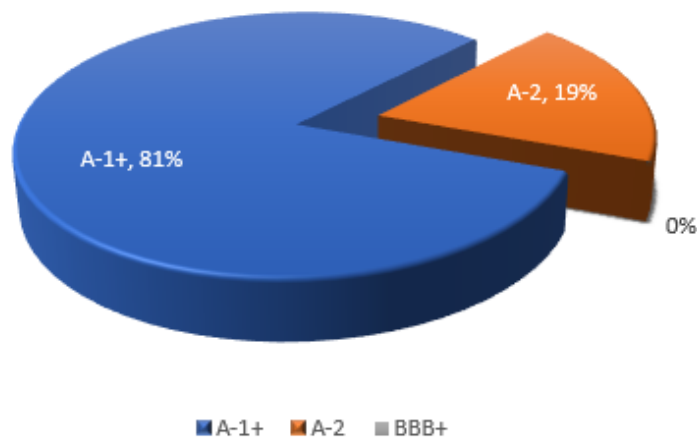
Council’s investments cover externally and internal restricted cash reserves.

The following charts depict a summary of the investments held by Council based on the individual institutional exposure and credit rating of the institutions with which they are held:

Investment Summary by Institutions



Investment Summary by Credit Rating



Legislative and Policy Implications

All of Council's investments are held in accordance with Council's Investment Policy which accords with the requirements of the:

- *Local Government Act 1993* – Section 625;
- *Local Government Act 1993* – Order (of Minister) dated 16 November 2000;
- *The Trustee Amendment (Discretionary Investments) Act 1997*–Sections 14A (2), 14C(1) and 2;
- *Local Government (General) Regulation 2021* – Clauses 212 And 21

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

RISK IMPLICATIONS

There are no risk implications for Council associated with this report.

COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

CONCLUSION

Council's investments continue to focus on capital protection and compliance with its investment policy whilst actively seeking the best return allowable within these parameters. It is recommended that Council receive and note the Statement of Investments as at 31 May 2025.

TERM DEPOSIT LISTINGS							
Liverpool Plains Shire Council Investment Register 31/05/2025							
<u>Acquisition Date</u>	<u>Maturity Date</u>	<u>Face Value (\$)</u> <u>30/04/25</u>	<u>Face Value (\$)</u> <u>31/05/25</u>	<u>Rate</u>	<u>Financial Reporting</u> <u>Classification</u>	<u>Institution</u>	<u>Credit</u> <u>Rating</u>
06/08/2024	05/05/2025	\$2,000,000	\$0	5.15%	Held to Maturity	National Australia Bank	A-1+
03/02/2025	06/05/2025	\$2,000,000	\$0	4.90%	Held to Maturity	National Australia Bank	A-1+
10/01/2025	09/05/2025	\$3,000,000	\$0	4.80%	Held to Maturity	Commonwealth Bank	A-1+
09/09/2024	09/05/2025	\$3,000,000	\$0	4.92%	Held to Maturity	Westpac Group	A-1+
12/06/2024	12/06/2025	\$2,000,000	\$2,000,000	5.14%	Held to Maturity	Westpac Group	A-1+
20/12/2024	20/06/2025	\$2,000,000	\$2,000,000	5.05%	Held to Maturity	Bendigo Bank	A-2
07/04/2025	07/07/2025	\$2,000,000	\$2,000,000	4.70%	Held to Maturity	National Australia Bank	A-1+
08/04/2025	07/07/2025	\$1,500,000	\$1,500,000	4.70%	Held to Maturity	National Australia Bank	A-1+
13/01/2025	14/07/2025	\$2,500,000	\$2,500,000	5.00%	Held to Maturity	Bendigo Bank	A-2
27/02/2025	30/07/2025	\$2,000,000	\$2,000,000	4.70%	Held to Maturity	Westpac Group	A-1+
05/05/2025	06/08/2025	\$0	\$2,000,000	4.50%	Held to Maturity	National Australia Bank	A-1+
06/02/2025	06/08/2025	\$2,000,000	\$2,000,000	4.80%	Held to Maturity	National Australia Bank	A-1+
14/03/2025	14/08/2025	\$1,500,000	\$1,500,000	4.64%	Held to Maturity	Westpac Group	A-1+
06/05/2025	05/09/2025	\$0	\$2,000,000	4.40%	Held to Maturity	National Australia Bank	A-1+
05/03/2025	09/09/2025	\$2,000,000	\$2,000,000	4.65%	Held to Maturity	Bendigo Bank	A-2
12/03/2025	16/09/2025	\$2,000,000	\$2,000,000	4.65%	Held to Maturity	Westpac Group	A-1+
04/04/2025	07/10/2025	\$3,000,000	\$3,000,000	4.70%	Held to Maturity	National Australia Bank	A-1+
09/05/2025	09/10/2025	\$0	\$3,000,000	4.35%	Held to Maturity	Westpac Group	A-1+
14/04/2025	14/10/2025	\$1,500,000	\$1,500,000	4.50%	Held to Maturity	National Australia Bank	A-1+
17/03/2025	16/10/2025	\$2,000,000	\$2,000,000	4.70%	Held to Maturity	National Australia Bank	A-1+
01/04/2025	04/11/2025	\$2,000,000	\$2,000,000	4.70%	Held to Maturity	National Australia Bank	A-1+
		\$38,000,000	\$35,000,000				
<p>I, _____, Liverpool Plains Shire Council Chief Financial Officer, certify as required under Section 212 of the Local Government Regulations 2021, that Council's investments have been made in accordance with the Local Government Act 1993 and Liverpool Plains Shire Council Investment Policy.</p> <p>Signed</p>							

7.6 MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 16 MAY 2025

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

Strategy: Develop a strong organisational culture and provide a contemporary, professional and safe work environment to attract, develop and retain a high-performing workforce

Author: Jared McCulloch, Coordinator Governance, Risk and Corporate Records

Authoriser: Dean Frost, Director Corporate and Community Services

File Number: G2025/0207

Annexures: A. Minutes of Audit, Risk and Improvement Committee - 16 May 2025 - Closed

RECOMMENDATION

That Council:

1. Receive the minutes appended at *Annexure A* of the Audit, Risk and Improvement Committee meeting held on 16 May 2025 and the recommendations therein be adopted.

BACKGROUND

The purpose of this report is to present to Council the Minutes of the Audit, Risk and Improvement Committee meeting held Friday, 16 May 2025.

At the request of the Audit, Risk and Improvement Committee (ARIC), the minutes have been expanded to include a summary of the discussion points for each item presented to the Committee. This is the first time that the Minutes of the Audit, Risk and Improvement Committee are presented in this format.

ISSUES AND COMMENTARY

The minutes attached to this report provide a brief overview of the items presented to ARIC and any discussion points raised by the Committee.

LEGISLATIVE AND POLICY IMPLICATIONS

In accordance with the Local Government Act 1993, Section 428A, Council is required to appoint an Audit, Risk and Improvement Committee.

428A Audit, Risk and Improvement Committee

(1) A council must appoint an Audit, Risk and Improvement Committee.

(2) The Committee must keep under review the following aspects of the council's operations—

(a) compliance,

(b) risk management,

(c) fraud control,

(d) financial management,

(e) governance,

(f) implementation of the strategic plan, delivery program and strategies,

- (g) service reviews,*
- (h) collection of performance measurement data by the council,*
- (i) any other matters prescribed by the regulations.*
- (3) The Committee is also to provide information to the council for the purpose of improving the council's performance of its functions.*

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this report.

RISK IMPLICATIONS

There are no risk implications for Council associated with this report.

COMMUNITY CONSULTATION

There are no community consultation implications for Council associated with this report.

CONCLUSION

The minutes of the Audit, Risk and Improvement Committee meeting held on 16 May 2025 be received and the recommendations therein be adopted.

8 REPORTS OF THE DIRECTOR INFRASTRUCTURE AND ENVIRONMENTAL SERVICES

8.1 INFRASTRUCTURE & ENVIRONMENTAL SERVICES DIRECTORATE REPORT MAY 2025

IP&R Linkage:	Goal:	Our infrastructure is well planned and maintained and will meet our needs now and, in the future
	Strategy:	Increase awareness of infrastructure responsibilities and costings
Author:	Nathan Skelly, Director Infrastructure and Environmental Services	
Authoriser:	Nathan Skelly, Director Infrastructure and Environmental Services	
File Number:	G2025/0213	
Annexures:	Nil	

RECOMMENDATION

That Council:

1. Receive and note the Infrastructure & Environmental Services Directorate report for the month of May 2025.

BACKGROUND

Liverpool Plains Shire Council ("Council") adopted its current organisation structure at its Ordinary Meeting held 03 February 2021 [res. 2021/6]. Council's current organisation structure comprises three Directorates, namely Executive Services, Corporate and Community Services and Infrastructure and Environmental Services.

The Infrastructure and Environmental Services Directorate comprises of four business units:

- Water Services
- Planning and Regulation
- Civil Infrastructure (Parks and Gardens, Roads, Waste)
- Property and Assets

This report provides a briefing on activities, services, programs, and projects progressed by the Infrastructure and Environmental Services Directorate.

ISSUES AND COMMENTARY

Major Projects	
Function	Briefing
Willow Tree Landfill	<ul style="list-style-type: none"> • A land slip that spans the boundary between Council and our neighbour has impacted works and is currently being investigated for a design solution. • A large volume of material has been removed to try and resolve this to keep the project running, but a final design is not yet available. • Final costings for the weighbridge and gatehouse have been received and are beyond the provisional sum that was provided at tender stage. • Cost to complete analysis is being undertaken to determine the impact of all these variations to the project. • The grant funding under Resources for Regions Round 8 is milestone based and is now being claimed through the construction of the project. • This project is funded by Resources for Regions Round 8 and is expected to be completed October 2025
Longfield Oval Lighting Project	<ul style="list-style-type: none"> • Council continues to work on the energy upgrade, all information has been provided through and we are awaiting a response from Essential Energy. • Council has escalated this with Essential Energy. • This project is funded by a grant from NSW Stronger Country Communities (Round 5).
Yarraman Creek Bridge	<ul style="list-style-type: none"> • The successful contractor has been notified and is coordinating with our project manager to schedule a meeting to discuss some design changes. • This project is funded through the NSW Governments Infrastructure Betterment Fund. • The Contract been signed and return by Central Industries on 16 June 2025 - Current Contractor is working on Design- Next control Group meeting is on 3 July 2025
Quirindi Swinging Bridge	<ul style="list-style-type: none"> • Contract has been awarded and design is underway. • This is funded through Disaster Recovery Funding Arrangements
Werris Creek landfill Rehab	<ul style="list-style-type: none"> • Council has successfully secured additional funding of \$300,000 from EPA NSW for the Werris Creek landfill rehabilitation project. This funding will support the ongoing rehabilitation of the current landfill site at Werris Creek

Flood Damage Claim	<ul style="list-style-type: none">All flood damage claim from Transport for NSW for the 2022 flood event has now been approved. Council secured additional 1.4 million on following road Culvert and the work will commence early next year. This will significantly benefit our unsealed road network		
	1	Woodton Road	\$ 66,306.16
	2	Phillips Creek Road Causeway	\$ 109,158.90
	3	York's Road Causeway	\$ 66,306.16
	4	Piallaway Road Causeway	\$ 37,507.25
	5	Warrah Creek Road Causeway	\$ 138,691.97
	6	Swinging Ridge Road Causeway	\$ 32,227.16
	7	Little Jack's Creek Road Causeway	\$ 77,786.93
	8	McDonalds Creek Road Causeway	\$ 80,455.38
	9	Elizabeth Street Causeway	\$ 89,296.63
	10	Currabubula Stock Route Road Causeway	\$ 51,893.32
	11	Purlewah Road Culvert	\$ 38,734.32
	12	Bundella Road Causeway	\$ 6,430.00
	13	Chilcotts Creek Road	\$ 118,714.52
	14	Seven Creeks Road Causeway 5	\$ 45,164.32
	15	Seven Creeks Road Causeway 1	\$ 71,913.12
	16	South Street Causeway	\$ 12,860.00
	17	West Street Causeway	\$ 37,776.25
	18	Lowes Creek Road Causeway Ch 3.2	\$ 103,037.54
	19	Pollocks Lane Causeway	\$ 179,775.00
	20	Press Road Causeway 2	\$ 25,797.16
	21	Borambil Creek Road Causeway	\$ 23,308.75
			\$ 1,413,140.81
Civil			
Unsealed Roads	Maintenance grading on:		
	<ul style="list-style-type: none">SR 32 Swinging Ridges Rd – 20 KMSR 5 – Rockgedgiel Rd – 6.2 KMSR 7 Pandoras Pass Rd – 16.2 KMSR 28 Big Jacks Creek Rd – 9.7 KMSR 140 Trails Rd- 4 KMSR 34 Presses Rd- 3 KM		
	Re-sheeting:		
	<ul style="list-style-type: none">Bundella Road – 2.8 KMResheet SR 18 Phillips Creek Rd -2.8 KM		

Sealed Roads	<ul style="list-style-type: none"> • Signs and guidepost- Various Locations • Blackville Road Rehab Stage 2– 2 KM-Fixing Local Road Round 4- project Completed- Rehabilitated 14 km Road. • Borah Creek Rehab Stage 3- 1.5KM – Sealing is Scheduled on 27/06/2025 • Quirindi Kerb and Gutter- Fern Street- Completed • Werris Creek Drainage • Town Street Sweeping • Slashing- Various locations • Weed Spraying- Various locations. • Storm Damage and Road Closures • Signs and guidepost- Various Locations • Slashing- Various locations along Highway • Tree sapling Removal- Highway
Parks and Gardens	
Function	Briefing
Parks and Reserves	<ul style="list-style-type: none"> • Mowing and routine maintenance of parks and Council owned facilities
Other public spaces	<ul style="list-style-type: none"> • Mowing of urban villages • Tree Trimming: <ul style="list-style-type: none"> ○ Quirindi streets and parks ○ Willow Tree area ○ Wallabadah area ○ Carroona area ○ Premer area • Football field line marking • Playground inspections • Grave digging – Quirindi and Werris Creek area • Cemetery Plaque installations – Quirindi and Currabubula • Playgrounds – soft fall added to, Bell Park, Rose Lee Park, King George V Park • The rubberised softfall at Hoamm Park has been repaired.

Property and Assets	
Function	Briefing
Property	<ul style="list-style-type: none"> • Work has commenced with the replacement of key/locks on some council properties in an effort to improve security and access across facilities in the LGA. • The production of the Emergency Evacuation Diagrams for council facilities are almost complete and the governance staff will install and advise when this has been completed. • The request for quotations for the production of Annual Fire Safety Statements of Council facilities has been completed and is currently being reviewed for release. • Meetings with concerned community members and further assessment by council staff have taken place for the Currabubula Recreation Grounds. Water security is a high priority for property staff at this location and we continue to monitor the usage, now with the assistance of community members and RFS staff. • User agreements are currently being reviewed and it is anticipated that these will be sent to relevant user groups during July 2025. It must also be noted that there are now two additional user groups for the Quirindi Showgrounds and Longfield Ovals, which have been included in a separate report for Council.
Property Management	<ul style="list-style-type: none"> • Summerhill Lodge, Werris Creek currently has 2 vacant units and council property staff are working with PRD Liverpool Plains staff to fill these. • A review of all leases/rents will be undertaken during July 2025, in an effort to implement any CPI increases and/or adjustments to these agreements.
Audit	<ul style="list-style-type: none"> • Additional auditor requests are currently being attended to by assets staff. • Continuing preparation works by property and assets staff, along with finance staff, is being undertaken for the annual audit. • Work continues on the capitalisation of assets by the assets staff in conjunction with relevant departments and finance.
Policies, Plans, Procedures and Strategies	<ul style="list-style-type: none"> • The Fixed Asset Policy in is draft form and has been delivered to relevant staff for review. • Work continues on the review of the Asbestos Policy and Asbestos Management Plan, however, priority is currently being placed on the end of financial year requirements and annual financial statements.
Asset Management	<ul style="list-style-type: none"> • Assets staff along with roads staff are continuing they preparation work for the 2025/2026 Transport revaluation. • Reviews of the asset register still continue and initial work has commenced on the development of an internal process to prioritise the replacement of assets which will assist with forward planning in the capital budget area, allowing a clearer assessment of which renewals will be a priority.

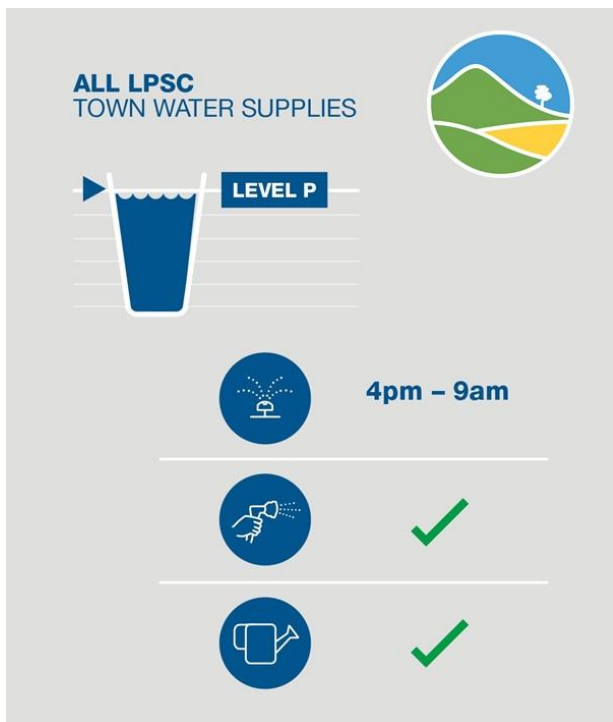
Crown Lands	<ul style="list-style-type: none"> Property staff are collating a full register of Aboriginal Land Claims received from Crown Lands that relate to land within the LGA. From this list recommendations are drafted, reviewed and supplied to Crown Lands prior to final determinations. Discussions continue with Crown Lands regarding the remaining halls in the LGA that are currently held in Trust and the required process to finalise ownership and management issues. A meeting is to be held mid-June with Crown Lands, Wallabadah community members and council staff in an effort to clarify the ownership, management and responsibility of various Crown Land parcels within the Wallabadah area.
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Water Services	
Function	Briefing
Quipolly Dam and Old Quipolly Dam Safety Management	<ul style="list-style-type: none"> Dam Emergency Plans: Revision progressing to incorporate latest flood modelling for both dams. Old Quipolly Dam plan commenced. Revised completion in June 2025 Automation control and monitoring function requirement review – continuing. Planned completion June 2025. Surveillance monitoring review: completed. Crack Monitoring Plan: draft submitted to Council. Investigation of proposed options is currently being undertaken. Planned completion July 2025
Water Main Replacement Program	<ul style="list-style-type: none"> Site work has commenced, with work being undertaken at both the Whittaker Street and Ray Carder Drive sites. Progress has been impeded due to a lack of detail of the exact location of existing infrastructure that is being worked around or connected into. The project will address key weaknesses in the Quirindi water supply network brought about by aging water mains as well as improve continuity of supply during maintenance and water quality due to treatment or source issues. Works are expected to be completed in early to mid-July 2025.
Quirindi Water Supply Automation Upgrade	<ul style="list-style-type: none"> Site audit undertaken in January. Workshop testing completed The project is on track for onsite completed in June 2025. Final documentation of completed work is expected during July.
Quirindi Waste-Water Pump Station 3 and 5 Upgrade	<ul style="list-style-type: none"> Council has met with 2 contractors in February and March. Water Services is currently reviewing options put forward to identify a value for money path to pursue. The project will address reliability and safety issues with the aging equipment at these sites as well as implement remote monitoring and provide capacity for future growth

Blackville and Premer Bore Upgrades	<ul style="list-style-type: none"> • Design basis workshop held in March • Draft Options Assessment draft to be submitted in June for LPSC and Department of Energy, Environment, Climate Change and Water review. • Current works are 75% grant funded under the NSW Governments Safe and Secure program. • Once complete this will form the basis for NSW Government funding to continue to the next phase. • Timing of the next step will depend on the process for further NSW Government funding.
Meter Reading	<ul style="list-style-type: none"> • Fourth quarter water meter reading was completed in May and bills have been issued.
Quirindi North Reservoir Power Supply	<ul style="list-style-type: none"> • Progress is being made with the designer and potential contractors to finalise the power connection to Quirindi North Reservoir. • A setback is currently being worked through relating to NSW Service Rules for power connections relating to land status between the transformer and the reservoir. • The connection of power is forecast to occur in October 2025.
Caroona Reservoir roof replacement	<ul style="list-style-type: none"> • A contractor has been engaged to install a new roof on the Caroona Reservoir. • To ensure drinking water quality is maintained a temporary poly tank is currently being arranged to maintain supply during the replacement. • The temporary tank and pipework and control equipment are expected to be onsite during June for the roof to be replaced in July.

Council maintains eight potable town water supply systems. These systems rely on a combination of ground and surface water sources which are susceptible to drought and changing water quality conditions. Water Services staff constantly monitor and adapt with the actions required to provide a continuous supply of quality drinking water as these changes occur.

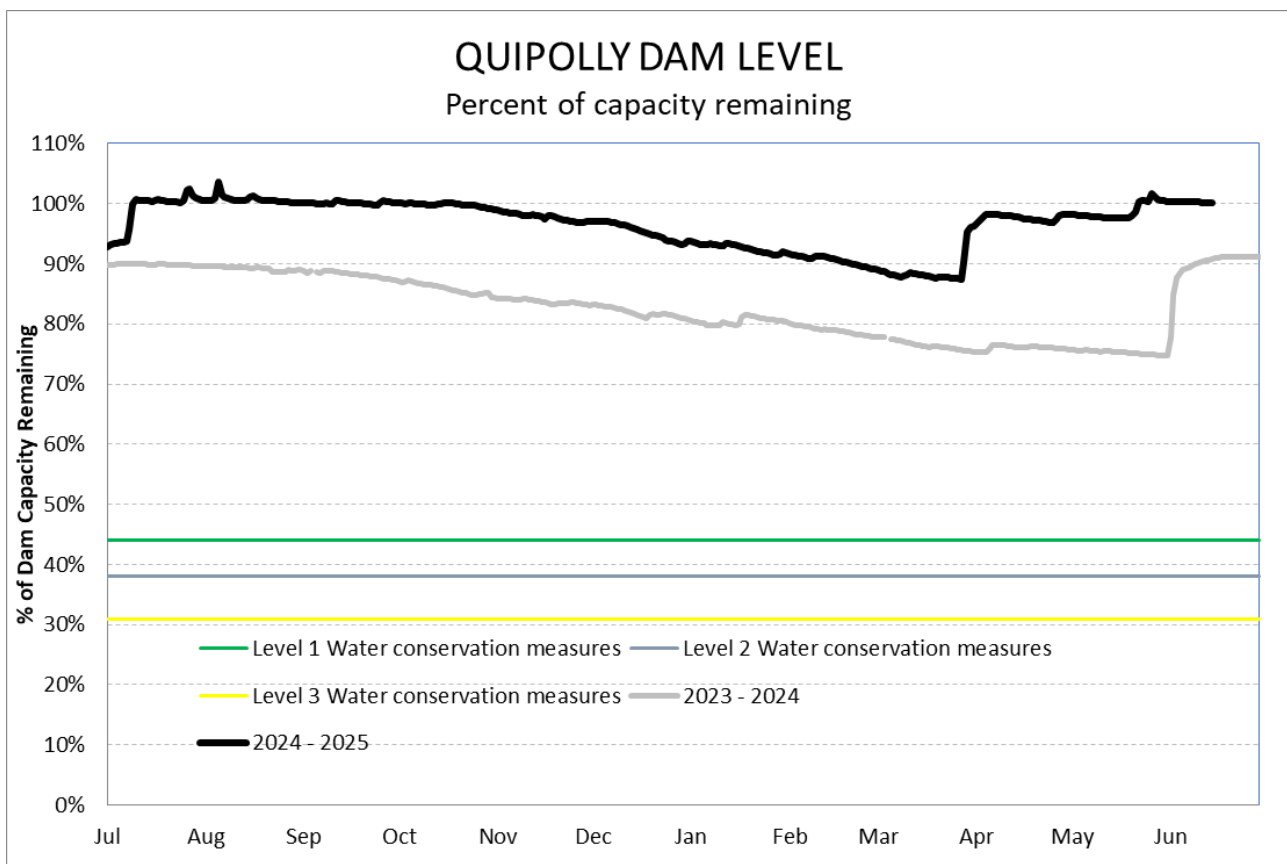
Water Quantity

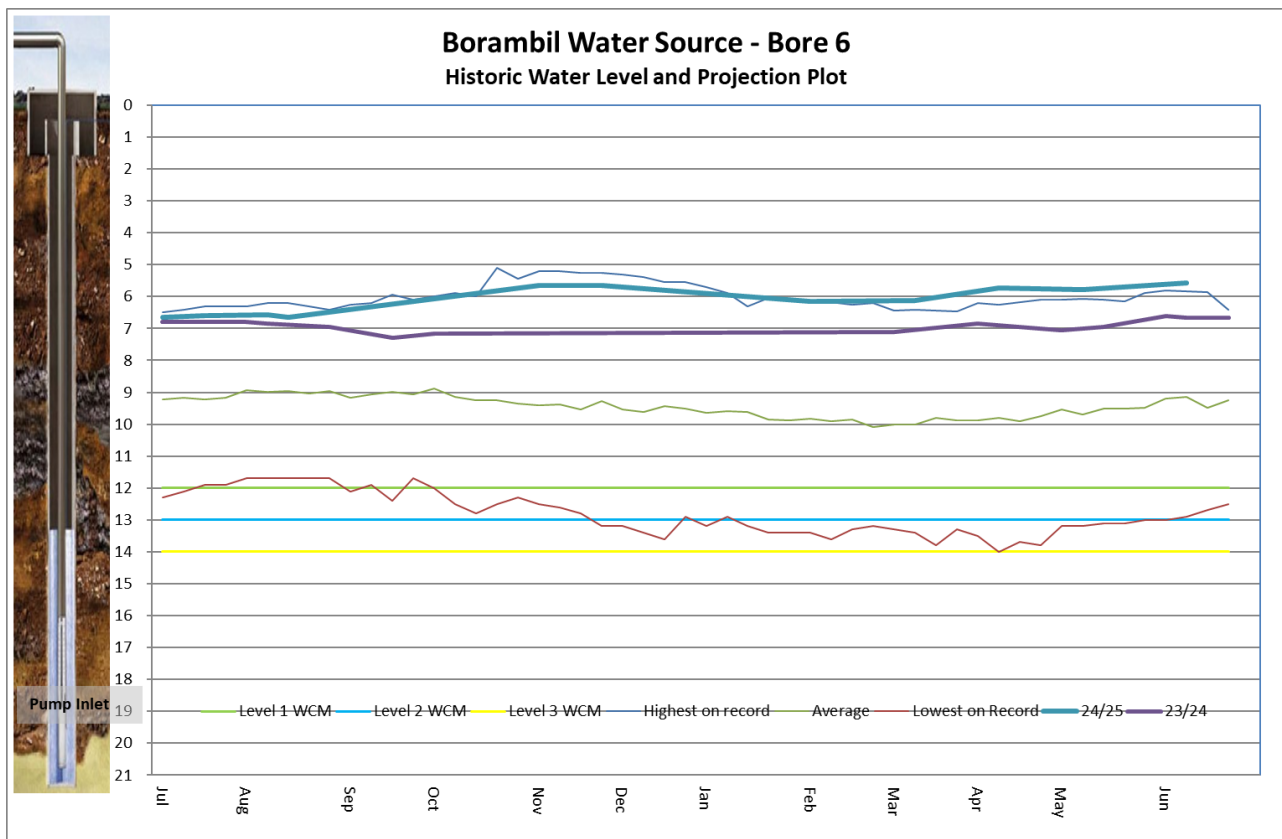


The climate outlook for the Liverpool Plains from the Bureau of Meteorology (BOM) is forecasting an above average likelihood of exceeding median rainfall over the next 3 months to September 2025. Demand is therefore forecast to be average for Winter.

All potable water supplies within the Shire are currently on Level P Water Conservation Measures. This recommends that the use of sprinklers and other fixed surface watering systems is from 4pm to 9am AEST. Handheld hoses, buckets and watering cans can be used at any time except during the warmer parts of the day. Consumers are always encouraged through the Level P measures to follow common sense water use practices to help maintain a sustainable water supply.

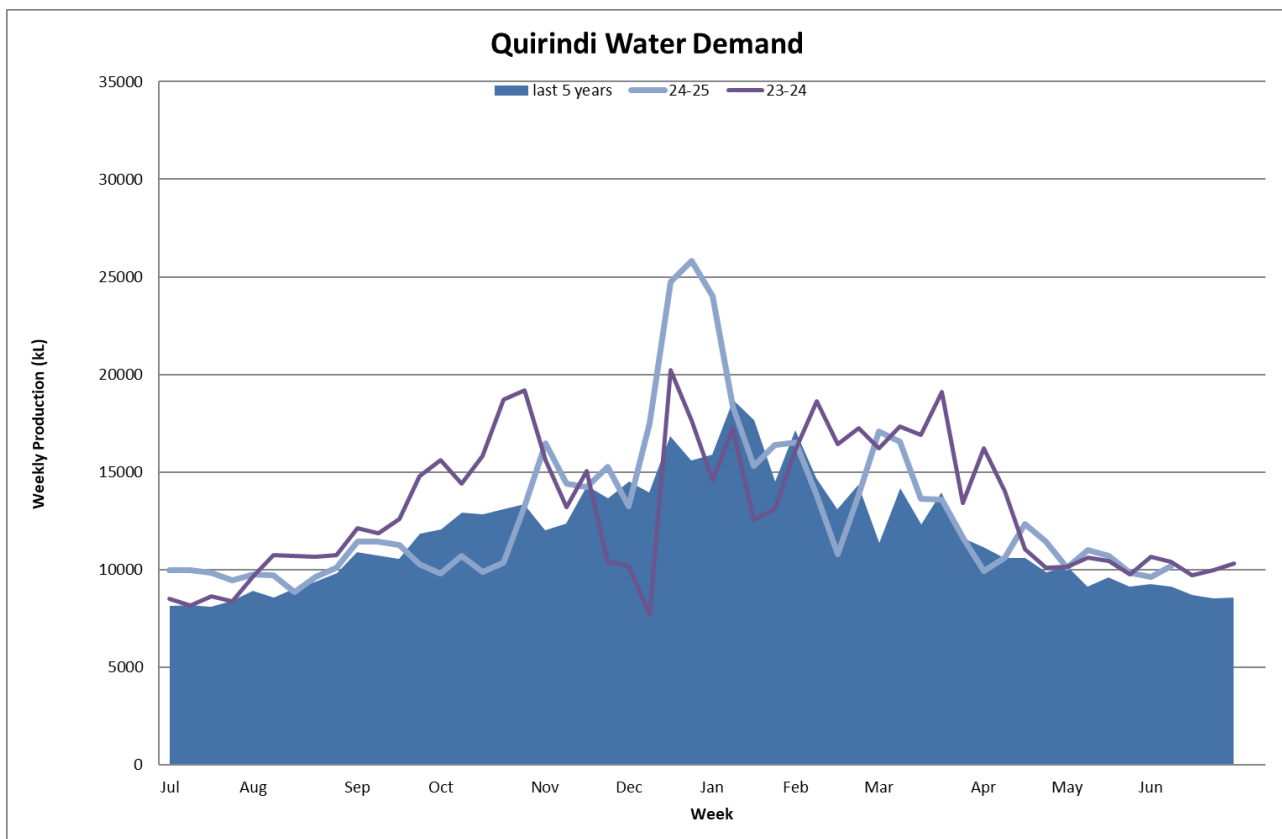
Major Water Source Summary

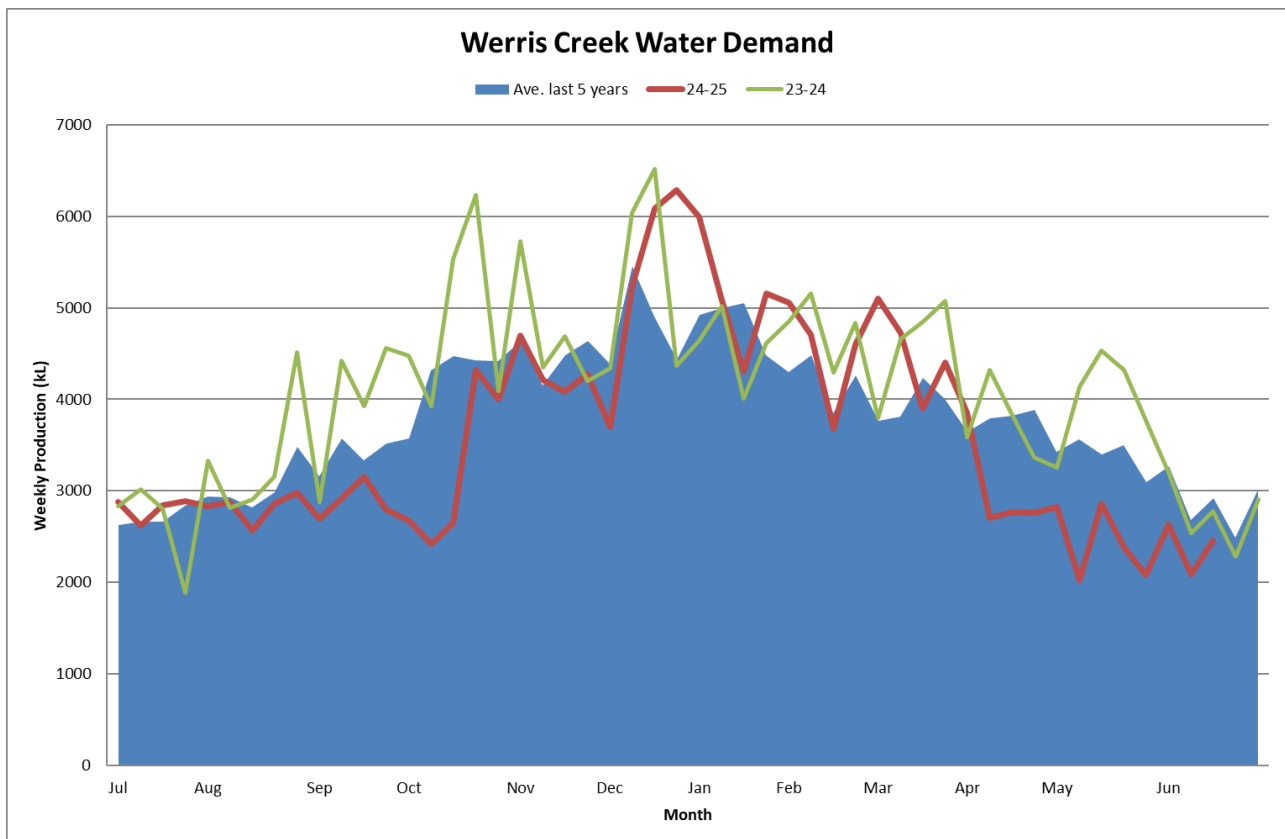




Quipolly Dam was at 100.4% at the end of May up 2.2% over the month. The groundwater level in the Borambil system has remained near capacity, remaining at a record for this time of year.

Town Usage Trends





Demand has been consistent from May into June at typically low levels.

Villages Systems

The water source and usage trends in the villages were much the same as for the town systems.

Water Quality

Blue Green Algae (BGA) at Quipolly Dam

Drinking Water Alert: Very High Alert (steady)

Recreational Alert (Fishing): Red Alert (steady)

BGA has remained at very high alert for drinking water and red alert for fishing. Operations staff will continue to respond in accordance with established response protocols when required.

Drinking Water Quality Events:

There were no water quality events reported to NSW Health since the last report to Council.

Environmental Services**Regulatory Approvals**

The following Development and Complying Development Applications were issued from the months of March 2025 until 31st May 2025.

These applications are advertised on Council's website in accordance with the provisions of Section 4.59 of the *Environmental Planning & Assessment Act 1979* and Sections 97 and 161 of the Regulation.

Development Applications – March 2025

Applic. No	Address	Land Title	Development	Determination
10.2024.110.1	1071 Wilmots Road Spring Ridge	Lot 5, 46 ,49, 54, 57, 166, 220, 221 & 241 DP 755518, Lot 2 & 10 DP 11456, Lot 1 DP 130340, Lot 1 & 2 DP 601002, Lot 561 DP 850487, Lot 40 DP 1126366, Lot 13 DP 1273210	Rural Consolidation of 17 Lots into 6 Lots	Approved Under Delegation
10.2024.100.1	25 Coach Street Wallabadah	Lot 13 DP 792237 Lot 14 DP 792237	Display Home (Manufactured Home)	Approved By Council
10.2024.102.1	33 Elizabeth Street Wallabadah	Lot 20 DP 1300150	Prefabricated Dwellings, a Display Home & Signage	Approved By Council
10.2024.79.1	382 Borah Creek Road Quirindi	Lot 134 DP 751009 Lot 130 DP 751009	5MW Solar Farm & Battery Energy Storage System	Approved by Northern Regional Planning Panel

Complying Development Applications – March 2025

Nil

Development Applications – April 2025

Applic. No	Address	Land Title	Development	Determination
10.2024.107.2	5 Industrial Drive Quirindi	Lot 3 DP 1062050	Modification (remove condition 21) for 8 Sel Storage Units & Amenities	Approved Under Delegation
10.2025.5.1	17 Price Street Quirindi	Lot 45 DP 1129934	Dwelling & Rainwater Tank	Approved Under Delegation
10.2025.4.1	6 McLachlan Street Werris Creek	Lot D15 DP 35894	Double Garage	Withdrawn
10.2024.111.1	30 Eurunderee Road Quirindi	Lot 3 DP 1141415	Dwelling & Attached Garage	Approved Under Delegation

10.2025.3.1	845 4D Road Carroona	Lot 174 DP 755520 Lot 1 DP 367400	Boundary Adjustment	Approved Under Delegation
10.2025.1.1	3 Pezzutos Road Colly Blue	Lot 3 Sec 2 DP 758267	Farm Shed	Approved Under Delegation
10.2023.12.3	86 Station Street Quirindi	Lot 57 DP 1305919	Modification – Change to Internal Layout	Approved Under Delegation
10.2025.2.1	152 Loder Street Quirindi	Lot 12 Sec 29 DP 758863	Dwelling	Rejected
10.2024.93.1	13 Ardglen Road Ardglen	Lot 4 Sec 12 DP 758027	Manufactured Dwelling	Rejected

Complying Development Applications – April 2025

Applic. No	Address	Land Title	Development	Determination
16.2025.2.1	7 Britton Avenue Quirindi	Lot 151 DP 858033	New Shed	Council Certification

Development Applications – May 2025

Applic. No	Address	Land Title	Development	Determination
10.2025.6.1	44 Maria Street Wallabadah	Lot 10 Sec 18 DP 759037	Two Transportable Cabins Used as Residential Storage	Refused
10.2025.13.1	25 North Avenue Quirindi	Lot 2 DP 719167	Alteration & Additions to a Dwelling (Deck	Withdrawn
10.2025.11.1	27 Eurunderee Road Quirindi	Lot 7 DP 1141415	Dwelling & Shed - Staged	Approved Under Delegation
10.2025.8.1	5 Raphie Howard Drive Willow Tree	Lot 11 DP 1083918	Dwelling & Attached Garage	Approved Under Delegation
10.2024.105.1	3 Snape Street Quirindi	Lot 1 DP 370305	Residential Entertainment Area & Workshop	Approved Under Delegation
10.2024.101.1	5 Greentrees Drive Quirindi	Lot 19 DP 1091735	Shed	Refused - Council
10.2024.91.1	8 Dragon Street Quirindi	Lot 8 DP 1226253	Industrial Shed	Approved Under Delegation
10.2024.97.1	8 Industrial Drive Quirindi	Lot 6 DP 804334	48 Storage Units	Withdrawn

Complying Development Applications – May 2025

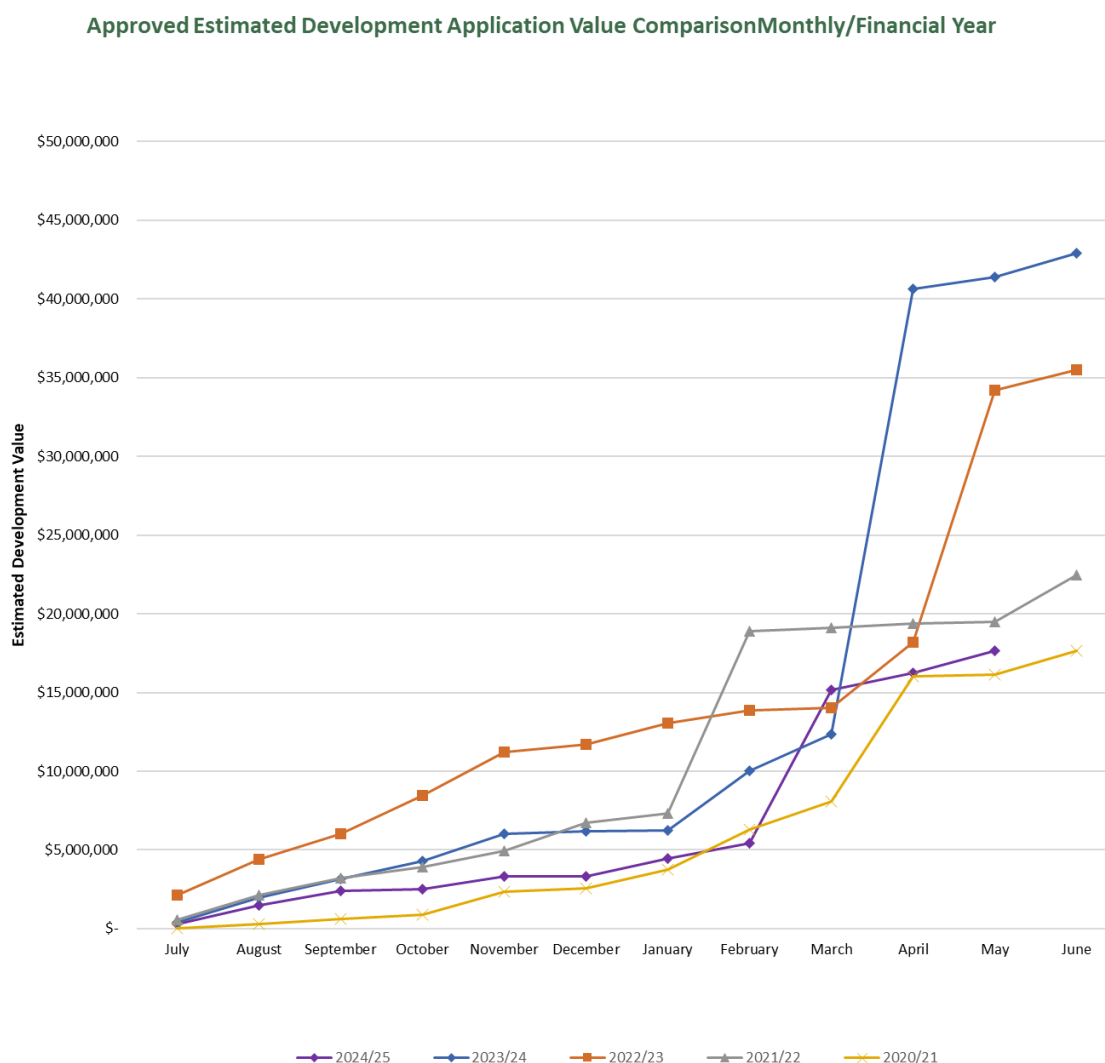
Applic. No	Address	Land Title	Development	Determination
16.2025.4.1	25 North Avenue Quirindi	Lot 2 DP 719167	Patio	Council Certification

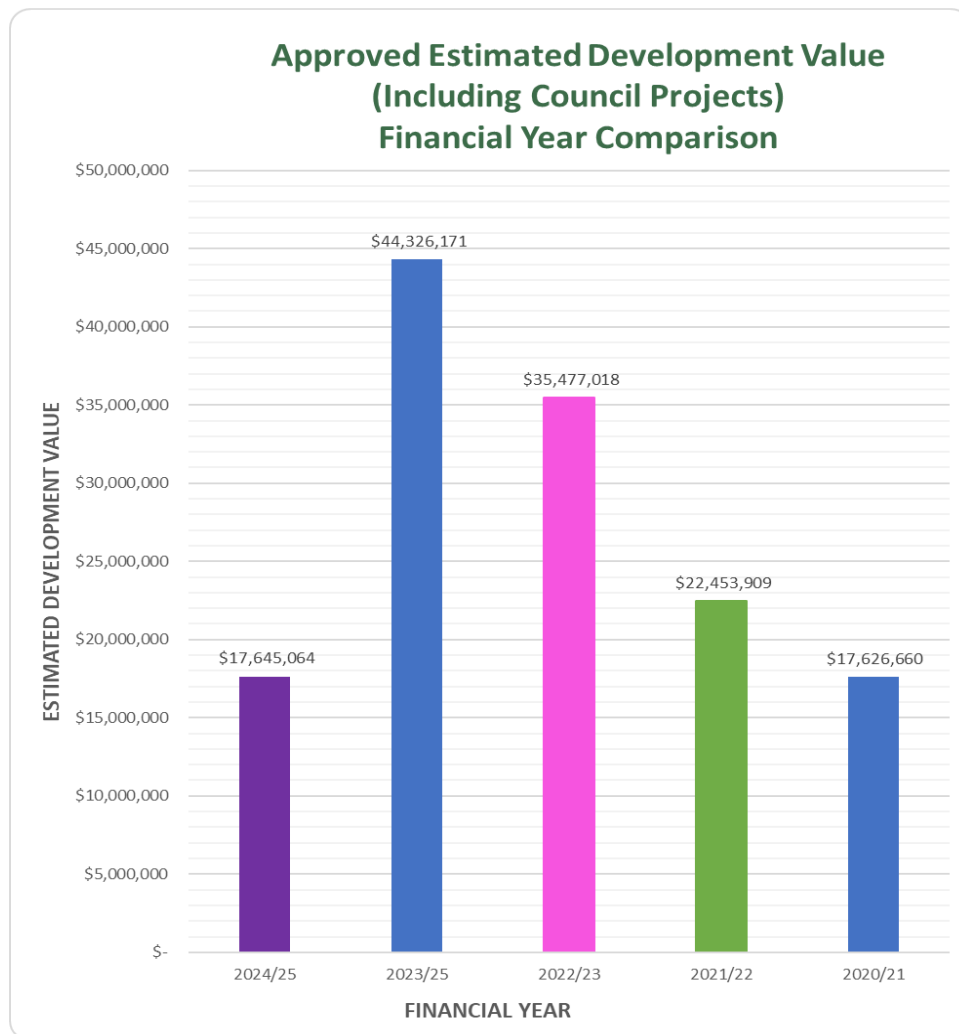
Estimated Approved Development Value

The following graphs show the estimated cost of development approved up until 31st May 2025. The data includes development and complying development approvals issued by Council or by way of private certification. The graph does not include any large infrastructure projects such as roads, bridges, rail, water and sewer scheme/improvements.

The data on the Development Application Approvals is presented in this graph is presented on the 2024-25 financial year, as we are currently in the later part of the year.

This graph represents all development work approved by private developers and Council work that does not require development consent.





Application Processing Numbers

Below is a breakdown of the actual applications which have been fully completed by application type from 2021 up to the 31st May 2025.

Application Type	2025	2024	2023	2022	2021
Development Applications	25	59	69	79	95
Complying Development Certificates	5	15	18	25	15
Construction Certificates	4	29	30	35	53
Section 68 Certificates	17	41	43	52	49
Occupation Certificates	14	32	35	19	28
Subdivision Certificates	1	4	3	7	7
Sub Total	66	180	198	217	247
Section 10.7	160	519	449	658	429
Sewer Plans	92	205	216	236	375
Swimming Pool	4	17	16	5	6
Notices & Orders	13	52	49	90	17
Building Certificates	3	3	7	3	3
Dwelling Entitlement	0	6	8	22	1
Sub Total	272	802	745	1014	831
Total	338	982	943	1231	1078

LEGISLATIVE AND POLICY IMPLICATIONS

There are no legislative or policy implications for Council associated with this report.

FINANCIAL IMPLICATIONS

All works are undertaken within current budget allocations.

RISK IMPLICATIONS

Report is for Council information only.





COMMUNITY CONSULTATION

There are no community consultation requirements for Council associated with this report.

CONCLUSION

The above report is provided as information for Council.

8.2 ENDORSEMENT AND ADOPTION OF CROWN LANDS PLAN OF MANAGEMENT AND ACKNOWLEDGEMENT OF NATIVE TITLE MANAGER ADVICE

IP&R Linkage:	Goal: We value beautiful landscapes, individual dynamic towns and villages and safe communities
	Strategy: Preserve and celebrate the character, heritage and culture of our region
Author:	Cindy Teuma, Manager Assets and Property
Authoriser:	Cian Middleton, General Manager
File Number:	G2025/0216
Annexures:	<p>A. FINAL DRAFT - LPSC Crown Lands Plan of Management - 1 November 2024 ↓ </p> <p>B. CGM Planning - Native Title Manager Advice Report ↓ </p> <p>C. Flowchart for Adoption of Crown Lands Plan of Management ↓ </p> <p>D. Approval to Progress to Public Exhibition and Minister's Consent to Adopt for Liverpool Plains Shire Council Crown Land Plan of Management ↓ </p>

RECOMMENDATION

That Council:

1. Receive the Crown Land Plan of Management, appended at *Annexure A*, and confirm that it has considered the Native Title Manager advice, appended at *Annexure B*, in relation to the Plan of Management.
2. Adopt the Plan of Management pursuant to section 38 of the *Local Government Act 1993*.

BACKGROUND

The *Crown Land Management Act 2018* ("the Crown Land Management Act") authorises local councils to manage dedicated or reserved Crown land to manage that land as if it were public land under the *Local Government Act 1993* ("the Local Government Act"). Generally, councils manage such land as if it were Community land.

Under the Local Government Act, a Plan of Management must be adopted by Council for all Crown Land classified as Community land.

Councils must ensure there is a compliant Plan of Management for all Crown Land that they manage as Community Land.

ISSUES AND COMMENTARY

The Plan of Management appended at *Annexure A* was prepared by CGM Planning and Development Pty Ltd ("CGM Planning"), using a generic format suggested by the by the NSW Department of Industry and Office of Local Government in the *Guidelines for Council Crown Land Managers*.

CGM Planning also prepared the accompanying Native Title Manager advice, appended at *Annexure B*.

Section 3.23 of the Crown Land Management Act provides that Council must initially assign a category of use that they consider to be most closely related to the purpose(s) that the land is dedicated or reserved.

Listed below are the eleven (11) Crown Land Reserves included in this draft Plan of Management, with their Date of Gazettal, Crown Land Purpose and Crown Land Category:

Reserve Number	Reserve Name	Date of Gazettal	Crown Land Purpose	Crown Land Category
35868	WALLABADAH RECREATION GROUND	06.06.1903	Public Recreation	Sportsground
59034	CURRABUBULA HALL (WAR MEMORIAL HALL)	23.07.1926	Public Recreation	Natural Area - Bushland
60682	YE OLDE CRICKET PITCH	21.09.1928	Public Recreation	Natural Area - Bushland
72708	QUIRINDI RACECOURSE & SHOWGROUND	21.05.1948	Public Recreation Racecourse Showground	General Community Use Sportsground
82332	QUIRINDI GOLF CLUB	05.02.1960	Public Recreation	Natural Area – Bushland Sportsground
82865	FIRST FLEET PARK	28.10.1960	Access Resting Place Water Supply	General Community Use Park
87207	HENRY STREET OVAL (LONGFIELD PARK)	06.06.1969	Public Recreation	General Community Use Sportsground Park
88516	CAMPBELL ST CYCLEWAY / PATHWAY (RSL PARK)	10.03.1972	Public Recreation	Park
88668	WARRAH CREEK PUBLIC HALL AND RECREATION RESERVE	14.07.1972	Public Hall Public Recreation Additional Purpose: Rural Services	General Community Use Sportsground Park
97242	SPRING RIDGE HALL (ACCESS ROADS)	27.04.1984	Public Recreation	Park Sportsground
97714	QUIRINDI CEMETERY	08.03.1985	Cemetery Purposes	General Community Use

LEGISLATIVE AND POLICY IMPLICATIONS

In developing and adopting a Plan of Management, Council must observe various requirements imposed by the Local Government Act and accompanying *Local Government (General) Regulation 2005* ("the Regulation"), the Crown Land Management Act, and the *Native Title Act 1996*.

As detailed above, the Local Government Act provides that Plans of Management must be prepared for all Community land. Such Plans of Management must meet the minimum requirements set out at section 36 of the Local Government Act. Further, public notice of draft Plans of Management must be provided under section 38 of the Local Government.

The Crown Land Management Act details further requirements in addition to those contained in the Local Government Act and Regulation, including clarifying when Native Title Manager advice is required. Consistent with this requirement, Council has obtained Native Title Manager advice from CGM Planning's Director, Mr Carl Malmberg, who is an accredited Native Title Manager. Mr Malmberg's advice is contained at *Annexure B*.

Under the Crown Land Management Act and Local Government Act, the nature and use of the Reserves must not change while the adoption of a Plan of Management for Community land is pending. As a result, Council is not able to properly deal with the land, except for issuing short-term licences, until a Plan of Management is adopted.

FINANCIAL IMPLICATIONS

Following the introduction of the Crown Land Management Act, which came into force on 01 July 2018, the NSW Government allocated \$7 million in one-off funding for councils to assist with the development of compliant Plans of Management. Council received \$41,025 through this funding program.

As detailed above, CGM Planning was engaged to develop the draft Plan of Management (refer *Annexure A*) and prepare the accompanying Native Title Manager advice (refer *Annexure B*). Expenses incurred in engaging CGM Planning have been met through the Crown Land funding.

RISK IMPLICATIONS

As detailed above, Council was required to develop and adopt a compliant Plan of Management for the Crown Land it manages. If Council fails to adopt a Plan of Management, it may lose the right to manage the Crown Land.

COMMUNITY CONSULTATION

As detailed in the draft Plan of Management, CGM Planning undertook targeted stakeholder consultation in October 2020 with key users, representatives and lessees of affected Crown Land Reserves.

Section 38 of the Local Government Act required further community consultation to be undertaken, by way of public exhibition of the draft Plan of Management. This public exhibition process has now occurred after review by the Department of Planning, Housing and Infrastructure and the Minister formally approving the Plan of Management.

No submissions were received by Council during this community consultation period and the Plan of Management has not changed. Council may now proceed to adopt the Plan of Management.

A flowchart illustrating the approval and community consultation process is appended at *Annexure C*.

CONCLUSION

Consistent with Council's legislative obligations under the Crown Land Management Act and Local Government Council, a draft Plan of Management was prepared for each Reserve of which Council is the appointed Crown Land Manager. The Plan of Management, appended at *Annexure A*, has been prepared in accordance with the applicable guidelines and as part of the approval process, Council must also attest that it has considered Native Title Manager advice in relation to the draft Plan of Management and resolve to adopt the Plan of Management.



**Liverpool
Plains**
Shire Council

Plan of Management

Community Land

2021

INFORMATION ABOUT THIS DOCUMENT

Document Record Number	D21/3646
Document Owner	Director Infrastructure and Environmental Services
Document Development Officer	Manager Property and Assets
Review Timeframe	Five years
Last Review Date	November 2024
Next Scheduled Review Date	October 2029

Document History		
Doc No.	Date Amended	Details/ Comments
Version 1	14 February 2021	Draft prepared by CGM Planning.
Version 2	02 March 2021	Draft revised by CGM Planning after Council officer comments
Version 3	24 March 2021	Endorsed for public exhibition [res. 2021/37].
Version 4	19 November 2024	Draft revised by Department of Planning, Housing and Infrastructure – Approved for public exhibition and Ministers consent to adopt

Further Document Information and Relationships	
Related Legislation	Local Government Act 1993 Local Government Amendment (Governance and Planning) Act 2016 Crown Land Management Regulation 2018
Related Policies	Code of Conduct (D19/5709) Internal Audit Charter (D19/2334)
Related Documents	Internal Audit Guidelines, NSW Department of Premier and Cabinet (September 2010)

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ACKNOWLEDGEMENT OF COUNTRY

Liverpool Plains Shire Council acknowledge the traditional custodians of this land; the people of the Kamilaroi nation and their Elders, past, present and emerging.

This plan of management acknowledges a strong belief amongst Aboriginal people that if we care for country, it will care for us. This is supported by the knowledge that the health of a people and their community is reliant on a strong physical and emotional connection to place.

Conserving Aboriginal heritage and respecting the Aboriginal community's right to determine how it is identified and managed will preserve some of the world's longest standing spiritual, historical, social and educational values.

DEFINITIONS

In this document, unless otherwise defined, the following terms shall be interpreted as having the following meanings:

Lease	means a contractual agreement between the landowner or manager and an occupant of land and/or building. Leases generally enable exclusive use of land for a specified term and purpose (for example, a bowling green for 15 years).
Licence	means a contractual agreement between the landowner or manager and an occupant of land and/or building. Licences generally enable non-exclusive use for a specified term and purpose (for example, the use of a hall at a showground on the first weekend of every month for six months).
User Agreement	means a lease, licence or an agreement made for use as a result of a short-term, casual use, booking or hiring.

Plan of management for Crown reserves

PART 1: INTRODUCTION AND GENERAL INFORMATION

1.0 KEY INFORMATION

This plan of management (PoM) has been prepared for Liverpool Plains Shire Council for eleven (11) Crown Reserves across the Local Government Area (LGA) in accordance with Section 3.23 of the *Crown Land Management Act 2016* (CLM Act) and Section 36 of the *Local Government Act 1993* (LG Act).

It provides direction as to the use and management of Council managed crown reserves classified as community land under the LG Act.

The reserves covered by this PoM are:

Reserve #	Reserve Name	Gazettal Date
35868	Wallabadah Recreation Ground	06.06.1903
59034	Currabubula Hall (War Memorial Hall)	23.07.1926
60682	Ye Olde Cricket Pitch	21.09.1928
72708	Quirindi Racecourse & Showground	21.05.1948
82332	Quirindi Golf Club	05.02.1960
82865	First Fleet Park	28.10.1960
87207	Henry Street Oval (Longfield Park)	06.06.1969
88516	Campbell St Cycleway / Pathway	10.03.1972
88668	Warrah Creek Public Hall and Recreation Reserve	14.07.1972
97242	Spring Ridge Hall (Access Roads)	27.04.1984
97714	Quirindi Cemetery	08.03.1985

It was referred to the landowner, the Minister for Crown Lands, on 24 March 2021 to enable public exhibition.

Following public exhibition and consideration of submissions the PoM will be adopted by Council.



2.0 INTRODUCTION

This Community Land Generic PoM for Liverpool Plains Shire is the first PoM prepared for 11 Crown reserves in the LGA under the current CLM Act. These reserves were previously managed by the Council as reserve trust manager under the repealed *Crown Lands Act 1989*.

2.1 About Liverpool Plains Shire

Liverpool Plains Shire Council LGA is in the Lower North West region of NSW, near to Gunnedah and Tamworth with access to the NSW east coast major cities of Sydney, Newcastle, and Brisbane. The region has many positive attributes - location, accessibility and connectivity; highly productive agricultural land; significant mineral resources and strong lifestyle opportunities.

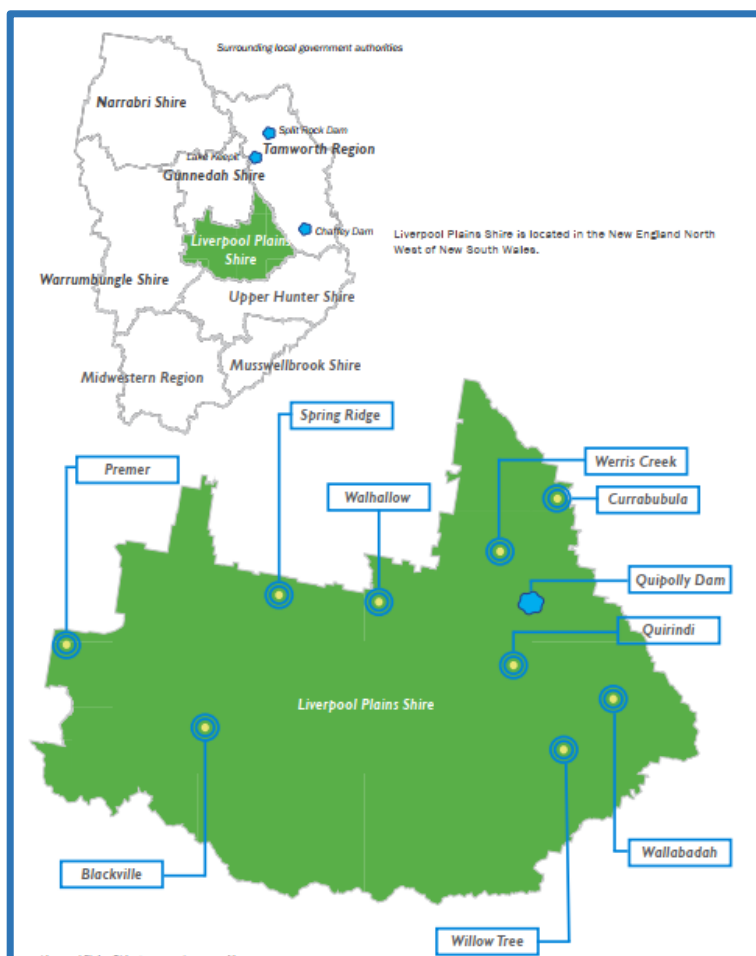
The region is well positioned with three major highways (Kamilaroi, New England and Oxley) and three railway lines (the Main North Line, Mungindi Line and Werris Creek – Binnaway Line) and is serviced by several significant inter-regional link roads.

The Shire's small airport is licensed for general aviation and is used for recreational flying, corporate charter flights, flight training and agricultural services, with main air services available from Tamworth Regional Airport to Sydney and Brisbane.

The Lower North West region's natural assets, economic strengths and industry specialisations are the foundation for economic opportunities in:

- high-value agriculture and product manufacturing;
- mining and construction industries; and
- cultural, historical and environmental tourism.

Liverpool Plains Shire LGA incorporates an area of 5,082 square kilometres extending from the Great Dividing Range in the east, west across the highly fertile and productive Liverpool Plains. The southern boundary of the Shire is marked by the Liverpool Range, which forms the drainage divide between the Hunter and Namoi River Catchment Areas. The Liverpool Plains Shire is located in the upper catchment of the Namoi River and is drained by two significant headwater tributaries, the Mooki River and Quirindi Creek. It also sits on the south-eastern edge of the Gunnedah Basin, which has extensive coal and ground resources.



The Liverpool Plains has a warm temperate climate with hot summers (average temperature range 16-33°C) and cool to cold winters (1-18°C). The average rainfall is 683mm, with rain year-round with a slight summer maximum. Frosts are prevalent in winter. The climate is conducive to cropping and grazing year-round.

The economy, livelihood, identity and history of the community are all shaped by the region's key industries of agriculture (cattle and sheep production and cropping), agri-processing, mining, transport and tourism.

Liverpool Plains towns and villages combine local businesses, agricultural production and agri-business, freight logistics, and renewable energy, with a growing tourism and regional services that attract visitors and attracting new residents, businesses and investment.

Quirindi, located 65 kilometres south of Tamworth, is the commercial and administrative centre of the Shire. Quirindi has a strong rural supply and services sector and is an emerging lifestyle centre. The town supports a strong agricultural base with related industries including freight, agricultural manufacturing, resource extraction and processing related businesses. The Quirindi and Jacob and Joseph Creeks wind through the town in a generally east-west direction.

Werris Creek is the second-largest centre in the LGA and is known as New South Wales' first railway town, closely linked with the construction of the railway and connections to Armidale and Moree. In addition to the Werris Creek Railway Precinct, and the Victorian and Federation railway buildings, the town has an intermodal freight terminal, major grain receival site, as well as railway workshops and nearby Werris Creek coal mine.

There are a number of rural villages that rely on Quirindi and Werris Creek for district services, e.g: health, higher education, – Caroona, Currabubula, Premer, Spring Ridge, Wallabadah and Willow Tree as well as the rural localities of Ardglenn, Blackville, Braefield, Bundella, Colly Blue, Mount Parry, Old Warrah, Piallaway, Pine Ridge, Tamarang, Walhallow, and Yarraman.

The villages maintain distinctive and local services - general stores and / or a hotel that also serve as meeting places for local residents and touring travellers, as well as specific attractions or services such as the Tourist Information Centre at Willow Tree, and the First and Second Fleet Memorial Gardens at Wallabadah. Most of the villages have community or public halls associated with small recreation or sporting facilities, and free camping areas, with the riverside camping area at Wallabadah being very popular with New England Highway travellers.

Common to many rural districts and regions in NSW, the Liverpool Plains has an ageing population as many young people seek education and employment opportunities in capital cities while older people, particularly for retirees, are attracted to the rural qualities and amenities of the Shire.

The four main urban areas of the Shire, Willow Tree, Quirindi, Werris Creek and Currabubula, contain over 70% of the total shire population, with low population growth forecast to 2040 (0.1% pa), and a projected 7,900 residents in 2040, with almost 30% being aged 65 and over (DPE Population Projections).¹



¹ Liverpool Plains Shire Council Local Strategic Planning Statement 2040

2.2 Purpose of a plan of management

The *Local Government Act 1993* requires a PoM to be prepared for all public land that is classified as 'community land' under that Act.

A PoM outlines community land and its features, and clarifies how Council will manage, use or develop it into the future. It identifies Council's goals and objectives for the land and establishes the overall direction for planning, resource management and maintenance. It is an important management tool written in consultation with the community, providing a transparent and coordinated approach to public land management.

Local councils authorised by the *Crown Land Management Act 2016* (the CLM Act) to manage dedicated or reserved crown land, must manage the land as if it were public land under the LG Act. Therefore, under the LG Act, all Crown land reserves managed by council are required to have a PoM for that community land.

The purpose of this generic PoM is to:

- contribute to the Council's broader strategic goals and vision as set out in the Liverpool Plains Community Strategic Plan 2017-2027
- ensure compliance with the LG Act and the CLM Act
- provide clarity in the future development, use and management of the community land, and
- ensure consistent management that supports a unified approach to meeting the varied needs of the community.

Further information about the legislative context of Crown Reserve PoMs can be found in **Appendix C** of this document.

2.3 Process of preparing this plan of management

A PoM can be prepared for more than one parcel of land (generic or geographic) or for a single reserve (significant or specific). This is a generic plan for community land for Council managed Crown reserves within Liverpool Plains Shire categorised as Park, Sportsground, General Community Use and Natural Area- Bushland.

A single cohesive plan enables consistent management of the open space network and enhanced appreciation by the wider community of its benefits, variety and distribution.

Although this PoM outlines the way land will be used and provides the framework for Council to follow with regard to leases and licences, if additional development proposals of the community land occur (other than those authorised by the PoM) amendment and re-exhibition of the PoM is required.

Figure 1 below illustrates the process for preparing this PoM.

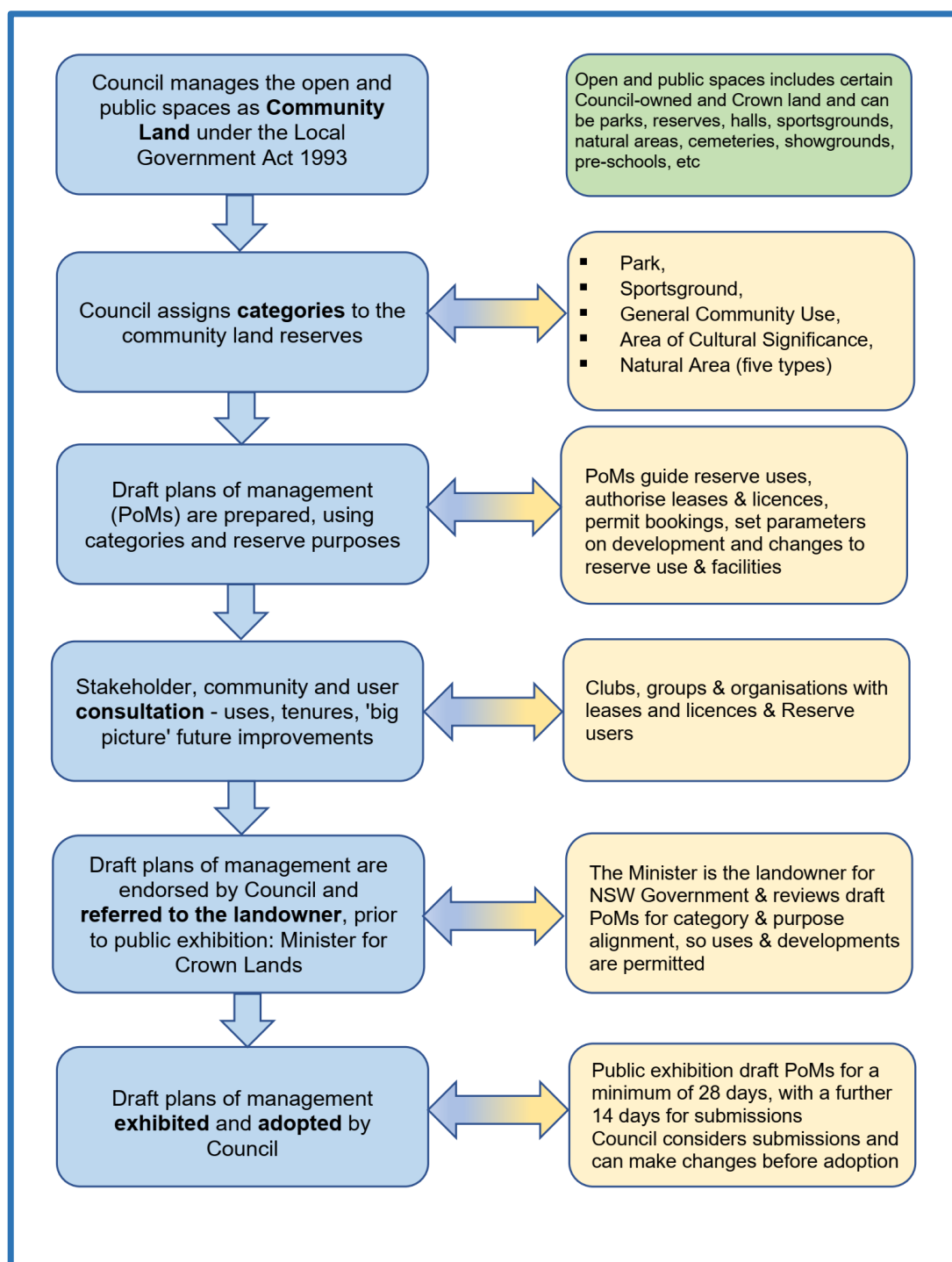


Figure 1 Process steps in preparing a plan of management

2.4 Change and review of plan of management

This PoM will require regular review to align with community values and changing community needs, and to reflect changes in Council priorities. Council will undertake a review of this PoM within five years of its adoption.

Implementation of the PoM actions will be achieved through Council's Integrated Planning and Reporting (IP&R) framework, specifically the four-year Delivery Program and annual Operational Plan.

The performance of this PoM will be reviewed on a yearly basis to ensure the reserves are being managed in accordance with the PoM, are well maintained and provide a safe environment for public enjoyment. Council should regularly monitor and evaluate the progress of implementation and review of performance targets, means of achievement and method of assessment annually.

Any change to an adopted PoM will require the preparation of a new draft PoM, which may include a simple alteration to existing schedules and text, or a change of category from park to general community use or sportsgrounds. Each new draft PoM must be referred to any landowner and placed on public exhibition where the community will have an opportunity to comment prior to Council adoption.

Council may continue to acquire or divest land for the benefit of the community. Land may also come into council's ownership by dedication of land for open space. Occasionally, appendices to this PoM may be updated, reflecting significant changes to the condition of the community land, or to reflect new acquisitions or dedications of land.

2.5 Community consultation

Community consultation is important to ensure a PoM meets the needs of the local community. It also enables the comprehensive management of public land and encourages appreciation of its social, environmental and health benefits.

Before a PoM can be adopted by the council, it must be placed on public exhibition for at least 28 days. The period in which written submissions can be received must be at least 42 days from the first day of public exhibition.

A draft PoM must also be referred to any landowner, other than council, prior to public exhibition. In this case, the owner is the State of NSW, which is represented by the Minister administering the CLM Act. The Council must include in the draft plan any provisions that may properly be required by the minister's portfolio department in accordance with existing guidelines and requirements.

The 11 Crown reserves across the Shire/LGA are widely dispersed and range from sports grounds, community halls, primitive campgrounds to the cemetery, parks and the Quirindi showground and racecourse. These are important open space, recreation, cultural and social resources catering to a wide range of local and district activities.

On 13 and 14 October 2020, stakeholder engagement was held with key users, representatives and lessees, to inform the preparation of the draft PoM. These focus group sessions were limited in number and duration to comply with (then) COVID 19 restrictions.

Each session explored the importance and value of the reserve, what improvements (big picture) could be made, what issues exist and potential solutions, to confirm existing and future uses and document desired future outcomes. The outcomes of this early engagement provided valuable information about the current use of the reserves, facility and management issues and opportunities for improvement and these have been incorporated into this draft PoM.

A list of the stakeholder consultation attendees is at **Appendix D**.

3.0 LAND DESCRIPTION

3.1 Owner of the land

The subject land is owned by the State of NSW (Crown land) and is managed by Liverpool Plains Shire Council as Crown land manager under the CLM Act.

In addition to management and use of Crown reserves that aligns with the reserve purpose(s), there are other influences over council management of Crown reserves. For example, Crown land managers may have conditions attached to any appointment instruments, or councils may have to comply with specific or general Crown land management rules that may be published in the NSW Government Gazette. Councils must also comply with any additional or newly made Crown land regulations.

There are no conditions attached to any Liverpool Plains Shire Council Crown land manager appointment notices, and only one Crown land management rule applies to Crown land in the Liverpool Plains Shire local government area.

The rule, made under s.3.15 of the *Crown Land Management Act 2016*² states:

Crown land managers cannot, under any act (including the Local Government Act 1993), grant any lease or licence authorising:

- *the installation or construction of communication infrastructure on Crown land;*
- *the placement of communication infrastructure on Crown land;*
- *the use of communication infrastructure that is located on Crown land;*
- *access to communication infrastructure that is located on Crown land.*

However, the rule does not prevent the holder of a holding granted by the Minister administering the Crown Land Management Act 2016 subletting of communication infrastructure located on Crown land in accordance with the conditions of a holding granted by the Minister.

3.2 What land is covered by this plan of management?

The Crown land covered by this generic PoM is identified in **Appendix A** and **Appendix B** by reserve number, real property identifiers (lots and deposited plans), as well as shown by maps.

These Crown reserves are managed as community land by Council as Crown land manager.

The land on these reserves has been categorised as one of more of the following:

- Park;
- Sportsground;
- General Community Use; and

² https://www.industry.nsw.gov.au/__data/assets/pdf_file/0011/205994/clmr1801-circular-telecommunications-holdings.pdf

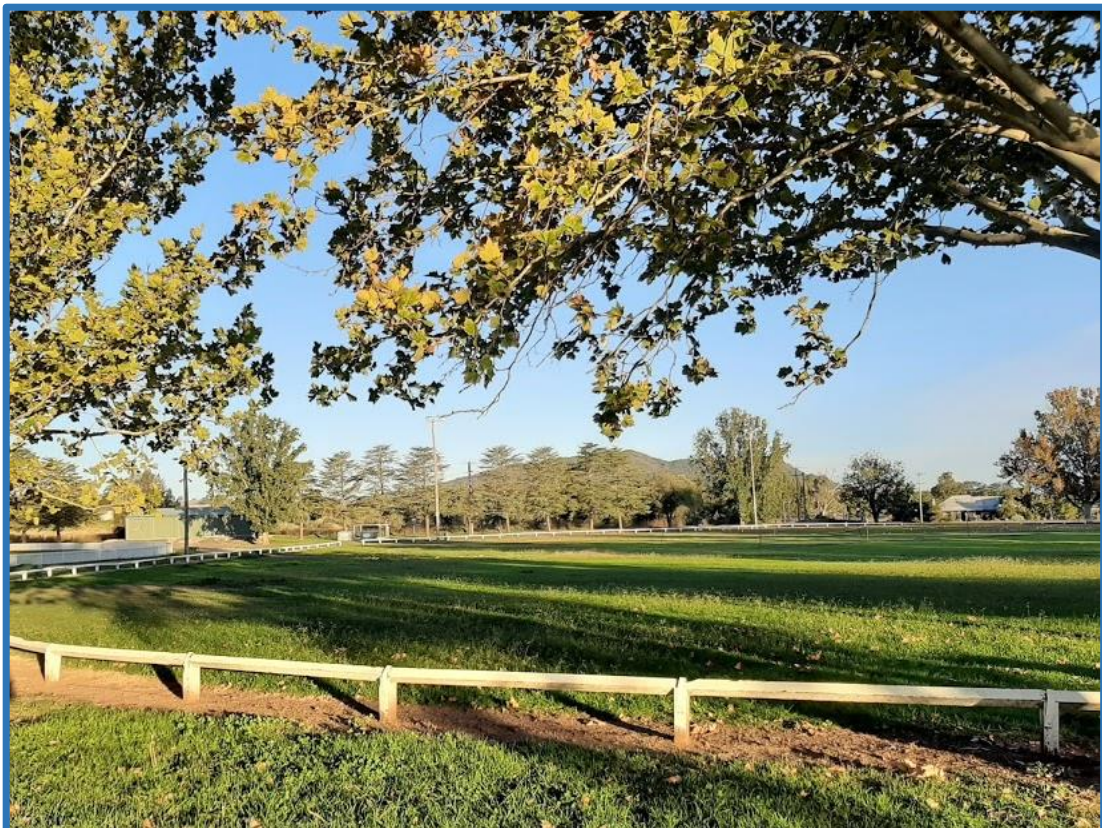
- Natural Area- Bushland.

Each of these categories have specific objectives which dictate what can happen on the land and these are detailed under each specific section/chapter of this PoM.

3.3 What land is not covered by this plan of management?

This generic PoM does not include:

- Council owned public land;
- community land covered by specific PoMs;
- Crown reserves that Council manages as 'devolved land' and that is managed under Section 48 of the LG Act (Council is not a Crown land manager for these reserves), the reserves are not community land and these do not require a PoM;
- public open space and recreation facilities which are owned and managed by other entities;
- privately owned land, which is made available for public use; and
- land declared as critical habitat, or directly affected by a threat abatement plan or a recovery plan under threatened species laws (sections 36A(2) and 36B(3)) or by council to contain significant natural features (section 36C(2)) or to be of cultural significance (section 36D(2))



4.0 BASIS OF MANAGEMENT

There are 11 Crown reserves within this PoM. These may have a sole category or several categories assigned to the land depending on the land use characteristics and underlying Crown purpose as detailed below.

Sportsground category

- Wallabadah Recreation Ground (R35868)

Park category

- RSL Park: Campbell St Cycleway / Pathway (R88516)

General Community Use category

- Quirindi Cemetery (R97714)

Natural Area - Bushland category

- Currabubula Hall / War Memorial Hall (R59034)
- Ye Olde Cricket Pitch (R60682)

Land with more than one category – **part Sportsground, Park and/or General Community Use, Natural Area - Bushland**

- Henry Street Oval / Longfield Park (R87207) – *Sportsground, General Community Use and Park*
- Warrah Creek Public Hall and Recreation Reserve (R8668) – *Sportsground, General Community Use and Park*
- First Fleet Park (R82865) – *General Community Use and Park*
- Quirindi Racecourse & Showground (R72708) – *General Community Use and Sportsground*
- Quirindi Golf Club (R82332) – *Natural Area – Bushland and Sportsground*
- Spring Ridge Hall Access Roads (R97242) – *Park and Sportsground*

Where the land has more than one category the areas identified are to be managed according to each mapped category e.g that part 'sportsground' and that part 'park' are to be managed in accordance with the objectives and intent of that category and the management actions in this PoM.



4.1 Categorisation of the land

All community land is required to be categorised as one or more of the following in accordance with section 36(4) of the LG Act:

- **Natural area:** for all areas that play an important role in the area's ecology. This category is further subdivided into bushland, escarpment, foreshore, watercourse and wetland categories.
- **Sportsground:** for areas where the primary use is for active recreation involving organised sports or the playing of outdoor games.
- **Park:** for areas primarily used for passive recreation.
- **Cultural significance:** for areas with Aboriginal, aesthetic, archaeological, historical, technical, research or social significance.
- **General community use:** for all areas where the primary purpose relates to public recreation and the physical, cultural, social, and intellectual welfare or development of members of the public. This includes venues such as community halls, scout and guide halls, and libraries.

Each category has set guidelines for assigning categories and core objectives providing guidance to the management of community land – see **Table 2**. The core objectives for each category give a broad strategic direction for management of this land, which is the same for all community land of the same category across NSW. The land is also defined by real property identifiers (lots and deposited plans), as well as shown by maps in **Appendix A**.

The CLM Act requires that when assigning community land categorises to Crown reserves that they align with the purpose for which the land is dedicated or reserved. The reserve purposes for the 11 reserves within this PoM are listed in **Table 3**.

4.2 Guidelines and core objectives for management of community land

The management of community land is governed by the categorisation of the land, its Crown reserve purpose, and the core objectives of the category. The application of categories is guided by the *Local Government (General) Regulation 2005* (LG Regulation), and the category must be aligned with the gazetted Crown reserve purpose.

Table 2: Category definition and objectives		
CATEGORY	GUIDELINE DEFINITION UNDER LG REGULATION	CORE OBJECTIVES OF THE LG ACT
Natural Area - Bushland	<p>Clause 102</p> <p>Land which possesses a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as bushland, wetland, escarpment, watercourse or</p>	<p>Section 36E</p> <p>To conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area.</p> <p>To maintain the land, or that feature or habitat, in its natural state and setting.</p>

Table 2: Category definition and objectives		
CATEGORY	GUIDELINE DEFINITION UNDER LG REGULATION	CORE OBJECTIVES OF THE LG ACT
	foreshore under section 36(5) of the Act.	<p>To provide for the restoration and regeneration of the land.</p> <p>To provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion.</p> <p>To assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in a recovery plan or threat abatement plan prepared under the Threatened Species Conservation Act 1995 or the Fisheries Management Act 1994.</p>
Sportsground	<p>Clause 103</p> <p>Land used primarily for active recreation involving organised sports or playing outdoor games.</p>	<p>Section 36F</p> <p>Encourage, promote and facilitate recreational pursuits in the community involving organised and informal sporting activities and games</p> <p>Ensure that such activities are managed having regard to any adverse impact on nearby residences.</p>
Park	<p>Clause 104</p> <p>Land which is improved by landscaping, gardens or the provision of non-sporting equipment and facilities, and for uses which are mainly passive or active recreational, social, educational and cultural pursuits that do not intrude on the peaceful enjoyment of the land by others</p>	<p>Section 36G</p> <p>Encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities</p> <p>Provide for passive recreational activities or pastimes and for the casual playing of games</p> <p>Improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.</p>
General Community Use	<p>Clause 106</p> <p>Land which may be made available for use for any purpose for which community land may be used, whether by the public at large or by specific sections of the public, and is not required to be categorised as a natural</p>	<p>Section 36I</p> <p>Promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public:</p>

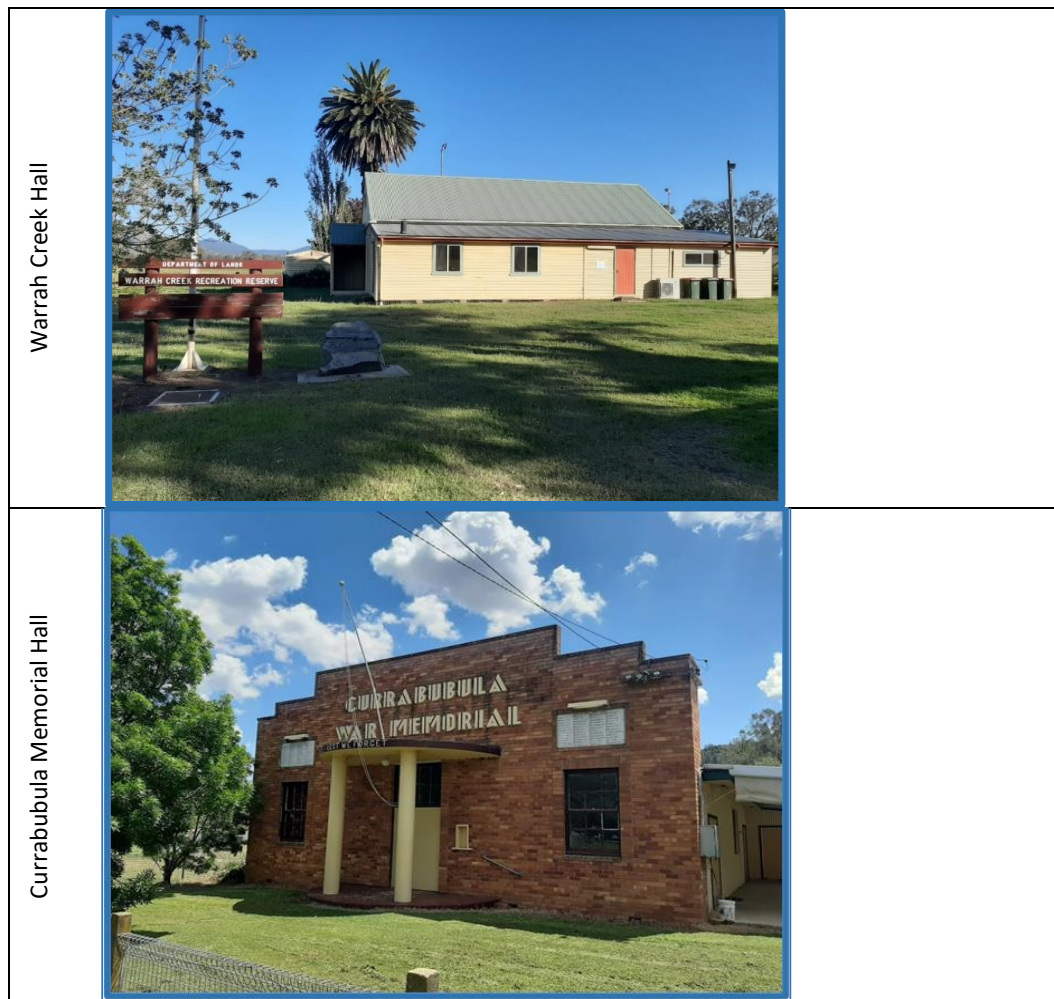
Table 2: Category definition and objectives		
CATEGORY	GUIDELINE DEFINITION UNDER LG REGULATION	CORE OBJECTIVES OF THE LG ACT
	area under section 36A, 36B or 36C of the Act and does not satisfy the guidelines under clauses 102–105 for categorisation as a natural area, a sportsground, a park or an area of cultural significance.	<ul style="list-style-type: none">• for public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and• for purposes where a lease, licence or other estate may be granted over the land (other than the provision of public utilities and works associated with or ancillary to public utilities).

The reserves purpose, community land categories, real property identifiers and land use zone under the Liverpool Plains Shire LEP 2011 are shown in **Table 3**.

Table 3: Reserve Purposes and Land Use Zone					
RESERVE NO.	RESERVE NAME	RP IDENTIFIER (LOTS/DP)	CROWN LAND PURPOSE	CATEGORY	LEP 2011
35868	WALLABADAH RECREATION GROUND	Whole: Lots 373, 375 DP 47192, Lot 21 Section 8 DP 759037 Parish Wallabadah County Buckland	Public Recreation	Sportsground	RU5 Village
59034	CURRABUBULA HALL (WAR MEMORIAL HALL)	Whole: Lot 1 Section 7 DP 758321 Parish Currabubula County Buckland	Public Recreation	Natural Area - Bushland	RU5 Village
72708	QUIRINDI RACECOURSE & SHOWGROUND	Whole: Lots 89-90 DP 751026 Parish Quirindi County Buckland	Public Recreation Racecourse Showground	General Community Use Sportsground	RU1 Primary Production
82332	QUIRINDI GOLF CLUB	Whole: Lots 214, 321 DP 751009 Parish Coeypolly County Buckland	Public Recreation	Natural Area – Bushland Sportsground	RE2 Private Recreation
82865	FIRST FLEET PARK	Whole: Lots 7-9 Section 4 DP 759037, Lots 7011-7012 DP 1024636, Lot 7304 DP 1138308 Parish Wallabadah County Buckland	Access Resting Place Water Supply	General Community Use Park	RU5 Village
87207	HENRY STREET OVAL (LONGFIELD PARK)	Whole: Lots 4-5 DP 43029, Lot 7303 DP 1149018 Parish Quirindi County Buckland	Public Recreation	General Community Use Sportsground Park	R1 General Residential
88516	CAMPBELL ST CYCLEWAY / PATHWAY (RSL PARK)	Whole: Lots 296-297 DP 751026 Parish Quirindi County Buckland	Public Recreation	Park	R1 General Residential
88668	WARRAH CREEK PUBLIC HALL AND	Whole: Lots 88, 92-93 DP 751016, Part Lot 7001 DP	Public Hall	General Community Use	RU1 Primary Production

Table 3: Reserve Purposes and Land Use Zone					
RESERVE NO.	RESERVE NAME	RP IDENTIFIER (LOTS/DP)	CROWN LAND PURPOSE	CATEGORY	LEP 2011
	RECREATION RESERVE	1059621 Parish Gregson County Buckland	Public Recreation Additional Purpose: Rural Services	Sportsground Park	
97242	SPRING RIDGE HALL (ACCESS ROADS)	Whole: Lots 7012-7013 DP 1028381 Parish Springfield County Pottinger	Public Recreation	Park Sportsground	Lot 7012 RU5 Village Lot 7013 RU1 Primary Production
97714	QUIRINDI CEMETERY	R97714: Whole: Lots 5-6 Section 40 DP 758863 Parish Quirindi County Buckland	Cemetery Purposes	General Community Use	RU1 Primary Production
60682	YE OLDE CRICKET PITCH	Whole: Lot 208, DP 751009, Parish Coeypolly, County Buckland	Public Recreation	Natural Area - Bushland	RU1 Primary Production

The objectives of the LEP land use zones and the permissible uses can be found within the LEP and should be referenced to ensure that development is consistent not only with this PoM but also the LEP.



4.3 Restrictions on management of Crown Land

Council is the Crown land manager of the Crown reserves described in this PoM in accordance with the legislation and conditions imposed by the minister administering the *Crown Land Management Act 2016*. The use of the land described in this PoM must:

- be consistent with the purpose for which the land was dedicated or reserved
- consider native title rights and interests and be consistent with the provisions of the *Commonwealth Native Title Act 1993*
- consider the inchoate interests of Aboriginal people where an undetermined Aboriginal Land Claim exists
- consider and not be in conflict with any interests and rights granted under the *Crown Land Management Act 2016*
- consider any interests held on title.

4.4 Local and State government strategic objectives and priorities

Liverpool Plains Shire Council has developed broad plans and policies that are concerned to some extent with the management of community land. These documents have been considered when preparing this PoM:

- Liverpool Plains Community Strategic Plan 2017-2027
- Local Strategic Planning Statement

The Vision for the Liverpool Plains Shire is identified in the Community Strategic Plan (CSP) aspires to create:-

- *'a great rural lifestyle with access to quality services, strong community, Council and business leadership, whilst encouraging a thriving economy and a sustainable environment to carry us on to the future'.*

Four strategic target areas were identified to enable Council to meet our social, environmental, economic and civic leadership necessities to foster a more enhanced, engaged community.

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

The CSP sets out the aspirations of the community and the strategic actions to get there. The following **Table 4** are those outcomes identified by the community of most influence on the Crown reserves in this PoM. The CSP has a series of actions on how these outcomes are to be achieved and how success will be measured and should be referred to for the full list and description.

Table 4: Implementing the Community Strategic Plan through Crown Reserves/Community Land	
COMMUNITY STRATEGIC PLAN WHAT THE COMMUNITY WANTS	HOW THE CROWN RESERVES CAN SUPPORT THESE DIRECTIONS/OUTCOMES
1.3 We celebrate local events and festivals as a cohesive community	The Crown reserves and open space network provide opportunities for community gatherings, events and festivals in various parts of the Shire.
2.1 We have a strong, sustainable, supported volunteer base	Volunteers are the basis for the successful operation of the halls and several recreation facilities on the Crown reserves providing the people power to organise and support events and festivals.
2.2 Our council, community and business leaders work together effectively	The sustainable and multi-use of the reserves relies on good working relationships between Council, community and business.
3.1 Our infrastructure is well planned and maintained and will meet our needs now and in the future	Maintenance and upkeep of the recreational grounds, showground, racecourse, halls, camp grounds and open space etc are vital in meeting the social, health and wellbeing requirements of the community. Expenditure will be part of long term strategies to plan and maintain current and future infrastructure.
3.3 We actively manage the impact on our natural environment	Management of feral pests and animals and weed control on the reserves is core to its use.
3.5 We actively foster and utilise renewable energy	Use of renewable energy and sustainable practices will improve efficiencies and reduce costs in running facilities and buildings on the reserves.
4.4 We embrace tourism	The reserves provide valued cultural, community and recreational facilities that can be actively managed to support tourism across the Shire.

Liverpool Plains Shire Council adopted its Local Strategic Planning Statement 2040 (LSPS) in 2020 setting out a 20 year vision for land use planning for the Shire's economic, social and environmental needs.

The LSPS works concurrently with the Liverpool Plains Community Strategic Plan 2017 - 2027 (CSP) to deliver the community's vision for the Shire identified in the CSP.

The LSPS identifies nine planning priorities with multiple actions to deliver a sustainable, growing, thriving Shire by 2040.

The relevant LSPS actions for open space planning and the use of the Crown reserves in this PoM are set out in **Table 5** with a corresponding response describing how this may be attained.

Table 5: Local Strategic Planning Statement 2040 – actions and response	
LSPS ACTIONS	POTENTIAL POM RESPONSE
1.4 Prepare a renewable energy / carbon reduction strategy to determine what measures will be required in order to achieve the community's climate change goals – Short term	Implementation of this action will bring efficiency gains for energy and water use on the reserves.
2.3 Undertake a biodiversity audit of Council managed public land to identify opportunities for enhancement of biodiversity values – Long term	<p>All of the reserves with the exception of First and Second Fleet Park, and land adjoining the Currabubula Creek as part of the Currabubula Memorial Hall Reserve do not contain any significant vegetation nor are likely to provide opportunity for enhancement due to their current and proposed future use.</p> <p>However, depending on the communities preferred use for the Wallabadah Recreation Area there could be off-set opportunities in re-establishing bushland and linking it to Quirindi Creek for biodiversity offsets. Similarly land adjoining Currabubula Creek may be suitable for rehabilitation and biodiversity gains.</p>
4.2 Prepare a local tourism strategy, aligned with the NSW Destination Management Plan, that supports and grows tourism in the Liverpool Plains – Short term	The First and Second Fleet Memorial Gardens in Wallabadah are one of several identified tourism attractions within the Shire. Linking this to Quirindi Creek and other open space opportunities will provide for enhanced visitation, walking, bird watching, bushland experiences for locals and visitors to the village.
8.1 Finalise the Recreational Strategy and implement recommendations – Short term	<p>The Liverpool Plains Shire Recreation Strategy was finalised and adopted by Council in July 2020.</p> <p>Actions and recommendations that apply to the land in this PoM have been incorporated into the PoM Action Table.</p>
<p>9.2 Implement the Arts and Cultural Plan – Ongoing</p> <p>Enhance the operation of the public hall network, to support community activity; and develop community cultural hubs.</p>	<p>Warrah Creek and Currabubula public halls are highly valued and actively used community buildings and grounds.</p> <p>The Arts and Cultural Plan commits to:</p> <ul style="list-style-type: none"> Continuing the program of upgrades of the public hall network.

Table 5: Local Strategic Planning Statement 2040 – actions and response	
LSPS ACTIONS	POTENTIAL POM RESPONSE
	<ul style="list-style-type: none"> Considering options for more accessible pricing of public halls for community
9.4 Finalise the Community-Based Heritage Planning Study (Heritage Study) and implement recommendations – Short term	<p>There may be new items of heritage significance on some of the reserves that may be identified through the Heritage Study</p> <p>Note: The Showground Grandstand is an item of local heritage significance</p>
9.5 Prioritise delivery of an Aboriginal Heritage Study (reviewing Aboriginal archaeological sites and places of Aboriginal heritage significance) – Medium term	<p>There may be Aboriginal archaeological sites and places of heritage significance on the reserves that may be identified in the Aboriginal Heritage Study</p>

On a State level, the draft State Strategic Plan – A Vision for Crown Land 2020 was exhibited in 2020 taking into account environmental, social, cultural heritage and economic considerations for the management of Crown land.

The vision embodied in this plan was for:

Crown land to support resilient, sustainable and prosperous communities across NSW.

There are four proposed priorities for Crown land over the next 10 years:

- Enable jobs growth, commercial opportunities and sustainable economic progress in regional and rural NSW;
- Expand green space, sustainable quality of life and climate change resilience;
- Strengthen and support evolving community connections; and
- Work with Aboriginal communities to realise the potential of their land rights.

These priorities are supported by a set of outcomes to be achieved over the early, middle and full decade of the plan.

More detailed timelines and implementation plans will be developed following public exhibition (now closed) which may be of use to Council in delivering this PoM.

Some of those areas could support the implementation of this PoM and include:

- supporting tourism and other activities/uses for showgrounds to expand and sustain their use and operation
- creating hubs of multi-use activities
- repurposing Crown land to expand green and urban spaces
- using Crown land to support affordable housing in regional communities
- supporting and restoring environmental values on Crown land
- building resilience in a changing climate

- supporting reduced utility costs on Crown land
- exploring co-management of land with Aboriginal communities to generate mutual benefits
- collaborating with Aboriginal groups to improve community outcomes
- standardising lease and licensing for common activities
- providing tools and resources to volunteer Crown land managers

The Quirindi Racecourse and Showground Master Plan was finalised and adopted by Council in July 2020 for this 57.36-hectare facility to guide and balance the needs and requirements of the user groups and ensure its long-term viability as a sustainable community asset. The Master Plan implements the directions of the draft State Strategic Plan for Crown land, and its multi-use approach and facilities upgrades are enabled by this PoM.

A second masterplan the Quirindi Sport and Recreation Precinct Master Plan July 2020 also implements key directions of the State Strategic Plan - Vision for Crown Land across a mix of Crown reserve and Council owned land.



4.5 Legislative Framework

The primary legislation that affects how community land is managed or used is briefly described below. You can find more information about these Acts at www.legislation.nsw.gov.au

A wider list of applicable legislation or governing policies etc is in **Appendix C**.

4.5.1 *Crown Land Management Act 2016*

Crown reserves are land set aside on behalf of the community for a wide range of purposes, including environmental and heritage protection, recreation and sport, open space, community halls, special events and government services.

Crown land is governed by the CLM Act, which provides a framework for the State government, local councils and members of the community to work together to provide care, control and management of Crown reserves.

Under the CLM Act, councils manage Crown land as if it were public land under the LG Act. However, it must still be managed in accordance with the purpose of the land and cannot be used for an activity incompatible with its purpose—for example, Crown land assigned the purpose of 'environmental protection' cannot be used in a way that compromises its environmental integrity.

Councils must also manage Crown land in accordance with the principles of Crown land management outlined in the CLM Act. The principles are the key values that guide Crown land management to benefit the community and to ensure that Crown land is managed for sustainable, multiple uses.

Principles of Crown land management

- Environmental protection principles are to be observed in the management and administration of Crown land.
- The natural resources of Crown land (including water, soil, flora, fauna and scenic quality) will be conserved wherever possible.
- Public use and enjoyment of appropriate Crown land are to be encouraged.
- Where appropriate, multiple uses of Crown land should be encouraged.
- Where appropriate, Crown land should be used and managed in such a way that both the land and its resources are sustained.
- Crown land is to be occupied, used, sold, leased, licensed or otherwise dealt with in the best interests of the state of NSW, consistent with the above principles.

4.5.2 *Local Government Act 1993*

Section 35 of the LG Act provides that community land can only be used in accordance with:

- the plan of management applying to that area of community land;
- any law permitting the use of the land for a specified purpose or otherwise regulating the use of the land; and
- the provisions of Division 2 of Chapter 6 of the Act.

Section 36 of the Act provides that a plan of management for community land must identify the following:

- a) the category of the land;
- b) the objectives and performance targets of the plan with respect to the land;
- c) the means by which the council proposes to achieve the plan's objectives and performance targets; and
- d) the manner in which the council proposes to assess its performance with respect to the plan's objectives and performance targets,

and may require the prior approval of the council to the carrying out of any specified activity on the land.

Land is to be categorised as one or more of the following:

- a) a natural area;
- b) a sportsground;
- c) a park;
- d) an area of cultural significance; or
- e) general community use.

Land that is categorised as a natural area is to be further categorised as one or more of the following: bushland, wetland, escarpment, watercourse, foreshore and a category prescribed by the regulations.

4.5.3 *Native Title Act 1993*

The Commonwealth *Native Title Act 1993* (NT Act) recognises and protects native title rights and interests. The objects of the NT Act are to:

- provide for the recognition and protection of native title;
- establish ways in which future dealings affecting native title may proceed and to set standards for those dealings;
- establish a mechanism for determining claims to native title; and
- provide for, or permit, the validation of past acts invalidated because of the existence of native title.

The NT Act may affect use of Crown land, particularly development and granting of tenure. In particular, the CLM Act makes it mandatory for council to engage or employ a native title manager. This role provides advice to council as to how the council's dealings and activities on Crown land may be valid or not valid under the NT Act.

The council must obtain the written advice from an accredited native title manager that council complies with any applicable provisions of the native title legislation when:

- a) granting leases, licences, permits, forestry rights, easements or rights of way over the land;
- b) mortgaging the land or allowing it to be mortgaged;
- c) imposing, requiring or agreeing to covenants, conditions or other restrictions on use (or removing or releasing, or agreeing to remove or release, covenants, conditions or other restrictions on use) in connection with dealings involving the land; and
- d) approving (or submitting for approval) a plan of management for the land that authorises or permits any of the kinds of dealings referred to in (a), (b) or (c).

Accordingly, Council has considered Native Title manager advice for this plan of management.



5.0 DEVELOPMENT AND USE

Community land is valued for its role in the social, intellectual, cultural, spiritual and physical enrichment of all peoples who reside or visit Liverpool Plains Shire. The intrinsic value of community land as a public resource is also important in the role it plays in biodiversity conservation and ecosystem function.

The value of these resources has been recognised with recent detailed master planning for the Quirindi Showground & Racecourse (the sole racecourse facility in the Liverpool Plains Shire) and the Quirindi Sport and Recreation Precinct, comprising Longfield Park, Milner Parade tennis facilities and Golland Fields.

5.1 Use of the land and structures

Liverpool Plains Council encourages a wide range of uses of community land and intends to facilitate uses which increase the activation of its land, where appropriate. Within buildings, swimming pools, showgrounds and recreational and sporting facilities in particular, Council intends to permit and encourage a broad range of appropriate activities.

The use of community land is often supported by appropriate ancillary development such as playground equipment, amenity blocks or food kiosks.

The Liverpool Plains Shire Council Recreation Strategy 2020 – 2030 provides the foundation for Council's delivery of services and opportunities on all of Council's public land and describes the use of facilities and structures. The Crown reserves covered by the PoM are included in the larger collection of land addressed in the Strategy.

The Strategy provides clear guidance for Council to address the diversity of the Liverpool Plains community – population characteristics, activity types and levels, satisfaction, aspirations and recreation needs. The Strategy also documents the type, nature, condition and characteristics of the land, its facilities and structures, as well including the Council-adopted Master Plans for the Longfield Oval, Golland Fields & Surrounding Precinct, and the Quirindi Racecourse and Showground.

The strategy also provides a decision-making framework for Council priorities, resource allocation and project implementation. The Strategy provides actions and recommendations that, where pertinent to the Crown reserves, are included in this PoM and management planning.

5.2 Permissible uses / future uses

The use and development of community land should be compatible with the legislated purpose of the land and the wider community context.

Development of new facilities will consider the State Environmental Planning Policy (Infrastructure) 2007, the State Environmental Planning Policy (Exempt Complying Development Codes) 2008, Liverpool Plains Local Environment Plan 2011 and any associated Development Control Plan.

Council provides and supports a wide range of uses on community land and will continue to facilitate uses which increase the activation of its land and encourage a broad range of activities that are accessible to all.

The use of community land is often supported by appropriate ancillary development such as playground equipment, BBQs, amenity blocks or food kiosks.

The general types of uses that may occur on community land and are **common** to land categorised as Natural Areas, Sportsground, Park and General Community Use are set out in **Table 6** below.

Separate tables that identify specific uses and developments only permissible to each category are also provided at:

- Natural Area – **Table 7**
- Sportsground – **Table 8**
- Park – **Table 9** and
- General Community Use – **Table 10**

The facilities on community land may change over time, reflecting the needs of the community.

The anticipated uses and associated development identified in the table are intended to provide a general guide. The terminology used is not intended to impose an exact meaning. For example, references such as 'field', or 'court' are not intended to exclude other sporting surfaces.

It is anticipated that new sports may develop, and others increase or decrease in popularity. If this occurs, then some community land may be modified to facilitate the changing forms of 'active recreation' enjoyed by the community. References such as 'field', or 'court', are not intended to exclude other sporting surfaces.

Table 6: Consolidated Permissible use and development of community land that is common to land categorised as Natural Areas, Sportsground, Park and General Community Use.	
PURPOSE / USE	DEVELOPMENT TO FACILITATE USES
<ul style="list-style-type: none"> • Organised and unstructured recreation activities • Community events and gatherings • Active and passive recreation including children's play and cycling • Group recreational use, such as picnics and private celebrations • Eating and drinking in a relaxed setting • Publicly accessible ancillary areas, such as toilets • Festivals, parades, markets, fairs and similar • Concerts, including all musical genres • Performances (including film and stage) 	<ul style="list-style-type: none"> • Development for the purposes of improving access, amenity and the visual character of the reserve and its uses, for example paths, public art, pergolas • Development for the purposes of active recreation such as play equipment, exercise equipment, bike racks, half-court basketball courts, bocce courts • Amenities to facilitate the safe use and enjoyment of the reserve, for example picnic tables, BBQs, sheltered seating areas • Landscaping and finishes, improving access, amenity and the visual character of the reserve • Café or refreshment areas (kiosks/restaurants) including external seating • Lighting, seating, toilet facilities, courts, paved areas • Hard and soft landscaped areas • Storage sheds • Car parking and loading areas • Commercial development that is sympathetic to and supports use in the area, for example hire of recreation equipment • Ancillary areas (staff rooms, meeting rooms, recording rooms, equipment storage areas)

<ul style="list-style-type: none"> • Exhibitions • Events and gatherings • Workshops • Leisure or training classes • Filming and photographic projects • Busking • Public address (speeches) 	<ul style="list-style-type: none"> • Toilet/shower facilities • Shade structures • Storage ancillary to recreational uses, community events or gatherings, and public meetings • Locational, directional and regulatory signage • Heritage and cultural interpretation, e.g. signs • Equipment sales/hire areas ancillary to the reserve purposes and the approved uses • Advertising structures and signage (such as A-frames and banners) that: <ul style="list-style-type: none"> ▪ relate to approved uses/activities ▪ are discreet and temporary ▪ are approved by the council • Water-saving initiatives such as stormwater harvesting, rain gardens and swales • Energy-saving initiatives such as solar lights and solar panels • Bio-banking and carbon sequestration initiatives • Low impact appropriate recreational activities, such as bush tracks for walking/jogging. • Picnic areas • Viewing areas • Nature appreciation • Photography
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Table 7: Permissible use and development of community land that is <u>specific</u> to land categorised as Natural Area.	
PURPOSE/USE	DEVELOPMENT TO FACILITATE USES
<ul style="list-style-type: none"> • Passive and low impact recreational activities compatible with the nature of the particular land • Provision of locations for cultural, recreational, social or educational purposes. 	<ul style="list-style-type: none"> • Development of ancillary facilities to enable popularity for visitors, including public amenities and picnic areas • Encourage healthy lifestyle activities such as walking tracks and viewing points • Develop visual character of surrounds insuring the control of noxious weeds

Table 8: Permissible use and development of community land that is <u>specific</u> to land categorised as Sportsground.	
PURPOSE/USE	DEVELOPMENT TO FACILITATE USES

<ul style="list-style-type: none"> • Active and passive recreational and sporting activities compatible with the nature of the particular land and any relevant facilities • Commercial uses associated with sports facilities 	<ul style="list-style-type: none"> • Development for the purpose of conducting and facilitating organised sport (both amateur and professional), for example: • Sports field (cricket, football, track and field athletics, baseball, softball) • Marked court (basketball, volleyball, badminton, tennis, hockey, netball etc.) • Aquatic facility (learn to swim classes, squad training, fitness and health classes including aqua aerobics, recreational and competitive swimming and diving, organised water sports including water polo, diving, hydrotherapy facilities) • Professional rooms for hire • Facilities for sports training, e.g. batting cages, tennis walls • Provision of amenities to facilitate use and enjoyment of the community land including seating, change rooms, toilets, storage, first aid areas • Meeting rooms/staff areas • Compatible, small scale commercial uses, e.g. sports tuition • Water infrastructure required to manage the grounds
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Table 9: Permissible use and development of community land that is <u>specific</u> to land categorised as Park.	
PURPOSE/USE	DEVELOPMENT TO FACILITATE USES
<ul style="list-style-type: none"> • Low-intensity commercial activities (for example recreational equipment hire) • Community gardening • Camping where approved by Council 	<ul style="list-style-type: none"> • Community gardens • Camping where approved by Council

Table 10: Permissible use and development of community land that is <u>specific</u> to land categorised as General Community Use.	
PURPOSE/USE	DEVELOPMENT TO FACILITATE USES
<p>Providing a location for, and supporting, the gathering of groups for a range of social, cultural or recreational purposes.</p> <p>Providing multi-purpose buildings (for example, community halls and centres) with specialised community uses such as:</p> <ul style="list-style-type: none"> ▪ casual or informal recreation meetings (including for social, recreational, educational or cultural purposes) ▪ functions ▪ child care (for example, before and after school care, vacation care) ▪ designated group use (e.g. scout and girl guide use) ▪ educational centres, including libraries, information and resource centres ▪ entertainment facilities ▪ active cemeteries ▪ caravan parks and camping grounds 	<p>Development for the purposes of social, community, cultural and recreational activities, such as libraries, childcare centres, youth services, aged services, men's sheds, health services, sports.</p> <p>Development includes:</p> <ul style="list-style-type: none"> ▪ provision of buildings or other amenity areas to facilitate use and enjoyment by the community ▪ development (particularly within buildings) for the purposes of addressing the needs of a particular group (for example, a stage) ▪ car parking and loading areas ▪ compatible, small scale commercial uses, e.g. animal welfare ▪ horse training and racing

6.0 EXPRESS AUTHORISATION OF LEASES AND LICENCES AND OTHER ESTATES

Under section 46(1)(b) of the LG Act, leases, licences and other estates formalise the use of community land. A lease, licence or other estate may be granted to organisations and persons, community groups, sports clubs and associations, non-government organisations, charities, community welfare services, non-profit organisations and government authorities.

The lease or licence must be for uses consistent with the reserve purpose(s), the assigned categorisation and zoning of the land, be in the best interests of the community as a whole, and enable, wherever possible, shared use of community land.

A lease is normally issued where exclusive control of all or part of an area by a user is proposed. In all other instances a licence or short-term licence or hire agreement can be issued.

A PoM must expressly authorise the granting of leases, licences and other estates. Any lease or licence proposal will be individually assessed and considered, including for community benefit, compatibility with this PoM and capacity of the community land and the local area to support the activity.

A lease is a contract between a landowner or manager and another entity, granting that entity a right to occupy an area for a specified period of time for agreed purposes. The main difference between a lease and licence is that a licence does not permit the sole, or exclusive, use of the area. Licences may be granted to formally recognise and endorse shared uses. For example, an outdoor seating area adjoining a café may be used by the café at some periods, but not all the time.

6.1 Leases and licences authorised by the plan of management

This PoM **expressly authorises** the issue of leases, licences and other estates over the land covered by the PoM, provided that:

- the activity is consistent with this PoM
- the agreement is consistent with the core objectives for the categories of Park, Sportsground, General Community Use
- the uses of the land are consistent with the Crown reserve's purpose(s) and the lease, licence or other estate is for a purpose listed in Tables 6, 7, 8 and 9
- the lease, licence or other estate is granted and notified in accordance with the provisions of Sections 45 – 47D of the *Local Government Act 1993*, or the *Local Government (General) Regulation 2005*
- the issue of the lease, licence or other estate and the provisions of the lease, licence or other estate can be validated by the provisions of the *Native Title Act 1993* (Cwth)
- where the land is subject to a claim under the Aboriginal Land Rights Act 1983 the issue of any lease, licence or other estate will not prevent the land from being transferred in the event the claim is granted
- the issue of the lease, licence or other estate will not materially harm the use of the land for any of the purposes for which it was dedicated or reserved.
- Division 2, 47B of the *Local Government Act 1993*, provides that a lease, licence or other estate must not be granted in respect of community land categorised as a natural area, therefore not authorised under this plan of management.

The grant of any tenures, eg: tenure terms and limits, tendering, and notification and approvals, will be subject to the provisions of Part 2, Division 2 of the LG Act. The maximum period for any lease or licence is 30 years (including any option) and Minister's consent is required if the Lease/Licence exceeds 21 years (Sect 47 (5) (b)).

Unless exempt by the regulations, all such leases, licences or grant of other estate must be advertised and the community notified in accordance with the provisions of sections 47 and 47A of the LG Act.

6.2 Short term licences

Legislation and regulation for local government, Crown land management both make provision for Council's grant of short-term licences. The regulation for each Act identifies prescribed purposes for the short-term licence.

Short-term licensing is enabled under Section 46 (1)(b)(iii) of the LG Act, and Clause 116 of the LG Regulation.

Short-term licences and bookings may be used to allow the council to program different uses of community land at different times, allowing the best overall use. The LG Regulation limits the grant of short-term, casual purpose to use, or occupation that does not involve the erection of any building or structure of a permanent nature.

Short-term licences are authorised for the purpose of:

- the playing of a musical instrument, or singing, for fee or reward;
- engaging in a trade or business;
- the playing of a lawful game or sport;
- the delivery of a public address;
- commercial photographic sessions;
- picnics and private celebrations such as weddings and family gatherings;
- filming sessions; or
- the agistment of stock.

Section 2.20 and Section 3.17 of the CLM Act also permits Crown land managers to grant a short-term licence over dedicated or reserved Crown land for any prescribed purpose, as set out in Clause 31 of the *Crown Land Management Regulation 2018*.

Short-term licences are authorised under Section 2.20 and Section 3.17 of the CLM Act for the following purposes.	
<ul style="list-style-type: none"> • Access through a reserve, • Advertising, • Camping using a tent, caravan or otherwise, • Catering, • Community, training or education, • Emergency occupation, • Entertainment, • Environmental protection, conservation or restoration or environmental studies, • Equestrian events, • Exhibitions, • Filming (as defined in the lg act), • Functions, • Grazing, 	<ul style="list-style-type: none"> • Hiring of equipment, • Holiday accommodation, • Markets, • Meetings, • Military exercises, • Mooring of boats to wharves or other structures, • Sales, • Shows, • Site investigations, • Sporting and organised recreational activities, • Stabling of horses, • Storage.

In addition to any other condition to which a short-term licence granted under section 2.20 of the CLM Act is subject, the condition that the relationship of landlord and tenant is not created between the parties.

The period of one year is prescribed as the maximum term for which a short-term licence may be granted under section 2.20 of the CLM Act (including any further term available under an option or holding over provision).

Fees for short-term casual bookings will be charged in accordance with the Council's current adopted fees and charges.

Table 11 further identifies the purposes for which types of leases and licences are expressly authorised and may be issued over the reserves identified in this PoM.

Table 11: <u>Express Authorisation</u> of Leases, licences and other estates, and permitted purposes for which they may be granted for community land categorised as Natural Area, Sportsground, Park and General Community Use				
TYPE OF TENURE ARRANGEMENT	PURPOSE FOR WHICH TENURE MAY BE GRANTED			
	SPORTSGROUND	PARK	NATURAL AREA	GENERAL COMMUNITY USE
Lease	<ul style="list-style-type: none"> • Use and management of field, course, court facilities and buildings and fixtures that provide for sports uses • Food and beverage outlets, such as restaurants, café/kiosk areas, including seating and tables • Hire or sale of sports or recreational equipment • Hire or sale of sports or recreational equipment childcare facilities that provide for sports ground users • Health and fitness goods and services for sports grounds users and visitors 	<ul style="list-style-type: none"> • Café/kiosk areas, including seating and tables • Management of park areas and facilities • Hire or sale of recreational equipment 	<ul style="list-style-type: none"> • Filming project • Erection, rebuilding or replacement of a building or structure approved by Council. • Limited to Section 47B of LG Act. 	<ul style="list-style-type: none"> • Childcare or vacation care • Health or medical practitioners associated with the relevant facility (for example, nutrition, physiotherapy) • Educational purposes, including libraries, education classes, workshops • Cultural purposes, including concerts, dramatic productions and galleries • Recreational purposes, including fitness classes, dance classes and games • Sporting uses developed/operated by a private operator • Kiosk, café and refreshment purposes • Commercial retail uses associated with the facility (e.g. Sale or hire of sports goods) • Caravan parks and camping grounds

Table 11: <u>Express Authorisation</u> of Leases, licences and other estates, and permitted purposes for which they may be granted for community land categorised as Natural Area, Sportsground, Park and General Community Use				
TYPE OF TENURE ARRANGEMENT	PURPOSE FOR WHICH TENURE MAY BE GRANTED			
	SPORTSGROUND	PARK	NATURAL AREA	GENERAL COMMUNITY USE
Licence	<ul style="list-style-type: none"> Use and management of field, course, court facilities and buildings and fixtures that provide for sports uses Outdoor café/kiosk seating and tables Hire or sale of sports or recreational equipment Health and fitness goods and services for sports grounds users and visitors 	<ul style="list-style-type: none"> Outdoor café/kiosk seating and tables Management of court or similar facilities Hire or sale of recreational equipment Camping where approved by council 	<ul style="list-style-type: none"> Filming project Erection, rebuilding or replacement of a building or structure approved by Council. Limited to Section 47B of LG Act. 	<ul style="list-style-type: none"> Social purposes (including childcare, vacation care) Educational purposes, including libraries, education classes, workshops Recreational purposes, including fitness classes, dance classes Café/kiosk areas Sale of goods or services that are ancillary to community land use and reserve purpose, for example flower sales at cemetery
Short-term or casual licences issued with Council application process, permissions and/or approvals: LG Act S.46, LG Regulation Cl.117, and CLM Act Ss.2.20 and 3.17, CLM Regulation Cl.31				
Short-term licence Subject to issue with Council formal application process, permissions and/or approvals (LG Act, S.46, LG Regulation, Cl. 117, and CLM Act Ss. 2.23)	<ul style="list-style-type: none"> Sporting fixtures and events Sports and fitness training and classes Ancillary ceremonies (for example, rehearsal of opening and closing ceremonies, cheer squads, etc.) 	<ul style="list-style-type: none"> Community events and festivals Playing a musical instrument, or singing for fee or reward Picnics and private celebrations such as 	<ul style="list-style-type: none"> Filming project Erection, rebuilding or replacement of a building or structure approved by Council. Limited to Section 47B of LG Act. 	<ul style="list-style-type: none"> Public speeches, meetings, seminars and presentations, including educational programs Functions (including commemorative functions, book launches, film releases, balls, and similar activities) Displays, exhibitions, fairs, fashion parades and shows

Table 11: <u>Express Authorisation</u> of Leases, licences and other estates, and permitted purposes for which they may be granted for community land categorised as Natural Area, Sportsground, Park and General Community Use				
TYPE OF TENURE ARRANGEMENT	PURPOSE FOR WHICH TENURE MAY BE GRANTED			
	SPORTSGROUND	PARK	NATURAL AREA	GENERAL COMMUNITY USE
and 3.17, CLM Regulation Cl.31	<ul style="list-style-type: none"> • Access through a reserve, • Advertising, • Broadcasting or filming of sporting fixtures • Commercial photographic sessions and filming (as defined in the LG Act), • Delivery of a public address, • Emergency occupation, • Entertainment, • Equestrian events, • Exhibitions, • Hiring of equipment, • Markets, • Picnics and private celebrations such as weddings and family gatherings, • Catering • Playing of a musical instrument, or singing, for fee or reward, 	<ul style="list-style-type: none"> • weddings and family gatherings • Filming, including for cinema/television • Conducting a commercial photography session • Public performances • Engaging in an appropriate trade or business • Delivering a public address • Community events • Fairs, markets, auctions and similar activities • Hiring of equipment, • Markets, • Picnics and private celebrations such as weddings and family gatherings, • Catering • Playing of a musical instrument, or singing, for fee or reward, 		<ul style="list-style-type: none"> • Events (including weddings, corporate functions, and community gatherings) • Concerts and other performances, including both live performances and film (cinema and tv) • Broadcasts associated with any event, concert, or public speech • Engaging in an appropriate trade or business delivering a public address, community events; auctions, markets and similar activities

Table 11: <u>Express Authorisation</u> of Leases, licences and other estates, and permitted purposes for which they may be granted for community land categorised as Natural Area, Sportsground, Park and General Community Use				
TYPE OF TENURE ARRANGEMENT	PURPOSE FOR WHICH TENURE MAY BE GRANTED			
	SPORTSGROUND	PARK	NATURAL AREA	GENERAL COMMUNITY USE
	<ul style="list-style-type: none"> • Playing of a lawful game or sport, • Sales, • Shows, • Site investigations, • Stock agistment or grazing • Storage associated with sporting events or use agreements. • Sporting fixtures and events • Sports and fitness training and classes • Ancillary ceremonies, eg: rehearsal of opening and closing ceremonies, cheer squads, etc.) • Limited area function uses reasonably associated with the promotion or enhancement of sporting groups, fixtures and events eg: "guest" events 	<ul style="list-style-type: none"> • Playing of a lawful game or sport, • Sales, • Shows, • Site investigations, • Stock agistment or grazing 		

Table 11: <u>Express Authorisation</u> of Leases, licences and other estates, and permitted purposes for which they may be granted for community land categorised as Natural Area, Sportsground, Park and General Community Use				
TYPE OF TENURE ARRANGEMENT	PURPOSE FOR WHICH TENURE MAY BE GRANTED			
	SPORTSGROUND	PARK	NATURAL AREA	GENERAL COMMUNITY USE
	for juniors; gala days; club meetings)			
Other estates	<p>This PoM allows the council to grant ‘an estate’ over community land for the provision of public utilities and works associated with or ancillary to public utilities in accordance with the LG Act.</p> <p>Estates may also be granted across community land for the provision of pipes, conduits, or other connections under the surface of the ground for the connection of premises adjoining the community land to a facility of the council or other public utility provider that is situated on community land.</p>			

6.2.1 Additional Information

For the purposes of Section 46 (1) (b) (iii) of the LG Act, the use of any existing road or fire trail on community land:

- to transport building materials and equipment required in relation to building work that is to be, or is being, carried out on land adjoining the community land; or
- to remove waste that is consequential on such work is prescribed as a short-term, casual purpose.

For the purposes of Section 46 (1) (b) (iii) of the LG Act, the use of any community land that does not have an existing road or fire trail:

- to transport building materials and equipment required in relation to building work that is to be, or is being, carried out on land adjoining the community land; or
- to remove waste that is consequential on such work, is prescribed as a short term, casual purpose if such work is for purpose of Section 46 (1) (b) (iii) of the LG Act.

6.3 Native title and Aboriginal land rights considerations in relation to leases, licenses and other estates

When planning **to grant a lease or licence** on Crown reserves, the council must comply with the requirements of the Commonwealth *Native Title Act 1993* (NT Act) and have regard for any existing claims made on the land under the NSW *Aboriginal Land Rights Act 1983*.

It is the role of council's engaged or employed native title manager to provide written advice in certain circumstances to advise if the proposed activities and dealings are valid under the NT Act.

Liverpool Plains Shire Council has received Native Title Manager advice and considered the advice prior to referral of the [then] draft PoM to the landowner: the Minister administering the CLM Act.

6.4 Future acts

Dealings in land or water that affect (impair or extinguish) native title are referred to as 'future acts' and these acts must be done in compliance with the NT Act. Granting a lease or licence over Crown land may be a future act.

Certain types of future acts can be validated under the NT Act. Where future acts are undertaken, native title claimants and holders are entitled to specific procedural and substantive rights. As such, the written advice of a native title manager is required. The advice must state that the act complies with the NT Act, and any necessary procedural requirements must be fulfilled prior to the act taking place.

6.5 Existing Leases and Licences

The Liverpool Plains Shire Council has no lease on any reserve exceeding 5 years. 12-month short-term licences have been granted only within the following nominated reserves, to the respective groups:

Reserve #	Reserve Name	Licensee Name	Operation Area	Activity
72708	Quirindi Racecourse and Showground	Quirindi Show Society	Entire Showground Area	Camping, Catering, Entertainment, Equestrian Events, Filming, Markets, Show, Sporting and Organised Recreational Activities, Stabling of Horses and Storage
72708	Quirindi Racecourse and Showground	Quirindi Jockey Club	Racecourse and Designated Areas	Catering, Equestrian Events, Functions, Meetings, Sporting and Organised Recreational Activities and Stabling of Horses
72708	Quirindi Racecourse and Showground	Quirindi Eventing Club	Eventing Area	Camping, Catering, Equestrian Events, Sporting and Organised Recreational Activities and Stabling of Horses
72708	Quirindi Racecourse and Showground	Quirindi Polocrosse Club	Polocrosse Fields and Designated Areas	Equestrian Events, Sporting and Organised Recreational Activities and Stabling of Horses
72708	Quirindi Racecourse and Showground	Quirindi Pony Club	Showgrounds and Designated Areas	Equestrian Events, Sporting and Organised Recreational Activities and Stabling of Horses
72708	Quirindi Racecourse and Showground	Quirindi Rodeo Committee	Rodeo Arena and other Designated Areas	Equestrian Events, Sporting and Organised Recreational Activities and Stabling of Horses
72708	Quirindi Racecourse and Showground	St Joseph's School	Eventing and other Designated Areas	Sporting and Organised Recreational Activities
87207	Henry Street Oval (Longfield Park)	Quirindi District Cricket Association	Henry Street Ovals	Sporting and Organised Recreational Activities and Storage

87207	Henry Street Oval (Longfield Park)	Quirindi Football Club	Henry Street Ovals	Sporting and Organised Recreational Activities and Storage
87207	Henry Street Oval (Longfield Park)	Quirindi Junior Cricket Association	Henry Street Ovals	Sporting and Organised Recreational Activities and Storage
87207	Henry Street Oval (Longfield Park)	Quirindi Touch Association	Henry Street Ovals	Sporting and Organised Recreational Activities and Storage
87207	Henry Street Oval (Longfield Park)	Quirindi High School	Henry Street Ovals	Sporting and Organised Recreational Activities and Storage

PART 2: MANAGEMENT AND ACTION PLANNING

7.0 SPORTSGROUND, PARK, NATURAL AREA AND GENERAL COMMUNITY USE

7.1 Introduction

This section has been prepared in accordance with the LG Act, to regulate the use and management of land categorised as Sportsground, Park, Natural Area and General Community Use.

The community land covered by this section are Crown reserves over which Council is Crown land manager. Refer to **Appendix A** for categorisation details for each reserve which includes individual land parcels.

Where a site has been divided into multiple categories these have been mapped in **Appendix B**.

The management of community land is governed by categorisation of the land, its purpose, and the core objectives of the category. The guidelines for categorisation of community land are set out in the LG Regulation. The core objectives for each category are set out in the LG Act. The guidelines and core objectives for the Sportsground, Park and General Community Use categories are set out in **Table 2**.

7.2 Key issues

Sportsground, Park and General Community Use specific management issues have been developed to help define the action plans ensuring that community land is maintained and managed in a sustainable way.

This section covers the following issues:

- Connectivity with other open space reserves, parks, sportsgrounds, and other community land.
- Public access and multiple use.
- Type and provision/distribution of facilities:
 - park provision/distribution;
 - type and provision/distribution of sportsgrounds and facilities; and
 - general community use provision/distribution.

During the early consultation process it was also evident that improvements were needed to:

- provide security of tenure for user groups at the showground;
- reduce red tape for users across all reserves;
- co-ordinate maintenance, use and licenses so that both users and Council are aware of roles and responsibilities; and
- grow uses and make the community space and buildings safer for all users.

Connectivity with other open space reserves and parks

Improved integration of the network of parks, sports grounds and general community use areas, with nearby land uses of residential and retail, schools, tourist and visitor accommodation will aid visitor use and assist in service delivery.

Council has already planned for improved integration of sports facilities within a specific precinct through the adoption of the Quirindi Sport and Recreation Precinct Master Plan. This master plan includes the land in Henry Street Oval (Longfield Park) Reserve with other Council-owned land at the Tennis Club land area and the Henry Golland Fields.

Council has also sought to provide an integrated approach to the provision of recreation facilities, services and opportunities through Council adoption of the Liverpool Plains Shire Recreation Strategy. The strategy includes actions for Council implementation that have been included in Action **Table 12**.



Public access and multiple use

All the land categorised as Sportsground, Park, Natural Area and General Community Use are Crown reserves, generally with a gazetted purpose of public recreation (nine of the eleven reserves).

The other reserve purposes that have been gazetted may be in combination with public recreation or other purposes and include:

- Racecourse
- Showground
- Access
- Resting Place
- Water Supply
- Public Hall
- Rural Services
- Cemetery Purposes

The reserves with public recreation include the major sportsgrounds, small parks and the public halls. The Quirindi Racecourse and Showground, and Wallabadah's First Fleet Park, which includes the park and waterside camping areas, have the most varied purposes:

- Quirindi Racecourse and Showground - Public Recreation, Racecourse and Showground; and
- First Fleet Park - Access, Resting Place, Water Supply.

The above listed primary purposes of the reserves coupled with the multi-use and equitable access objectives of the CLM Act sets the framework for open and accessible use of the land and facilities. Multiple use of Crown reserves is fundamental, as is use and development of the land in accordance with the gazetted purposes.

Parks play an important role in local communities offering opportunities for play, outdoor space, recreation, and as temporary rest or respite by locals or those visiting. Parks contribute to an aesthetic and attractive townscape, while providing variation to the townscape for longer term visitation and stays.

Equity of access is fundamental to sports grounds, park and general community facility use for all age groups and levels of ability, particularly to promote independence and social and economic inclusion of individuals with disabilities.

Aged, less mobile and individuals with disabilities, parents with young children or prams, people in wheelchairs or needing ambulatory support all have a right to access and enjoy parks. Accessible car parking, paving and level changes, suitable facilities, sightlines, equal access furniture and equipment help to make a park an equally accessible environment for people who may feel constrained in use of a park when these accessible and designed facilities are not available.

Barriers to access such as lack of car parking or high steps, guttering, soft or unsteady surfaces should be limited, and park design and improvements/developments should incorporate equitable access as a priority.



Type and provision/distribution of facilities

Public or community halls are available in Currabubula and Warrah Creek. These are combined with tennis courts and playground at Warrah Creek. Playgrounds are also available at First Fleet Park.

Sportsgrounds covered by this PoM include the Quirindi Golf Course, the Henry Oval (Longfield Park) Reserve, and the Racecourse and Showground sports facilities. Longfield Park and the Racecourse and Showground have clear actions, uses and developments in the adopted Master Plans that are enabled by this PoM.

The Quirindi Cemetery is the major cemetery for the Shire LGA.

There are other small parcels of land including Campbell Street Cycleway section at Rotary Park in Quirindi, and two access roads at Spring Ridge that solely provide access to the Spring Ridge Country Club, adjacent tennis courts and Darby Reserve.

7.3 Management framework for reserves categorised as Sportsground, Park, Natural Area and General Community Use

Council is responsible for the management of the 11 reserves and resources through:

- administration and bookings staff;
- dedicated maintenance and operations staff including parks and reserves operational teams;
- licensee maintenance responsibilities set out in licences; and
- advice to Council on management, operations, and maintenance through a Committee of Management, established under section 355 of the LG Act, or formally established advisory groups.

Council provides funding for the maintenance and development of the Crown reserves through consolidated revenue allocations in Council's Operational Plan and associated budgets, use of open space revenues from fees and charges, grant funding and capital developments using sponsorship and partner funding.

Local Councils play a major role in maintaining and improving local communities and Council is no different as a small Rural Council providing the same amount and level of services as its nearby neighbouring rural counterparts.

The Engineering Department (Parks and Reserves Division) is responsible for the care and control, maintenance and upgrading of the parks and reserves in the LGA. Council maintains a dedicated works staff that undertake a range of maintenance and use management activities on the parks and reserves including mowing, rubbish management and removal, repairs and minor improvements to infrastructure and facilities.

LPSC Council is a member of the Local Government Procurement and the Namoi Joint Organisation of Councils (JO) - Namoi Unlimited which as a group participate in bulk procurement contracts.

Licensees and user groups allocate volunteer and organisational resources and funds to develop and maintain their lease/license areas, buildings and structures.

Council undertakes capital investment and works through its dedicated team, or through engagement of contractors.

In addition to evaluation of planning and development proposals that affect or use Council's parks and reserves, Council's Executive Department – Corporate Services is responsible for the development of Plans of Management of land owned by the Crown within the LPS which will assist in the long-term management and potential future development of these reserves.

The following section covers management of:

- Allocation of playing fields or courts
- Booking systems, fees and charges/conditions of hire, casual bookings
- Community Gardens, Personal Trainers, and small event bookings
- Conservation of cultural and natural heritage
- Dogs and public land
- Encroachment on Public Land
- Environmental management – energy, water use and run-off management, pesticides
- Fencing and lighting
- Landscape character and amenity
- Management of playing fields and courts
- Operating committees/incorporated bodies
- Safe maintenance of land, structures and facilities
- Safety and risk management
- Signage and advertising

Allocation of playing fields and courts

Sportsground fields, courts or areas of parkland bookings and allocation of use for temporary, seasonal or annual periods of time is undertaken by Council through its Finance and Policy Department when these arrangements are not subject to existing leases or licences.

Council policies on use and facility allocation, accompanied by formal advertising of expressions of interest and clear allocation guidelines and criteria will be beneficial for general community and user groups in the reduction of user conflicts and transparency in allocation of community resources and expenditure.

Booking systems

Council's administrative arrangements to call for expressions of interest, allocate seasonal hiring and casual bookings should be clearly advertised and underpinned by use policies, hiring agreements that set out rights and responsibilities, and matching fees and charges for use, if applicable.

Community Gardens

Community gardens provide the local community with an opportunity to use the land in a cooperative way to produce vegetables, fruit, herbs and flowers while fostering community engagement and interaction.

Section 335 of the LG Act outlines how gardens can be operated and managed in a number of ways including through committees, licences or simply availability supported by council, schools or community groups.

Gardens also provide an opportunity for the community to engage in and learn about environmental sustainability and recycling initiatives that benefit the community, including school groups or environmentally interested members of the public.

Personal Trainers, and small event bookings

Personal trainers, fitness groups and small event bookings can be accommodated in parks under licence or hiring arrangements. These groups should be subject to time and 'area limited with use conditions' to limit conflicts of use with the general public.

Conservation of cultural heritage

The First and Second Fleet Memorial is a memorial garden to the First and Second Fleets in Australia, opened on 26 January 2005, adjacent to the reserve's camping area and near the banks of Quirindi Creek.

The First Fleet Garden consists of eleven circular gardens, representing the ships of the First Fleet approaching a large garden in the shape of Australia. A cobblestone path connects the gardens, each of which has several surrounding sandstone tablets, carved by local stone mason, Ray Collins, inscribed with the names of the persons who sailed on that ship.

A story board lists all the participants of the First Fleet with their origin and length of sentence as well as the name of the ship they sailed on, personal diary extracts of marines, a map of the route and a list of supplies.

The Second Fleet Gardens consist of two gardens with stone tablets arranged by ship.

Both Gardens have interpretative signage largely drawn from the logs and memoirs of the participants.

The community and public halls across the Shire are good examples of community and cultural life that both reflect past history and lifestyle but also are important places for current and future social and cultural gatherings.

The Quirindi Cemetery is another site of cultural significance as well as being an operating cemetery. Maintenance of headstones and graves is generally the responsibility of the families with Council or volunteer groups maintaining and improving the infrastructure and facilities.

The Quirindi Showground Grandstand and Ticket box are items of local heritage significance listed in LEP 2011.

These sites (where agreed) require specific management that focuses on conservation and interpretation to enable the fabric and history to be conserved and made available for use and visitor experience.





Dogs on public land

Walking and playing with dogs is a popular recreational activity with physical and mental health benefits. The use of Council footpaths, parks and reserves for casual dog walking and play is generally accepted by the community.

The *Companion Animals Act 1998* provides the framework for management of dogs in NSW. The aim of this Act is to provide for effective and responsible care and management of companion animals, and responsible and co-operative management of dogs in public spaces.

Under the Companion Animals Act, and subject to any Council signage, dogs may be walked anywhere on a lead, except within 10 metres of:

- a children's playground; or
- a food preparation area.

Councils must provide at least one Dog Off-Leash facility in its LGA. Despite this, dogs in public places must always be kept under effective control, including in public recreation areas. Additionally, a person in charge of a dog must remove and dispose of any faeces which their dog makes while in a public space.

Sports grounds provide large spaces for a variety of casual recreational uses when not booked by a sporting group - including recreational dog use. However, some sports grounds have use characteristics that warrant restrictions on dog use, including activities with surface contact sports like football or soccer, or athletic track and field sports.

Signage and clear notices about any restrictions Council must or chooses to introduce will assist the community to understand and comply with safe and responsible dog and park use.

Encroachment on Public Land

Encroachments on public land, once identified, should be resolved as quickly as possible to minimise the impact of unlawful use or unauthorised developments on the reserves.

Environmental Management & cost efficiencies

Establishing improved levels of base level infrastructure (such as water and electricity) to enable effective use of open space areas and community facilities for events, both occasional and regular, will reduce management costs. It may also assist in the allocation of expenditure savings for use elsewhere across Council's open space and community land network.

Operational costs for energy and water use may be reduced through a range of environmental means that warrant Council investigation. Environmental sustainability options and infrastructure, including alternate energy sources, energy and water use efficiency practices and systems, such as timing systems or regulated watering practices can be implemented to reduce cost and wastage.

Surface water run-off loss reduction and collection practices optimises water application and reduce stormwater loss and can provide for alternate sources of town or reticulated water supplies during periods of limited availability.

Council and user organisations with occupancy and use agreements (lessees), should have agreed and sustainable fertiliser and pesticide application and management plans and practices to limit dispersal into less robust environmental systems such as watercourse and water bodies, and to limit human contact from aerial or surface exposure.

Fences

Fences may be constructed and shall be in accordance with all standards and guidelines adopted by Council. As provided for in Clauses 6 and 25 of the Dividing Fences Act 1991 No 72, boundary fences are the responsibility of adjoining owners to construct and maintain. Council does not contribute to fencing boundaries to private lands where adjoining public reserves, public parks or other public purpose, such as open spaces, recreational park land, sportsgrounds or facilities/buildings.

Lighting

Where appropriate, adequate lighting shall be provided on the land to ensure public safety and security for buildings and amenities. Night lighting should provide for safe passage through parks without being intrusive on surrounding residential areas.

Landscape Character and Amenity

The character of a park landscape and the associated amenities available in the grounds of sports grounds, parks, and community facilities is an important feature in the community appreciation of the reserves. The supply and availability of a range of facilities including seating and table, shade, play equipment, paths, signage, and amenities buildings such as toilets, provide support and opportunity to further enhance and make safe the community landscape.

- Landscape amenity and aesthetics
Park landscape needs to be varied, usable and accessible to a range of community members and groups. View lines and scenic design can vary from long range and open views, to the close and carefully designed and managed smaller areas that create a sense of safety as well as variation.
- Park furniture and other structures
The supply of park furniture and structures assist safe enjoyment of parks and enables a range of activities and opportunities for recreation. Seating, tables, BBQs, shade structures, pathways and bridges, rubbish containers and signage are typically provided for a range of human age group activity, social family and group interaction.
- Playgrounds, fitness equipment and skate parks
Parks provide an excellent location for many types of play and fitness infrastructure associated with casual and informal recreation, as well as health and fitness, and the development of motor skills at all ages and stages of human development.
- Trees, vegetation and landscape protection
Tress, shrub and flower planting as well as grass or turf in parks provides a respite from the built environment, a chance for the community to relax in a more natural surroundings and opportunities to experience open-air recreation and leisure. Trees also provide shade, landscape variation and a range of aesthetic benefits in the changing seasons. Planting of shrubs and flower beds can define space or add colour and texture to the landscape, reducing landscape monotony while also providing seasonal variation.

Management of playing fields and courts

The community and sportsground / field /court users expect that Council will maintain high quality playing surfaces, infrastructure and associated equipment, including mowing and greenkeeping, watering, wet weather use, line marking and erection of posts or other infrastructure, and hours of operation.

Sportsground, court and field maintenance may be conducted by Council or the responsibility of clubs and organisations that occupy the areas under lease, licence or bookings/hire, including any short-term casual use.

Council may use contract and volunteer labour to help manage the land but shall ensure that supervisors have appropriate qualifications and/or experience and are made aware of the requirements of this plan.

Safe maintenance of land, structures and facilities

Systemic and formally planned and implemented upgrade and maintenance of active recreation and community facility infrastructure is important to ensure reserve and community facilities meet necessary standards for current use patterns and future use needs. Specifically, this includes sports grounds and fields, park facilities comprising outdoor playing surfaces and associated amenities, buildings and amenities for general community use, and equity of access.

Sports ground, park and community buildings and infrastructure maintenance can facilitate increased use of associated and connected public spaces by the local community and visitors to the area, including shared use path linkages, open space furniture, landscape, public art and signage.

The two community halls – Warrah Creek and Currabubula are all highly valued by their local communities and used as important gathering places to celebrate, learn and connect with others.

Current and future buildings and amenities are to be maintained to the highest possible standard to ensure these facilities continue to provide the social benefit they bring communities.

Additional buildings and amenities may be provided where consistent with the need to facilitate the recreational use of the land. Where appropriate, public toilets and amenities should be provided and maintained at sites where there is a significant number of users or there is a lack of immediate facilities and/or distance from other amenities. Providing these amenities allow users extended periods of facility use (both within the Park and the Sportsground), access to fresh water, a place to provide a change table for parent/child use, and a rubbish bin for hygienic refuse.

All amenities should be designed and built or upgraded with equity of access as a top priority.

Buildings and amenities will be regularly cleaned and maintained in a tidy condition in accordance with any adopted Council procedures manual.

Park play equipment may be installed or removed. Equipment shall be regularly maintained and kept in a safe condition in accordance with the relevant Australian Standard and Council's Playground and Equipment Upgrade Plan Policy. Where possible, play equipment will include accessible play equipment that can be used by individuals or children with disabilities.

Any areas held under lease, licence or regular occupancy shall be maintained by the regular occupant. Existing assets on the land should be identified and measures taken to maintain them in a satisfactory manner. Council may approve community groups to undertake maintenance for specific facilities on the Council's behalf.

Safety and Risk Management

Council is responsible for the safety of users and public for sportsgrounds, parks and community facilities use in the absence of any clear booking, hire or occupancy agreement conditions that transfer certain levels of safety and risk management responsibilities to the hirer/occupant.

Council preparation of a risk management and harm minimisation strategy for its sportsgrounds and parks supplemented by an annual audit of sportsgrounds, community facilities, parks and associated amenities for development of a repairs and maintenance schedule, will assist in the management and reduction of risk, including benefits for public and user safety.

Signage and advertising including town wayfinder and site based directional

Wayfinder or town directional signage assists general visitors and district or regional users and plays an important role in providing tourists with information about the availability and location of facilities.

As part of wayfinder signage, place name signs provide visiting users with destination and place name clarity. Site-specific circulation signage and guidance can enhance visitor and user experience but also make the activity an easier experience for the less abled person.

Interpretive and explanatory signage, whether simple tree genus or species name plates, or heritage or environmental information or education can enhance park use experiences as well as help to provide education or awareness for the community.

Advertising signage at Crown reserves should be ancillary or supportive of the reserve purposes and activities and is not generally acceptable for solely external advertising purposes.



7.4 Development and use

This section covers:

- Economic Benefit – tourism and the local economy
- Future development and use
- Permitted and prohibited activities (including planting and community gardens, alcohol free areas, sale of alcohol
- Security of tenure
- Special events or uses
- Surrounding land use and impact on local residents
- Traffic, vehicular access and parking

Economic benefit - tourism and the local economy

Tourism and sporting events and activities (either formal or informal), and recreation-oriented activities have the capacity to make a strong contribution to community and local economies, as indicated in the Liverpool Plains Shire Recreation Strategy.

The Liverpool Plains Visitor Information Centre is an important facility in the Shire's economic and tourism development. The Centre assists enquiries which enable visitors to experience and enjoy the rural lifestyle of the region. The Centre has many insights and information for tourists, highlighting annual events, attractions that further promote the local area.

The Visitor Centre, community halls, facilities available, combined with the promotion of sporting facilities and informal and formal sporting opportunities, can provide additional reasons for tourists and visitors to use these facilities. These facilities can contribute to the local economy through an increase in the use of accommodation, food and beverage purchases, local goods and services expenditure.



Future development and use

Community land is valued for its important role in the social, intellectual, spiritual and physical enrichment of residents, workers, and visitors to Liverpool Plains. Any proposed development that would have a significant impact on the landscape, amenity or commerciality of the park or public space should be publicly exhibited through a site masterplan. Development should seek to provide a modern flexible multi use space for the benefit of users.

Council has recently prepared and adopted two masterplans which will be implemented under this PoM. These are the Quirindi Sport and Recreation Precinct Master Plan 2020 and the Quirindi Racecourse and Showground 2020. These facilities provide valuable and significant sport, recreation and community activities for the Shire and wider district.

Permitted and prohibited activities

Under Section 632 of the LG Act, Council may erect notices in public places and regulate behaviour that identify permitted and prohibited activities and uses. Decisions about permissible or prohibited activities require Council approval.

Site-based signage provides clear regulatory, as well as user conditions of use, including alcohol free zones, permissible and non-permissible activities, dog leash or leash-free zones, times of specific uses, and internal site or facility directions.

It is important to make the reserve environment enjoyable for all users. Excessively noisy, dangerous or anti-social activities can be regulated and minimised through use of signage and ranger or ordinance officer monitoring. Typically, Councils may install signs banning the use of vehicles, riding of horses, camping, lighting of fires, flying of model aircraft, dogs, smoking, ball games including golfing, shooting and other activities that may be regarded as dangerous or anti-social.

Council may declare the park, as a public place, as an alcohol prohibited area and enforce the declaration by erection of notices and confiscation of alcohol under the LG Act, Section 632A. Decisions about alcohol prohibited area declaration require Council approval.

Security of tenure

The most secure and accountable method of use of sportsgrounds, parks and general community use areas is through the Council grant of agreements: leases, licences or short term, casual licences as hiring or booked uses.

The use of agreements provides for clear and consistent use, maintenance and, in some, cases management arrangements for Council and users. The State Government provides agreement templates that can be used as a template for Council granted tenures.

At present Council is granting short term licences with all agreements expiring annually on 31 December of each year. Licence agreements are being investigated and a 'non-exclusive lease' will be implemented with Jockey Club in 2022.

Casual hirer agreement for casual and short-term hire are used for most facilities.

All building occupants, including sporting, community service organisations and groups are on limited security tenures – licences rather than leases.

Council is constrained in providing more secure tenures due to the need for lease and licence authorisations in a PoM, and the precinct's structural and operational limitations.

Special events or uses

The sports grounds, showground, larger parks and the community facilities provide opportunities for a range of events and community activities that enrich the community and provide for celebration and festivities.

Council is responsible to ensure that events and organised activities are safe for the public and providers/organisers, this includes monitoring and avoiding damage to the reserve and its facilities by the users.

Surrounding land use and impacts on local residents

Sports grounds, playing fields and significant open space reserves such as showgrounds and racecourses, and halls can generate significant noise, traffic, waste management and visitor number issues for local and nearby residents. Night lighting can be problematic for adjacent residential properties due to glare or lighting spill.

While the Quirindi showground and racecourse are located on the edge of the urban environment, and several halls are located away from residences any environmental impacts on adjacent land uses, such as residential properties, from reserve use, can be considered and mitigated as part of development application and approval conditions, and/or implementation of mitigating conditions in user agreements, such as leases or licenses.

Traffic, vehicular access and parking

Vehicle access and movement, including car parking for regular use and event management is fundamental to safe and effective park, sportsground, community facilities and associated open spaces use.

Provision of dedicated access routes/points and parking spaces for user and organiser vehicles will assist in the reduction of accidents and provide clear directions for users and community.

Large events using sportsground, park, community facilities and associated open spaces should have traffic management and vehicle parking plans that require Council officer approval. Liaison with local area police should also occur to ensure basic and adequate traffic management issues are implemented and to reduce the potential for user / vehicle conflict.

Dedicated parking and thoroughfares or internal access routes will concentrate use impacts and reduce or limit facility or site landscape or asset degradation such as soil compaction, vegetation or asset damage.

All roads and parking areas within reserves may be constructed or reconstructed to a safe and all-weather standard.

OTHER SITE-SPECIFIC MATTERS

Cemetery operations

Cemeteries are to be operated and maintained to provide cultural, respectful, and accessible interment for community members and visitors. Council must maintain legal and safe operation in an affordable and sustainable manner.

Cemeteries are operated under the *Cemetery and Crematoria Act 2013*. This Act requires cemetery and crematoria operations undertaken to be consistent with guidelines, circulars, protocols, and customer standards as prepared by Cemeteries and Crematoria NSW.

Council must provide relevant data and information about their Cemetery and Crematoria operations to Cemeteries and Crematoria NSW when requested.

7.5 Action plan

Section 36 of the LG Act requires that, in addition to stating the categories assigned to the land, a PoM for community land details:

- objectives and performance targets for the land;
- the means by which the council proposes to achieve these objectives and performance targets; and
- the manner in which the council proposes to assess its performance in achieving the objectives and performance targets.

Table 12 sets out these requirements for community land categorised as Sportsground, Park and General Community Use.

Table 12 Objectives and performance targets, means of achieving them and assessing achievement for community land categorised as Sportsground, Park and General Community Use

Table 12: Plan of Management Action Plan			
MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
ISSUES			
Connectivity			
Connectivity with other open space reserves and parks	<ul style="list-style-type: none"> Improved access movement between reserves and community facilities Designs prepared for integrated pedestrian and bicycle pathways between, and within, sportsground and racecourse/showground precincts 	<ul style="list-style-type: none"> Designs for pathways and signage between sports grounds, parks and community facilities and town centre, nearby schools and council facilities 	<ul style="list-style-type: none"> Designs approved by Council Pathway development and maintenance program approved and implemented by Council Pathway development and maintenance program approved and implemented by Council
Public Access and Multiple Use			
Ensure public access and multiple use	<ul style="list-style-type: none"> Compliance of toilets, change rooms and associated amenities infrastructure at sports grounds and community facilities for disabled and equitable access uses Ensure public accessibility and multiple uses of land in any user occupancy agreements Provide for disabled and equitable access at all reserves Delineate on-street parking for more efficient use of the street, enable parking close to the facilities 	<ul style="list-style-type: none"> Audit of all public use and visitor facilities to evaluate equitable access and maintenance or upgrade needs for compliance with State legislation and guidelines Include conditions in agreements/licences that provide for multiple uses and public accessibility where safe to permit Identify disability parking spots at each field, park and facility Clearly mark on-street parking limits and times at high use sports 	<ul style="list-style-type: none"> Amenities equitable access audit and report with response actions prepared Publication and use of licence agreements that meet objectives Installation of disability parking spots at reserves where most needed On-street car parking times, places and conditions sign-posted and/or marked at high use facilities and reserves Relevant Council Director to manage program of use and

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MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
	<ul style="list-style-type: none"> Provide a formalised, centralised booking system for reserves and facilities to facilitate multiple uses and public benefit 	<p>grounds and community facilities, e g at new sports precinct</p> <ul style="list-style-type: none"> Investigate provision of all-Inclusive and accessible play equipment User and visitor conditions of use and activity clearly published and notified to improve safety awareness Introduce centralised booking system for new sports facility and racecourse/showground precinct grounds, function centres, halls, meeting rooms to facilitate use and enjoyment Maintain register and use statistics to ensure capacity of fields, parks and facilities service community needs Undertake user satisfaction surveys 	<p>capacity statistics and report on any response actions</p> <ul style="list-style-type: none"> User satisfaction surveys conducted
MANAGEMENT FRAMEWORK			
Booking systems, Allocation of Space and Use Agreements			
Booking systems, fees and charges and conditions of hire	<ul style="list-style-type: none"> Council review and formalisation of integrated booking systems for casual and seasonal use agreements 	<ul style="list-style-type: none"> Council development and implementation of policies on use and facility allocation, accompanied by formal advertising of expressions 	<ul style="list-style-type: none"> Council adoption and publication of grounds and facility allocation policy & procedures

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MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
	<ul style="list-style-type: none"> Public awareness notices or policies of booking and hiring systems are clearly available Clear and accountable fees and charges for sports ground use and hire Single Council point of contact for all bookings and hire of reserves and facilities Conditions of use and hire are clearly published and supplied with booking and hire details Standard agreement documents, e.g.: leases, licences and short term use permits 	<ul style="list-style-type: none"> of interest and clear allocation guidelines and criteria Formal EOI and agreement allocations to be conducted at annual or seasonal, as well as event -based periods All bookings or hiring receive e-copy or paper copy of confirmation including any conditions of use and hire with contact details to assist hirer or user Council identification of single point of contact Publication of booking and hiring notices and policies, fees and charges on Council website, local media as required and at sites where warranted Council develop lease, licence and casual hiring, short-term and temporary licence agreements based on Crown Lands templates Clear and published conditions of hire and use, including permissible uses, times and user or hirer responsibilities 	<ul style="list-style-type: none"> Seasonal and annual EOI processes conducted to inform allocation procedures and hire or use agreements Council website publication Production and use of conditions of use and hire with contact details to assist hirer or user with all bookings or hiring Standardised agreements in use Council promotion of single point of contact for bookings and hire Council publication of conditions of hire and use, including permissible uses, times and user or hirer responsibilities on use agreements, and casual hire permits

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MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
Use agreements (lease and licence)	<ul style="list-style-type: none"> Council policies on use and facility allocation are accompanied by formal advertising of expressions of interest and clear allocation guidelines and criteria Standard agreement documents, e.g.: leases, licences and short term use permits 	<ul style="list-style-type: none"> Council develop lease, licence and casual hiring, short-term and temporary licence agreements based on Crown Lands templates Clear and published conditions of hire and use, including permissible uses, times and user or hirer responsibilities 	<ul style="list-style-type: none"> Council publication of conditions of hire and use, including permissible uses, times and user or hirer responsibilities on use agreements, and casual hire permits New centralised, integrated booking system installed
Community Gardens, Personal Trainers, and small event bookings			
Community Gardens	<ul style="list-style-type: none"> Provide opportunities for interested parties to establish and maintain community gardens at suitable locations 	<ul style="list-style-type: none"> Work with community groups and organisations, schools and incorporated bodies to determine interest in community garden establishment and maintenance 	<ul style="list-style-type: none"> Establishment of community gardens managed by community groups and organisations, schools and incorporated bodies
Personal trainers, and small event bookings	<ul style="list-style-type: none"> Personal trainers, fitness groups and small event bookings are safely conducted with minimal impacts on other reserve users and adjacent residences 	<ul style="list-style-type: none"> Personal trainers, fitness groups and small event bookings are accommodated in the park under licence or hiring arrangements, subject to time and area limited with use conditions to enable use to limit conflicts of use with the general public 	<ul style="list-style-type: none"> Licence system and documents prepared and used for personal trainers, fitness groups and small event bookings

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MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
Conservation of Cultural Heritage			
Conservation of Aboriginal and European Heritage	<ul style="list-style-type: none"> Important Aboriginal and European cultural heritage is conserved for future generations Cultural heritage information and education are readily available for community, visitors and tourists 	<ul style="list-style-type: none"> Ensure local, State and National heritage items have required or suitable planning instrument protection and listings Review of heritage items, sites and areas for conservation needs, planning and management Consult with the Aboriginal community to determine the presence of any aboriginal sites, places or objects Review heritage items, sites and areas for education, information and interpretive schemes 	<ul style="list-style-type: none"> Heritage register listings are updated and maintained Local environment plan updated for new or revised heritage listings as relevant Aboriginal sites or historical sites identified and protected Implementation of heritage site, items and area interpretation plans and schemes
Dogs and Public Land			
Dogs on sports grounds, parks and community facility open space	<ul style="list-style-type: none"> Ensure dog use on parks, reserves, and sports grounds complies with State legislation Manage dog walking and play on and around sports ground playgrounds, food preparation areas, footpaths, parks and reserves 	<ul style="list-style-type: none"> Install signage including restricted areas, particularly on playing fields, but with an emphasis on no dogs within 10 metres of: <ul style="list-style-type: none"> a children's playground, or a food preparation area Provide at least one leash-free dog area in the LGA 	<ul style="list-style-type: none"> Signage installed One leash-free dog play area in LGA created and managed Dog faeces bins provided at high use areas – sports grounds, parks, community facilities and any identified or promoted walking tracks and trails

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MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
	<ul style="list-style-type: none"> Reduce impacts of dog use on fields and parks 	<ul style="list-style-type: none"> Publish animal and dog handling guidelines on Council website 	<ul style="list-style-type: none"> Council website publication of companion animal and dog handling rules and regulations
Encroachment on Public Land			
Encroachment on Public Land	<ul style="list-style-type: none"> Encroachments on public land, once identified are resolved as quickly as possible to minimise the impact of unlawful use or unauthorised developments on the reserves 	<ul style="list-style-type: none"> Council rectification of encroachments or illegal developments on all Council-owned and managed open and public spaces 	<ul style="list-style-type: none"> Identified encroachments rectified
Environmental sustainability - management and cost efficiency			
Environmental Management and sustainability <ul style="list-style-type: none"> <i>Energy and water use</i> <i>Water run-off management</i> <i>Pesticides</i> <i>Cost efficiency</i> 	<ul style="list-style-type: none"> Council investigation of environmental sustainability options and infrastructure, with emphasis on sports ground and racecourse/showground precincts, parks and community facilities Reduction in operational costs for energy and water use through a range of environmental and sustainable means to reduce costs and wastage Surface water run-off loss reduction and collection practices to optimise water use and reduce stormwater loss to minimise use of town or reticulated water supplies during periods of limited availability 	<ul style="list-style-type: none"> Investigate implementation of alternate energy sources such as solar electricity and heating systems at facilities on sites Energy and water use efficiency practices and systems, including timing systems or regulated watering practices: <ul style="list-style-type: none"> Council investigation of investment into water efficiency actions safe re-use of effluent and grey waters water harvesting from storm and ground water through collection for use at sports grounds 	<ul style="list-style-type: none"> Council investigate and consider options for cost-efficiency and sustainability of: <ul style="list-style-type: none"> sources such as solar electricity and heating systems at facilities on sites energy and water use efficiency practices and systems, including timing systems or regulated watering practices investment into water efficiency actions safe re-use of effluent and grey waters water harvesting from storm and ground water through

Table 12: Plan of Management Action Plan			
MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
	<ul style="list-style-type: none"> limit dispersal of sustainable fertiliser and pesticide into less robust environmental systems such as watercourse and water bodies, and limit human contact from aerial or surface exposure Development and maintenance is undertaken with environmentally sustainable practices and within Australian or NSW standards All hazardous materials and chemicals are handled, stored and used in accordance with NSW legislation 	<ul style="list-style-type: none"> on site dams where suitable, e g: golf course Investigate Council annual contribution to water usage for golf course with integration into future use and occupancy agreements Council and user organisations with occupancy and use agreements for sustainable fertiliser and pesticide application and management plans and practices All chemical storage, use and handling to be certified by current NSW authority, e g: WorkSafe NSW and initiatives to replace or reduce use investigated 	<ul style="list-style-type: none"> collection for use at sports grounds on site dams where suitable, e g: golf course Investigation of Council annual contribution to water usage for golf course with integration into future use and occupancy agreements Council publication and use of agreements that include conditions for sustainable fertiliser and pesticide application and management plans and practices Chemical storage, use and handling certification and response actions reported to Council
Cost efficiency in utilities and infrastructure	<ul style="list-style-type: none"> Reduce costs to Council, users and hirers/tenants at sports grounds, parks and community facilities 	<ul style="list-style-type: none"> Review of water and energy use at existing facilities and document design improvements for sportsground and racecourse/showground precincts Investigation of alternate and cost-effective energy and water systems Investigate timed or smart lighting 	<ul style="list-style-type: none"> Review and investigations conducted, and response actions reported to Council

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MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
Environmental sustainability	<ul style="list-style-type: none"> Use of chemicals and fertilisers is limited and sustainable Groundwater run-off is contained and recycled where possible, or directed to storage Conditions of use and development clearly outlined in occupancy agreements 	<ul style="list-style-type: none"> User/occupants to provide annual report on chemical and fertiliser use Occupancy agreements detail environmentally sustainable conditions including groundwater management plan 	<ul style="list-style-type: none"> Annual reports provided to relevant Council Director Occupancy agreements contained required conditions
Feral animals, pests and noxious weeds	<ul style="list-style-type: none"> Removal of pests and noxious weeds is undertaken and pest and feral animals captured, removed or reduced in compliance with legislation and council policies Conditions for management and reduction of feral animals, pest animals and noxious weeds included in occupancy agreements 	<ul style="list-style-type: none"> User/occupants to provide annual report on pests, noxious weeds and feral animal management Occupancy agreements detail pest animals, noxious weeds and feral animal management conditions 	<ul style="list-style-type: none"> Annual reports provided to relevant Council Director Occupancy agreements contain required conditions
Lighting and Fences			
Lighting	<ul style="list-style-type: none"> Lighting is provided for visitor and user safety at all buildings, structures and car parks where night/dark use is present Lighting is provided for user and visitor throughfare travel at sites of frequent use 	<ul style="list-style-type: none"> Review of facilities, structures and car parks to evaluate lighting needs and gaps for safety and to meet users and visitor needs Evaluate Master Plans for sportsground and 	<ul style="list-style-type: none"> Lighting needs review and implementation program prepared and adopted by Council All lighting approved by development application to meet identified standards

Table 12: Plan of Management Action Plan			
MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
	<ul style="list-style-type: none"> Reduce the impact of night lighting on adjacent residential properties due to glare or lighting spill 	<ul style="list-style-type: none"> racecourse/showground precincts for adequate lighting needs Ensure lighting spill and brightness complies with current and acceptable industry standards Review provision of safe lighting at user or visitor thoroughfares and install lighting to meet needs or gaps in provision Lighting for evening and night grounds uses conform to Australian and industry/sports standards Include lighting in development approval conditions and event or agreements 	<ul style="list-style-type: none"> Night/dark safe lighting needs review conducted, incorporating CEPTED principles and provision priorities reported to Council Relevant Council Director to manage review and report to Council on any response outcomes Council Planning directorate to integrate public lighting into development application approval conditions
Fences	<ul style="list-style-type: none"> Clear demarcation of public spaces and community facility boundaries with fences constructed in accordance with any standards or guidelines adopted by the Council 	<ul style="list-style-type: none"> Negotiate with adjacent landowners to erect and maintain suitable and safe fencing 	<ul style="list-style-type: none"> Fencing installed at agreed or required dimensions
Landscape Character and Amenity			
Landscape design, grounds and vegetation management	<ul style="list-style-type: none"> Provide landscape amenity and environmental benefits at sports grounds, parks and community facilities 	<ul style="list-style-type: none"> Retain and maintain existing trees and vegetation in parks and around sports ground for environmental and community benefit 	<ul style="list-style-type: none"> Council preparation of detailed landscape masterplans for sportsground and racecourse/showground precincts, as well as any other

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	<ul style="list-style-type: none"> Trees and shrubs health maintained, and public risk managed Grass and turf maintained to user requirements and standards Shade provided at all facilities including playgrounds Outdoor fixtures – seats, tables, bins, provided at all sites where outdoors space is associated with facilities Play equipment provided at sites where children are substantial numbers of visitors or users 	<ul style="list-style-type: none"> Prepare detailed landscape masterplans for sportsground and racecourse/showground precincts, as well as any other high use or significant sports grounds, parks and community facilities Implement vegetation management plans for environmental benefits such as wind reduction, water conservation and increased habitat and biodiversity, community health benefits such as shade and aesthetic landscape benefits Regular program of tree and shrub maintenance to ensure healthy and safe vegetation Agreed user and community standards for grass and turf maintenance, including limitation of small fire and reduction of danger on sites, e g: noxious plants, feral or dangerous animals Review of outdoor spaces associated with facilities and building to evaluate shade needs and provision Review of outdoor spaces associated with facility buildings 	<ul style="list-style-type: none"> high use or significant sports grounds, parks and community facilities Council consider report on vegetation management plans, retention and improvement of existing vegetation Relevant Council Director approves maintenance program and is accountable for reporting on outcomes User and tenure holders consulted in standards for field, grass and turf standards Installation of shade structures or increased use of shade trees to meet shade and sun protection needs Fire risk vegetation management in regular maintenance program Feral animal, noxious weeds and pest, and dangerous animal reduction programs implemented Installation of park and outdoor fixtures, including play, leisure and health equipment is subject to landscape master planning for

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MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
		and structures to evaluate and implement outdoor fixture provision <ul style="list-style-type: none"> Review of facilities and sites with substantial numbers of children and teenagers to ensure adequate provision of play equipment and suitable health and leisure fixtures 	high use sites, or provided consistent with any specific Council policies <ul style="list-style-type: none"> User group and community consultation for provisions of play, leisure and health equipment
Facility, Buildings, Amenities and Infrastructure – Management, maintenance and upgrade			
Safe maintenance and upgrade of buildings, structures and facilities	<ul style="list-style-type: none"> Maintain buildings, field and grounds, parks and community facilities to required standards for users and public safety Building and structures compliance with Australian Standards and NSW Building Codes Regular repairs, painting and maintenance Safe electrical systems Safe gas supply Sustainable water supply Fire systems compliance with NSW Standards Safe and operational kitchens 	<ul style="list-style-type: none"> Implement asset maintenance plans for major sports ground and racecourse/showground precincts, park and community facilities buildings, structures and landscape assets Audit and review of buildings and structures to comply with Australian and NSW Building Codes standards System to receive reports/requests for maintenance needs is clearly published and acted upon Annual program of (Test & Tag) electrical equipment inspection and testing by a competent person to identify and repair/replace 	<ul style="list-style-type: none"> Asset management plans in place and implemented with annual reports to Council Relevant Council Director responsible for program to review/audit sports ground, parks and community facilities compliance with codes and standards Audit and review conducted and reported to Council Relevant Council Director approves maintenance system and is accountable for reporting Annual Test & Tag inspection results and response actions reported to Council

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MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
	<ul style="list-style-type: none"> Safe chemical storage and use 	<p>damaged, worn and faulty electrical equipment</p> <ul style="list-style-type: none"> Annual electrical, gas and water supply systems check and review for maintenance and upgrade needs Bi-annual fire safety systems check for maintenance or upgrade to meet standards and codes by local Fire brigade or registered authority Biannual inspection of all kitchens by health and safety officers to ensure clean, healthy and safe kitchens for users and visitors All chemical storage, use and handling to be certified by current NSW authority, e g: WorkSafe NSW 	<ul style="list-style-type: none"> Annual electrical, gas and water supply systems check and review for maintenance and upgrading needs Bi-annual fire safety systems check and response actions reported to Council Bi-annual inspection of all kitchens by health and safety officers to and response actions Chemical storage, use and handling certification and response actions reported to Council
Sports ground maintenance	<ul style="list-style-type: none"> Maintain a high level of sports ground and playing surface and associated equipment 	<p><u>Mowing</u></p> <ul style="list-style-type: none"> Playing fields and ovals will be mowed in accordance with approvals, manuals or schedules as required <p><u>Line Marking</u></p>	<ul style="list-style-type: none"> Annual or seasonal (as appropriate) user and sports ground hirer or tenure holder's satisfaction surveys for: <ul style="list-style-type: none"> quality of field surfaces or pitches mowing line marking erection of posts watering

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		<ul style="list-style-type: none"> Line marking may be undertaken but will normally be the responsibility of users <p><u>Erection of Posts</u></p> <ul style="list-style-type: none"> The erection of posts on playing fields is allowed by this plan and is the responsibility of Council Users, in certain circumstances, may erect posts <p><u>Watering</u></p> <ul style="list-style-type: none"> Watering of playing fields and ovals shall be undertaken as required and according to specific water restrictions that may be in place Sustainable water supply and management options investigated to minimise long term costs <p><u>Wet Weather Use</u></p> <ul style="list-style-type: none"> During periods of wet weather, the Council may restrict use of playing fields and ovals to prevent damaged to grass surfaces <p><u>Hours of Operation</u></p>	<ul style="list-style-type: none"> wet weather use and availability hours of operation <ul style="list-style-type: none"> Progressive reduction in water supply and/or management costs as sustainable innovative solutions introduced,

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		<ul style="list-style-type: none"> Council may restrict the hours of operation of any playing field at its discretion 	
Amenity Provision	<ul style="list-style-type: none"> Amenity blocks are available at sites of high or frequent use or sites where no other amenities are nearby Amenities provided are kept clean and accessible to users and visitors during daylight hours and at high or frequent visitation sites during facility or site opening hours Amenities are maintained for safety, usability and modern standard 	<ul style="list-style-type: none"> Evaluate amenities provision and supply at high user and visitor facilities and sites to meet needs of community and visitor experience Regular inspection and maintenance regime that is clearly published and provides contact details for community and visitor maintenance requests 	<ul style="list-style-type: none"> Analysis of user and visitor satisfaction surveys Relevant Council Director approves maintenance program and is accountable for reporting on outcomes and monitoring of contact queries and complaints
Community Involvement			
Community Involvement/Neighbour Relations	<ul style="list-style-type: none"> Manage event and activity noise, traffic, waste management and visitor number issues for local and nearby residents Agreements include conditions to limit impacts from noise, rubbish, traffic 	<ul style="list-style-type: none"> Prepare and implement agreements (licences or permit) system 	<ul style="list-style-type: none"> Licences published and used with conditions to limit or reduce impacts from noise, rubbish, traffic
Operating committees and incorporated bodies	<ul style="list-style-type: none"> Increase user and community involvement in sportsground, park and community facility management and maintenance 	<ul style="list-style-type: none"> Consideration of precinct management groups or committees for master planned areas Consideration of LG Act S355 committee establishment and management of suitable reserves to 	<ul style="list-style-type: none"> Prepare and consider Council discussion paper on use of: <ul style="list-style-type: none"> Master planned management or advisory committee, and/or LG Act S355 committees to manage identified reserves

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MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
		incorporate adjacent stakeholders, user groups and local residents	
Contract and Volunteer Labour	<ul style="list-style-type: none"> Safe, legal and formal contractor and volunteer involvement in management, use and maintenance of community facilities and associated open spaces 	<ul style="list-style-type: none"> Review of existing contract agreements and permits or licences for volunteer groups, organisations and any individuals Preparation and use of legal contracts and agreements, licences and permits 	<ul style="list-style-type: none"> Review conducted, gaps and needs established Agreements, contract, licences and permits in use
Safety and Risk Management			
Safety and Risk Management	<ul style="list-style-type: none"> Minimise public safety and user risk at sports grounds, parks and community facilities 	<ul style="list-style-type: none"> Risk management and harm minimisation strategy prepared for sports grounds, parks and community facilities Annual safety audit of all facilities on sports grounds conducted by Council in conjunction with formal occupants (lessees, licensees and contracted management) Improved lighting for security along pedestrian walkway/lanes Council to review needs for security around buildings and structures 	<ul style="list-style-type: none"> Annual reporting on implementation and risk minimisation Council and formal occupant audit of facilities conducted, and response actions reported to Council Installation of additional lighting to increase safety along main pedestrian pathways and thoroughfares Council review and report on security needs and options for improvement to relevant facility buildings

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MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
Signage and Advertising			
Signage and Advertising including town wayfinder and site based directional	<ul style="list-style-type: none"> Upgrade town signage and wayfinding for general visitors and district or regional users, as well as playing an important role in providing tourists with information about the availability and location of facilities Provide clear guidance to sports ground, park and community facility users on reserves conditions of use, including alcohol free zones, permissible and non-permissible activities, dog leash or leash-free zones, times of specific uses, and internal site or facility directions Promotional signage for sportsground and racecourse/showground precincts, caravan park and camping grounds, halls, and golf course On-site directional signs installed to advise of facilities and service locations on site Site-based rules and regulations for caravan park, halls, and tourist centre installed in prominent site and facility locations 	<ul style="list-style-type: none"> Prepare and implement a strategic Town and LGA wayfinder signage program with emphasis on sportsground and racecourse/showground precinct, including: <ul style="list-style-type: none"> Town information maps and signage Sports grounds, parks and community facilities information, use, permissible activity and regulation signage Site-based facility, structure, field and open space regulatory signage to address activity, including: <ul style="list-style-type: none"> alcohol free zones, permissible and non-permissible activities, dog leash or leash-free zones, times of specific uses Evaluate any signage proposals for Crown reserves to ensure advertising is ancillary to reserve use and management 	<ul style="list-style-type: none"> Strategy prepared, adopted by Council and implemented as per resources and priorities, including site-based facility, building/structure, field and open space signage, and permissible/non-permissible activity signage Installation of regulatory signage at high use or visitation sports grounds, parks and community facilities Installation of promotional signage

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MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS	MEANS OF ACHIEVEMENT OF OBJECTIVES	MANNER OF ASSESSMENT OF PERFORMANCE
	S 36(3)(B)	S 36(3)(C)	S 36(3)(D)
	<ul style="list-style-type: none"> Advertising signage at Crown reserves should be ancillary or supportive of the reserve purposes and activities and is not generally acceptable for solely external advertising purposes 		
DEVELOPMENT AND USE			
Sportsground and Racecourse/Showground Precincts			
Precinct Development	<ul style="list-style-type: none"> Implementation of Council-adopted masterplans: <ul style="list-style-type: none"> Quirindi Racecourse and Showground Master Plan (July 2020); Quirindi Sport and Recreation Precinct Master Plan (July 2020) 	<ul style="list-style-type: none"> Staged implementation of actions and projects in Master Plans, subject to resources and project scheduling 	<ul style="list-style-type: none"> Council approval and implementation of actions from the Master Plans, subject to resources and project scheduling
Implement strategies and actions in the Liverpool Plains Shire Council Recreation Strategy 2020-2030			
Quirindi RSL Golf Club	<ul style="list-style-type: none"> Improvements Club and Course 	<ul style="list-style-type: none"> Support the Golf Club's efforts to secure funding to install a bore for cost effective irrigation of fairways Support the Golf Club's efforts to secure funding to install an irrigation system for fairways to improve the playing surface and amenity of the golf course Support the Golf Club's efforts to secure funding to construct and seal 	<ul style="list-style-type: none"> Council approval and implementation of actions from the Master Plans, subject to resources and project scheduling Relevant Council Director to manage program of implementation, development and management actions and report on response actions

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MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
		<p>the internal road from Werris Creek Road to the clubhouse to improve access</p> <ul style="list-style-type: none"> Promote activities at the golf club, including social (putt-putt golf) and indoor activities that utilise the club rooms (yoga), to older and retired adults and school groups Consider partnering with the golf club to host outdoor events for the community including sporting and cultural events (music concerts) Provision of technical advice and planning to the golf club for ongoing asset maintenance particularly major repairs and asset replacement items 	
Henry Street Oval (Longfield Park)	<ul style="list-style-type: none"> Implement actions identified in the Master Plan that includes Henry Street Oval (Longfield Park) 	<ul style="list-style-type: none"> Staged implementation of actions and projects in Master Plan 	<ul style="list-style-type: none"> Council approval and implementation of actions from the Master Plan, subject to resources, project scheduling and development approval Relevant Council Director to manage program of implementation, development and management actions and report on response actions

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Quirindi Racecourse and Showgrounds	<ul style="list-style-type: none"> Implement actions identified in the Master Plan – Quirindi Racecourse and Showground 	<ul style="list-style-type: none"> Staged implementation of actions and projects in Master Plan 	<ul style="list-style-type: none"> Council approval and implementation of actions from the Master Plan, subject to resources and project scheduling Relevant Council Director to manage program of implementation, development and management actions and report on response actions
First Fleet Park (Memorial Park)	<ul style="list-style-type: none"> Promote the significance of the park (only First Fleet Memorial Park in Australia) as a destination for residents within the Shire and Region, and across Australia 	<ul style="list-style-type: none"> Preparation of marketing and promotional strategy and action plan to increase awareness and visitation to First Fleet Park (Memorial Park) Implement PoM management actions for: <ul style="list-style-type: none"> signage and advertising including town wayfinder and site based directional 	<ul style="list-style-type: none"> Council consideration of marketing strategy Implementation of strategy actions Visitor use attendance and satisfaction surveys
First Fleet Park (Wallabadah Creek Park)	<ul style="list-style-type: none"> Define vehicle access areas from recreation areas to preserve the amenity and attractiveness of the creek banks, and improve separation between visitors (particularly children and older people) and vehicles Continue to support community groups undertaking weed control and rehabilitation along the creek banks 	<ul style="list-style-type: none"> Implement PoM management actions for Vehicle Access and Parking Provide resources, e.g: funding, advice, tools to community groups to undertake weed control and bank rehabilitation works 	<ul style="list-style-type: none"> Relevant Council Director to manage program of implementation, development and management actions and report on response actions Increased community involvement in weed control and rehabilitation works and/or projects

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	<ul style="list-style-type: none"> As play equipment reaches the end of its useful life, replace with pieces that provide more challenging play experiences 	<ul style="list-style-type: none"> Implement PoM management actions for Community Involvement, specifically: <ul style="list-style-type: none"> Operating committees and incorporated bodies Contract and Volunteer Labour Replace play equipment and provide play experiences for a range of age groups Consider installation of all-inclusive and accessible equipment 	<ul style="list-style-type: none"> Replacement of play equipment subject to resources and scheduling
Warrah Creek Hall and Tennis Courts	<ul style="list-style-type: none"> Provide appropriate support to the Warrah Creek Hall to assist maintain the hall and sport and recreation facilities for residents and visitors 	<ul style="list-style-type: none"> Provide resources, e.g: funding, advice, tools to Warrah Creek Hall community to maintain and improve the hall, sports facilities and play equipment Implement PoM management actions for Community Involvement, specifically: <ul style="list-style-type: none"> Operating committees and incorporated bodies Contract and Volunteer Labour 	<ul style="list-style-type: none"> Relevant Council Director to manage program of implementation, development and management actions and report on response actions Increased community involvement in Warrah Creek hall, tennis courts and surrounding land and equipment
Economic Benefit			
Council coordination of sports grounds and event management with tourism and	<ul style="list-style-type: none"> Development of economic tourism plan or strategy to capitalise on sports & recreation markets 	<ul style="list-style-type: none"> Sports and recreation tourism strategy considered by Council and developed and adopted by Council 	<ul style="list-style-type: none"> Sports and recreation tourism strategy considered by Council

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<p>economic development officers in Council and community</p> <p>Improved integration of parks, sportsground and racecourse/showground precincts, and community facilities with town and village commercial and retail areas to attract and retain visitors to the area</p> <p>Promote sporting facilities and availability of formal and informal sporting opportunities for tourists and visitors</p> <p>Provide opportunities for camping and caravan tourism</p> <p>Invest in public WIFI to attract and retain visitors and workers to the area</p>	<ul style="list-style-type: none"> Undertake concept or masterplans to link and connect commercial core areas with sportsground and racecourse/showground precincts, parks and reserves to provide improve relationship between public and commercial spaces Develop Shire-wide promotional strategies that focus on the leisure and tourism industry with use of sports fields, parks, golf course and community facilities, e g: camping and caravan grounds to use not only the facilities but also contribute to the local economy through increased accommodation, food and beverage, goods and services expenditure Focus development on Quirindi caravan park and Wallabadah camping ground to provide modern facilities Promotion of caravan park and camping grounds Reduction in running costs and ability to recoup investment through lease, license and agreements 	<ul style="list-style-type: none"> Council consideration of concept plan or masterplan for public space integration with commercial and retail areas Liverpool Plains Shire Council promotional strategies for leisure and tourism considered, developed and adopted by Council An income stream is identified for relevant reserves Council review of caravan and camping activity and economic benefits with development of strategic plan for improvements and increased use Promotion of caravan and camping opportunities and sites Council considers and implements longer term lease or license agreements to facilitate long term planning and investment e g equine sports Options for provision of public WIFI considered and actioned by Council 	<p>and developed and adopted by Council</p> <ul style="list-style-type: none"> Council consideration of concept plan or masterplan for public space integration with commercial and retail areas Liverpool Plains Shire Council promotional strategies for leisure and tourism considered, developed and adopted by Council An income stream is identified for relevant reserves Council review of caravan and camping activity and economic benefits with development of strategic plan for improvements and increased use Promotion of caravan and camping opportunities and sites Council considers and implements longer term lease or license agreements to facilitate long term planning and investment e g

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	<ul style="list-style-type: none"> Investigate ways to generate revenue to enable the reserves to be self-sustaining Investigate the viability of providing public WIFI in high use areas 		<ul style="list-style-type: none"> Options for provision of public WIFI considered and actioned by Council
Quirindi Caravan Park and First Fleet (Wallabadah Creek Park) camping ground	<ul style="list-style-type: none"> Improved facilities and increased tourism visitation at caravan park and camping ground 	<ul style="list-style-type: none"> Quirindi Caravan Park and First Fleet camping ground improvements to landscape, accommodation, and infrastructure to meet standards in the <i>Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005</i> Council consideration at Wallabadah of: <ul style="list-style-type: none"> re-establishment of a paying campground and caravan park with fees to attract and retain visitation to the town, and use of the former caretaker's cottage to provide on -site maintenance, security and fee collection 	<ul style="list-style-type: none"> Audit of Quirindi Caravan Park and First Fleet camping ground to establish compliance and improvements to landscape, accommodation and infrastructure
Wallabadah Recreation Ground	<ul style="list-style-type: none"> Improve and promote community use of the reserve 	<ul style="list-style-type: none"> Undertake a workshop with the local community to establish the best future use for the land, and the means of achieving it 	<ul style="list-style-type: none"> Workshop conducted Interim use formalised and limited

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	<ul style="list-style-type: none"> Connect the space via walks to other assets in the town 	<ul style="list-style-type: none"> Interim use as horse agistment be re-evaluated Depending on future uses, reconnection of water and electricity, include park furniture and mow/slash regularly Prepare a simple walking trail to link open space assets, including First Fleet Park, 'Commons', community hall, and promote events in the town 	<ul style="list-style-type: none"> New community uses established and implemented subject to resources and community involvement Walking path map prepared and promoted
Campbell Street Cycle/Walking Path (RSL Park)	<ul style="list-style-type: none"> Improve and promote use of reserve 	<ul style="list-style-type: none"> Regular maintenance of furniture (benches and tables) and shade provision Subject to flooding risk, consider installation of BBQ and water station Provide safe access to creek e g timber platform 	<ul style="list-style-type: none"> Evaluate flooding risk for improvements Facility maintenance
Event Management			
Event Management	<ul style="list-style-type: none"> Ensure all significant events have event management licenses or permits through bookings or hiring Include event management plans, traffic management plans, waste and public safety plans in licence conditions 	<ul style="list-style-type: none"> Prepare and use significant event licences or permits with inclusion of event management plans, traffic management plans, waste and public safety plans Publish booking and hire system arrangements on Council website 	<ul style="list-style-type: none"> Publication and use of licences with conditions that address objectives Council website publication of booking and hire systems including seasonal dates and conditions of application

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	<ul style="list-style-type: none"> Establish clear and published booking and hire system for events 	with clear dates, times and contact details for users and sports/community groups	<ul style="list-style-type: none"> Council is resourced to have a staff member/s able to manage hire queries
Community and Public Halls			
<p>Currabubula Hall (War Memorial Hall)</p> <p>Warrah Creek Public Hall and Recreation Reserve</p>	<ul style="list-style-type: none"> Well maintained, functioning public halls with community involvement in management and maintenance Increased council resources and support for hall improvements and activities 	<ul style="list-style-type: none"> Audit of halls, infrastructure and grounds including: <ul style="list-style-type: none"> structural integrity, roofing for leaks and vermin closure, insulation needs, fencing for user safety and vehicle control where required, electrical, gas and water efficiency, kitchen/wet areas safety, and equitable access Greater Council assistance & resources for funding for hall maintenance and upgrades and event promotion 	<ul style="list-style-type: none"> Audit conducted with report to relevant Council Director(s) for action Number of funding applications submitted and level of success Number of projects implemented

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Future Development and Use			
Future development and Use	<ul style="list-style-type: none"> Sustainable development of open space and community facilities to community need and Council's strategic planning Well-designed buildings and facilities to maximise usage through co-location, shared, flexible and multipurpose design that can accommodate changing needs overtime 	<ul style="list-style-type: none"> Implement park and precinct 'Master Plans to revitalise the area and provide high quality service delivery and visitor experience 	<ul style="list-style-type: none"> Master plans implemented by Council subject to resources and scheduling
Suitable development and uses	<ul style="list-style-type: none"> Limited to low impact uses with no fixtures or structures unless approved through adopted plan of management and Council approval 	<ul style="list-style-type: none"> Council approval and adopted plan of management permission for developments and uses other than low impact and without permanent structures 	<ul style="list-style-type: none"> Permission provided by adopted plan of management and Council approval
Permitted and Prohibited Activities			
Permitted and Prohibited Activities	<ul style="list-style-type: none"> Behavioural, environmental and safety risks are managed 	<ul style="list-style-type: none"> Erect notices under the LG Act, Section 632 to permit and prohibit activities and uses 	<ul style="list-style-type: none"> Permitted and prohibited activities require Council approval Regulatory signage erected and enforced
Security of Tenure			
Security of Tenure	<ul style="list-style-type: none"> Ensure security of tenure for the users of the facilities in precinct 	<ul style="list-style-type: none"> All future leases and licenses comply with the requirements of the 	<ul style="list-style-type: none"> The number and type of leases or licenses issued for the facilities

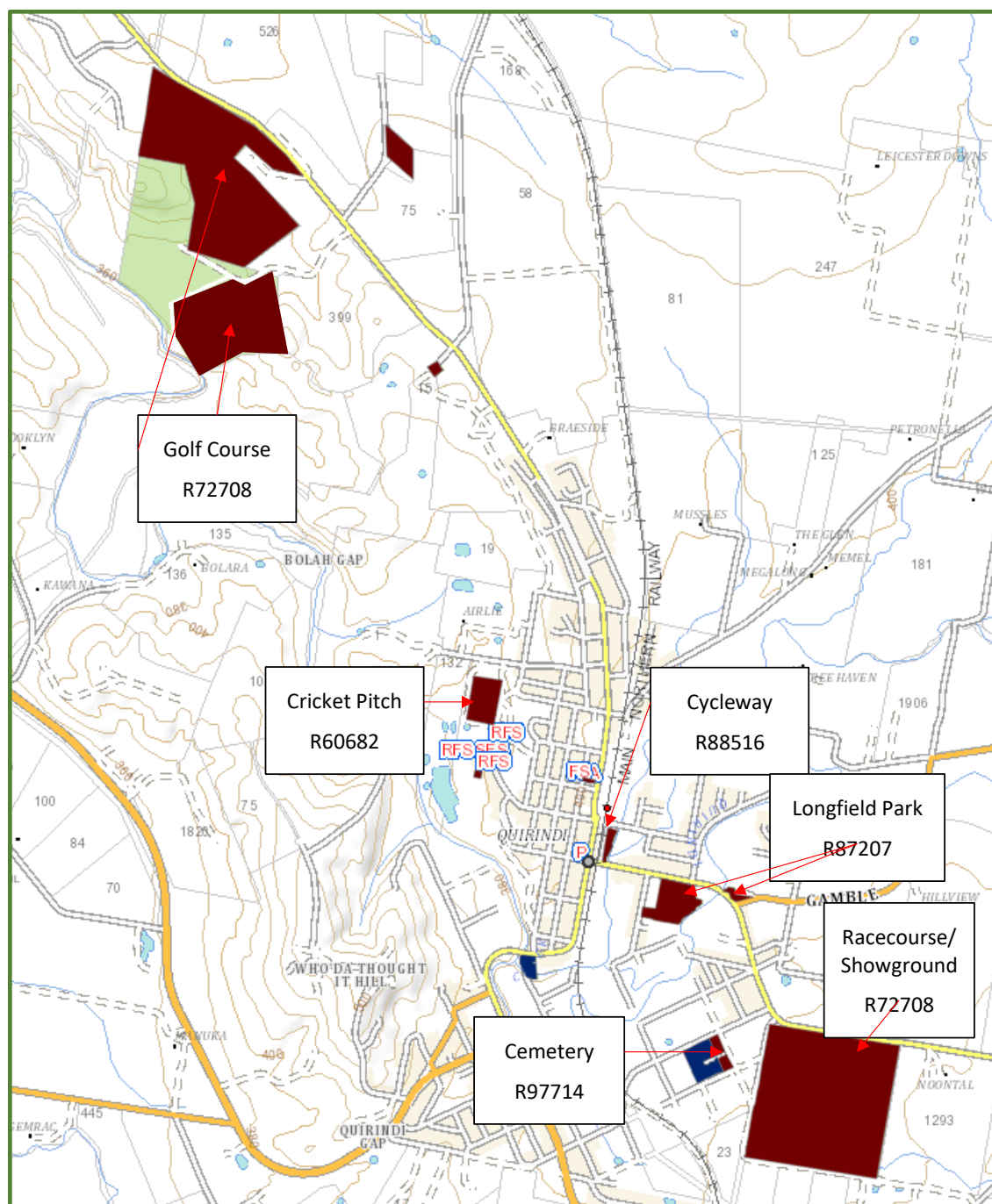
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	<ul style="list-style-type: none"> Ensure that tenure and permitted uses are agreed and documented Allow wide community access to the facilities that are mutually compatible with tenured uses 	Local Government, Crown Land Management and Native Title Acts	are implemented and reviewed to ensure compliance
Vehicle Access and Parking			
Roads, vehicle access and parking	<ul style="list-style-type: none"> Provide a safe, effective and efficient vehicle and pedestrian environment for at sportsground and racecourse/showground precincts, community facilities and associated open spaces users and visitors Events using community facilities and associated open spaces have safe traffic management and reduce the potential for user / vehicle conflict Dedicated parking and thoroughfares or internal access routes to minimise use conflict or site landscape or asset degradation Parking areas, speed and vehicle limits clearly signed and marked 	<ul style="list-style-type: none"> Review of vehicle and traffic infrastructure for entry, internal movement, car parking and vehicle-pedestrian conflict minimisation Clear marking of designated access routes and parking arrangements for user and organiser vehicles Lessees and licensees have event and traffic management plans incorporated into conditions as part of agreement Special events have traffic, user and organisation vehicle management plans prepared in liaison with Local Area police Regulation of user parking and vehicle at events 	<ul style="list-style-type: none"> Vehicle and traffic infrastructure review conducted Designated traffic, parking and pedestrian lanes marked for areas where events are held and at high attendance facilities Event licences and permits to include conditions for event and traffic, user and organisation vehicle management plans prepared in liaison with Local Area police Council resource regulatory officers for traffic and vehicle management at high attendance special events Dedicated access routes and parking arrangements for

Table 12: Plan of Management Action Plan			
MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
		<ul style="list-style-type: none"> Placement of speed limit signs at prominent locations Vehicle type and use restrictions, and parking times clearly signposted where required 	<ul style="list-style-type: none"> organiser vehicles provided in event agreements Speed limits signage installed at sites and facilities where required after review Vehicle use and parking time signage installed
Surrounding land use and impact on local residents			
Neighbour relations management	<ul style="list-style-type: none"> Manage event and activity noise, traffic, waste management and visitor number issues for local and nearby residents User agreements include conditions to limit impacts from noise, rubbish, traffic Development of programs and projects that increase use by general community and nearby schools and community organisations 	<ul style="list-style-type: none"> Prepare and implement agreements (licences or permit) system 	<ul style="list-style-type: none"> Licences published and used with conditions to limit or reduce impacts from noise, rubbish, traffic
Community Involvement/Neighbour Relations	<ul style="list-style-type: none"> Manage event and activity noise, traffic, waste management and visitor number issues for local and nearby residents User agreements include conditions to limit impacts from noise, rubbish, traffic 	<ul style="list-style-type: none"> Prepare and implement agreements (licences or permit) system 	<ul style="list-style-type: none"> Licences published and used with conditions to limit or reduce impacts from noise, rubbish, traffic

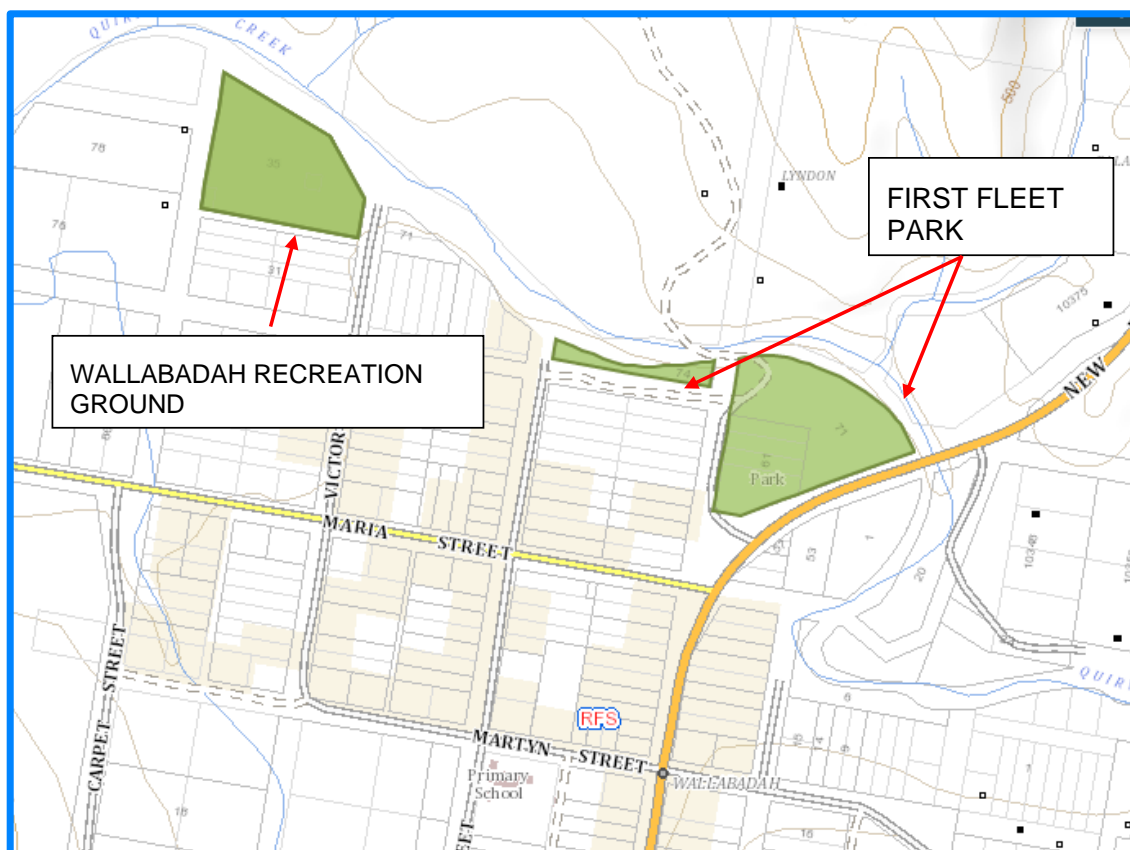
Table 12: Plan of Management Action Plan			
MANAGEMENT ISSUES	OBJECTIVES & PERFORMANCE TARGETS S 36(3)(B)	MEANS OF ACHIEVEMENT OF OBJECTIVES S 36(3)(C)	MANNER OF ASSESSMENT OF PERFORMANCE S 36(3)(D)
Cemetery Operations			
Cemetery operation	<ul style="list-style-type: none"> Cemeteries are operated and maintained to provide cultural, respectful and accessible interment for community Maintenance and improvements of cemetery 	<ul style="list-style-type: none"> Cemeteries are operated by Council as a cemetery operator under the Cemetery and Crematoria Act 2013 Council cemetery and crematoria operations are undertaken consistent with any guidelines, circulars, protocols and customer standards prepared by Cemeteries and Crematoria NSW Council provides relevant data and information as requested by Cemeteries and Crematoria NSW Provide increased seating and shade Improve entrances to make more aesthetically pleasing eg new fencing, archway, roses or plantings along the main front fence line Support volunteer and community involvement in cemetery maintenance 	<ul style="list-style-type: none"> Cemetery operation is legal, safe and interment is provided in a respectful, affordable and sustainable manner Cemetery operation and interment costs are included in the Council's Annual Fees and Charges publication As required, annual report to Council on operations and compliance with the Cemetery and Crematoria Act 2013, and any guidelines, circulars, protocols and customer standards prepared and issued by Cemeteries and Crematoria NSW Provision of seats and shade, including trees and shelters Fencing and planting installed Increased community involvement and resources provided

Appendices

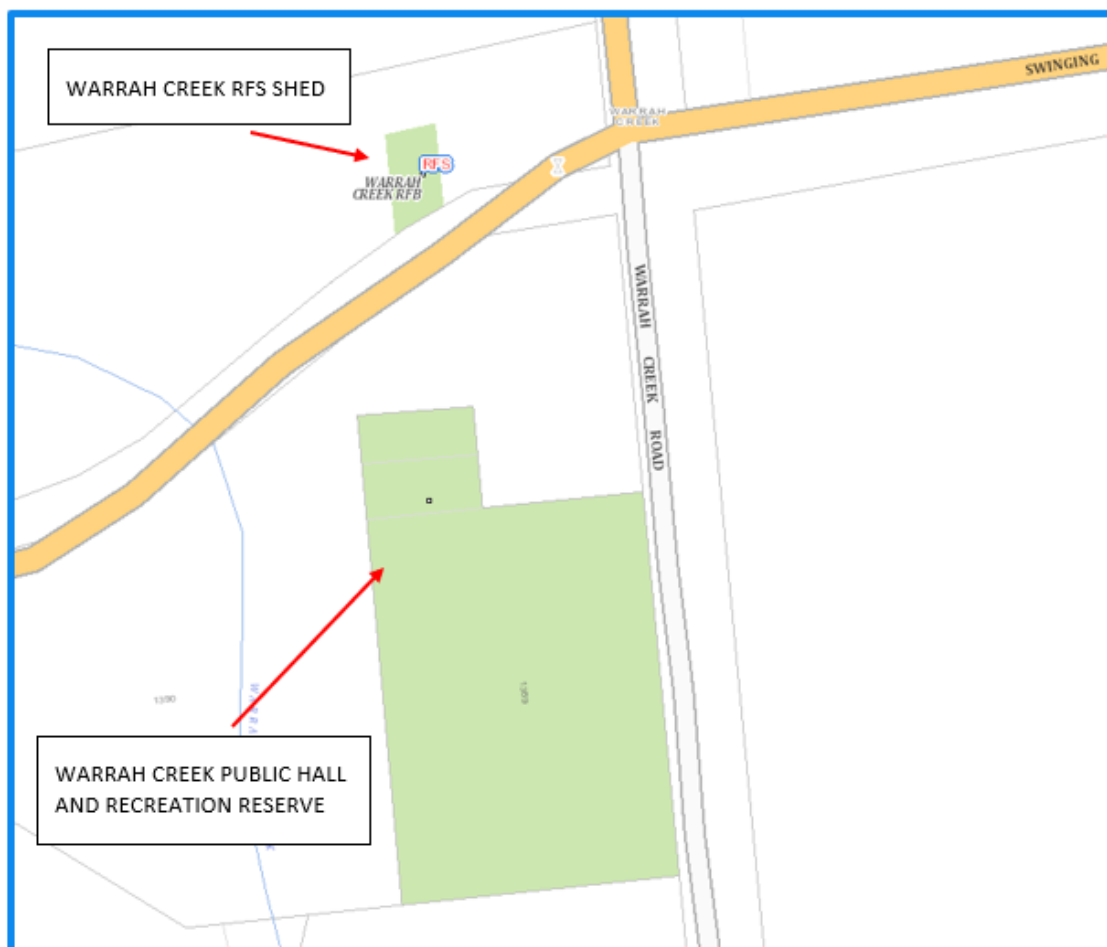
Appendix A — Community land covered by this plan of management



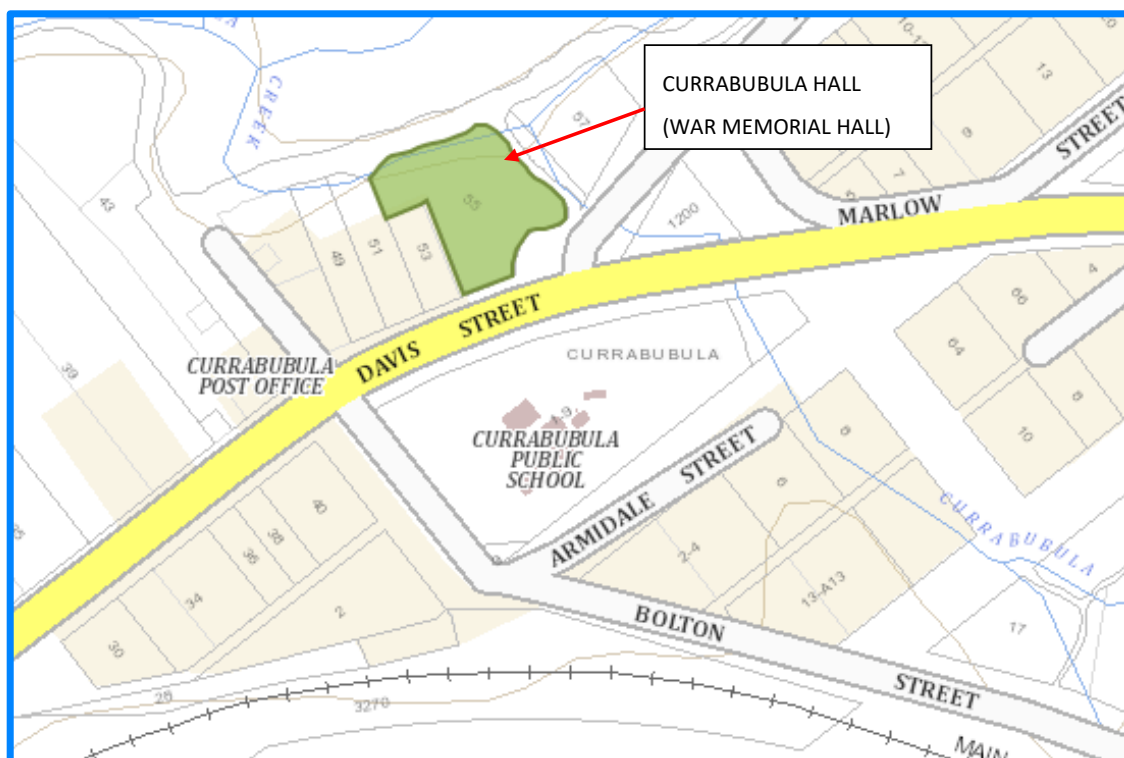
RESERVE NUMBER	NAME	REAL PROPERTY IDENTIFIER	CROWN RESERVE PURPOSE	COMMUNITY LAND CATEGORY
72708	QUIRINDI RACECOURSE & SHOWGROUND	Whole: Lots 89-90 DP 751026 Parish Quirindi County Buckland	Public Recreation Racecourse Showground	General Community Use Sportsground
82332	QUIRINDI GOLF CLUB	Whole: Lots 214, 321 DP 751009 Parish Coeypolly County Buckland	Public Recreation	Natural Area – Bushland Sportsground
87207	HENRY STREET OVAL (LONGFIELD PARK)	Whole: Lots 4-5 DP 43029, Lot 7303 DP 1149018 Parish Quirindi County Buckland	Public Recreation	General Community Use Sportsground Park
88516	CAMPBELL ST CYCLEWAY / PATHWAY	Whole: Lots 296-297 DP 751026 Parish Quirindi County Buckland	Public Recreation	Park
97714	QUIRINDI CEMETERY	R97714: Whole: Lots 5-6 Section 40 DP 758863 Parish Quirindi County Buckland	Cemetery Purposes	General Community Use
60682	YE OLDE CRICKET PITCH	R60682: Whole Lot 208 DP 751009 Parish Coeypolly County Buckland	Public Recreation	Natural Area - Bushland



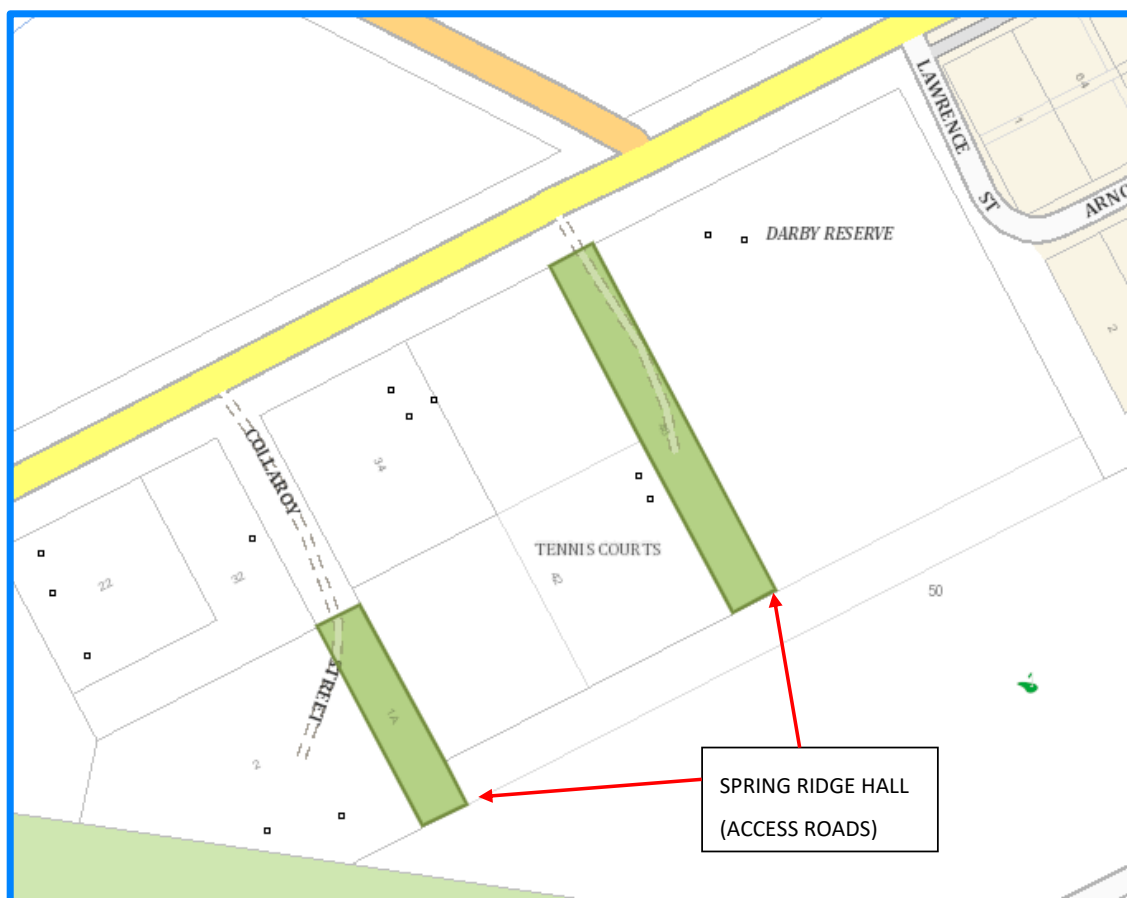
RESERVE NUMBER	NAME	REAL PROPERTY IDENTIFIER	CROWN RESERVE PURPOSE	COMMUNITY LAND CATEGORY
35868	WALLABADAH RECREATION GROUND	Whole: Lots 373, 375 DP 47192, Lot 21 Section 8 DP 759037 Parish Wallabadah County Buckland	Public Recreation	Sportsground
82865	FIRST FLEET PARK	Whole: Lots 7-9 Section 4 DP 759037, Lots 7011-7012 DP 1024636, Lot 7304 DP 1138308 Parish Wallabadah County Buckland	Access Resting Place Water Supply	General Community Use Park



RESERVE NUMBER	NAME	REAL PROPERTY IDENTIFIER	CROWN RESERVE PURPOSE	COMMUNITY LAND CATEGORY
88668	WARRAH CREEK PUBLIC HALL AND RECREATION RESERVE	Whole: Lots 88, 92-93 DP 751016, Lot 7001 DP 1059621 Parish Gregson County Buckland	Public Hall Public Recreation Additional Purpose: Rural Fire Services	General Community Use Sportsground Park

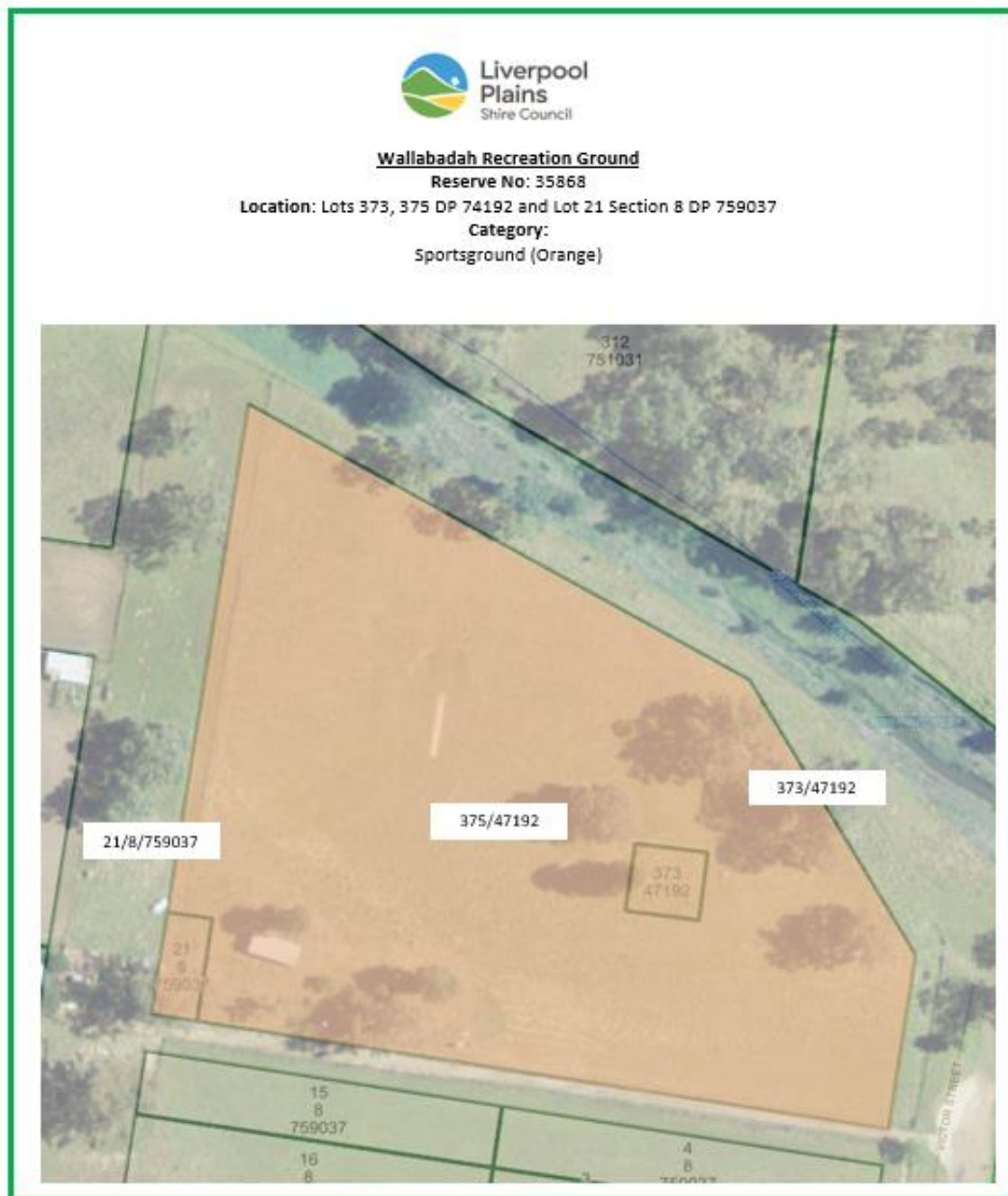


RESERVE NUMBER	NAME	REAL PROPERTY IDENTIFIER	CROWN RESERVE PURPOSE	COMMUNITY LAND CATEGORY
59034	CURRABUBULA HALL (WAR MEMORIAL HALL)	Whole: Lot 1 Section 7 DP 758321 Parish Currabubula County Buckland	Public Recreation	Natural Area - Bushland

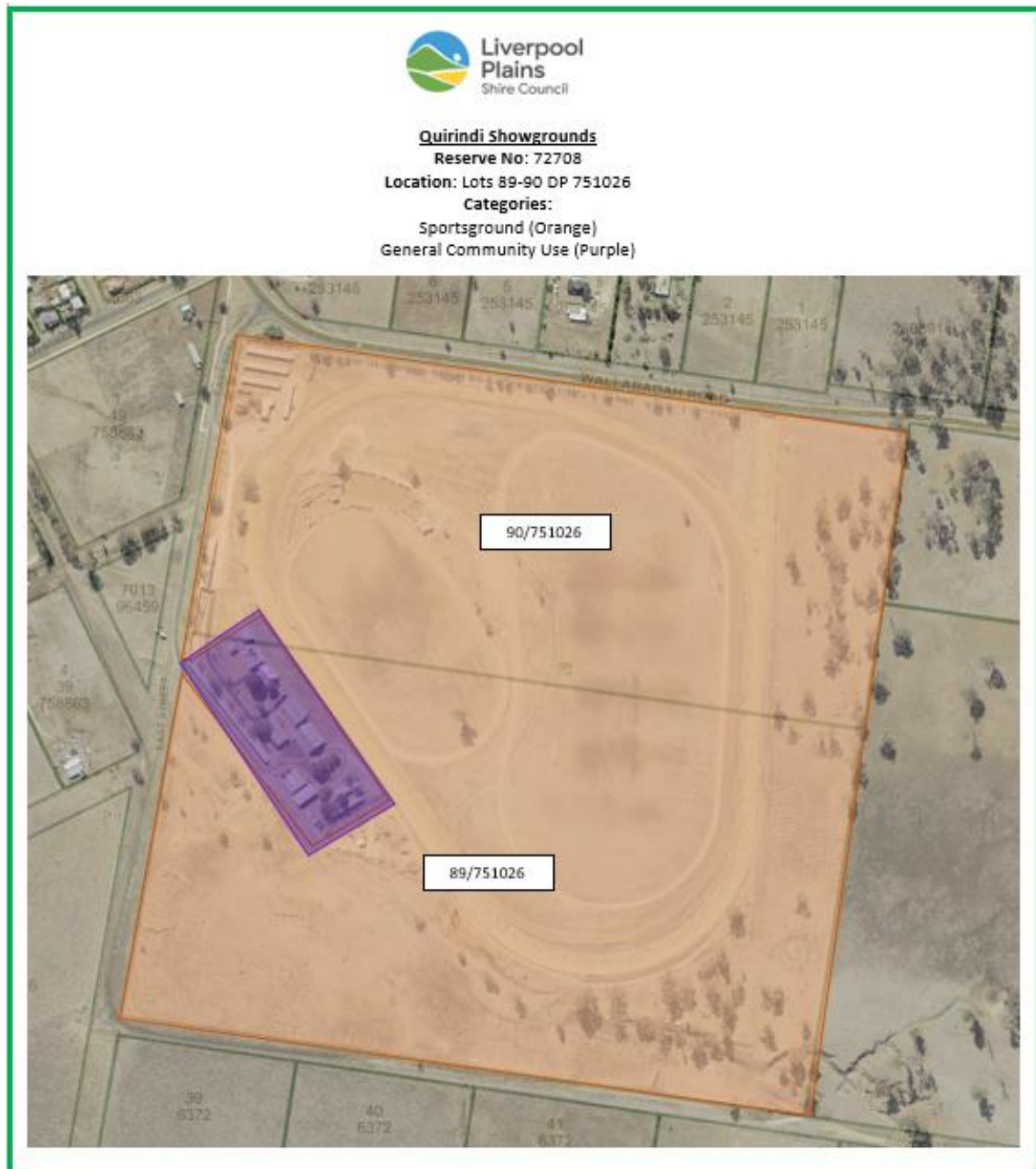


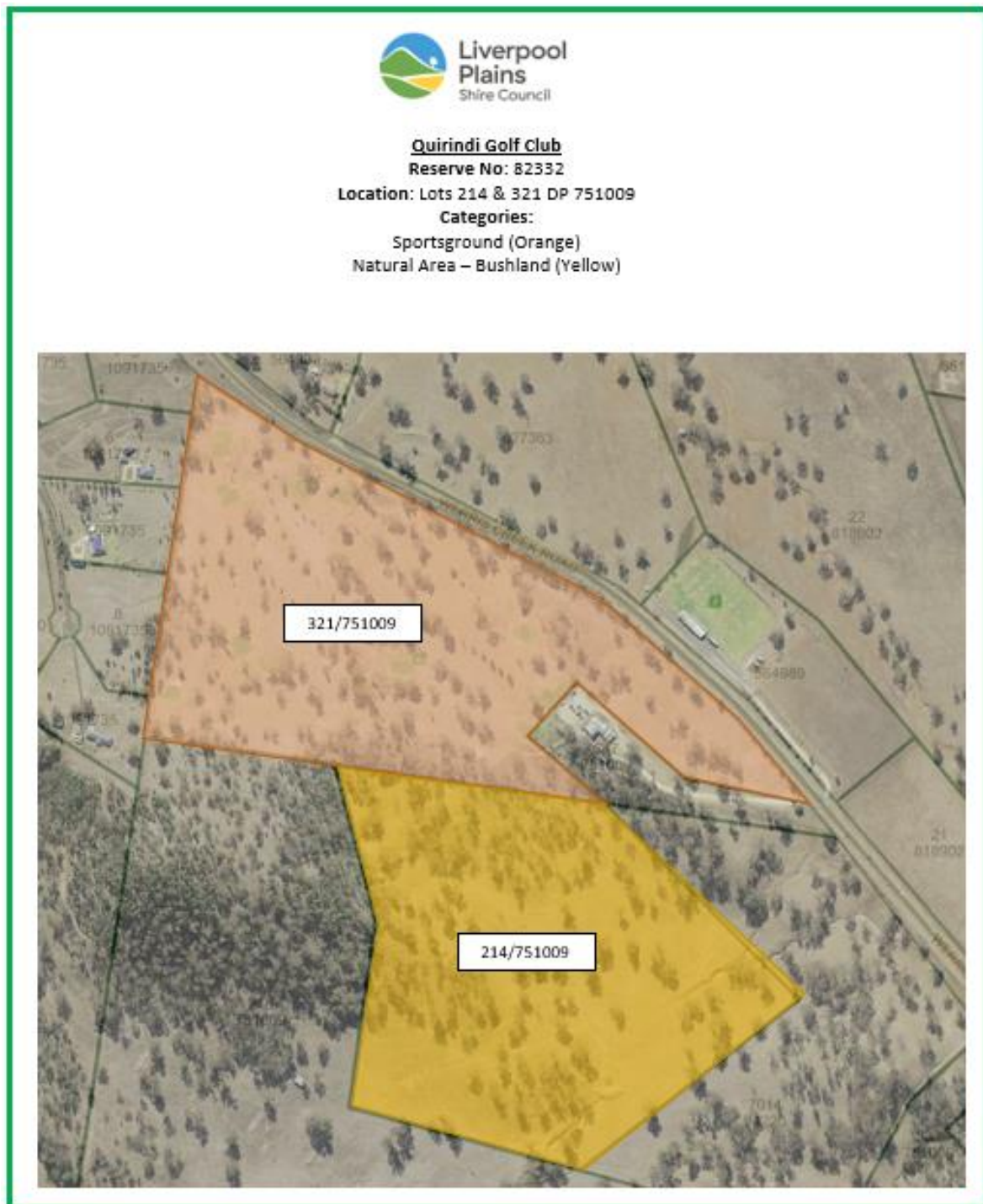
RESERVE NUMBER	NAME	REAL PROPERTY IDENTIFER	CROWN RESERVE PURPOSE	COMMUNITY LAND CATEGORY
97242	SPRING RIDGE HALL (ACCESS ROADS)	Whole: Lots 7012-7013 DP 1028381 Parish Springfield County Pottinger	Public Recreation	Park Sportsground

Appendix B — Category maps

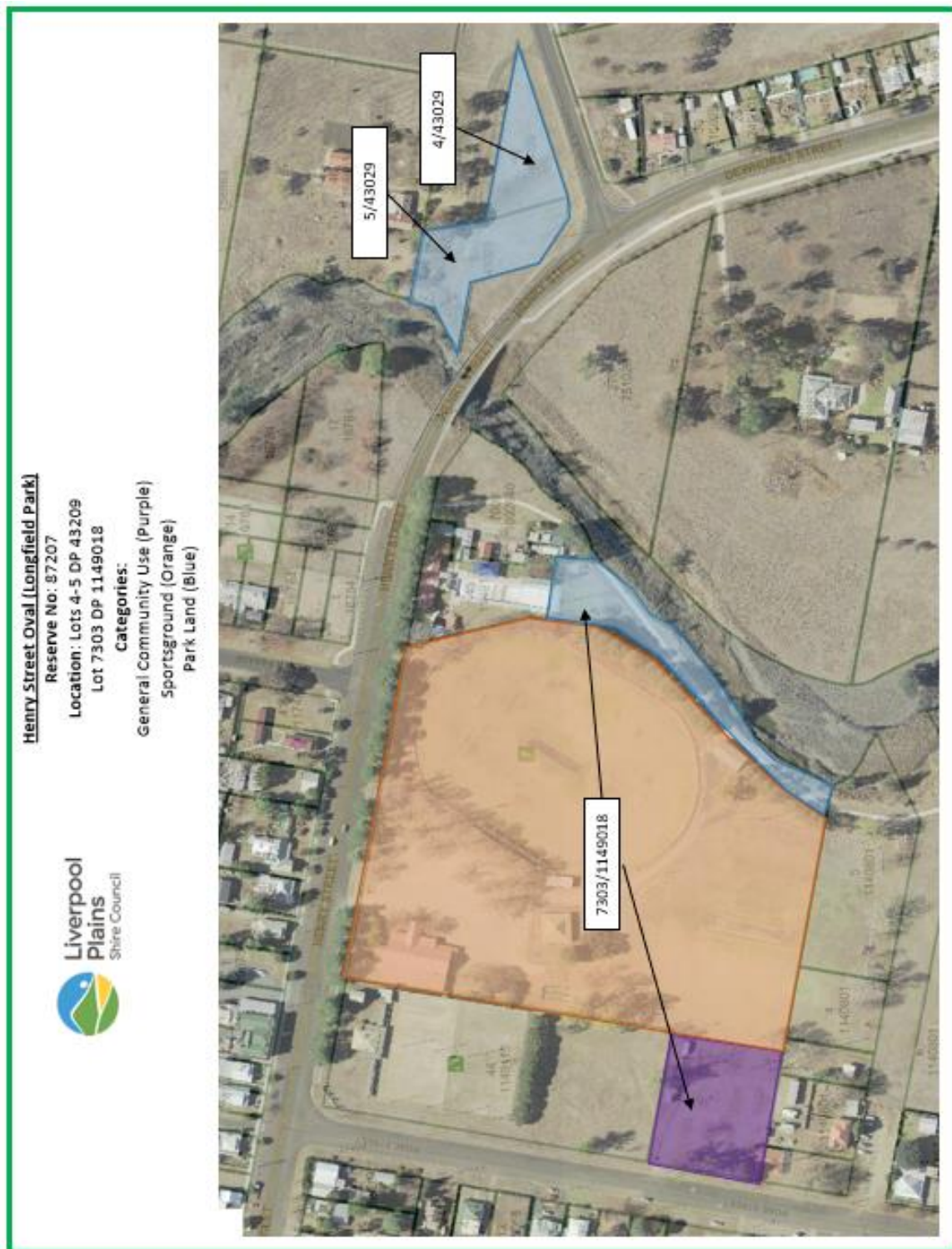






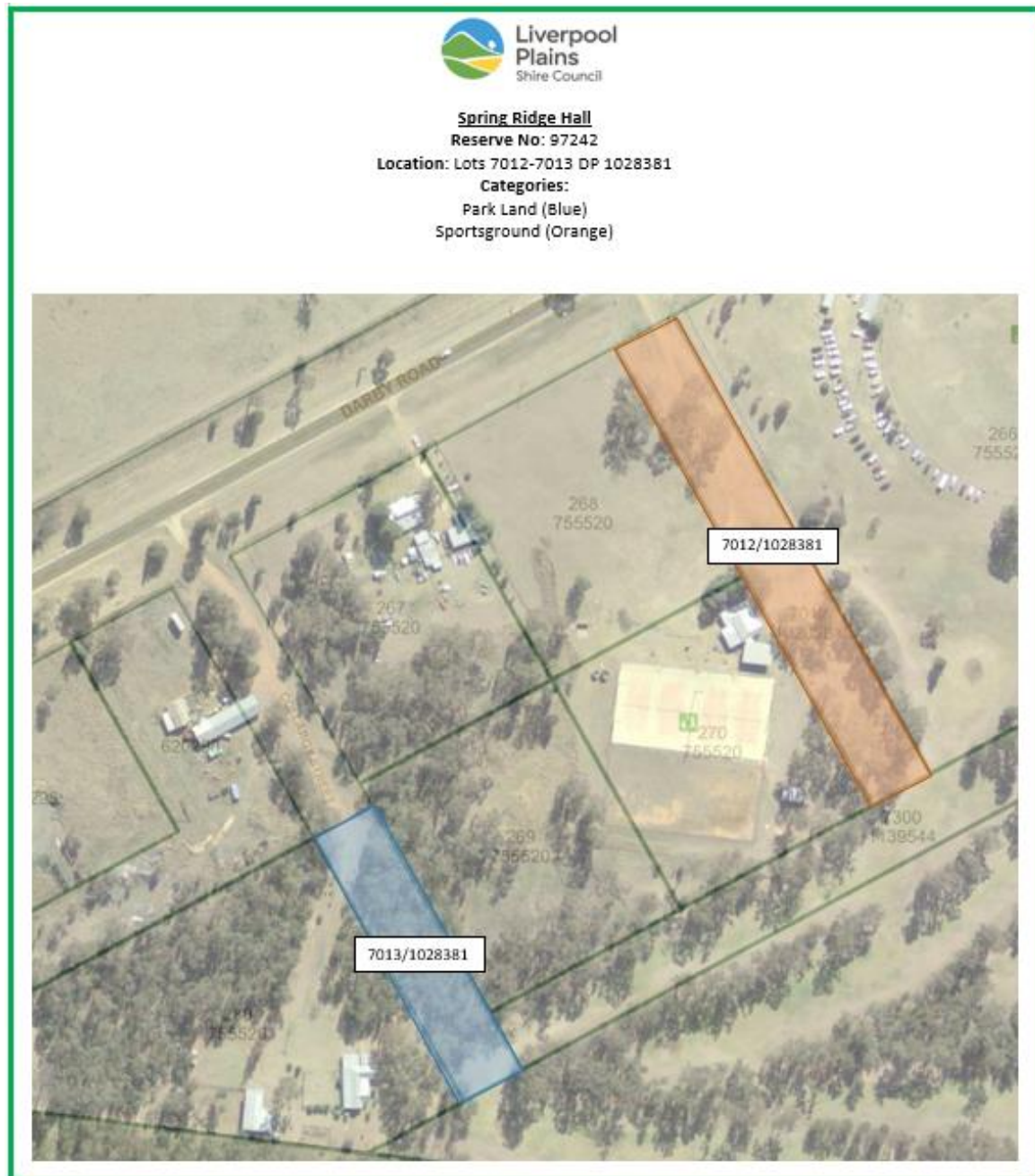
















Appendix C — State and Federal legislation

NSW State legislation

Environmental Planning and Assessment Act 1979

The *Environmental Planning and Assessment Act 1979* (EP&A Act) provides the framework for planning and development across NSW and guides environmental planning instruments that provide a basis for development control.

The EP&A Act ensures that effects on the natural environment, along with social and economic factors, are taken into account by the council when granting approval for or undertaking works, developments or activities on a site.

This Act is also the enabling legislation for state planning policies and regional and local environmental plans that may have a direct influence on open space management.

Aboriginal Land Rights Act 1983

The *Aboriginal Land Rights Act 1983* (ALR Act) was established to return land in NSW to First Nation's people through a process of lodging claims for certain Crown land. It is important legislation that recognises the rights of First Nation's people in NSW. This Act may affect dealings with Crown land that is potentially claimable.

National Parks and Wildlife Act 1974

The *National Parks and Wildlife Act 1974* was introduced to consolidate and amend the law relating to the establishment, preservation and management of national parks, historic sites and certain other areas, and the protection of certain fauna, native plants and Aboriginal cultural heritage. Council responsibilities relate to the protection of sites of archaeological significance and the protection of native flora and fauna.

This Act may affect community land categorised as of cultural significance, as a Natural Area or Park.

Biodiversity Conservation Act 2016

This Act covers conservation of threatened species, populations and ecological communities, and relates to community land categorised as Natural Area. It applies only to the terrestrial environment.

It sets out a process for listing threatened plants and animals and establishes the "Saving our Species" biodiversity conservation programme for threatened species and threatened ecological communities.

This Act along with the EP&A Act set out the criteria that any proposed works or development must consider.

Biosecurity Act 2015

The NSW *Biosecurity Act 2015* (NSWB Act) enables landholders, community, industry and Government to effectively manage and respond to biosecurity incursions and risks. A fundamental principle of the NSWB Act is that biosecurity is everyone's responsibility, and all land managers have the same responsibilities - a duty to prevent, eliminate or minimise risk as far as reasonably practicable.

Council has obligations under this Act to manage Priority Weeds on Council land or Council managed land. Under the Act, weeds are divided into State, Regional and Local Priority Weeds (formerly referred to as Noxious Weeds).

Fisheries Management Act 1994

The *Fisheries Management Act 1994* (FM Act) includes provisions for the management of state fisheries, including the conservation of fish habitats, threatened species, populations and ecological communities of fish and marine vegetation and management of the riparian zone, waterways and threatened marine/freshwater aquatic species. This relates to community land categorised as Natural Area (foreshore, watercourse or wetland).

Where an area of community land is declared to be critical habitat, or if that area is affected by a threat abatement plan under Part 7A Threatened Species Conservation of the FM Act, a site-specific PoM will need to be prepared.

Rural Fires Act 1997

This Act contains provisions for bushfire risk management and the establishment of a Bushfire Management Committee. It also includes direction on development in bushfire-prone lands.

Water Management Act 2000

This Act is based on the concept of ecologically sustainable development, and its objective is to provide for the sustainable and integrated management of the water sources of the state for the benefit of both present and future generations. The Act recognises:

- the fundamental health of our rivers and groundwater systems and associated wetlands, floodplains, estuaries have to be protected;
- the management of water must be integrated with other natural resources such as vegetation, native fauna, soils and land;
- to be properly effective, water management must be a shared responsibility between the government and the community;
- water management decisions must involve consideration of environmental, social, economic, cultural and heritage aspects; and
- social and economic benefits to the state will result from the sustainable and efficient use of water.

Heritage Act 1977

This Act contains provisions for the conservation of items of heritage and may relate to community land categorised as cultural significance or natural area.

Commonwealth legislation

Environmental Protection and Biodiversity Conservation Act 1999

This Act enables the Australian Government to join with the States and Territories in providing a national scheme of environment and heritage protection and biodiversity conservation. It incorporates threatened species on a national level and with relevance to Matters of National Environmental Significance.

Telecommunications Act 1997

This Act provides for telecommunication facilities being permitted on community land without authorisation in a PoM.

State Environmental Planning Policies

State Environmental Planning Policy No 21—Caravan Parks

This planning policy permits caravan parks on all land with development consent.

State Environmental Planning Policy (Exempt and Complying Development Codes) 2008

This policy aims to provide streamlined assessment processes for development that complies with specified development standards by identifying, in the exempt development codes, types of development that are of minimal environmental impact that may be carried out without the need for development consent.

SEPP Exempt and Complying Development Codes 2008 covers tents, marquees, etc

State Environmental Planning Policy (Infrastructure) 2007

This planning policy lists development allowed with consent or without consent on community land.

State Environmental Planning Policy (Koala Habitat Protection) 2020

This planning policy aims to encourage the conservation and management of areas of natural vegetation that provide habitat for koalas to support a permanent free-living population over their present range and reverse the current trend of koala population decline.

State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017

This planning policy deals with clearing of native vegetation in urban areas and specified land zones across NSW including those for environmental protection.

Other relevant legislation, policies and plans

Companion Animals Act 1998

Disability Discrimination Act 1992 (Cwlth)

Disability Inclusion Act 2014

Local Land Services Act 2013

Pesticides Act 1999

Protection of the Environment Operations Act 1997

Retail Leases Act 1994

Soil Conservation Act 1938

Waste Avoidance & Resource Recovery Act 2001

NSW Invasive Species Plan 2008–2015

Australian Natural Heritage Charter 1997

Appendix D — Stakeholder consultation

Stakeholder workshops were held 13 and 14 October 2020.

Representatives of each of the following stakeholders attended one of the stakeholder workshops:

- Currabubula Local Advisory Group
- Quirindi District Tennis Club;
- Quirindi Polocrosse Club;
- Quirindi Rodeo Committee;
- Quirindi Veterans Cricket Club;
- Willow Tree P & C;
- Willow Tree Public School;
- Quirindi Jockey Club;
- Quirindi Show Society;
- Quirindi Poultry Club;
- Quirindi Touch Association;
- Quirindi Pony Club;
- LPSC Biosecurity Officer for the Wallabadah Community Group.

On 27 October 2020, a phone survey/consultation was conducted with members of the Wallabadah Community Group closely using the workshop format.

Appendix E — ‘Deemed’ Landowner’s consent (CLM Act) and development (Infrastructure SEPP 2007)

Crown land managers (CLMs) are responsible for upgrading and replacing infrastructure, buildings and facilities, with a view to maximising the life of their assets. The scale and requirements of any infrastructure development will depend on Council's resources, assets, and perceived public demand or need.

Under the *Environmental Planning and Assessment Act 1979* (EP&A Act), ‘development’ includes:

- erecting a building;
- carrying out works;
- demolishing a building or work;
- subdividing land; or
- changing the use of land.

The EP&A Act regulates development in NSW and has established a framework for the control and assessment of development proposals. This consists of environmental planning instruments, which contain the development controls, and an application, assessment and approval process. The application, assessment and approval process differs according to the nature and scale of the development proposed.

Deemed landowner's consent

Proposed development that requires approval under Part 4 of the EP&A Act, requires land owner's consent for a CLM or tenure holder to lodge a development application (DA) on Crown land, unless a development type is covered under section 2.23 of the *Crown Land Management Act 2016* (CLM Act).

Section 2.23 of the CLM Act has introduced low impact development types where the Minister responsible for the CLM Act is taken to have given land owner's consent on behalf of the Crown to make a development application (DA) under Part 4 of the EP&A Act ('deemed land owner's consent').

A Deemed Land Owners Consent fact sheet provides further guidance for CLMs or tenure holders looking to apply section 2.23 of the CLM Act.³

CLM ACT, S.2.23

MINISTER TAKEN TO GIVE CONSENT FOR CERTAIN DEVELOPMENT APPLICATIONS OVER DEDICATED OR RESERVED CROWN LAND

These provisions apply to dedicated or reserved Crown land for the purposes of the *Environmental Planning and Assessment Act 1979* and any instrument made under that Act and has effect despite anything in that Act or instrument under that Act.

Landowner's consent

2.23(2) The Minister is taken to have given written consent on behalf of the Crown (as the owner of dedicated or reserved Crown land) for its Crown land manager or the holder of a lease or licence over the land to make a development application relating to any of the following kinds of development:

³ Attachment-A-Crown-Land-Manager-Fact-Sheet-2.23-Deemed-LOC.pdf (nsw.gov.au)

CLM ACT, S.2.23**MINISTER TAKEN TO GIVE CONSENT FOR CERTAIN DEVELOPMENT APPLICATIONS OVER DEDICATED OR RESERVED CROWN LAND**

- (a) without limiting paragraph (g), the repair, maintenance, restoration or renovation of an existing building on the land if it will not do any of the following—
 - (i) alter the footprint of the building by adding or removing more than one square metre (or any other area that may be prescribed by the regulations),
 - (ii) alter the existing building height by adding or removing one or more storeys,
 - (iii) involve excavation of the land,
 - (b) the erection of a fence approved by the manager or the repair, maintenance or replacement of a fence erected with the manager's approval,
 - (c) the use of the land for any of the following purposes—
 - (i) a purpose for which the land may be used under this Act,
 - (ii) a purpose for which a lease or licence has been granted under this Act,
 - (d) the erection of signage approved by the manager or the repair, maintenance or replacement of signage erected with the manager's approval,
 - (e) the erection, repair, maintenance or replacement of a temporary structure on the land,
 - (f) the installation, repair, maintenance or replacement of services on the land,
 - (g) the erection, repair, maintenance or replacement of any of the following on the land—
 - (i) a building or other structure on the land permitted under the lease,
 - (ii) a toilet block,
 - (iii) a structure for the protection of the environment,
 - (h) the carrying out on the land of any other development of a kind prescribed by the regulations or permitted under a plan of management for the land.
- (3) Subsection (2) [The above] conditions do not apply in relation to any development that involves any of the following:
- (a) the subdivision of land,
 - (b) the carrying out of development of a kind excluded by the regulations.

(5) To avoid doubt, the Minister's consent on behalf of the Crown (as the owner of dedicated or reserved Crown land) to lodgement of a development application in respect of that land is required for the carrying out of any development to which subsection (2) does not apply.

Development of a kind excluded by the CLM Regulation⁴

For the purposes of section 2.23 (3) (b) of the CLM Act development involving the erection, repair, maintenance or replacement of services is excluded if the development is not being carried out principally for the benefit of the dedicated or reserved Crown land to which the development application relates.

⁴ Crown Land Management Regulation 2018 Part 2 Use of Crown Land, Division 2 General: 14 When Minister taken to give consent for certain development applications over dedicated or reserved Crown land

CLM ACT, S.2.23**MINISTER TAKEN TO GIVE CONSENT FOR CERTAIN DEVELOPMENT APPLICATIONS OVER DEDICATED OR RESERVED CROWN LAND**

For the purposes of section 2.23 (3) (b) of the Act, the carrying out of development within a domestic waterfront precinct is excluded unless:

- (a) the development involves the repair or maintenance of an existing lawful building or other structure, and
- (b) the development does not involve the excavation of land, and
- (c) the building or structure (as repaired or maintained) does not change any of the following—
 - (i) any interruption of water flow caused by the existing building or structure,
 - (ii) the height of the existing building or structure,
 - (iii) the above water footprint of the existing building or structure.

Note:

Domestic waterfront precinct means:

- (a) submerged dedicated or reserved Crown land (including the bed of a river or estuary) that is within the coastal waters of the State, and
- (b) dedicated or reserved Crown land that is not submerged, but adjoins—
 - (i) submerged dedicated or reserved Crown land above the mean high water mark for tidal land, or
 - (ii) the bank of a river, creek or lake.

Source: Legislation NSW Website as at December 2020

Infrastructure SEPP 2007

State Environmental Planning Policy (Infrastructure) 2007 (Infrastructure SEPP 2007) assists the NSW Government, private infrastructure providers, local councils and the communities they support by simplifying the process for providing infrastructure like hospitals, roads, railways, emergency services, water supply and electricity delivery.

This SEPP overrides most other environmental planning instruments under the EP&A Act including local environmental plans, regional environmental plans, and other State environmental planning policies.

Infrastructure SEPP 2007 designates a number of types of infrastructure and works as 'development permitted without consent' when they are carried out by public authorities.

Where a council CLM proposes to carry out such development, and that development involves the construction of large or significant permanent structures on a Crown reserve (for example, roads, car parks, visitors' centres, maintenance depots, outdoor recreation facilities such as skate parks, etc), the council must notify the department of Crown land in writing of the details of the development prior to carrying out the activity.

STATE ENVIRONMENTAL PLANNING POLICY (INFRASTRUCTURE) 2007

DIVISION 12 PARKS AND OTHER PUBLIC RESERVES

Crown land manager and **Crown managed land** have the same meaning as in the *Crown Land Management Act 2016*.

Public reserve has the same meaning as it has in the *Local Government Act 1993* but does not include a Crown reserve that is dedicated or reserved for a public cemetery.

Development permitted without consent

Development for any purpose may be carried out without consent on Crown managed land by a Council Crown land manager (Council CLM) of the land if the development is for the purposes of implementing a plan of management adopted for the land under the LG Act

65 (3) Any of the following development may be carried out by or on behalf of a council without consent on a public reserve under the control of or vested in the council—

(a) development for any of the following purposes—

- (i) roads, pedestrian pathways, cycleways, single storey car parks, ticketing facilities, viewing platforms and pedestrian bridges,
- (ii) recreation areas and recreation facilities (outdoor), but not including grandstands,
- (iii) visitor information centres, information boards and other information facilities,
- (iv) lighting, if light spill and artificial sky glow is minimised in accordance with the Lighting for Roads and Public Spaces Standard,
- (v) landscaping, including landscape structures or features (such as artwork) and irrigation systems,
- (vi) amenities for people using the reserve, including toilets and change rooms,
- (vii) food preparation and related facilities for people using the reserve,
- (viii) maintenance depots,
- (ix) portable lifeguard towers,

(b) environmental management works,

(c) demolition of buildings (other than any building that is, or is part of, a State or local heritage item or is within a heritage conservation area).

Note— The term **building** is defined in the *Environmental Planning and Assessment Act 1979* as including any structure.

Exempt development

66 Development for any of the following purposes that is carried out in the prescribed circumstances is exempt development:

(a) construction or maintenance of—

- (i) walking tracks, raised walking paths (including boardwalks), ramps, stairways or gates, or
- (ii) bicycle-related storage facilities, including bicycle racks and other bicycle parking facilities (except for bicycle paths), or

STATE ENVIRONMENTAL PLANNING POLICY (INFRASTRUCTURE) 2007

DIVISION 12 PARKS AND OTHER PUBLIC RESERVES

- (iii) handrail barriers or vehicle barriers, or
- (iv) ticketing machines or park entry booths, or
- (v) viewing platforms with an area not exceeding 100m², or
- (vi) sporting facilities, including goal posts, sight screens and fences, if the visual impact of the development on surrounding land uses is minimal, or
- (vii) play equipment if adequate safety measures (including soft landing surfaces) are provided and, in the case of the construction of such equipment, so long as the equipment is situated at least 1.2m away from any fence, or
- (viii) seats, picnic tables, barbecues, bins (including frames and screening), shelters or shade structures, or
- (ix) portable lifeguard towers if the footprint of the tower covers an area no greater than 20 square metres,
- (b) routine maintenance of playing fields and other infrastructure, including landscaping,
- (c) routine maintenance of roads that provide access to or within those playing fields, including landscaping.

Development is carried out in the prescribed circumstances if the development is carried out:

- a) on Crown managed land by a Crown land manager of the land, or
- b) a council having control of the land under section 48 of the LG Act

Development is exempt development under this clause only if the development:

- (a) complies with clause 20 of the SEPP, and
- (b) involves no greater disturbance of native vegetation than necessary, and
- (c) does not result in an increase in stormwater run-off or erosion.

Please refer to the full version of the SEPP on the legislation website to ensure most up-to-date version.



CGM PLANNING
Experienced land use planning specialists
for government and private sector

NATIVE TITLE MANAGER ADVICE

Draft Plan of Management:

Liverpool Plains Shire Council

Crown Reserves

Prepared for: Liverpool Plains Shire Council

Native Title Manager: Carl Malmberg

Accredited: February 2020

3 March 2021

CGM Planning & Development P/L

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Executive Summary

Liverpool Plains Shire Council (LPS Council) has sought advice from an accredited Native Title Manager for a draft plan of management prepared for 12 Crown reserves in the LPS Council local government area under the provisions of S3.23 of the *Crown Land Management Act 2016* and Division 2 of the *Local Government Act 1993*.

LPS Council is defined as a 'responsible person' under the *Crown Land Management Act 2016*. Council, as a Crown land manager (Council Manager) of reserved and dedicated Crown land, must ensure its dealings and activities on these managed Crown reserves comply with native title legislation.

The land involved is 'relevant land' under the *Crown Land Management Act 2016* and is comprised of 12 Crown reserves within the LPS Council local government area, being Crown land reserved or dedicated for a range of purposes:

- Access
- Additional purposes: Rural Services
- Cemetery Purposes
- General Cemetery
- Public Hall
- Public Recreation
- Racecourse
- Resting Place
- School of Arts
- Showground
- Water Supply

This written native title manager report provides the following advice.

Native title and excluded land

There is one active Native Title Claim by The Gomeroi People that include the Crown reserve land in the LPS Council local government area (LGA).

There have been no Native Title Determinations, Indigenous Land Use Agreements (ILUAs), Native Title Future Act Applications and Determinations, or Native Title Certificates issued for the 12 Crown reserves covered by the draft plan of management in the LPS Council LGA.

Native title rights must be assumed to remain in existence as the land is not 'excluded land' under the *Crown Land Management Act 2016*.

Valid creation of the Crown Reserves

The Crown Reserves were all validly created by the State of NSW (the Crown) and management of the reserves have continued throughout the reserve's existence.

Previous exclusionary possession acts

The land in eleven Crown reserves has been subject to valid acts that are *previous exclusive possession acts* (PEPAs), either over the whole of the reserve (seven) or parts of the land in reserves (four). Where that residue of the land in the reserves has not been subject to PEPAs, it is assumed that native title is still in existence.

There is one reserve where the land is not affected in whole or part by a PEPA and it is assumed that native title is still in existence over the whole of that reserve.

The PEPAs, subject to the Commonwealth and NSW State native title legislation, have the effect to extinguish any native title in relation to the land or waters affected by the PEPA.

Council may have confidence that in the event of any native title claim over the Crown land, the (PEPA) acts on parts of the four Crown reserves, and the total of the seven Crown reserves will be regarded for the purposes of the NT Act (Cwlth) and the NT Act (NSW) as having the effect of having extinguished native title rights over the land.

Validity of Future Acts

The adoption of the draft plan of management with proposed uses, developments and tenures that are in accordance with the reservation (or dedication) and the purposes of the Crown reserves is a future act that meets the requirements of validation under the *Native Title Act 1993* (Cwlth) Subdivision J, Section 24JA, Section (1) (a-e).

The plan of management

The adoption of the plan of management will not have an effect on native title rights over the land in the seven whole Crown reserves and the parts of the four Crown reserves where previous exclusive possession acts (PEPAs) have the effect of extinguishment on the land if subject to judgment in a native title claim.

The adoption of the plan of management is to be made by LPS Council as a Council Manager in good faith. The plan of management proposed uses, development and authorised tenures are consistent with the Crown reserve purposes (in accordance with the reservation).

The plan of management for the 12 Crown reserves includes the parts of the four Crown reserves and the whole of the one reserve where no actions have been inconsistent with the continued presence of native title. The plan of management has been subjected to the NT Act (Cwlth) 'future acts regime' to determine if the plan of management adoption is a 'valid act'.

The adoption of the plan of management with proposed uses, developments and tenures that are in accordance with the reservation or dedication, and the purposes of the Crown reserves, and is done by LPS Council in good faith, is determined to be a 'valid future act'.

Recommendation

LPS Council may endorse the draft plan of management as a draft for referral to the landowner: The Minister administering the *Crown Land Management Act 2016* as a representative of the State of NSW.

Disclaimer:

The advice within this report is correct to the best of author's knowledge, as of 3 March 2021, and is opinion prepared in good faith and with all available knowledge provided by Council or sourced through Government records. The advice is based upon, and has referenced, the NSW Government: 'Native Title Managers Handbook' 2nd Edition 2019.

1. INTRODUCTION

1.1 Crown Land Management Act 2018

- a) Liverpool Plains Shire Council (LPS Council) is a Crown land manager (Council Manager) for the purposes of the *Crown Land Management Act 2018* (CLM Act).
- b) A Council Manager is responsible for the care, control and management of Crown reserves where the Council was previously appointed as Crown reserve trust manager under the former *Crown Lands Act 1989*.
- c) A Council Manager of Crown reserves is enabled by the CLM Act to manage the reserves as public land under the *Local Government Act 1993* (LG Act). Most of this public land is managed by Council as if it is community land under the LG Act.
- d) Community land is required to have a Council-adopted plan of management to authorise tenures (lease, licences and other estates) and to guide the use, management and development of the community land. The CLM Act requires Council Managers to have adopted plans of management for Crown reserve community land in place by 30 June 2021.

1.2 Native Title and LPS Council

- a) The CLM Act requires the Council Manager (as a 'responsible person') to ensure Council's dealings and activities on Crown reserves that it manages comply with the native title legislation.
- b) Council managers need to employ or engage native title managers to ensure compliance with native title legislation. LPS Council has engaged an accredited Native Title Manager: Carl Malmberg, Director, CGM Planning & Development P/L. See **Appendix B** for letter of accreditation.
- c) The relevant legislation is the *Crown Land Management Act 2016*, the *Native Title Act 1993* [NT Act (Cwlth)] and the *Native Title Act 1994* [NT Act (NSW)].
- d) The CLM Act requires native title managers to provide written advice to the Council Manager when the Council Manager intends to perform one of the following functions in relation to the land it manages or own:
 - i. grant leases, licences, permits, forestry rights, easements or rights of way;
 - ii. mortgage the land or allow it to be mortgaged;
 - iii. impose, require or agree to (or remove or release, or agree to remove or release) covenants, conditions or other restrictions on use in connection with dealings involving the land, or
 - iv. approve (or submit for approval) a plan of management for the land that authorises or permits any of the kinds of dealings referred to in i to iii above.

1.3 Written Native Title Manager advice

Council is the Council Manager of 12 Crown Reserves in the LPS Council Local Government Area (LGA). Council has prepared a draft plan of management in accordance with the CLM Act and the LG Act.

This report meets Council's requirement under the CLM Act to obtain written Native Title Manager's advice as Council is considering submission of the draft LPS Council Crown Reserves Plan of Management for approval to The Minister administering the *Crown Land Management Act 2016*, representing the Crown as landowner of the reserved Crown land.

2. THE LAND

2.1 Identification of the Crown land (reserves) and purposes.

- a) The LPS Council LGA has a total of 12 Crown reserves covered by the LPS Council Crown Reserves draft plan of management.

These reserves have been identified as Crown land reserved or dedicated for purposes and are Crown reserves under the management of Council as a Crown land manager (a 'Council Manager').

The purposes include:

- Access
- Additional purposes: Rural Services
- Cemetery Purposes
- General Cemetery
- Public Hall
- Public Recreation
- Racecourse
- Resting Place
- School of Arts
- Showground
- Water Supply

See **Appendix A** for NSW Government Gazette Notices and Certificate of Title documents. The documentation clearly demonstrates that the land within the 12 reserves is Crown land reserved for a series of purposes, validly created and owned by the State of NSW as Crown land and under the management of LPS Council as a Council Manager (Crown land manager).

Table 1: *List of reserves covered by this plan of management and reserve maps*

RESERVE NO.	RESERVE NAME	RP IDENTIFIER (LOTS/DP)	CROWN LAND PURPOSE
35868	WALLABADAH RECREATION GROUND	Lots 373, 375 DP 47192 Lot 21 Section 8 DP 759037	Public Recreation
59034	CURRABUBULA HALL (WAR MEMORIAL HALL)	Lot 1 Section 7 DP 758321	Public Recreation
72708	QUIRINDI RACECOURSE & SHOWGROUND	Lots 89-90 DP 751026	Public Recreation Racecourse Showground
82332	QUIRINDI GOLF CLUB	Lots 214, 321 DP 751009	Public Recreation
82865	FIRST FLEET PARK	Lots 7-9 Section 4 DP 759037 Lots 7011-7012 DP 1024636 Lot 7304 DP 1138308	Access Resting Place Water Supply
87207	HENRY STREET OVAL (LONGFIELD PARK)	Lots 4-5 DP 43029 Lot 7303 DP 1149018	Public Recreation
88516	CAMPBELL ST CYCLEWAY / PATHWAY (RSL PARK)	Lots 296-297 DP 751026	Public Recreation
88668	WARRAH CREEK PUBLIC HALL AND RECREATION RESERVE	Lots 88, 92-93 DP 751016 Lot 1 DP 1088159	Public Hall Public Recreation Additional Purpose: Rural Services
97242	SPRING RIDGE HALL (ACCESS ROADS)	Lots 7012-7013 DP 1028381	Public Recreation
97714 & 1018808	QUIRINDI CEMETERY	R97714: Lots 5-6 Section 40 DP 758863 (D)R1018808: Lots 3-4, 8-9, 11 Section 40 DP 758863 Lots 7304-7306 DP 1149247	Cemetery Purposes General Cemetery
No number Reserve number to be allocated	WALLABADAH HALL	Lot 19, Section 17 DP 759037	Public Hall/School of Arts

Source: *Crown Land Managers Reserves Portal*

Figure 1: Quirindi Locality Map

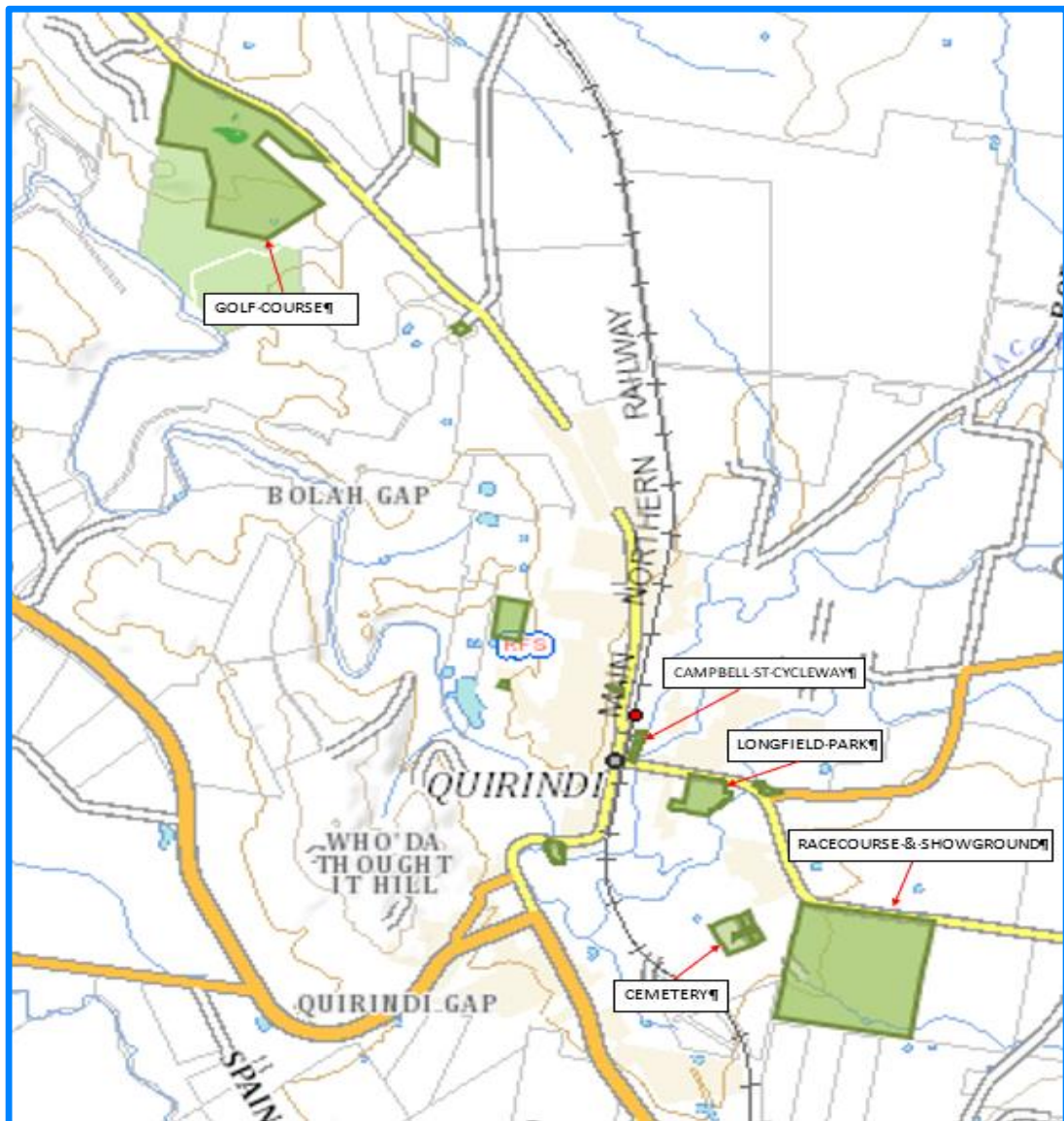


Figure 2: Wallabadah Locality Map

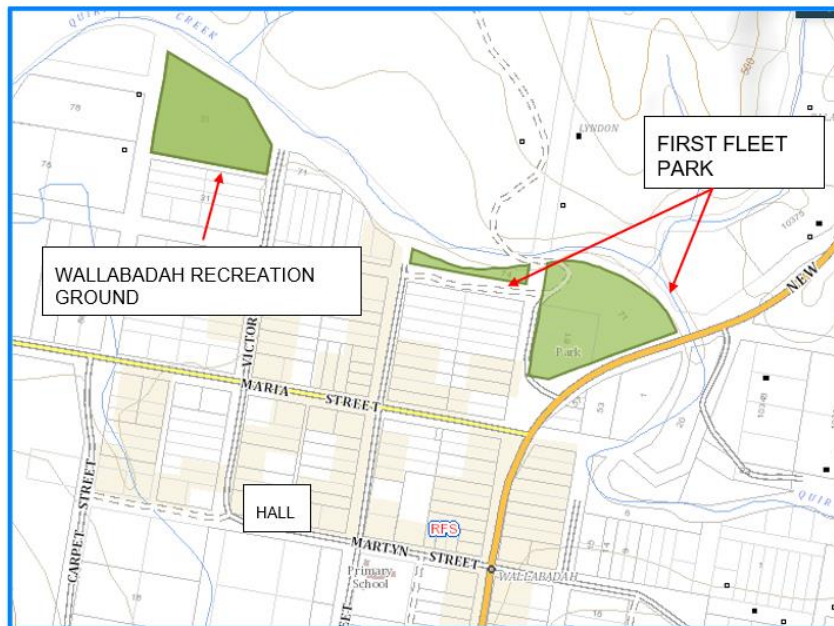


Figure 3: Warrah Creek Locality Map

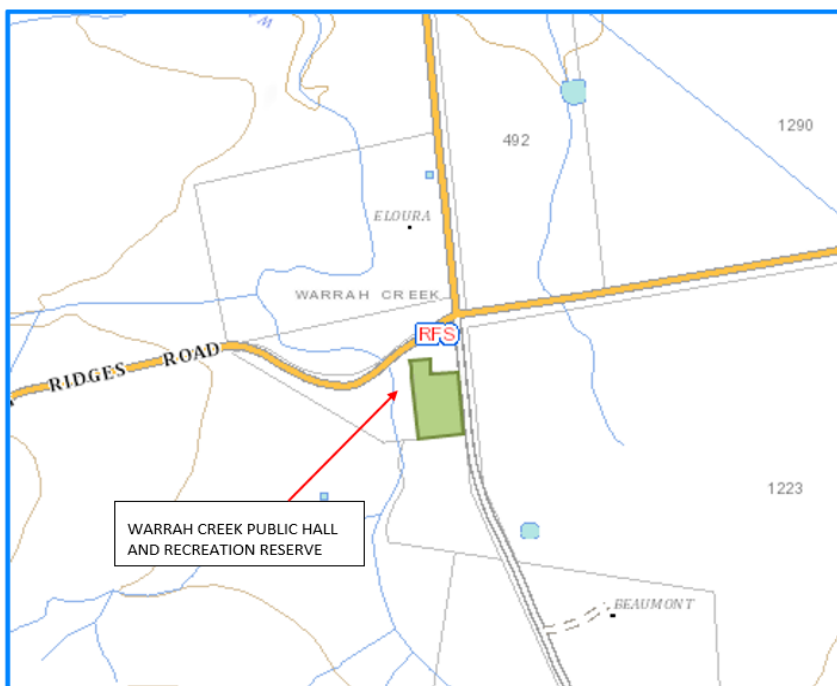


Figure 4: Currabubula Locality Map

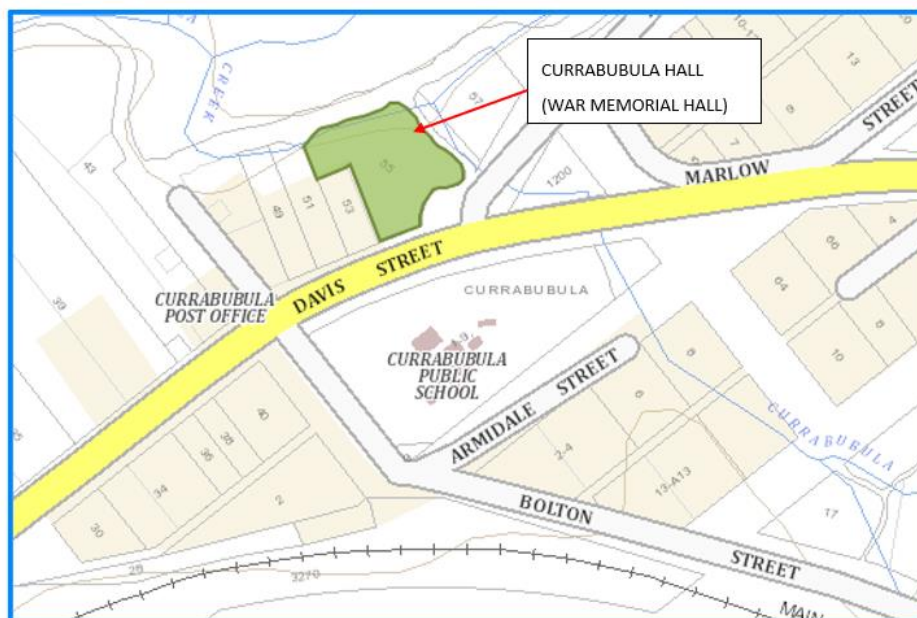
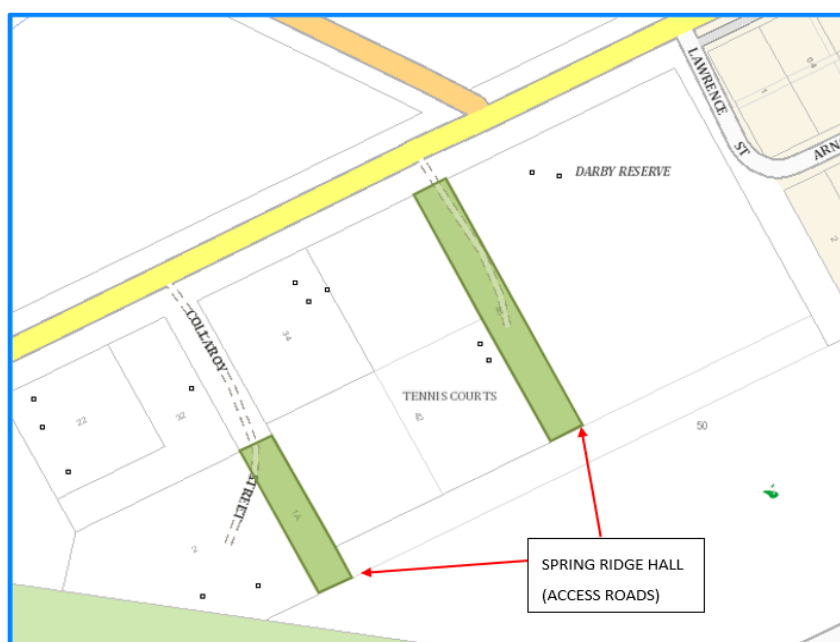


Figure 5: Spring Ridge Locality Map



The Certificates of Title show all the land is in the ownership of the State of NSW (First Schedule) and are Crown reserves within the meaning of the (now) CLM Act (Second Schedule). See **Appendix A** for Certificates of Titles (search results).

Native Title Manager Advice 1.

The land covered by the plan of management is owned by the State of NSW and is Crown land reserved or dedicated for purposes of:

- Access
- Additional purposes: Rural Services
- Cemetery Purposes
- General Cemetery
- Public Hall
- Public Recreation
- Racecourse
- Resting Place
- School of Arts
- Showground
- Water Supply

2.2 Is the Land excluded land as defined by the CLM Act ?

- a) 'Excluded land' under the CLM Act native title provisions is land where there is no native title, or native title has either been extinguished, surrendered, under protection, or acquired, or where a native title certificate has been issued by the Minister responsible for the CLM Act.
- b) The CLM Act Section 8.1 defines 'Excluded land' as the following:
 - land subject to an approved determination of native title (as defined in the NT Act (Cwlth) which has determined that:
 - all native title rights and interests in relation to the land have been extinguished, or
 - there are no native title rights and interests in relation to the land,
 - land where all native title rights and interests in relation to the land have been surrendered under an indigenous land use agreement – an ILUA, (as defined in the *Native Title Act 1993* of the Commonwealth) registered under that Act,
 - an area of land to which section 24FA protection applies, defined in the NT Act (Cwlth) where a non-claimant application under S.24FA permits dealing with the land where native title may exist, even if the act affects native title,
 - land where all native title rights and interests in relation to the land have been compulsorily acquired,
 - land for which a native title certificate is in effect.

The Native Title Tribunal maintains a set of Registers (NTTR) of claims, determinations, Indigenous Land Use Agreements, and Future Act Non-Claimant Applications.

i. Native Title Claims

There has not been a determined native title claim over any Crown land within the LPS Council LGA.

The NNTR contains no determinations of native title over the Crown reserves in the draft PoM made by:

- the High Court of Australia
- the Federal Court of Australia
- or a recognised body such as South Australia's Supreme Court and Environment Resources and Development Court

There is one current native title claim by the Gomeroi People over land within the LPS Council LGA. The claim includes Crown land in the following local government areas: Armidale Regional Council, Coonamble Shire Council, Gilgandra Shire Council, Glen Innes Severn Shire Council, Gunnedah Shire Council, Gwydir Shire Council, Inverell Shire Council, **Liverpool Plains Shire Council**, Mid-Western Regional Council, Moree Plains Shire Council, Muswellbrook Shire Council, Narrabri Shire Council, Tamworth Regional Council, Upper Hunter Shire Council, Uralla Shire Council, Walcha Council, Walgett Shire Council, and Warrumbungle Shire Council.

Application name	Date filed	Tribunal file no	Federal Court file no	Date claim entered on register
Gomeroi People	20/12/2011	NC2011/006	NSD37/2019	20/01/2012

Source: *Native Title Tribunal Register*

There had been one other claim over land within the LPS Council LGA by the Wonnarua Traditional Custodians, which was dismissed.

Name	NNTT file no	Federal Court file no	Date filed	Application status
<u>Wonnarua Traditional Custodians #3</u>	NC2015/002	NSD1295/2015	26/10/2015	Dismissed

Source: *Native Title Tribunal Register*

ii. Native Title Determinations

There have been no Determinations over any of the Crown reserves in the draft PoM within the LPS Council LGA.

iii. Register of Indigenous Land Use Agreements

The Native Title Tribunal Register of Indigenous Land Use Agreements (ILUAs) does not include any ILUAs that have LPS Council land within an Agreement.

iv. Native Title Future Act Applications and Determinations

There are no Future Act Applications and Determinations listed in the Native Title Tribunal Register that include land in the LPS Council LGA.

v. Native Title Certificate

Section 8.4 of the CLM Act provides for the Minister to issue native title certificates.

No Native Title Certificate has been requested or issued for land in the LPS Council LGA.

Native Title Manager advice 2.

The 12 Crown reserves in the LPS LGA are not 'excluded land' under the provisions of the CLM Act Section 8.1.

3. VALID CREATION OF THE 12 CROWN RESERVES

There are 12 Crown reserves subject to the draft plan of management. The table below sets out the Crown reserves in the same order as that are in the Appendices.

The 12 Crown reserves have been individually subject to a methodical and systemic process of research, review and evaluation by former Crown Lands officers with native title manager accreditation. The research involves use of the DPIE – Crown Lands Crown Land Manager Portal database and mapping, title searching for each land lot parcel, and a historical (Land Registry Services digitised) land status searching that includes, as required, Parish and Charting Maps, and Crown Plans.

Table 2: Valid Crown Reserves

RESERVE NUMBER	NAME	REAL PROPERTY IDENTIFIER	CROWN RESERVE PURPOSE	DRAFT PoM Category
35868	WALLABADAH RECREATION GROUND	Whole: Lots 373, 375 DP 47192, Lot 21 Section 8 DP 759037	Public Recreation	General Community Use Sportsground
59034	CURRABUBULA HALL (WAR MEMORIAL HALL)	Whole: Lot 1 Section 7 DP 758321	Public Recreation	General Community Use
72708	QUIRINDI RACECOURSE & SHOWGROUND	Whole: Lots 89-90 DP 751026	Public Recreation Racecourse Showground	General Community Use Sportsground
82332	QUIRINDI GOLF CLUB	Whole: Lots 214, 321 DP 751009	Public Recreation	Sportsground
82865	FIRST FLEET PARK	Whole: Lots 7-9 Section 4 DP 759037, Lots 7011-7012 DP 1024636, Lot 7304 DP 1138308	Access Resting Place Water Supply	General Community Use Park
87207	HENRY STREET OVAL (LONGFIELD PARK)	Whole: Lots 4-5 DP 43029 Lot 7303 DP 1149018	Public Recreation	General Community Use Sportsground Park
88516	CAMPBELL ST CYCLEWAY / PATHWAY	Whole: Lots 296-297 DP 751026	Public Recreation	General Community Use

RESERVE NUMBER	NAME	REAL PROPERTY IDENTIFIER	CROWN RESERVE PURPOSE	DRAFT PoM Category
				Park
88668	WARRAH CREEK PUBLIC HALL AND RECREATION RESERVE	Whole: Lots 88, 92-93 DP 751016 Lot 1 DP 1088159	Public Hall Public Recreation Additional Purpose: Rural Services	General Community Use Sportsground Park
97242	SPRING RIDGE HALL (ACCESS ROADS)	Whole: Lots 7012-7013 DP 1028381	Public Recreation	General Community Use
97714 & 1018808	QUIRINDI CEMETERY	R97714: Whole: Lots 5-6 Section 40 DP 758863 R1018808: Whole: Lots 3-4, 8-9, 11 Section 40 DP 758863, Lots 7304-7306 DP 1149247	General Cemetery	General Community Use
No reserve number*	WALLABADAH PUBLIC HALL	Whole: Lot 19, Section 17 DP 759037	School of Arts/Public Hall	General Community Use

Source: *Crown Land Managers Reserves Portal*

All of the reserves have been validly created and are accurately identified.

The commencement of the CLM Act on 1 July 2018 automatically amended Crown Reserve Trust managers to Council Managers (Crown Land Managers), with the residual reserve trust being abolished 1 July 2019. At this point, LPS Council became the Council Manager of the 12 listed Crown Reserves.

Native Title Manager advice 3.

The 12 Crown Reserves under Council's Crown land management have been validly created (a 'valid act') by the State of NSW (the Crown) and LPS Council validly appointed as Crown land manager for the reserve.

4. PREVIOUS ACTS INCONSISTENT WITH CONTINUED PRESENCE OF NATIVE TITLE - PREVIOUS EXCLUSIVE POSSESSION ACTS

The NT Act (Cwlth) Division 2B provides for the confirmation of past extinguishment of native title by certain valid or validated acts. The NT Act (NSW) mirrors the provisions of the NT Act (Cwlth) as to the extinguishing effect of a previous exclusionary possession act (PEPA) where the act was done by the State of NSW.

The NT Act (Cwlth), Division 2B, Section 23A (2) states:

*If the acts were **previous exclusive possession acts** (involving the grant or vesting of things such as freehold estates or leases that conferred exclusive possession, or the construction or establishment of public works), the acts will have completely extinguished native title.*

To be a previous exclusive possession act, the act:

- must be valid (including because it is a past act or intermediate act);
- have taken place on or before 23 December 1996; and
- must consist of the grant or vesting of acts listed in s. 23B(2)(c); set out in the table below entitled 'Extinguishing effect of categories of previous acts – Div. 2B'.

The following table sets out the extinguishing effect of PEPAs.

Table 3: Extinguishing effect of previous exclusive possession acts (PEPAs)

Category	Acts in the category	Extinguishing effect
PEPAs	<ul style="list-style-type: none"> • Freehold estates • Construction or establishment of public works • Acts set out in Schedule 1 of the NT Act (Cwlth) • Commercial leases (not being an agricultural or pastoral lease) • Exclusive agricultural leases • Residential leases • Community purposes leases • Separate leases • Any lease (other than a mining lease) that confers a right of exclusive possession 	The act extinguishes any native title in relation to the land or waters

Source: NSW Government: 'Native Title Managers Handbook' 2nd Edition 2019

There are eleven reserves of the 12 Crown reserves covered by the draft PoM subject to **previous exclusive possession acts** (PEPAs) where public works or commercial or community lease agreements have been made that are inconsistent with the continued existence of native title, either on the portions of four of the reserves, or over the entirety of seven reserves. Council may act in confidence that in these instances where PEPAs have occurred that native title may be deemed extinguished over the relevant land affected by PEPAs in the event of any native title claim being considered.

The Campbell Street Cycleway Reserve (R88516) is the single reserve where no actions have been taken that are inconsistent with the continuing presence of native title over the entire reserve.

Appendix A provides a summary of historical research over the reserves. The table below asset out the extent of actions that may be deemed as inconsistent with the continued presence of native title, either over the whole of the reserve, or in portions of the reserves.

Table 4: Land subject to previous exclusive possession acts (PEPAs)

Portions of Reserves (partial PEPA)	
Reserve 35868 Wallabadah Recreation Ground	Reserve 35868 - Town of Wallabadah - County of Buckland Based on the evidence in Appendix A, it appears that no action has been undertaken on R35868 (other than the Venice Street road reservation and the administrative actions undertaken over Lot 21 Sec. 8 DP 47192) which is inconsistent with the continued existence of Native Title over R35868.

Reserve 82332 Quirindi Gold Club	Reserve 82332 - Parish of Coeypolly - County of Buckland Based on the evidence in Appendix A, the portion of R82332 comprising Lot 321 was subject to a former Crown lease which is inconsistent with the continued existence of Native Title. The part of R82332 comprising Lot 214 has been utilised as a golf course with the attendant manicuring works required to operate as a golf course. It could be debated that whilst the use as a golf course is consistent with the reserve purpose, this use could not be considered a “public work” within the meaning of the NT Act as minimal earthworks have been carried out to form the course. Under these circumstances it is considered that action undertaken on that part of R82332 comprising Lot 214 is not inconsistent with the continued existence of Native Title over that part of R82332.
Reserve 82865 Wallabadah First Fleet Park	Reserve 82865 - Parish of Wallabadah - County of Buckland The original reservation of the closed roads is inconsistent with the continuing existence of Native Title over that part of R82865 occupied by the road reserves. The formally freehold status of part allotments 4,5 and 6 and the whole of allotments 7,8 and 9, Sec.4 Parish of Wallabadah is inconsistent with the continuing existence of Native Title over that part of R82865 comprised by those allotments. Aerial inspection indicates that significant infrastructure has been undertaken on the reserve however this work is primarily confined to that part of R82865 over which Native Title has been extinguished. Based on the evidence in Appendix A, there appears to have been no action on that part of the original reservation of 24 December 1861 now comprising part of R82865 which is inconsistent with the continued existence of Native Title. The area of R82865 formally occupied by the closed roads and the former freehold land referred to above is inconsistent with the continued existence of Native Title over that part of R82865.
Reserve 88668 Warrah Creek Public Hall and Recreation Reserve	Reserve 88668 - Parish of Gregson - County of Buckland Aerial inspection shows that a hall has been constructed on lot 88 and tennis courts constructed on the north east corner of lot 93. The infrastructure constructed on the reserve is conducive to the reserve purpose and is constructed and fixed to the ground on a pre-23 December 1996 reservation which is inconsistent with the continued existence of Native Title over that part of R88663 occupied by the infrastructure. Based on the evidence in Appendix A, it may be concluded that R88668 was validly created and other than as identified above, there has been no action undertaken which is inconsistent with the continuing existence of Native Title over R88668.
Whole of Reserves (PEPA)	
Reserve 59034 Currabubula Hall (War Memorial Hall)	Reserve 59034 - Town of Currabubula - County of Buckland Based on the information in Appendix A, the issue of a lease (Sp. L. 1904-04) issued over the whole of R59034 for a non-pastoral purpose is inconsistent with the continued existence of Native Title over the whole of R59034.

Reserve 72708 Quirindi Racecourse and Showground	Reserve 72708 - Parish of Quirindi - County of Buckland Based on the information in Appendix A, the alienation of Lots 89 and 90 (now R72708) is inconsistent with the continued existence of Native Title over the whole of R72708.
Reserve 87207 Henry Street Oval	Reserve 87207 - Parish of Quirindi - County of Buckland Based on the evidence in Appendix A, it may be concluded that the valid past actions of the Crown described above are inconsistent with the continuing existence of Native Title over the whole of R87207.
Reserve 97242 Spring Ridge Hall	Reserve 97242 - Parish of Springfield - County of Pottinger Based on the evidence in Appendix A, it may be concluded that R97242 was validly created. As the creation of a road reserve is inconsistent with the continued existence of Native Title and R97242 was created over closed roads, it is concluded that valid past actions of the Crown described above are inconsistent with the continuing existence of Native Title over the whole of R97242.
Reserve 97714 Quirindi Cemetery	Reserve 97714 - Town of Quirindi - County of Buckland Aerial inspection shows the reserve has been partly developed for cemetery purposes (south western portion). The residue of R97714 is mainly cleared manicured lawn for the purposes of future lawn cemetery (unsold as yet). Based on the evidence in Appendix A, it may be concluded that R97714 was validly created. The reserve developed for cemetery uses is inconsistent with the continued existence of Native Title. On the basis that Council was, up until the introduction of the Crown Lands Management Act 2016, reserve trust manager and is now the Crown Land Manager of R97714 it is concluded that the land use is inconsistent with the continued existence of Native Title over the whole of R97714.
D1018808 Quirindi Cemetery	Reserve D1018808 - Town of Quirindi - County of Buckland Based on the evidence in Appendix A, it may be concluded that D1018808 was validly created. The reserve is fully developed for cemetery uses which is inconsistent with the continued existence of Native Title. It is concluded that the land use is inconsistent with the continued existence of Native Title over the whole of D1018808.
Wallabadah Hall	Wallabadah Hall - Town of Quirindi - County of Buckland Based on the evidence in Appendix A, the land was purchased as a valid freehold purchase which is inconsistent with the existence of Native Title and it may be concluded that the alienation of the land is inconsistent with the continued existence of Native Title over the whole of lot 19.
No PEPA over portion or whole of reserve	
Reserve 88516 Campbell St Cycle way / pathway	Reserve 88516 - Parish of Quirindi - County of Buckland Based on the evidence attached, it may be concluded that R88516 was validly created and other than as identified above, there has been no action undertaken which is inconsistent with the continuing existence of Native Title over R88516.

Native Title Manager advice 4.

Eleven Crown reserves covered by the draft PoM are subject to ***previous exclusive possession acts*** (PEPAs) where alienation, public works or commercial or community lease agreements have been made that are inconsistent with the continued existence of native title.

The 11 reserves affected comprise portions of four of the reserves, and over the entirety of seven reserves.

The Campbell Street Cycleway Reserve (R88516) is the single reserve where no actions have been taken that are inconsistent with the continuing presence of native title over the entire reserve.

5. THE DRAFT PLAN OF MANAGEMENT

The NT Acts and the CLM Act are clear: unless the land is defined as excluded land, then native title rights should be considered to be in existence.

Reserves where native title is not extinguished (as a result of being excluded land) will generally require examination against the NT Act (Cwlth) 'future acts regime' to determine if dealings or developments on the land affect presumed native title rights or may be 'valid acts'.

The acts of Crown land reservation and dedication are valid legislative past acts by the NSW Government, validated by Section 8 of the *Native Title Act 1994* (NT Act NSW) . Section 8 provides for the validation of past acts performed by the State of NSW, meaning: where the NSW State has done a 'past act' it is deemed to be valid in so far as it affects native title.

The adoption of this draft plan of management will affect the presumed native title rights that are considered to be in existence.

5.1 Future Acts Regime

The NT Act NSW does not validate future acts. The only way that future acts may be validated is through the future acts regime in Div. 3 of Pt. 2 of the NT Act (Cwlth).

A future act is defined in s. 233 of the NT Act (Cwlth):

Section 233

- 1) *Subject to this section, an act is a future act in relation to land or waters if:*
 - a) *either:*
 - i. *it consists of the making, amendment or repeal of legislation and takes place on or after 1 July 1993; or*
 - ii. *it is any other act that takes place on or after 1 January 1994; and*
 - b) *it is not a past act; and*
 - c) *apart from this Act, either:*
 - i. *it validly affects native title in relation to the land or waters to any extent; or*
 - ii. *the following apply:*
 - A. *it is to any extent invalid; and*
 - B. *it would be valid to that extent if any native title in relation to the land or waters did not exist; and*

C. if it were valid to that extent, it would affect the native title.

To be a future act, the act must:

- 'affect' native title;
- be valid (or be valid if it were not for native title);
- have occurred on or after 1 January 1994 when the NT Act (Cwlth) commenced; and
- *not* be a past act.

5.2 Extinguishment Effect

Where native title has been extinguished by the Crown's grant of a certain interest that is inconsistent with native title, any subsequent act will not be a future act, as the act cannot 'affect' native title or compliance with the native title legislation - a future acts regime is not required.

Section 23E of the NT Act (Cwlth) enables states and territories to enact laws which confirm the extinguishment of native title by previous exclusive possession act attributable to them. Accordingly, the NT Act (NSW) in Part 2, Division 2 provides similar provisions of the NT Act (Cwlth) as to the extinguishing effect of a previous exclusive possession act where the act was done by the State of NSW.

The previous exclusive possession acts (PEPAs) over the total area of seven Crown reserve and partial areas of four other reserves are 'past acts' inconsistent with the continued existence, enjoyment or exercise of the native title rights. Part 2, Division 2 of the NT Act (NSW) has the effect of extinguishing native title over those land parcels to the extent of the inconsistency.

If Subdivision J of the NT Act (Cwlth) applies to the act, the act will be valid and the non-extinguishment principle will apply unless the act is the construction or establishment of a public work, in which case native title will be extinguished.

5.3 Validity of 'future acts' and the draft plan of management

There is one Crown reserves where native title is assumed to exist, and four Crown reserves where there is a portion of the land on which the extinguishment principle may be applied to the parts of the Crown land. The balance of Crown land unaffected by public works, etc, is also assumed to retain the existence of native title.

The adoption of the plan of management and its proposed uses, development and authorised tenures are regarded as 'future acts' as these acts:

- 'affect' native title;
- would be valid (or be valid if it were not for native title);
- have occurred on or after 1 January 1994 when the NT Act (Cwlth) commenced; and
- are *not* a past act.

The NT Act NSW does not validate future acts. Future acts may only be validated through the future acts regime in Div. 3 of Pt. 2 of the NT Act (Cwlth). **Table 5** sets out a summary of the cascading future acts regime in the NT Act (Cwlth).

Table 5. Overview of future acts regime subdivisions (stopping at Subdivision J)

Subdivision	Summary of subdivision
B-E	Subdivisions B-E cover ILUAs. ILUAs can be negotiated when the other subdivisions of the future acts regime do not apply (subject to the agreement of the native title holders and/or native title claimants).
F	Subdivision F covers future acts where there is an absence of native title. A government body may obtain s. 24FA protection for future acts by making a non-claimant application in the Federal Court. A requirement is that there be no relevant native title claims over the whole or part of the area: see ss. 24FC(c) and 24FC(d).
G	Subdivision G deals with certain acts relating to primary production on areas subject to non-exclusive agricultural and pastoral leases that were granted on or before 23 December 1996.
H	Subdivision H relates to management or regulation of surface and subterranean water, living aquatic resources and airspace.
I	Subdivision I applies to acts which are pre-existing rights-based acts or acts that are permissible e.g. lease renewals.
JA	Subdivision JA deals with public housing for the benefit of Aboriginal peoples or Torres Strait Islanders.
J	Subdivision J deals with future acts done in good faith under or in accordance with a reservation, dedication, condition, permission or authority made on or before 23 December 1996 which required the land to be used for a particular purpose, or the future act otherwise had no greater an impact on native title than any act that could have been done that was under or in accordance with the reservation.

Source: NSW Government: 'Native Title Managers Handbook' 2nd Edition 2019

Subdivision J deals with future acts done in good faith under or in accordance with a reservation, dedication, condition, permission or authority made on or before 23 December 1996. It requires the land to be used for a particular purpose, as otherwise the future act has no greater an impact on native title than any act that could have been done that was under or in accordance with the reservation.

Table 6 Requirements for validity of future acts under Subdivision J - areas subject to a reservation

Requirement	Section 24JA	Compliance
There is a valid earlier act that took place before the later act and on or before 23 December 1996	(1)(a)	Yes
The earlier act was valid (including because of Div. 2 or 2A)	(1)(b)	Yes
The earlier act was done by the Crown (the Commonwealth or State), or consisted of the making, amendment or repeal of legislation	(1)(c)	Yes
The earlier act contained, made or conferred a reservation, proclamation, dedication, condition, permission or authority	(1)(d)	Yes

(the reservation) under which the whole or part of any land or waters was to be used for a particular purpose		
The later act is done in good faith under: (i) under or in accordance with the reservation, or (ii) in the area covered by the reservation, so long as the act's impact on native title is no greater than the impact that any act that could have been done under or in accordance with the reservation would have had	(1)(e)	Yes

Source: NSW Government: 'Native Title Managers Handbook' 2nd Edition 2019

The adoption of the plan of management is to be made by LPS Council as a Council Manager in good faith. The plan of management proposed uses, development and authorised tenures are consistent with the Crown reserve purposes (in accordance with the reservation or dedication).

The adoption of the plan of management with proposed uses, developments and tenures that are in accordance with the reservation (or dedication) and the purposes of the Crown reserves is a future act that meets the requirements of validation under the NT Act (Cwlth) Subdivision J, Section 24JA, Section (1) (a-e).

5.4 Procedural rights

The procedural rights under Subdivision J, if applicable, are to notify any representative body, registered native title body corporate and registered native title claimant and provide them with an opportunity to comment.

However the notice is only required if the act consists of the construction or establishment of a public work, or the creation of a plan for the management of a National or State park intended to preserve the natural environment of an area.

Procedural rights under the NT Act (Cwlth) for potential native title claimants, such as notification or opportunity to comment, do not apply, as the adoption of a Crown reserve community land plan of management, which is a future act validated under Subdivision J, and which is not a public work does not require notification and do not confer other procedural rights.

Native Title Manager Advice 5

The adoption of the plan of management with proposed uses, developments and tenures that are in accordance with the reservation (or dedication) and the purposes of the Crown reserves is a future act that meets the requirements of validation under the *Native Title Act 1993* (Cwlth) Subdivision J, Section 24JA, Section (1) (a-e).

6. CONCLUSION

6.1 Native title and excluded land

There is one active Native Title Claim by The Gomeroi People that includes land in the LPS Council LGA and therefore the 12 Crown reserves. There have not been any Native Title Determinations, Indigenous Land Use Agreements, Native Title Future Act Applications and Determinations, or Native Title Certificates issued for the 12 Crown reserves.

Native title rights must be assumed to remain in existence as the land is not 'excluded land' under the *Crown Land Management Act 2016*.

6.2 Valid creation of the Crown reserves

The 12 Crown Reserves were validly created by the State of NSW (the Crown).

6.3 Previous exclusionary possession acts

The land in eleven Crown reserves has been subject to valid acts that are *previous exclusive possession acts* (PEPAs), either over the whole of the reserve (seven) or parts of the land in reserves (four). Where that residue of the land in the four reserves has not been subject to PEPAs, it is assumed that native title is still in existence.

There is one reserve where the land is not affected in whole or part by a PEPA and it is assumed that native title is still in existence over the whole of the Campbell Street Cycleway Reserve.

The PEPAs, subject to the Commonwealth and NSW State native title legislation, have the effect of extinguishing any native title in relation to the land or waters affected by the PEPA.

Council may have confidence that in the event of any native title claim over the Crown land, the (PEPA) acts on parts of the four Crown reserves, and the total of the seven Crown reserves will be regarded for the purposes of the NT Act (Cwlth) and the NT Act (NSW) as having the effect of having extinguished native title rights over the land.

6.4 Validity of Future Acts

The adoption of the draft plan of management with proposed uses, developments and tenures that are in accordance with the reservation or dedication, and the purposes of the Crown reserves, and LPS Council acting in good faith is a future act that meets the requirements of validation under the *Native Title Act 1993* (Cwlth) Subdivision J, Section 24JA, Section (1) (a-e).

6.5 The plan of management

The adoption of the plan of management will not have an effect on native title rights over the land in the seven whole Crown reserves and the parts of the four Crown reserves where previous exclusive possession acts (PEPAs) have the effect of extinguishment on the land if subject to judgment in a native title claim.

The adoption of the plan of management over the parts of the four Crown reserves and the whole of the one reserve (Campbell Street Cycleway Reserve), where no actions have been taken that are

inconsistent with the continued presence of native title has been subjected to the NT Act (Cwth) 'future acts regime' to determine if the plan of management adoption is a 'valid act'.

The adoption of the plan of management with proposed uses, developments and tenures that are in accordance with the reservation or dedication, and the purposes of the Crown reserves, and LPS Council acting in good faith is a valid future act.

6.6 Outcome of advice

LPS Council may endorse the draft plan of management as a draft for referral to the landowner: The Minister administering the *Crown Land Management Act 2016* as a landowner representative of the State of NSW.

APPENDICES

Appendix A: Reserve Summaries – Titles, Gazette Notices, Diagrams and Maps

Appendix B: Native Title Manager letter of accreditation

APPENDIX A: RESERVE SUMMARIES – TITLES, GAZETTE NOTICES, DIAGRAMS AND MAPS

Reserve 35868 Wallabadah Recreation Ground

Reserve 35868 - Town of Wallabadah - County of Buckland

R35868 for Public Recreation (gazetted 6 June 1903) comprises Lots 373 and 375 in DP 47192 and Lot 21, Sec. 8 in DP 759037.

R35868 originally comprised a reserve from sale gazetted 24 December 1861, part of Venice Street and unalienated/unallocated Crown portions 5, 6 (part), 7, 8, 9 and 10 in the Village of Wallabadah.

The declaration of the Venice Street as a road reserve prior to initial reservation action on 24 December 1861 indicates that Native Title over that portion of R35868 previously occupied by Venice Street has been extinguished.

Crown Plan W18-526 indicates the surveyed extent of R35868. The reserve comprised the reserve from sale referred to above and subsequently R33038 for Public Recreation (not. 27 July 1901) which was revoked on 6 June 1903. R35868 was gazetted on the same date (Initial trustees appointed by GG 8 October 1920). A pencil note on the face of Crown plan W18-1526 indicates that the part of Venice Street within R35868 is to be closed.


The south western portion of R35868 was subdivided by Crown Plan 32-1526 to create por. 21 Sec. 8 Town of Wallabadah (now Lot 21 Sec 8 DP 759037). Por. 21 was subject to Special Lease 67-2 to the Boy Scouts Association of NSW.

Por. 21 was revoked out of R35868 on 1 March 1968. R89827 for Boy Scouts (over Por. 21) was gazetted on 4 July 1976. Por. 21 was also subject to a Tender Purchase (79-2) which lapsed by GG on 30 May 1986. The GG lapsing notice indicates that the Tender Purchase was held under Certificate of Title Vol. 14803 fol. 79 in the name of Helen May Bennet. The issue of the Special Lease and the Tender Purchase (with attendant creation of a Certificate of Title) indicates that Native Title would have been extinguished over that part of R35868 comprising Por. 21.

R89827 was revoked by GG dated 12 June 1987 with Por. 21 added to R35868 on the same date.

DP 47192 subdivided R35868 creating Lots 373 and 375. DP 47192 delineates a proposed easement for pipeline adjacent to Lot 373. It would appear that Lot 373 was created to accommodate infrastructure related to water reticulation hence the notification of the proposed easement for pipeline. There is no indication that the intended acquisition actions were undertaken therefore R35868 remains unencumbered by easement or infrastructure (hence Native Title remains intact over this part of R35868).

Notwithstanding the above, it appears that no action has been undertaken on R35868 (other than the Venice Street road reservation and the administrative actions undertaken over Lot 21 Sec. 8 DP 47192) which is inconsistent with the continued existence of Native Title over R35868.



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A division of the Department of Finance & Services

PCL 8323
A 990

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 373/47192

SEARCH DATE	TIME	EDITION NO	DATE
6/11/2013	4:13 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 373 IN DEPOSITED PLAN 47192
AT WALLABADAH
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF WALLABADAH COUNTY OF BUCKLAND
TITLE DIAGRAM DP47192

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA131697)


SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

NOTE: DP47192 - PROPOSED EASEMENT
UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***



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PCL 4346
A 990

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

POLIO: 375/47192

SEARCH DATE	TIME	EDITION NO	DATE
30/10/2013	2:10 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 375 IN DEPOSITED PLAN 47192
AT WALLABADAH
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF WALLABADAH COUNTY OF BUCKLAND
TITLE DIAGRAM DP47192

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA131697)

SECOND SCHEDULE (2 NOTIFICATIONS)


- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

NOTE: DP47192 - PROPOSED EASEMENT
UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

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LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 21/8/759037

SEARCH DATE	TIME	EDITION NO	DATE
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6/11/2013	4:13 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 21 OF SECTION 8 IN DEPOSITED PLAN 759037
 AT WALLABADAH
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF WALLABADAH COUNTY OF BUCKLAND
 (FORMERLY KNOWN AS ALLOTMENT 21 OF SECTION 8)
 TITLE DIAGRAM CROWN PLAN 32.1526

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA131696)

SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

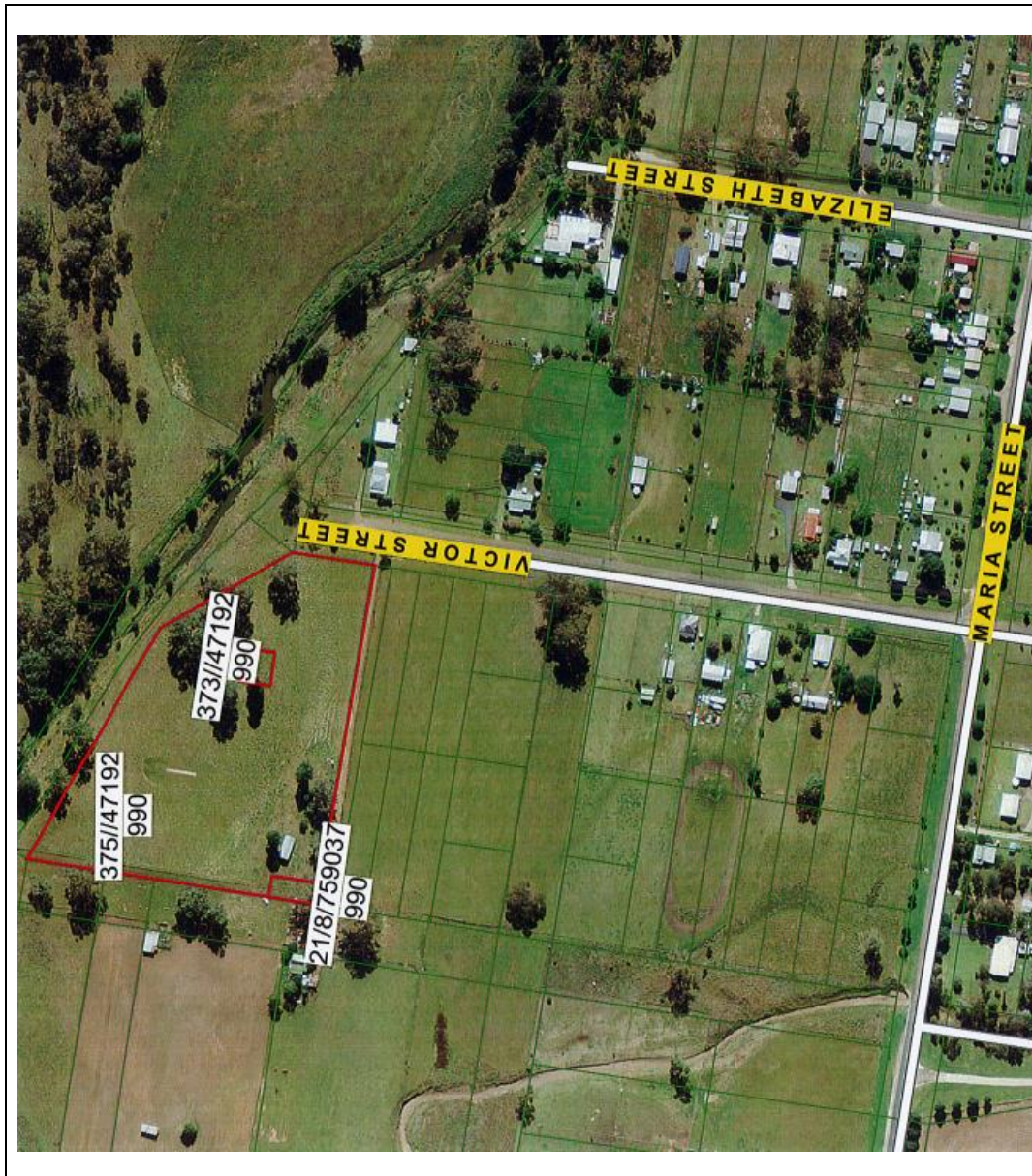
NOTATIONS

UNREGISTERED DEALINGS: NIL

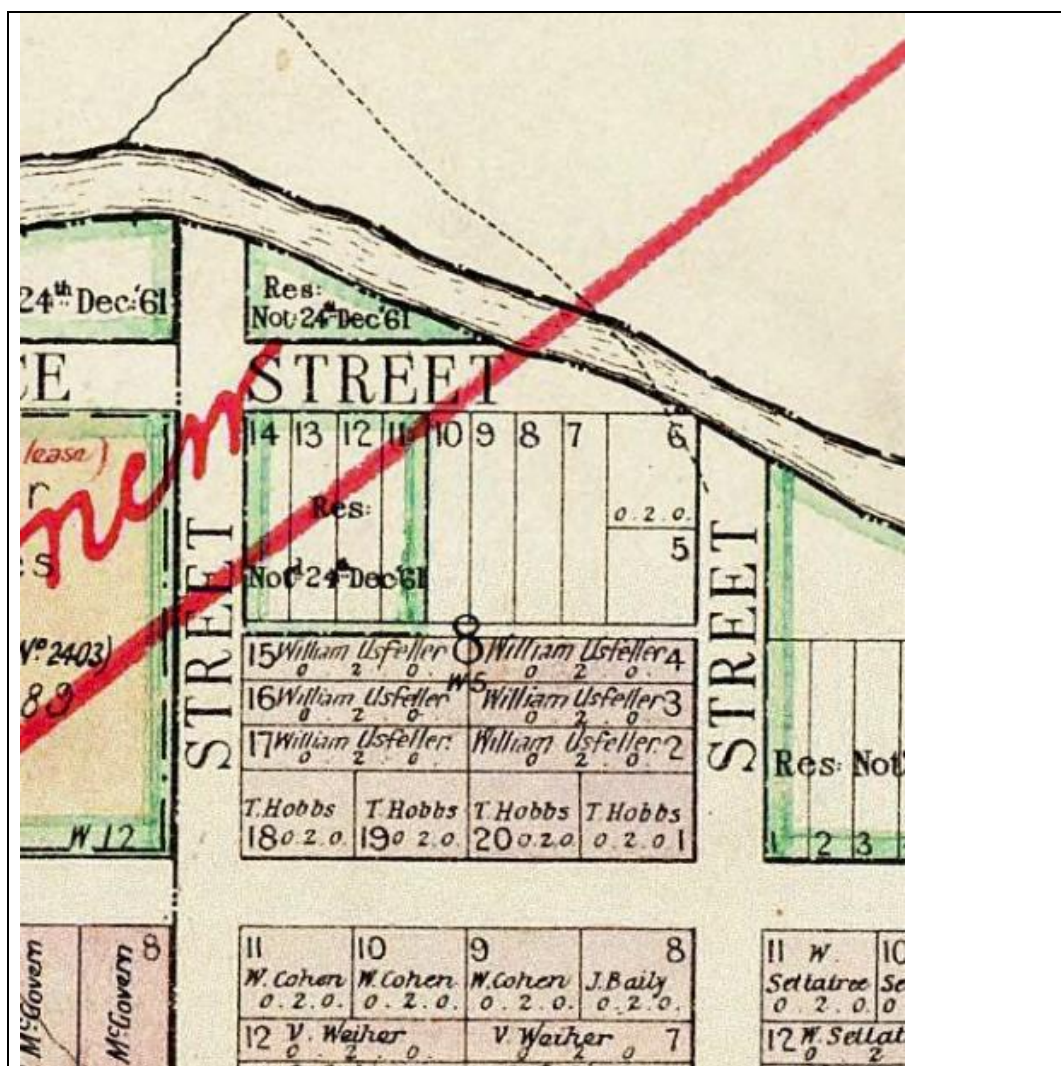
*** END OF SEARCH ***

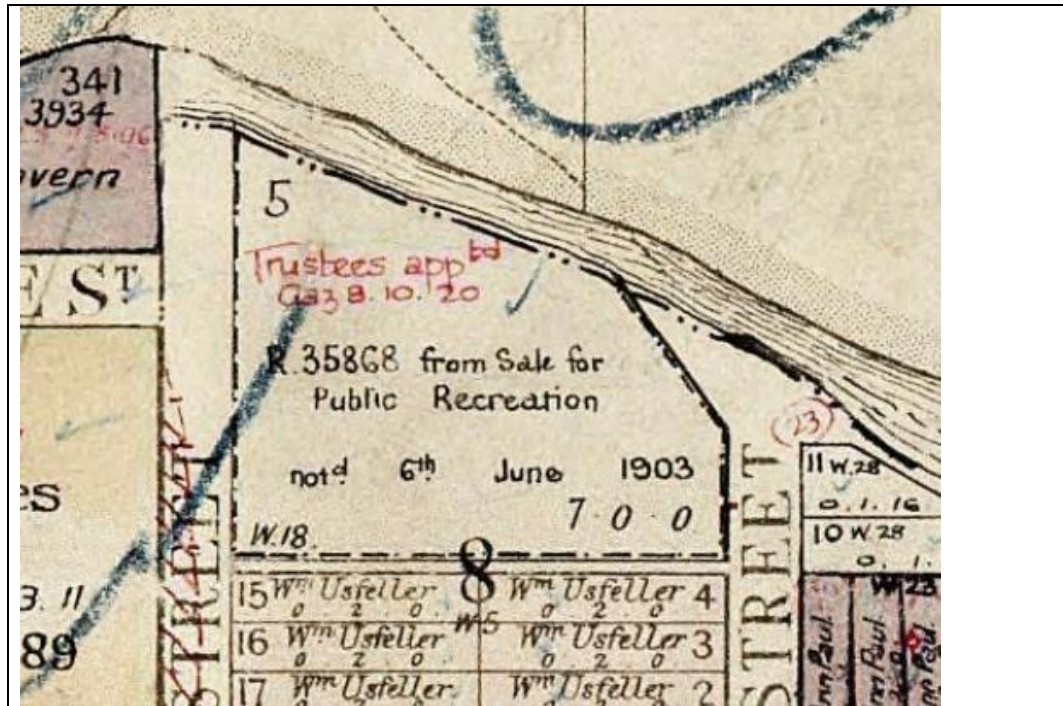


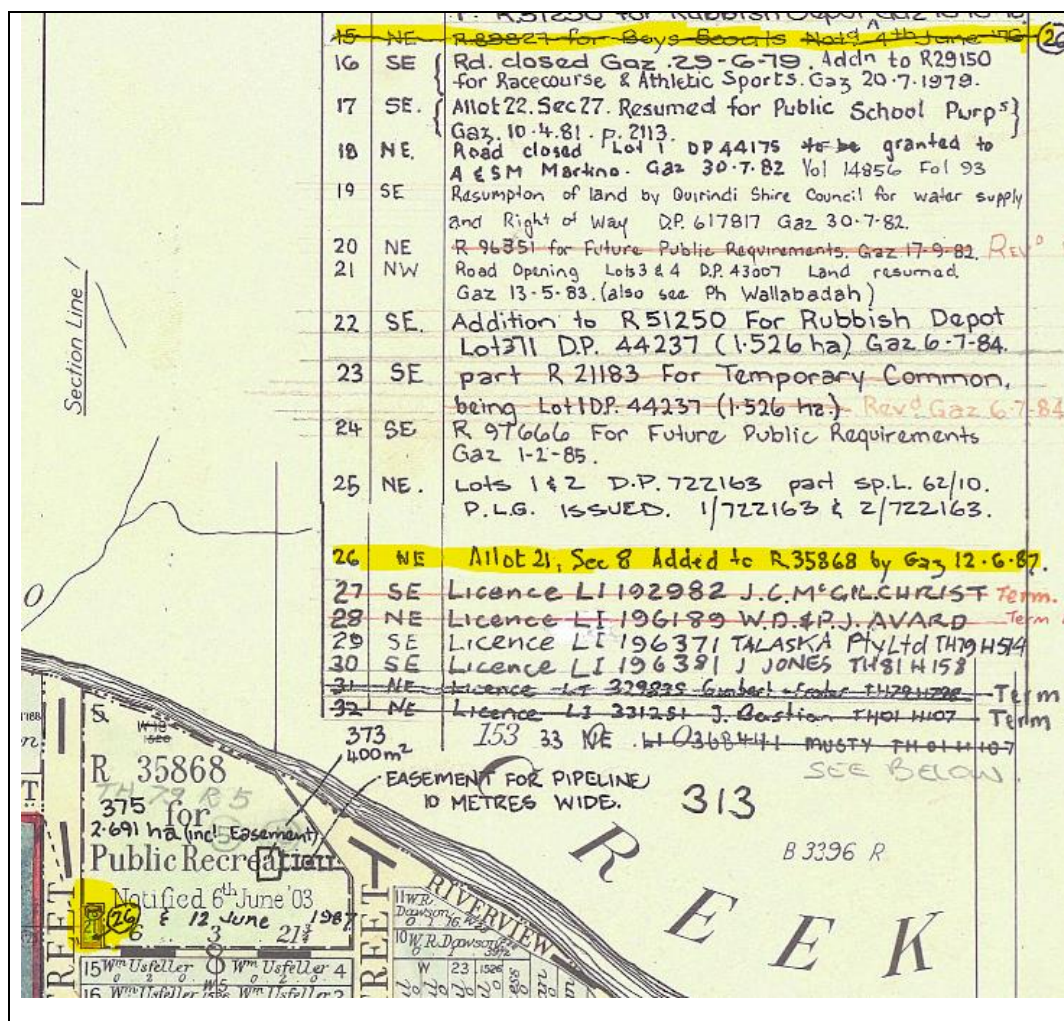


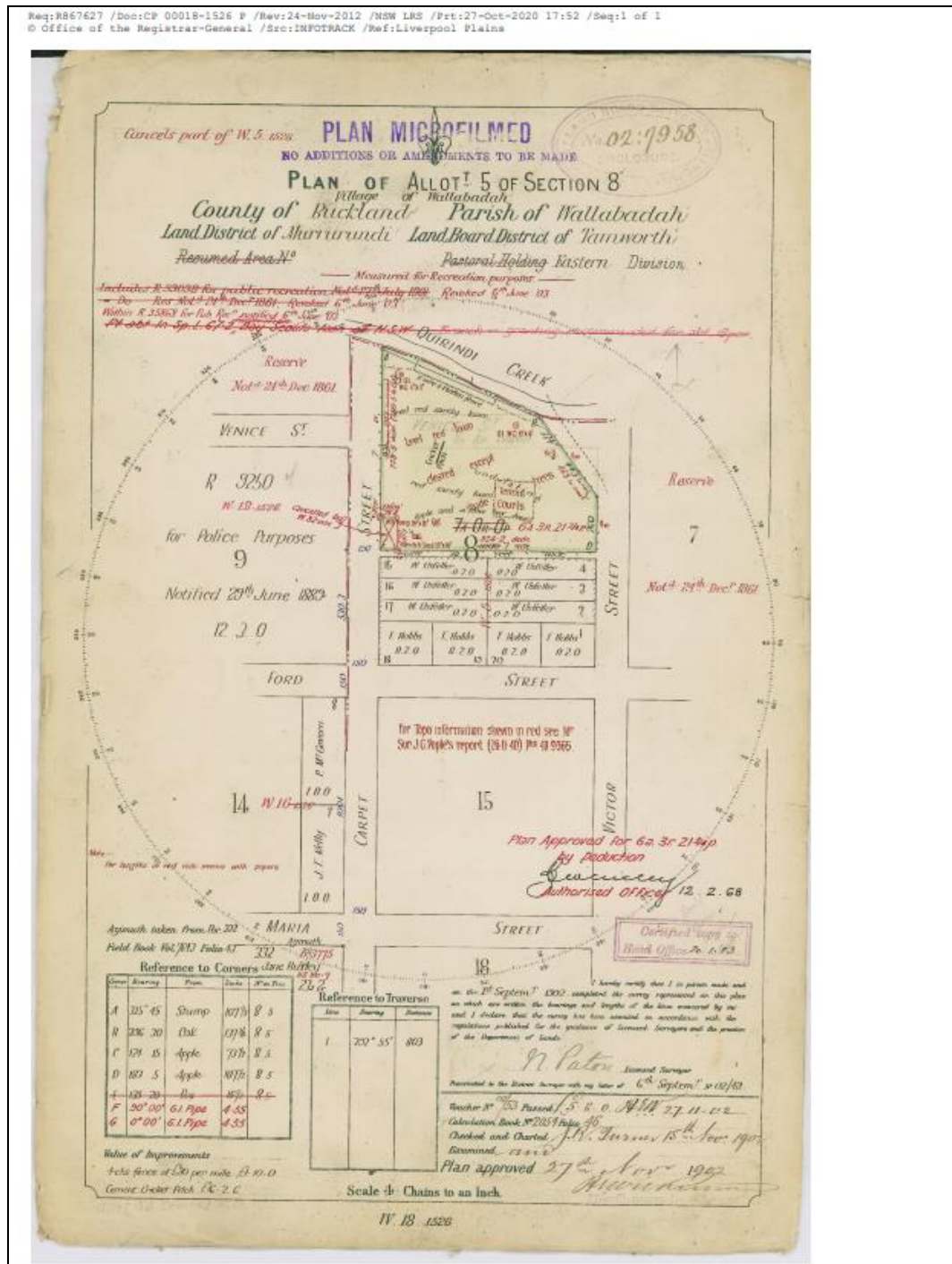


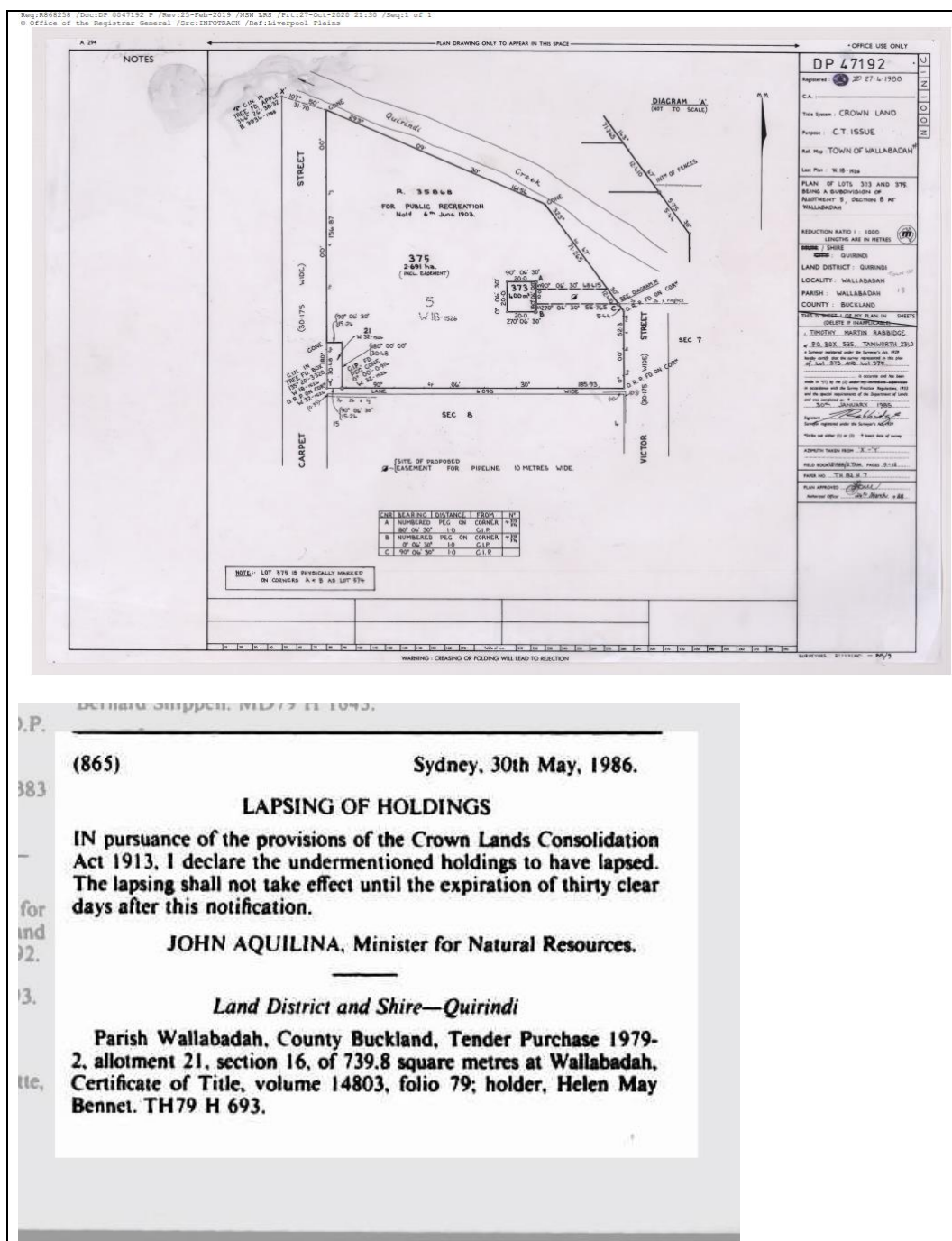
<p>[11778] Department of Lands, Sydney, 6th June, 1903.</p> <p>RESERVES FROM SALE FOR PUBLIC RECREATION.</p> <p>HIS Excellency the Governor, with the advice of the Executive Council, directs it to be notified that, in pursuance of the provisions of the 101st section of the Crown Lands Act of 1884, the land hereunder described shall be reserved from sale pending determination of the portions to be set apart for public recreation, and is hereby reserved accordingly.</p> <p style="text-align: right;">W. P. CRICK.</p> <p style="text-align: center;">EASTERN DIVISION.</p> <p style="text-align: center;">LAND DISTRICT OF LISMORE.</p> <p>No. 35,877. County of Ross, parish of Whian Whian, containing an area of about 170 acres. The Crown Lands within the following boundaries: Commencing on the right bank of Boomerang Creek, at the north-east corner of measured portion 43; thence bounded on the south by the north boundary of that portion bearing west to the easterly side of The Tweed Road; thence by the easterly side of the road aforesaid northerly for a distance of 3 chains; thence on the north by a line bearing east 50 chains; thence by a line south crossing Boomerang Creek to its right bank; and by that bank of that creek downwards, to the point of commencement.</p> <p>In lieu of reserve 2330, notified 25th September, 1886, revoked this day. [Ms. 1903-4,002 Dep.]</p> <p style="text-align: center;">LAND DISTRICT OF MURRUMBIDGI.</p> <p>No. 35,868. County of Bickland, parish of Wallabadah, village of Wallabadah, containing an area of 7 acres. The Crown Lands within the boundaries of measured allotment 5 of section 8,—as shown on plan catalogued W. 18-1,523.</p> <p>NOTE.—The above includes reserve (unnumbered) notified under general notice of 24th December, 1891, and also reserve 33,038 for public recreation, both revoked this day. [Ms. 1903-6/9 Dep.]</p> <p>[11780] Department of Lands, Sydney, 6th June, 1903.</p>	<p>east of bounds a point of the the La upward portion [Ms. 11</p> <p>No. 3 ing an daries catalog [Ms. 11</p> <p>No. 3 an area of mea respect and K. [Ms. 11</p> <p>No. taining the fo south point thence on the a line to the [Ms. 11</p> <p>No. taining follow Hastie the cu north south of the upward [Ms. 11</p> <p>[11798</p>
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Reserve 59034 Currabubula Hall (War Memorial Hall)**Reserve 59034 - Town of Currabubula - County of Buckland**

R59034 for Public Recreation (gazetted 23 July 1926) comprises Lot 1, Sec. 7 in DP 758321.

R59034 originally comprised part of R13045 for Crossing notified 6 December 1890. A diagram showing the approximate position of R59034 within R13045 is attached.

Special Lease 1904-04 was gazetted 1 March 1905 to Ernest Edward Devine for the Purpose of "Store" for the period 1 October 1904 to 31 December 1919 (lease extended 31 December 1924 not. 22 October 1920) over an area delineated by Crown Plan C11-1728 and containing R59034.

Within the context of Sec. 90 of the Crown Lands Act 1884 (copy attached) the purpose of "Store" refers to a business use in the nature of an inn, bakery or smithy et al in sparsely populated districts..

As the purpose of the lease is non pastoral, the issue of Special Lease 1904-04 is inconsistent with the continued existence of Native Title over the lease area which includes the area comprising R59034.

Portion 2 of SP. L. 1904-04 was withdrawn from the lease for a Mechanics Institute site (not.18 January 1911.

R59034 was within a reserve from Sale or Lease notified 2 January 1925 and revoked 13 October 1944.

A strip of land on the west of R59034 was revoked out of the reserve on 4 August 1933 and added to the Mechanics Institute site.


R59034 was subject to Special Lease 1943-03 in the name of Robert James Holm (purpose not determinable) which was forfeited on 6 June 1969.

Aerial inspection of the site indicates that an extension to the Mechanics Institute building to the west of R59034 encroaches onto the reserve although this would need to be verified by field inspection and possible boundary determination.

Based on the information attached, the issue of a lease (Sp. L. 1904-04) issued over the whole of R59034 for a non-pastoral purpose is inconsistent with the continued existence of Native Title over the whole of R 59034.

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Land & Property Information

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LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 1/7/758321

SEARCH DATE	TIME	EDITION NO	DATE
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11/11/2013	12:08 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 1 OF SECTION 7 IN DEPOSITED PLAN 758321
 AT CURRABUBULA
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF CURRABUBULA COUNTY OF BUCKLAND
 (FORMERLY KNOWN AS ALLOTMENT 1 OF SECTION 7)
 TITLE DIAGRAM CROWN PLAN 16.1728

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA104534)

SECOND SCHEDULE (2 NOTIFICATIONS)

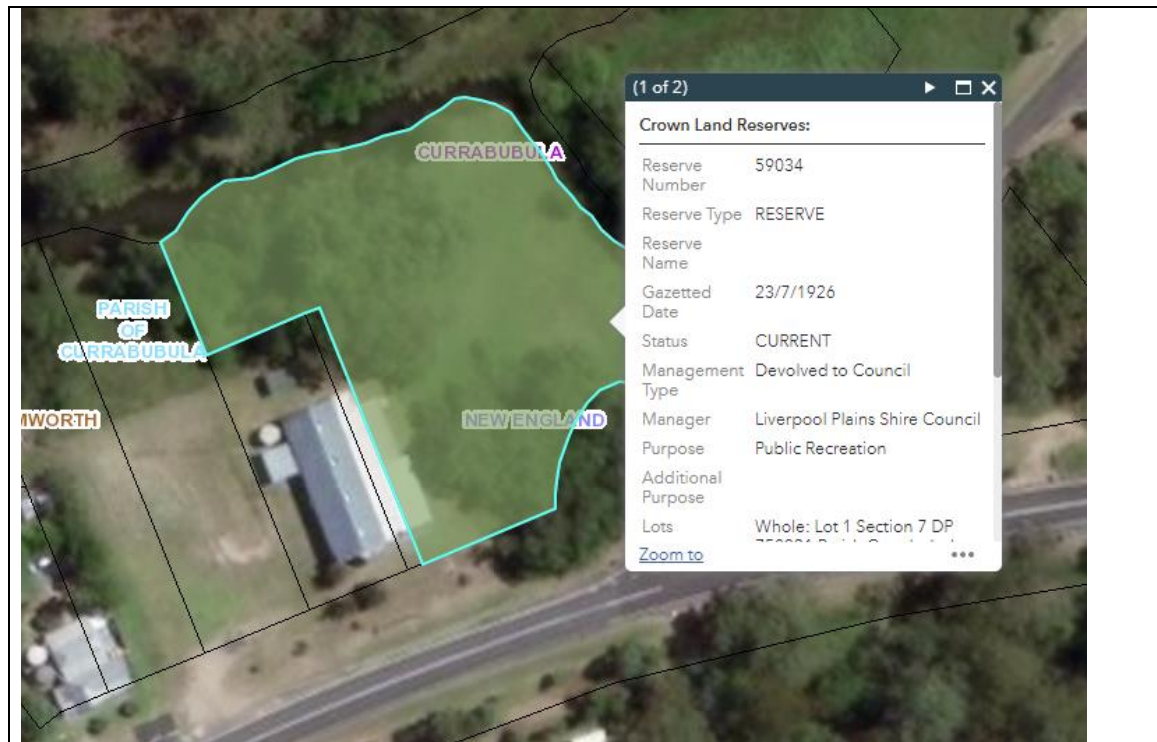
- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***



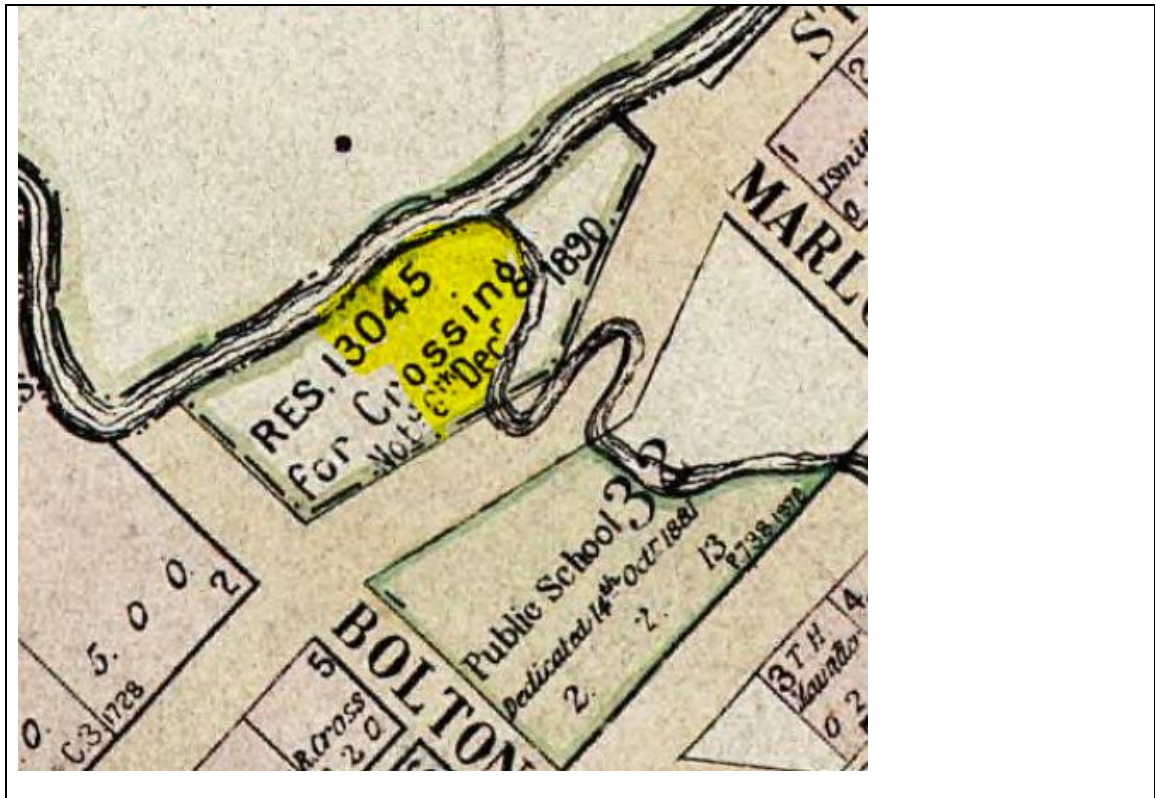




APPROVAL OF SPECIAL LEASE APPLICATIONS.											
<p>NOTICE is hereby given that the applications for Special Leases hereunder specified have been approved.</p> <p>No rights will accrue to the applicants until the sums hereunder specified shall have been paid, but upon payment of such sums they will be entitled to leases subject to the provisions of and Regulations thereunder, and particularly to the undermentioned conditions, provisions, reservations, and covenants.</p> <p>The amounts required to complete payment of expenses and rent from date of the commencement of lease to 31st December, 1905, must be paid by the Lessee Agent of the District or to the State Treasurer within one month from this date.</p> <p>For the year 1906 and any subsequent year the rentals must be paid during the month of December of the preceding year.</p>											
SCHEDULE.											
No. of Lease.	Reg. No. of Papers.	No. of Application.	Name and Address of Lessee.	Situation of Land.	Area.	Purpose of Lease.	Term of Lease.		Annual Rent.	Rent from commencement of Lease to 31st Dec., 1905.	Amount of Expenses chargeable.
							From	To			
4282	1905-193	1905-6, B ga ...	Sercombe, David, of Tanja ...	Portion 186, parish Tanja, county Dampier ...	a. r. p. 76 1 0	Grazing ...	1 Jan., 1904	31 Dec., 1924	£ s. d. 2 10 0	£ s. d. 5 0 0	£ s. d. 7 11 0
4283	1904-16057	1904-1, Campbelltown	Metropolitan Coal Company of Sydney (Limited), per D. A. W. Robertson, of Helensburgh.	Portions 612 to 825, 652 to 558 and 618, parish Heathcote, county Cumberland, and intervening designed roadway, lane, and drainway.	31 8 1	Access to water ...	1 Jan., 1905	31 Dec., 1914	10 0 0	10 0 0	8 2 0
4284	1905-160	1901-8, Carey, r...	Tromson, Fairlie Harold, of Victoria Chambers, 41, Castle-reagh-street, Sydney.	Allotments 6 to 15, section 23, town of Blayney, parish Enrol, county Bathurst.	4 8 19 (ex. lane)	Stables and accommodation paddock.	1 Jan., 1905	31 Dec., 1909	5 0 0	5 0 0	6 1 0
4285	1904-15016	1904-9, Corowa	Sturms, John William, of Redlands, Corowa.	Reserves 1,657 and 12,509, parish Corowa, county Hume.	196 0 0 (about)	Grazing ...	1 Jan., 1905	31 Dec., 1918	9 16 0	9 16 0	9 11 0
4286	1905-386	1904-1, Forbes	Glauder, Neil, of Forbes	Portion 1,579, parish Forbes, county Ashburnham.	65 8 0 (ex. roads)	Grazing and agriculture.	1 Jan., 1905	31 Dec., 1918	9 6 4	9 6 4	8 6 0
4287	1904-15718	1914-5, F. r. b. s	Haad, Thomas George, of Kingswood, Forbes.	Portion 334, parish Woongong, county Forbes	20 0 0	Grazing and agriculture.	1 Jan., 1905	31 Dec., 1919	2 0 0	2 0 0	6 11 0
4288	1905-630	1903-3, Grafton	Bryan, John, of Upper Kangaroo Creek.	Portion Sp. L. 1903-5, parish Towallum, county Fitzroy.	23 0 0	Grazing and agriculture.	1 Aug., 1904	31 Dec., 1912	6 0 0	8 10 0	7 13 0
4289	1905-976	1904-3, Gunnedah	Gunnedah Colliery Company (Limited), per R. McAdam, of Conditilly-street, Gunnedah.	Portion 205, parish Gunnedah, county Pottinger	18 0 0	Erection of buildings for coke-works.	1 Nov., 1904	31 Dec., 1924	5 0 0	5 14 8	5 7 0
4290	1901-18418	1902-34, Lismore	Hacking, Arthur Ormond, care of J. Allan Barrie, of Lismore.	North of and adjoining portion 57 of 95 acres, fronting Sedan and Alma Streets, village of Booyong, parish Taven, county Ross.	10 0 0 (about)	Dairying and agriculture.	1 Jan., 1904	31 Dec., 1913	4 0 0	8 0 0	2 3 6
4291	1904-15805	1904-4, Metropolitan	Williams, John, jun., of Bay View, Pittwater, via Manly.	Below high-water mark, Towler's Bay, parish Broken Bay, county Cumberland.	0 0 8 1/2	Jetty ...	1 Jan., 1904	31 Dec., 1908	2 0 0	4 0 0	5 5 0
4292	1904-18506	1904-10, Metropolitan	Bennett, Charles Woodfold, of 55, Market-street, Sydney.	Below high-water mark at Pittwater, Broken Bay, fronting lessee's property, parish Narrabeen, county Cumberland.	0 0 14 1/2	Jetty, boatshed, slip, and bathing-place.	1 Jan., 1904	31 Dec., 1908	2 0 0	4 0 0	4 1 0
4293	1904-11807	1904-7, Metropolitan	Leti, William Thomas, of 48, Cambridge-street, Sydney.	Portion 1,890, parish Botany, county Cumberland.	9 1 9	Vegetable garden...	1 Jan., 1905	31 Dec., 1918	9 0 0		
4294	1904-16572	1904-1, Narrabri	Iverson, Ambrose Henry, of Bullawa Creek, Narrabri.	Portions 39 and 47, parish Bullawa, county Nandewar.	136 0 0 (ex. road)	Agriculture and dairying.	1 Jan., 1905	31 Dec., 1919	5 2 0		
4295	1901-976	1904-4, Tamworth	Devine, Ernest Edward, of Currabubula.	Allotment 1, section 7, town of Currabubula, parish Currabubula, county Buckland.	2 2 25	Store...	1 Oct., 1904	31 Dec., 1919	7 0 0		

* Including rental value of Crown improvements.

SPECIAL COUNCIL RESOLUTIONS CONCERNING THE DISTRICTS





State of New South Wales (Sydney, NSW : 1901 - 2001) / Fri 23 Jul 1926 [Issue No.99] / Page :

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[371] Sydney, 23rd July, 1926.

RESERVES FROM SALE.

IT is hereby notified that, in pursuance of the provisions of the 28th section of the Crown Lands Consolidation Act, 1913, the Crown Lands hereunder described shall be reserved from sale for the public purposes hereinafter specified, and they are hereby reserved accordingly.

P. F. LOUGHLIN, Minister for Lands.

For Public Recreation.

EASTERN DIVISION.

LAND DISTRICT OF PORT MACQUARIE, AND HASTINGS SHIRE.

No. 59,031. County of Macquarie, parish of Torrens, containing an area of about 102 acres. The Crown Lands within the following boundaries: The eastern boundary of Special Lease 1925-17, Port Macquarie, and high-water mark.
[Leases 1926-9,174]

LAND DISTRICT OF TAMWORTH, AND PEEL SHIRE.

No. 59,034. County of Buckland, parish of Carrabubula, town of Carrabubula, containing an area of 1 acre. The Crown Lands within the boundaries of allotment 1, section 7. Plan C. 16-1,728 (Carrabubula).
[Ms. 1926-6,413]

REFERENCE NOTES	
Numbers shown in circles on map.	
No.	Details
1	R.59034 for Public Recreation. Notified 23rd July, 1926.
2	About 1r. 20p. Added to Public School Site. Dedd. 14th October, 1881. Gaz. 29th January, 1965.
3	R.9567 for Camping and Access. Notified 31st August, 1889. Under P.P. Board Control. Gaz. 8th May, 1936.
4	Closed road. 14p. R.D. Davis.

1968-29, allotment 28, section 13, of 23½ perches, at Campbelltown; holder, Graham Charles Jess. Ten. 69-2179.

Land District and Shire—Rylstone

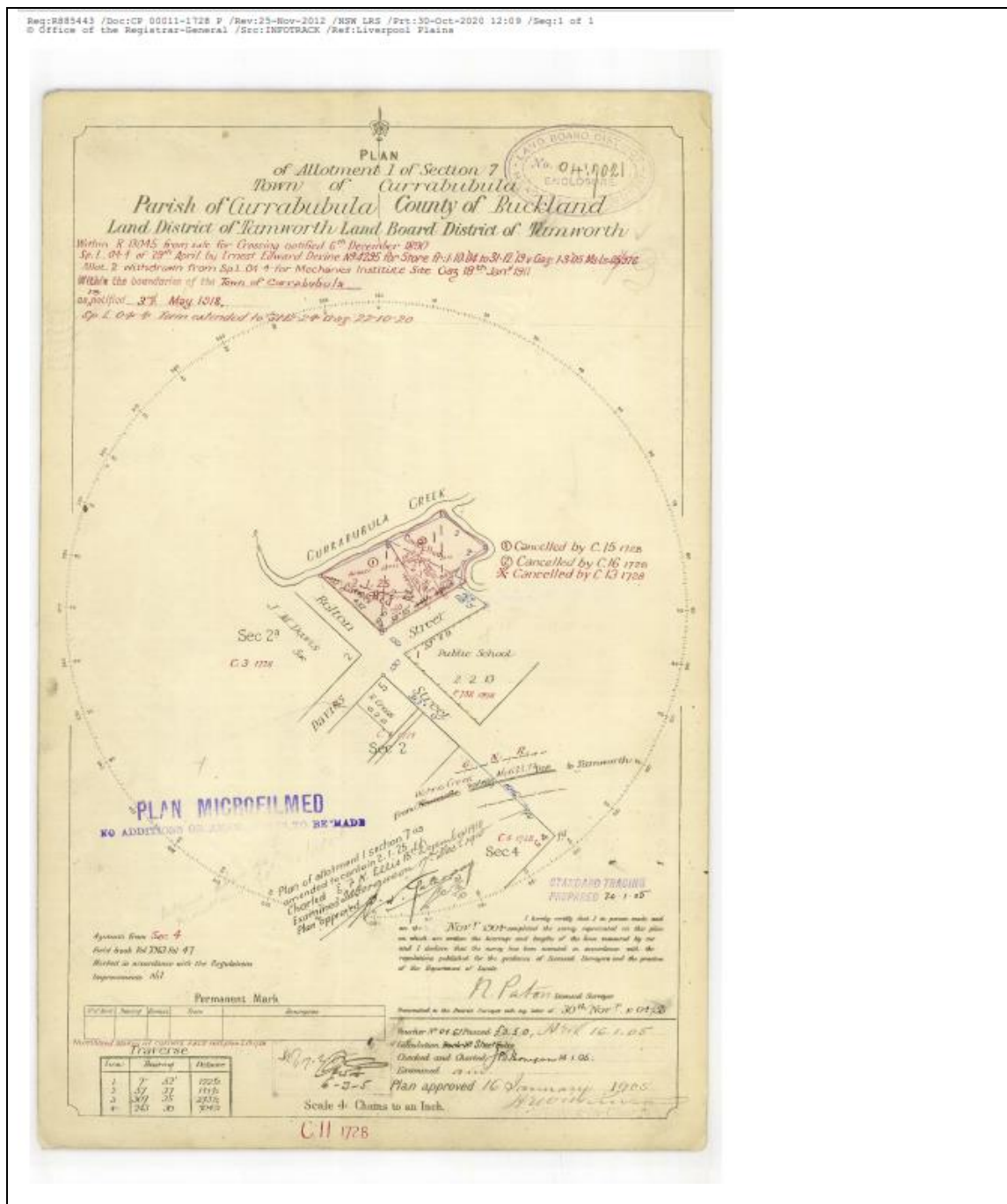
Parish Hawkins, County Phillip, Special Lease 1938-12, portion 124, of 120 acres, annual rental, \$12; holder, Arthur William Menchin. Ten. 69-2092.

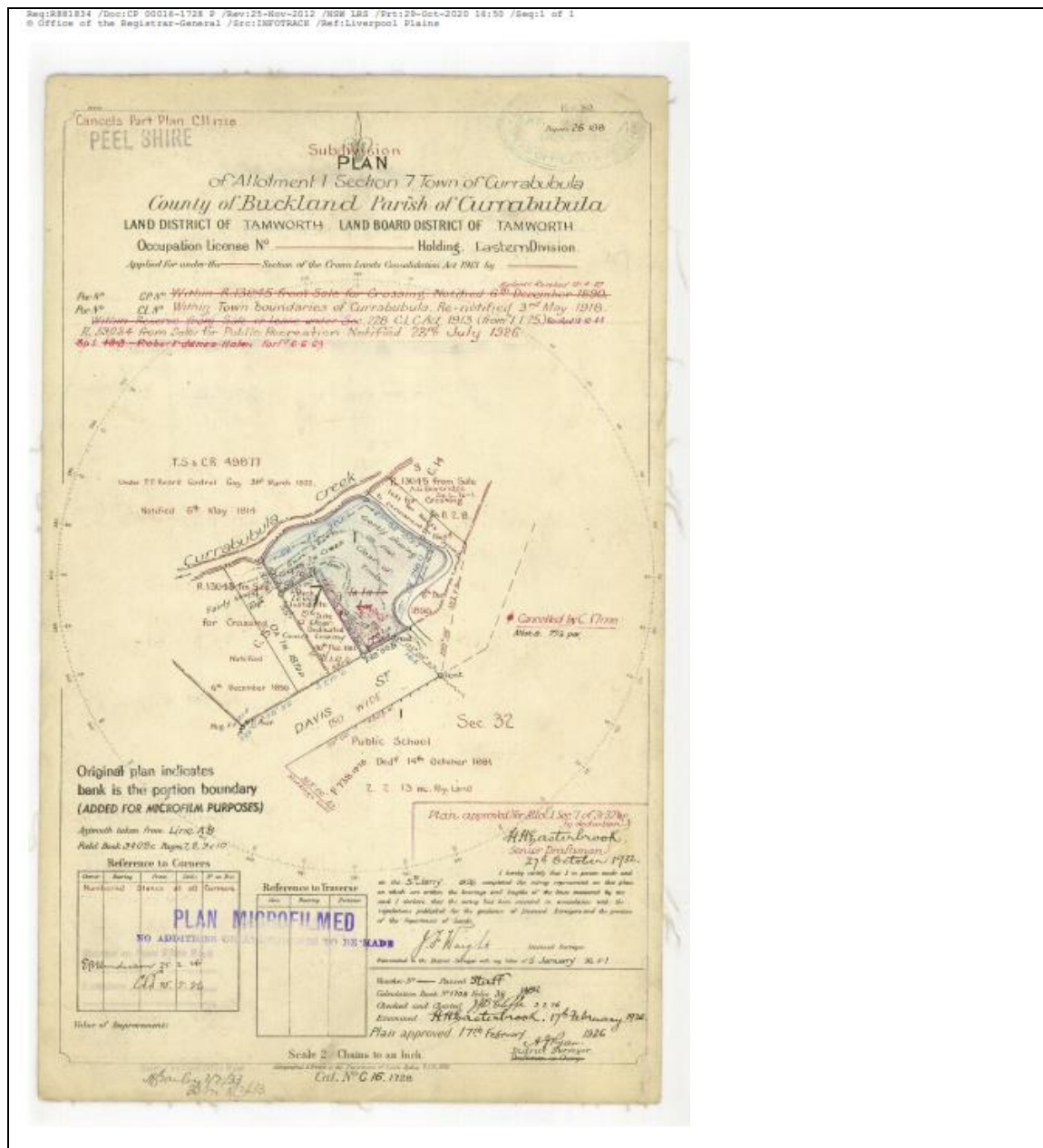
Land District—Tamworth; Shire—Peel

Parish Currabubula, County Buckland, Special Lease 1943-3, allotment 1, section 7, of 3 roods 32½ perches, Town Currabubula, annual rental, \$12; holder, David Harold Watt. Ten. 69-2434.

Parish Currabubula, County Buckland, Special Lease 1960-4, allotment 3, section 7, of 2 roods 8 perches, Town Currabubula, annual rental, \$4.30; holder, David Harold Watt. Ten. 69-2434.

<p>Leases may be granted for special purposes.</p>	<p>the erection of any wharf jetty pier or floating dock which would interfere with navigation or with the rights of adjoining proprietors and the intention to make a lease of such land shall be notified in the <i>Gazette</i> for four consecutive weeks and not less than four times in some local newspaper if any before the lease is issued.</p> <p>90. The Governor may lease by auction or otherwise for a term not exceeding fifteen years and in areas not exceeding in any case three hundred and twenty acres Crown Lands for any of the purposes hereinafter specified that is to say for dams—tanks—irrigation works—wharfs—bridges—punt-houses—ferries—bathing-places—landing-places—saw-mills—brick-kilns—lime-kilns—slaughter-houses—tanneries—wool-washing establishments—quarries—fisheries—building or repairing ships or boats—tramway purposes—obtaining guano—shells—limestone—loam—brickearth—gravel—or ballast—or for an inn—store—smithy—bakery—or mail station in sparsely populated districts—or for any purpose declared by the Governor by proclamation in the <i>Gazette</i> to be a purpose within this section and may determine the upset rent thereof if let at auction or the annual rent if let otherwise not being in either case less than ten pounds per annum and may annex to any such lease such conditions reservations and provisions as he may deem fit Provided that leases may be granted at a less rental to contractors of public works for purposes connected with the construction of such works during the term of contract If it should appear to the satisfaction of the Governor that the land comprised in any such lease is not used and occupied <i>bona-fide</i> for the purpose for which the same has been made or that default has been made in any condition he may declare such lease forfeited together with any improvements erected on the land and any rent paid in respect thereof.</p> <p>91.</p>
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Reserve 72708 Quirindi Racecourse and Showground**Reserve 72708 - Parish of Quirindi - County of Buckland**

R72708 for Public Recreation, Racecourse and Showground (gazetted 21 May 194) comprises Lots 89 and 90 in DP 751026 (formally Portions 89 and 90 Parish of Quirindi).

R72708 originally comprised Conditional Purchase 72-6930 completed 29 October 1895 and Conditional purchase 72-8206 completed 31 May 1895 to George White.

The land comprising R72708 was alienated from the Crown by a valid act of government which is inconsistent with the existence of Native Title over the land R72708.

Lots 89 and 90 were reserved from Sale or Lease by GG 14 May 1948 as R72701. R72701 was revoked by GG 21 May 1948.

Lots 89 and 90 were subsequently validly reserved as R72708 for the purposes of Public Recreation, Racecourse and Showground by GG 21 May 1948.

Aerial inspection of the site indicates that the reserve is utilised as a racecourse and showground with the attendant infrastructure present.

Based on the information attached, the alienation of Lots 89 and 90 now R72708) is inconsistent with the continued existence of Native Title over the whole of R72708.

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NSW Land & Property Information
A division of the Department of Finance & Services

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: AUTO CONSOL 4706-139

SEARCH DATE	TIME	EDITION NO	DATE
31/10/2013	12:31 PM	-	-

VOL 4706 FOL 139 IS THE CURRENT CERTIFICATE OF TITLE

LAND

LAND DESCRIBED IN SCHEDULE OF PARCELS
AT QUIRINDI
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF QUIRINDI COUNTY OF BUCKLAND
TITLE DIAGRAM CROWN PLAN 950.1788

FIRST SCHEDULE

THE MINISTER FOR LANDS

SECOND SCHEDULE (2 NOTIFICATIONS)

- 1 LAND EXCLUDES MINERALS AND IS SUBJECT TO RESERVATIONS AND CONDITIONS IN FAVOUR OF THE CROWN - SEE CROWN GRANT(S)
- * 2 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.

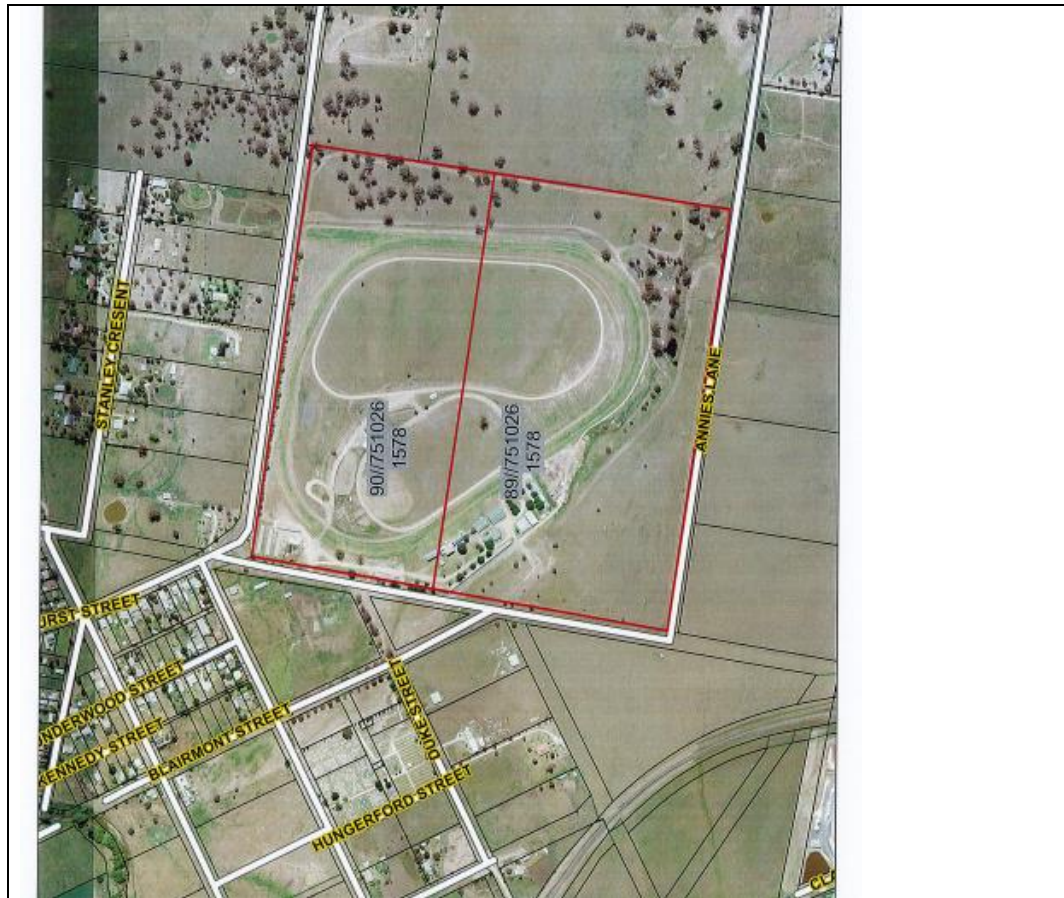
NOTATIONS

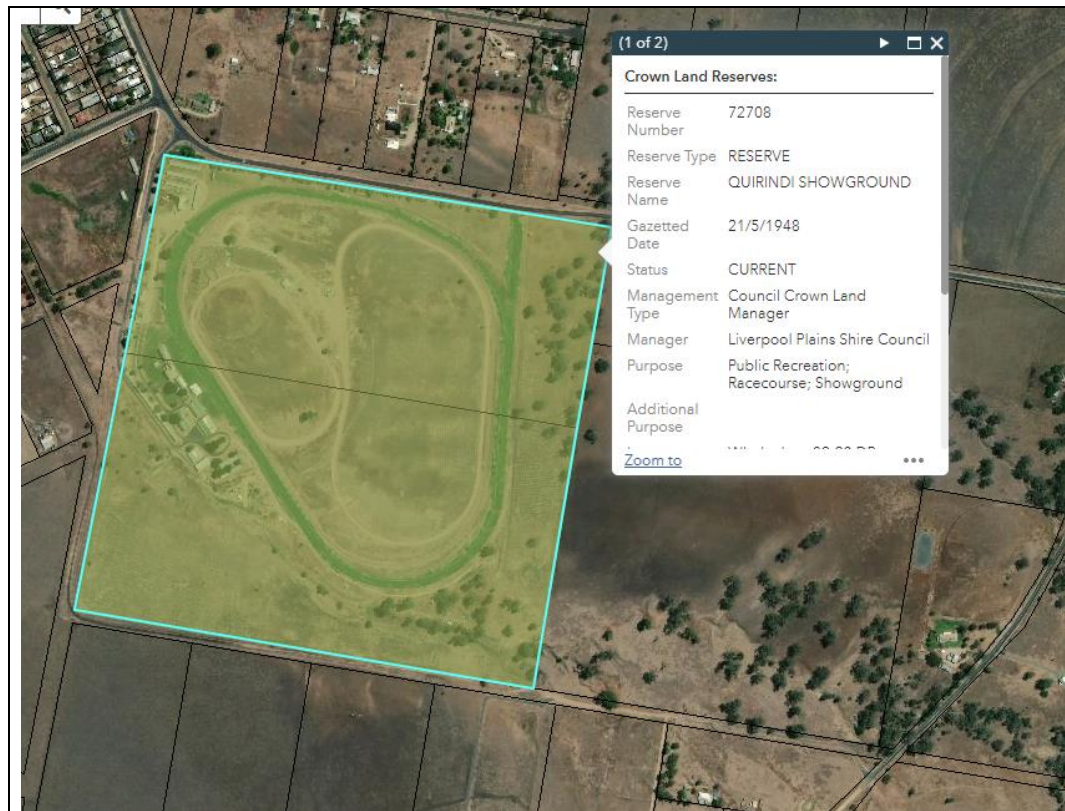
NOTE: FOR REVOCATION OF RESERVE FROM SALE OR LEASE GENERALLY SEE GOV GAZ 21/5/1948 FOL1262
UNREGISTERED DEALINGS: NIL

SCHEDULE OF PARCELS

LOTS 89-90 IN DP751026.

*** END OF SEARCH ***







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(1180) Sydney, 21st May, 1948.

RESERVES FROM SALE AND LEASE GENERALLY.

IT is hereby notified that, in pursuance of the provisions of sections 28 and 29 of the Crown Lands Consolidation Act, 1913, the Crown lands hereunder described shall be temporarily reserved from sale for the public purposes hereinafter specified and temporarily reserved and exempted from lease generally, and they are hereby reserved and exempted accordingly.

W. F. SHEAHAN, Minister for Lands.

FOR THE USE OF ABORIGINES.

LAND DISTRICT—COWRA; MUNICIPALITY—COWRA.

No. 72,706 from sale (72,707 from lease generally). Parish Mulyan, county Forbes, 8 acres 2 roods 31 perches, portions 123 and 187. F. 2,854 and 1948-1,787. P. 48-1,327.

FOR PUBLIC RECREATION, RACECOURSE AND SHOWGROUND.

LAND DISTRICT—QUIRINDI; MUNICIPALITY—QUIRINDI.

No. 72,708 from sale (72,709 from lease generally). Parish Quirindi, county Buckland, 139 acres 2 roods, portions 89 and 90. B. 950-1,788. P. 48-1,181.

FOR SITE FOR ENGINE HOUSE.

LAND DISTRICT—COWRA; MUNICIPALITY—COWRA.

(4) Closed road Eliza Pine 0a. 3r. 0p. Vol. 7978 Fol. 12 (F6.)

(5) T.S. & C.R. 43847 Notified 28th April 1909
Under Pastures Protection Board Control Gazette 1st September 1933 (G4.)

(6) T.S. & C.R. 43622 Notified 24th February 1909
Under Pastures Protection Board Control Gazette 7th December 1934 (E6.)

(7) Closed road Gazette 29th December 1910 (G4.)

× (8) R72708 for Public Recreation, Racecourse and Showground. Notified 21st May 1948 (B6.)

(9) Railway land now sold (B5.)

(10) Closed road Patrick Scanlon 0a. 1r. 20p. Vol. 1860 Fol. 33 (E6)

(11) Closed road John Fuller 1a. 1r. 8p. Vol. 2242 Fol. 196 (G4.)

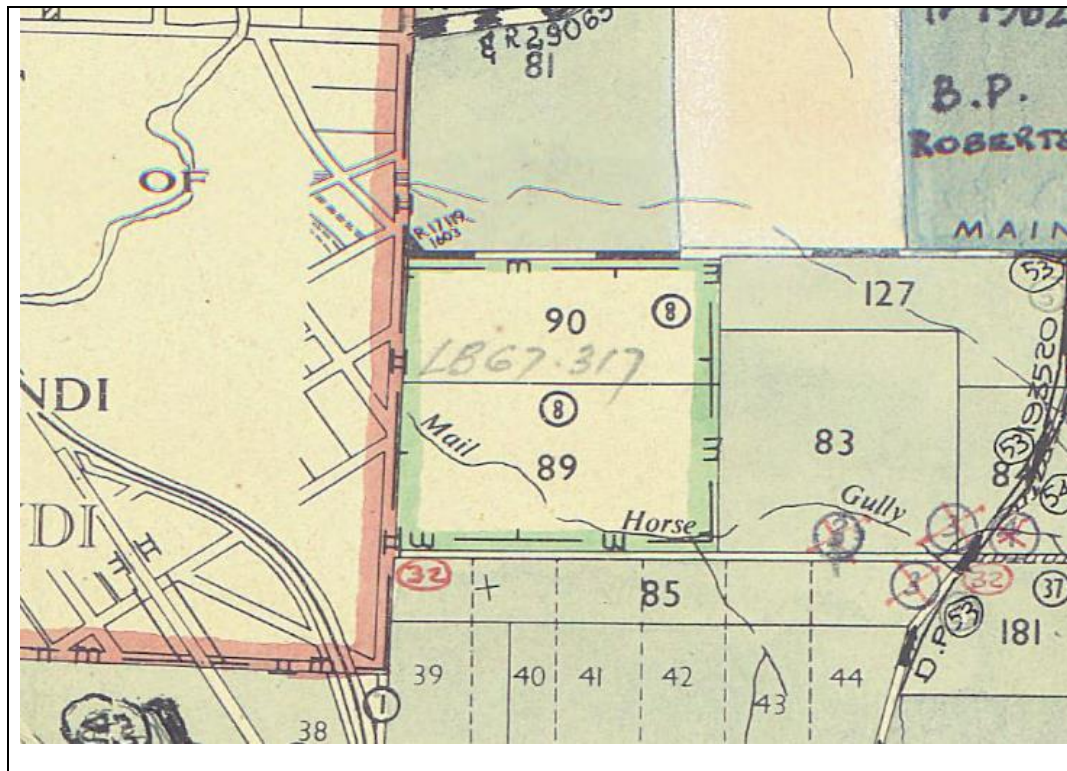
(12) Closed road William Weatherly 14a. 3r. 5p. Vol. 2260 Fol. 229 (C6.)

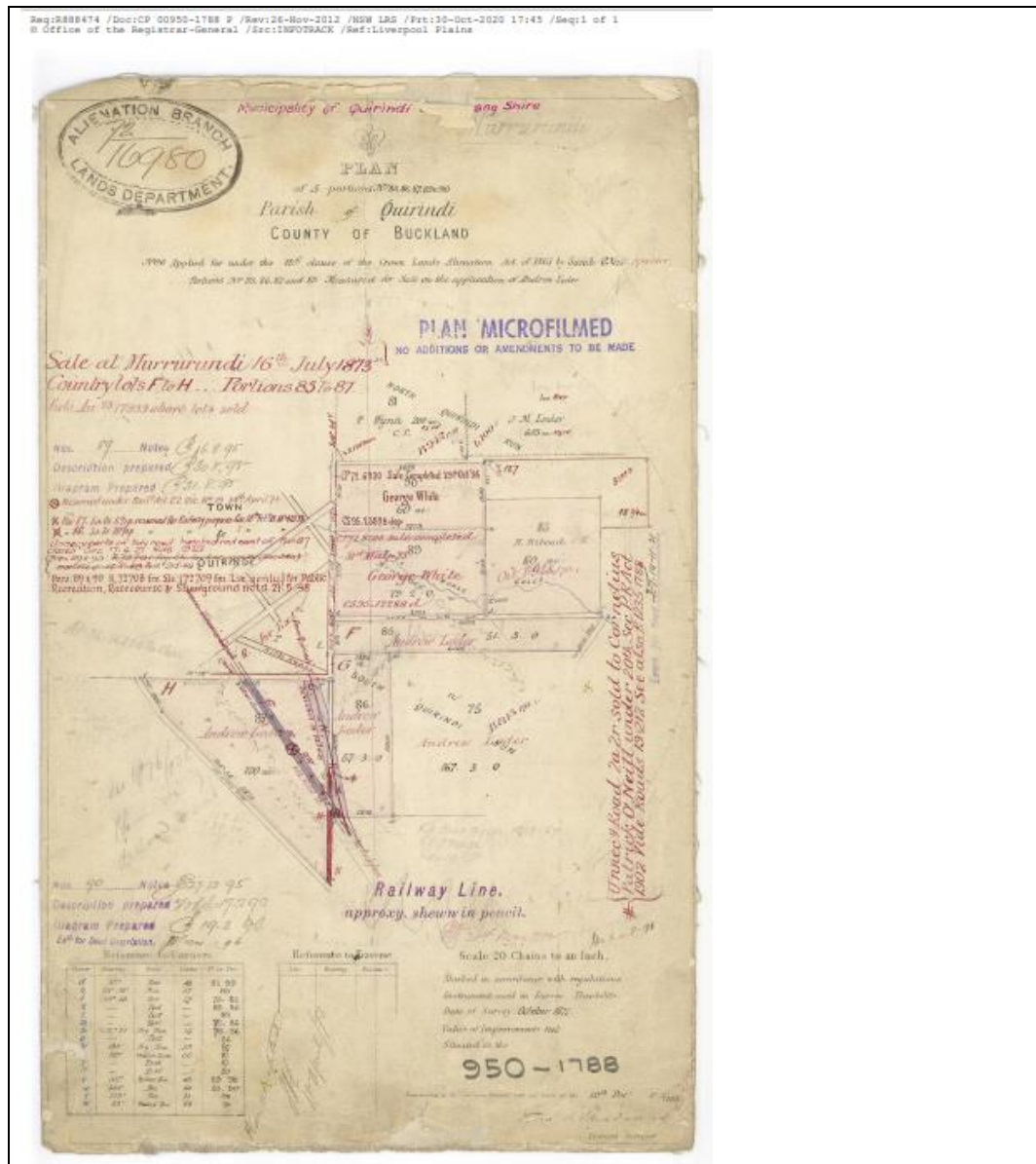
(13) Closed road William Weatherly 0a. 1r. 0p. Vol. 2260 Fol. 230 (D4.)

(14) Closed road William Weatherly 6a. 3r. 0p. Vol. 2332 Fol. 144 (G4.)

(15) Closed road William Weatherly 2a. 1r. 10p. Vol. 2332 Fol. 145 (B4.)

(16) Closed road William Weatherly 7a. 2r. 0p. Vol. 2332 Fol. 146 (C3.)





Reserve 82332 Quirindi Gold Club**Reserve 82332 - Parish of Coeypolly - County of Buckland**

R82332 for Public Recreation (gazetted 5 February 1960) comprises Lots 214 and 321 in DP 751009 (formally Portions 214 and 321 Parish of Coeypolly).

R82332 originally comprised parts of Travelling Stock Reserve 1260 notified 9 September 1878, R21831 for Temporary Common notified 24 November 1894 and R34599 from sale notified 7 June 1902.

The land comprising Lot 321 thence formed part of R43112 for Extension of Temporary Common notified 30 September 1908.

Part of R82332 thence comprised part of R53117 for Rifle Range notified 13 December 1918 which later became R54404 for Temporary Common notified 4 February 1921.

Special Lease 1937-09 was issued to Quirindi Council for the purpose of Recreation (golf course) over Lot 321 by GG 18 November 1938. The term of lease was from 17 November 1937 to 31 December 1964. Lot 321 was withdrawn from Sp. L.1937-09 by GG 24 May 1957.

As the issue of a valid Crown lease is inconsistent with the continued existence of Native Title it is considered that Native Title has been extinguished over that part of R82332 comprised by Lot 321.

Lots 214 and 321 were reserved as R79629 for Public Recreation on 24 May 1957. R79629 was revoked on 13 September 1957.

Lots 214 and 321 were reserved as R79897 for Public Recreation on 13 September 1957. Part of R79897 within Lot 214 was revoked on 19 December 1958 and R81310 was reserved for Future Public Requirements on the same date. Both the residue of R79897 and all of R81310 were revoked on 5 February 1960.

Lots 214 and 321 were reserved as R82332 (current status) for Public Recreation on 5 May 1960.

Aerial inspection indicates that the reserve is currently used as a golf course.

Based on the evidence attached, the portion of R82332 comprising Lot 321 was subject to a former Crown lease which is inconsistent with the continued existence of Native Title. The part of R82332 comprising Lot 214 has been utilised as a golf course with the attendant manicuring works required to operate as a golf course. It could be debated that whilst the use as a golf course is consistent with the reserve purpose, this use could not be considered a "public work" within the meaning of the NT Act as minimal earthworks have been carried out to form the course.

Under these circumstances it is considered that action undertaken on that part of R82332 comprising Lot 214 is not inconsistent with the continued existence of Native Title over that part of R82332.

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

A 222

FOLIO: 321/751009

SEARCH DATE	TIME	EDITION NO	DATE
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15/1/2014	9:08 AM	1	4/6/1998

LAND

LOT 321 IN DEPOSITED PLAN 751009

AT QUIRINDI

LOCAL GOVERNMENT AREA LIVERPOOL PLAINS

PARISH OF COEYPOLLY COUNTY OF BUCKLAND

(FORMERLY KNOWN AS PORTION 321)

TITLE DIAGRAM CROWN PLAN 4330.1788

FIRST SCHEDULE

QUIRINDI SHIRE COUNCIL (R 5011732)

SECOND SCHEDULE (4 NOTIFICATIONS)

- 1 LAND EXCLUDES MINERALS (S.171 CROWN LANDS ACT 1989)
- * 2 PART RESERVE NO.82332 FOR PUBLIC RECREATION NOTIFIED IN
GOVERNMENT GAZETTE 5.2.1960
- 3 5011732 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5
OF THE CROWN LANDS ACT 1989, AND THE CONSENT OF THE
MINISTER IS REQUIRED TO SALE, LEASE, EASEMENT,
MORTGAGE OR LICENCE - SEE SECTION 102.
- 4 THIS FOLIO CANNOT BE DEALT WITH SEPARATELY FROM THE BALANCE OF
THE ABOVE HOLDING WHICH COMPRISES LOTS 214 & 321 IN DP751009

NOTATIONS

NOTE: THE CERTIFICATE OF TITLE FOR THIS FOLIO OF THE REGISTER DOES
NOT INCLUDE SECURITY FEATURES INCLUDED ON COMPUTERISED
CERTIFICATES OF TITLE ISSUED FROM 4TH JANUARY, 2004. IT IS
RECOMMENDED THAT STRINGENT PROCESSES ARE ADOPTED IN VERIFYING THE
IDENTITY OF THE PERSON(S) CLAIMING A RIGHT TO DEAL WITH THE LAND
COMPRISED IN THIS FOLIO.

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 214/751009

A222

SEARCH DATE	TIME	EDITION NO	DATE
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15/1/2014	9:12 AM	1	4/6/1998

LAND

LOT 214 IN DEPOSITED PLAN 751009

AT QUIRINDI

LOCAL GOVERNMENT AREA LIVERPOOL PLAINS

PARISH OF COEYPOLLY COUNTY OF BUCKLAND

(FORMERLY KNOWN AS PORTION 214)

TITLE DIAGRAM CROWN PLAN 4479.1788

FIRST SCHEDULE

QUIRINDI SHIRE COUNCIL

(R 5011732)

SECOND SCHEDULE (4 NOTIFICATIONS)

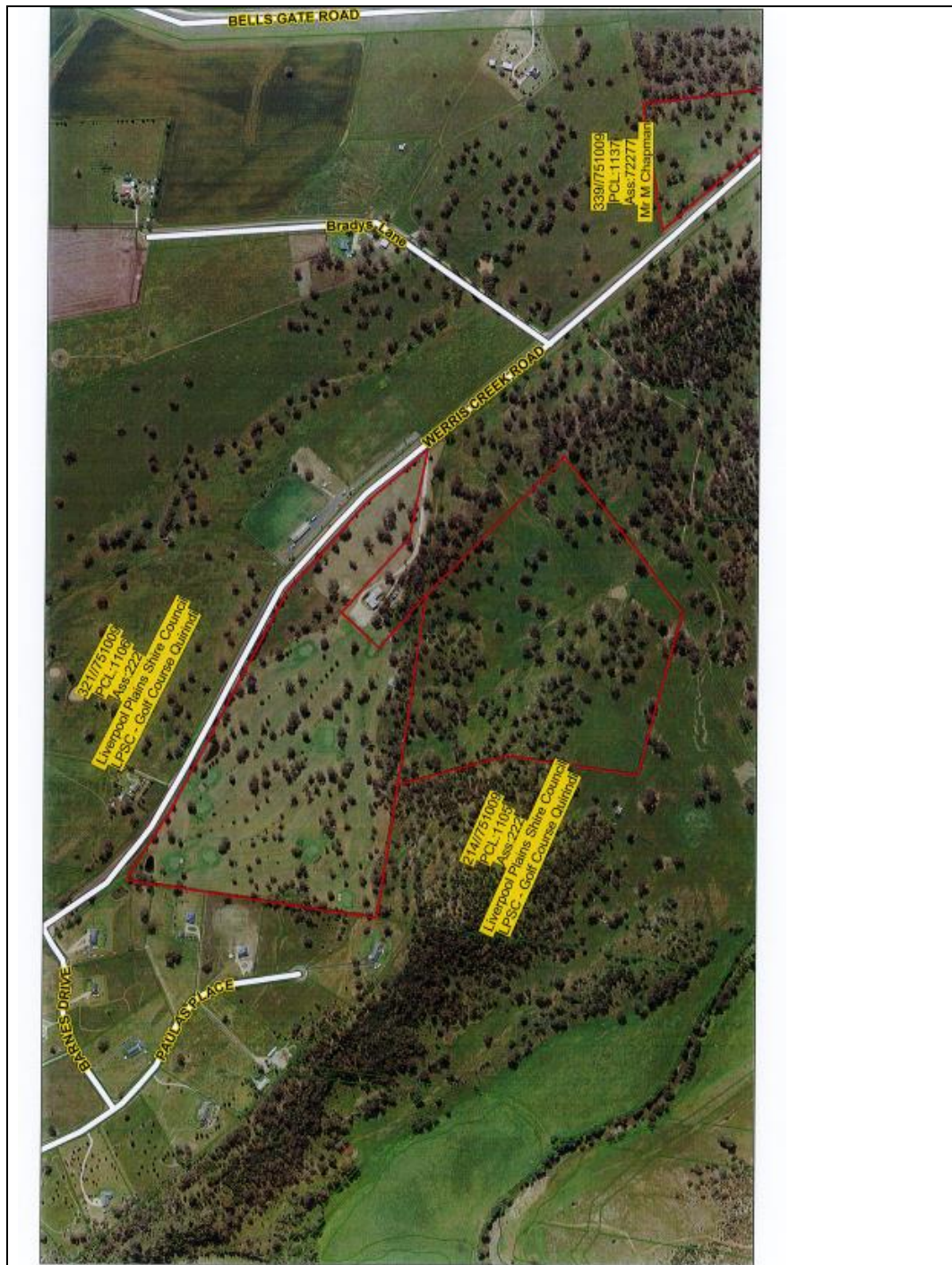
- 1 LAND EXCLUDES MINERALS (S.171 CROWN LANDS ACT 1989)
- * 2 PART RESERVE NO.82332 FOR PUBLIC RECREATION NOTIFIED IN
GOVERNMENT GAZETTE 5.2.1960
- 3 5011732 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5
OF THE CROWN LANDS ACT 1989, AND THE CONSENT OF THE
MINISTER IS REQUIRED TO SALE, LEASE, EASEMENT,
MORTGAGE OR LICENCE - SEE SECTION 102.
- 4 THIS FOLIO CANNOT BE DEALT WITH SEPARATELY FROM THE BALANCE OF
THE ABOVE HOLDING WHICH COMPRISES LOTS 214 & 321 IN DP751009

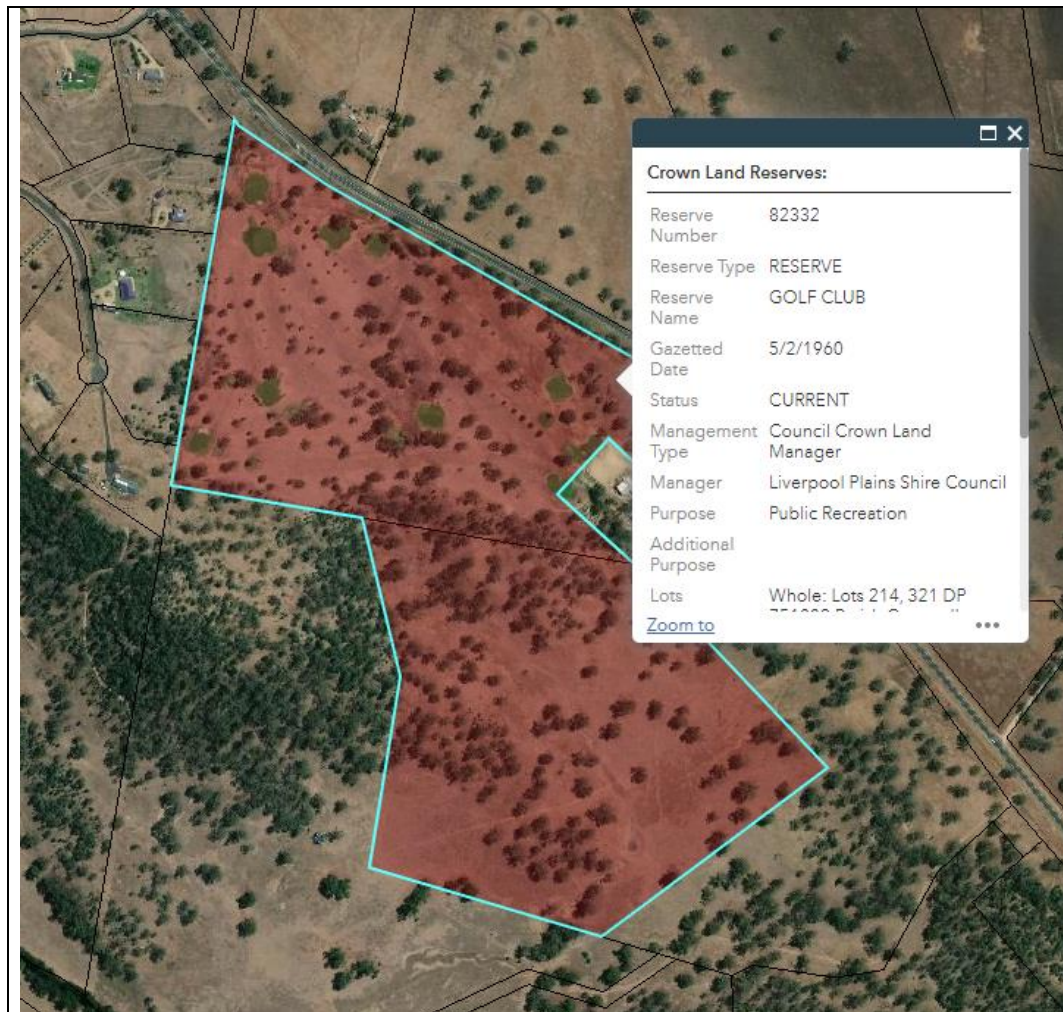
NOTATIONS

NOTE: THE CERTIFICATE OF TITLE FOR THIS FOLIO OF THE REGISTER DOES
NOT INCLUDE SECURITY FEATURES INCLUDED ON COMPUTERISED
CERTIFICATES OF TITLE ISSUED FROM 4TH JANUARY, 2004. IT IS
RECOMMENDED THAT STRINGENT PROCESSES ARE ADOPTED IN VERIFYING THE
IDENTITY OF THE PERSON(S) CLAIMING A RIGHT TO DEAL WITH THE LAND
COMPRISED IN THIS FOLIO.

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***







NOTIFICATION OF GRANTING OF SPECIAL LEASES—continued.									
Reg. No. of Papers.	No. of Lease.	Name and Address of Lessee.	Situation and Area of Land.	Purpose of Lease.	Term of Lease.	Annual Rent.	Expenses.		
							Rent required to complete payment to 31st Dec., 1938.	(1) 1st Dec.	(2) 31st Dec.
Leases.						£ s. d.	£ s. d.	£	£
1938-14154.	1938-201.	Bethell, Joseph Henry, of Anzupara, La Perouse.	Parish Botany, county Cumberland, portion 3,317; C. 5,230-2,030. Area, 23½ perches.	Residence ...	23 Aug., 1933, to 31 Dec., 1948.	5 0 0c	1 15 11	(1) 1	(2) 0
1938-1623.	1938-59.	Taylor, Kenneth, of P.O., Engadine.	Parish Heathcote, county Cumberland, portion 764; C. 4,358-2,030. Area, 6 acres 3 roods 28 perches.	Poultry farm	26 Oct., 1938; to 31 Dec., 1952.	3 10 0c	1 19 11c	(1) 1	(2) 0
1938-1632.	1938-57.	Colmer, William Edward, of Boundary-road, Wahroonga.	Parish Broken Bay, county Cumberland, portion 49; C. 4,315-2,030. Area, 10 acres 3 roods 13½ perches.	Nursery garden.	1 Aug., 1938; to 31 Dec., 1952.	10 16 0c	4 10 4	(1) 1	(2) 0
1938-1627.	1938-69.	Smith, Victoria Maud, of Oakston-road, Hornsby.	Parish South Colah, county Cumberland, portion 582; C. 4,420-2,030. Area, 5 acres 2 roods 12 perches.	Poultry farm	9 Nov., 1938, to 31 Dec., 1952.	5 0 0c	3 12 5f	(1) 1	(2) 0
1938-15207.	1938-135.	Hayes, Amelia Mary, of 19 Cambridge-street, Willoughby.	Parish South Colah, county Cumberland, portions 533 and 534; C. 3,721-2,030. Area, 3 roods 39½ perches.	Nursery garden.	1 Nov., 1938, to 31 Dec., 1952.	4 0 0c	0 13 4	(1) 1	(2) 0
1937-17645.	1937-7.	Chalker, Bertram Moss Vale.	Parish Colo, county Camden, portion 168; C. 4,590-2,041. Area, 50 acres 3 roods.	Grazing ...	4 Feb., 1938, to 31 Dec., 1947.	1 0 0	9 18 2	(1) 1	(2) 0
1938-4569.	1936-76.	Byrnes, Walter Ernest, of Nyngan.	Parish Daroube, county Oxley, portion 21; O. 1,091-2,000. Area, 86 acres 3 roods.	Grazing ...	23 July, 1937, to 31 Dec., 1947.	1 7 2	1 10 3	(1) 1	(2) 0
1937-10014.	1936-30.	Smith, John, of Rylstone.	Parish Mead, county Roxburgh, portion 73; R. 4,467-1,486. Area, 4 acres 2 roods 18 perches.	Residence ...	5 Nov., 1937, to 31 Dec., 1951.	1 0 0	1 3 2	(1) 1	(2) 0
1937-12357.	1937-0.	The Council of the Municipality of Tamworth.	Parish Coepolly, county Buckland, portion 21; B. 4,339-1,733. Area, 70 acres 2 roods.	Recreation (golf links).	17 Nov., 1937, to 31 Dec., 1964.	5 0 0c	5 12 4	(1) 1	(2) 0
1937-17924.	1937-18.	Currie, John Allan, of Mitchell's Island, near Three.	Parish Oxley, county Macquarie, portion 228; M. 8,702-666. Area, 11 acres 0 roods 10 perches.	Residence, orchard and grazing.	26 Oct., 1938, to 31 Dec., 1945.	2 10 0	2 14 2f	(1) 1	(2) 0
1937-17643.	1937-19.	Tooley, Leslie James, of Forster.	Parish and village Forster, county Gloucester, portion 273; G. 5,695-1,497. Area, 10½ perches.	Boatshed, jetty, and slip.	13 April, 1938, to 31 Dec., 1947.	13 0 0	9 7 5	(1) 1	(2) 0
1937-17643.	1937-20.	Jamney, Christopher William, of Forster.	Do portion 274; G. 5,695-1,497. Area, 8½ perches.			10 15 0	7 15 0	(1) 1	(2) 0
1938-15946.	1937-10.	O'Brien, Leslie Charles, of Warialda.	Parish Warialda, county Barnett, portion 243; B. 2,884-1,951. Area, 9 acres 3 roods 24 perches.	Residence and vegetable garden	1 Nov., 1938, to 31 Dec., 1948.	1 0 0h	0 3 4	(1) 1	(2) 0

* Including 6s. 7d. excess rent paid on Permissive Occupancy 3-90, terminated 25th October, 1933.

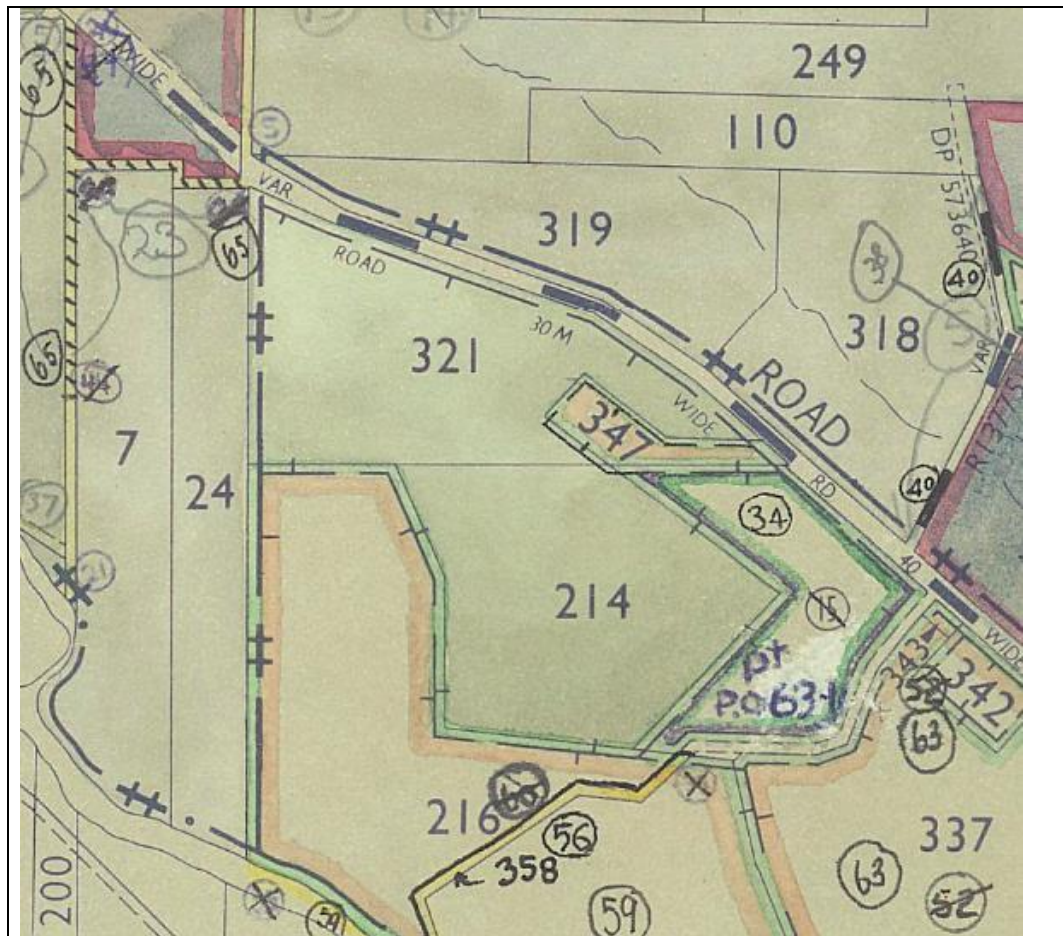
† Including £16 1s. 6d.

‡ Including rent for occupation from 23rd August, 1933.

§ Including £1 0s. 10d. for use of Crown imp.

|| Including £1 0s. 10d. for use of Crown imp. on Permissive Occupancy 14-151 terminated 18th October, 1933.

¶ Part of survey.



127061

Bydney, 20th February, 1906

RESERVES FROM SALE

IT is hereby notified that, in pursuance of the provisions of section 28 of the Crown Lands Consolidation Act, 1913, the Crown lands hereunder described shall be reserved from sale for the public purposes hereinafter specified, and they are hereby reserved accordingly.

J. M. A. McMAHON, Minister for Lands.

FOR PUBLIC RECREATION

LAND DISTRICT—WAGGA WAGGA; SHIRE—MITCHELL

No. 82,323 from sale. Parish South Wagga Wagga, county Wynyard, about 27 acres, bounded by portion 233, closed road, Murrumbidgee River, portions 273, 274 and 234 and Homestead Farm Area, No. 2,037. Notified this day. P. 59-6,846.

FOR QUARRY

LAND DISTRICT—QUIRINDI; MUNICIPALITY—QUIRINDI

No. 82,330 from sale. Parish Coeypolly, county Buckland, about 2 acres 2 roods. Bounded by portion 216 and Quirindi Creek. P. 59-4,766.

FOR PUBLIC RECREATION

LAND DISTRICT—WAGGA WAGGA; SHIRE—MITCHELL

No. 82,324 from sale. Parish South Wagga Wagga, county Wynyard, about 241 acres, being the lands shown by hatching on diagram hereunder. P. 59-6,846.

No. 82,325 from sale. Parish South Wagga Wagga, county Wynyard, about 140 acres, being the lands shown by hatched edging on diagram hereunder. P. 59-6,846.

SCALE CHAINS

FOR RIFLE RANGE

LAND DISTRICT—QUIRINDI; MUNICIPALITY—QUIRINDI

No. 82,331 from sale. Parish Coeypolly, county Buckland, 146 acres 1 rood 24 perches. Portion 216 inclusive of reserved road. B. 4,479-1,788. P. 59-4,766.

FOR PUBLIC RECREATION

LAND DISTRICT—QUIRINDI; MUNICIPALITY—QUIRINDI

No. 82,332 from sale. Parish Coeypolly, county Buckland, 129 acres 2 roods. Portions 214 and 321. B. 4,330 and 4,479-1,788. P. 59-4,766.

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Bydney, 20th February, 1906

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Reserve 82865 Wallabadah First Fleet Park**Reserve 82865 - Parish of Wallabadah - County of Buckland**

R82865 for Access, Water Supply and Resting Place (gazetted 28 October 1960) comprises Lots 7, 8 and 9, Sec.4, DP759037 (formally allotments 7, 8 and 9, Sec.4, Parish of Wallabadah), Lot 7034 DP 1138308 (formally parts of allotments 4, 5 and 6, Sec.4, Parish of Wallabadah) and Lots 7011 and 7012 DP1024636.

R82865 originally comprised part of Reserve from Sale for Water Supply not. 24 December 1861, parts of freehold allotments 4 (held by J.H. Gannon), 5 and 6 (held by J. Blake) and the whole of freehold allotments 7, 8 and 9, Sec.4, Parish of Wallabadah (held by W. Cohen) and part of road reserves (Ford Street travelling east - west and Church Street running north - south) both terminating at the southern bank of Quirindi Creek (see diagram 3 attached, approximate position of R82865 edged red).

Those roads comprising part of R82865 were closed by GG 28 October 1960 and reserved as part of R82865 in addition to part of the original reserve from sale gazetted 24 December 1861 (automatically revoked by gazettal of R82865).

The original reservation of the closed roads is inconsistent with the continuing existence of Native Title over that part of R82865 occupied by the road reserves.

The freehold land comprising part of allotments 4,5 and 6 (now Lot 7034) and the whole of allotments 7,8 and 9. Sec.4 Parish of Wallabadah was surrendered under Sec.197 of the Crown Lands Consolidation Act 1913 and added to R82865 by notification in GG dated 11 March 1977.

The formally freehold status of part allotments 4,5 and 6 and the whole of allotments 7,8 and 9, Sec.4 Parish of Wallabadah is inconsistent with the continuing existence of Native Title over that part of R82865 comprised by those allotments.

Aerial inspection indicates that significant infrastructure has been undertaken on the reserve however this work is primarily confined to that part of R82865 over which Native Title has been extinguished.

Based on the evidence attached, there appears to have been no action on that part of the original reservation of 24 December 1861 now comprising part of R82865 which is inconsistent with the continued existence of Native Title. The area of R82865 formally occupied by the closed roads and the former freehold land referred to above is inconsistent with the continued existence of Native Title over that part of R82865.



Land & Property Information

A division of the Department of Finance & Services

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 7/4/759037

SEARCH DATE	TIME	EDITION NO	DATE
29/10/2013	4:58 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 7 OF SECTION 4 IN DEPOSITED PLAN 759037
 AT WALLABADAH
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF WALLABADAH COUNTY OF BUCKLAND
 (FORMERLY KNOWN AS ALLOTMENT 7 OF SECTION 4)
 TITLE DIAGRAM CROWN PLAN 1.1526

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA108627)

SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***



Land & Property Information

A division of the Department of Finance & Services

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 8/4/759037

SEARCH DATE	TIME	EDITION NO	DATE
29/10/2013	4:58 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 8 OF SECTION 4 IN DEPOSITED PLAN 759037
AT WALLABADAH
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF WALLABADAH COUNTY OF BUCKLAND
(FORMERLY KNOWN AS ALLOTMENT 8 OF SECTION 4)
TITLE DIAGRAM CROWN PLAN 1.1526

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA108627)

SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***



**Land & Property
Information**

A division of the Department of Finance & Services

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 9/4/759037

SEARCH DATE	TIME	EDITION NO	DATE
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29/10/2013	4:58 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 9 OF SECTION 4 IN DEPOSITED PLAN 759037
AT WALLABADAH
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF WALLABADAH COUNTY OF BUCKLAND
(FORMERLY KNOWN AS ALLOTMENT 9 OF SECTION 4)
TITLE DIAGRAM CROWN PLAN 1.1526

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA108627)

SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

**Land & Property
Information**

A division of the Department of Finance & Services

A 969

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH
-----FOLIO: 7304/1138308

SEARCH DATE	TIME	EDITION NO	DATE
29/10/2013	4:59 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 7304 IN DEPOSITED PLAN 1138308
AT WALLABADAH
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF WALLABADAH COUNTY OF BUCKLAND
TITLE DIAGRAM DP1138308

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA108594)

SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***



NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 7011/1024636

SEARCH DATE	TIME	EDITION NO	DATE
26/11/2020	12:04 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 7011 IN DEPOSITED PLAN 1024636
AT WALLABADAH
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF WALLABADAH COUNTY OF BUCKLAND
TITLE DIAGRAM DP1024636

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA108639)

SECOND SCHEDULE (3 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.
- * 3 THE PLAN DEFINING THE LAND IN THIS FOLIO WHICH WAS PREPARED FOR IDENTIFICATION PURPOSES IS NOW SUITABLE FOR TITLE ISSUE. IT IS NOT A CURRENT PLAN IN TERMS OF SECTION 7A OF THE CONVEYANCING ACT 1919.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

dm

PRINTED ON 26/11/2020

* Any entries preceded by an asterisk do not appear on the current edition of the Certificate of Title. Warning: the information appearing under notations has not been formally recorded in the Register. InfoTrack an approved NSW Information Broker hereby certifies that the information contained in this document has been provided electronically by the Registrar General in accordance with Section 96B(2) of the Real Property Act 1900.

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Received: 26/11/2020 12:05:03



FOLIO: 7012/1024636

SEARCH DATE	TIME	EDITION NO	DATE
26/11/2020	12:07 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 7012 IN DEPOSITED PLAN 1024636
 AT WALLABADAH
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF WALLABADAH COUNTY OF BUCKLAND
 TITLE DIAGRAM DP1024636

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA108639)

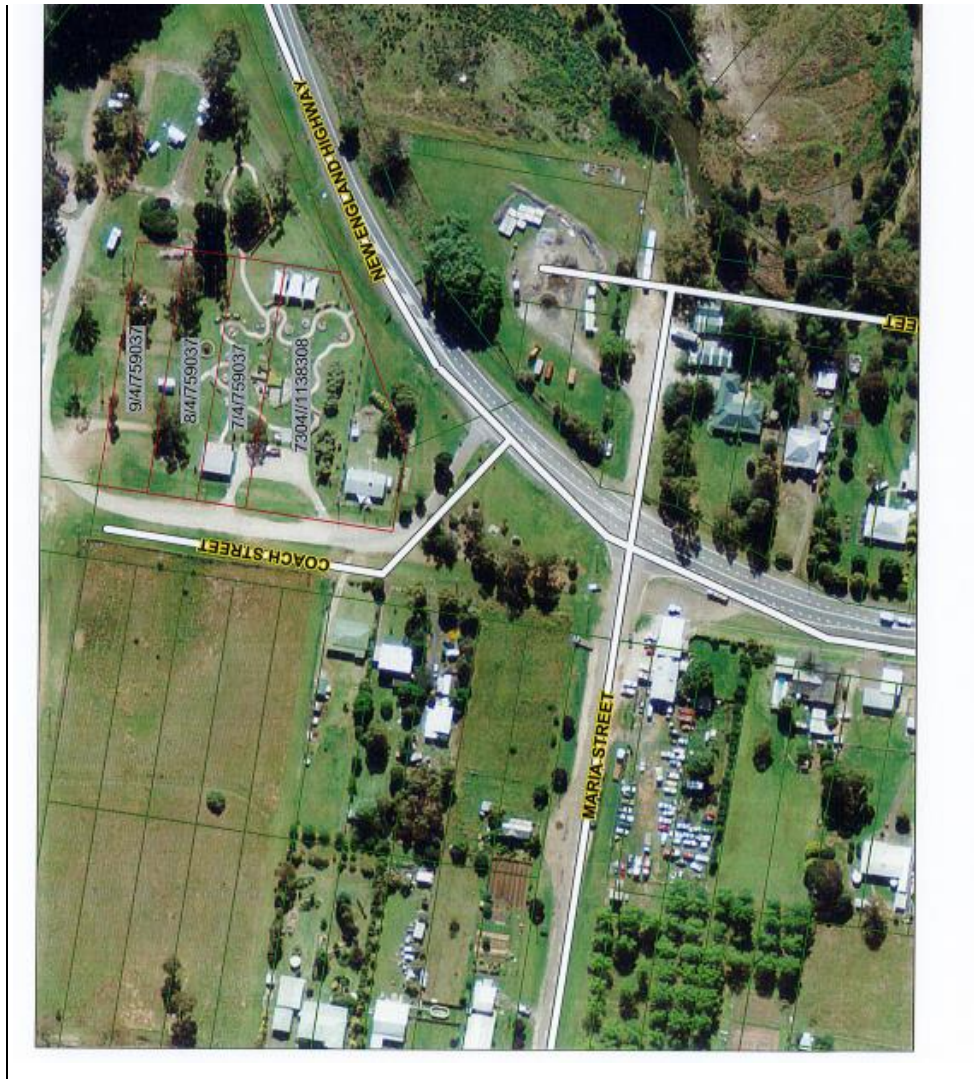
SECOND SCHEDULE (3 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.
- * 3 THE PLAN DEFINING THE LAND IN THIS FOLIO WHICH WAS PREPARED FOR IDENTIFICATION PURPOSES IS NOW SUITABLE FOR TITLE ISSUE. IT IS NOT A CURRENT PLAN IN TERMS OF SECTION 7A OF THE CONVEYANCING ACT 1919.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***





(5929) Sydney, 11th March, 1977.

ADDITIONS TO RESERVES FROM SALE

IN pursuance of the provisions of section 28, Crown Lands Consolidation Act, 1913, I declare that the Crown lands hereunder described shall be added to the lands within the reserves specified in parentheses hereunder and are thereby added accordingly.

W. F. CRABTREE, Minister for Lands.

FOR TRAVELLING STOCK

Land District—Glen Innes; Shire—Severn

Parish Boyd, County Gough, 3.109 hectares, shown as lots 1 and 2 on plan Ms 3067 Ae, and lot 1 on plan Ms 3066 Ae, in the Department of Lands (T.S.R. 1675, notified 8th December, 1884). Pks 75-886.

FOR ACCESS WATER SUPPLY AND RESTING PLACE

Land District—Quirindi; Shire—Tamarang

Parish and Village Wallabadah, County Buckland, 1.043 hectares, being allotments 9, 8 and 7 and part allotments 6, 5 and 4 of section 4 generally north of New England State Highway (R. 82865, notified 28th October, 1960). Ten. 72-4508.

FOR CEMETERY

Land District—Moruya; Shire—Eurobodalla

Parish Bateman, County St Vincent, about 4 300 square metres, being the land shown by hatching on diagram hereunder (R. 52001 for Cemetery, notified 23rd February, 1917). Rds 76-684. L.B. 76-404.

N

0 50 100 METRES

purposes he accordingly.

FOR PU

Land

No. 90728

square metre

Land

No. 90729

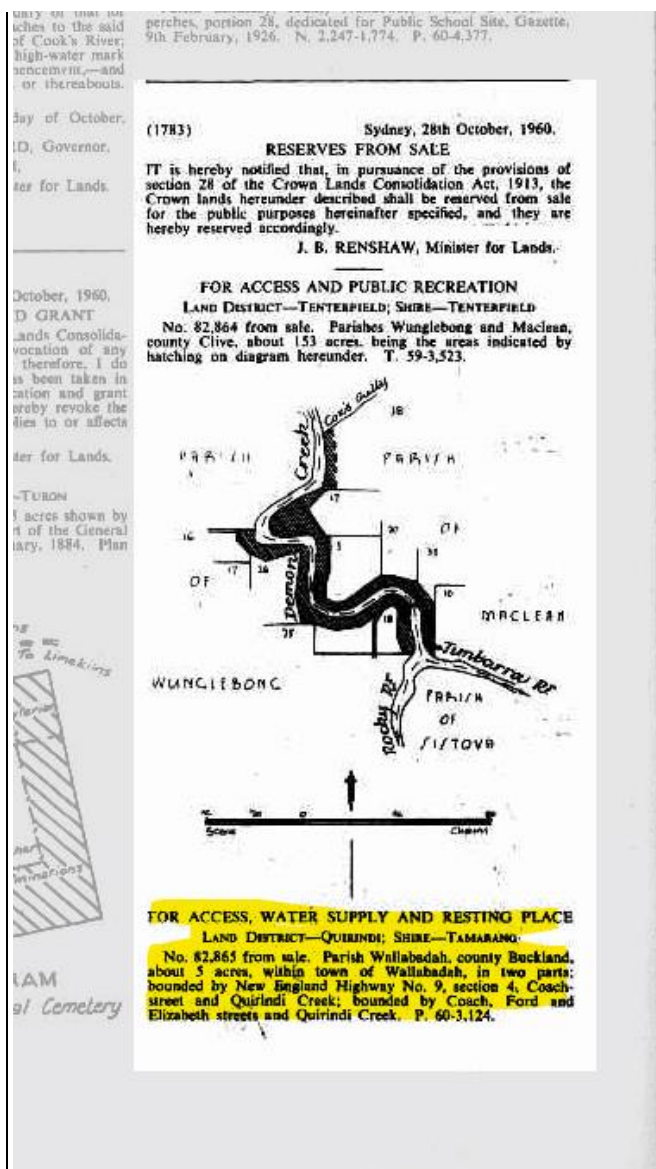
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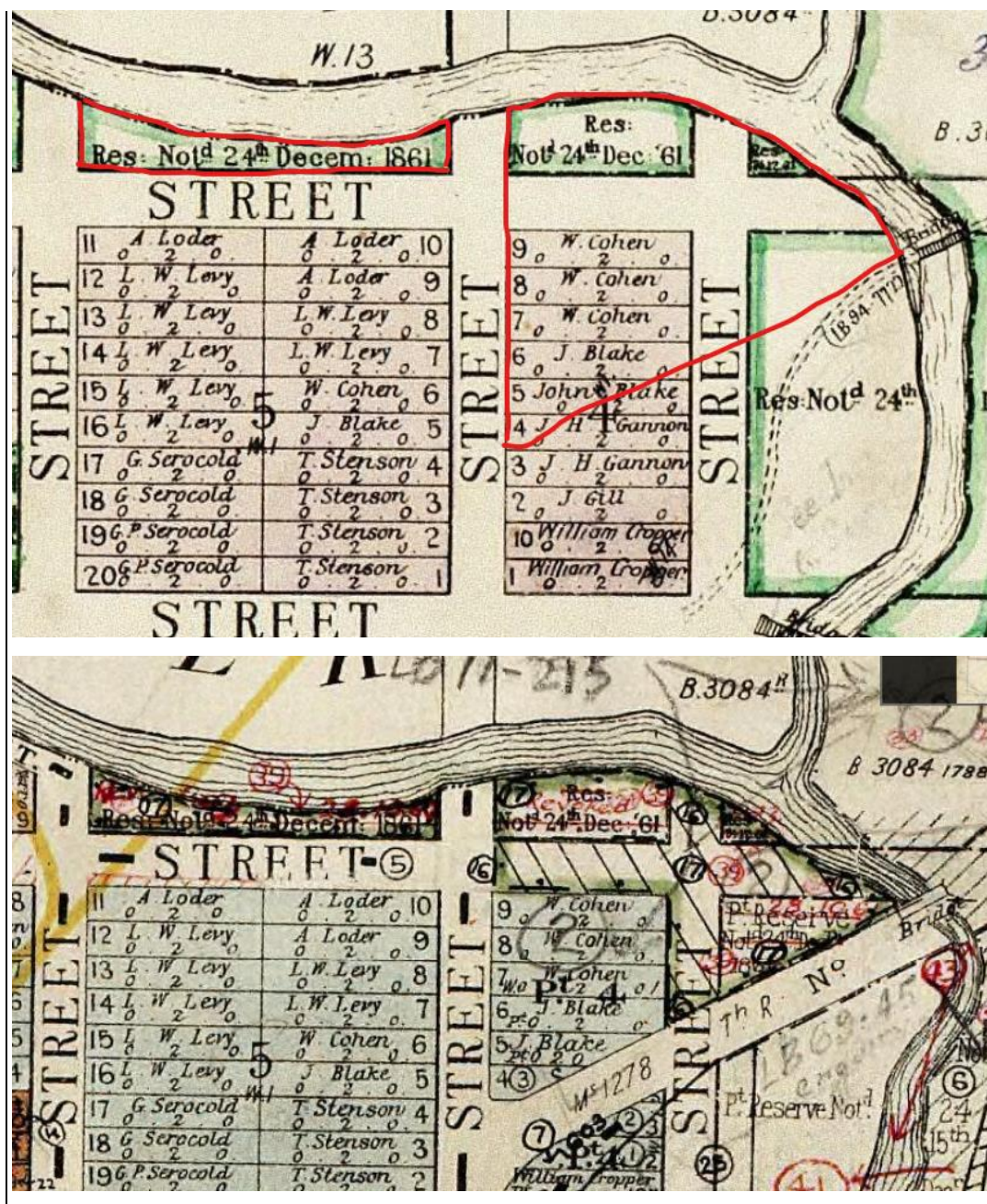
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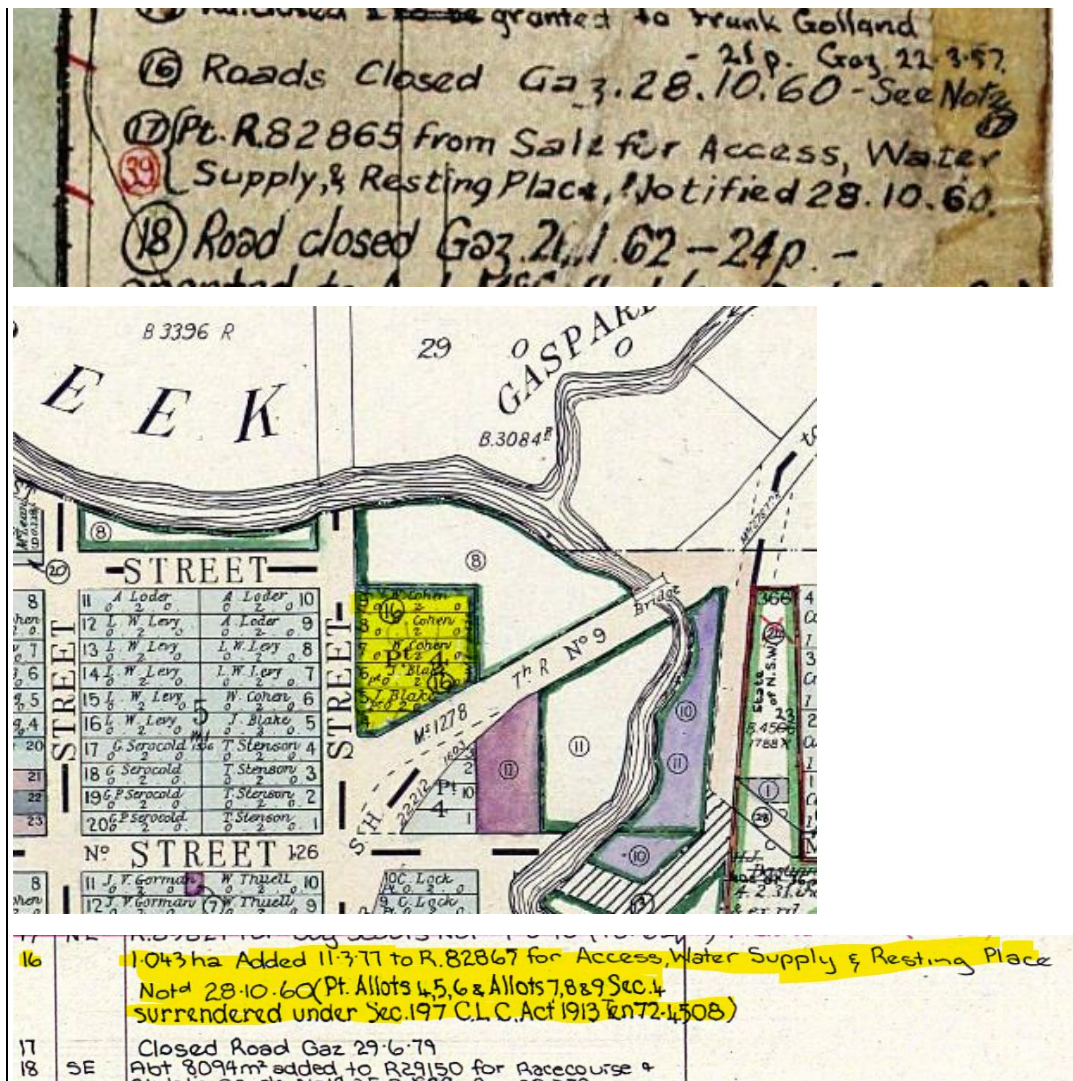
116

Road

200m







Reserve 87207 Henry Street Oval**Reserve 87207 - Parish of Quirindi - County of Buckland**

R87207 for Public Recreation (gazetted 6 June 1969) comprises lots 4 and 5 DP 43029 and lot 7303 DP 1149018.

R87207 originally comprised part of freehold land in the name of James Mien Loder (lot 7303) part freehold land in the name of William Price (lot 4) and part road reserve (Dewhurst Street now lot 5). The part of R87207 comprising lots 4 and 5 is shown edged red on attachment 3. The whole of lot 7303 is contained within the green edged portions on attachment 3.

The land within lot 7303 was resumed under Act 44 Victoria No. 16 on 26 February 1884 and proclaimed a Public Park on 27 February 1885.

The land within lot 7303 was then dedicated for Public Recreation, Athletic Sports and Showground notified 1 October 1913. This dedication was revoked and rededicated for Public recreation, Athletic Sports and Showground notified 8 March 1935.

The dedication over lot 7303 was revoked 20 September 1968 and R87207 (current status) for Public Recreation was gazetted on 6 June 1969. DP 43029 creating lots 1 - 5 was undertaken to facilitate road openings to the north east of R87207. Lot 4 was resumed by the Crown as severed land by GG 8 April 1982. Lot 5 being formally part of Derwent Street was closed by GG 26 April 1991. Lots 4 and 5 DP 43029 were added to R87207 by GG 26 April 1991.

The original freehold status of lot 7303 DP 1149018 and lot 4 is inconsistent with the continuing existence of Native Title over that part of R87207 comprised by those allotments.

The original reservation closed road comprising lot 5 in DP 43029 is inconsistent with the continuing existence of Native Title over that part of R82865 occupied by the road reserves.

Aerial inspection indicates that significant infrastructure has been undertaken on the reserve conducive and ancillary to its purpose.

Based on the evidence attached, it may be concluded that the valid past actions of the Crown described above are inconsistent with the continuing existence of Native Title over the whole of R87207.



**LAND
REGISTRY
SERVICES**

Title Search



NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 4/43029

SEARCH DATE	TIME	EDITION NO	DATE
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26/11/2020	12:09 PM	-	-

VOL 15384 FOL 103 IS THE CURRENT CERTIFICATE OF TITLE

LAND

LOT 4 IN DEPOSITED PLAN 43029
 AT QUIRINDI
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF QUIRINDI COUNTY OF BUCKLAND
 TITLE DIAGRAM DP43029

FIRST SCHEDULE

THE COUNCIL OF THE SHIRE OF QUIRINDI


SECOND SCHEDULE (2 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- * 2 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.

NOTATIONS


UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***



**LAND
REGISTRY
SERVICES**

Title Search



NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 5/43029

SEARCH DATE	TIME	EDITION NO	DATE
26/11/2020	12:09 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 5 IN DEPOSITED PLAN 43029
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF QUIRINDI COUNTY OF BUCKLAND
 TITLE DIAGRAM DP43029

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES

SECOND SCHEDULE (1 NOTIFICATION)

* 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN
 LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER
 DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT
 OF THE MINISTER.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***


dm

PRINTED ON 26/11/2020

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Land & Property Information
A division of the Department of Finance & Services

Council community.
P 14879
A 71837

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 7303/1149018

SEARCH DATE -----	TIME -----	EDITION NO -----	DATE -----
11/11/2013	12:07 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 7303 IN DEPOSITED PLAN 1149018
AT QUIRINDI
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF QUIRINDI COUNTY OF BUCKLAND
TITLE DIAGRAM DP1149018

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES

SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***





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**NOTIFICATION OF RESUMPTION OF LAND UNDER
44 VICTORIA No. 16.**

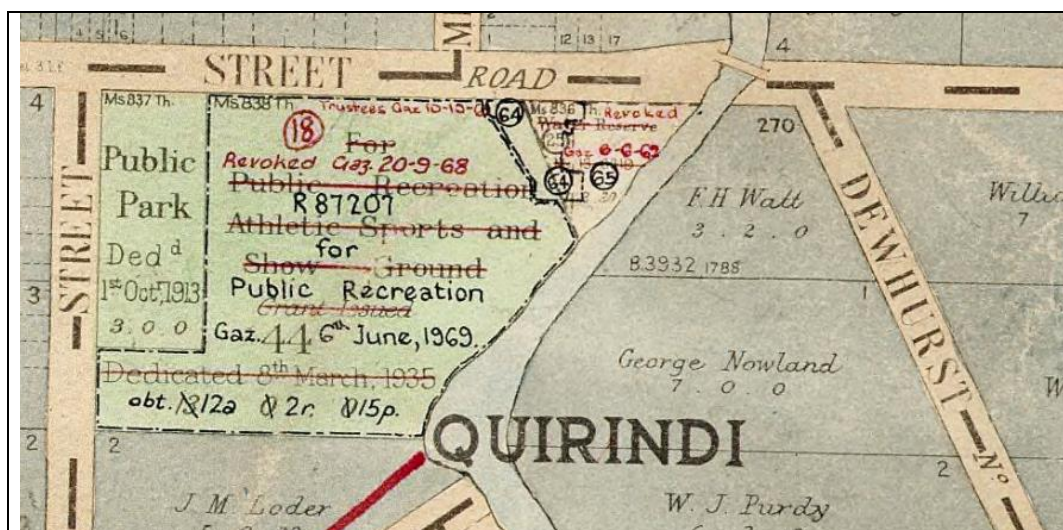
**NEW SOUTH WALES, } By His Excellency the Right Honorable
to wit. } Lord AUGUSTUS WILLIAM FREDERICK
SPENCER LOFTUS, Knight Grand Cross
(L.S.) of the Most Honorable Order of the
Bath, a Member of Her Majesty's Most
AUGUSTUS LOFTUS, Honorable Privy Council, Governor and
Governor. Commander-in-Chief of the Colony of
New South Wales and its Dependencies.**

**WHEREAS I, the Governor aforesaid, with the advice of
the Executive Council of the said Colony, have duly
sanctioned the establishment and construction of a public park
at Quirindi, in the said Colony, and for the construction
thereof public funds are lawfully available: Now, I, the
Governor of the said Colony, with the advice of the Executive
Council of the said Colony, in pursuance of the powers in this
behalf given to or vested in me by the "Lands for Public
Purposes Acquisition Act," do by this notification published
in the Gazette and in a newspaper that is to say in the
"Murrurundi Times," circulated in the Police District wherein
the said land is situated, declare that the land hereinafter
described has been resumed for the public purposes hereinafter
mentioned, that is to say, for and in connection with the
construction of a public park, to the intent that upon the
publication of this notification in the Gazette the legal estate
in the said land shall forthwith be vested in the Minister for
Public Works and his successors on behalf of Her Majesty for
the purpose of the said last-mentioned Act, for an estate of
inheritance in fee simple in possession, freed and discharged
from all trusts, obligations, estate, interest, contracts, charges,
rights-of-way, or other easements whatsoever; and to the
intent further that the legal estate therein, together with all
powers incident thereto or conferred by the said Act, shall be
vested in the said Minister as a trustee with the powers stated
in the said last-mentioned Act. And I declare that the fol-
lowing is the description of the land hereinbefore referred to,
that is to say:—**

**6 acres 1 rood 37 perches. County Buckland, parish of
Quirindi, town of Quirindi, suburban allotment 3 of section 44:
Commencing on the east side of Rose-street, at the south-west
corner of allotment 4; and bounded thence on the west by that
street southerly 5 chains; on the south by the north boundary
line of allotment 2 easterly of right angles to Rose-street, 11
chains and 83 links to Quirindi Creek; on the south-east by that
creek upward to the south-east corner of allotment 4 aforesaid;
and on the north by the south boundary line of that allotment
westerly at right angles to Rose-street, 14 chains and 11 links
to the point of commencement,—being the allotment sold as
lot 9 in pursuance of the Proclamation of 30th May, 1859.**

**10 acres 3 roods 20 perches. County Buckland, parish of
Quirindi, town of Quirindi, suburban allotment 4 of section 44:
Commencing at the north-west corner of the section; and**

PDF B82332 Comment .pdf PDF Reserve 72708 -



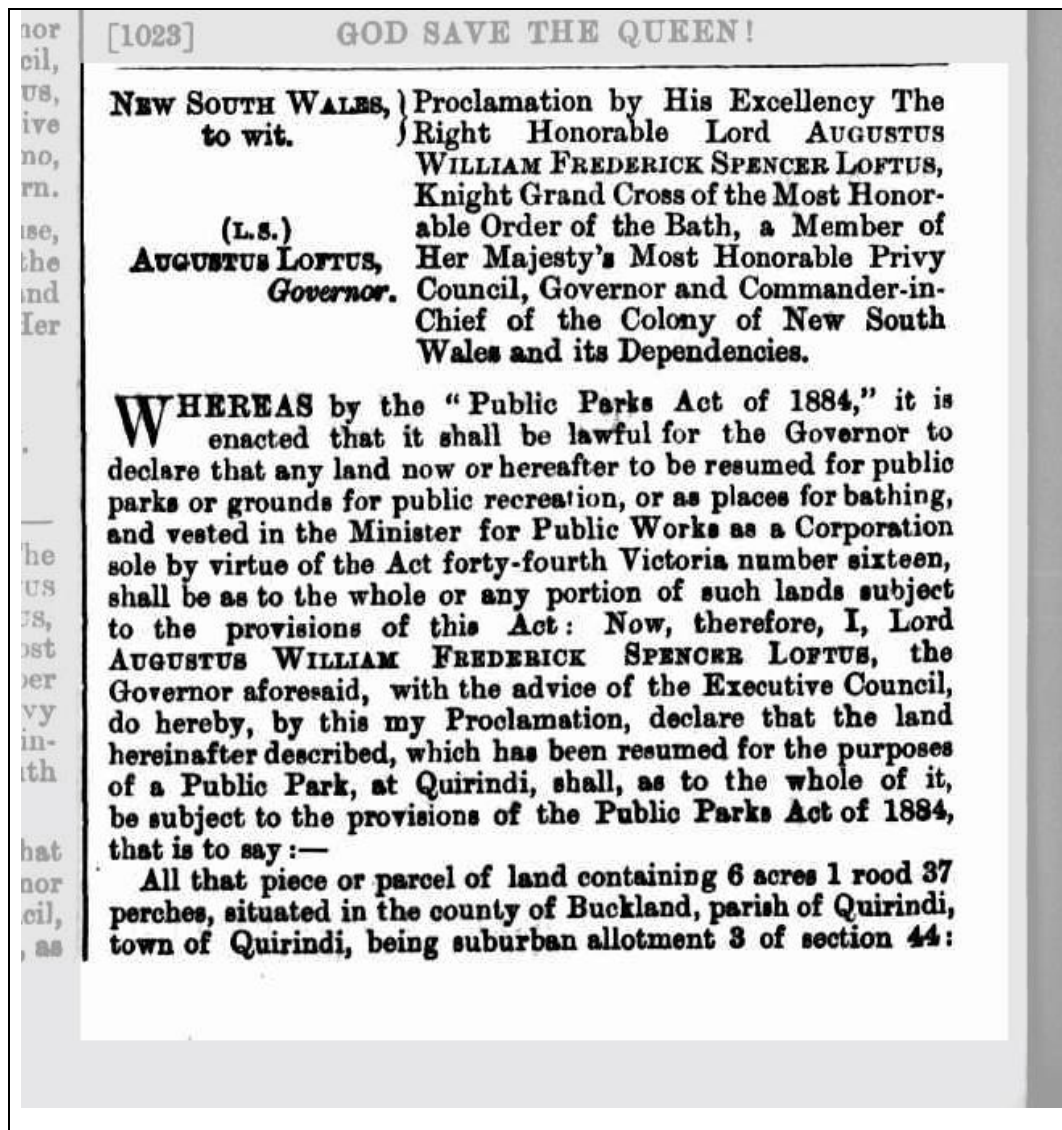
bounded thence on the west by Rose-street ; southerly 6 chains 50 links ; on the south by the north boundary line of allotment 3 easterly at right angles to Rose-street, 14 chains 11 links to Quirindi Creek ; on the south-east by that creek upwards to Henry-street ; and on the north by that street westerly 19 chains 35 links to the point of commencement,—being the land sold as lot 10 in pursuance of the Proclamation of 30th May, 1859.

Given under my Hand and Seal, at Government House, Sydney, this twenty-fifth day of February, in the year of our Lord one thousand eight hundred and eighty-four, and in the forty-seventh year of Her Majesty's Reign.

By His Excellency's Command,
ALEX. STUART.

[953] GOD SAVE THE QUEEN !

NEW SOUTH WALES,) Proclamation by His Excellency The



1861

Commencing on the east side of Rose-street, at the south-west corner of allotment 4 ; and bounded thence on the west by that street southerly 5 chains ; on the south by the north boundary line of allotment 2 easterly at right angles to Rose-street, 11 chains and 83 links to Quirindi Creek ; on the south-east by that creek upward to the south-east corner of allotment 4 aforesaid ; and on the north by the south boundary line of that allotment westerly at right angles to Rose-street, 14 chains and 11 links to the point of commencement,—being the allotment sold as lot 9 in pursuance of the Proclamation of 30th May, 1859.

Also all that piece or parcel of land containing 10 acres 3 roods 20 perches, situated in the county of Buckland, parish of Quirindi, town of Quirindi, being suburban allotment 4 of section 44: Commencing on the north-west corner of the section ; and bounded thence on the west by Rose-street southerly 6 chains 50 links ; on the south by the north boundary line of allotment 3 easterly at right angles to Rose-street, 14 chains 11 links to Quirindi Creek ; and on the south-east by that creek upwards to Henry-street ; and on the north by that street westerly 19 chains 35 links to the point of commencement,—being the land sold as lot 10 in pursuance of the Proclamation of 30th May, 1859.

Given under my Hand and Seal, at Government House, Sydney, this twenty-first day of February, in the year of our Lord one thousand eight hundred and eighty-five, and in the forty-eighth year of Her Majesty's Reign.

By His Excellency's Command,

JOSEPH P. ABBOTT.

[730] GOD SAVE THE QUEEN!

[1002] A TEL on

[1005] IT is h with Instruct Public S

[1010]

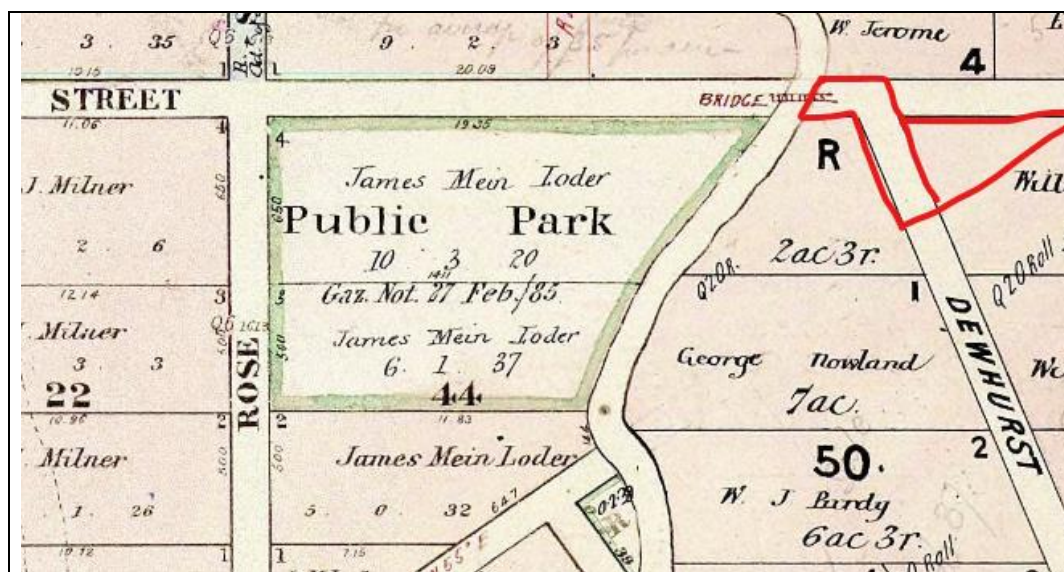
NOTI W Gundaga resigned, 1883.

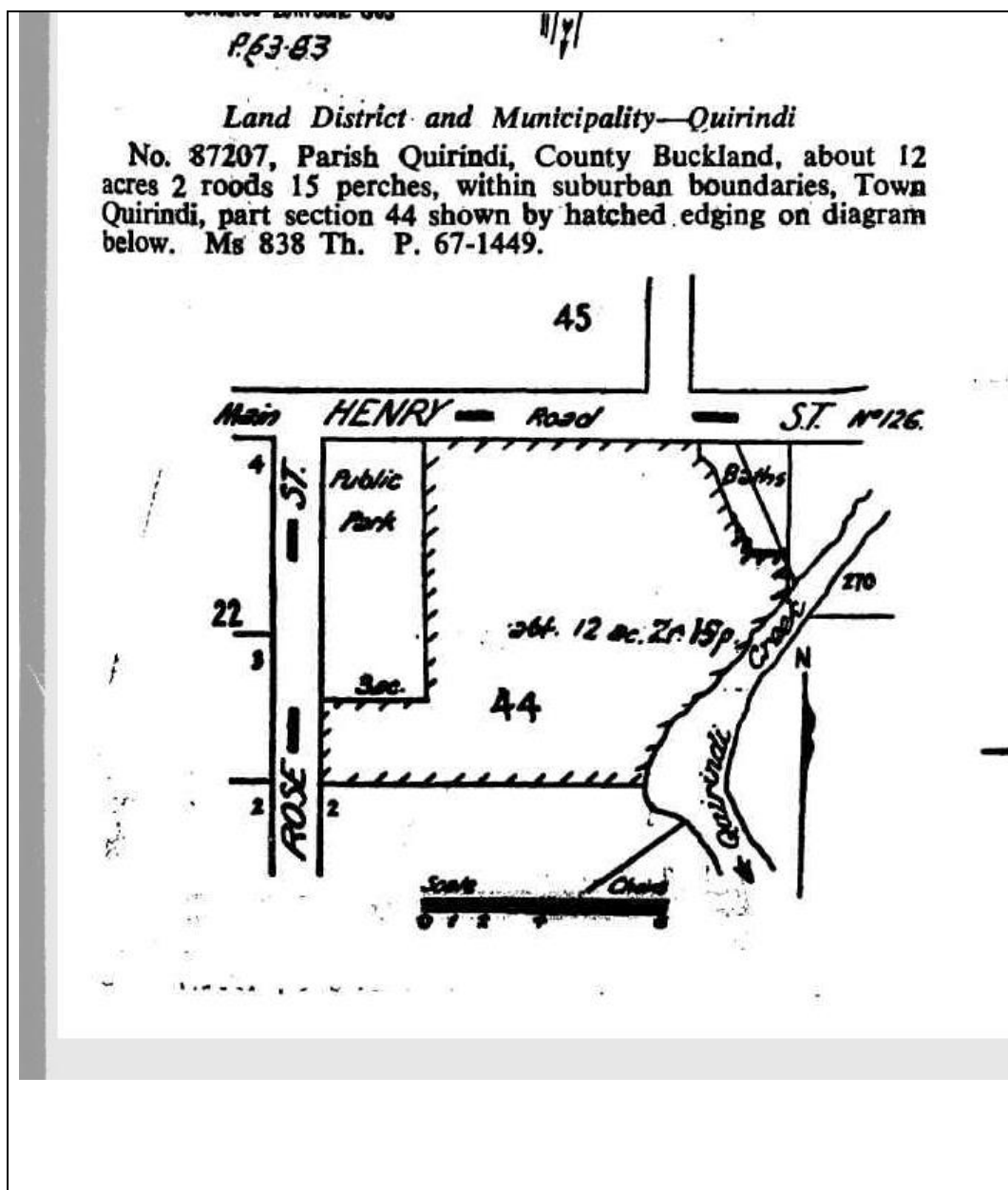
[902]

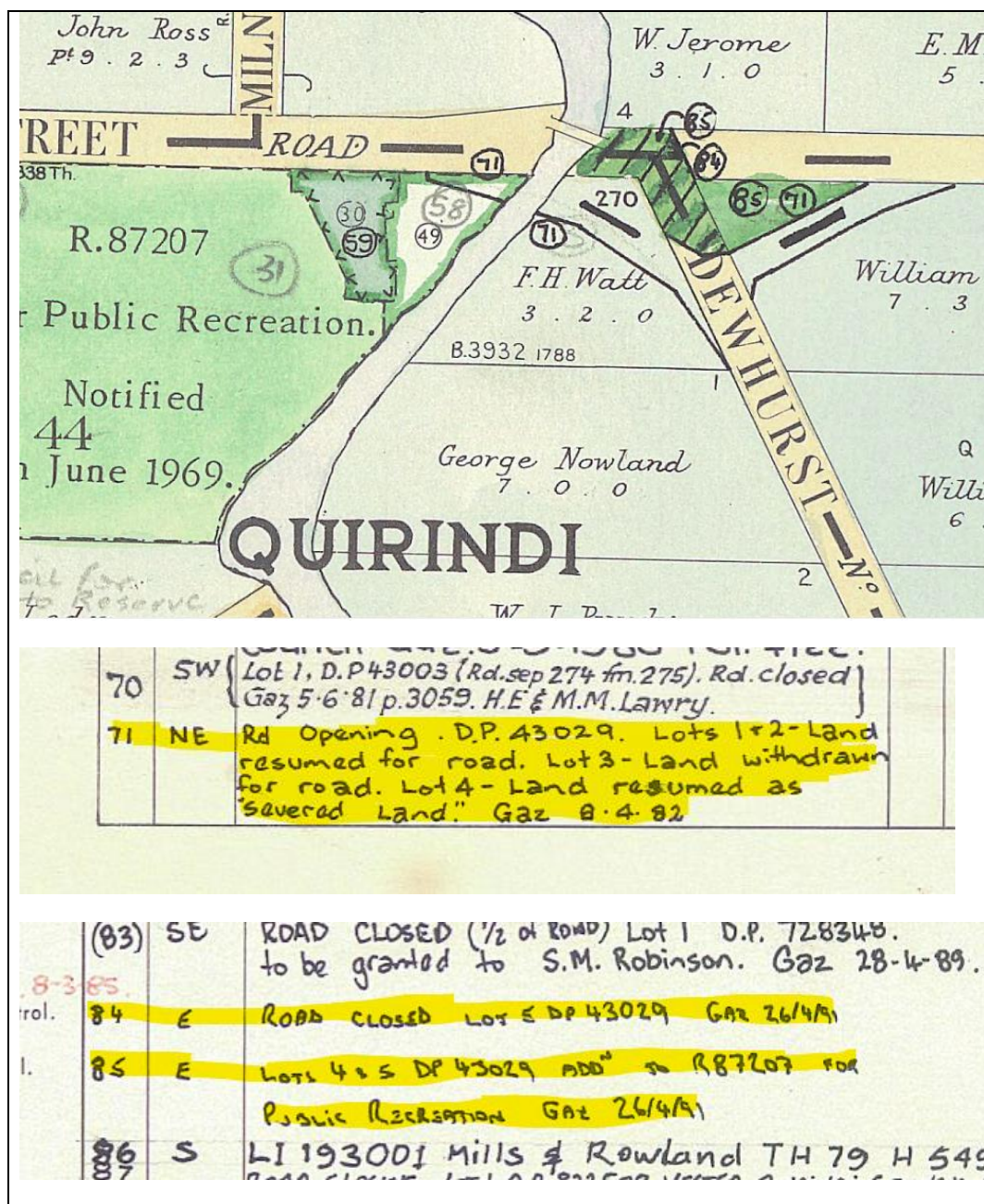
[1022]

Colonial Secretary's Office,
Sydney, 27th February, 1885.

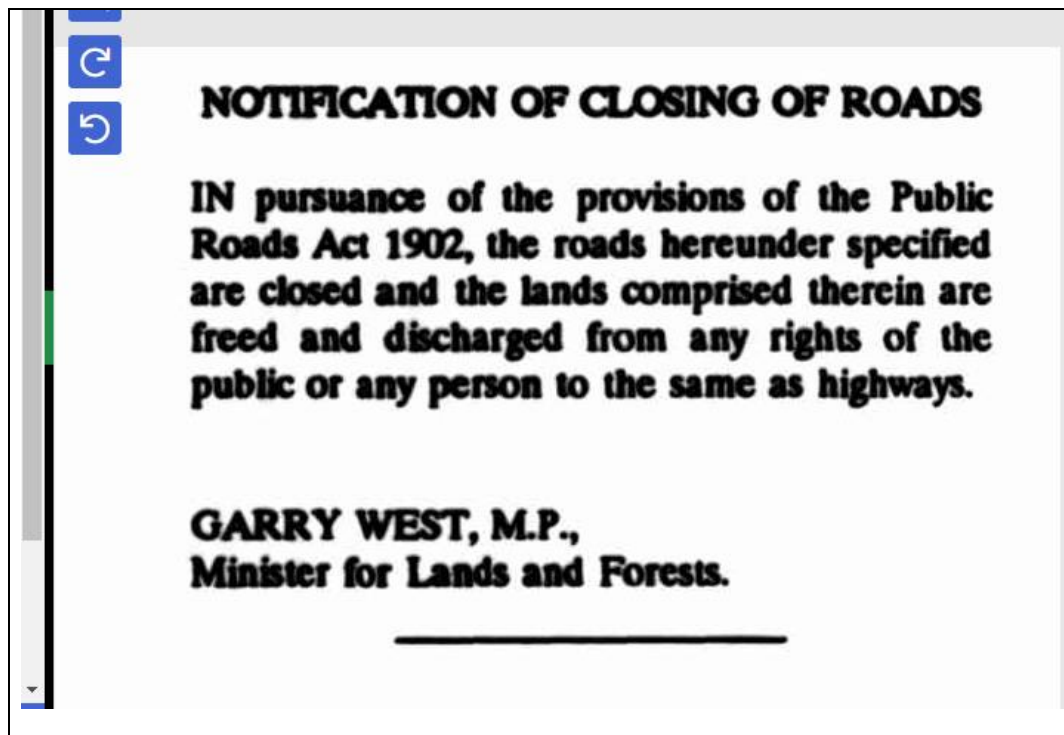
NOTICE







<p>to \$50.95; 1, D.P.</p>	<p>tares); annual rent reduced from \$606.81 to \$605.88; capital value reduced from \$24,272.31 to \$24,235.15; amended description, portion 143 ex. road and exclusive of lot 1, D.P. 44165.</p>
<p>1 District</p>	<p><i>Parish and Town Quirindi, County Buckland, Land District and Shire Quirindi</i></p>
<p>P. 42979.</p>	<p>Deviation of Henry Street, Quirindi, within allotment 1, section 47, portion 270 and section 44, D.P. 43029. (Council's reference: 126-1/81; D.M.R. reference: 375.167.) TH81 H 357.</p>
<p>45 (5.26 s); C.T. 18 square</p>	<p>Lands resumed for road: Lots 1 and 2. Titles affected and areas resumed: C.T. 12720-25 (2 345 square metres); and C.T. 5790-87 (3 591 square metres).</p>
<p>strict</p>	<p>Land withdrawn for road: Lot 3. Holding affected and area withdrawn: R. 87208 for Future Public Requirements, notified 6th June, 1969 (436.5 square metres).</p>
<p>la within /218/10;</p>	<p>Land resumed as "severed land": Lot 4. Title affected and area resumed: C.T. 12720-25 (2 174 square metres).</p>
<div></div>	



Descriptions

Land district and Shire-Gunnedah

Mark Stewart Rodgers, Sandra Anne Rodgers and Douglas Stewart Rodgers. Lots 1 and 2 D.P. 728391, Parishes Bentry and Tulcumba, County Nandewar (not being land under the R.P. Act). TH90 H 39.

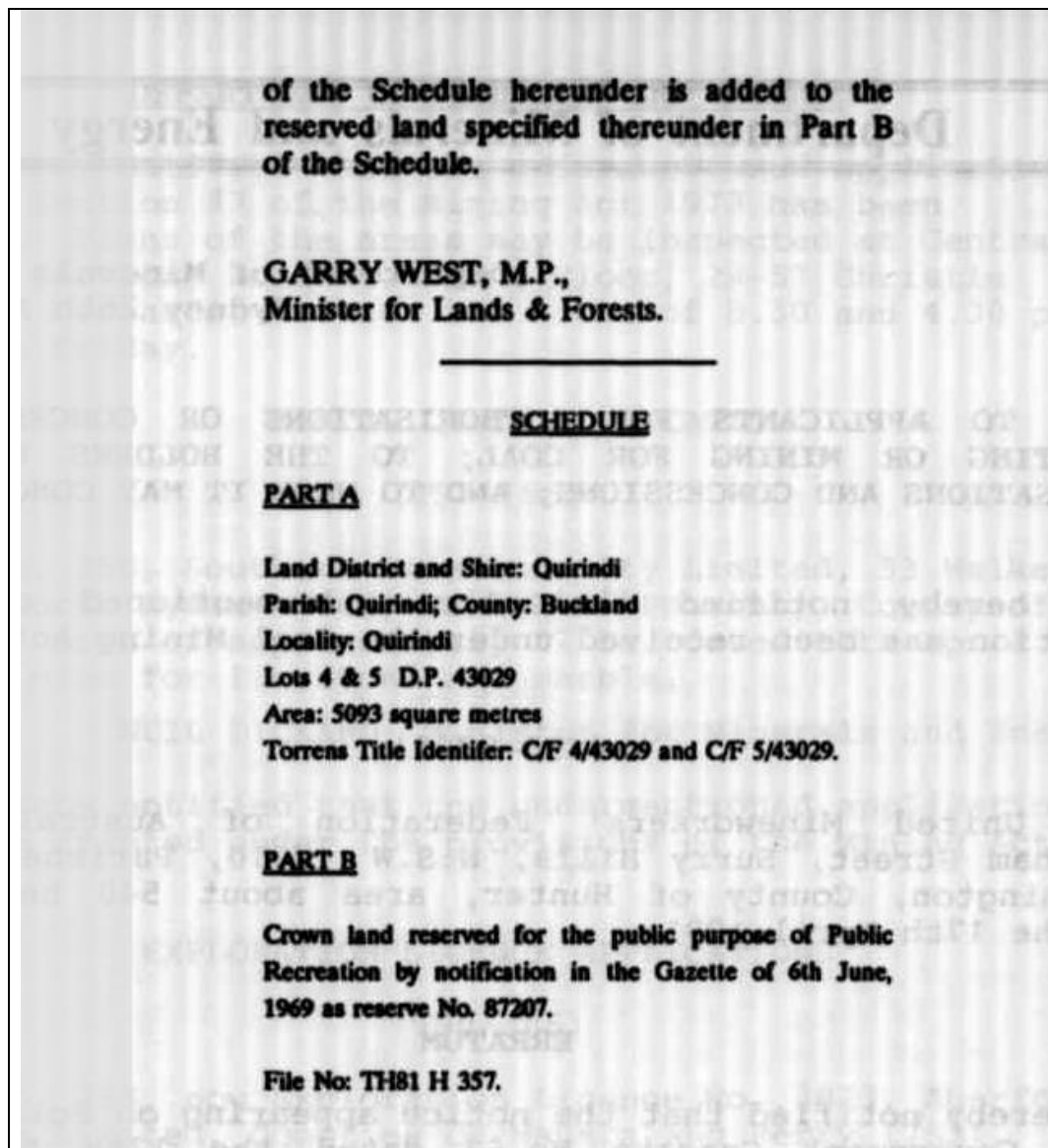
Land district and Shire-Quirindi

Lot 5, D.P. 43029, at Quirindi, Parish Quirindi, County Buckland (not being land under the R.P. Act). TH81 H 357.

ADDITION TO RESERVED CROWN LAND

Pursuant to section 88 of the Crown Lands Act 1989, the Crown land specified in Part A

GOVERNMENT GAZETTE No. 62



Reserve 88516 Campbell St Cycle way / pathway**Reserve 88516 - Parish of Quirindi - County of Buckland**

R88516 for Public Recreation (gazetted 6 June 1969) comprises lots 296 and 297 DP 751026 is shown as devolved to Council on the CLP.

R88516 was originally within R9565 for Railway Purposes notified 31 August 1889. R9565 was revoked on 18 April 1935.

Lot 269 was reserved as R67395 for Public Recreation notified 25 February 1938.


Lot 297 was reserved as R72150 for Public Recreation notified 17 January 1947.

A strip of land one chain wide was excluded from R67395 and R72150 along the western boundary of both reserves for public road notified 12 August 1949.

R88516 was gazetted on 10 March 1972. This gazettal revoked both R67396 and R72150.

Aerial inspection indicates a bike/walking path has been constructed running generally through the centre of the reserve. This structure is conducive to the reserve purpose and as it is affixed to the ground and constructed on a pre-23 December 1996 reservation it may be inconsistent with the continued existence of Native Title over that part of R88516 occupied by the path.

Based on the evidence attached, it may be concluded that R88516 was validly created and other than as identified above, there has been no action undertaken which is inconsistent with the continuing existence of Native Title over R88516.



**Land & Property
Information**
A division of the Department of Finance & Services

A 71999
P 13447

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 296/751026

SEARCH DATE -----	TIME -----	EDITION NO -----	DATE -----
1/11/2013	2:41 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 296 IN DEPOSITED PLAN 751026
AT QUIRINDI
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF QUIRINDI COUNTY OF BUCKLAND
(FORMERLY KNOWN AS PORTION 296)
TITLE DIAGRAM CROWN PLAN 4233.1788

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA129736)

SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

A 71999
P 13448

NSW Land & Property Information
A division of the Department of Finance & Services

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 297/751026

SEARCH DATE	TIME	EDITION NO	DATE
1/11/2013	2:42 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 297 IN DEPOSITED PLAN 751026
AT QUIRINDI
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF QUIRINDI COUNTY OF BUCKLAND
(FORMERLY KNOWN AS PORTION 297)
TITLE DIAGRAM CROWN PLAN 4233.1788

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA129736)

SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***







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(4508) Sydney, 10th March, 1972.

RESERVES FROM SALE

IT is hereby notified that in pursuance of the provisions of section 28 of the Crown Lands Consolidation Act, 1913, the Crown lands hereunder described shall be reserved from sale for the public purposes hereinafter specified and are hereby reserved accordingly.

T. L. LEWIS, Minister for Lands.

FOR PUBLIC RECREATION

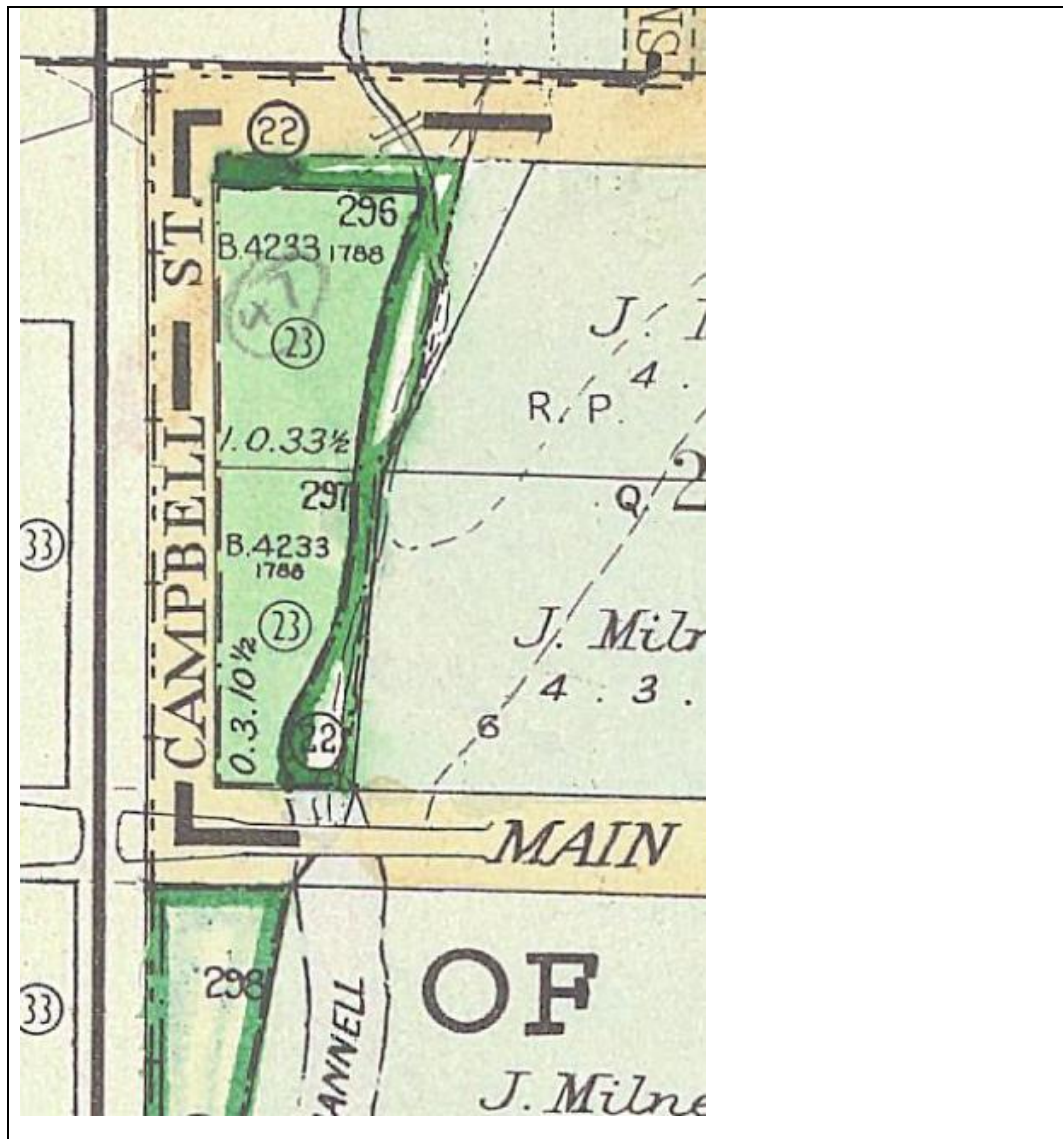
Land District and Municipality—Quirindi

No. 88516, Parish Quirindi, County Buckland, 2 acres 0 roods 4 perches, portions 296 and 297.

NOTE: Reserves R. 67395 and R. 72150 for Public Recreation, notified 25th February, 1938, and 17th January, 1947, respectively, are hereby revoked. Pks 71-3517.

Land District—Bellingen; Shire—Nambucca

No. 88517, Parish Nambucca, County Raleigh, 1 acre 2 roods 35 perches, land within portion 495 (R. 4232-1714R). Pks 68-1606.



18	S.W.	R.62068 for Public Recreation. Notified 29th August, 19
19	S.W.	R.75337 for Future Public Requirements. Notified 19th S
20	S.W.	R.75338 for Access and Crossing (Addn.) Notified 19th S
21	S.W.	R.83539 for Future Public Requirements. Notified 3rd N
22	N.E.	R.9565 for Railway Purposes Notified 31st August, 1889
23	N.E.	R.88516 for Public Recreation Notified 10th March, 1972
24	S.W.	Public School Dedicated 25th June, 1892.
25	S.W.	Closed road. Gaz. 24th December, 1969. Rds.69-1583.
26	S.E.	R.67257 for Plantation. Notified 31st December, 1937.
27	S.E.	W. & C.R.72190 Notified 28th February, 1947. Under P.

Reserve 88668 Warrah Creek Public Hall and Recreation Reserve**Reserve 88668 - Parish of Gregson - County of Buckland**


R88668 for Public Hall, Public Recreation and Rural Services (additional purpose) (gazetted 14 July 1972) comprises lots 88, 92 and 93 DP 751016. The CLP indicates that the reserve also comprises lot 1 DP 1088159 which currently does not exist in the cadastre.

R88668 was originally comprised of three separate reserves. Por. 92 was gazetted as R54341 for Public Recreation notified 24 December 1920. Por. 88 was gazetted as R55189 for Public Hall notified 24 February 1922. Por. 93 was gazetted as R57516 for Public Hall (addition) notified 10 October 1924.

R88668 was gazetted on 14 July 1972 over all portions with R54341, R55189 and R57516 were revoked on the same day.

Aerial inspection shows that a hall has been constructed on lot 88 and tennis courts constructed on the north east corner of lot 93. The infrastructure constructed on the reserve is conducive to the reserve purpose and is constructed and fixed to the ground on a pre-23 December 1996 reservation which is inconsistent with the continued existence of Native Title over that part of R88663 occupied by the infrastructure.


Based on the evidence attached, it may be concluded that R88668 was validly created and other than as identified above, there has been no action undertaken which is inconsistent with the continuing existence of Native Title over R88668.



**LAND
REGISTRY
SERVICES**

Title Search

NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH



FOLIO: 88/751016

SEARCH DATE -----	TIME -----	EDITION NO -----	DATE -----
26/11/2020	1:03 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 88 IN DEPOSITED PLAN 751016
AT WARRAH CREEK
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF GREGSON COUNTY OF BUCKLAND
(FORMERLY KNOWN AS PORTION 88)
TITLE DIAGRAM CROWN PLAN 4275.1788

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA129707)


SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***



**LAND
REGISTRY
SERVICES**

Title Search



NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 92/751016

SEARCH DATE	TIME	EDITION NO	DATE
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26/11/2020	1:07 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 92 IN DEPOSITED PLAN 751016
 AT WARRAH CREEK
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF GREGSON COUNTY OF BUCKLAND
 (FORMERLY KNOWN AS PORTION 92)
 TITLE DIAGRAM CROWN PLAN 4263.1788

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA141793)

SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***



**LAND
REGISTRY
SERVICES**

Title Search



NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 93/751016

SEARCH DATE	TIME	EDITION NO	DATE
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26/11/2020	1:07 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 93 IN DEPOSITED PLAN 751016
 AT WARRAH CREEK
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF GREGSON COUNTY OF BUCKLAND
 (FORMERLY KNOWN AS PORTION 93)
 TITLE DIAGRAM CROWN PLAN 4297.1788

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA129706)

SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

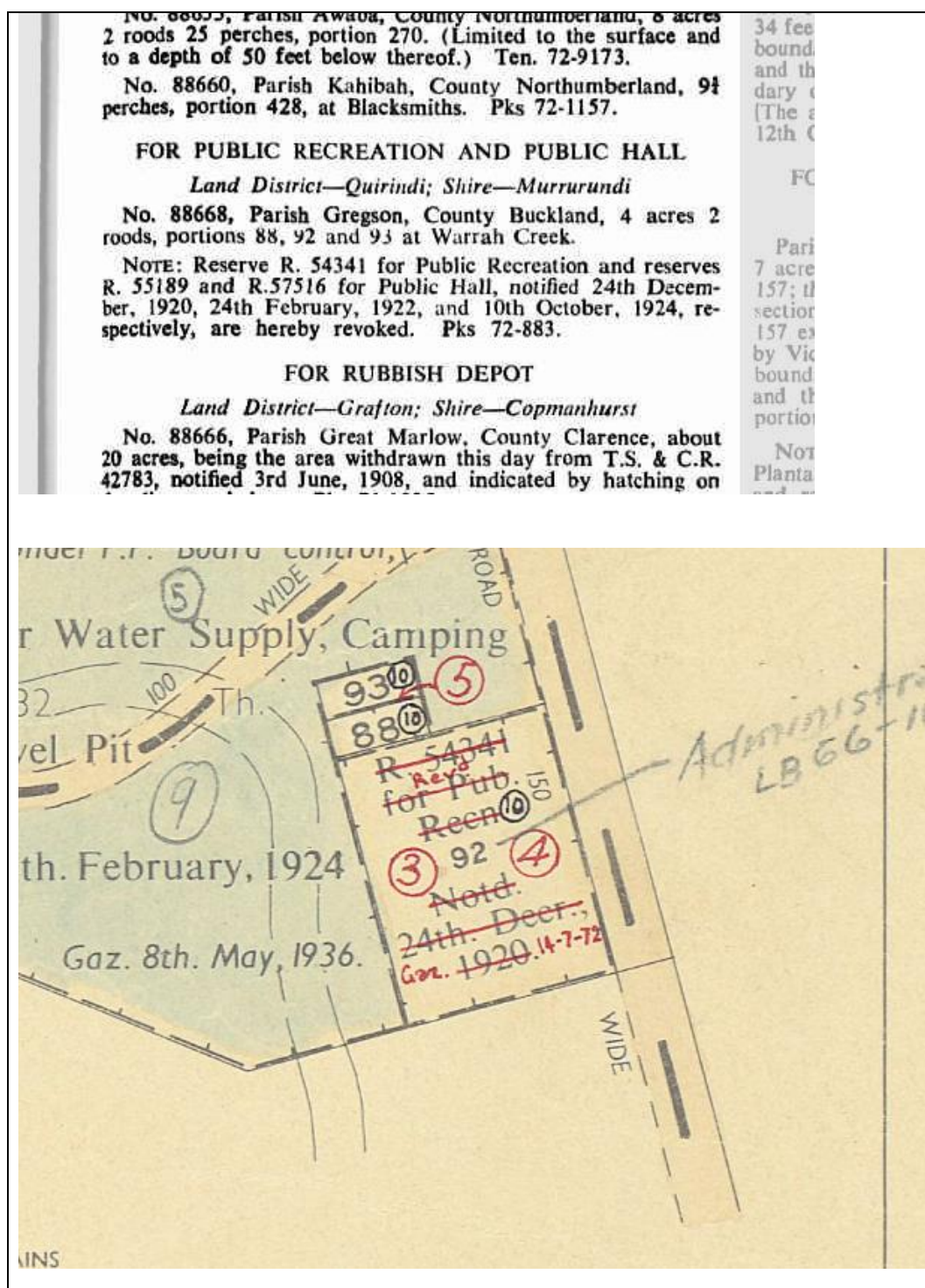
NOTATIONS

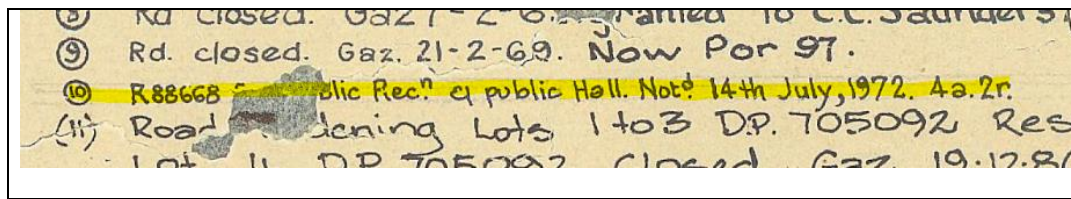
UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***









Reserve 97242 Spring Ridge Hall**Reserve 97242 - Parish of Springfield - County of Pottinger**

R97242 for Public Recreation (gazetted 27 April 1984) comprises lots 7012 and 7013 DP 1028381.

R97242 was originally part of Rail Reserve 1677 notified 7 May 1884. Annual Lease 1892-01 was issued to C. Binnie notified 24 April 1892 over an area containing R97242. R97242 was then part of Forestry Reserve 18699 notified 23 September 1893.

R51334 for Village Purposes was notified 25 February 1916 with the Village of Spring Ridge being proclaimed under the Local Government Act on 22 October 1926. Both these actions include the land within R97242.


That part of R97242 (closed road known as Park Street) was created by Crown survey plan 5844-1781(copy attached), survey completed 1 August 1935 and plan approved on 30 October 1935.

That part of R97242 (part closed road known as Collaroy Street) was created by Crown survey plan 5869-1781 , (copy attached) survey completed 10 December 1936, plan approved 10 February 1937.

R97242 was gazetted on 27 April 1982 over closed roads (notified 27 April 1982) being Park Street and part of Collaroy Street, Spring Ridge.


Aerial inspection shows the reserve comprises formed tracks with some vegetation.

Based on the evidence attached, it may be concluded that R97242 was validly created. As the creation of a road reserve is inconsistent with the continued existence of Native Title and R97242 was created over closed roads, it is concluded that Native Title has been extinguished over the whole of R97242.



**LAND
REGISTRY
SERVICES**

Title Search



NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 7012/1028381

SEARCH DATE	TIME	EDITION NO	DATE
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26/11/2020	1:07 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 7012 IN DEPOSITED PLAN 1028381
 AT SPRING RIDGE
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF SPRINGFIELD COUNTY OF POTTINGER
 TITLE DIAGRAM DP1028381

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA112427)


SECOND SCHEDULE (3 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.
- * 3 THE PLAN DEFINING THE LAND IN THIS FOLIO WHICH WAS PREPARED FOR IDENTIFICATION PURPOSES IS NOW SUITABLE FOR TITLE ISSUE. IT IS NOT A CURRENT PLAN IN TERMS OF SECTION 7A OF THE CONVEYANCING ACT 1919.

NOTATIONS


UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***



**LAND
REGISTRY
SERVICES**

Title Search



NEW SOUTH WALES LAND REGISTRY SERVICES - TITLE SEARCH

FOLIO: 7013/1028381

SEARCH DATE	TIME	EDITION NO	DATE
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26/11/2020	1:07 PM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 7013 IN DEPOSITED PLAN 1028381

AT SPRING RIDGE

LOCAL GOVERNMENT AREA LIVERPOOL PLAINS

PARISH OF SPRINGFIELD COUNTY OF POTTINGER

TITLE DIAGRAM DP1028381

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA112427)

SECOND SCHEDULE (3 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.
- * 3 THE PLAN DEFINING THE LAND IN THIS FOLIO WHICH WAS PREPARED FOR IDENTIFICATION PURPOSES IS NOW SUITABLE FOR TITLE ISSUE. IT IS NOT A CURRENT PLAN IN TERMS OF SECTION 7A OF THE CONVEYANCING ACT 1919.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***





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Rathmell, Victor
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Roads Act, 1902,
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County Cowper. Objections should be forwarded to the Western
Lands Commissioner, Sydney. W.L.C. 83/295.

(3149) Sydney, 27th April, 1984.

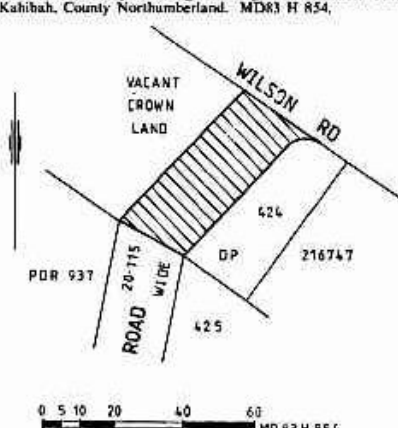
NOTIFICATION OF CLOSING OF ROADS

IN pursuance of the provisions of the Public Roads Act, 1902,
the roads hereunder specified are closed and the lands com-
prised therein are freed and discharged from any rights of the
public or any person to the same as highways.

JANICE CROSIO, Minister for Natural Resources.

Descriptions

Land District—Newcastle; Municipality—Lake Macquarie
Lake Macquarie Municipal Council. Lot 1 in D.P. 47292.
Parish Kajibah, County Northumberland. MD83 H 758.
Road shown by hatching on diagram hereunder. Parish
Kajibah, County Northumberland. MD83 H 854.



Land District—Orange; Shire—Cahoonne
Charles Henry Morgan and Isabel Ray Morgan. The road
in lot 80, D.P. 47252. Parish Byng, County Bathurst. OE83
H 1264.

Land District and City—Queanbeyan
Queanbeyan City Council. Lot 1 in D.P. 47135 in the
Parish Queanbeyan, County Murray. GB83 H 2799.

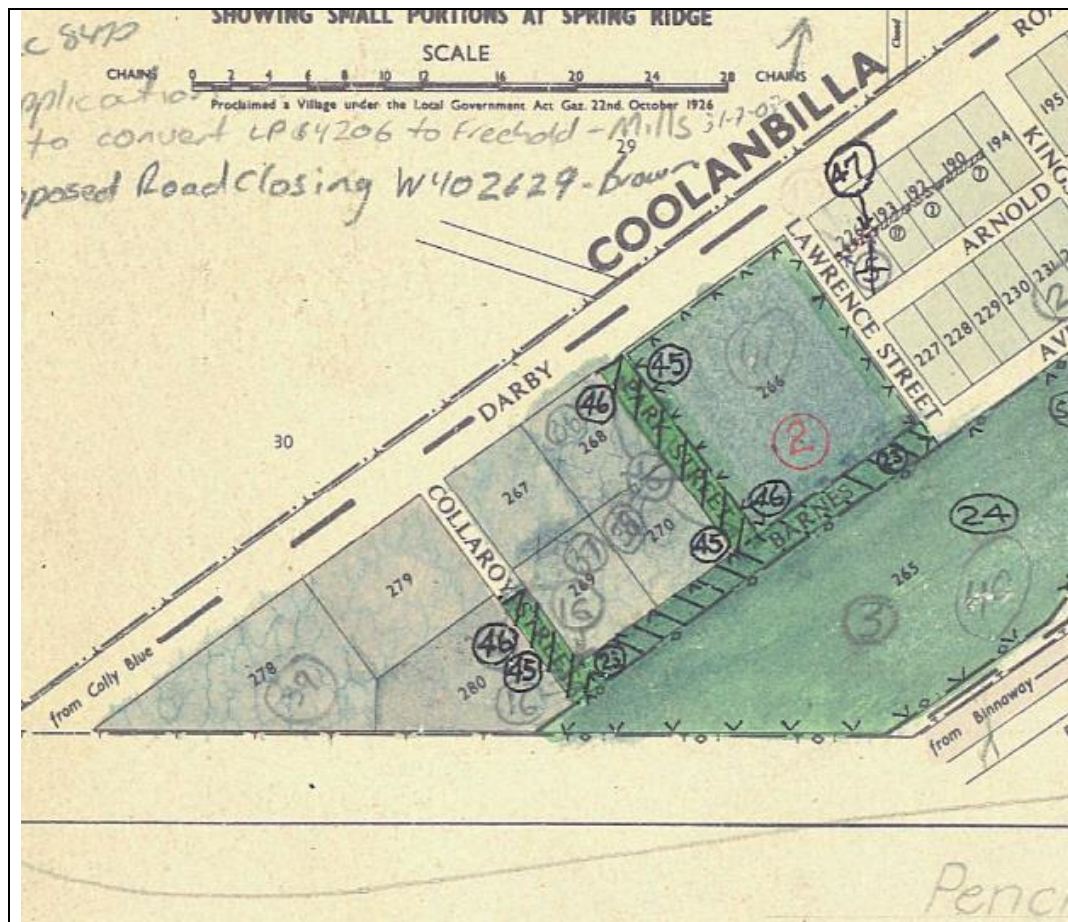
Land District and Shire—Quirindi
Parish Springfield, County Pottinger (at Spring Ridge). Park
Street separating portion 266 from portions 268 and 270 and
the most southeasterly 132 metres of Collaroy Street northeast
of portion 280. TH83 H 139.

45 Road closed Gaz 27-4-1984 pg 2255.

46 R 97242 For Public Recreation Gaz 27-4-84 pg 2258.

47 (lot 1, DP 705109. (closed rd in Por 226). Rd closed
Gaz 13-11-87/6353. H.C. & L.G. Hubbard P/L (LT. 1/705109)

99 H41 (48) ROAD CLOSED LOT 1. D.P. 72B351 to be granted to
R & D McHARDY Gaz 28-4-84



Sazette of the State of New South Wales (Sydney, NSW : 1901 - 2001) / Fri 27 Apr 1984 [Issue No.60] / Pa

(5145)

RESERVES FROM SALE

IN pursuance of the provisions of section 28, Crown Lands Consolidation Act, 1913, I declare that the Crown lands described hereunder shall be reserved from sale for the public purposes specified and such lands are reserved accordingly.

JANICE CROSIO, Minister for Natural Resources.

FOR FUTURE PUBLIC REQUIREMENTS

Land District and City—Tamworth

No. 97240, Parish Tamworth, County Inglis, about 4.7 hectares, being that part of lot 400, D.P. 40710, north of portion 386 and the easterly prolongation of the northern boundary of portion 386. TH83 H 256.

FOR PUBLIC RECREATION

Land District—Casino; Shire—Richmond River

No. 97241, Parish Bundock, County Richmond, about 31.69 hectares excluding public road at Dobies Bight, being the land bounded by portion 14, public roads 30.175 wide north-west of portion 89 and southwest of portion 41, portions 175, 174, end of lane, portions 171, 169, 168, 167, 166, end of lane, portions 163 and 144, public road 30.175 wide and Dyraaba Creek (includes portions 186, 161, 162, 158 and 159). GF83 H 43.

NOTE: R. 46553 for Public Recreation, notified 3rd May, 1911, is hereby revoked.

Land District and Shire—Quirindi

No. 97242, Parish Springfield, County Pottinger, about 1.134 hectares, being closed roads at Spring Ridge, formerly Park Street separating portion 266 from portions 268 and 270 and the most southeasterly 132 metres of Collaroy Street northeast of portion 280. TH83 H 139.

Sydney, 27th April, 1984.

(5140)

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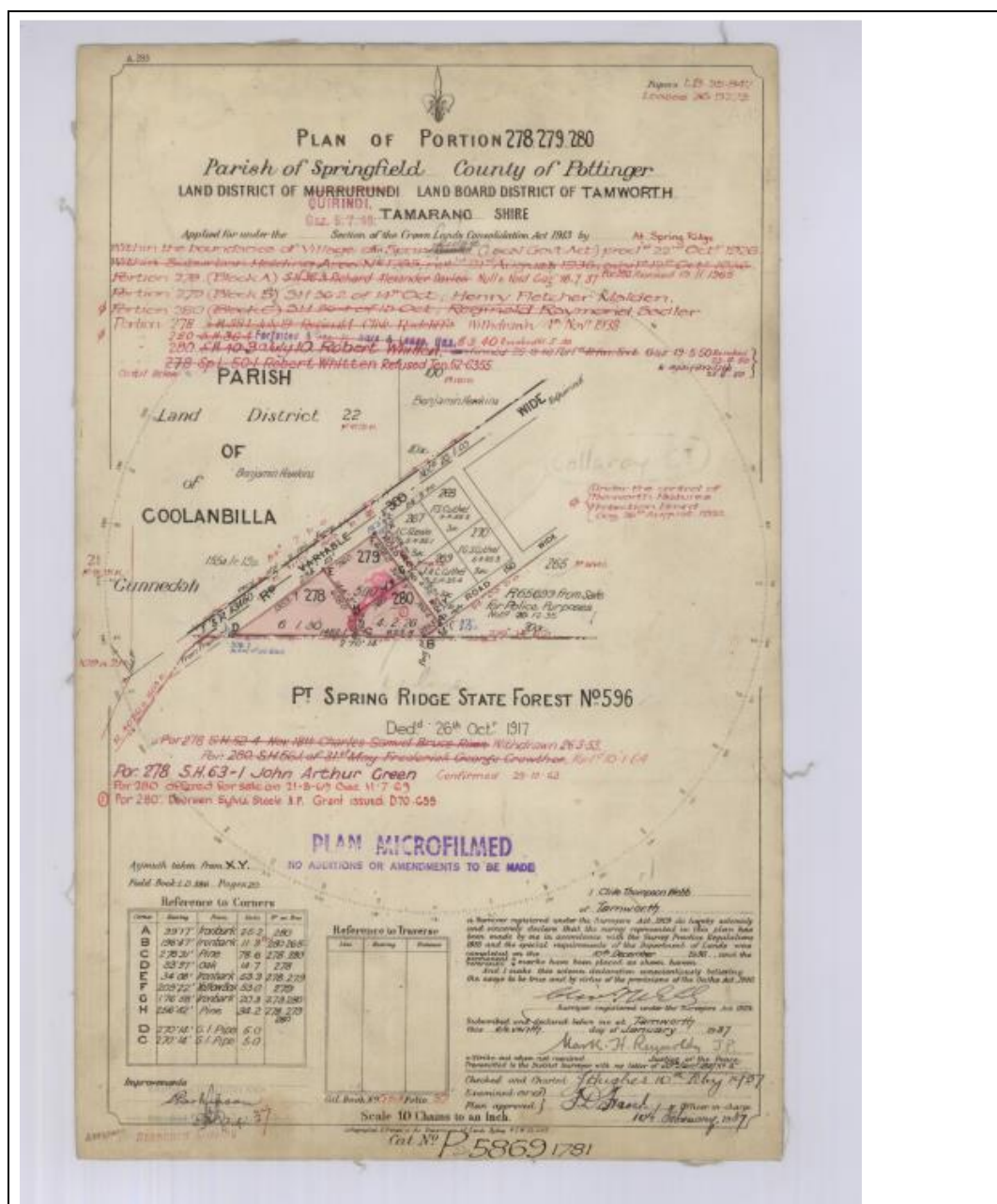
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Reserve 97714 Quirindi Cemetery

Reserve 97714 - Town of Quirindi - County of Buckland

R97714 for Cemetery Purposes (gazetted 8 March 1985) comprises lots 5 and 6, Sec.40, DP 758863.

R97714 was originally portions 5 and 6, Sec. 40 Town of Quirindi and was unalienated Crown land until reserved as R67527 for Plantation notified 31 December 1937. Quirindi Municipal Council was gazetted as trustee of R67527 on 16 January 1942.

R97714 was gazetted for Cemetery Purposes on 8 March 1985 at which time R67527 was revoked.

The Federal Court of Australia in *Rubibi Community v Western Australia* (no.7) [2006] FCA 459 ruled (inter alia) that the use of cemetery reserves extinguished native title over the area of the reserve actually used for cemetery purposes.


It also ruled that where a cemetery reserve was vested in a trust (by a Government Gazette notice) that native title was extinguished over the whole reserve regardless of whether it had been used for cemetery purposes or not.

Whilst Council was appointed as trustee of former R67527 it is unclear, with the revocation of R67527 and the gazettal of R97714 for Cemetery Purposes, if Council's appointment of trusteeship continued with the creation of R97714.

It appears that government has taken the position that Council's trusteeship was current for the purposes of the Crown Land Management Act 2016 as Council has been appointed as a Crown Land Manager over R97714 under the auspices of that Act (as opposed to D1018808 for General Cemetery adjacent to R97714 being devolved to Council).

Aerial inspection shows the reserve has been partly developed for cemetery purposes (south western portion). The residue of R97714 is manicured lawn for the purposes of future lawn cemetery – plots not sold yet).

Based on the evidence attached, it may be concluded that R97714 was validly created. The reserve developed for cemetery uses is inconsistent with the continued existence of Native Title. On the basis that Council was, up until the introduction of the Crown Lands Management Act 2016, reserve trust manager and is now the Crown Land Manager of R97714 it is concluded that Native Title has been extinguished over the whole of R97714.



**Land & Property
Information**

A division of the Department of Finance & Services

A 72147

P 13452

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 5/40/758863

SEARCH DATE	TIME	EDITION NO	DATE
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25/11/2013	11:07 AM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 5 OF SECTION 40 IN DEPOSITED PLAN 758863
 AT QUIRINDI
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF QUIRINDI COUNTY OF BUCKLAND
 (FORMERLY KNOWN AS ALLOTMENT 5 OF SECTION 40)
 TITLE DIAGRAM CROWN PLAN 11.1613

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA140002)


SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***



**Land & Property
Information**
A division of the Department of Finance & Services

A 72147
P 13452

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 6/40/758863

SEARCH DATE	TIME	EDITION NO	DATE
25/11/2013	11:08 AM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 6 OF SECTION 40 IN DEPOSITED PLAN 758863
AT QUIRINDI
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF QUIRINDI COUNTY OF BUCKLAND
(FORMERLY KNOWN AS ALLOTMENT 6 OF SECTION 40)
TITLE DIAGRAM CROWN PLAN 11.1613

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA140002)

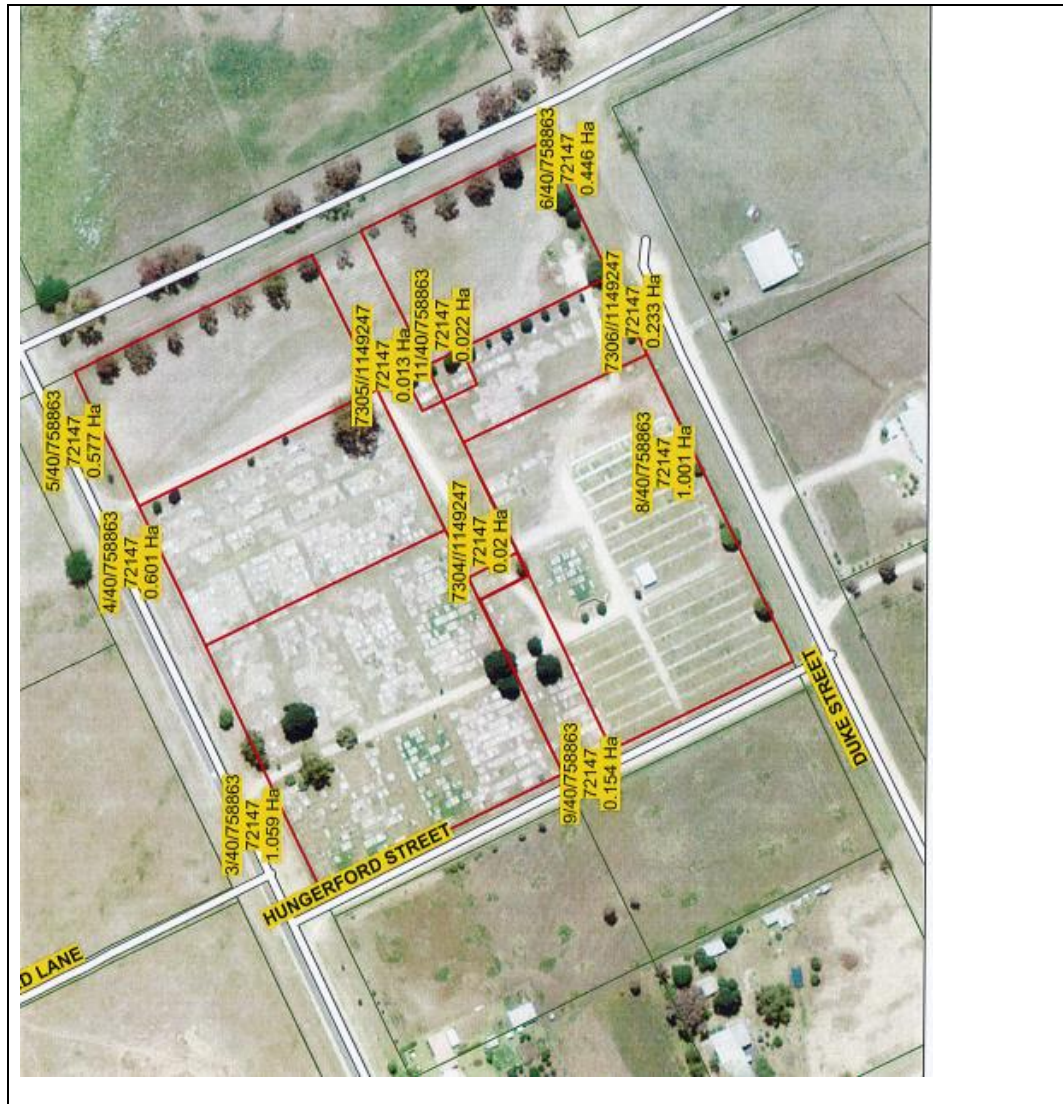
SECOND SCHEDULE (2 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***







By His Excellency's Command,
J. M. TULLY, Minister for Lands.
(6515) GOD SAVE THE KING!

NOTICE APPOINTING TRUSTEES UNDER THE PUBLIC TRUSTS ACT, 1897.

PROCLAMATION.

IN accordance with the provisions of the Public Trusts Act, 1897. I, the Right Honourable JOHN DE VERE, BARON WAKEHURST, Governor of the State of New South Wales, with the advice of the Executive Council, do, by this notice, appoint the undermentioned bodies as Trustees respectively of the portions of land herein-after particularised.

Signed and sealed at Sydney, this 15th day of January, 1942.

(L.S.) WAKEHURST, Governor.
By His Excellency's Command,
J. M. TULLY, Minister for Lands.
GOD SAVE THE KING!

Recreation Ground at Wilberforce, area 8 acres 3 roods 26 perches, dedicated 14th June, 1895:—*The Council of the Shire of Colo* (in the places of Messrs. A. P. Daley, N. B. Dowd, A. F. Daley, W. Salter and C. K. Tuckerman, resigned). P. 41-6,298.

Reserve No. 70,366 at Cootamundra, area about 2 acres, notified 7th November, 1941, for Plantation:—*The Council of the Municipality of Cootamundra*. P. 41-6 855.

Reserve No. 67,257, at Quirindi, area 2 acres 2 roods 3 perches, notified 31st November, 1937, for Plantation:—*The Council of the Municipality of Quirindi*. L. 41-11,438. (6201)

NOTICE APPOINTING A TRUSTEE UNDER THE PUBLIC TRUSTS ACT, 1897.

(1727) Sydney, 8th March, 1985.

RESERVES FROM SALE

IN pursuance of the provisions of section 28, Crown Lands Consolidation Act, 1913, I declare that the Crown lands described hereunder shall be reserved from sale for the public purposes specified and such lands are reserved accordingly.

JANICE CROSIO, Minister for Natural Resources.

FOR ACCESS

Land District—Moree; Shire—Moree Plains

No. 97712, Parish Umbri, County Benarba, 160.3 hectares, being lot 21 (in 3 parts), D.P. 704651. ME81 H 16.

Land District and City—Orange

No. 97713, Parish Huntley, County Bathurst, 6 408 square metres, being lot 297, D.P. 705292. OE84 H 81.

FOR CEMETERY PURPOSES

Land District and Shire—Quirindi

No. 97714, Parish Quirindi, County Buckland, 1.09 hectares, being allotments 5 and 6, section 40, at Quirindi. TH83 H 347.

NOTE: R.67257 for Plantation, notified 31st December, 1937, is hereby revoked.

FOR FUTURE PUBLIC REQUIREMENTS

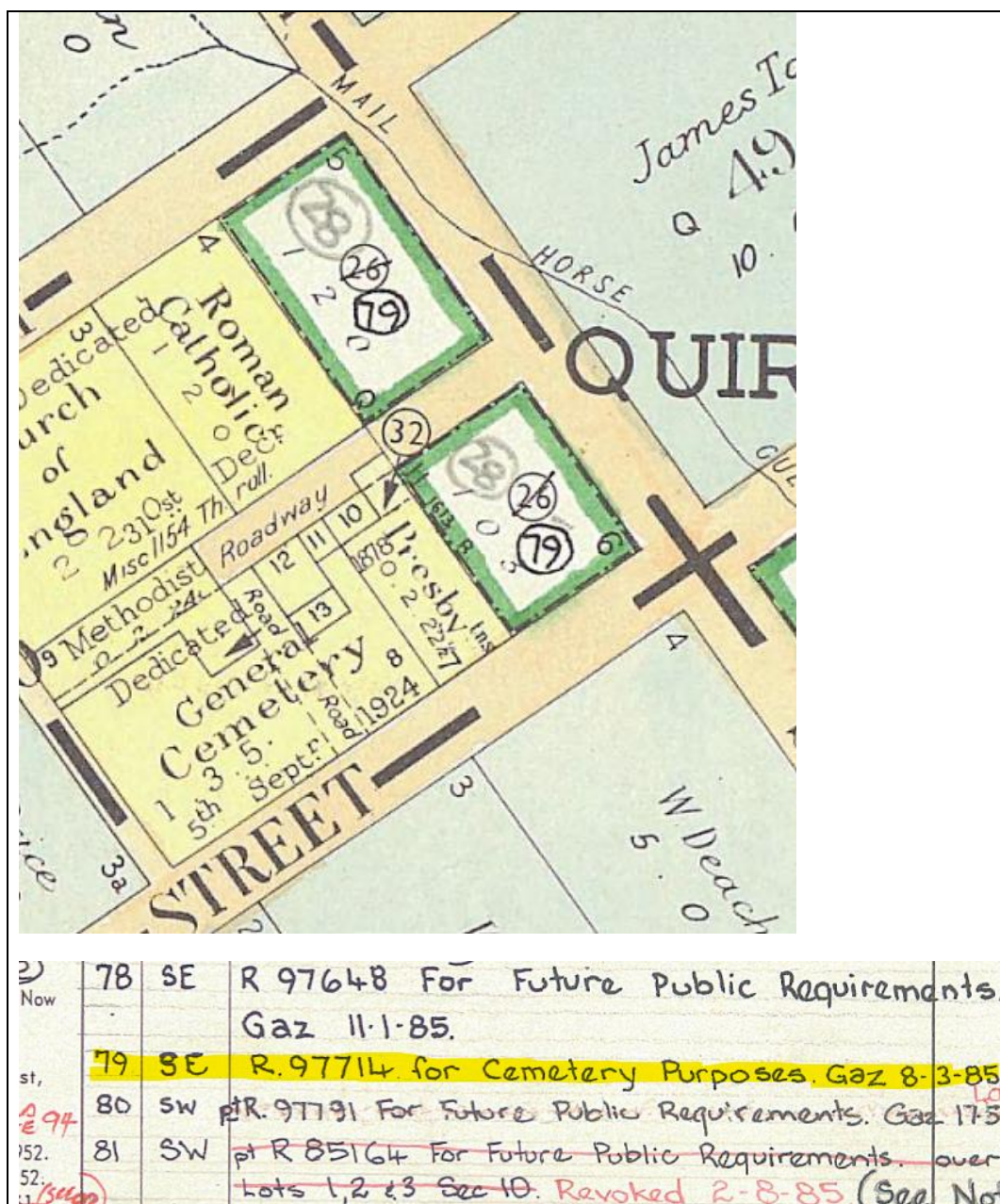
Land District—Armidale; Shire—Uralla

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D1018808 Quirindi Cemetery**Reserve D1018808 - Town of Quirindi - County of Buckland**

D1018808 for General Cemetery (gazetted 31 December 1878) comprises lots 3 and 4, 8 and 9 and lot 11, Sec.40, DP 758863 and lots 7304, 7305 and 7306 DP 1149247.

Part of D1018808 was revoked (Portion 8 - General Cemetery and Portion 11 – Jewish Cemetery) and rededicated on 5 September 1924. Trustees have also been appointed over various denominational sections of the reserve at various times.

Lots 7304 and 7305 comprise parts of a closed road (notified 2 May 1924) which subsequently added to the General Cemetery dedication.

The Federal Court of Australia in *Rubibi Community v Western Australia* (no.7) [2006] FCA 459 ruled (inter alia) that the use of cemetery reserves extinguished native title over the area of the reserve actually used for cemetery purposes.


It also ruled that where a cemetery reserve was vested in a trust (by a Government Gazette notice) that native title was extinguished over the whole reserve regardless of whether it had been used for cemetery purposes or not.

It is noted that management of D1018808 devolves to Council.

Aerial inspection shows the reserve has been fully developed for cemetery purposes and as this is inconsistent with the continued existence of Native Title over the area of the reserve developed for cemetery as per *Rubibi Community v Western Australia*.

Based on the evidence attached, it may be concluded that D1018808 was validly created. The reserve is fully developed for cemetery uses which is inconsistent with the continued existence of Native Title. It is concluded that Native Title has been extinguished over D1018808.

A 72147
P 13450



**Land & Property
Information**

A division of the Department of Finance & Services

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 3/40/758863

SEARCH DATE	TIME	EDITION NO	DATE
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25/11/2013	11:07 AM	-	-

VOL 560 FOL 1 IS THE CURRENT CERTIFICATE OF TITLE

LAND

LOT 3 OF SECTION 40 IN DEPOSITED PLAN 758863
 AT QUIRINDI
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF QUIRINDI COUNTY OF BUCKLAND
 (FORMERLY KNOWN AS ALLOTMENT 3 OF SECTION 40)
 TITLE DIAGRAM CROWN PLAN 16.1613

FIRST SCHEDULE

EDWARD NORRIS DOYLE
 EDWARD UNDERWOOD
 GEORGE AUGUSTUS SINGLE
 AS JOINT TENANTS

SECOND SCHEDULE (3 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- * 2 DEDICATED AS A SITE OF UNITED CHURCH OF ENGLAND AND IRELAND SEE CROWN GRANT VOL 560 FOL 1
- * 3 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.


NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

A 72147

P 14027



**Land & Property
Information**

A division of the Department of Finance & Services

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 4/40/758863

SEARCH DATE	TIME	EDITION NO	DATE
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VOL 560 FOL 23 IS THE CURRENT CERTIFICATE OF TITLE

LAND

LOT 4 OF SECTION 40 IN DEPOSITED PLAN 758863
 AT QUIRINDI
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF QUIRINDI COUNTY OF BUCKLAND
 (FORMERLY KNOWN AS ALLOTMENT 4 OF SECTION 40)
 TITLE DIAGRAM CROWN PLAN 1154.3100

FIRST SCHEDULE

THE TRUSTEES OF THE ROMAN CATHOLIC CHURCH FOR THE DIOCESE
 OF ARMIDALE

SECOND SCHEDULE (3 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- * 2 DEDICATED AS A SITE FOR A ROMAN CATHOLIC BURIAL GROUND - SEE CROWN GRANT
- * 3 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***



Land & Property Information

A division of the Department of Finance & Services

A 72147
P 13651

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 8/40/758863

SEARCH DATE	TIME	EDITION NO	DATE
25/11/2013	11:09 AM	-	-

VOL 559 FOL 249 IS THE CURRENT CERTIFICATE OF TITLE

LAND

LOT 8 OF SECTION 40 IN DEPOSITED PLAN 758863
AT QUIRINDI
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF QUIRINDI COUNTY OF BUCKLAND
(FORMERLY KNOWN AS ALLOTMENT 8 OF SECTION 40)
TITLE DIAGRAM CROWN PLAN 633.1984

FIRST SCHEDULE

JOSEPH WILLIAM DAVIES
RICHARD ALDRIDGE ALLEN
CHARLES WHITTAKER
AS JOINT TENANTS

SECOND SCHEDULE (3 NOTIFICATIONS)

- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- * 2 DEDICATED AS A SITE FOR THE INTERMENT OF THE DEAD - SEE CROWN GRANT
- * 3 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***



**Land & Property
Information**

A division of the Department of Finance & Services

P 13456
A 72147

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 9/40/758863

SEARCH DATE	TIME	EDITION NO	DATE
25/11/2013	11:08 AM	-	-

VOL 559 FOL 244 IS THE CURRENT CERTIFICATE OF TITLE

LAND

LOT 9 OF SECTION 40 IN DEPOSITED PLAN 758863
AT QUIRINDI
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF QUIRINDI COUNTY OF BUCKLAND
(FORMERLY KNOWN AS ALLOTMENT 9 OF SECTION 40)
TITLE DIAGRAM CROWN PLAN 633.1984

FIRST SCHEDULE

BENJAMIN CHAPMAN
HENRY HONEY GAUD
GEORGE HURST
AS JOINT TENANTS

SECOND SCHEDULE (3 NOTIFICATIONS)


- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- * 2 DEDICATED AS THE SITE FOR THE INTERMENT OF THE DEAD-SEE CROWN GRANT
- * 3 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

A 72147
 P 13458



**Land & Property
Information**

A division of the Department of Finance & Services

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 11/40/758863

SEARCH DATE	TIME	EDITION NO	DATE
25/11/2013	11:09 AM	-	-

VOL 560 FOL 28 IS THE CURRENT CERTIFICATE OF TITLE

LAND

LOT 11 OF SECTION 40 IN DEPOSITED PLAN 758863
 AT QUIRINDI
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF QUIRINDI COUNTY OF BUCKLAND
 (FORMERLY KNOWN AS ALLOTMENT 11 OF SECTION 40)
 TITLE DIAGRAM CROWN PLAN 633.1984

FIRST SCHEDULE

GEORGE MYERS
 LOUIS PHILLIPS
 HENRY EMANUEL COHEN
 AS JOINT TENANTS

SECOND SCHEDULE (3 NOTIFICATIONS)


- 1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
- * 2 DEDICATED AS A SITE FOR THE INTERMENT OF THE DEAD - SEE CROWN GRANT
- * 3 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

A 72147
 P 13458



**Land & Property
Information**

A division of the Department of Finance & Services

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 11/40/758863

SEARCH DATE	TIME	EDITION NO	DATE
25/11/2013	11:09 AM	-	-

VOL 560 FOL 28 IS THE CURRENT CERTIFICATE OF TITLE

LAND

LOT 11 OF SECTION 40 IN DEPOSITED PLAN 758863
 AT QUIRINDI
 LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
 PARISH OF QUIRINDI COUNTY OF BUCKLAND
 (FORMERLY KNOWN AS ALLOTMENT 11 OF SECTION 40)
 TITLE DIAGRAM CROWN PLAN 633.1984

FIRST SCHEDULE

GEORGE MYERS
 LOUIS PHILLIPS
 HENRY EMANUEL COHEN
 AS JOINT TENANTS

SECOND SCHEDULE (3 NOTIFICATIONS)


1 RESERVATIONS AND CONDITIONS IN THE CROWN GRANT(S)
 * 2 DEDICATED AS A SITE FOR THE INTERMENT OF THE DEAD - SEE CROWN GRANT
 * 3 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN
 LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER
 DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF
 THE MINISTER.

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***

A 72147
P 14275

 **Land & Property Information**
A division of the Department of Finance & Services

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 7305/1149247

SEARCH DATE -----	TIME -----	EDITION NO -----	DATE -----
25/11/2013	11:11 AM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 7305 IN DEPOSITED PLAN 1149247
AT QUIRINDI
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF QUIRINDI COUNTY OF BUCKLAND
TITLE DIAGRAM DP1149247

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA140372)


SECOND SCHEDULE (3 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.
- * 3 THE LAND IS DEDICATED FOR A PUBLIC PURPOSE

NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***



Land & Property Information
A division of the Department of Finance & Services

Rc/14277
A 72147

LAND AND PROPERTY INFORMATION NEW SOUTH WALES - TITLE SEARCH

FOLIO: 7306/1149247

SEARCH DATE -----	TIME ----	EDITION NO -----	DATE ----
25/11/2013	11:11 AM	-	-

CERTIFICATE OF TITLE HAS NOT ISSUED

LAND

LOT 7306 IN DEPOSITED PLAN 1149247
AT QUIRINDI
LOCAL GOVERNMENT AREA LIVERPOOL PLAINS
PARISH OF QUIRINDI COUNTY OF BUCKLAND
TITLE DIAGRAM DP1149247

FIRST SCHEDULE

THE STATE OF NEW SOUTH WALES (CA140372)

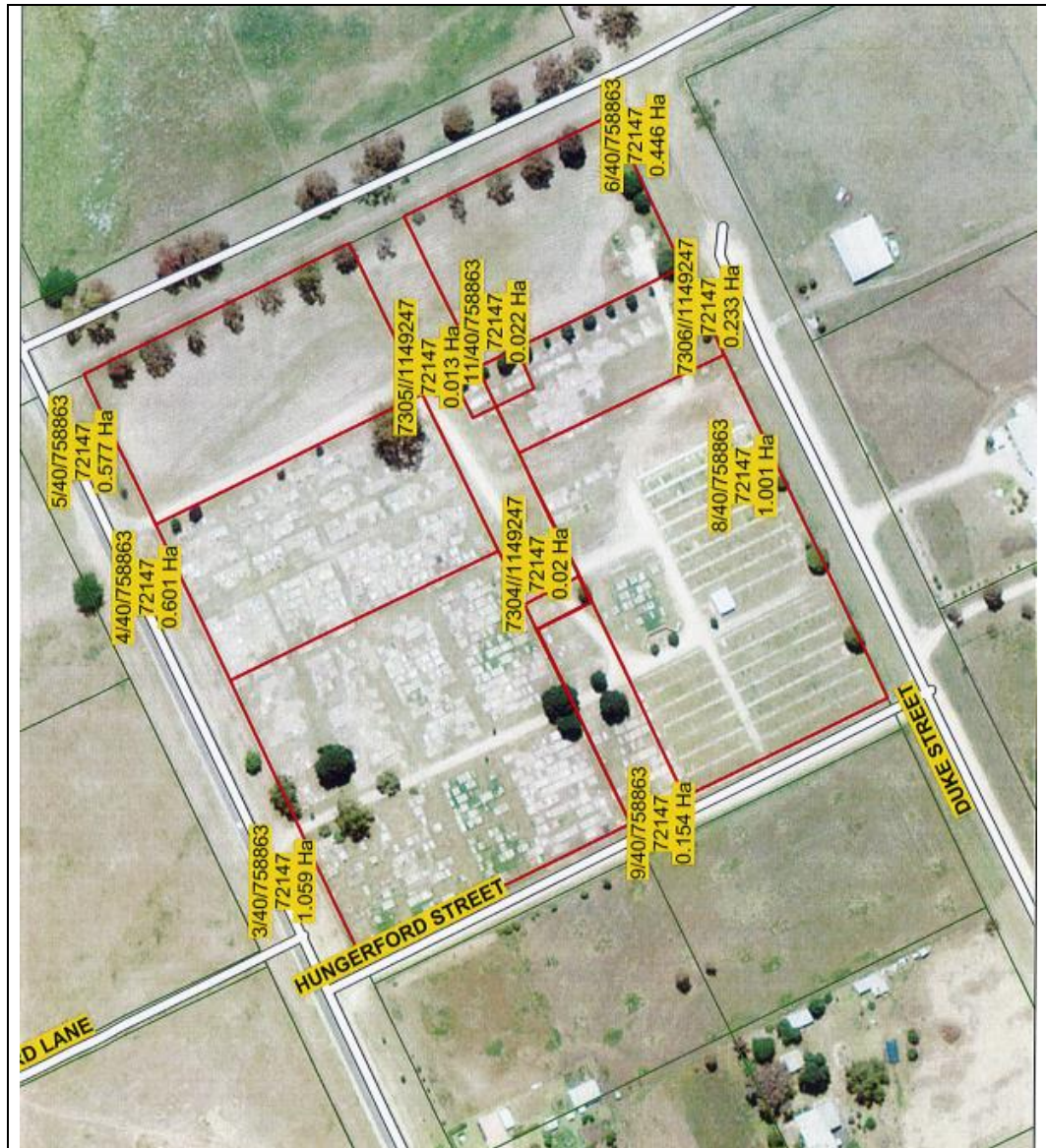
SECOND SCHEDULE (3 NOTIFICATIONS)

- * 1 THE LAND IS A RESERVE WITHIN THE MEANING OF PART 5 OF THE CROWN LANDS ACT 1989 AND THERE ARE RESTRICTIONS ON TRANSFER AND OTHER DEALINGS IN THE LAND UNDER THAT ACT, WHICH MAY REQUIRE CONSENT OF THE MINISTER.
- * 2 LIMITED TITLE. LIMITATION PURSUANT TO SECTION 28T(4) OF THE REAL PROPERTY ACT, 1900. THE BOUNDARIES OF THE LAND COMPRISED HEREIN HAVE NOT BEEN INVESTIGATED BY THE REGISTRAR GENERAL.
- * 3 THE LAND IS DEDICATED FOR A PUBLIC PURPOSE

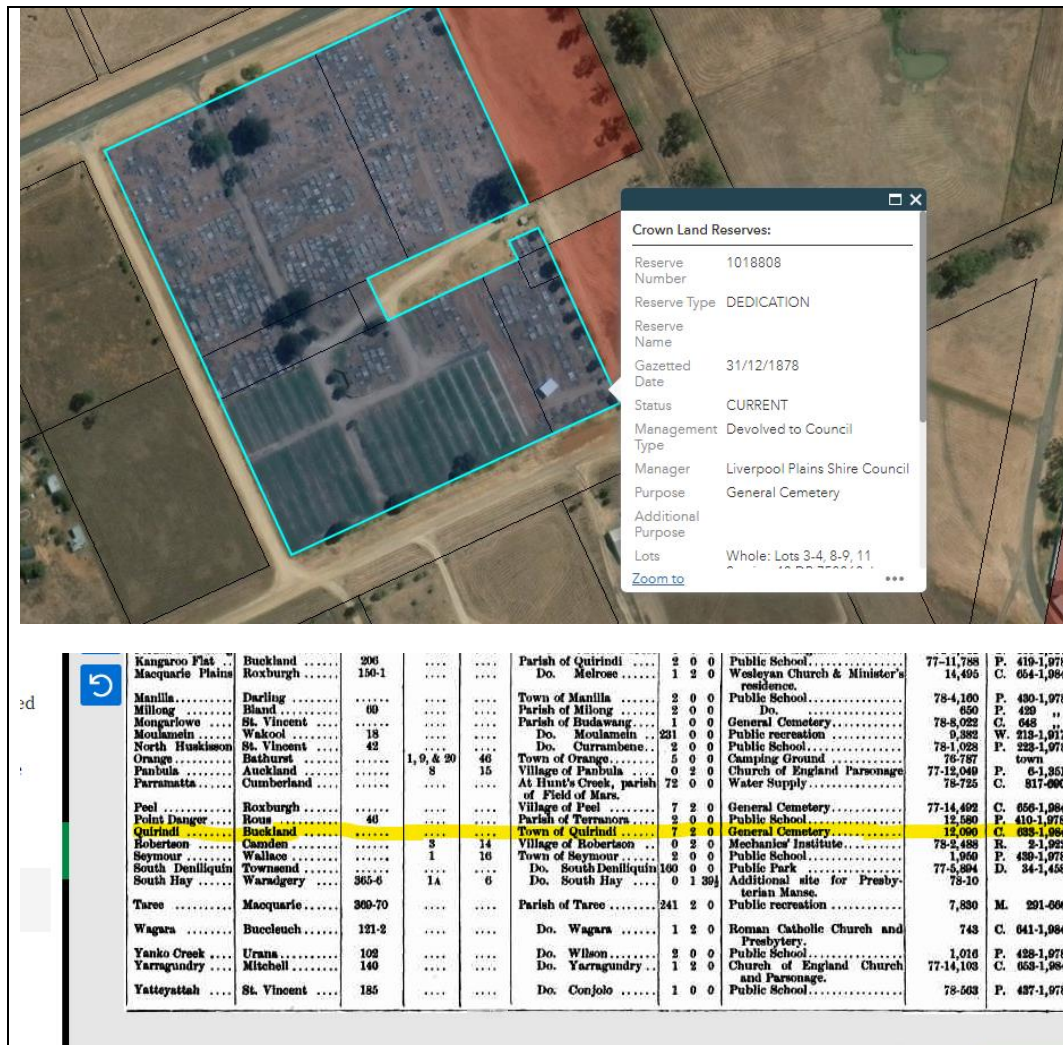
NOTATIONS

UNREGISTERED DEALINGS: NIL

*** END OF SEARCH ***







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[ROADS 1921-193-10]

[6232] Sydney, 2nd May, 1924.

**NOTIFICATION OF CLOSING OF UNNECESSARY
ROADS, &c.**

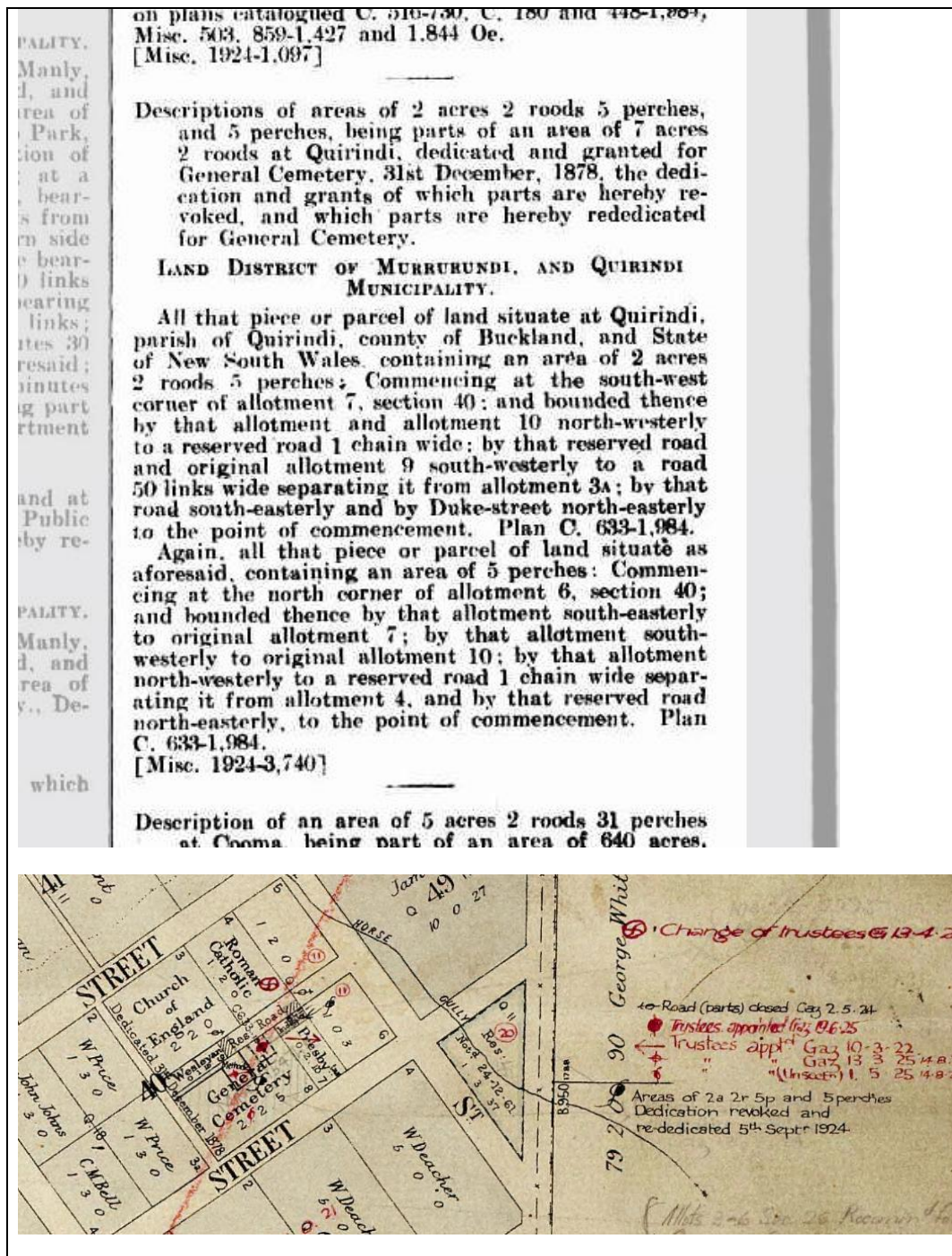
HIS Excellency the Governor, with the advice of the Executive Council, directs it to be notified that, in pursuance of the provisions of the 20th section of the Public Roads Act, 1902, the roads, &c., hereunder described, which are now no longer required, are hereby closed, and the lands comprised therein freed and discharged from any rights of the public or any person to the same as highways.

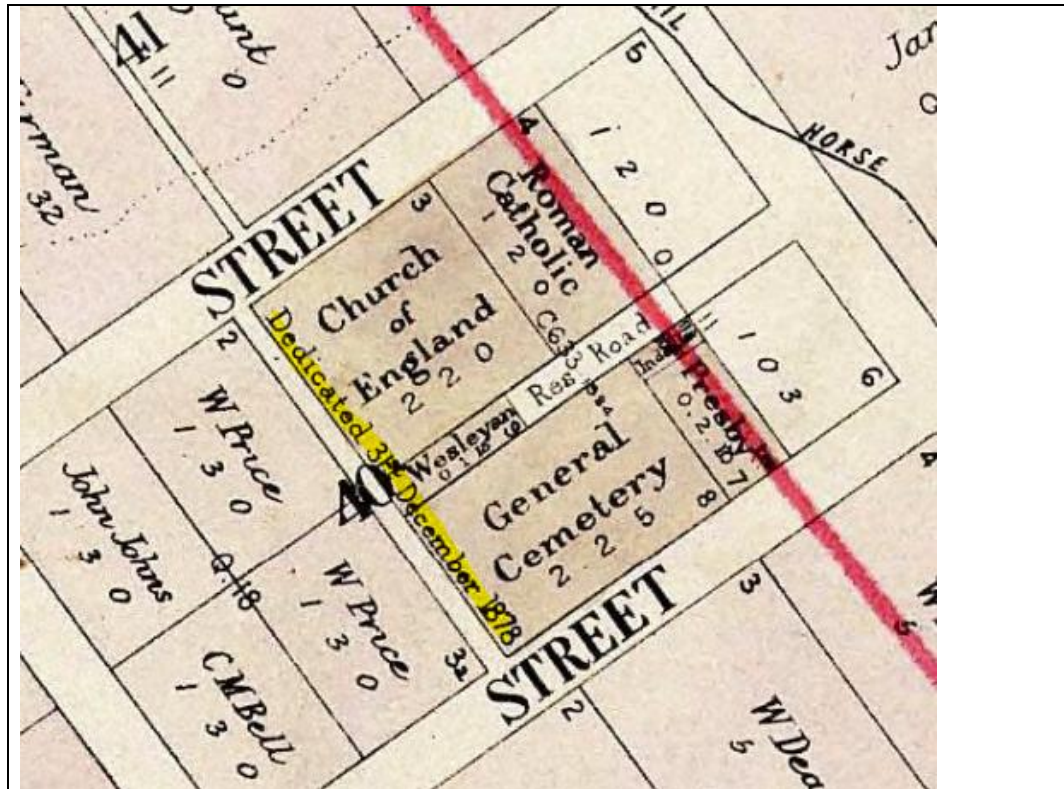
W. E. WEARNE, Minister for Lands.

—

Parts 100 links and 43 links wide of the road 100 links wide, within the General Cemetery at Quirindi, as now included within the amended boundaries of allotments set apart for Methodist and Presbyterian burial grounds respectively, parish of Quirindi, county of Buckland, Quirindi Municipality.
[Roads 1923-1,014-3]

Road 100 links wide separating Sydney-Richmond





Wallabadah Hall

Wallabadah Hall - Town of Quirindi - County of Buckland

Wallabadah Public Hall (yet to be reserved under the CLM Act 2016) comprises lot 19 Sec. 17 DP 759037 (lot 19).

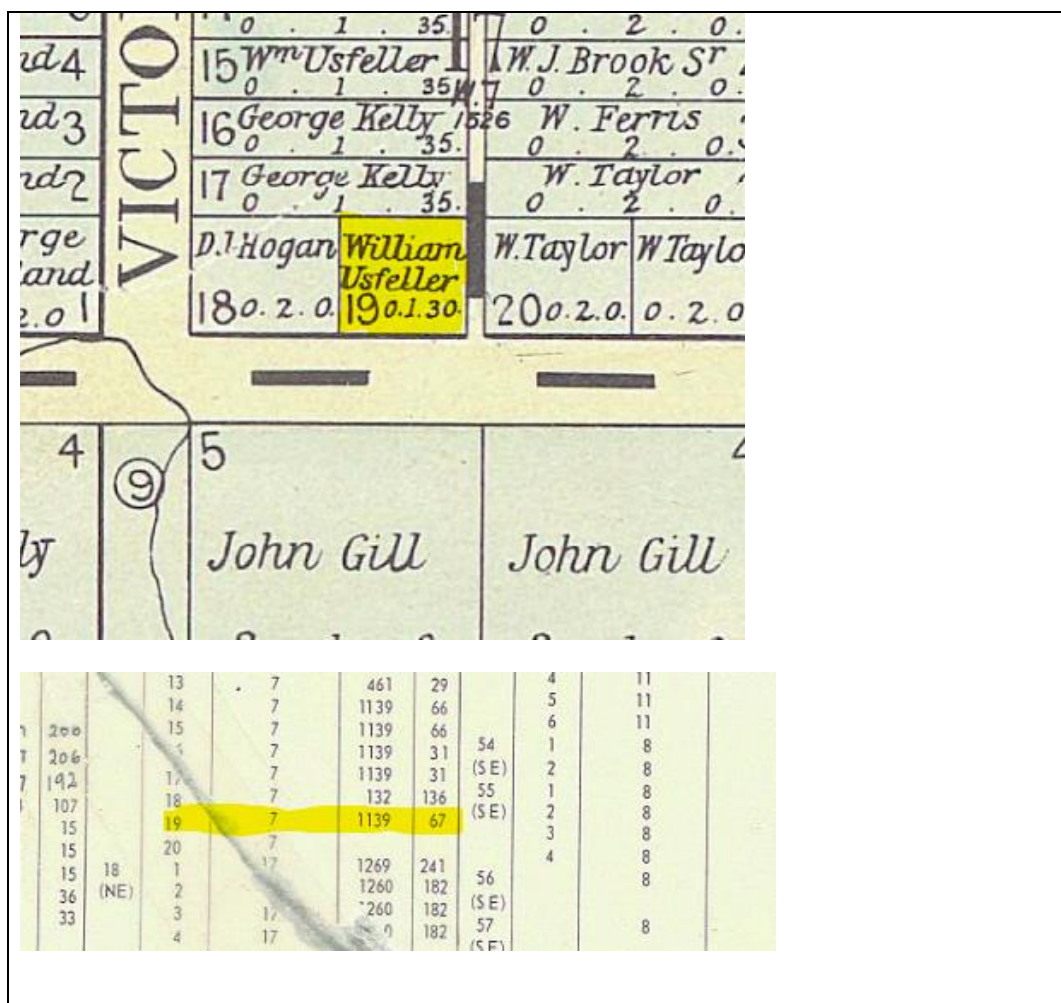
Lot 19 was purchased at a Crown lands sale held at Quirindi on 25 April 1893 and is notified on Crown plan 7-1526 (copy attached). The land was purchased by William Usfeller and a Certificate of Title (vol. 1139 fol. 67) was issued for the land.

This information is also noted and confirmed on the Town of Quirindi Regional Charting Map. Aerial inspection shows the land comprises a large structure which acts as a Public facility surrounded by manicured lawn.

Based on the evidence attached, the land was purchased as a valid freehold purchase which is inconsistent with the existence of Native Title and it may be concluded that Native Title has been extinguished over lot 19.









APPENDIX B: NATIVE TITLE MANAGER LETTER OF ACCREDITATION



Reference: LBN20/38

Mr Carl Malmberg
Council Crown Land Management
GPO Box 5477
Sydney NSW 2000

Dear Mr Malmberg,

**Subject: Confirmation of approved training as Native Title Manager
Crown Land Management Act 2016**

This letter provides confirmation that Carl Malmberg, having completed the approved training below, is qualified to act as a Native Title Manager for the purposes of Part 8 of the *Crown Land Management Act 2016* which commenced on 1 July 2018.

**Introductory Native Title Training
Delivered by the NSW Department of Planning, Industry and Environment,
Sydney, NSW on 3 December 2019**

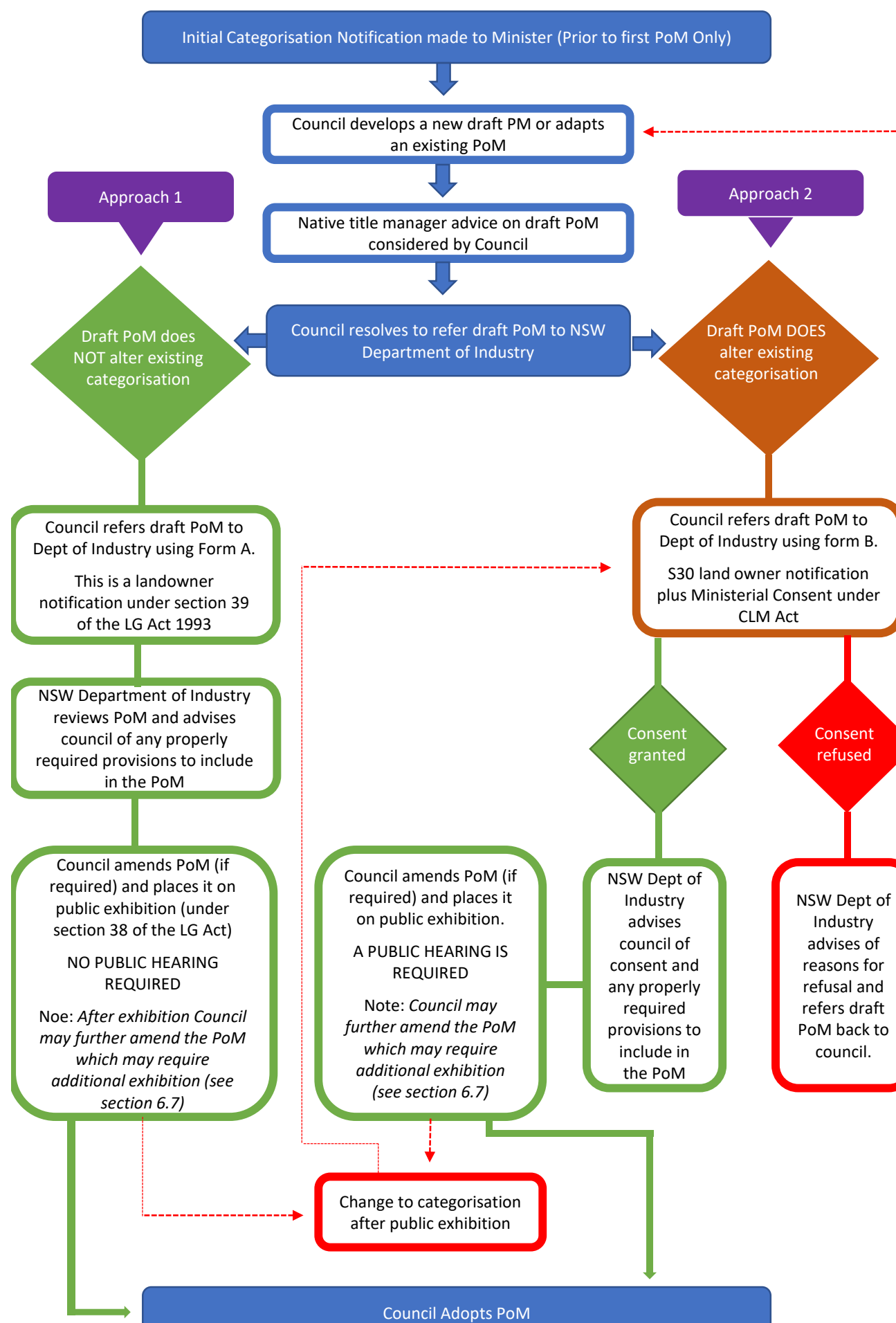
For further information about the qualified training, please contact Mr Todd Craig, Native Title Operations, Crown Lands in the NSW Department of Planning, Industry and Environment: via email: todd.craig@crowland.nsw.gov.au

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Rodney Hodder'.

Rodney Hodder
A/Executive Director Strategy and Policy
Crown Lands

6/2/2020





Department of Planning, Housing and Infrastructure

Our ref: DOC21/220835

Ms Cindy Teuma
Manager Assets & Property
Liverpool Plains Shire Council
PO Box 152
QUIRINDI NSW 2343

via email: cindy.teuma@liverpoolplains.nsw.gov.au

cc: council@liverpoolplains.nsw.gov.au

19 November 2024

Subject: Liverpool Plains Shire Council draft Plan of Management – Plan of Management Community Land 2021.

Approval to progress to public exhibition and Minister's consent to adopt.

Dear Ms Teuma

Thank you for submitting the draft Plan of Management (PoM) for Community Land 2021 on 29 October 2021 followed by the updated draft PoM on 4 November 2024.

I have reviewed the draft PoM and support it being placed on public exhibition with the following amendments:

- Council will be required to update the dates on page 2.
- Page 6 – 2.3 – This will also need to include Natural Area - Bushland
- Page 9 – 3.2 – This will also need to include Natural Area - Bushland
- Page 41 – 6.5 – Update the wording in the first sentence. In addition, for reserve 72708 and reserve 87207 Council should specify who the short-term licences are with, where they operate and what they are for.
- Page 44 – General Cemetery should be replaced with Cemetery Purposes
- Council should include the gazette date for all reserves listed in the PoM.

Council should conduct a final review of the document to ensure all legislation referenced is currently in force, departmental names are up to date, and spelling, grammar and formatting is correct and consistent. Note that as of 1 January 2024 the Department of Planning and Environment became the Department of Planning, Housing and Infrastructure, please ensure that the PoM is updated to reflect this change.

Subject to no changes following public exhibition, as a delegate for the Minister for Lands and Property, I consent to council to adopt the PoM under clause 70B of the Crown Land Management Regulation 2018.

6 Stewart Avenue, Newcastle NSW 2302
PO Box 2185 Dangar NSW 2309

reservemanager.crownland.nsw.gov.au



Department of Planning, Housing and Infrastructure

If the PoM is amended after public exhibition (except for minor editorial and formatting changes), council must resubmit the draft PoM for Minister's consent to adopt. With the amended PoM, please provide the following documents:

- a table of PoM amendments or tracked changes.
- summary report of submissions from public exhibition (if any)
- council reports on the proposed adoption (if any)

If there are no amendments to the PoM, please provide a copy of the adopted PoM. All documents must be sent to council.clm@crowmland.nsw.gov.au.

Please remember, an adopted PoM authorises the lawful use and occupation of Crown land. Council must ensure that any activities planned on the reserve are expressly authorised in the adopted PoM and native title obligations are met.

If you have any further questions or need assistance, please contact the Reserves Programs Team at council.clm@crowmland.nsw.gov.au.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Paula Sanchez".

Paula Sanchez

Acting Manager, Reserves Programs

Department of Planning, Housing and Infrastructure – Crown Lands and Public Spaces

8.3 ADOPTION OF DRAFT ASSET MANAGEMENT PLANS

IP&R Linkage: **Goal:** Our infrastructure is well planned and maintained and will meet our needs now and, in the future









Strategy: Develop Asset Management Plans in line with community priorities

Author: Nathan Skelly, Director Infrastructure and Environmental Services

Authoriser: Cian Middleton, General Manager

File Number: G2025/0221

Annexures:

- A. 2025 FINAL Aerodrome Asset Management Plan [↓](#) 
- B. 2025 FINAL Buildings Asset Management Plan [↓](#) 
- C. 2025 FINAL Fleet Asset Management Plan [↓](#) 
- D. 2025 FINAL Parks and Recreation Asset Management Plan [↓](#) 
- E. 2025 FINAL Transportation Asset Management Plan [↓](#) 
- F. 2025 FINAL Wastewater Asset Management Plan [↓](#) 
- G. 2025 FINAL Water Asset Management Plan [↓](#) 
- H. 2025 FINAL Asset Management Strategy [↓](#) 

RECOMMENDATION

That Council:

1. Adopt the following Asset Management Plans:
 - (a) Aerodrome Asset Management Plan appended at *Annexure A*
 - (b) Buildings Asset Management Plan as appended at *Annexure B*
 - (c) Fleet Asset Management Plan as appended at *Annexure C*
 - (d) Parks and Recreation Asset Management Plan as appended at *Annexure D*
 - (e) Transportation Asset Management Plan as appended at *Annexure E*
 - (f) Centralised Waste Water Asset Management Plan as appended at *Annexure F*
 - (g) Town Water Supplies Asset Management Plan as appended at *Annexure G*
2. Adopt the Asset Management Strategy, appended at *Annexure H*.

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*.

This were placed on public exhibition following the Council Meeting held 12 May 2025, with no public submissions received.

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.

Whilst there was no public submissions received, a Councillor submission was received that raised the following:

No linkage to quality management processes

This is not a common input into Asset Management Plans, but a comment has been put into the improvement section of the Asset Management Plan calling for this to be undertaken.

No reference to technical specifications

This is not for consideration in an Asset Management Plan, and is considered during the design phase of a project.

Guardrail/delineation aren't included

They are not specifically identified within the Asset Management Plan but are included in the overall asset values. Any repairs/maintenance are considered within our maintenance budget. Renewals would be considered as part of a broader road renewal project, not on individual assets. Council does not currently have information captured on all guardrail assets within its control.

Trip hazards noted as not measured

Footpaths are not subject to routine inspections currently. Data is being captured as part of the revaluation of transportation assets in 2025/2026.

Road hierarchy document linked to the Asset Management Plan

Within Council's Asset Management System, Assetic, each road has a clearly defined road hierarchy. A map of this hierarchy has been included in the Asset Management Plan for clarity.

Maintenance budget staying the same over the duration of the plan, and asset condition deterioration throughout plan

Over the Aerodrome, Buildings, Parks and Recreation, and Transportation asset management plans, there is a shortfall of over \$1 million per annum over the planning horizon, with some \$127 million worth of assets not having any planned renewals over the planning horizon. This is the financial reality of trying to manage Council's \$809 million of assets. It is noted that the customer satisfaction survey that was recently completed showed a high level of dis-satisfaction with the road network, this Asset Management Plan does not propose to spend further money to improve levels of service on the road network.

LEGISLATIVE AND POLICY IMPLICATIONS

The adoption of the Asset Management Plans and Strategy will 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

The plans and the strategy were put on public exhibition for 28 days with nil public comments received.

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 adopted.



ASSET MANAGEMENT PLAN

Liverpool Plains Shire Council
Aerodrome AMP FY26

liverpoolplains.nsw.gov.au



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

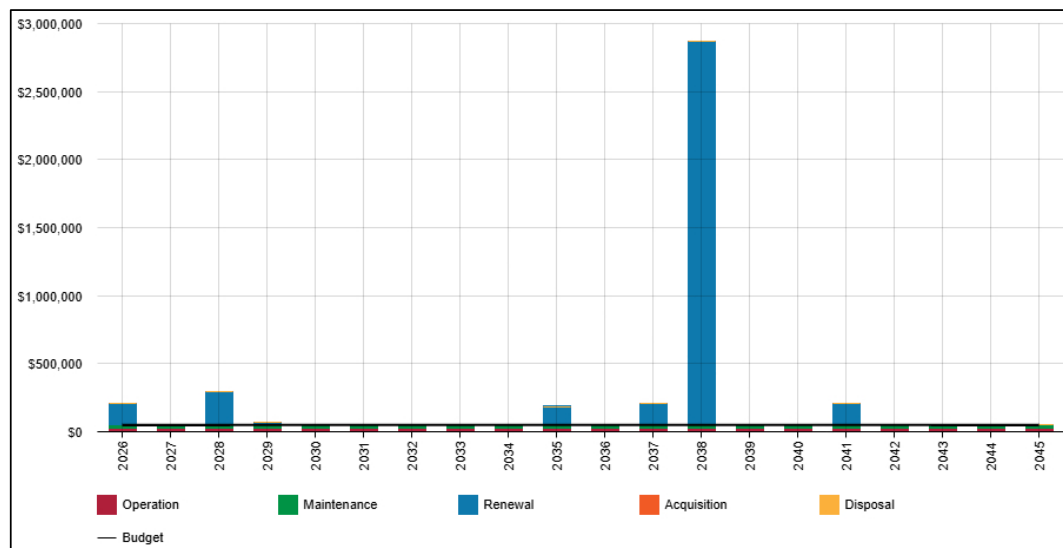


Figure Values are in current dollars.

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"> ■ Represent needs of community/shareholders ■ Endorsement of the asset management policy and plans ■ Allocate financial resources to meet planning objectives in providing services while managing risks 2 ■ Ensure service is sustainable
General Manager	<ul style="list-style-type: none"> ■ Allocate human resources to meet planning objectives in providing services while managing risks, ■ To ensure that all staff are educated in asset management and that responsibilities are communicated to staff ■ To provide leadership and coordination for the implementation of asset management across the business units ■ To raise awareness and provide education of asset management across Council
Director Infrastructure and Environmental Services	<ul style="list-style-type: none"> ■ To develop, review and oversee the Asset Management Policy and Asset Management Plans ■ To implement the improvement activities identified within the plan ■ Ensure that all asset data is kept up to date and inspections are undertaken in accordance with the agreed levels of service ■ Develop 10-year Capital Works plans and budgeting

Key Stakeholder	Role in Asset Management Plan
LPSC Staff	<ul style="list-style-type: none"> Verify the size, location, and condition of assets Provide local knowledge detail on all infrastructure assets Capital Works, Operations and Maintenance management to meet agreed service levels Liaison internally with Executive Leadership Team with regard to asset prioritisation and planning

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:

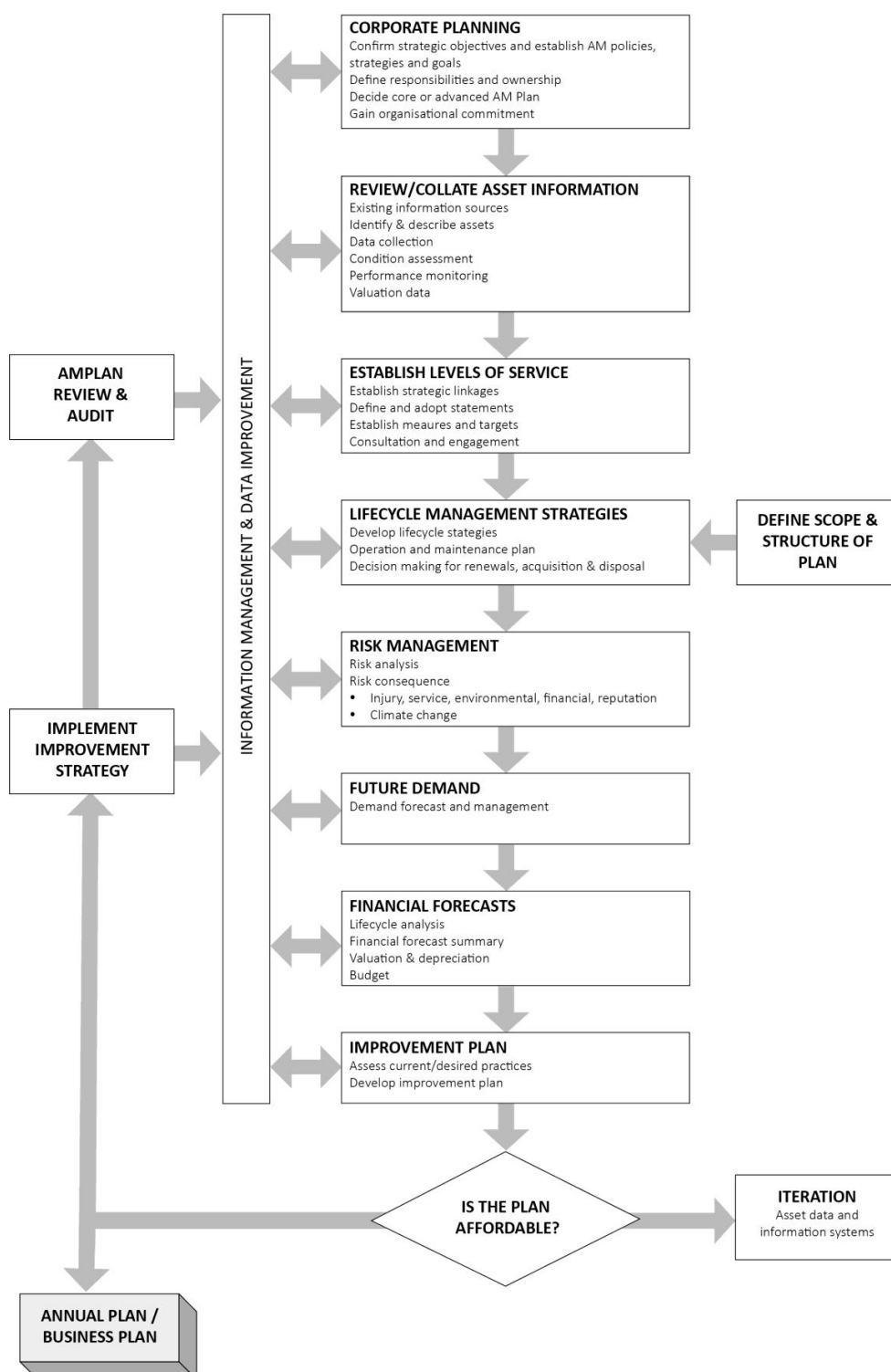
- ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- International Infrastructure Management Manual¹

A road map for preparing an AM Plan is shown below.

¹ 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
	Confidence levels		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
	Confidence levels		High	High
Capacity	That the facilities cater for the air traffic volumes	Number of landings	Measured through Avdata	Nil change
	Confidence levels		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.²

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 **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Nil planned	N/A	N/A	N/A
		Budget	\$0	\$0
Operation	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
		Budget	\$30,000	\$30,000

² IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
Maintenance	Maintenance grading of unsealed runway	No large loose stones on runway surface	Graded twice yearly	Graded as needed based on inspections
		Budget	\$20,000	\$20,000
Renewal	Resealing of runway	Resealed every 15 years	N/A	The renewal activity we would like to do as per the lifecycle forecast
		Budget	\$0	\$157,285
Disposal	Nil	N/A	N/A	N/A
		Budget	\$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.³

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:

³ 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.

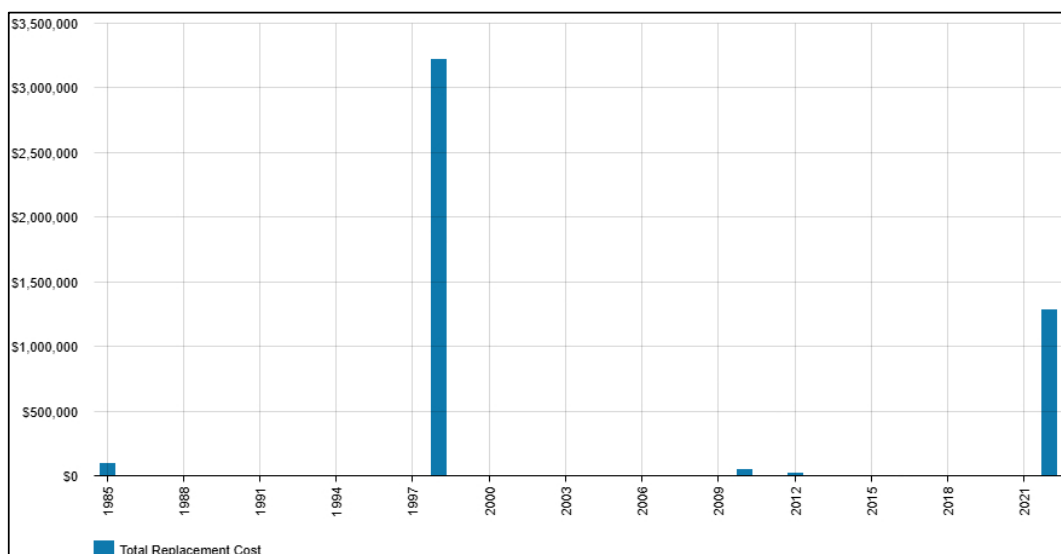
Council only operates a single aerodrome that has 2 runways and associated taxiways and buildings. The aerodrome is located approximately 15kms from the main town of Quirindi on a suitable site. As with most rural aerodromes there are ongoing issues such as:

- 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 ²	\$675,472
Unsealed Runway	56,640m ²	\$1,921,777
Taxiways	32,682m ²	\$1,108,890
Lighting	Multiple	\$192,000
Carparks and Roads	1	\$553,774
Terminal Building	1	\$155,000
Garage	1	\$51,400
TOTAL		\$4,658,313



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 system⁴ 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.

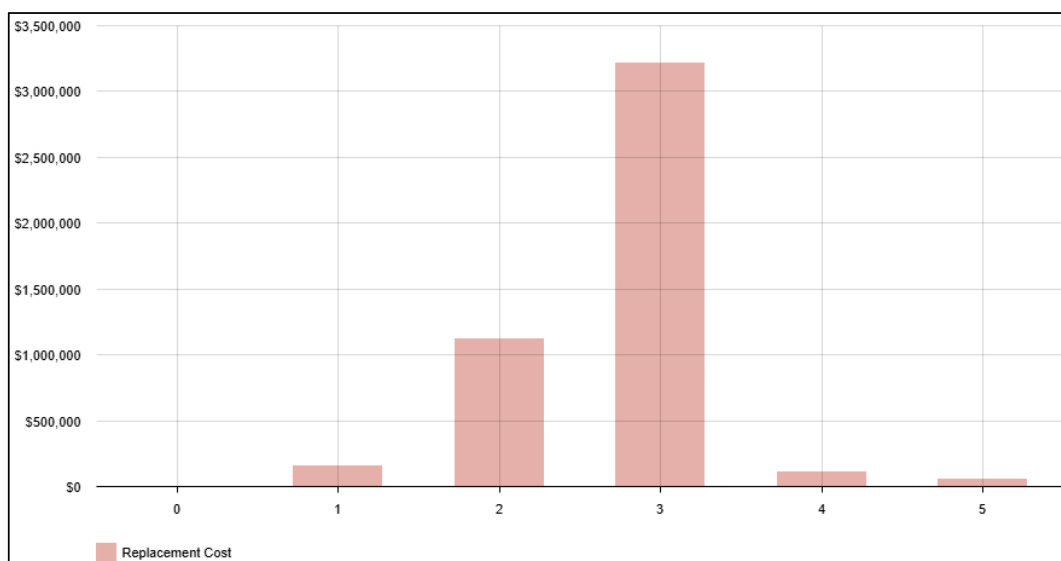
Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: 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

⁴ 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

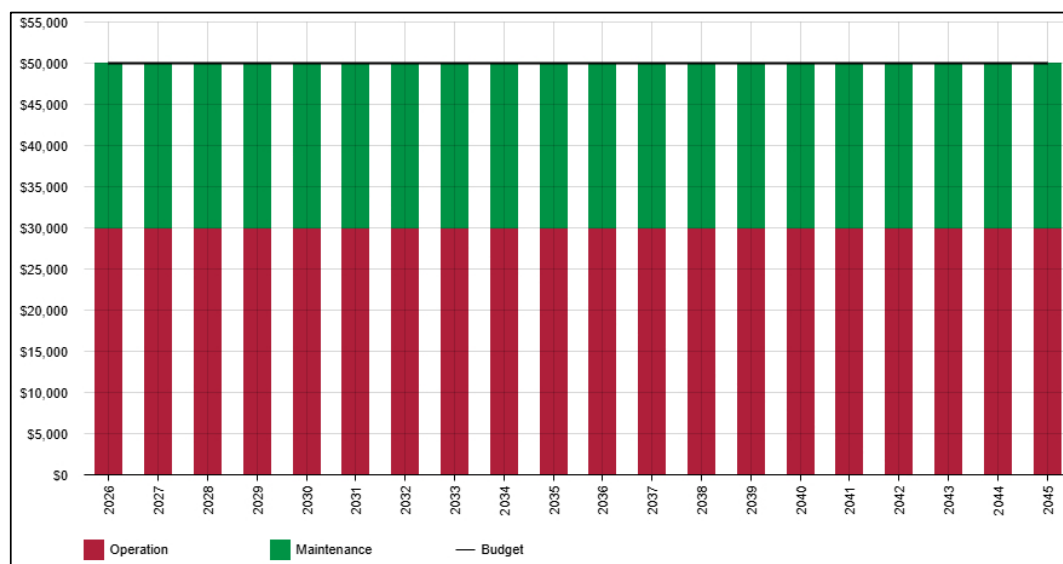
An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for 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).⁵

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.⁶

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%
Total	100%

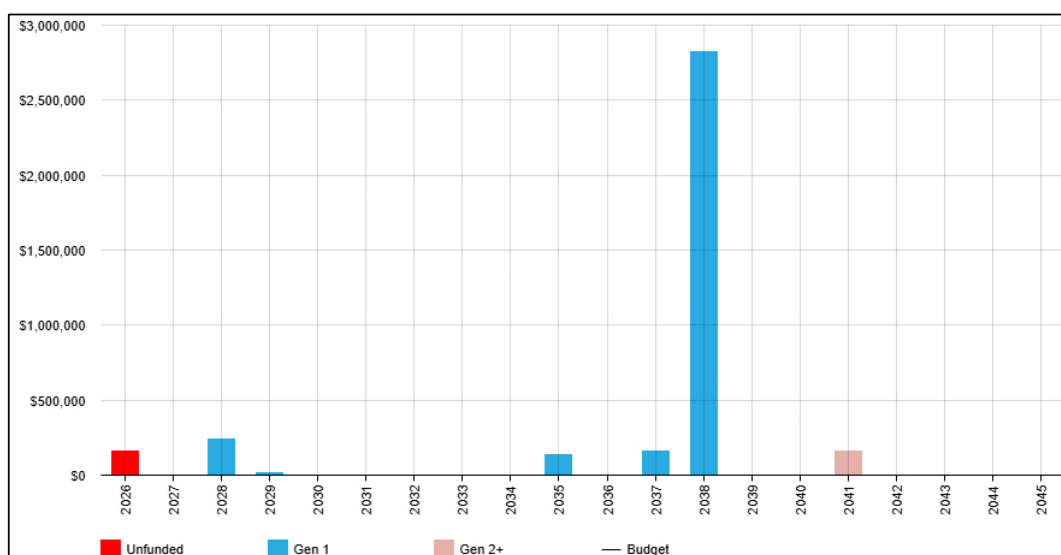
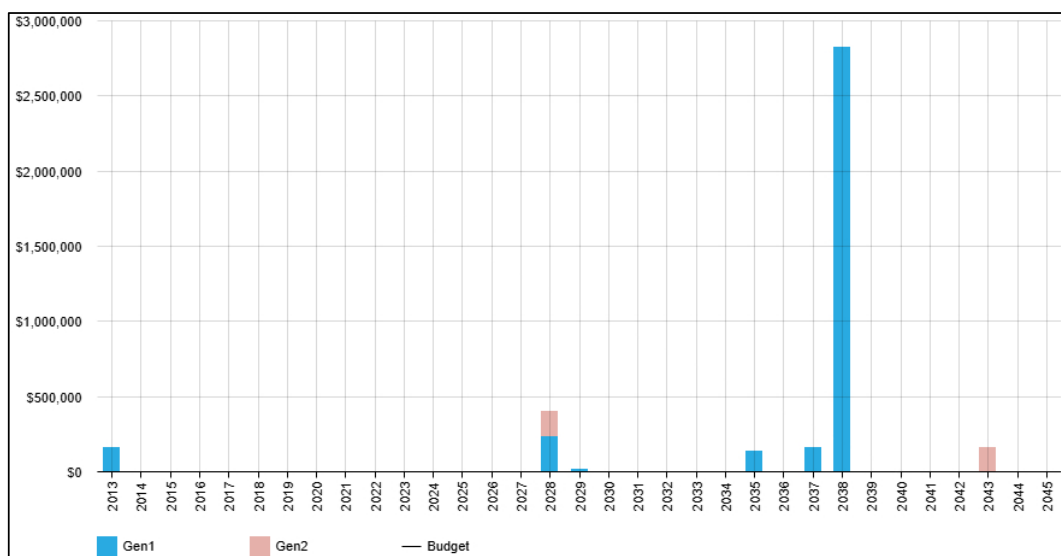
5.4 Summary of future renewal costs

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

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁶ 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.

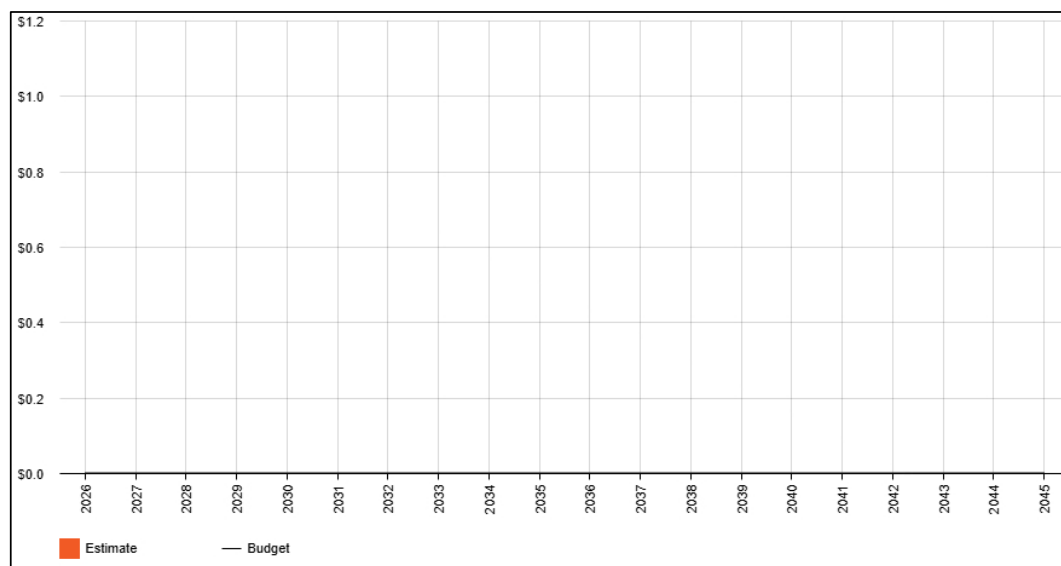
Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Legislative requirement	40%
Strategic alignment	30%
Financial cost	15%
Capacity to operate	10%
Financial benefit	5%
Total	100%

Summary of future asset acquisition costs

There are no forecast acquisitions for the aerodrome.

Figure 5.5.1: Acquisition (Constructed) Summary

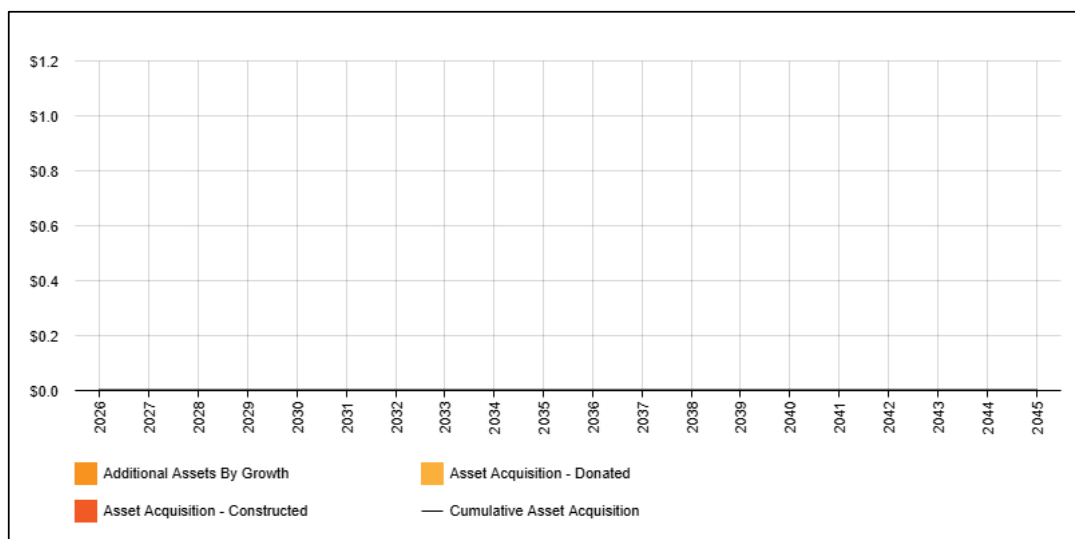


All figure values are shown in current day dollars.

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.

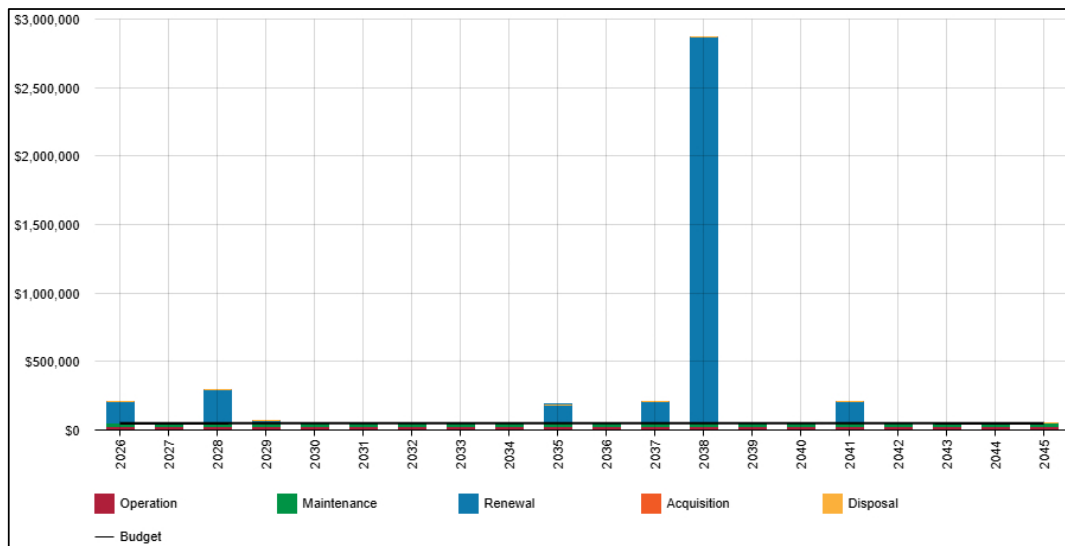
There are no plans for disposal included in the AM Plan. This will be an item for review in future evaluations and should be considered if the utilisation of the aerodrome stays at low levels.

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'⁷.

An assessment of risks⁸ 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.

⁷ ISO 31000:2009, p 2

⁸ REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

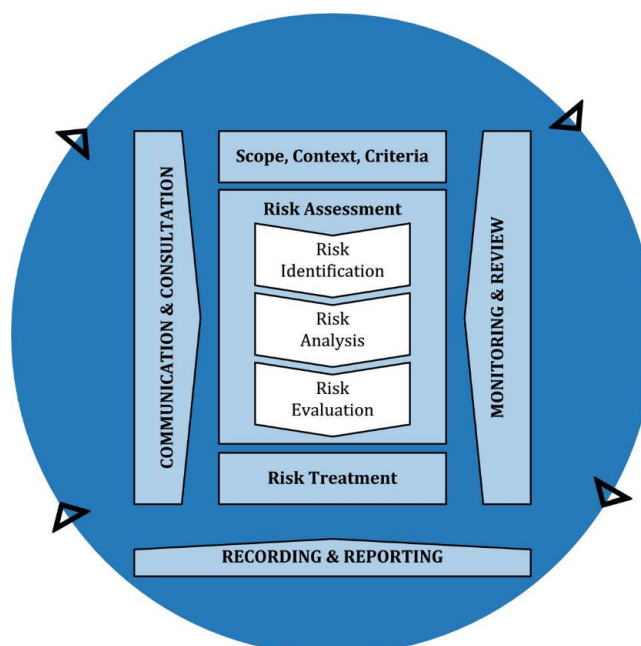


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

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 risks⁹ 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.

⁹ 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 Ratio¹⁰ 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.

¹⁰ 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

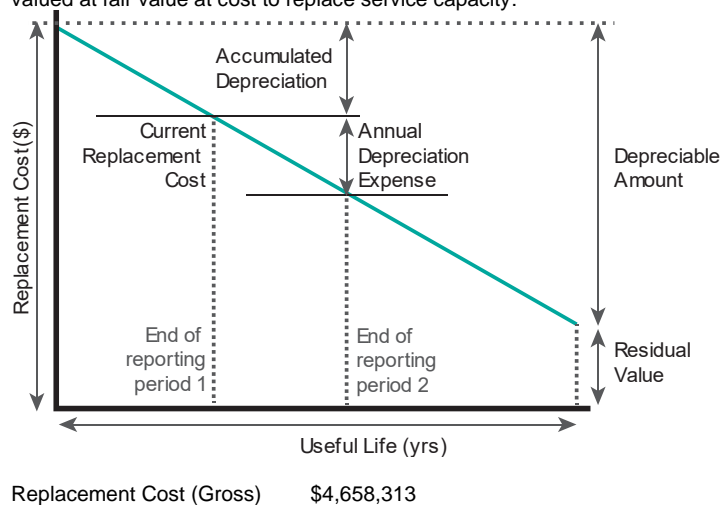
The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

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:



Depreciable Amount	\$4,658,313
Current Replacement Cost ¹¹	\$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 scale¹² 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

¹¹ Also reported as Written Down Value, Carrying or Net Book Value.

¹² 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%).

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- 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

liverpoolplains.nsw.gov.au



**Liverpool
Plains**
Shire Council

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

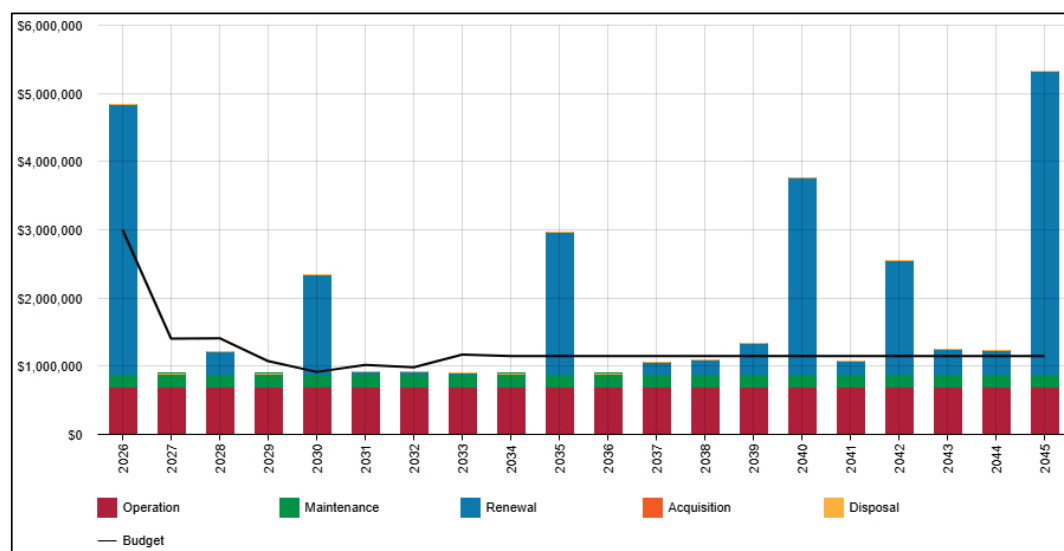


Figure Values are in current dollars.

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"> ■ Represent needs of community/shareholders ■ Endorsement of the asset management policy and plans ■ Allocate financial resources to meet planning objectives in providing services while managing risks ■ Ensure service is sustainable
General Manager	<ul style="list-style-type: none"> ■ Allocate human resources to meet planning objectives in providing services while managing risks, ■ To ensure that all staff are educated in asset management and that responsibilities are communicated to staff ■ To provide leadership and coordination for the implementation of asset management across the business units ■ To raise awareness and provide education of asset management across Council
Director Infrastructure & Environmental Services	<ul style="list-style-type: none"> ■ To develop, review and oversee the Asset Management Policy and Asset Management Plans

Key Stakeholder	Role in Asset Management Plan
	<ul style="list-style-type: none"> To implement the improvement activities identified within the plan Ensure that all asset data is kept up to date and inspections are undertaken in accordance with the agreed levels of service Develop 10-year Capital Works plans and budgeting
LPSC Staff	<ul style="list-style-type: none"> Verify the size, location, and condition of assets Provide local knowledge detail on all infrastructure assets Capital Works, Operations and Maintenance management to meet agreed service levels Liaison internally with Executive Leadership Team with regard to asset prioritisation and planning
Community	<ul style="list-style-type: none"> Be aware of service levels and costs Participate in consultation processes Provide feedback on services 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

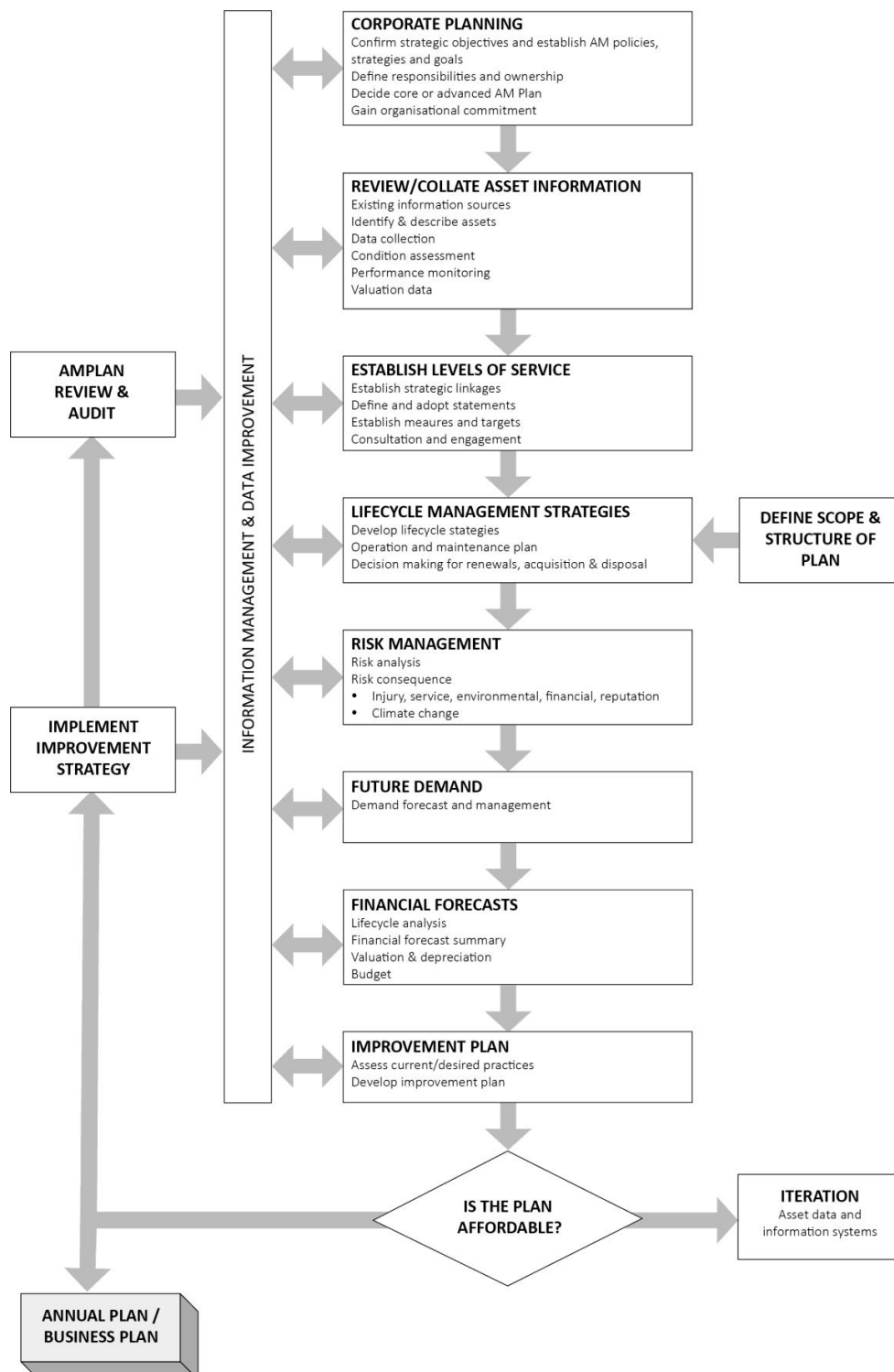
- International Infrastructure Management Manual¹

A road map for preparing an AM Plan is shown below.

¹ 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
A Great Rural Lifestyle with Access to Quality Services and Facilities		
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
Strong Community, Council and Business Leadership		
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
A Sustainable Environment		
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>
A Thriving Economy		
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.²

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 **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Acquire new facilities	Allocation as per LTFP	Nil acquisitions budgeted	Only fund expansions with grant funding after considering lifecycle costings

² IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
		Budget	\$0	\$0
Operation	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
		Budget	\$687,000	\$687,000
Maintenance	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
		Budget	\$200,000	\$200,000
Renewal	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
		Budget	\$2,076,653	\$3,947,919
Disposal	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
		Budget	\$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.³

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.

³ 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

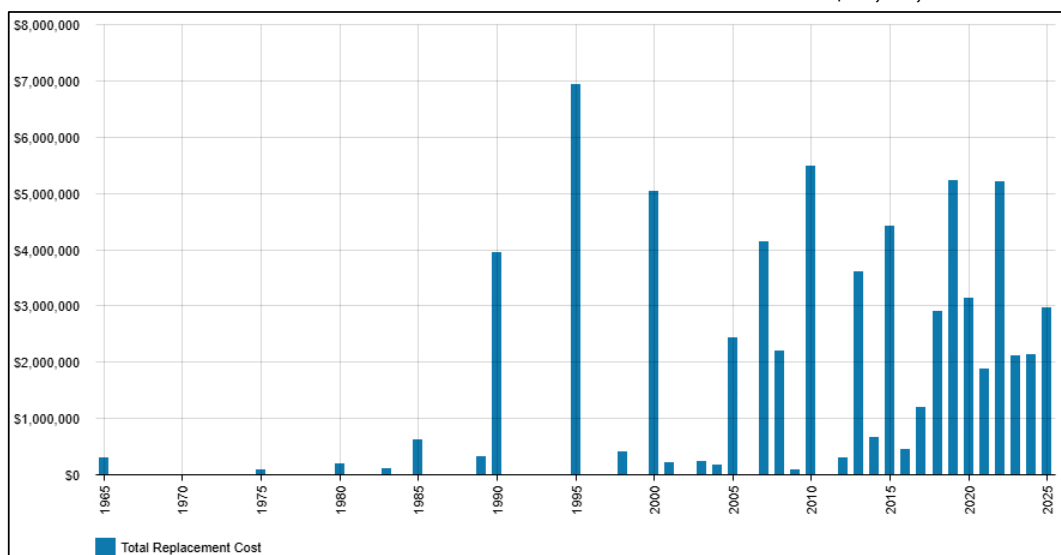
The assets covered by this AM Plan are shown in Table 5.1.1.

- 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 Premier 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
TOTAL		\$ 69,098,137



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 system⁴ 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.

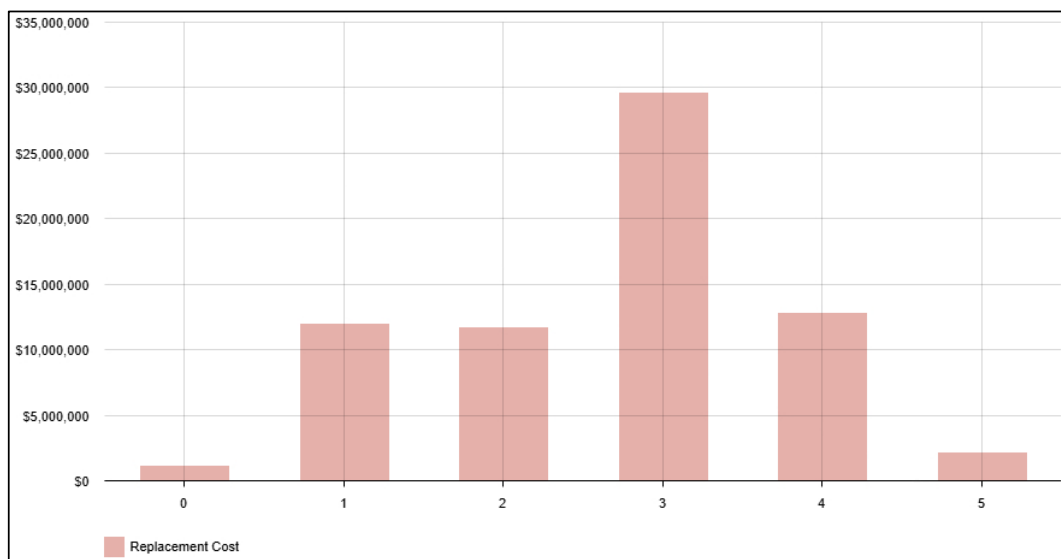
Table 5.1.3: Condition Grading System

⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: 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

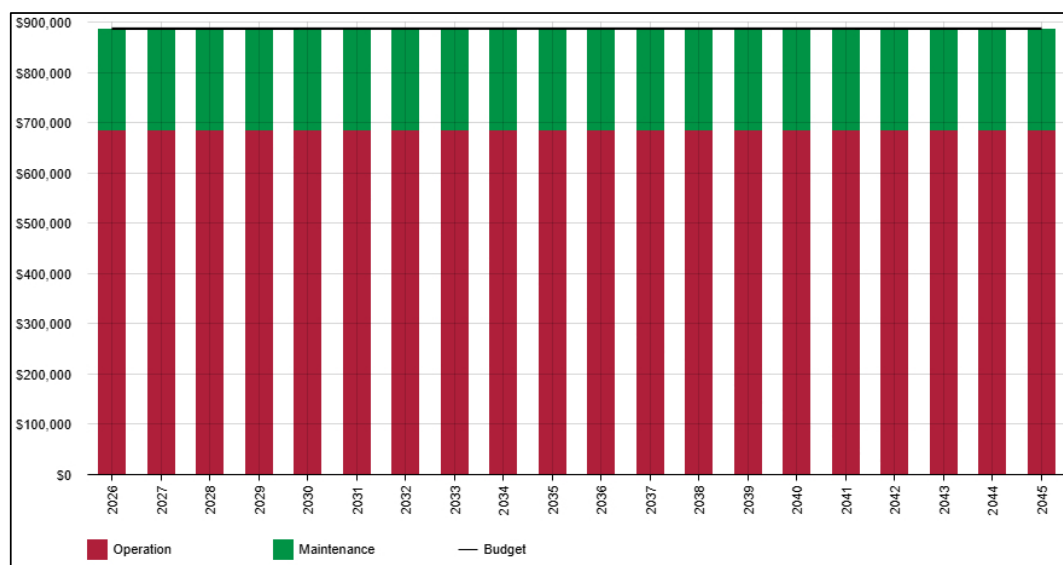
An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for 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
Sub- Structure <i>Includes concrete slabs and foundations, as well as bearers, posts and joists.</i>	30-75 years
Structure <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
Flooring	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>	
Roofing <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
Mechanical <i>Comprises air-conditioning, evaporative cooling, mechanical ventilation, and hot water systems</i>	9-23 years
Electrical <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
Sanitary <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).⁵

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.⁶

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%

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

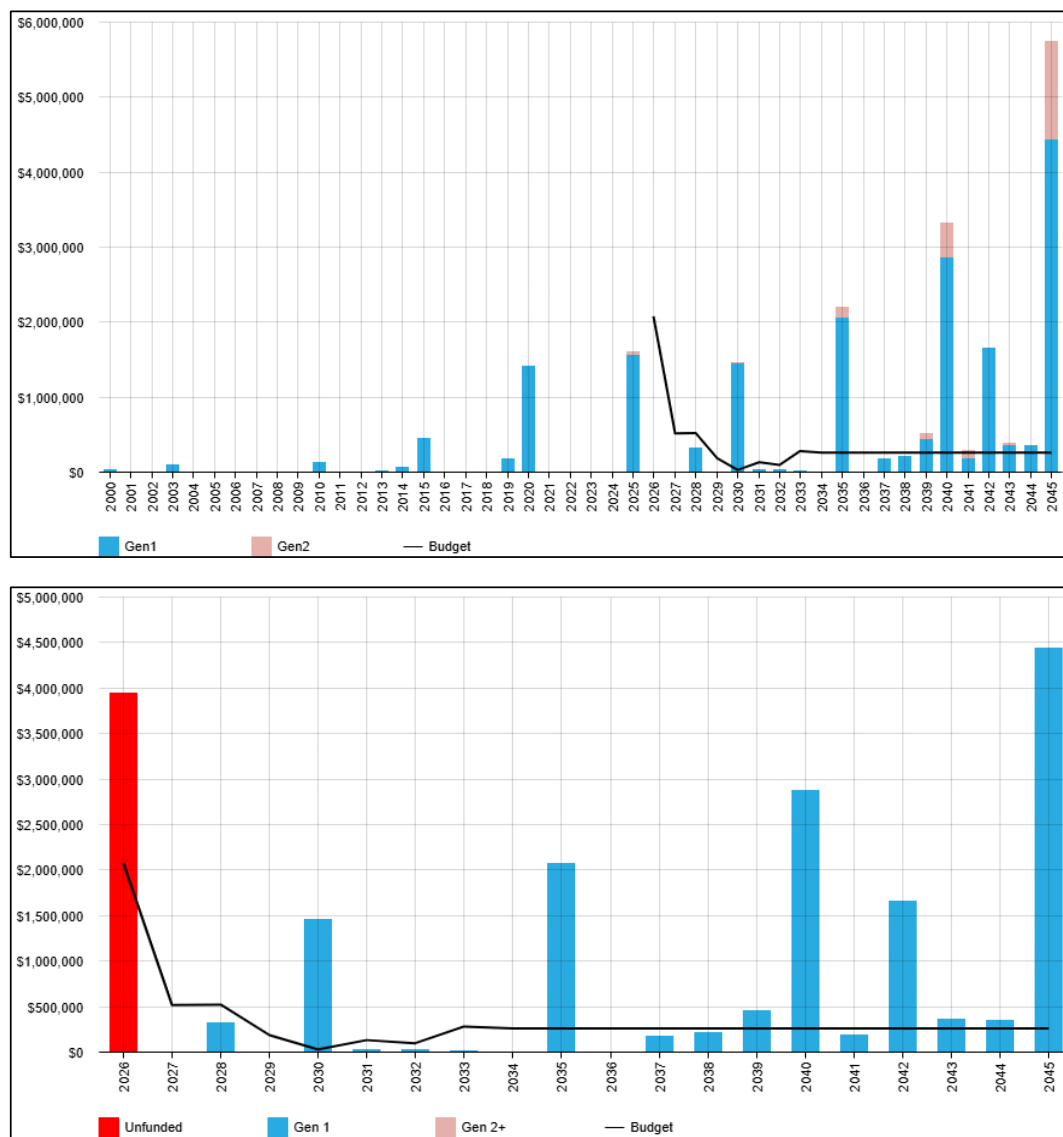
⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

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.

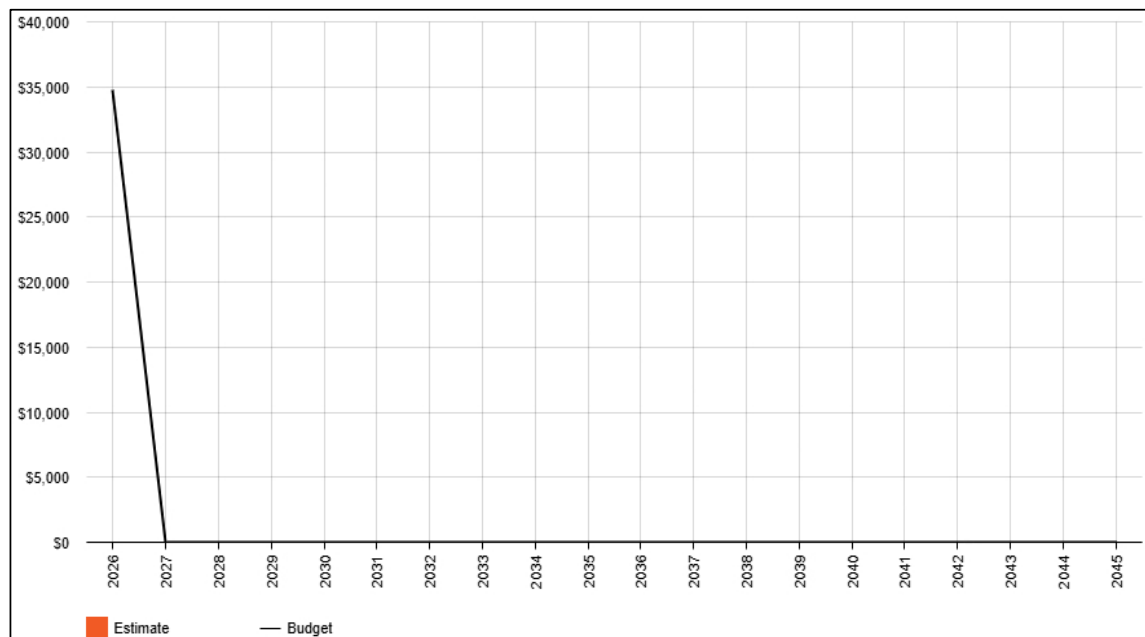
Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Legislative requirement	40%
Strategic alignment	30%
Financial cost	15%
Capacity to operate	10%
Financial benefit	5%
Total	100%

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.

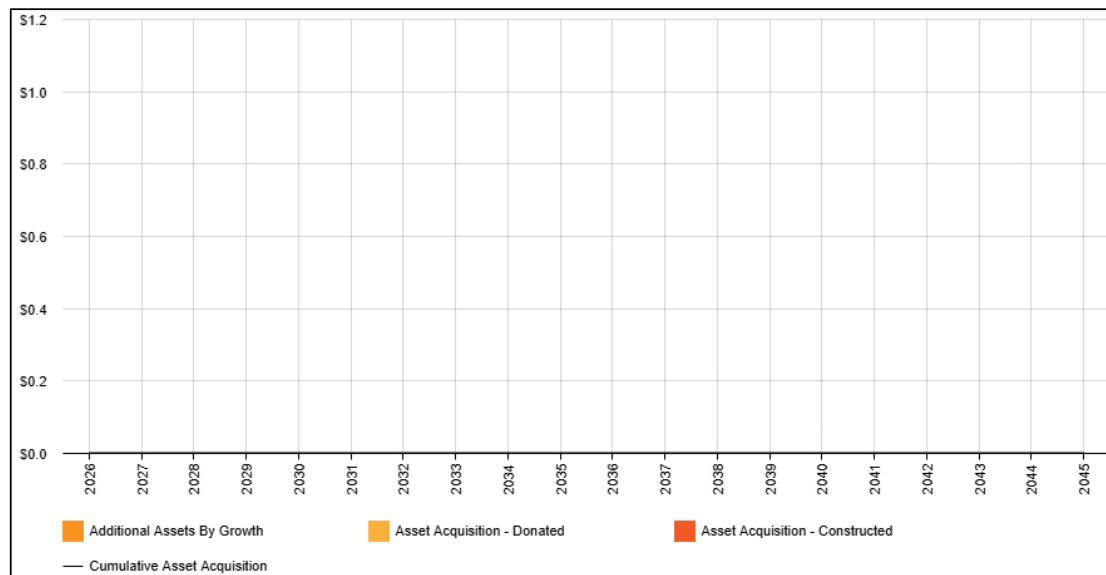
Figure 5.5.1: Acquisition (Constructed) Summary



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.

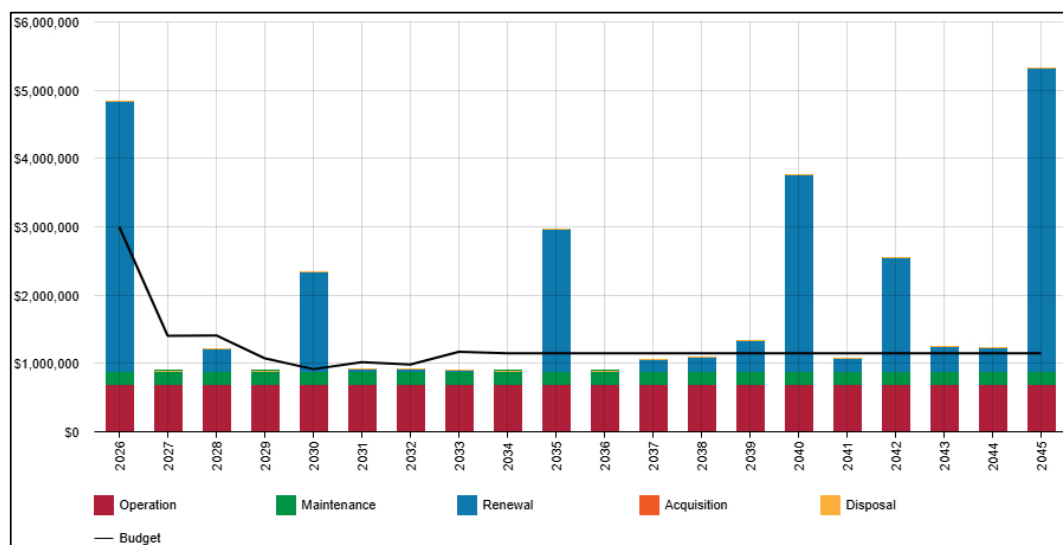


Figure 5.7.1: Lifecycle Summary

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'⁷.

An assessment of risks⁸ 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.

⁷ ISO 31000:2009, p 2

⁸ 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.

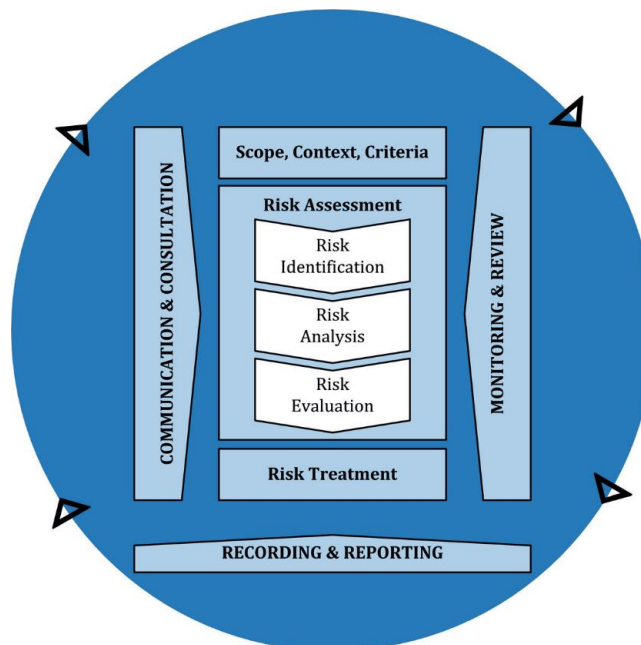


Fig 6.2 Risk Management Process – Abridged

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 risks⁹ 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

⁹ 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 Ratio¹⁰ 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.

¹⁰ 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

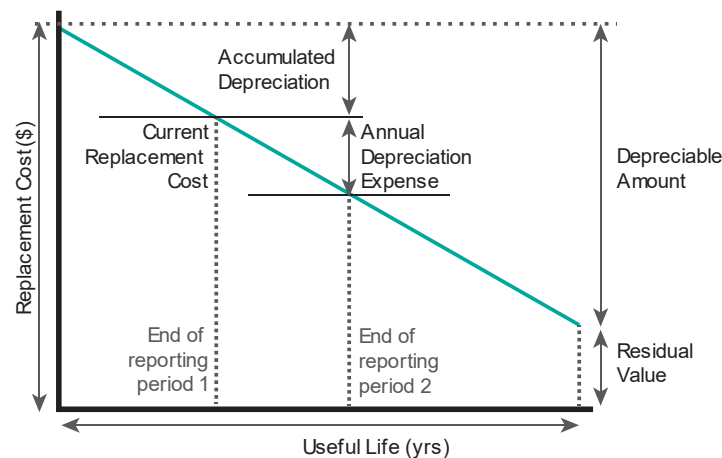
The proposed funding for assets is outlined in the Entity's budget and long-term financial plan.

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 ¹¹	\$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 scale¹² 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.

¹¹ Also reported as Written Down Value, Carrying or Net Book Value.

¹² 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

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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 Abouds/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 O 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 Premier - 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 Aboudu/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 Quirind	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) Caroona	Electrical-Main-16263	34	2060	2060	6900	50
BLD18480	Bush Fire Shed Main Street (Off) Caroona	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

liverpoolplains.nsw.gov.au



**Liverpool
Plains**
Shire Council

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

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

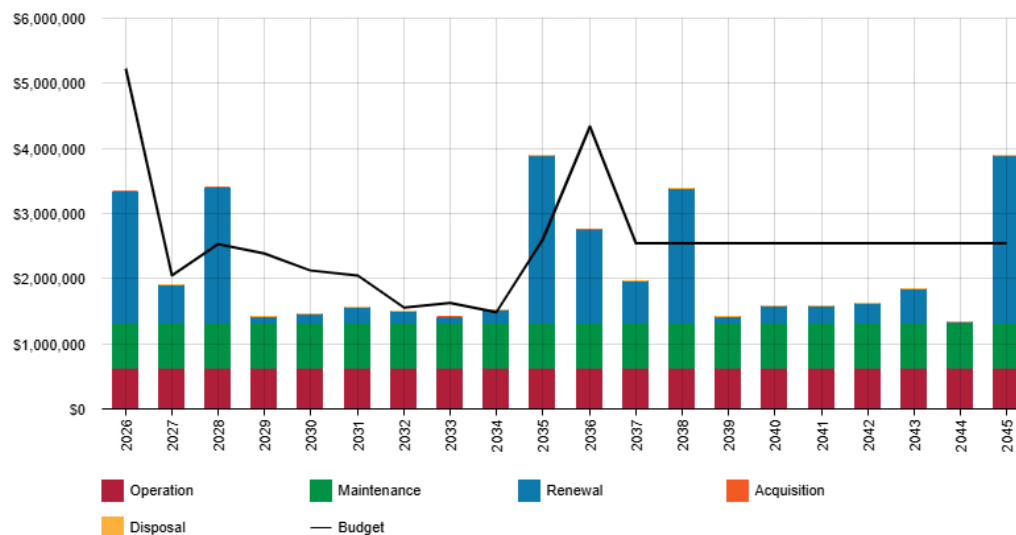


Figure Values are in current dollars.

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

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**Liverpool
Plains**
Shire Council

Document Control		Asset Management Plan – Asset Register Method			
Document ID : Parks and Recreation AMP					
Rev No	Date	Revision Details	Author	Reviewer	Approver
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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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

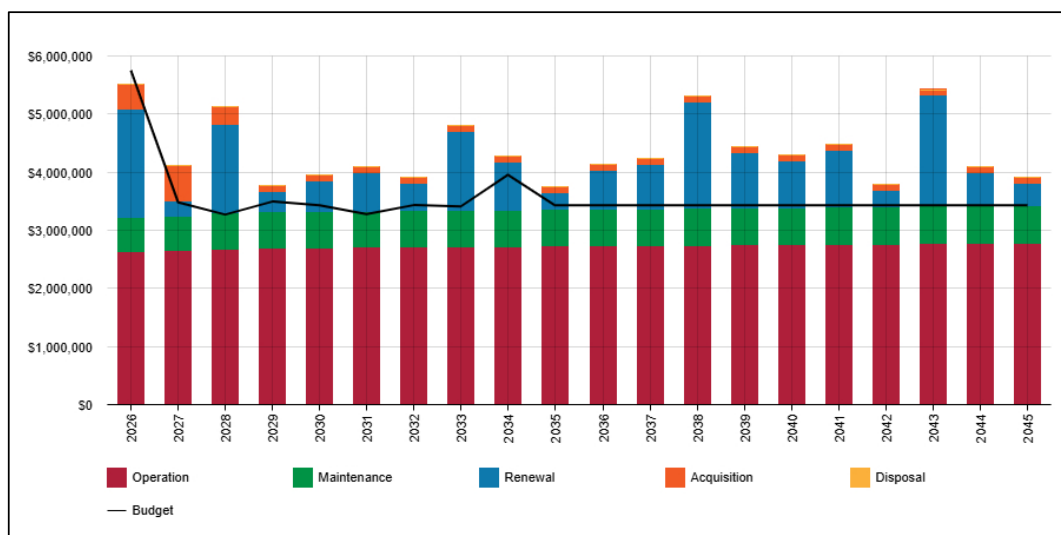


Figure Values are in current dollars.

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"> ■ Represent needs of community/shareholders ■ Endorsement of the asset management policy and plans ■ Allocate financial resources to meet planning objectives in providing services while managing risks ■ Ensure service is sustainable
General Manager	<ul style="list-style-type: none"> ■ Allocate human resources to meet planning objectives in providing services while managing risks, ■ To ensure that all staff are educated in asset management and that responsibilities are communicated to staff ■ To provide leadership and coordination for the implementation of asset management across the business units ■ To raise awareness and provide education of asset management across Council
Director Infrastructure & Environmental Services	<ul style="list-style-type: none"> ■ To develop, review and oversee the Asset Management Policy and Asset Management Plans ■ To implement the improvement activities identified within the plan

Key Stakeholder	Role in Asset Management Plan
	<ul style="list-style-type: none"> Ensure that all asset data is kept up to date and inspections are undertaken in accordance with the agreed levels of service Develop 10-year Capital Works plans and budgeting
LPSC Staff	<ul style="list-style-type: none"> Verify the size, location, and condition of assets Provide local knowledge detail on all infrastructure assets Capital Works, Operations and Maintenance management to meet agreed service levels Liaison internally with Executive Leadership Team with regard to asset prioritisation and planning
Community	<ul style="list-style-type: none"> Be aware of service levels and costs Participate in consultation processes Provide feedback on services 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:

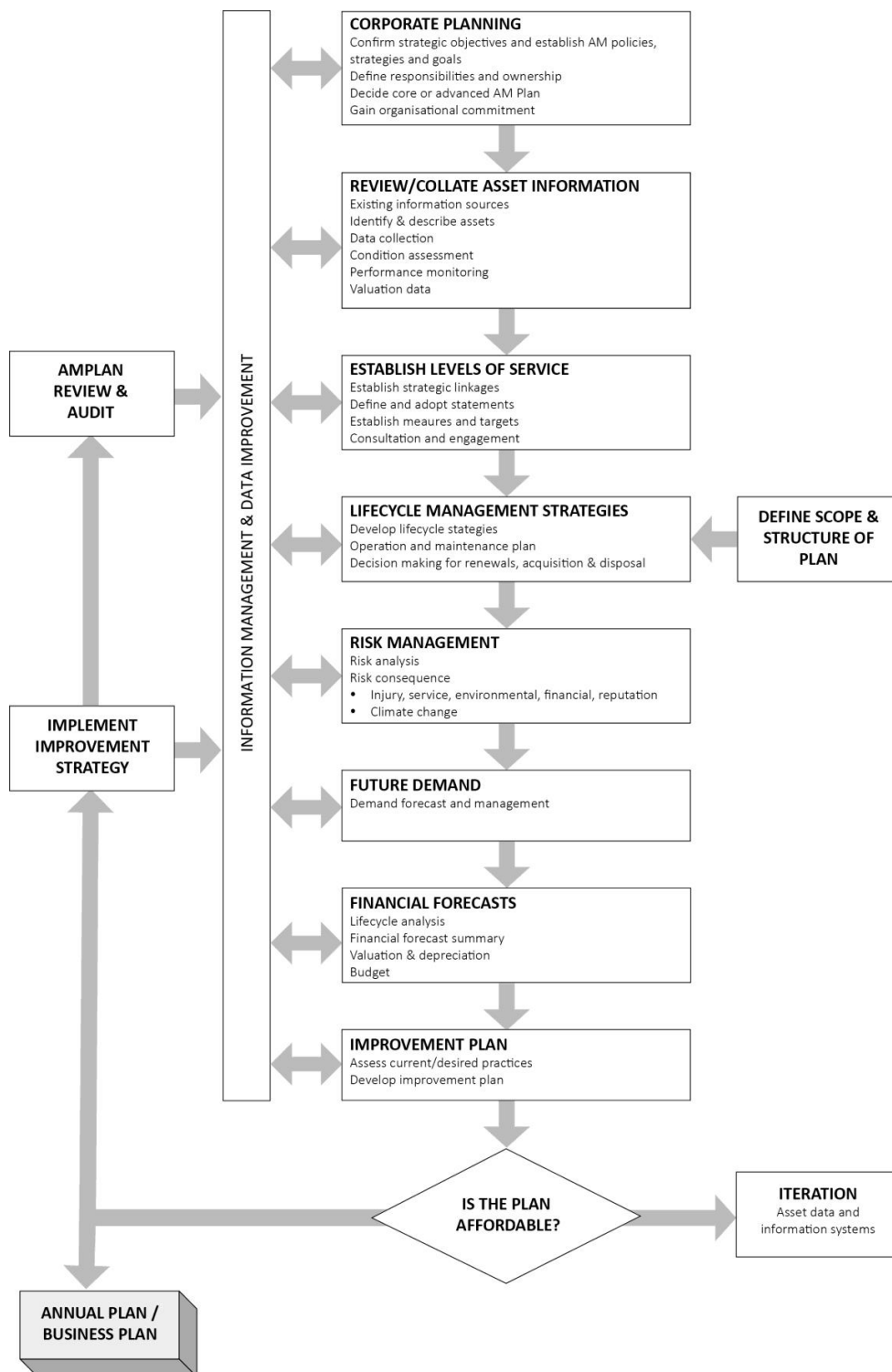
- ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- International Infrastructure Management Manual¹

¹ 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
A Great Rural Lifestyle with Access to Quality Services and Facilities		
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
Our Governance has Strong Community, Council and Business Leadership		
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
A Thriving Economy		
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

Service Objective:			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
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.²

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 **
TECHNICAL LEVELS OF SERVICE				
Acquisition	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
		Budget	\$0	\$425,000
Operation	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
		Budget	\$2,633,693	\$2,633,693
Maintenance	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
		Budget	\$586,938	\$586,938
Renewal	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
		Budget	\$2,530,322	\$1,864,603
Disposal	Nil disposals planned	N/A	N/A	N/A
		Budget	\$0	\$0

Note: * Current activities related to Planned Budget.

** Expected performance related to forecast lifecycle costs.

² 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.³

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.

³ 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

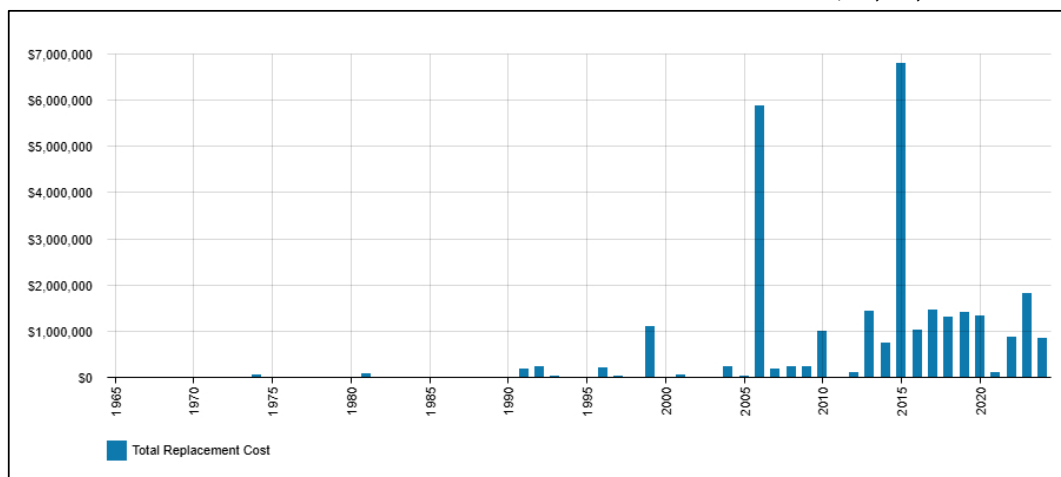
The assets covered by this AM Plan are shown in Table 5.1.1.

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
TOTAL		\$ 28,958,548



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.

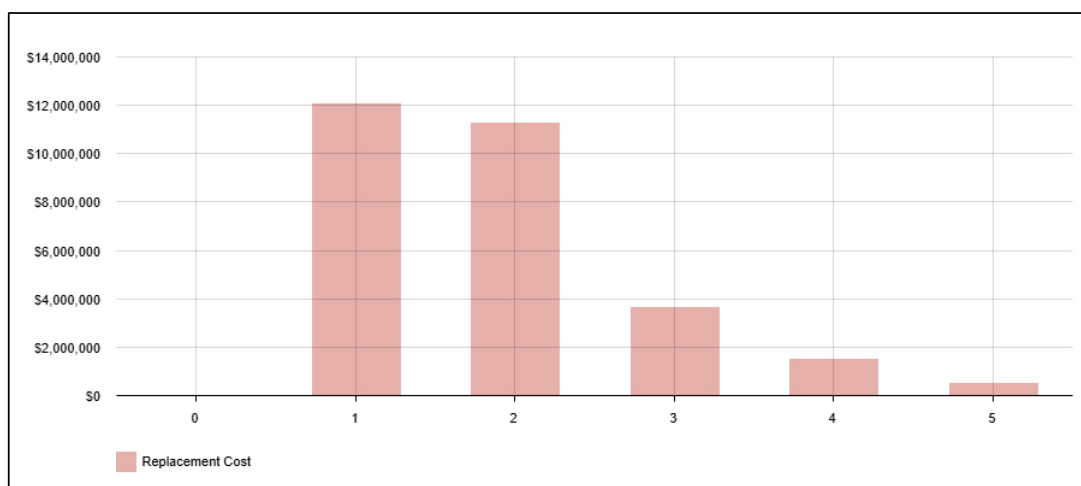
Condition is measured using a 1 – 5 grading system⁴ as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results 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	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: 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.

⁴ 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).⁵

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.⁶

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%

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

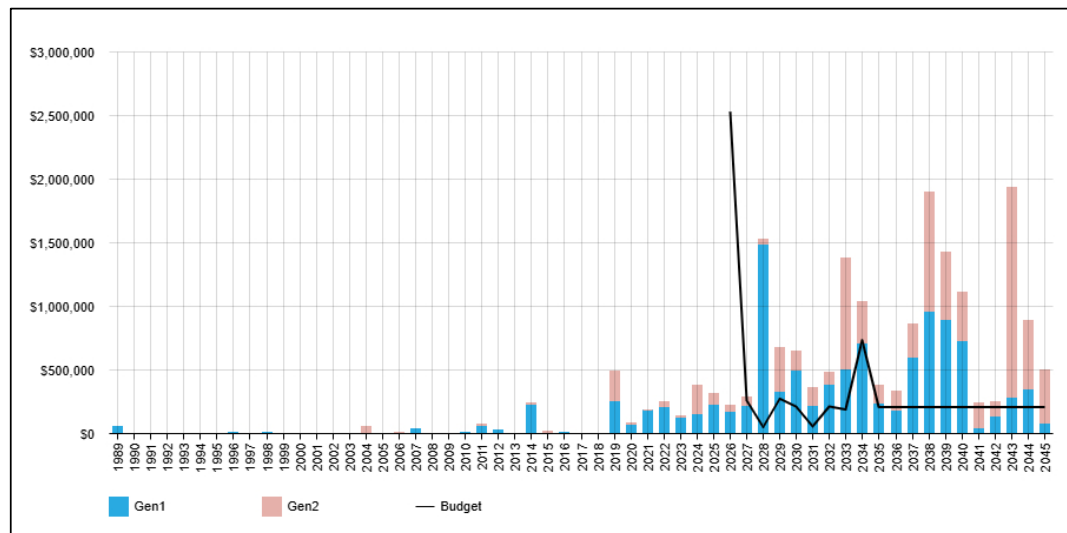
⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

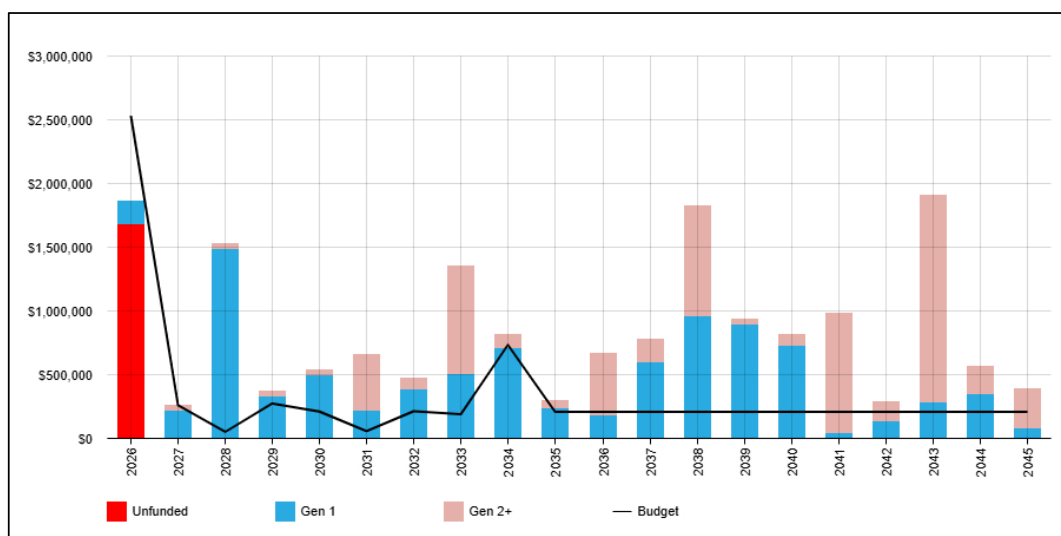
Criteria	Weighting
Maintenance history	20%
Funding availability	20%
Community Strategic Plan linkage	15%
Customer complaints	5%
Total	100%

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.

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

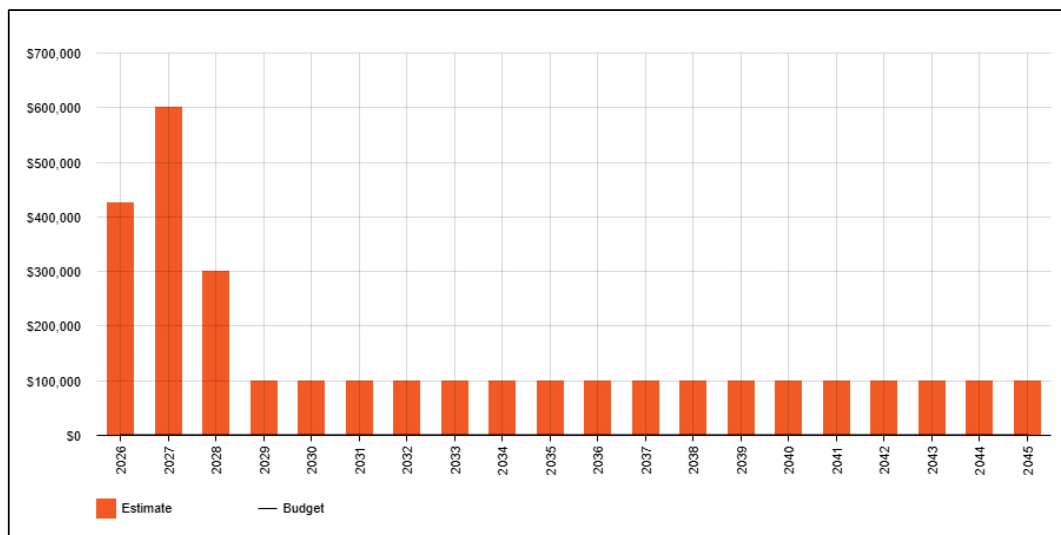
Criteria	Weighting
Legislative requirements	40%
Strategic alignment	30%
Financial costs	15%
Council capacity to operate	10%
Financial benefits	5%

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.

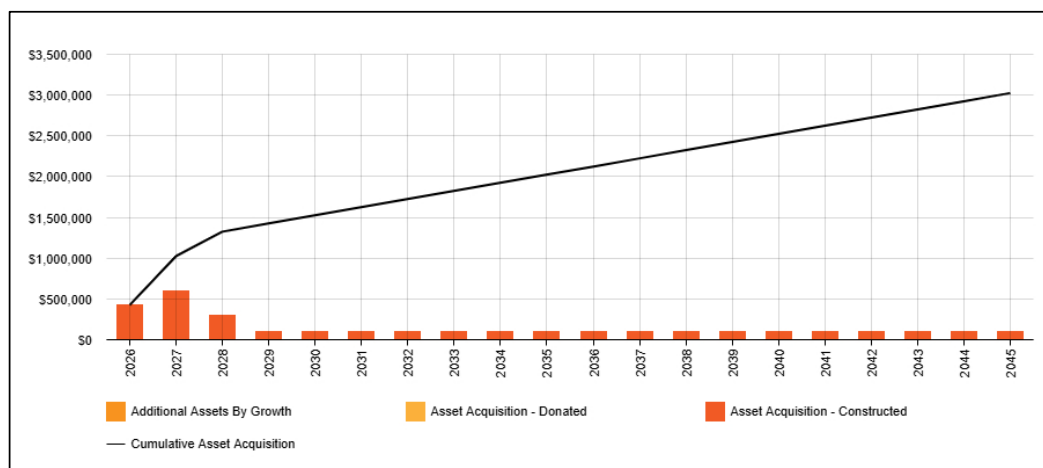
Figure 5.5.1: Acquisition (Constructed) Summary



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.

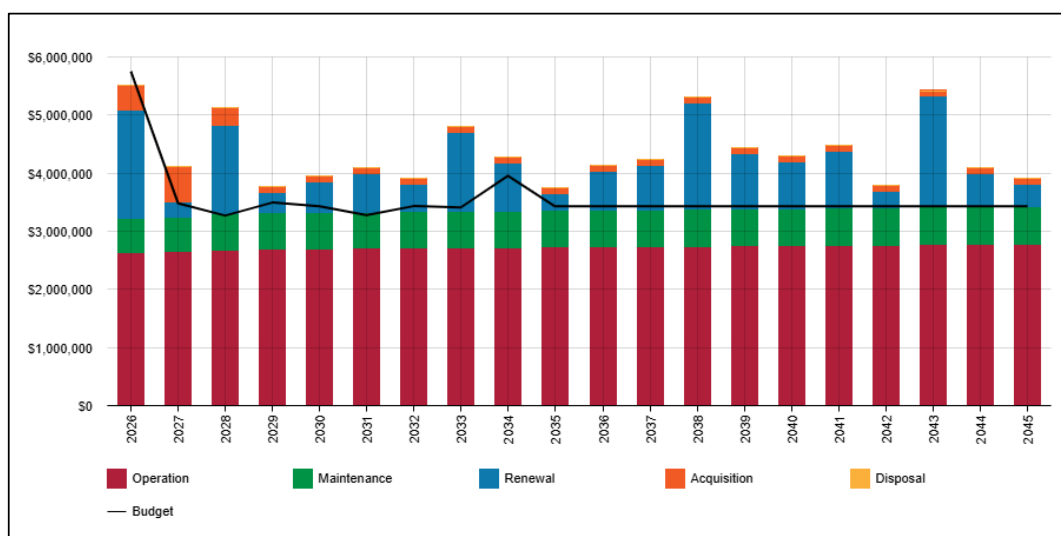
are no further plans for asset disposals included in this AM Plan, however this will be an item for review in There each review.

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'⁷.

An assessment of risks⁸ 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.

⁷ ISO 31000:2009, p 2

⁸ Council's Risk Management Strategy

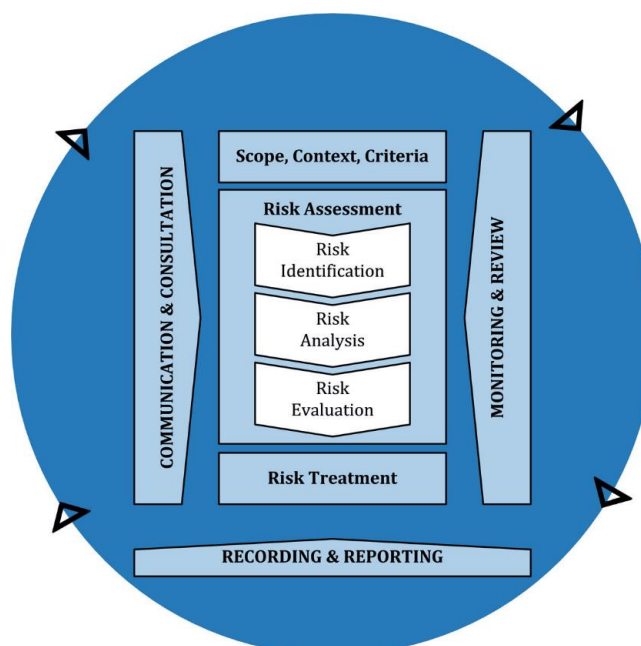


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

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 risks⁹ 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

⁹ 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"> Regular site inspections Annual assessment of quality Replacement of asset assessed as poor 	Low	\$72,000
Climate Change	Increase in use of water and irrigation	High	<ul style="list-style-type: none"> Implement water savings devices Better 	Medium	\$50,000
Grandstands	Injury/Fatality resulting from failure of asset	High	<ul style="list-style-type: none"> Regular site inspections Qualified contractor inspection every 2 years Replacement of asset assessed as poor 	Low	\$750,000 for renewal
Playground Equipment	Injury resulting from equipment age/failure	High	<ul style="list-style-type: none"> Regular site Inspections Full defect inspections every 6 months Removal or repair of equipment assessed as poor 	Low	\$20,000 annually
Park Shelters and Seating	Injury resulting from age/structural failure	High	<ul style="list-style-type: none"> Regular inspections by staff Qualified builder inspection every 2 years 	Low	Under \$5,000 Every 2 years
Key System	Vandalism, theft and public safety	High	<ul style="list-style-type: none"> Installation of new eCliq key system 	Low	\$135,000
All Assets	Injuries and/or Insurance Claims	High	<ul style="list-style-type: none"> Increase signage and compliance to AS 	Medium	\$10,000
Financial	Assets not maintained affecting possible failures	High	<ul style="list-style-type: none"> Ensure sufficient funding allocated for operational and maintenance tasks Align with CSP and Recreation Strategy Apply for grant funding opportunities for specific targeted projects 	Low	Apply for increase in budget allocations
Barbeques	Injury resulting from age/failure	Medium	<ul style="list-style-type: none"> Regular inspections by staff Qualified contractor inspections annually 	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 Ratio¹⁰ 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.

¹⁰ 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

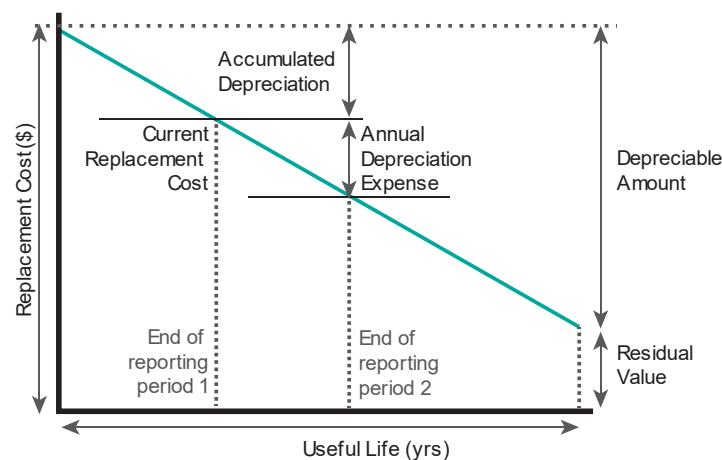
The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

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 ¹¹	\$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 scale¹² 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 $\pm 25\%$

¹¹ Also reported as Written Down Value, Carrying or Net Book Value.

¹² 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	Condition data is reasonably accurate based on 2022 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.

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%).

9.0 REFERENCES

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- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
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- 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

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
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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

liverpoolplains.nsw.gov.au



**Liverpool
Plains**
Shire Council

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

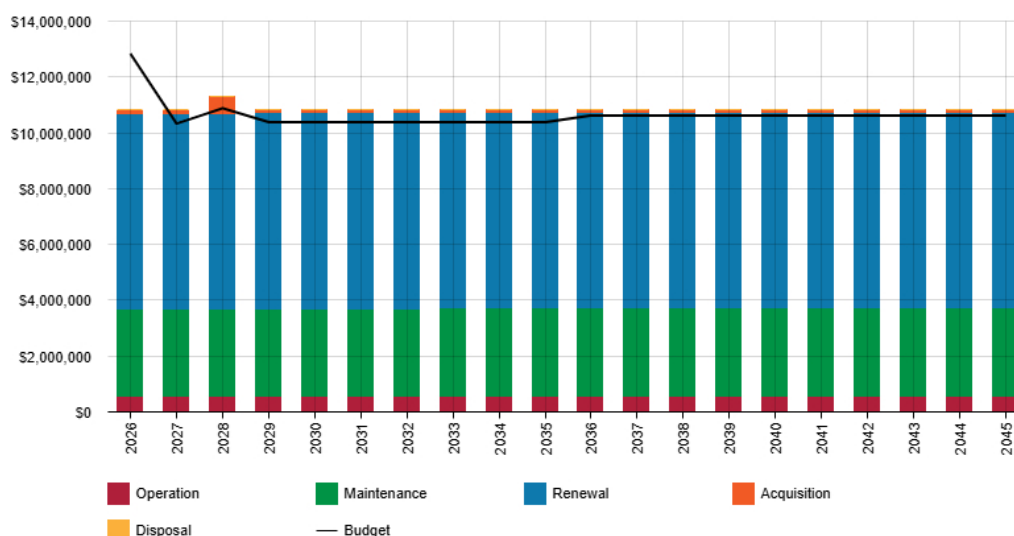


Figure Values are in current dollars.

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
- Development of Quality Assurance framework to ensure asset life is achieved

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"> ■ Represent needs of community/shareholders ■ Endorsement of the asset management policy and plans ■ Allocate financial resources to meet planning objectives in providing services while managing risks ■ Ensure service is sustainable
General Manager	<ul style="list-style-type: none"> ■ Allocate human resources to meet planning objectives in providing services while managing risks, ■ To ensure that all staff are educated in asset management and that responsibilities are communicated to staff ■ To provide leadership and coordination for the implementation of asset management across the business units ■ To raise awareness and provide education of asset management across Council
Director Infrastructure and Environmental Services	<ul style="list-style-type: none"> ■ To develop, review and oversee the Asset Management Policy and Asset Management Plans ■ To implement the improvement activities identified within the plan

Key Stakeholder	Role in Asset Management Plan
	<ul style="list-style-type: none"> Ensure that all asset data is kept up to date and inspections are undertaken in accordance with the agreed levels of service Develop 10 year Capital Works plans and budgeting
LPSC Staff	<ul style="list-style-type: none"> Verify the size, location, and condition of assets Provide local knowledge detail on all infrastructure assets Capital Works, Operations and Maintenance management to meet agreed service levels Liaison internally with Executive Leadership Team with regard to asset prioritisation and planning

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:

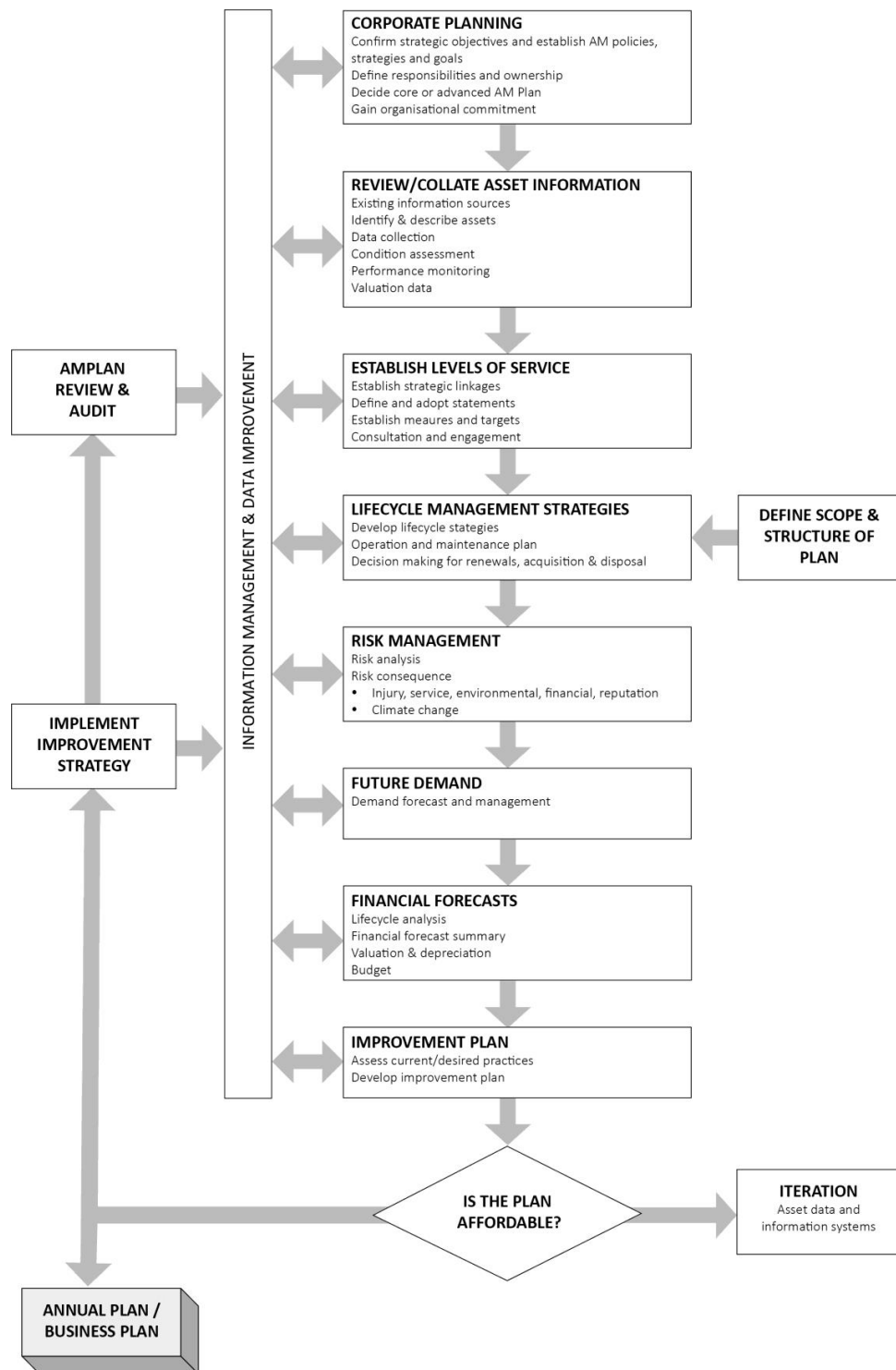
- ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- International Infrastructure Management Manual¹

A road map for preparing an AM Plan is shown below.

¹ 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
Condition	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
	Confidence levels		Low	Low
Function	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
	Confidence levels		Medium	Low
Capacity	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
	Confidence levels		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.²

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 **
TECHNICAL LEVELS OF SERVICE				
Acquisition	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
		Budget	\$50,000	\$150,000
Operation	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
		Budget	\$575,000	\$575,880
Maintenance	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
		Budget	\$3,130,000	\$3,134,800
Renewal	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

² 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
		Budget	\$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.³

³ 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
TOTAL		\$517,769,820

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 system⁴ 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

⁴ 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	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: 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.

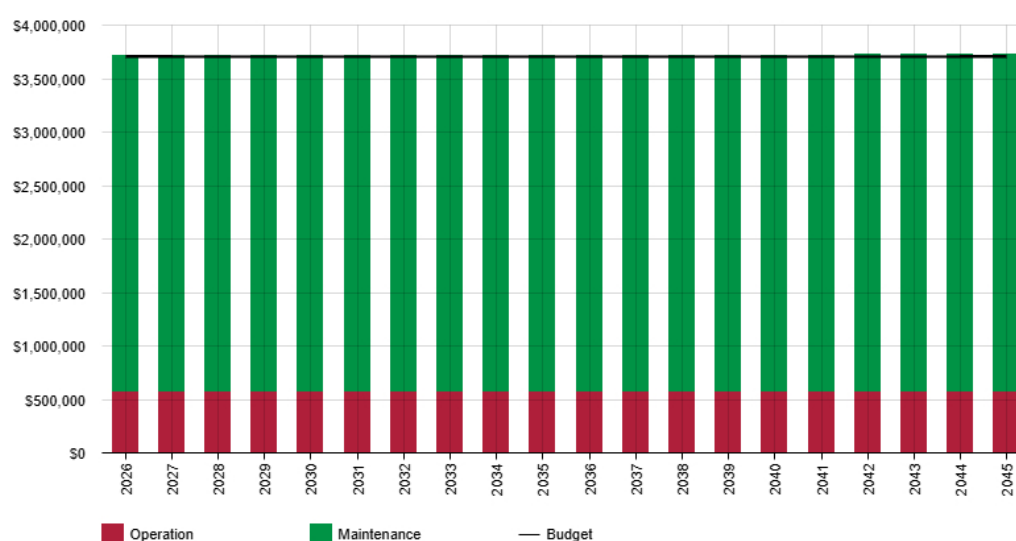
Class C	Provides feeder access from rural properties to the larger arterial roads
Class D	Minor roads that provide for minor feeder access
Class E	Provides access to residences only

A map of the hierarchy is provided in Appendix G.

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).⁵

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.⁶

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

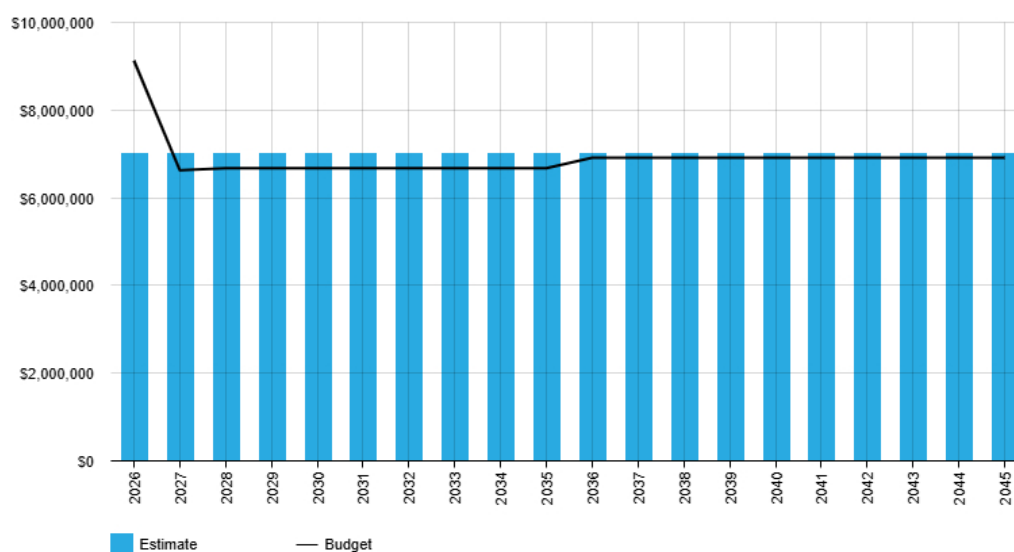
Criteria	Weighting
Legislative requirements	30%
Safety risk	30%
Asset condition	25%
Asset capacity to provide services	15%
Total	100%

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.

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Figure 5.4.1: Forecast Renewal Costs

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.

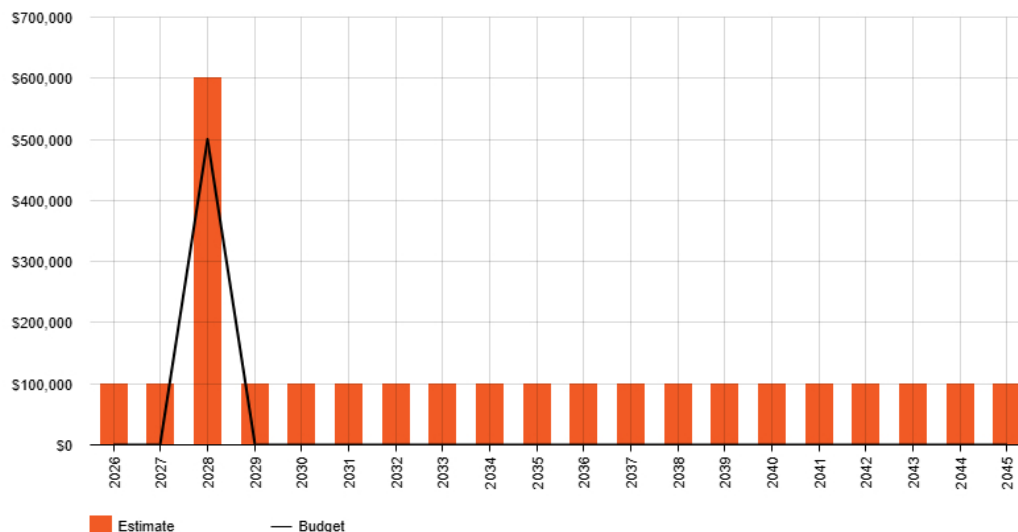
Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Legislative requirements	40%
Strategic alignment	30%
Financial costs	15%
Council capacity to operate	10%
Financial benefits	5%
Total	100%

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.

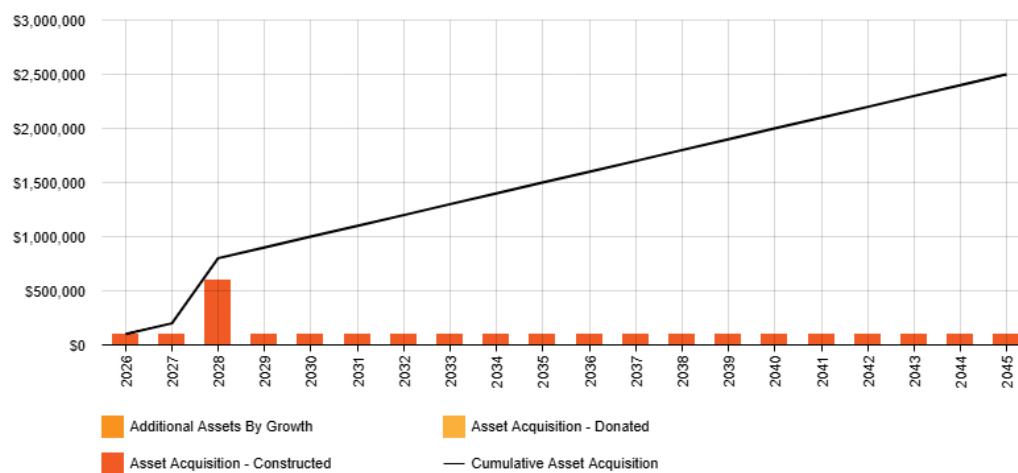
Figure 5.5.1: Acquisition (Constructed) Summary



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

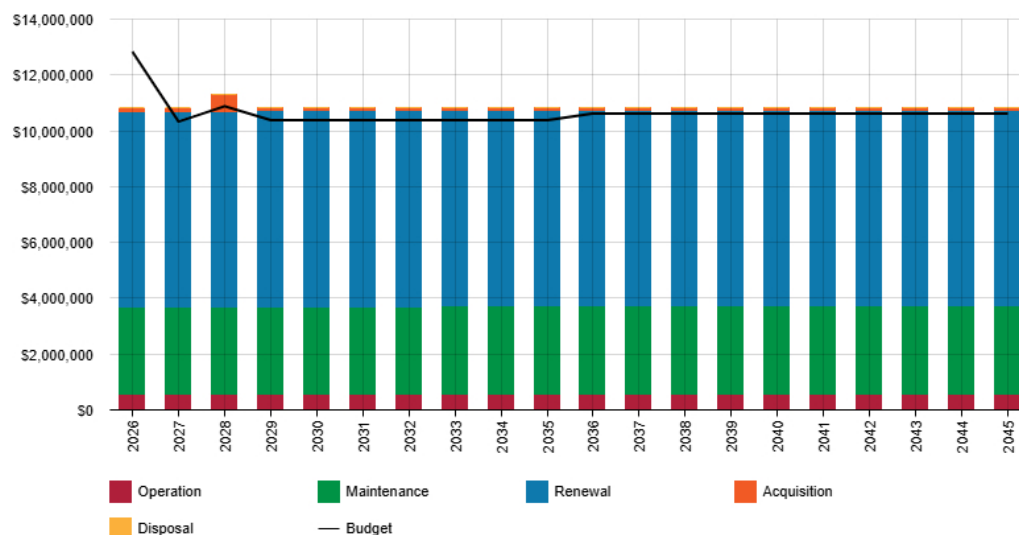
Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. There are no planned disposals within this plan.

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'⁷.

An assessment of risks⁸ 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.

⁷ ISO 31000:2009, p 2

⁸ REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

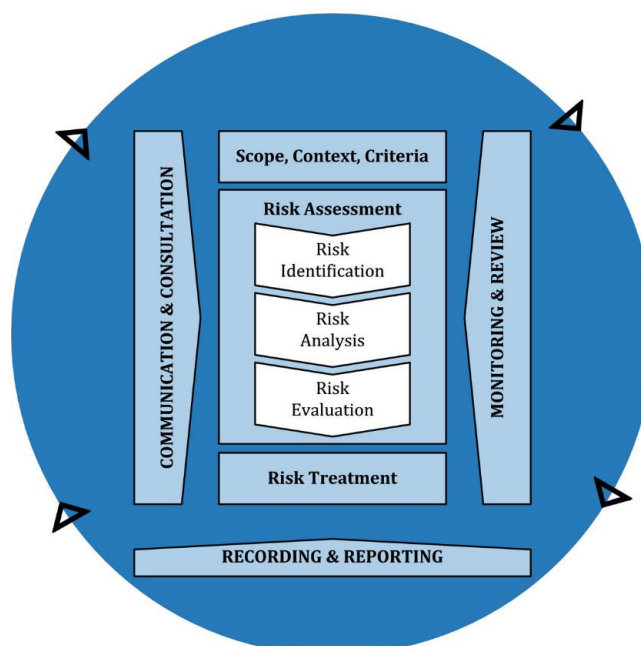


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

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 risks⁹ 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

⁹ 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 Ratio¹⁰ 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

¹⁰ 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

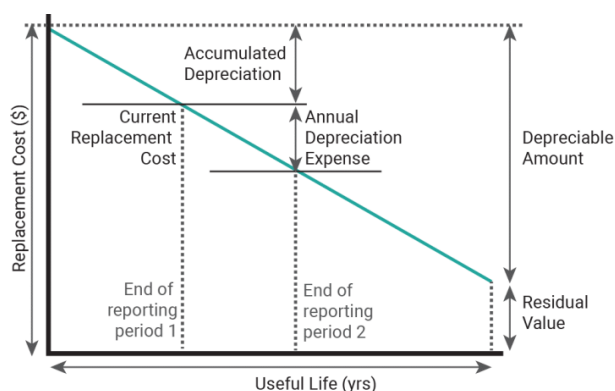
The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

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 ¹¹	\$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 scale¹² 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
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¹¹ Also reported as Written Down Value, Carrying or Net Book Value.

¹² 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
7	Develop a Quality Assurance framework to ensure design pavement life is achieved	DIES	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

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- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
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- '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.

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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

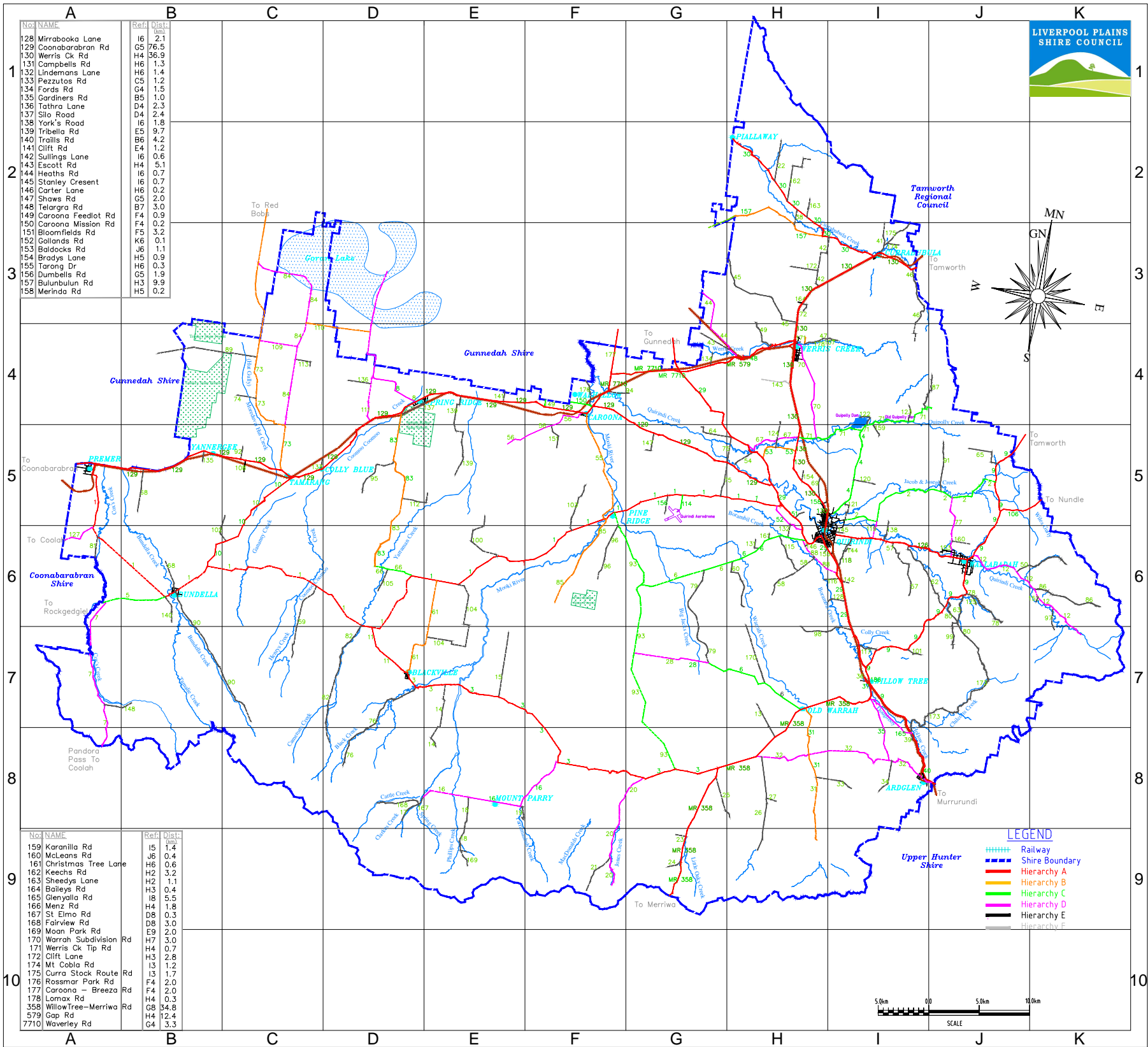
Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2026	0	575,000	3,130,000	9,128,303	0	12,833,303
2027	0	575,000	3,130,000	6,625,000	0	10,330,000
2028	500,000	575,000	3,130,000	6,675,000	0	10,880,000
2029	0	575,000	3,130,000	6,675,000	0	10,380,000
2030	0	575,000	3,130,000	6,675,000	0	10,380,000
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

Appendix G Road Hierarchy Map

Liverpool Plains Shire Council - Hierarchy Road Map

Updated 21 Jan 2022

No.	NAME	Ref.	Dist.
1	Bundella Rd	H5	89.5
2	Seven Creeks Rd	I5	20.5
3	Blackville Rd	G8	37.5
4	Barah Creek Rd	I5	10.2
5	Rockedgell Rd	B6	6.2
6	Warrah Ridge Rd	H6	17.9
7	Pandora's Pass Rd	A6	16.2
8	Goran Lake Rd	D4	8.0
9	New England Highway	J5	31.3
10	Moredual La	C5	13.4
11	Bartons La	D7	6.2
12	Wallabadah Creek Rd	J6	14.1
13	Share Farms Rd	H7	7.1
14	Staplegrave Rd	E7	6.0
15	Roachs Rd	E7	6.6
16	Cattle Creek Rd	H8	17.9
17	Sillitants Rd	D8	3.2
18	Phillips Creek Rd	E8	6.3
19	Glen Moon Woolshed Rd	E8	1.9
20	McDonalds Creek Rd	G8	11.6
21	Glasston Rd	F9	5.1
22	Clowes Rd	H2	4.2
23	Tourles Rd	G9	1.7
24	Hunters Rd	G9	1.5
25	Little Jacks Creek Rd	G8	4.4
26	Big Jacks Creek Rd	H8	9.7
27	Dellars Rd	H8	1.0
28	Harrisons Plains Rd	G7	7.9
29	Kamilaroi Highway	I6	39.9
30	Piallaway Rd	H2	20.1
31	Warrah Creek Rd	H8	18.6
32	Swinging Ridges Rd	I8	20.0
33	Dry Creek Rd	I8	3.8
34	Press Rd	I8	3.0
35	Borambl Creek Rd	I8	6.6
36	Oaklyn Rd	I7	0.7
37	Recreation Rd	I7	1.0
38	Meys Lane	H2	1.5
39	Kankool Access Rd	I8	0.8
40	Ardglen Rd	I8	2.0
41	Glenbrook Rd	I3	3.5
42	Scotts Lane	H3	5.7
43	Fishers Lane	G4	3.1
44	Cana Rd	G4	8.2
45	Barnbrook Rd	H3	10.9
46	Stangers Rd	I3	6.3
47	Glen Alpine Rd	H4	3.8
48	Abouds Rd	H4	0.4
49	McCullochs Rd	H4	3.8
50	Basin Creek Rd	J6	5.9
51	Balah Gap Rd	H5	1.4
52	Borambl Rd	H5	3.9
53	Taylor's Lane	H5	4.2
54	Johns La	H5	2.8
55	Williewarina Rd	F5	11.5
56	4D Rd	F4	8.4
57	Carinya Rd	I6	7.6
58	Colly Plains Rd	H6	6.1
59	Coomoo Coomoo Crk Rd	D6	7.9
60	Bonny Rig Rd	H6	5.9
61	Dimby Lane	E6	10.7
62	Hamilton's Rd	J6	7.9
63	Kangaroo Creek Rd	H6	2.9
64	Nicholson's Lagoon Rd	G5	3.7
65	Lowestoft Rd	J5	4.2
66	Merrilang Rd	D2	4.2
67	Paynes Rd	H5	5.1
68	Plantation Rd	B5	13.5
69	Bells Gate Rd	H5	2.3
70	Back Werris Ck Rd	H4	11.3
71	Lowes Creek Rd	I5	15.4
72	Jones Rd	H3	0.5
73	Wandabah Rd	C5	15.2
74	Treloar Rd	C4	1.9
75	Slacksmiths Lane	G5	6.0
76	Black Creek Rd	D7	12.6
77	Gaspard Rd	J5	6.3
78	Fullers Lane	J6	5.1
79	Inverkip Rd	H7	15.4
80	Woodton Rd	J6	26.6
81	Cox's Creek Rd	A6	2.0
82	Yarraman Creek Rd	D7	11.4
83	Wilmotts Rd	D5	16.9
84	Howes Hill Rd	C4	20.4
85	Windy Rd	F6	10.2
86	Norvill's Rd	K6	7.2
87	Kingsmill Rd	J4	3.9
88	Spains Lane	H6	4.4
89	Brunskilla Rd	C4	7.4
90	Bundella Creek Rd	B6	14.9
91	Whittons Rd	J5	5.0
92	Tereola Rd	C5	1.4
93	Cattle Lane	G7	25.6
94	Woodlands Rd	G4	2.4
95	Colly Blue Island Rd	D5	5.5
96	Claremont Rd	F6	5.5
97	Rosebys Rd	K6	2.2
98	Tongues Rd	H7	5.7
99	Bakers Rd	J7	2.2
100	Weblands Rd	E6	9.9
101	Howards Rd	I7	1.6
102	Woods Rd	B6	3.4
103	Mooki Springs Rd	F5	4.6
104	West Warrah Rd	E6	11.7
105	Pengilly Lane	D6	6.3
106	Nundie Rd	J5	4.7
107	Purlewah Rd	I4	4.7
108	Beltana Rd	C5	1.2
109	Nowley Rd	C4	3.9
110	South Wandabah Rd	C4	2.8
111	Coolanbilla Rd	D4	4.7
112	Greys Rd	D5	3.3
113	Weavers Rd	C4	2.1
114	Aerodrome Rd	G5	2.0
115	Knights Rd	H6	4.1
116	Glenkerry Rd	I6	1.6
117	Colly Creek Rd	I7	2.0
118	Callaghan's Lane	I6	3.4
119	Pollock's Lane	I6	1.8
120	Porter's Lane	I5	2.4
121	Rowntree's Lane	I5	2.2
122	Dumbleton's Lane	I4	1.9
123	Carters Rd	I4	1.4
124	Wadwell's Lane	H5	2.6
125	Wilsons Rd	J6	0.8
126	Wallabadah Rd	I6	16.8
127	Sleightholme's Road	A6	3.4



NAME	No.	Ref.	NAME	No.	Ref.
4D Rd	56	F4	Lindemans Lane	132	H6
Abouds Rd	48	H4	Little Jacks Creek Rd	25	G8
Aerodrome Rd	114	G5	Lomax Rd	178	H4
Ardglen Rd	40	I8	Lowes Creek Rd	71	I5
Back Werris Ck Rd	70	H4	Lowestoft Rd	65	J5
Baileys Rd	164	H3	McCullochs Rd	49	H4
Bakers Rd	99	J7	McDonalds Creek Rd	20	G8
Baldacks Rd	153	J6	McLeans Rd	160	J6
Barnbrook Rd	45	H3	Menz Rd	164	H4
Bartons La	11	D7	Merinda Rd	158	H5
Basin Creek Rd	50	J6	Merrilang Rd	66	D6
Bells Gate Rd	69	H5	Meyns Lane	38	H2
Beltana Rd	108	C5	Mirraboopa Lane	128	I6
Big Jacks Creek Rd	28	H8	Moan Park Rd	168	E9
Black Creek Rd	76	D7	Mooki Springs Rd	103	F5
Blackville Rd	3	G8	Moredual La	10	C5
Bloomfields Rd	151	F5	Mt Cobia Rd	174	I3
Bolah Gap Rd	51	H5	New England Highway	9	J5
Bonny Rig Rd	60	H6	Nicholson's Lagoon Rd	64	C5
Borah Creek Rd	4	I5	Norvill's Rd	86	K6
Borambl Creek Rd	35	I8	Nowley Rd	109	C4
Borambl Rd	52	H5	Nundie Rd	106	J5
Brady's Lane	154	H6	Oaklyn Rd	36	I7
Brunskilla Rd	89	C4	Pandora's Pass Rd	7	A6
Bundella Creek Rd	90	B6	Paynes Rd	67	H5
Bundella Rd	177	F4	Pengilly Lane	105	D6
Callaghan's Lane	118	I6	Pezzutos Rd	133	C5
Campbells Rd	131	H6	Phillips Creek Rd	18	E8
Cana Rd	44	G4	Plantation Rd	68	B5
Carinya Rd	57	I6	Pollock's Lane	119	I6
Mystery Rd	177	F4	Porter's Lane	120	I5
Caroona Feedlot Rd	149	F4	Press Rd	34	I8
Walhallow Rd	150	F4	Purlewah Rd	107	I4
Carters Rd	146	H6	Recreation Rd	37	I7
Carters Rd	123	I4	Roachs Rd	15	E7
Cattle Creek Rd	16	E8	Rockedgell Rd	5	B6
Cattle Lane	93	G7	Rosebys Rd	97	K6
Christmas Tree Lane	161	H6	Rossmar Park Rd	176	F4
Claremont Rd	96	F6	Rowntree's Lane	121	I5
Cliff Lane	179	H3	Scotts Lane	42	I3
Cliff Rd	141	H4	Seven Creeks Rd	2	I5
Clowes Rd	22	H2	Share Farms Rd	13	H7
Colly Blue Island Rd	95	D5	Shows Rd	147	G5
Colly Creek Rd	117	I7	Sheedys Lane	163	H2
Colly Plains Rd	58	H6	Sillitants Rd	17	D8
Coolanbilla Rd	111	D4	Silo Rd	137	D4
Coomoo Coomoo Crk Rd	59	C6	Slacksmiths Lane	75	C5
Coonabarabran Rd	129	G5	Sleightholme's Rd	127	A6
Cox's Creek Rd	81	A6	South Wandabah Rd	110	C4
Bulumbulun Rd	157	H3	Spains Lane	88	H6
Piallaway Rd	30	H2	Stangers Rd	46	I3
Curruu Stock Route Rd	175	I3	Stanley Crescent	145	I6
Tathra Lane	136	D4	Staplegrave Rd	14	E7
Dellars Rd	27	H8	St Elmo Rd	167	D8
Dimby Lane	61	E6	Sullings Lane	142	I6
Dry Creek Rd	33	I8	Swinging Ridges Rd	32	I8
Dumbells Rd	156	G5	Tarong Dr	155	I6
Dumbleton's Lane	122	I4	Taylor's Lane	53	H5
Escott Rd	143	H4	Telargra Rd	148	E7
Fairview Rd	168	D8	Tereola Rd	92	C5
Fishers Lane	43	G4	Tongues Rd	98	H7
Fords Rd	134	G4	Tourles Rd	23	G9
Fullers Lane	78	J6	Trailis Rd	140	B6
Gap Rd	579	H4	Treloar Rd	74	C4
Gardiners Rd	135	B5	Tribella Rd	139	E5
Gaspard Rd	77	J5	Wadwell's Lane	124	H5
Glasston Rd	21	F9	Wallabadah Creek Rd	12	J6
Glen Alpine Rd	47	H4	Wallabadah Rd	126	I6
Glen Moon Woolshed Rd	19	F9	Wandabah Rd	73	C5
Glenbrook Rd	41	I3	Warrah Creek Rd	31	H8
Glenkerry Rd	116	I6	Warrah Ridge Rd	6	H6
Glenyalla Rd	165	I8	Warrah Subdivision Rd	170	H7
Gollands Rd	152	K6	Waverley Rd	7710	G4
Goran Lake Rd	8	D4	Weavers Rd	113	C4
Greys Rd	112	D5	Weblands Rd	100	E6
Hamilton's Rd	62	J6	Werris Ck Rd	130	H4
Harrisons Plains Rd	28	G7	Werris Ck Tip Rd	171	H4
Heaths Rd	144	I6	West Warrah Rd	104	E6
Howards Rd	101	I7	Whittons Rd	91	J5
Howes Hill Rd	84	C4	Williewarina Rd	55	F5
Hunters Rd	24	C9	Willow Tree-Merriwa Rd	358	G8
Inverkip Rd	79	H7	Wilmotts Rd	83	D5
Johns Lane	54	H5	Wilsons Rd	125	J6
Jones Rd	72	H3	Windy Rd	85	F6
Kamilaroi Highway	29	I6	Woodlands Rd	94	C4
Kangaroo Creek Rd	63	J6	Woods Rd	102	B6
Kankool Access Rd	39	I8	Woodton Rd	80	J6
Karanilla Rd	159	I5	Yarraman Creek Rd	82	D7
Kees-4 Rd	162	E2	York's Rd	138	I6
Kingsmill Rd	87	J4			
Knights Rd	115	H6			



ASSET MANAGEMENT PLAN

Liverpool Plains Shire Council

Centralised Waste Water AMP FY26

liverpoolplains.nsw.gov.au



**Liverpool
Plains**
Shire Council

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

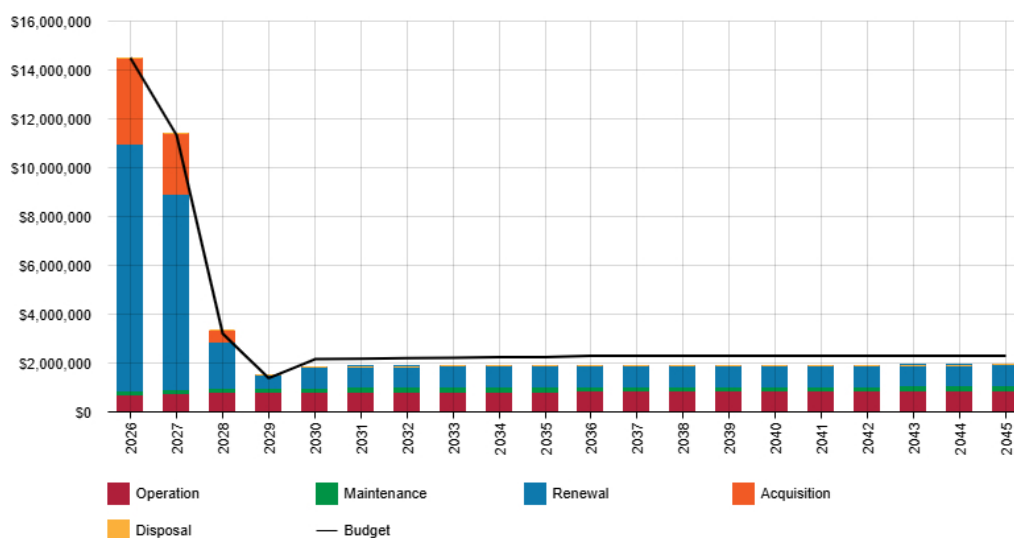


Figure Values are in current dollars.

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"> ■ Represent needs of community/shareholders ■ Endorsement of the asset management policy and plans ■ Allocate financial resources to meet planning objectives in providing services while managing risks ■ Ensure service is sustainable
General Manager	<ul style="list-style-type: none"> ■ Allocate human resources to meet planning objectives in providing services while managing risks, ■ To ensure that all staff are educated in asset management and that responsibilities are communicated to staff ■ To provide leadership and coordination for the implementation of asset management across the business units <p>To raise awareness and provide education of asset management across Council</p>
Director Infrastructure & Environmental Services	<ul style="list-style-type: none"> ■ To develop, review and oversee the Asset Management Policy and Asset Management Plans ■ To implement the improvement activities identified within the plan ■ Ensure that all asset data is kept up to date and inspections are undertaken in accordance with the agreed levels of service <p>Develop 10-year Capital Works plans and budgeting</p>
LPSC Staff	<ul style="list-style-type: none"> ■ Verify the size, location, and condition of assets ■ Provide local knowledge detail on all infrastructure assets

Key Stakeholder	Role in Asset Management Plan
	<ul style="list-style-type: none"> Capital Works, Operations and Maintenance management to meet agreed service levels Liaison internally with Executive Leadership Team with regard to asset prioritisation and planning
Community	<ul style="list-style-type: none"> Be aware of service levels and costs Participate in consultation processes Provide feedback on services 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.

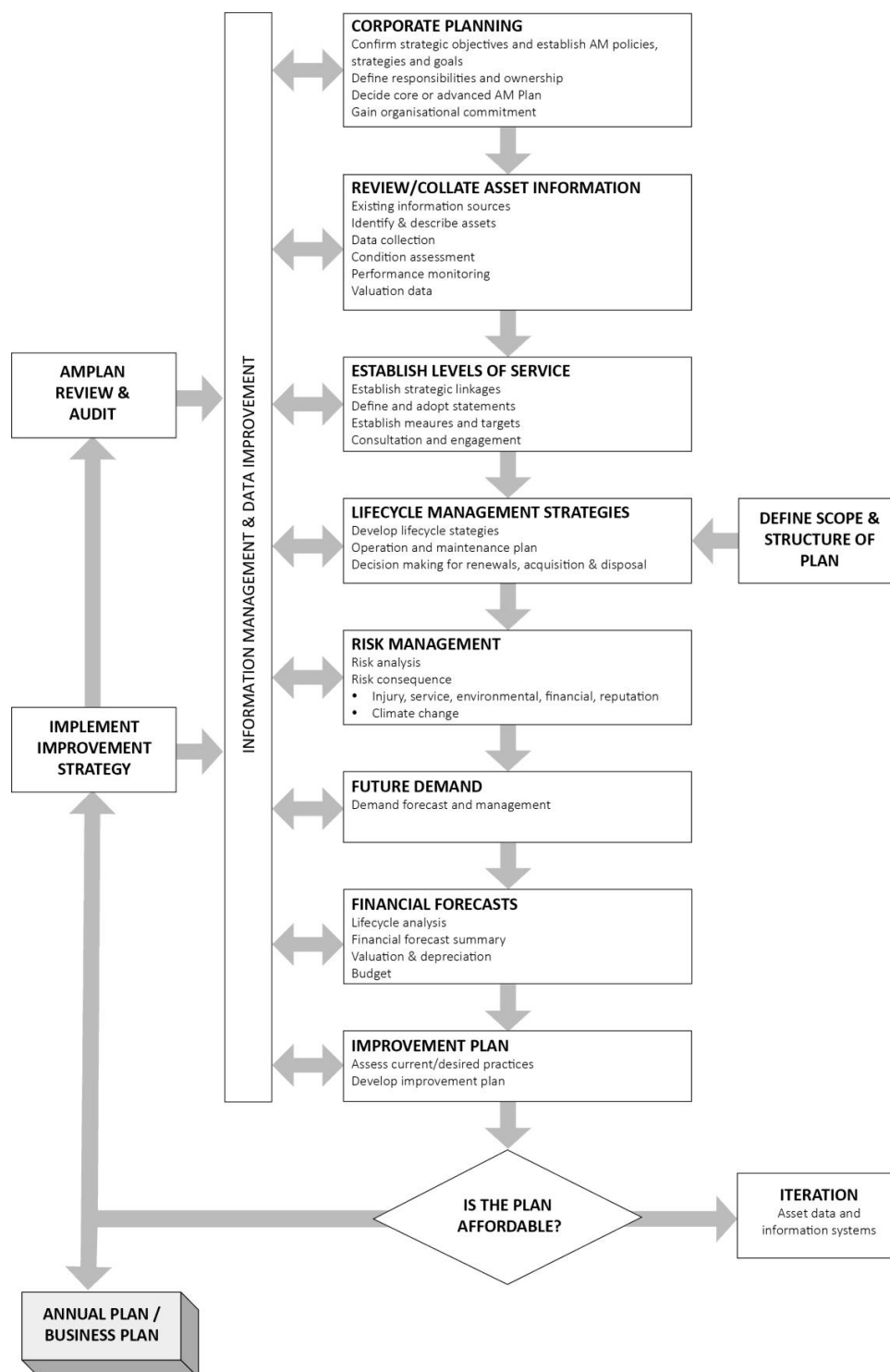
Other references to the outcomes and benefits, principles and objectives of asset management can be found in:

- ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- International Infrastructure Management Manual¹

A road map for preparing an AM Plan is shown below.

¹ 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
Condition	Provide a reliable method of collection and disposal of wastewater that is safe for both consumers and employees	Waste water quality complaints (smell, appearance)	1 per year	5 per year
	Confidence levels		High	Medium
Function	Sewer network is reliable and effectively conveys waste water	Sewer main blockages	4 per month	1 per month
	Confidence levels		High	Medium
Capacity	Sewer mains are the correct size and capacity	Monitoring of pumping equipment	Twice weekly monitoring	Remote monitoring
	Confidence levels		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.²

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 **
TECHNICAL LEVELS OF SERVICE				

² IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
Acquisition	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
		Budget	\$643,657	\$643,657
Operation	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.
		Budget	\$690,288	\$803,101
Maintenance	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
		Budget	\$151,558	\$176,275
Renewal	Maintain current service level/reliability	Condition assessments and maintenance trends	Renewals are performed within current budget	Maintain current performance
		Budget	\$2,879,827	\$2,575,222
Disposal	Not proposing to dispose of any assets			
		Budget	\$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.³

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

³ 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
TOTAL		\$39,433,051

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 system⁴ 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

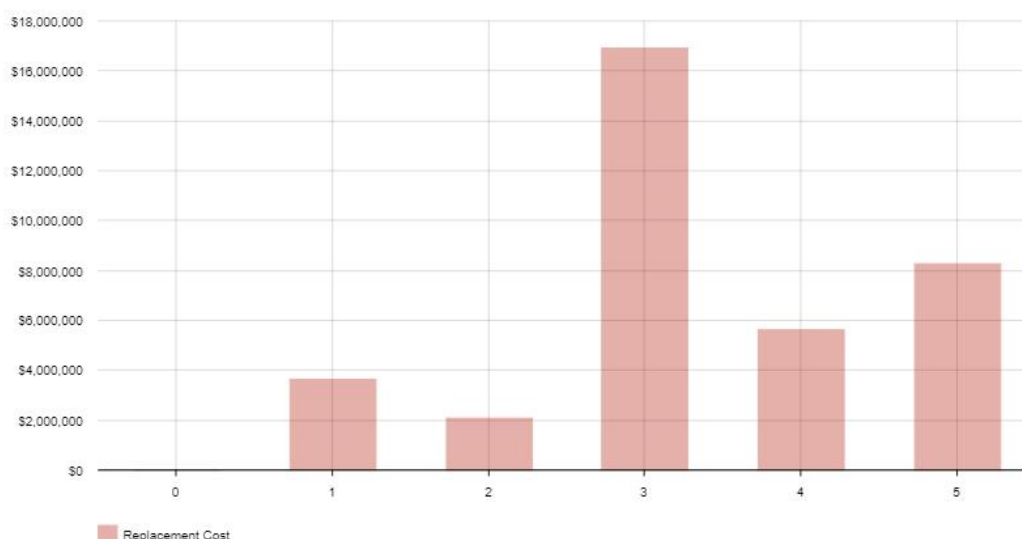
Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance

⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: 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

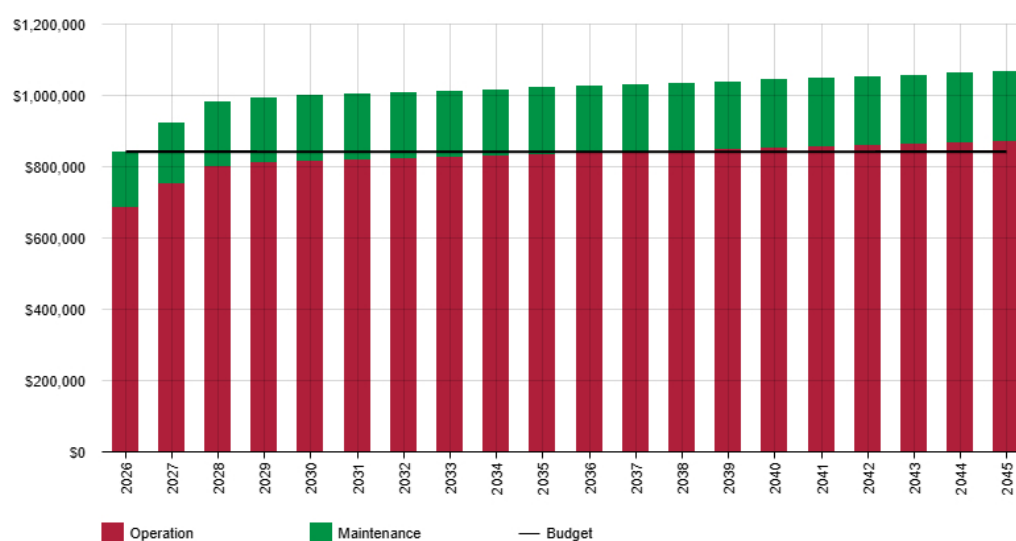
An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for 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.⁵

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).⁶

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.⁷

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
Total	100%

⁵ Enter Reference to Report documenting Review of Useful Life of Assets

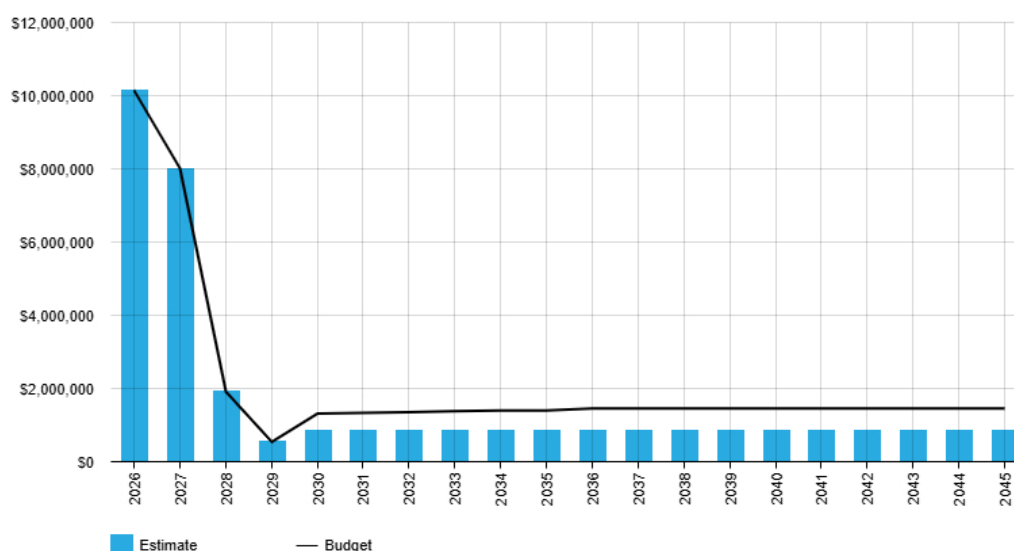
⁶ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁷ 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%
Total	100%

Summary of future asset acquisition costs

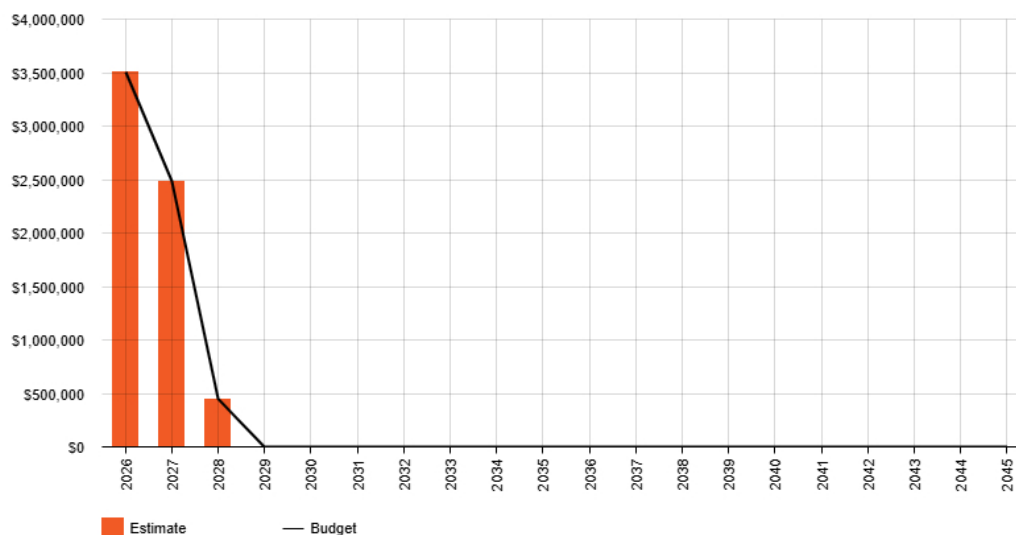
Forecast acquisition asset costs are summarised / summarized in Figure 5.5.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

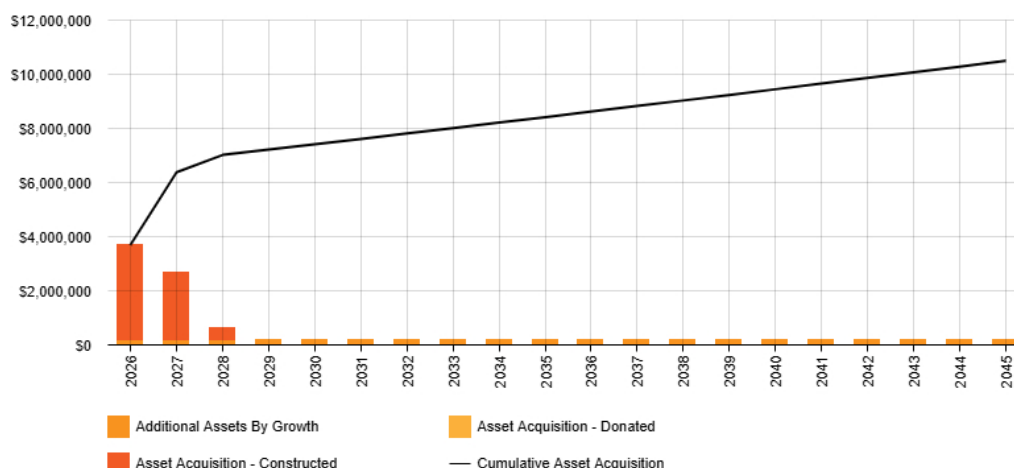
Figure 5.5.1: Acquisition (Constructed) Summary

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.

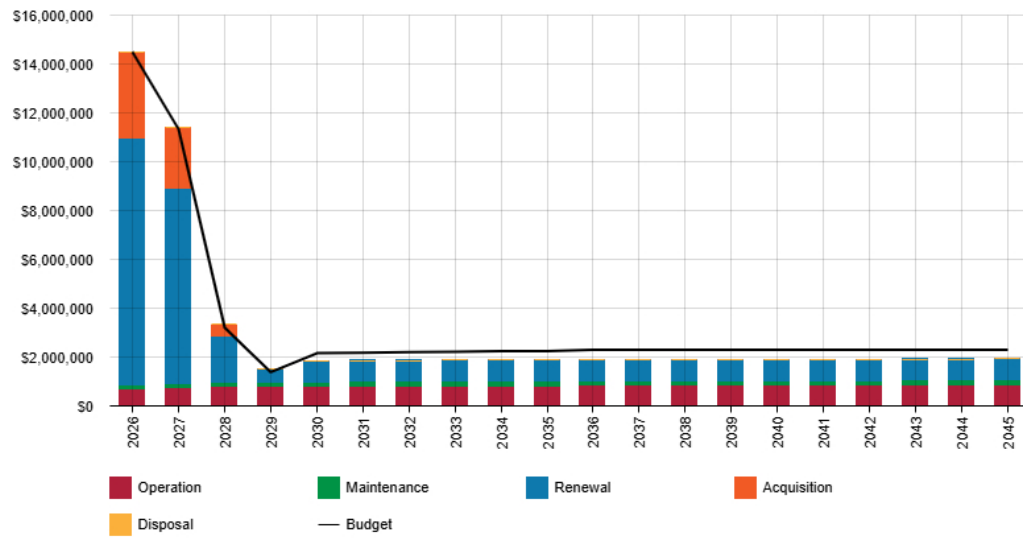
There are no plans for asset disposals included in this AM Plan, however this will be an item for review in each revision.

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'⁸.

An assessment of risks⁹ 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.

⁸ ISO 31000:2009, p 2

⁹ REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

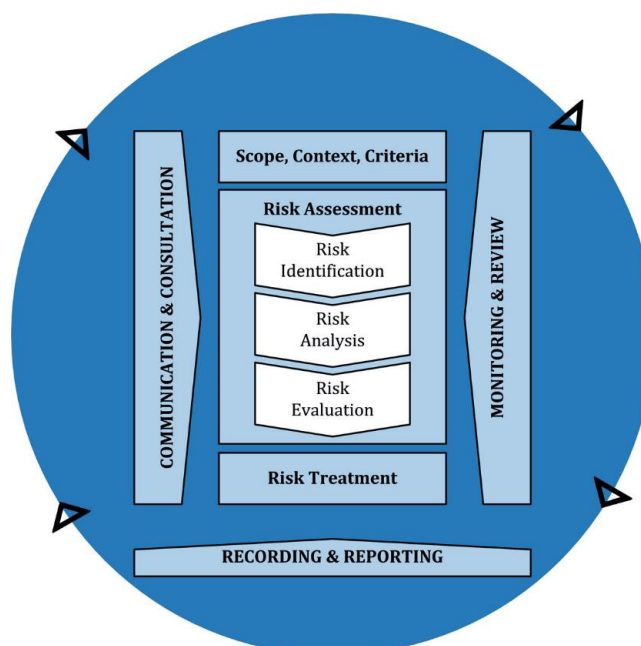


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

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 risks¹⁰ 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

¹⁰ 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 Ratio¹¹ 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

¹¹ 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

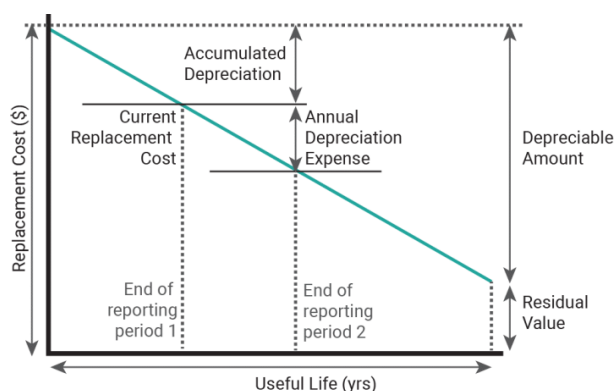
The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

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 ¹²	\$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 scale¹³ 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

¹² Also reported as Written Down Value, Carrying or Net Book Value.

¹³ 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

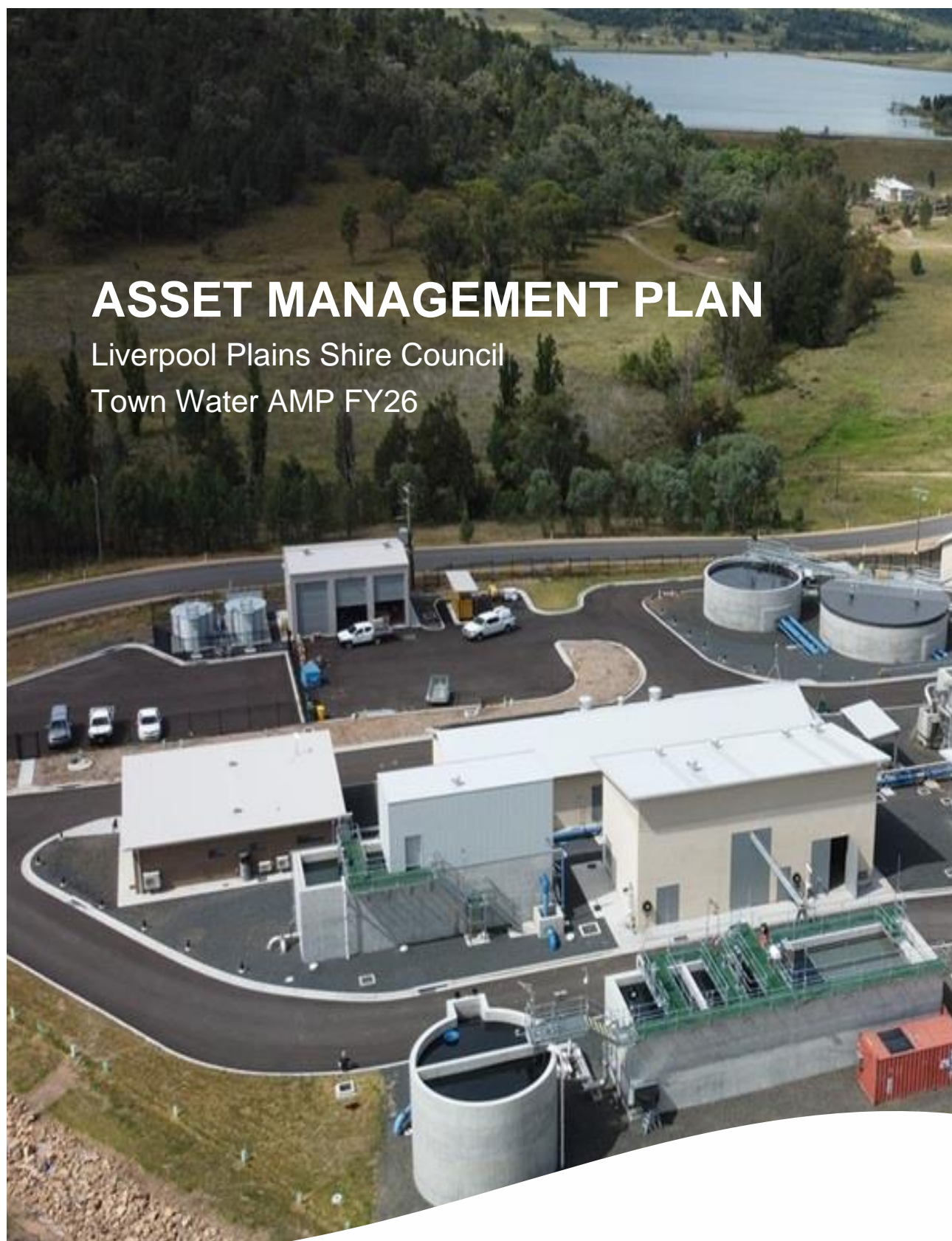
There are no disposals projected in this asset management plan

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 AMP FY26

liverpoolplains.nsw.gov.au



**Liverpool
Plains**
Shire Council

Document Control		Asset Management Plan - Alternate Method			
Document ID : Town Water Supplies Asset Management Plan					
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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

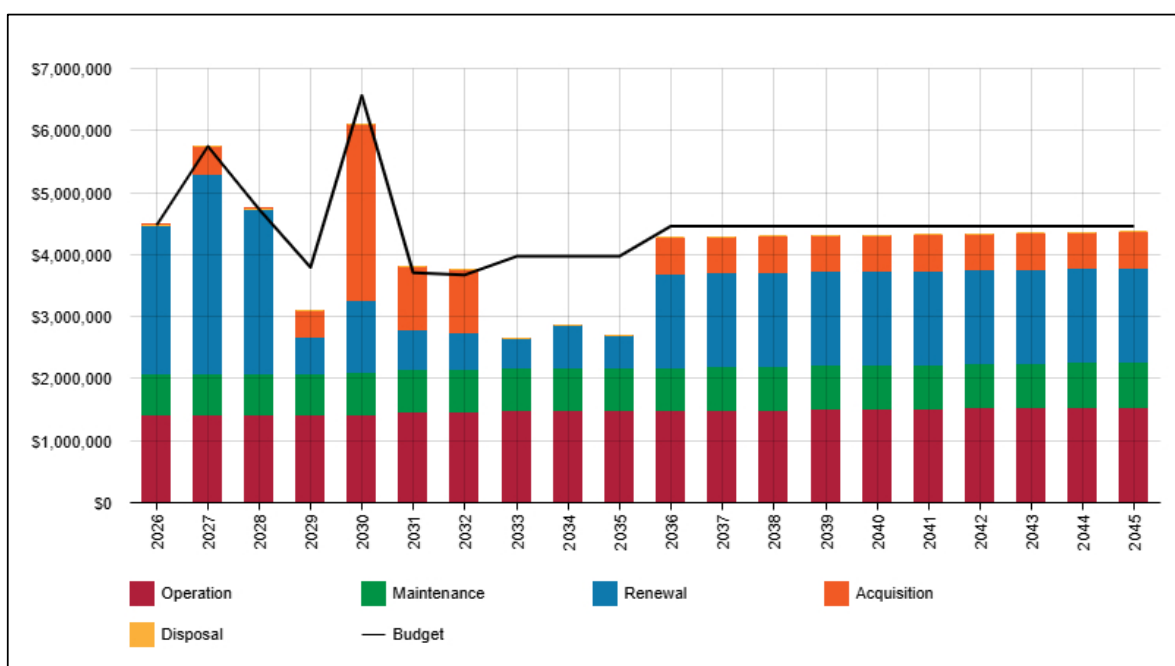


Figure Values are in current dollars.

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, Caroona, 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"> ■ Represent needs of community/shareholders ■ Endorsement of the asset management policy and plans ■ Allocate financial resources to meet planning objectives in providing services while managing risks ■ Ensure service is sustainable
General Manager	<ul style="list-style-type: none"> ■ Allocate human resources to meet planning objectives in providing services while managing risks, ■ To ensure that all staff are educated in asset management and that responsibilities are communicated to staff ■ To provide leadership and coordination for the implementation of asset management across the business units ■ To raise awareness and provide education of asset management across Council
Director Infrastructure & Environmental Services	<ul style="list-style-type: none"> ■ To develop, review and oversee the Asset Management Policy and Asset Management Plans ■ To implement the improvement activities identified within the plan ■ Ensure that all asset data is kept up to date and inspections are undertaken in accordance with the agreed levels of service ■ Develop 10-year Capital Works plans and budgeting
LPSC Staff	<ul style="list-style-type: none"> ■ Verify the size, location, and condition of assets ■ Provide local knowledge detail on all infrastructure assets ■ Capital Works, Operations and Maintenance management to meet agreed service levels ■ Liaison internally with Executive Leadership Team with regard to asset prioritisation and planning

Key Stakeholder	Role in Asset Management Plan
Community	<ul style="list-style-type: none"> Be aware of service levels and costs Participate in consultation processes Provide feedback on services 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.

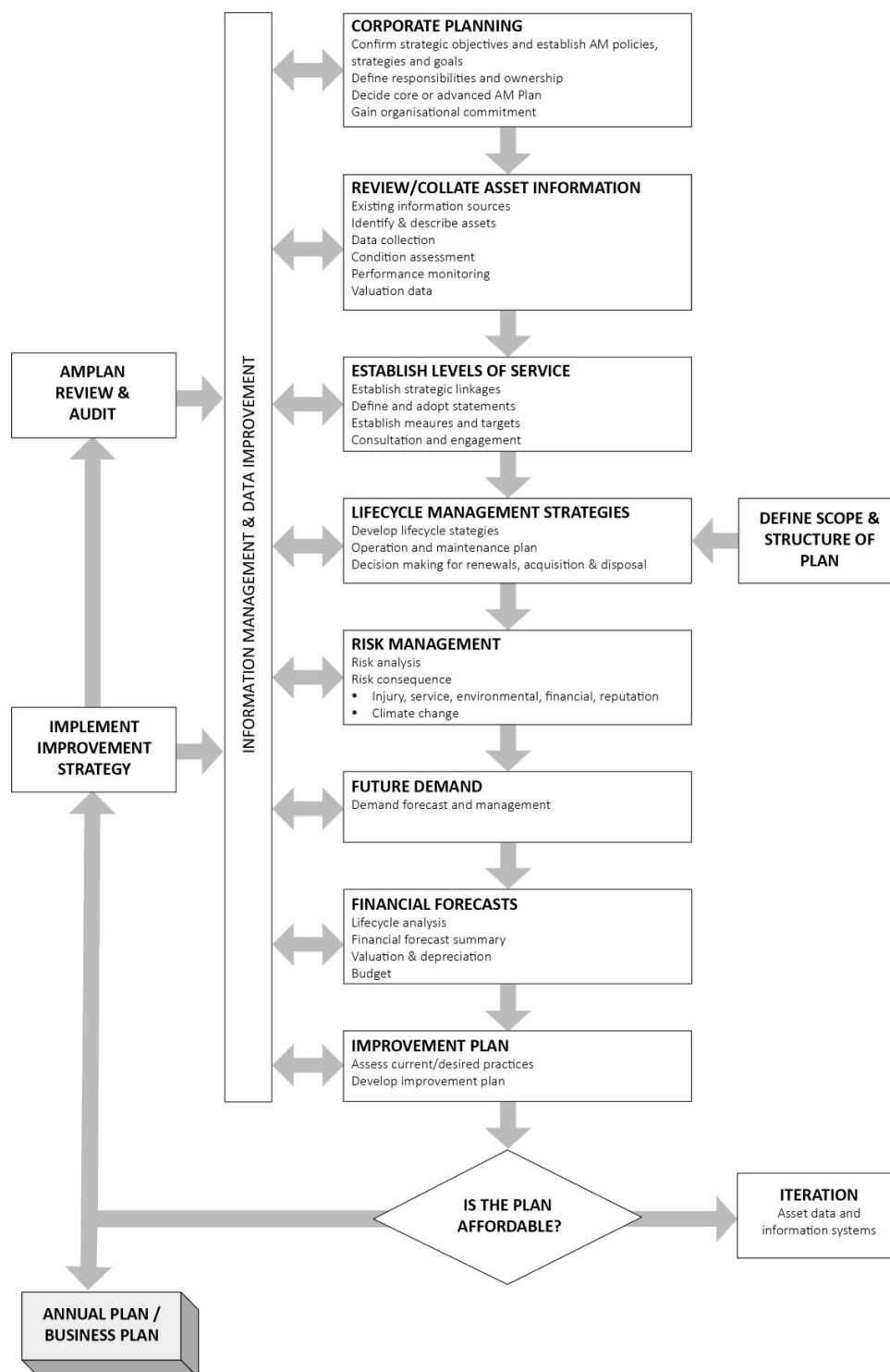
Other references to the outcomes and benefits, principles and objectives of asset management can be found in:

- ISO 55000:2024 Asset Management – Vocabulary, overview, and principles
- International Infrastructure Management Manual¹

A road map for preparing an AM Plan is shown below.

¹ 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
Condition	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
	Confidence levels		High	medium
Function	Clean water is reliably available daily	Water service leaks (meters and mains)	18 per month	18 per month
		Water service breaks (meters and mains)	2 per month	2 per month
		Water availability complaints (no water from service)	1 per month	1 per month
		Water pressure complaints	2 per month	2 per month
	Confidence levels		High	Medium
Capacity	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
	Confidence levels		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.²

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.

² IPWEA, 2015, IIMM, p 2|28.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	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)
		Budget	\$373,700	\$577,967
Operation	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
		Budget	\$1,412,344	\$1,446,438
Maintenance	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	
		Budget	\$664,521	\$680,597
Renewal	Maintain current service level/reliability	Condition assessments and maintenance trends	Renewals are performed within current budget	Maintain current performance
		Budget	\$2,382,053	\$2,382,053
Disposal	Not proposing to dispose of any assets			
		Budget	\$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.³

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 ¹	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 ¹	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.

³ 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

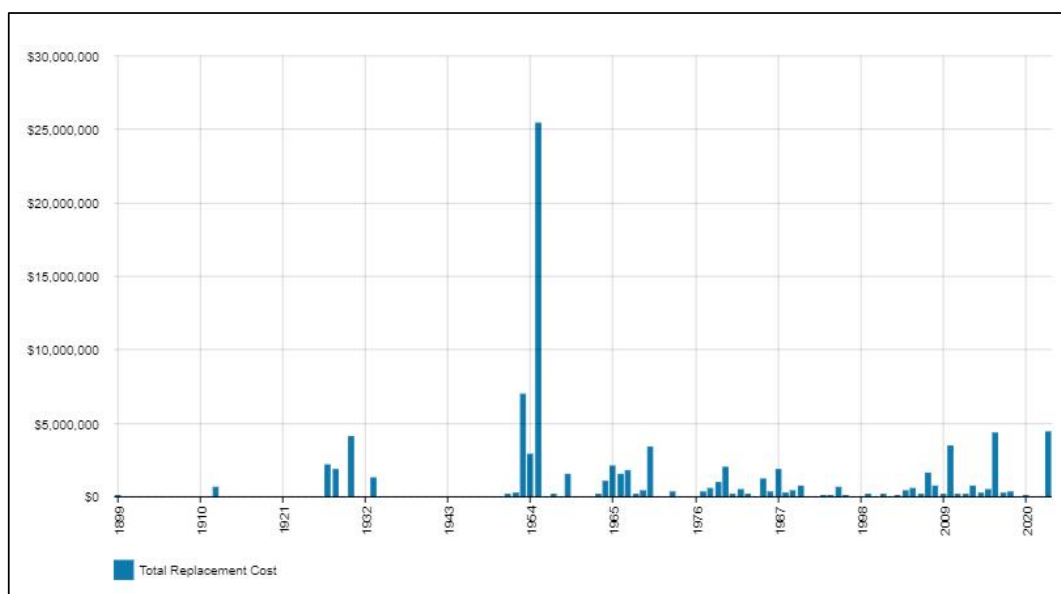
The assets covered by this AM Plan are shown in Table 5.1.1.

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, Premer, 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 system⁴ 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.

⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

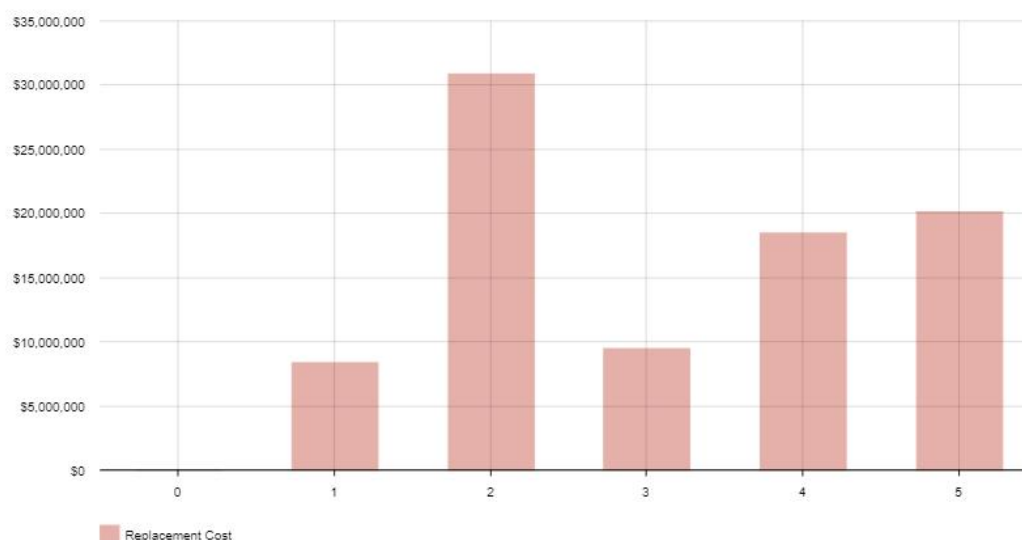
Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: 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.

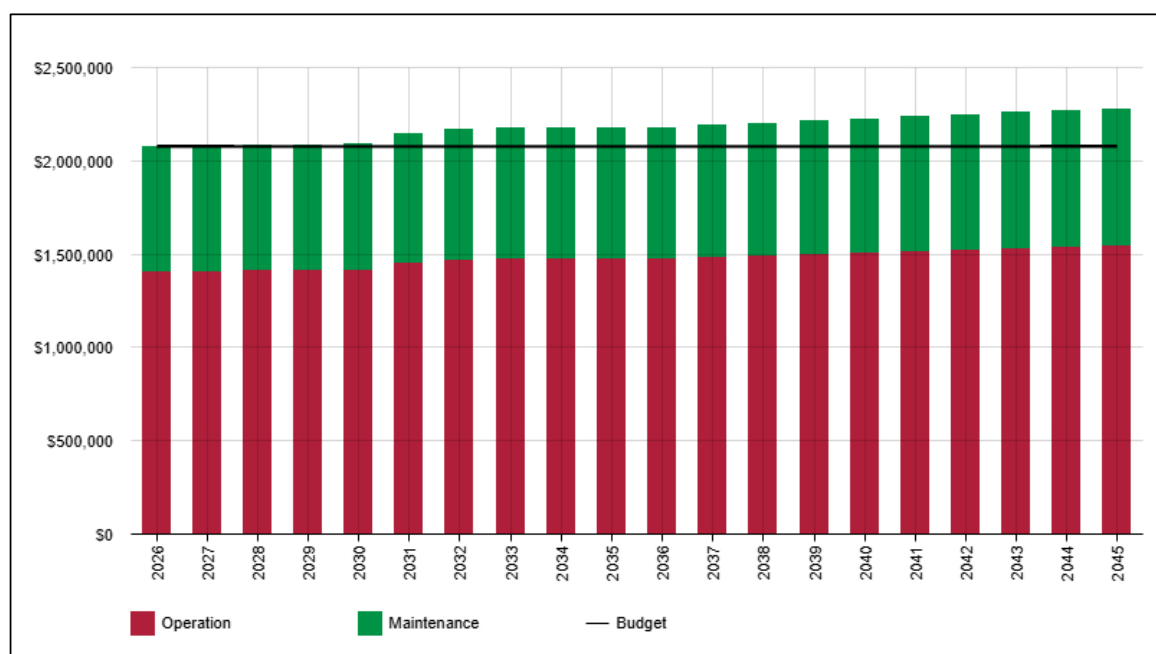
Asset hierarchy

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).⁵

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.⁶

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.3.1.

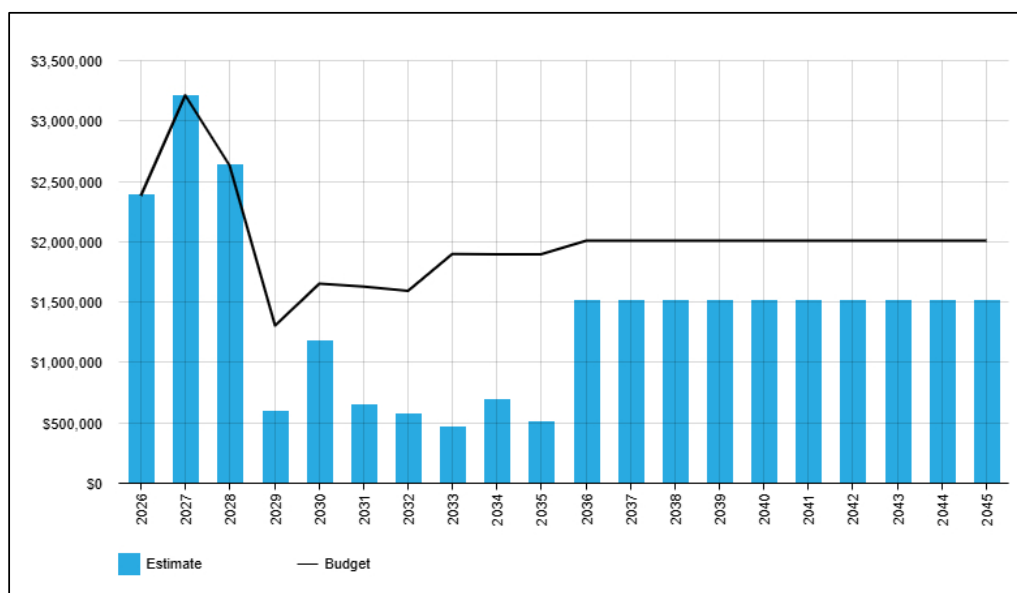
Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Break History	50%
Age	30%
Material	10%
Failure Consequence	10%
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



⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁶ 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.

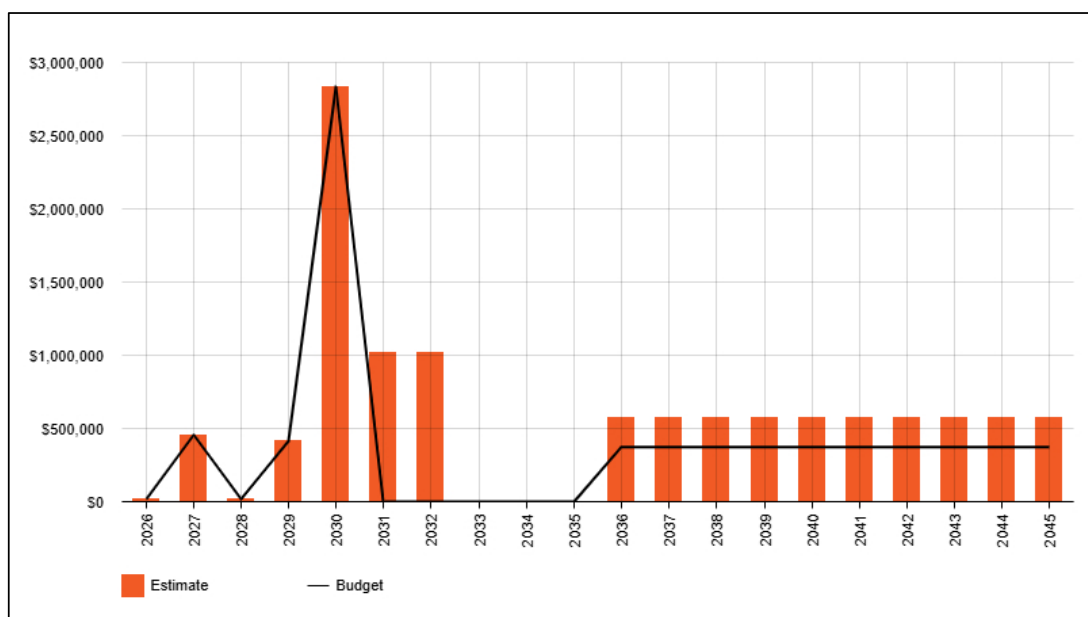
Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Review of regulatory compliance	60%
Community Expectation	30%
Security of Supply	10%
Total	100%

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.

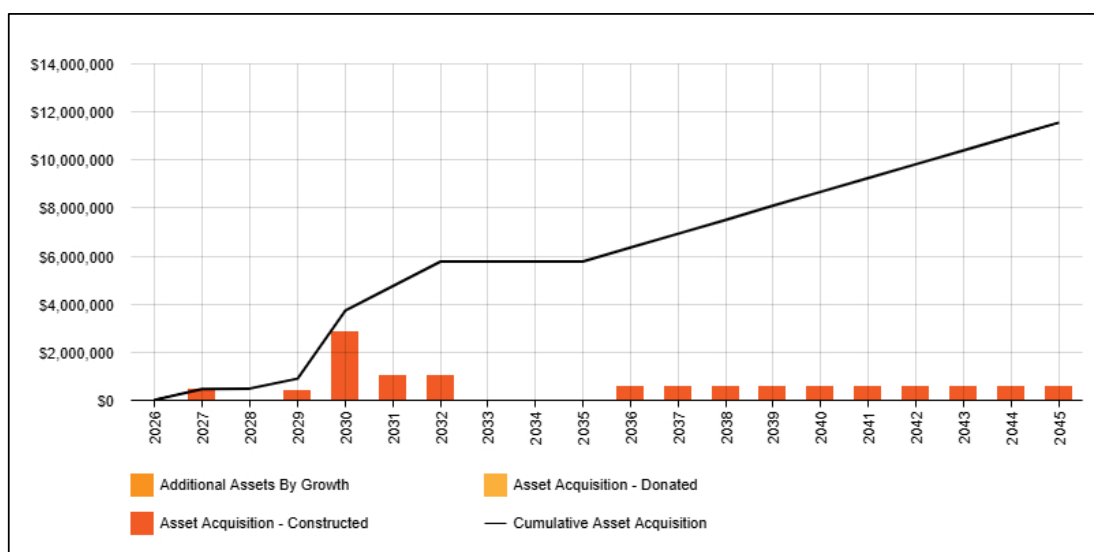
Figure 5.5.1: Acquisition (Constructed) Summary



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.

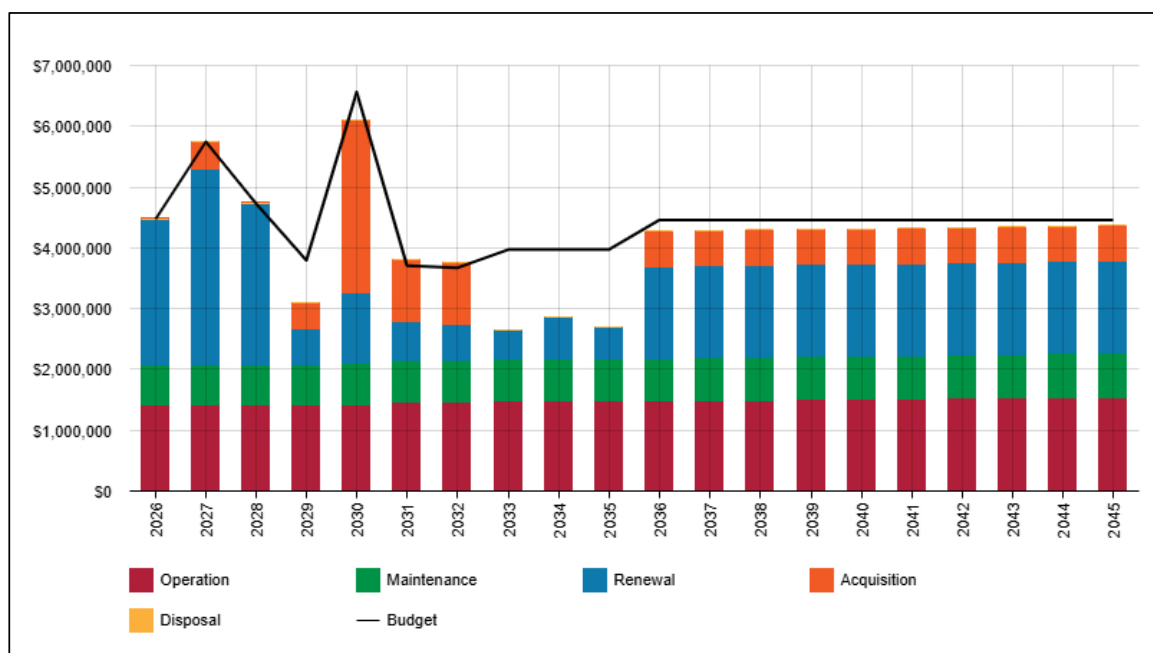
There are no plans for asset disposals included in this AM Plan, however this will be an item for review in each revision.

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 the 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'⁷.

An assessment of risks⁸ 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.

⁷ ISO 31000:2009, p 2

⁸ REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

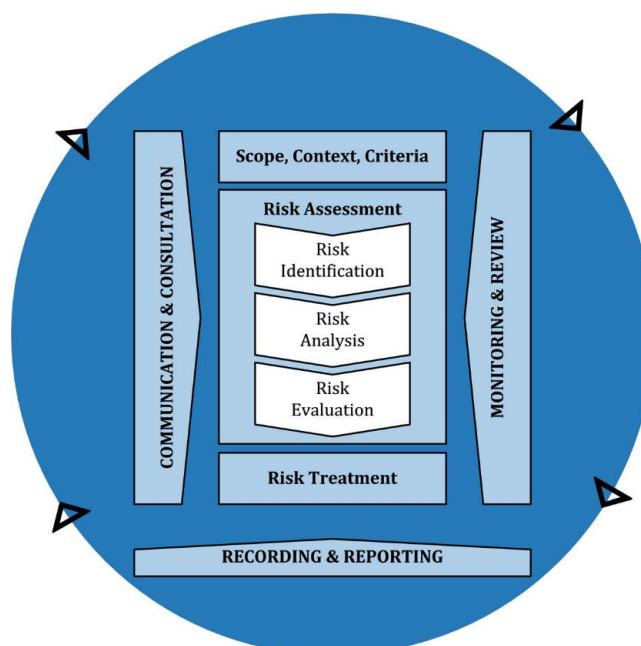


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

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 risks⁹ 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

⁹ 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 Ratio¹⁰ 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

¹⁰ 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

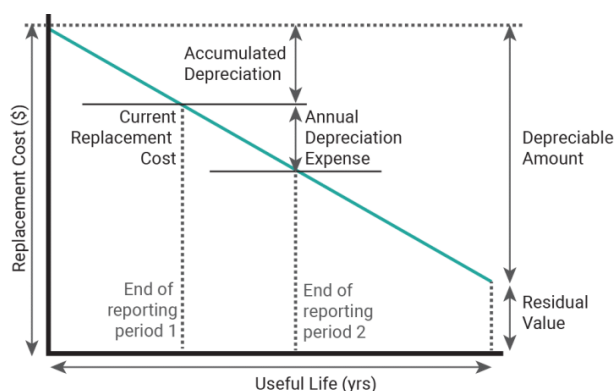
The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

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 ¹¹	\$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 scale¹² 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

¹¹ Also reported as Written Down Value, Carrying or Net Book Value.

¹² 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%).

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- 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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Plains**
Shire Council



INFORMATION ABOUT THIS DOCUMENT

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Doc No.	Date Amended	Details/Comments
1	30 April 2024	New Document

Further Document Information and Relationships	
Related Legislation and Guidelines	NSW Local Government Act, 1993 Australian Accounting Standards International Infrastructure Management Manual IPWEA Financial Management Guidelines National Asset Management Framework
Related Policies	Asset Management Policy
Related Documents	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



**Asset Management Strategy
2026-2036**

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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 analytics¹ 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

¹ 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:

Asset Category	Replacement Cost As at 30 June 2024
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
TOTAL	\$809,133,213

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.:

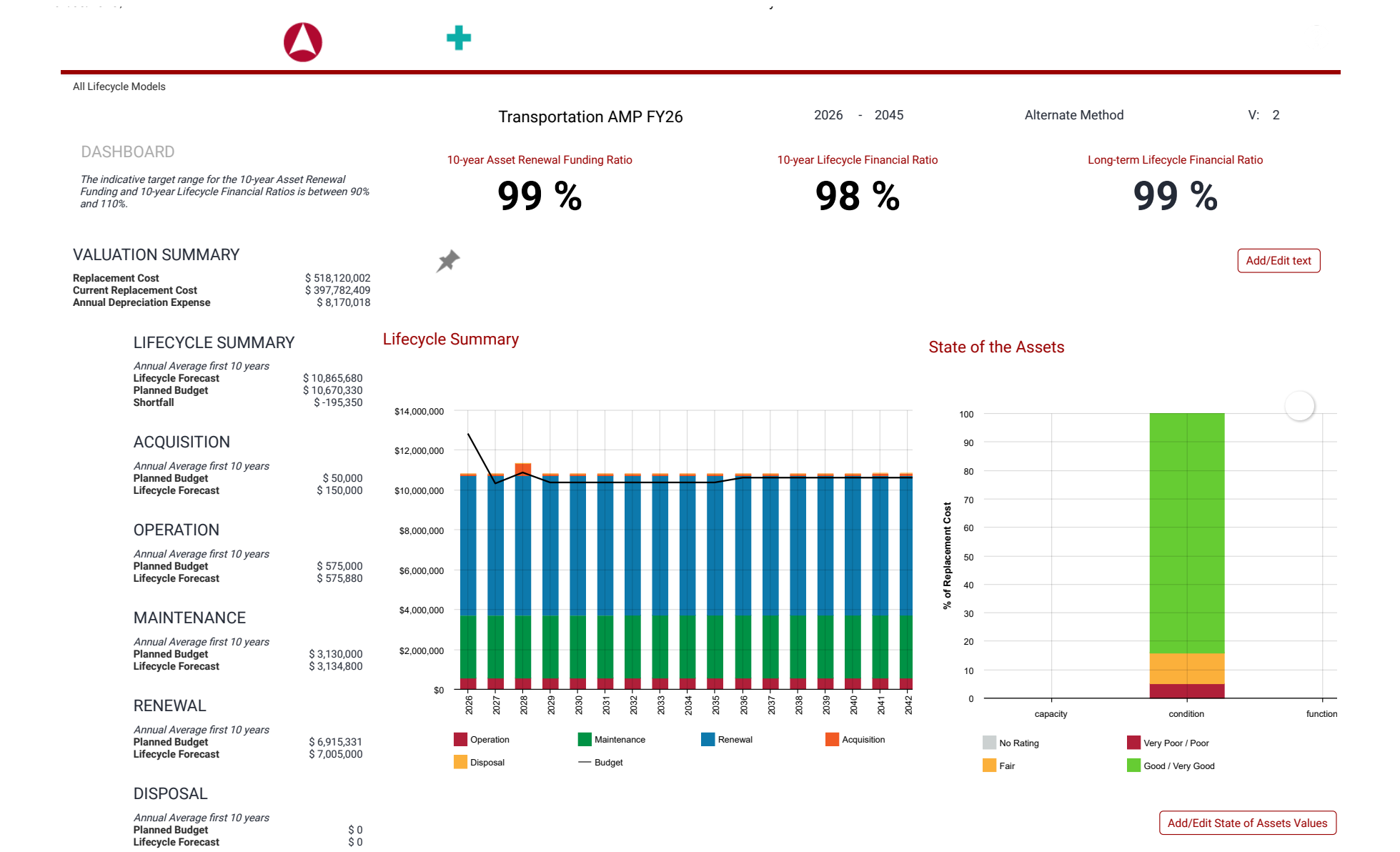


**Asset Management Strategy
2026-2036**

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





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

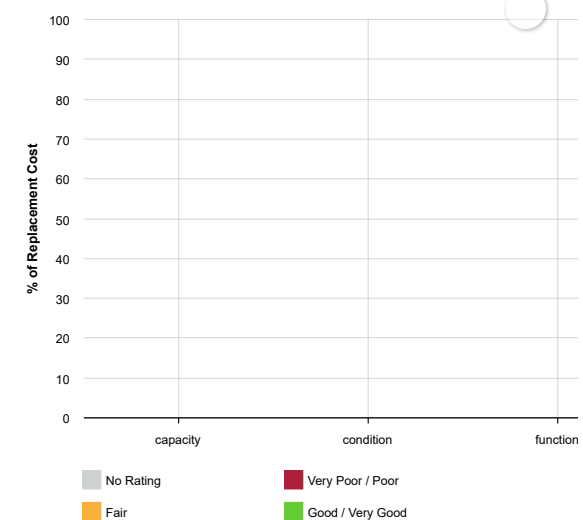


V: 1

Long-term Lifecycle Financial Ratio

120 %

Planned Budget	\$ 0
Lifecycle Forecast	\$ 0



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**Asset Management Strategy
2026-2036**

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

Category	No Rating	Very Poor / Poor	Fair	Good / Very Good
capacity	~10%	~10%	~10%	~70%
condition	~40%	~10%	~10%	~40%
function	~10%	~10%	~10%	~70%

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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

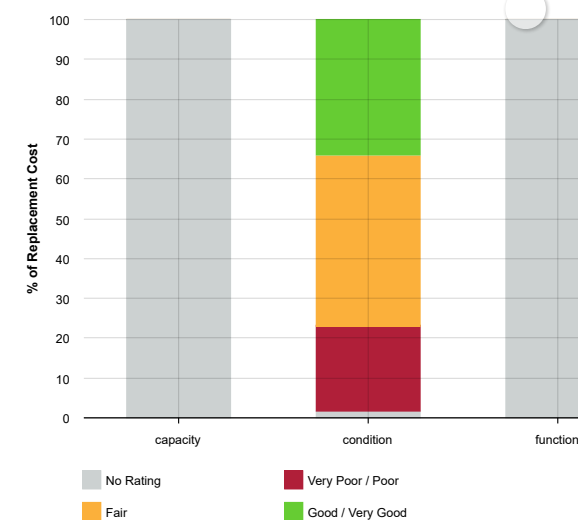
Long-term Lifecycle Financial Ratio

79 %

Add/Edit text

State of the Assets

Planned Budget	\$0
Lifecycle Forecast	\$0





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

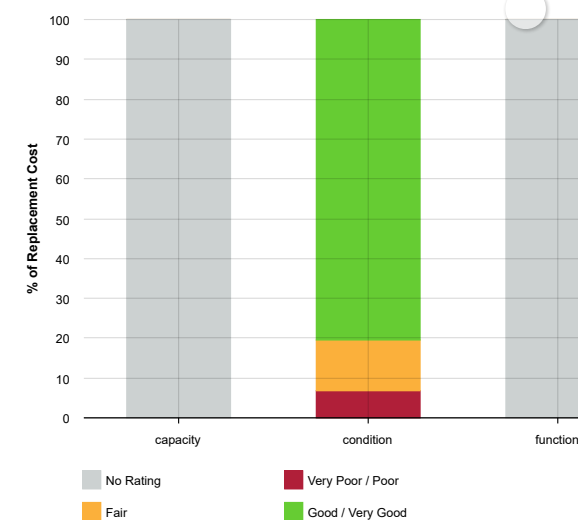


V: 2

Long-term Lifecycle Financial Ratio

89 %

Planned Budget	\$ 0
Lifecycle Forecast	\$ 0

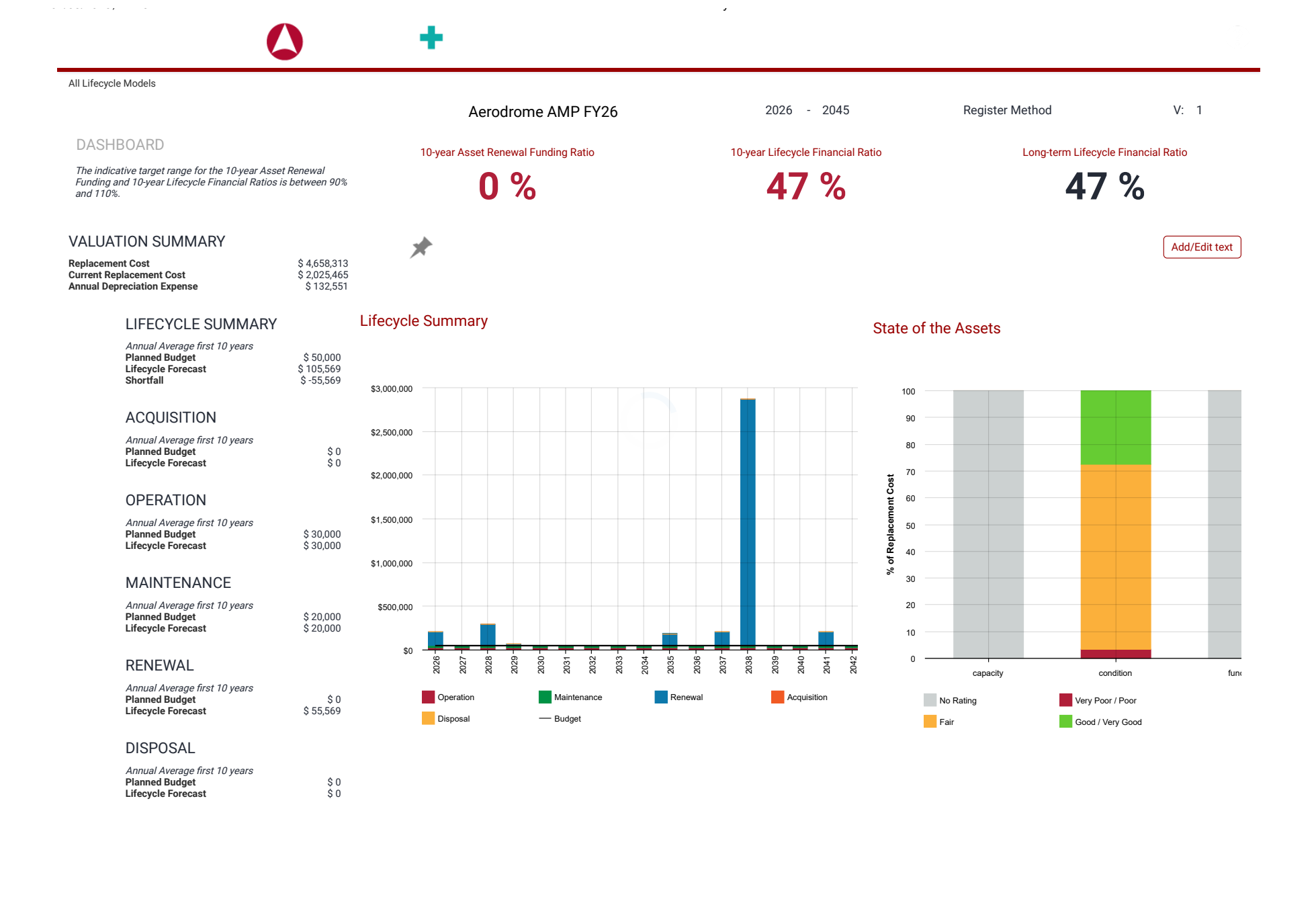




Asset Class: **Other – Aerodrome**

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**² - Currently, Council's asset management maturity falls between the "aware" and "core" levels³ 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.

² 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.

³ "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

8.4 SPT132526LPSC PROVISION OF CONTROL SYSTEMS SUPPORT

IP&R Linkage: **Goal:** Our infrastructure is well planned and maintained and will meet our needs now and, in the future

Strategy: Develop long-term strategies to plan and maintain current and future infrastructure

Author: Luke Whitten, Water Services Engineer

Authoriser: Cian Middleton, General Manager

File Number: G2025/0214

Annexures: Nil

RECOMMENDATION

That Council:

1. Adopt the suppliers listed below be appointed to this contract as Panel Source suppliers to Liverpool Plains Shire Council for an initial period of 36 months from 1 July 2025 to 30 June 2028:
 - (a) 360 Engineering
 - (b) Alliance Automation
 - (c) SAFEgroup Automation
2. Provision be allowed for a 12-month extension based on satisfactory supplier performance, which may take this contract through to 30 June 2029.

BACKGROUND

Water Services requires the services of suitably qualified and experienced control system integrators to assist with the delivery and maintenance of our telemetry and SCADA systems across the water and wastewater infrastructure. The establishment of a panel contract will allow Water Services to realise essential continuity of services as well as best of market solutions across a range of existing and emerging platforms.

TENDERING PROCESS

The tender process was conducted in accordance with Council's Procurement Policy and the *Local Government (General) Regulation 2021*.

1. Advertisement of Tender

- The tender was advertised on **14/05/2025** in TenderLink, Regional Procurement's online tender platform.
- The tender period remained open until **06/06/2025**, providing all interested parties adequate time to submit a response.

2. Tender Submissions Received

- Three tenders were submitted by the closing date. The submissions were reviewed for compliance with the tender requirements, with all meeting the mandatory criteria.

3. Participants

- The following companies participated in the tender process and submitted conforming tenders:
 - **360 Engineering**
 - **Alliance Automation**
 - **SAFEgroup Automation**

4. Evaluation Panel

- The evaluation panel consisted of the Account Executive (Regional Procurement), Water Services Engineer, and Manager Water Services.

5. Evaluation Process

Tenders were evaluated based on the pre-determined criteria outlined in the tender documents. Each submission was scored out of 100.

EVALUATION CRITERIA

The tender submissions were assessed based on the following evaluation criteria:

Criteria	Weightings %
Mandatory Criteria	Pass/Fail
Capability and Capacity	10
Quality Assurance	10
Workplace Health and Safety	10
Referees	10
Previous Experience	10
Price	50

The tender evaluation matrix ensured a transparent and equitable assessment process, balancing technical and price criteria.

TENDERS RECEIVED

Council received three submissions by close of tender. Tenders were received from:

- 360 Engineering
- Alliance Automation
- SAFEgroup Automation

All tenders were assessed as a conforming tender and underwent full evaluation.

EVALUATION AND ANALYSIS

All tenders were assessed as having capability with Council's telemetry and SCADA systems. A summary of the tender assessment panels evaluation scoring is provided following.

EVALUATION MATRIX				
SPT132526LPSC	Weighting	Provision of Control Systems Support		
Evaluation Criteria	%	360 Engineering	Alliance Automation	SAFEgroup Automation
Tender Price Scenario				
Total Price	50	44.26	50.00	45.00
Referees	10	9.67	9.73	9.47
Quality Assurance	10	10.00	10.00	10.00
WH&S	10	10.00	10.00	10.00
Previous Experience	10	7.00	7.00	7.00
Management & Technical Staff Resources	10	8.00	8.00	8.00
Total	100	88.92	94.73	89.46

All submissions scored suitably to be accepted onto a contract panel for the required services with strong scores in all criteria.


SUMMARY

The outcome of the tender process provided that all tenders demonstrated strong value for money, quality and safety and coverage of the range of services sought by Liverpool Plains Shire Council (LPSC).

CONCLUSION

To meet the upcoming Telemetry and SCADA support needs of LPSC a public tender was called to form a panel contract. The submissions received from 360 Engineering, Alliance Automation and SAFEgroup Automation presented value for money offers and are recommended to be accepted onto a control system support contract panel.

8.5 LOCAL TRAFFIC COMMITTEE - 10 JUNE 2025

IP&R Linkage:	Goal:	Our infrastructure is well planned and maintained and will meet our needs now and, in the future
	Strategy:	Collectively identify opportunities to source external expertise from other Government organisations and external businesses
Author:	Joshua Lloyd, Infrastructure & Environmental Services Administration Officer	
Authoriser:	Nathan Skelly, Director Infrastructure and Environmental Services	
File Number:	G2025/0220	
Annexures:	A. Minutes - LTC Meeting - 100625 ↓ 	

RECOMMENDATION

That Council:

1. Endorse the minutes of the Local Traffic Committee meeting held 10 June 2025 as appended at *Annexure A*

BACKGROUND

The Local Traffic Committee (LTC) is a technical review committee which advises the Council on matters for which the Council has delegated authority, being certain prescribed traffic control devices and traffic control facilities.

The Council must refer all traffic related matters to the LTC prior to exercising its delegated functions. Events are also referred to the committee as a consultation facility to enable feedback from both Transport for NSW and NSW Police.

ISSUES AND COMMENTARY

The Local Traffic Committee met on 10 June 2025, with the minutes of the meeting attached in *Annexure A* for endorsement.

LEGISLATIVE AND POLICY IMPLICATIONS

Under the *Roads Act 1993* and the *Road Transport Act 2013*, Transport for NSW (TfNSW) is responsible for the regulation and control of traffic across New South Wales. To effectively fulfil this role, TfNSW has delegated to councils certain aspects of traffic regulation on local roads.

The Delegation to councils enables councils to regulate traffic and authorises the use of certain prescribed traffic control devices, subject to a suite of conditions.

One of the conditions applied to the delegation is that councils establish a Local Traffic Committee composed of four formal members. These members are representatives from each of Council, TfNSW, NSW Police, and the relevant State Member of Parliament.

The Local Traffic Committee is an advisory body only, with no decision-making powers. It is a technical review committee that advises the council on matters related to the regulation of traffic that are referred to it by Council.

FINANCIAL IMPLICATIONS

The works identified for the disabled parking spots being marked at the Quirindi Bowling club can be covered within Council's current operational budget.

RISK IMPLICATIONS

Risks are mitigated by seeking feedback from Transport for New South Wales and other relevant authorities.

COMMUNITY CONSULTATION

Engaged with Quirindi Bowling Club regarding requirements for 2x disabled parking spots at the club.

CONCLUSION

This report provides an overview of the LTC meeting held 10 June 2025.

**LOCAL TRAFFIC COMMITTEE MEETING
HELD ON TUESDAY 10 JUNE 2025 AT 1030
IN THE COUNCIL CHAMBERS**



MINUTES

Agenda Items	
1. Apologies	Nil
2. Minutes of Previous Meeting	Adopted
3. Matters Arising from Previous Minutes	<ul style="list-style-type: none"> - Council enquired as to information requested regarding the regulations around EV Parking regarding when cars are being charged from TfNSW. Council to enforce. A new, longer cable has been purchased to assist with cars parking correctly (rear to kerb).
4. Werris Creek Commercial Area Upgrades – Traffic Counts and Pedestrian Crossing	<ul style="list-style-type: none"> - Council asked TfNSW if Council had legal rights to set their own warrants regarding pedestrian crossings on a designated main road. TfNSW to confirm. - Discussion around potentially changing the parking configuration from parallel parking to 45 degree rear to kerb on the eastern side of Werris Creek Road to make the area feel narrower for crossing, and provide more parking on the shopping side of the road.
5. Request for Disabled Parking Spaces – Quirindi Bowling Club	<ul style="list-style-type: none"> - Geography of the area explained by Council. - Club would like 2x Disabled Parking Spots - In principal support given by all agencies. Design has been circulated and endorsement has been received.
6. General Business	<ul style="list-style-type: none"> - Changes to speed zones in Wallabadah and Werris Creek discussed. TfNSW explained that the standards surrounding changes of speed zones was very direct and had little to no wiggle room. This is to provide consistency across the state. - TfNSW are currently investigating the Wallabadah area. Speed data to be provided to Council upon completion. This is to commence on 18 June 2025 and will be taken at 3 different points in Wallabadah. - Cr Allen raised an issue from residents in Pine Ridge, requesting that speeds be slowed from 100kph to 80kph through, however, as traffic levels did not meet the warrant for change, this was not supported by TfNSW.
7. Next Meeting	<ul style="list-style-type: none"> - Approx. 3 months or as required.
8. Meeting Closed	1110

9 DELEGATES REPORTS

Nil

10 NOTICES OF MOTIONS/QUESTIONS WITH NOTICE

Nil

11 CONFIDENTIAL MATTERS

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:

11.1 Bad Debt Write-off - Rates, Charges and Sundry Debtors

This matter is considered to be confidential under Section 10A(2) - (b) 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 discussion in relation to the personal hardship of a resident or ratepayer.