



**Liverpool
Plains**
Shire Council

BUSINESS PAPER

**Ordinary Council Meeting
Wednesday, 25 February 2026**

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

Date: Wednesday, 25 February 2026

Time: 2:30 PM

Location: Council Chambers

**Cian Middleton
General Manager**

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- 1 ACKNOWLEDGEMENT OF COUNTRY**
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- 3 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS**
- 4 APPLICATIONS FOR ATTENDANCE VIA AUDIO-VISUAL LINK BY COUNCILLORS**

5 CONFIRMATION OF MINUTES

5.1 MINUTES OF THE COUNCIL MEETING HELD ON 10 DECEMBER 2025

File Number: G2026/0076
Author: Roslyn ten Brink, Manager Corporate Governance (Public Officer)
Authoriser: Cian Middleton, General Manager
Annexures: A. Minutes of the Council Meeting held on 10 December 2025

RECOMMENDATION

1. That the Minutes of the Council Meeting held on 10 December 2025 be received and the recommendations therein be adopted.

**MINUTES OF LIVERPOOL PLAINS SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS
ON WEDNESDAY, 10 DECEMBER 2025 AT 2:30 PM**

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

IN ATTENDANCE: Cian Middleton (General Manager), Julie Costa (Director Planning and Community), Paul Gallagher (Director Infrastructure and Utilities), Daniel Smallwood (Director Corporate Performance and CFO), Roslyn ten Brink (Manager Corporate Governance (Public Officer))

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

At 2:31 pm, Cr James Robertson left the meeting.

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

At 2:32 pm, Cr James Robertson returned to the meeting.

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

Nil

MOTION

RESOLUTION 2025/206

Moved: Cr Shawn Cain

Seconded: Cr Donna Lawson

That The request by Cr Simkin to attend today's Ordinary Meeting of Council be received and accepted.

CARRIED

The Mayor invited further apologies and applications for leave of absence.

3 CONFIRMATION OF MINUTES**3.1 MINUTES OF THE COUNCIL MEETING HELD ON 26 NOVEMBER 2025**

RESOLUTION 2025/207

Moved: Cr Donna Lawson

Seconded: Cr Terry Cohen

1. That the Minutes of the Council Meeting held on 26 November 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.

Nil disclosures were made

5 MAYORAL MINUTE(S)**5.1 MAYORAL MINUTE - MEETINGS, FUNCTIONS AND EVENTS - NOVEMBER 2025**

RESOLUTION 2025/208

Moved: Cr Ken Cudmore

Seconded: Cr Donna Lawson

That Council:

1. Note the meetings, functions and events attended by the Mayor in an official capacity on behalf of Liverpool Plains Shire Council for the month of November 2025, as detailed in this report.

CARRIED

5.2 MAYORAL MINUTE - NSW COUNTRY MAYOR'S ASSOCIATION MEETING, 13-14 NOVEMBER 2025

RESOLUTION 2025/209

Moved: Cr Ken Cudmore

Seconded: Cr Terry Cohen

That Council:

1. Receive and note the Mayoral Minute on the Country Mayors Association meeting held on Thursday, 13 and Friday, 14 November 2025 as detailed in this report.

CARRIED

5.3 MAYORAL MINUTE - OFFICIAL OPENING OF THE QUIRINDI AQUATIC CENTRE

RESOLUTION 2025/210

Moved: Cr Ken Cudmore

Seconded: Cr Shawn Cain

That Council:

1. Congratulate all staff and contractors involved in delivering the Quirindi Aquatic Centre Project and planning and executing the Community Open Day on Saturday, 22 November 2025 and the Official Opening on Monday, 24 November 2025.
2. Extend its appreciation to the Member for Tamworth, the Honourable Kevin Anderson MP, for opening the Quirindi Aquatic Centre on Monday, 24 November 2025.

CARRIED**6 REPORTS OF THE GENERAL MANAGER****6.1 RESOLUTION REGISTER**

RESOLUTION 2025/211

Moved: Cr Donna Lawson

Seconded: Cr Jason Allan

That Council:

1. Receive and note the Resolution Register as at 30 November 2025 as appended at *Annexure A* and the Resolution Register for 2024 as appended at *Annexure B*.

CARRIED**7 REPORTS OF THE DIRECTOR CORPORATE PERFORMANCE & CFO****7.1 MONTHLY STATEMENT OF INVESTMENTS - NOVEMBER 2025**

RESOLUTION 2025/212

Moved: Cr Terry Cohen

Seconded: Cr James Robertson

That Council:

1. Receive and note the Statement of Investments as of 30 November 2025 as appended at *Annexure A*.
2. Receive and note the Imperium Markets Monthly Investment Review Report for Liverpool Plains Shire Council as at 30 November 2025 as appended at *Annexure B*.

CARRIED

7.2 REPORTING OF CODE OF CONDUCT COMPLAINT STATISTICS

RESOLUTION 2025/213

Moved: Cr Donna Lawson

Seconded: Cr Terry Cohen

That Council:

1. Receive and note the annual Code of Conduct Complaints Statistics Return for 2024-2025.

CARRIED

7.3 FINANCIAL SUSTAINABILITY REVIEW AND ACTION PLAN

RESOLUTION 2025/214

Moved: Cr James Robertson

Seconded: Cr Donna Lawson

That Council:

1. Receive and note the final Financial Sustainability Review and Action Plan prepared by AEC Group Pty Ltd, appended at *Annexure A*.
2. Note that Management will prepare a Financial Sustainability Strategy, incorporating the findings and recommendations set out in the Financial Sustainability Review and Action Plan, for endorsement by Council in early 2026.

CARRIED

7.4 PROPOSED LOAN BORROWING - WILLOW TREE WASTE MANAGEMENT FACILITY

RESOLUTION 2025/215

Moved: Cr James Robertson

Seconded: Cr Donna Lawson

That Council:

1. Approves the recommendation to engage in loan borrowing discussions for the purpose of funding it's contribution to the Willow Tree Waste Management Facility.
2. Receives a further report in the future that details the optimum funding strategy to complete the Willow Tree Waste Management Facility project.

In Favour: Crs Ken Cudmore, Donna Lawson, Jason Allan, Shawn Cain, Terry Cohen and Charlie Simkin

Against: Cr James Robertson

CARRIED 6/1

7.5 ADOPTION OF DRAFT TERMS OF REFERENCE FOR MAJOR PROJECTS COMMITTEE

RESOLUTION 2025/216

Moved: Cr Terry Cohen

Seconded: Cr Shawn Cain

That Council:

1. Adopt the draft Terms of Reference for the Major Projects Committee, appended at *Annexure A*.

CARRIED**8 REPORTS OF THE DIRECTOR INFRASTRUCTURE AND UTILITIES****8.1 MONTHLY SHIRE PRESENTATION REPORT**

RESOLUTION 2025/217

Moved: Cr Terry Cohen

Seconded: Cr Donna Lawson

That Council:

1. Receive and note the Monthly Shire Presentation Report for December 2025.

CARRIED**8.2 MONTHLY WORKS REPORT**

RESOLUTION 2025/218

Moved: Cr Donna Lawson

Seconded: Cr Jason Allan

That Council:

1. Receive and note the Monthly Works Report for December 2025.

CARRIED

8.3 MINUTES OF THE LOCAL TRAFFIC FORUM HELD 18 NOVEMBER 2025

RESOLUTION 2025/219

Moved: Cr Donna Lawson

Seconded: Cr James Robertson

That Council:

1. Receive and note the minutes of the Local Traffic Forum meeting held 18 November 2025 as appended at *Annexure A*.

CARRIED

9 REPORTS OF THE DIRECTOR PLANNING AND COMMUNITY**9.1 DEVELOPMENT AND BUILDING REPORT - NOVEMBER 2025**

RESOLUTION 2025/220

Moved: Cr James Robertson

Seconded: Cr Donna Lawson

1. Receive and note the Development and Building Report for November 2025.

CARRIED

9.2 PUBLIC EXHIBITION OF DRAFT DESTINATION MANAGEMENT PLAN

RESOLUTION 2025/221

Moved: Cr Shawn Cain

Seconded: Cr Donna Lawson

That Council:

1. Endorse the draft Destination Management Plan, appended at *Annexure A*, for public exhibition for a minimum period of 28 days.
2. Receive a further report in relation to the draft Destination Management Plan following conclusion of the public exhibition period.

CARRIED

9.3 PUBLIC EXHIBITION OF DRAFT ECONOMIC DEVELOPMENT STRATEGY 2026-2030

RESOLUTION 2025/222

Moved: Cr Jason Allan

Seconded: Cr Terry Cohen

That Council:

1. Endorse the draft Economic Development Strategy 2026-2030, appended at *Annexure A*, for public exhibition for a minimum period of 28 days.
2. Receive a further report in relation to the draft Economic Development Strategy 2026-2030 following conclusion of the public exhibition period.

CARRIED**9.4 CENTRAL NORTHERN REGIONAL LIBRARY (CNRL) 2024/25 ANNUAL REPORT AND 2026/27 MEMBERSHIP**

RESOLUTION 2025/223

Moved: Cr James Robertson

Seconded: Cr Jason Allan

That Council:

1. Receive and note the Minutes of the Central Northern Regional Library Annual General Meeting held on 5 November 2025, appended at *Annexure A*.
2. Receive and note the Minutes of the Central Northern Regional Library Annual General Meeting held on 5 November 2025, appended at *Annexure B*.
3. Receive and note the Central Northern Regional Library Annual Report 2024/25, appended at *Annexure C*.
4. Allocate \$102,701 (GST exc) as its contribution to the Central Northern Regional Library in the 2026/27 Operational Plan and advise Tamworth Regional Council of its decision prior to 15 January 2026.

CARRIED

9.5 ADOPTION OF DRAFT TERMS OF REFERENCE FOR QUIRINDI SHOWGROUND USER GROUP FORUM AND QUIRINDI SPORTING PRECINCT USER GROUP FORUM

RESOLUTION 2025/224

Moved: Cr Donna Lawson

Seconded: Cr Terry Cohen

That Council:

1. Adopt the draft Terms of Reference for the Quirindi Showground User Group Forum and Quirindi Sporting Precinct User Group Forum, as appended at *Annexure A*.

CARRIED**9.6 PLANNING PROPOSAL - LAND RECLASSIFICATION - ROYAL THEATRE, 115 HENRY STREET, QUIRINDI**

RESOLUTION 2025/225

Moved: Cr Donna Lawson

Seconded: Cr Terry Cohen

That Council:

1. Endorse the draft planning proposal to reclassify Lot 1 DP 976494 and Lot 2 DP 321796, 115 Henry Street, Quirindi known as the Royal Theatre from community to operational and forward to the Minister for Planning and Public Spaces to request a Gateway determination.
2. Request that Council be authorised as the local plan making authority for the purposes of this draft planning proposal.

CARRIED**10 DELEGATES REPORTS**

Nil

11 NOTICES OF MOTIONS/QUESTIONS WITH NOTICE**11.1 RESPONSE TO QUESTION ON NOTICE - CR CHARLIE SIMKIN - ROAD PROJECT BUDGET OVER-RUNS**

In consideration of **Item 7.5 – Quarterly Budget Review for the period ending 30 September 2025**, Councillor Simkin requested further information on the budget over-runs on Borah Creek Road, Coonabarabran Road, Waverley Road Rehabilitation, and Wallabadah Road Resealing, specifically the reason for the cost over-runs and what action Management is taking to reduce the number of further budget over-runs.

Response

Updates on specific projects as follows:

- (a) **Borah Creek Road:** The project was forecast for completion prior to end financial year 2025. Works were carried over into early July 2025 with contractor availability issues, weather impacts and several invoices received late contributing to expenditure being incurred in the 25/26 financial year. The work was not identified as a works in progress (WIP) in June 2025 which has impacted the reporting within the 25/26 financial year as there was no budget allocation for the project.
- (b) **Coonabarabran Road:** There was a minor increase to the scope of works identified as edge break increased during the completion of the works and it was strategically sound to repair the additional edge break whilst mobilised on site.
- (c) **Merriwa Road:** Three sections of rehabilitation were identified within the 2025/26 Operational Plan (funded from R2R) and when nearing completion of these sections a further three sections were identified as requiring rehabilitation due to excessive deterioration from the construction works on range within Upper Hunter Shire LGA. It was strategically recognised that if we did not upgrade the three additional sections of 800m, 750m and 400m sections would fail once the road was fully opened to traffic. The additional works identified were funded through unallocated funds within Roads to Recovery (R2R) grant program.
- (d) **Waverley Road Rehabilitation:** Stabilisation rates had to be increased due to condition of subbase. The normal rate is 8kg/sq metre had to be adjusted to 20 kg/sq metre. Council also had to use another lime supplier due to normal supplier being unavailable at the time when stabilisation works was required and the new supplier had higher rates. This potential issue will be remedied in the future with geotechnical investigations completed prior to works being scoped and costed.
- (e) **Wallabadah Road Resealing:** The overspend was attributed to a corrective layer being required. When the sealing contractor advised that they could not guarantee the proposed integrity of the reseal due to the deterioration of the existing seal a new seal a corrective layer was applied.

From 2026, a regular Capital Works Program will be included in the Business Paper for Ordinary Meetings of Council. It is intended that will practice will support enable Councillors to have better oversight of Council's major capital works projects, via monthly progress reports.

In April/May 2026, Council Officers will identify any works that may require being carried forward as works progress, which will ensure unexpended funds will be captured in the 2026/27 financial year to complete works.

Pursuant to clause 9.16 of the Code of Meeting Practice, the following questions were put during the meeting and subsequently taken on notice for response to be provided at the following meeting of Council:

11.2 OPERATIONAL STATUS OF THE STREET SWEEPER

Cr Terry Cohen requested an update on the operational status of the Street Sweeper.

11.3 WEED MAINTENANCE PROGRAM - WALLABADAH

Cr James Robertson enquired on the Weed Maintenance Program for Wallabadah, in particular, Wallabadah Waste Facility.

11.4 DESTINATION MANAGEMENT / ECONOMIC DEVELOPMENT SUB-COMMITTEE

Cr Jason Allan enquired on whether a sub-committee should be formed to review and monitor actions from the Destination Management Plan and Economic Development Strategy.

12 CONFIDENTIAL MATTERS

RESOLUTION 2025/226

Moved: Cr Donna Lawson

Seconded: Cr Shawn Cain

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:

12.1 Supply and Delivery of Aggregates

This matter is considered to be confidential under Section 10A(2) - (c) 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 information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

CARRIED

At 3:37 pm, Cr Jason Allan left the meeting.

RESOLUTION 2025/227

Moved: Cr Donna Lawson

Seconded: Cr Terry Cohen

That Council moves out of Closed Council into Open Council.

CARRIED

At 3:41 pm, Cr Jason Allan returned to the meeting.

REPORT ON CONFIDENTIAL MATTERS

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

12.1 SUPPLY AND DELIVERY OF AGGREGATES

RESOLUTION 2025/233

Moved: Cr James Robertson

Seconded: Cr Charlie Simkin

That Council:

1. Adopt the suppliers listed below as Panel Source suppliers to Liverpool Plains Shire Council for an initial period of 36 months from 1 October 2025 to 30 September 2028:
 - (a) Boral Construction Materials Group
 - (b) Buttai Gravel Pty Ltd t/a Daracon Quarries
 - (c) Graymont Australia Pty Ltd
 - (d) Regional Quarries Australia Pty Ltd
 - (e) BMR Quarries Pty Ltd
2. Authorise provision for 2 x 12-month extension based on satisfactory supplier performance, which may take this contract through to 30 September 2030.
3. Authorise provision for price adjustments as per *Clause 3.4 Price Adjustment* in the relevant Deed of Agreement.

CARRIED

The Meeting closed at 3:40pm. .

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 18 February 2026.

.....

CHAIRPERSON

6 DISCLOSURES OF INTERESTS

7 MAYORAL MINUTE(S)

7.1 MAYORAL MINUTE - MEETINGS, FUNCTIONS AND EVENTS - DECEMBER 2025 AND JANUARY 2026

File Number: G2025/0573
Author: Ken Cudmore, Mayor
Authoriser: Ken Cudmore, Mayor
Annexures: Nil

RECOMMENDATION

That Council:

1. Note the meetings, functions and events attended by the Mayor in an official capacity on behalf of Liverpool Plains Shire Council for the months of December 2025 and January 2026, as detailed in this report.

REPORT

As Mayor of Liverpool Plains Shire Council, I am often required to attend various meetings, functions, openings, and events on behalf of Council. It is appropriate that these be reported to Council and publicly shared with the Liverpool Plains Shire community.

Date	Meeting, Function or Event
03 December 2025	Lighting of the Quirindi Community Christmas Tree Attended the Lighting of the Quirindi Community Tree at the Quirindi Library Precinct, joint partnership between Liverpool Plains Shire Council and the Liverpool Plains Business Chamber. Councillor James Robertson also in attendance, along with the General Manager and Director Planning and Community.
05 December 2025	Quirindi Silo Art Christmas Light & Sound Show Attended the Quirindi Silo Art Christmas Light and Sound Show.
08 December 2025	Blackville Public End of Year Assembly Represented Liverpool Plains Shire Council at the Blackville Public School End of Year Assembly.
	Walhallow Public End of Year Assembly Represented Liverpool Plains Shire Council at the Walhallow Public School End of Year Assembly.
09 December 2025	Currabubula Public End of Year Assembly Represented Liverpool Plains Shire Council at the Currabubula Public School End of Year Assembly and presented the Citizenship Award.
11 December 2025	Willow Tree Public End of Year Assembly Represented Liverpool Plains Shire Council at the Willow Tree Public School End of Year Assembly.

	<p>Liverpool Plains Shire Council Staff Awards Presentation</p> <p>Attended Liverpool Plains Shire Council's Staff Awards and End of Year Function, and presented Service Awards to those employees celebrating a major service milestone.</p>
12 December 2025	<p>Quirindi High End of Year Assembly</p> <p>Represented Liverpool Plains Shire Council at the Quirindi High School End of Year Assembly and presentation of Awards.</p>
13 December 2025	<p>Wallabadah Community Christmas Party</p> <p>Attended the Wallabadah Community Association's Christmas Party at the Wallabadah Hall.</p>
14 December 2025	<p>Werris Creek War Memorial Pool Community Open Day</p> <p>Attended the Werris Creek War Memorial Pool Community Open Day. Also attended by Deputy Mayor Donna Lawson and Councillor Shawn Cain with Director Planning and Community.</p>

Date	Meeting, Function or Event
25 January 2026	<p>Australia Day Ambassador Reception</p> <p>Attended a reception for 2026 Australia Day Ambassador, Joanna Savill, at the Wallabadah Hotel. Councillor Shawn Cain also in attendance, along with the General Manager, Director Corporate Performance & CFO, and Director Planning and Community.</p>
26 January 2026	<p>Australia Day Awards and Citizenship Ceremony</p> <p>Presided over the Citizenship Ceremony and presentation of Australia Day Awards. Councillors Jason Allan, Terry Cohen and James Robertson also in attendance, along with the General Manager and Director Planning and Community.</p>
	<p>Warrah Creek Australia Day Celebrations</p> <p>Attended the Warrah Creek Australia Day Celebrations with Australia Day Ambassador and General Manager.</p>
	<p>Werris Creek Australia Day Celebrations</p> <p>Attended the Willow Tree Australia Day Celebrations with Australia Day Ambassador and General Manager.</p>
28 January 2026	<p>Graincorp Silo Art 10 Year Celebration</p> <p>Attended the Graincorp Silo Art 10 Year Celebration held at the Quirindi Silo Art.</p>



Cr Ken Cudmore

MAYOR

7.2 MAYORAL MINUTE - 2025 LIVERPOOL PLAINS SHIRE COUNCIL STAFF AWARDS

File Number: G2025/0574
Author: Ken Cudmore, Mayor
Authoriser: Ken Cudmore, Mayor
Annexures: Nil

MOTION

That Council:

1. Extend its congratulations and gratitude to those employees of Liverpool Plains Shire Council recognised for their achievements and service to our organisation and community at the 2025 Staff Awards Presentation.

REPORT

Liverpool Plains Shire Council held its annual Staff Awards Presentation and End of Year Function at the Werris Creek Sports on Thursday, 11 December 2025. This event provided an opportunity for Service Awards were presented to the following employees:

- (a) **Five years' service:** Belinda Perkins, William Riley, Mark Rodgers and Noel Sharp.
- (b) **10 years' service:** Annah Maybury.
- (c) **20 years' service:** Christine Anderson, Robert Hartin and Daniel Peterson.
- (d) **25 years' service:** Stanley Nean.
- (e) **35 years' service:** Penny Andrews.

Achievement Awards were presented to the following employees in recognition of achieving a vocational qualification in 2025:

- (a) Daniel O'Grady on achieving a Certificate III in Water Industry Operations, and
- (b) Michael Scholz on achieving a Certificate III in Heavy Commercial Vehicle Mechanical Technology.



Cr Ken Cudmore

MAYOR



Image (Above): Penny Andrews, Payroll Officer, was recognised for achieving 35 years' service to Liverpool Plains Shire Council by Mayor Ken Cudmore.



Image (Above): Cian Middleton, Penny Andrews, Christine Anderson, Stanley Nean, Belinda Perkins, Robert Hartin, Michael Scholz, Noel Sharp, Daniel O'Grady, and Mayor Ken Cudmore.

7.3 MAYORAL MINUTE - 2026 LIVERPOOL PLAINS SHIRE AUSTRALIA DAY AWARDS

File Number: G2025/0575
Author: Ken Cudmore, Mayor
Authoriser: Ken Cudmore, Mayor
Annexures: Nil

MOTION

That Council:

1. Congratulate the 2026 Liverpool Plains Shire Australia Day Award recipients and extend its appreciation to all recipients and nominees for their contributions to the Liverpool Plains Shire community.
2. Congratulate Mr Nevill Holz OAM of Willow Tree and Mr Robert Lewis OAM of Quirindi for being awarded Medals of the Order of Australia in the Commonwealth Government's 2026 Australia Day Honours List.
3. Extend its appreciation to Ms Joanna Savill, 2026 Australia Day Ambassador, for attending local Australia Day celebrations throughout the Liverpool Plains Shire.

REPORT

Australia Day celebrations were held in the Liverpool Plains Shire on 26 January 2026, including the official Citizenship & Australia Day Awards Presentation held at Club Quirindi, followed by the Warrah Creek community celebrations at Warrah Creek Hall and the celebrations at David Taylor Oval, Werris Creek in the evening.

Prominent food journalist, events curator and sustainability advocate, Joanna Savill, attended all three celebrations as the 2026 Australia Day Ambassador, and delivered the official Australia Day Address at the Citizenship & Australia Day Awards Presentation.

Australia Day Awards were awarded across seven categories, with Councillor Jason Allan, Councillor Terry Cohen and Councillor James Robertson in attendance to present awards. Full details of the Award recipients follows overleaf.

Two members of the Liverpool Plains Shire community were also included on the 2026 Australia Day Honours List and awarded Medals of the Order of Australia (OAM) in the General Division:

- **Mr Neville John Holz, Willow Tree:** For service to horse sports, and to the community.
- **Mr Robert Malcolm Lewis, Quirindi:** For service to the community of the New England region.



Cr Ken Cudmore
MAYOR



Image (above, L-R): Peter Sawtell, Bev Sawtell, Mayor Ken Cudmore, Lindsay Maybury OAM, Joanna Savill, Ed Nankivell, Charlie Gulliver, Peter Van der Linden, Bev Moran, Dennis Moran and Tim Honner

- **Citizen of the Year, Lindsay Maybury OAM:**

Lindsay Maybury OAM has dedicated decades to community service, from his early volunteering with Apex and Lions to helping establish the Quirindi Westpac Rescue Helicopter Support Group. He has led numerous local organisations, raised significant funds for Westpac Rescue Helicopter through events like the Bush Dances and Drivers Run, and contributed strongly to initiatives such as Farming for Kids. Through his hands-on leadership and unwavering commitment to the Quirindi Spring Show and wider community, he has made a lasting impact on the Liverpool Plains region.

- **Young Citizen of the Year, Brandi Frewin:**

Brandi Frewin is an outstanding young citizen whose dedication to community service is matched by her achievements in music, sport, and education. Her musical talents have featured at major community events and competitions, while her sporting success includes representing the North West in cricket and excelling as a school athlete. Through her commitment, leadership, and well-rounded accomplishments, she is a highly deserving recipient of Junior Citizen of the Year.

- **Marie Maunder Community Service Award, Peter and Bev Sawtell:**

Peter and Bev Sawtell have been pillars of Werris Creek for decades, known for their quiet, consistent dedication to their community. Peter’s remarkable seventy-year career with NSW Railways and their shared commitment to local organisations — including the Golf Club, Swimming Club, Little Athletics, Meals on Wheels, and Bev’s long service as church organist and co-founder of the Signal Signers — highlight lives built on service. Their lasting impact on the people and traditions

of Werris Creek makes them truly deserving recipients of the Marie Maunder Community Service Award.

- **Local Legend, Dennis and Bev Moran:**

Dennis and Bev Moran are long-time pillars of the Quirindi sporting community, dedicating over 50 years to tennis and serving two decades in senior roles on the Quirindi Tennis Club committee. Their commitment extends beyond the courts, with Dennis maintaining the grounds, serving 37 years as treasurer of the Quirindi District Cricket Club, contributing to veterans' cricket, and supporting the Quirindi RSL Sub-Branch. Their unwavering service to tennis, cricket, and the wider community makes them true Local Legends.

- **Emergency Services Community Award, Tim Honner:**

Tim Honner has served more than a decade with the Rural Fire Service, now as Deputy Captain of the Willow Tree Brigade, responding reliably to emergencies, and major deployments including the Milson's Gully fire and recent operations in Victoria. He plays a vital leadership role in training new volunteers, coordinating multi-brigade exercises, and supporting district-wide preparedness. Through his dedication, skill, and commitment to community safety, he is a thoroughly deserving recipient of the Emergency Services Community Award.

- **Senior Sportsperson of the Year, Quirindi Lions Rugby Club – Central North Premiers 2025:**

The Quirindi Lions Rugby Club achieved a historic milestone in 2025 by winning the Central North Rugby Union Premiership and ending a 33-year drought with a commanding Grand Final victory. This triumph reflected years of dedication and community pride, with match days uniting the town and inspiring future generations. Through their teamwork, resilience and strong community spirit, the Lions are truly deserving recipients of the Senior Sportsperson of the Year award.

- **Junior Sportsperson of the Year, Percy Tourle:**

Percy Tourle has excelled across athletics, swimming and cross country, consistently achieving podium — often first-place — results at school, zone, regional and NSW Country Championships. His talent extends to team sports, earning major awards in both rugby league and rugby union, and even representing his school in the PSSA Netball knockout finals. Percy's outstanding achievements across multiple disciplines demonstrate exceptional dedication and resilience, making him a deserving recipient of Junior Sportsperson of the Year.

8 LATE MATTERS

Nil

9 MATTERS RESOLVED BY EXCEPTION

10 REPORTS OF COUNCILLOR DELEGATES

Nil

11 REPORTS OF COMMITTEES

See Item 15.1

12 REPORTS OF THE GENERAL MANAGER

12.1 AMENDMENT TO SCHEDULE OF ORDINARY MEETINGS 2026

IP&R Linkage:	Goal: Demonstrate good governance
	Strategy: Develop and implement a robust governance and integrity framework
Author:	Roslyn ten Brink, Manager Corporate Governance (Public Officer)
Authoriser:	Cian Middleton, General Manager
File Number:	G2026/0002
Annexures:	A. Amended Schedule of Ordinary Meetings - 2026 ↓ 

RECOMMENDATION

That Council:

1. Amend the Schedule of Ordinary Meetings, appended at *Annexure A*, to:
 - (a) Amend the date of the Ordinary Meeting in May 2026 to be held Wednesday, 27 May 2026
 - (b) Amend the date of the Ordinary Meeting in June 2026 to be held Monday, 22 June 2026
2. Note that the General Manager will provide public notice of the Schedule of Ordinary Meetings, pursuant to section 9 and 418(3) of the *Local Government Act 1993* and clause 3.4 of the Code of Meeting Practice.

BACKGROUND

Section 365 of the *Local Government Act 1993* (“the Act”) requires Liverpool Plains Shire Council (“Council”) to meet at least 10 times each year, each time in a different month. Clause 3.1 of Council’s Code of Meeting Practice (“the Meeting Code”) provides that Council shall, by resolution, set the frequency, time, date and place of its Ordinary Meetings.

Section 9 of the Act and clause 3.4 of the Meeting Code require Council to give public notice of the times and places of its meetings. Clause 3.5 of the Meeting Code provides that the notice must be published on Council’s website, and in such other manner that Council is satisfied is likely to bring notice of the meetings to the attention of as many people as possible.

At its Ordinary Meeting held 26 November 2025, Council resolved to adopt its current Schedule of Ordinary Meetings (“Schedule”) for 2026 [**res. 2025/212**].

ISSUES AND COMMENTARY

The Schedule appended at *Annexure A* lists the dates, times and locations of all Ordinary Meetings scheduled to be held in 2026. All meetings are scheduled to be held at the Council Chambers at 60 Station Street, Quirindi and commence at 2.30pm.

Council traditionally holds its Ordinary Meetings on the fourth Wednesday of the month, except in December, in which the Ordinary Meeting is held on the third Wednesday of the month. The Schedule for 2026 continued this practice with the exception of May, where the meeting was

brought forward a week as it was expected that a meeting of the Country Mayors Association would be held the same time.

The Schedule is proposed to be varied to:

1. Amend the date of the Ordinary Meeting scheduled to be held in May 2026.
2. Amend the date of the Ordinary Meeting schedules to be held in June 2026.

Both amendments are marked in red in the appended Schedule, with commentary regarding the amendment detailed below

Amendment to date of Ordinary Meeting in May 2026

The current schedule provides that the Council's Ordinary Meeting in May 2026 would be held on the third Wednesday of the month, being Wednesday, 20 May 2026. The meeting was brought forward a week to avoid a scheduling clash with a meeting of the Country Mayors Association of NSW (CMA). Council has since been informed that the meeting of the CMA will no longer be held during the fourth week of May 2026 and it is recommended that the Schedule be amended to return the May Ordinary Meeting of Council to Wednesday, 27 May 2026.

Amendment to date of Ordinary Meeting in June 2026

The current Schedule provides that Council's Ordinary Meeting in June 2026 will be held on the third Wednesday of the month, being Wednesday, 24 June 2026. The Report to Council noted that this date may need changing when the dates for the Australian Local Government Association National General Assembly (NGA) were announced. The dates for the 2026 NGA were confirmed late December 2025, with the 2026 NGA being held 23 June to 26 June 2026, clashing with Council's proposed date for its June 2026 Ordinary Meeting. It is recommended that the Schedule be amended to bring forward the date of the Ordinary Meeting by two days to the fourth Monday of the month, being Monday, 22 June 2026.

LEGISLATIVE AND POLICY IMPLICATIONS

As detailed above, the Act and the Meeting Code require Council to meet at least 10 times each year, and to resolve the frequency, time, date and place of its Ordinary Meetings. The Act and Meeting Code also require Council to give public notice of its meetings.

FINANCIAL IMPLICATIONS

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

RISK IMPLICATIONS

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

COMMUNITY CONSULTATION

As noted above, section 9 of the Act requires Council to give notice to the public of the times and places of its meeting and meetings of those of its committees of which all the members are councillors.

CONCLUSION

It is recommended that Council adopts the amended Schedule of Ordinary Meetings, contained at *Annexure A*, to vary the date of its Ordinary Meeting in May 2026 and June 2026, for the purposes and reasons outlined in this report. Consistent with the legislative requirements detailed above, the

amended Schedule will be published to Council's website and promoted via public notice following its adoption.

Public Notice

Schedule of Ordinary Meetings 2026

Pursuant to the *Local Government Act 1993* and the *Model Code of Meeting Practice for Local Councils in NSW* prescribed by the NSW Office of Local Government, notice is hereby given of the following Ordinary Meetings of Liverpool Plains Shire for the 2026 calendar year:

- Wednesday, 25 February 2026
- Wednesday, 25 March 2026
- Wednesday, 22 April 2026
- **Wednesday, 27 May 2026**
- **Monday, 22 June 2026**
- Wednesday, 22 July 2026
- Wednesday, 26 August 2026
- Wednesday, 23 September 2026
- Wednesday, 28 October 2026
- Wednesday, 25 November 2026
- Wednesday, 16 December 2026

All meetings will be held at the **Liverpool Plains Shire Council Chambers** located at **60 Station Street, Quirindi** and commence at **2.30pm**.

Ordinary Meetings are held for the purpose of considering those items of business listed on the agenda for the meeting. Agendas and business papers are published five (5) days prior to each Ordinary Meeting. All agendas and business papers are made available for public inspection via publication to Council's website at www.liverpoolplains.nsw.gov.au.

Meetings are open to members of the public and press. Consistent with the *Model Code of Meeting Practice for Local Councils in NSW*, meetings are livestreamed and recordings made publicly available on Council's website. As such, members of the public and press attending may be recorded.



Cian Matthew Middleton
GENERAL MANAGER

12.2 APPOINTMENT OF COUNCILLOR DELEGATES TO 2026 CONFERENCES

IP&R Linkage:	Goal: Model collaborative and transparent leadership
	Strategy: Progress Council's long-term financial sustainability and prudently manage our expenditure
Author:	Roslyn ten Brink, Manager Corporate Governance (Public Officer)
Authoriser:	Cian Middleton, General Manager
File Number:	G2026/0001
Annexures:	Nil

RECOMMENDATION

That Council:

1. Appoint the following Councillors to attend each of the following conferences being held in 2025:

Conference	Delegate(s)
LGNSW Annual Conference	1. Mayor, Cr Ken Cudmore 2. Cr Shawn Cain 3. Cr _____
LGNSW Water Conference	1. Cr Shawn Cain
LGNSW Destination and Visitor Economy Conference	1. Cr Jason Allan
NSW Local Roads Congress	1. Cr _____
ALGA National Assembly	1. Mayor, Cr Ken Cudmore 2. Cr Charlie Simkin
ALGWA NSW Conference	1. Cr Donna Lawson

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.

BACKGROUND

Liverpool Plains Shire Council ("Council") is committed to supporting the continued professional development of its Councillors and ensuring that they remain up to date with contemporary issues facing Council and the Liverpool Plains community, as well as the NSW Local Government sector more broadly.

Attendance at sector conferences provides Councillors with new skills and knowledge on particular issues to ensure they can perform their duties and represent residents to the best of their ability. It also provides Councillors with the opportunity to network with Councillors from other local government areas and advocate on issues of importance to the Liverpool Plains community.

At its Ordinary Meeting held 27 August 2025, Council reviewed and adopted its current Councillor Expenses and Facilities Policy [res. 2025/148]. Clause 6.36 of the Policy provides that Council shall resolve to nominate:

- Three (3) Councillors to attend the Local Government NSW (“LGNSW”) Annual Conference; and
- One Councillor to attend each of the following conferences and seminars:
 - Australian Local Government Association (“ALGA”) National General Assembly of Local Government,
 - Australian Local Government Women’s Association (“ALGWA”) NSW Conference,
 - LGNSW Destination and Visitor Economy Conference,
 - LGNSW Water Management Conference, and
 - NSW Local Roads Congress.

ISSUES AND COMMENTARY

Determining Councillor attendance enables each Councillor to plan their professional development in advance, and gives them the opportunity to indicate their interest in participating in conferences that are of interest to them and which they believe will best support their individual professional development needs. This practice also ensures that the annual Councillor Conferences and Seminars Budget is distributed equitably across all Councillors.

Details of the sector conferences scheduled to be held throughout 2026, including the dates and venues/locations of each conference, are outlined in *Table 1*, below, in order of when they will occur throughout the year:

Table 1 2026 Local Government Sector Conferences

Conference	Date	Venue
Local Government NSW Annual Conference	22 to 24 November 2026	Wollongong, NSW
LGNSW Water Management Conference	2 to 4 September 2026	Ballina, NSW
LGNSW Destination and Visitor Economy Conference	27 to 29 May 2026	Maitland, NSW
NSW Local Roads Congress	1 June 2026	Sydney, NSW
ALGA National General Assembly	23 to 25 June 2026	Canberra, ACT
ALGWA NSW Conference	26 -28 March 2026	Blacktown, NSW

LEGISLATIVE AND POLICY IMPLICATIONS

Councillor expenses, including costs associated with conference and seminar attendance, must comply with the *Guidelines for the Payment of Expenses and Provision of Facilities for Mayors and Councillors in NSW* (“the Guidelines”) issued by the Office of Local Government and prescribed under section 23A of the *Local Government Act 1993* (“the Act”), as well as Council’s Councillor Expenses and Facilities Policy adopted under sections 252 and 253 of the Act.

The Policy provides that attendance of Councillors at each conference shall be limited to one (1), The principle of having one (1) Councillor attend is considered best practice and consistent with community expectations.

Approval arrangements for Councillor attendance at conferences should occur, where possible, at a full meeting of the Council. This is reflected in clause 1.6.7 of the Guidelines as well as clause 6.32 of the Policy. Further, Councillors are required to provide a written delegate's report to Council following each conference attended.

FINANCIAL IMPLICATIONS

The Policy establishes a budget of \$12,000 per annum for Councillor attendance at conferences and seminars, which is reflected in Council's annual Operational Plan adopted each June.

Consistent with the Policy and Guidelines, Council will reimburse or pay registration fees, accommodation, meals, parking, telephone and travel expenses associated with attendance at the conference plus any other reasonable and directly related out-of-pocket expenses.

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

Consistent with Council's Councillor Expenses and Facilities Policy, it is recommended that Council determine to appoint three (3) Councillors to attend the LGNSW Annual Conference and one (1) Councillor to attend each of the LGNSW Tourism Conference, ALGWA NSW Conference, NSW Local Roads Congress, LGNSW Water Management Conference and ALGA National General Assembly. It is further recommended that Council approve reimbursement of out-of-pocket expenses incurred by Councillor delegates attending each of the specified conferences.

13 REPORTS OF THE DIRECTOR CORPORATE PERFORMANCE & CFO

13.1 ADOPTION OF DRAFT CUSTOMER EXPERIENCE CHARTER AND CUSTOMER EXPERIENCE POLICY (POST-EXHIBITION)

IP&R Linkage:	Goal: Demonstrate good governance
	Strategy: Develop and implement a robust governance and integrity framework
Author:	Paul Drummond, Manager Customer Experience
Authoriser:	Daniel Smallwood, Director Corporate Performance & CFO
File Number:	G2026/0079
Annexures:	A. Customer Experience Charter - 2026 ↓  B. Customer Experience Policy 2025 (Draft) ↓ 

RECOMMENDATION

That Council:

1. Note the submissions received throughout the public exhibition period and the responses provided.
2. Adopt the draft Customer Experience Charter, appended at *Annexure A*, and the draft Customer Experience Policy, appended as *Annexure B*.

BACKGROUND

Liverpool Plains Shire Council (“Council”) implemented a Customer Service Charter in 2021. The revised draft Charter has recently been reviewed to modernise and bring into line with the focus of the overall customer experience.

Council does not currently have a Customer Experience Policy, however, the development of the draft Policy to accompany the revised draft Charter is important to demonstrate Council’s commitment to providing excellent customer experience to the community.

Sector terminology has shifted from ‘Customer Service’ to ‘Customer Experience’ and this change has been reflected in the renaming of the Customer Experience business unit during the recent organisation restructure. In line with this, it is proposed to adopt this naming convention for draft documents contained as annexures to this report.

The draft Customer Experience Charter and the draft Customer Experience Policy were endorsed for public exhibition at the November 2025 Ordinary Meeting [**res. 2025/219**].

ISSUES AND COMMENTARY

Council’s primary function is to provide services and support to the local community. Great Customer Experience is the foundation that leads to increased customer satisfaction across the full range of Council’s services.

Council aims to build and maintain a level of trust with the community that we are reliable, honest, and instil this reputation as part of our corporate branding.

Customer Experience Charter

The revised draft Customer Experience Charter (“the draft Charter”), appended at *Annexure A*, is a snapshot of key elements from the draft Policy which have been summarised into a concise quick reference guide. The draft Charter also outlines the service standards and response timeframes across the range of request and enquiry categories.

The draft Charter has undergone graphic design enhancements since the consultation period, however the content is still in line with what was originally presented for public exhibition. The wording of one (1) commitment has been amended in response to feedback received through the public exhibition and consultation period.

Customer Experience Policy

The draft Customer Experience Policy (“the draft Policy”), appended as *Annexure B*, outlines the framework and guiding principles for interactions between members of the community and Liverpool Plains Shire Council, including:

- Clear expectations for the service level, communication, and commitment to positive outcomes the customer will receive from all levels of Council.
- The responsibilities that we ask of the customer.
- The approved communication channels for contacting Council.
- Definition of Request for Information enquiries and Service Requests.
- Reporting performance against benchmarks.
- Feedback and complaint handling process.
- Internal Customer Experience standards for staff across all departments to follow.

In response to feedback received through the public exhibition and consultation period, the draft Policy has been updated to include *Appendix 1 – Detailed Service Standards* to assist with further breakdown and categorisation of service standards and timeframes that fall within the same category.

LEGISLATIVE AND POLICY IMPLICATIONS

There are no legislative implications for Council associated with this report. Should Council adopt the draft Customer Experience Policy, considering the submissions received throughout the public exhibition period, the policy will be included into Council’s Policy Register.

FINANCIAL IMPLICATIONS

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

RISK IMPLICATIONS

The adoption of these documents does not pose any risk in itself. There is the potential for reputational risk if the documents don’t genuinely reflect the needs, expectations, and values of the community that they are designed to serve.

COMMUNITY CONSULTATION

The draft Customer Experience Charter and the draft Customer Experience Policy were endorsed for public exhibition at the November 2025 Ordinary Meeting [**res. 2025/219**]. The draft Customer Experience Charter and the draft Customer Experience Policy were subsequently exhibited from

Thursday, 27 November 2025 (upon resolution of Council) to Monday, 5 January 2026, longer than the typical 28-day exhibition period in recognition of the Christmas-New Year holiday period and three (3) public holidays during that period.

The public exhibition was conducted through Council’s publicly available online engagement hub, [Your Say Liverpool Plains](#) and was promoted via public notice and Council’s communication channels.

The following submissions were received during the exhibition period for the draft Customer Experience Charter and the draft Customer Experience Policy:

Method received	Submission details	Response
Councillor Simkin	Further information detailing how Category 1, 2, 3 Roads requests are categorised	<p>Explanation provided by Manager Operations:</p> <p>Category 1 – rectification works to be completed within 48 hours of completed site inspection by supervisor/surveillance officer etc.</p> <p>This category of incidents are deemed high risk and are therefore triaged accordingly to be rectified within 48 hours of being inspected.</p> <p>This category presents a high likelihood that if not resolved damage to persons, vehicles etc is imminent.</p> <p>These incidents will result in signage etc placed immediately and rectification works completed shortly thereafter within a 48 hour timeframe.</p> <p>Category 2 – rectification works to be completed within 10 days of completed site inspection by supervisor/surveillance officer etc.</p> <p>This category of incidents are deemed medium risk and are therefore triaged accordingly to be rectified within 10 days of being inspected.</p> <p>This category presents a moderate/medium likelihood that if not resolved damage to persons, vehicles etc is possible.</p> <p>These incidents will result in the site being made safe temporarily but complete rectification works completed within 10 days.</p>

		<p>Category 3 – rectification works to be completed within 20 days of completed site inspection by supervisor/surveillance officer etc.</p> <p>This category of incidents are deemed low risk and are therefore triaged accordingly to be rectified within 20 days of being inspected.</p> <p>This category presents a low likelihood that if not resolved damage to persons, vehicles etc is probable.</p> <p>These incidents will result in the site being made safe temporarily but complete rectification works completed within 20 days.</p>
General Manager, Cian Middleton	Further information detailing how low use and high use public amenities are categorised	Explanation provided by Manager Property and Recreation, and Property and Lands Coordinator:
Internal staff	Clarification on cleaning schedules for public amenities	<p>Due to the large number of facilities managed, this is a broad statement giving the worst case and best case, knowing that other facilities will fall in between. We have tried to simplify this to low and high use facilities, otherwise the listing to cover the different frequencies for all facilities would be extensive.</p> <p>High use:</p> <ul style="list-style-type: none"> • Facilities with known higher frequency of utilisation • Located along major travel routes (eg: Kamilaroi Hwy) and CBD locations • Willow Tree Public Toilets at King George V Park - Cleaned daily Monday to Friday • Willow Tree & Wallabadah freedom camping areas - Wallabadah (Mon, Wed & Fri) & Willow Tree (Tues & Thurs) • Rose Lee Park Quirindi - Cleaned daily Monday to Friday

		<ul style="list-style-type: none"> • George St Quirindi - Cleaned daily Monday to Friday • Cleaning performed multiple times per week, and will also schedule attendance over a long weekend to check cleanliness and supplies <p>Low use:</p> <ul style="list-style-type: none"> • Other smaller parks within Quirindi that have fewer visitors (eg: Bell Park) • Parks and recreation grounds in outlying villages • Freedom camping areas in outlying villages • Cleaning performed twice weekly
Internal staff	Clarification on commitment “We will take the time to finalise each customer’s enquiry before moving on to the next”.	<p>Explanation provided by Manager Customer Experience:</p> <p>This commitment relates to Customer Experience staff when logging customer requests and enquires. This commitment has been reworded to make this statement more explicit “Our Customer Experience staff will take the time to finalise recording each customer’s enquiry before moving on to the next”.</p>
Internal staff	<p>Clarification on handling return contact with the customer when:</p> <ul style="list-style-type: none"> • the customer is just reporting something and elects not to be contacted. • the request has been logged anonymously. 	<p>Explanation provided by Manager Customer Experience:</p> <ul style="list-style-type: none"> • Council will seek to close the loop by communicating with the customer wherever possible, however will respect the wishes of those customers who indicate at time of making the request they would prefer not to receive return contact. • Anonymous requests are not encouraged, however will be accepted on a case by case basis. In this instance, the customer agrees to waive the usual

		follow up correspondence for that request.
Your Say portal	Two participants completed the <i>Survey for draft Customer Experience Policy and Charter</i> through the YourSay Liverpool Plains portal.	<p>Explanation provided by Manager Customer Experience:</p> <p>Thank you to the community members who took the time to provide their feedback through the survey on the YourSay Liverpool Plains portal.</p> <p>The information received did not raise any specific questions that require a response.</p>

CONCLUSION

The draft Customer Experience Charter and the draft Customer Experience Policy provide the framework to support Council’s commitment to delivering effective services and increasing customer satisfaction through increased customer experience.

The draft Customer Experience Charter and the draft Customer Experience Policy have been developed through stakeholder consultation and, as detailed in this report, were publicly exhibited from 27 November 2025 to 5 January 2026 with feedback from this consultation incorporated into the revised documents presented for adoption.

It is recommended that the draft Customer Experience Charter, appended at *Annexure A*, and the draft Customer Experience Policy, appended as *Annexure B*, be formally adopted by Council.

Customer Experience Charter



Liverpool
Plains
Shire Council

*It's not just what we do,
but how we do it.*

How to contact us:



In Person



Telephone



Email



Website



Post

**Snap
Send
Solve**

**Snap Send
Solve**

Our Commitments:

- ✓ If your phone call cannot be answered in the first sixty (60) seconds, you can choose to keep holding or leave a message.
- ✓ We will acknowledge your enquiry and provide a reference number within one (1) business day.
- ✓ We will attempt to resolve your enquiry during the initial point of contact. Where this is not possible, a customer request will be allocated to the relevant department.
- ✓ Our Customer Experience staff will take the time to finalise recording each customer's enquiry before moving on to the next.
- ✓ We will always close the loop by communicating with the customer.
- ✓ We won't close the request until the work is done.
- ✓ We will advise where the enquiry is outside Council's area of responsibility.

What we ask from you:

- ✓ Treat our staff with courtesy and respect.
- ✓ Provide accurate information and not withhold details relating to the enquiry.
- ✓ Supply supporting documentation relevant to the enquiry.
- ✓ Cooperate with staff and be willing to work with us to reach a resolution.
- ✓ Make an appointment with specialist staff for complex issues.

Feedback:

Feedback is valued and we will seek continual improvement through your comments and suggestions to understand where we've done well, and sometimes where the experience has fallen below your expectations.

In certain circumstances, we may request the feedback to be provided in writing if this was not the original method used.



Service Standards

All references are to business days unless stated otherwise.
Please refer to Council's Customer Experience Policy for further details.

Community services Liverpool Plains Shire Council delivers the following community services.

Companion Animals	Respond to urgent incidents	24 hours
	Respond to routine incidents	3 days
	Contained animal pickup	1 day Mon – Fri only
Environmental	Urgent pollution incidents	24 hours for initial response Investigate within 5 days
Planning and Development	Assessment of Development Application	80% determined within 40 days
	Planning Certificate	90% within 5 days after payment
	Building Certificate, Swimming Pool Certificate of Compliance, Complying Development Certificate, Construction Certificate	30 days
Public Amenities	Amenities cleaning – low/high use facilities	Low: Twice weekly High: Daily Mon – Fri
	Public garbage bins – low/high use areas	Low: Once per week High: Three times per week
Waste (Residential)	General waste (red) bin collection	Weekly
	Recycling (yellow) bin collection	Fortnightly

Requests and enquiries Liverpool Plains Shire Council will provide a response to your enquiry within the agreed service timeframes listed below.

Airport	Aviation markers, landing enquiries, lighting, vegetation	10 days unless inhibiting plane movements
Compliance	Abandoned vehicle, dumped rubbish, illegal camping, illegal development, swimming pool safety	10 days
Council Facilities	Cleaning, leases and licences, maintenance requests, water leaks	Investigate: 48 hours Response: 10 days
Parks and Gardens	Facilities, lighting, maintenance, mowing, rubbish removal, tree inspections, and water leaks in parks, playgrounds, reserves, sporting fields	10 days unless safety risk
Rates	Section 603 applications	5 days after payment
	Section 603 update	2 days
	Pensioner Concession application	Submitted 15 days prior to notice generation
Request for Information	General enquiries including: Administration, Animals, Aquatics, Cemetery, Events, Feedback, Finance, Maps, Planning, Property Addressing, Rates (Land and Water), Weeds	First Point Resolution where possible 10 days
	Formal and Informal access requests	Provided after acceptance of application
Phone Message	Enquiries which do not match a request category	3 days
Planning and Development	Development application enquiries (new, existing), events and festivals, On Site Sewerage Management (OSSM), food premises	10 days
	Development application submission (opposing or supporting)	10 days
	Request for inspection	10 days
Roads	Bridges, causeways, culverts, kerb and gutter, potholes, other damage on sealed and unsealed roads	Determined by severity Category 1: 48 hours Category 2: 10 days Category 3: 20 days
	Bus shelters, footpaths, guideposts, parking, traffic signage	10 days
Sewerage	Blockage, odour, overflow	1 day includes after hours response
Waste (Residential)	Bin replacements	5 days
	Missed general waste (red) or recycling (yellow) bin collection	End of next business day
Water	Leak or break	Determined by severity Major break: immediate includes after hours Minor leak: 5 days
	Low pressure or no water	2 days
	Quality concerns	1 day includes after hours response



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DRAFT – Customer Experience Policy

2025

liverpoolplains.nsw.gov.au



Liverpool
Plains
Shire Council

INFORMATION ABOUT THIS DOCUMENT

Document Record Number	D25/39085
Document Owner	Director Corporate Performance & CFO
Document Development Officer	Manager Customer Experience
Review Timeframe	Every x years after adoption
Last Review Date	February 2026
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Document History		
Doc No.	Date Amended	Details/Comments
Version 1	February 2026	Adopted by Council [res. 2026/xx]

Further Document Information and Relationships	
Related Legislation*	<i>Local Government Act 1993 Local Government (General) Regulation 2021</i>
Related Policies	Code of Conduct Social Media Policy Unreasonable Conduct Policy Complaint Handling Policy
Related Documents	Customer Experience Charter Disability Inclusion Action Plan

**Note: Any reference to Legislation will be updated in the Policy as required. See website <http://www.legislation.nsw.gov.au/> for current Acts, Regulations and Environmental Planning Instruments.*

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Purpose

This *Customer Experience Policy* (“this Policy”) outlines the framework for interactions between members of the community (“customer”) and Liverpool Plains Shire Council (“Council”).

This Policy sets clear expectations for the service level, communication, and commitment to positive outcomes the customer will receive from Council. In return, this Policy also outlines what information and behaviour Council requests from the customer.

Whilst Customer Service represents the support delivered during an individual transaction, Customer Experience is defined as the overall feeling of satisfaction or perception of happiness achieved by repeated interactions across a range of Council services and offerings. This takes into account not just what we do, but how we do it.

Introduction

Council’s primary function is to provide services and support to the local community. With reciprocal support from the community, together we can grow the Liverpool Plains Shire Council region and strengthen this valuable relationship.

Great Customer Experience is the foundation that leads to mutually beneficial growth and increased customer satisfaction across the full range of Council’s services.

Council aims to build and maintain a level of trust with the community that we are reliable, honest, and instil this reputation as part of our corporate branding.

Policy Objectives

The objectives of this Policy are to embed the following guiding principles of Customer Experience into everyday interactions between Council and customers:

- a. Customer service is everyone’s responsibility;
- b. Provide a reference number and include this in all correspondence;
- c. Always close the loop by communicating with the customer;
- d. Don’t close the request until the work is done;
- e. There’s always something we can do; and
- f. Seek continual improvement through feedback

Application

This Policy applies to all Council staff (including casual, contract, volunteers), all Council facilities, and all Customers when interacting with Council.

Responsibility

Council Staff

When interacting with customers, Council staff will:

- Greet all customers in a polite and friendly manner
- Provide their name
- Treat every enquiry with an open mind and understand the impact to the customer
- Demonstrate respect and integrity to customers

- Document the enquiry in Council's Customer Request Management (CRM) system
- Attempt to resolve the enquiry at first point of contact (First Point Resolution – FPR)
- Provide timely and transparent updates to the customer
- Close the loop when the enquiry has been resolved
- Exhibit equity to ensure each customer's needs are met
- Take privacy of personal information seriously
- Advise where the enquiry is outside Council's area of responsibility

Customers

When interacting with Council, we ask customers to:

- Treat our staff with courtesy and respect
- Provide accurate information and not withhold details relating to the enquiry
- Supply supporting documentation relevant to the enquiry
- Cooperate with staff and be willing to work with us to reach a resolution
- Allow the enquiry to be handled by the appropriate department
- Make an appointment with specialist staff for complex issues
- Accept Council's decision or determination where reasonable logic has been applied

Council takes a zero-tolerance approach to inappropriate behaviour and will not permit any threats of violence, physical or verbal abuse, aggressive, or disrespectful conduct against our staff or other customers. Where a customer fails to uphold their responsibilities and their actions have been deemed unacceptable, Council will exercise our rights to enforce one or more of the following measures: terminating the interaction, requesting to vacate the premises, calling the Police. Where applicable, incidents of this nature may be subject to further actions through the *Unreasonable Conduct Policy*.

Communication Channels

Council recognises that our community is made up of customers who have different preferences for how they would like to contact Council. We offer a range of communication channel options to meet both traditional and modern techniques. Where possible, Council will respond to you using your preferred communication channel.

Communication goes beyond requests and enquiries, and includes community consultation and engagement on matters of public interest. This feedback is valuable in informing decisions that shape the future direction of our services and facilities.

Approved communication channels include:

- In person
- Telephone (24 hour emergency response)
- Email
- Website
- Post
- Snap Send Solve

Council strives to provide communication options that are inclusive and accessible, however if your individual needs require us to tailor our methods, we will work with you to find a solution.

Please note: social media channels are used for timely and proactive distribution of information from Council to the community. Customers are reminded that social media is not an approved communication channel for providing information to Council. All interactions on social media platforms are bound by the *Social Media Policy*.

After Hours

Sometimes, incidents occur outside business hours which require urgent attention. In this instance, the only communication channel available is telephone. The details of your enquiry will be captured by Council's after hours call centre and, if assessed as an emergency, the information will be passed on to the relevant on-call crew for immediate action. If deemed as non-urgent, your request will be attended to during office hours. Examples of an urgent request include: water main break, flooded causeway requiring advisory signage, animal attack.

Types of Requests

For Council, we realise that having timely access to information enables smoother and more efficient interactions, allowing the customer to feel satisfied that their enquiry has been addressed. This target of making simple requests for information seamless and efficient is being given great consideration as a way of increasing the overall Customer Experience.

All requests, regardless of type, will be entered as a 'record' in an official Council enterprise system. Most commonly, this will be our Customer Request Management (CRM) system. This record allows Council to issue you with a reference number and establishes a formal process of allocating and actioning your enquiry.

Council requests the following pieces of information be provided at a minimum for all enquiries:

- Who – customer details including name, address, phone, email
- What – detailed description of the enquiry, request, or problem
- Where – the physical location which the enquiry, request, or problem relates to

First Point Resolution

Wherever possible, our frontline Customer Experience staff will attempt to answer Request For Information (RFI) enquiries during the initial contact made by the customer. This is referred to as First Point Resolution (FPR). Where this is not possible, we will create a CRM and allocate your request to the relevant staff member with the required specialist knowledge.

Over time, Council plans to increase the number of enquiries which can be resolved at FPR. Examples of FPR enquiries include: providing a rates balance for a property (after successful verification checks), processing a phone payment, advising the opening hours of a Council facility.

Service Requests

Service requests are enquiries that require a follow up action to be performed, and therefore it is not possible to resolve these under FPR. Service requests will be categorised and recorded in our CRM system to be allocated to the appropriate department. Examples of

service requests include: reporting a leaking water meter, request for a road to be graded, requesting a replacement for a damaged bin.

Self Service

Council's website acts as an information source which contains a range of self service options to allow customers to find answers to their questions and interact with Council through enhanced digital features.

The content which is available for self service is continually being expanded. The resources made available to the public align with our commitment to make information and services accessible and inclusive to meet the needs of our community.

Anonymous Requests

Council will always treat the submitter's personal details as confidential and will never disclose this information to other parties. Even so, Council understands that on rare occasions, a customer may wish to remain anonymous when submitting a request or enquiry.

Such requests to remain anonymous will be assessed on a case by case basis to ensure that the customer has provided sufficient details to validate their enquiry and that Council can investigate and action their concern. Should Council agree to accept an anonymous request, the customer agrees to waive the usual follow up correspondence for that request.

Measuring Performance

Reporting

Council continually monitors customer interactions conducted through our approved communication channels. Reporting and statistics are gathered and tracked over time to see trends in volume which can be compared to previous results. This aggregated data is published in both our Half Yearly Progress Report and the Annual Report.

By accurately capturing all details against a request, Council can perform data analysis on this repository to identify emerging trends of common categories, repeat issues, and geographical locations to make informed decisions.

Council also periodically conducts community satisfaction surveys to better understand key issues, community needs and priorities regarding the services and facilities provided.

Service Standards

Council will regularly review and set appropriate service standards and timeframes for customer enquiries and requests.

The Service Standards which have been endorsed by Council are contained within the *Customer Experience Charter*.

The service standards will be based on a number of factors including:

- the severity or complexity of the enquiry
- resourcing availability
- scheduled work programs

- budgetary constraints
- any regulatory or statutory requirements

This will result in different service standards across the range of request categories. The CRM system will be configured to match the applicable service standard for each category.

Please see [Appendix 1](#) for further information.

Feedback

Council openly welcomes feedback as this is important for Council to understand where we've done well, and sometimes where the experience has fallen below the customer's expectations. Constructive feedback is a tangible measure of how well Council is performing against the objectives of this Policy.

Through building strong relationships with the community, feedback can be a beneficial tool in identifying areas of improvement and Council respectfully asks that customers provide their feedback to Council in the first instance. This allows us to review the details and work with the customer to redress any concerns. After all, we can't fix it if we don't know about it.

The introduction of customer request surveys provides a quick and easy way to send Council a snapshot of the experience you received for an individual CRM. NB: this is currently only available to customers who have provided an email address.

Feedback can also be provided through any of the approved communication channels. In certain circumstances, we may request the feedback to be provided in writing if this was not the original method used.

All feedback will be treated in the same respectful manner as requests and enquiries.

Complaints

Where the concern may be of a serious nature regarding the services provided by Council, directed towards a staff member, or regarding the customer request handling process, it will be escalated and managed through the *Complaint Handling Policy*.

If the complaint, and any subsequent review, does not resolve the matter, the customer may raise their concerns with one of the following agencies (as applicable):

Area of concern	Agency
Maladministration	The NSW Ombudsman Level 24 580 George Street Sydney NSW 2000 Ph: 1800 451 524
Pecuniary interest matters Council as a whole has a serious breakdown in operations	The Office of Local Government 5 O'Keeffe Avenue NOWRA NSW 2541 Ph: (02) 4428 4100

Legislated child safety obligations	The Office of the Children’s Guardian Locked Bag 5100 Strawberry Hills NSW 2012 Ph: (02) 8219 3600
Corruption	The Independent Commission Against Corruption GPO Box 500 Sydney NSW 2001 Australia Ph: 1800 463 909

Internal Customer Experience Standards

To demonstrate Council’s commitment to our guiding principle that *Customer service is everyone’s responsibility*, we will impart a consistent approach to how we work with our colleagues internally which fosters a one team mindset for our internal interactions.

Implementing standard protocols for all staff to abide by will ensure that we are working towards a common goal through meaningful ways staff can contribute to delivering a great Customer Experience.

Availability

Council uses a range of conventional technologies which include built in features to notify internal and external customers of the staff member’s availability.

Being able to check availability and have confidence that the information is accurate and up to date assists with being able to address customer enquiries in a timely and informed manner.

Email program:

- Set Out of Office replies during periods of absence
- Keep the Calendar up to date including: meetings, RDOs, leave, etc
- Consider sharing calendars with team members. Permissions can be set to provide varying levels of access.

Telephone program:

- Set the status to display availability for incoming calls – ie: Active, Busy
 - NB: This is generally in sync with email Calendar so these details only need to be managed in one place.
- Record a personalised voicemail greeting and update as appropriate

Staff movements:

- Notify for periods of short absence:
 - Offsite meeting
 - Sickness
 - Conference attendance

- Notify for periods of extended duration including any arrangements for coverage during this time so that enquires can be re-directed – ie: will someone be acting in the role
 - Leave
 - Resignation

Working from home:

- Being as available and responsive to enquiries as when working in the office

Communication Expectations

Proactively communicating with customers and colleagues through the following supportive behaviours demonstrates an individual's contribution to the Customer Experience.

Customer requests:

- A CRM will be logged for all enquiries, even when the call is transferred to the appropriate staff member. This allows:
 - the customer to be provided a reference number
 - the responsible officer to record any information/advice provided to the customer or action(s) to be taken
 - Customer Experience staff to provide updates to the customer during follow up contact
- All CRMs will have meaningful comments recorded against them. Any CRMs closed without comments will be re-opened and assigned back to the responsible officer for updates.
- Staff making outgoing calls shall identify themselves by name and Council Department/Section as appropriate and shall clearly outline the purpose of the call including providing the reference number
- In the event that the customer does not answer an outgoing call made by staff, the staff member should leave a voicemail detailing their name, Department/Section, reference number and purpose of the call. This allows the customer to provide this information to Customer Service and be connected to the appropriate officer upon making a return call.
- Staff sending outgoing emails shall identify themselves by name and Council Department/Section as appropriate and shall clearly outline the purpose of the email including the reference number
- If staff receive a CRM in error, they will reassign the request as soon as practical after identifying the mistake (ie: incorrect category assigned). This allows the correct department the appropriate time to investigate and action the request.

Customer Journey

Every interaction with Council can be considered a 'Customer Journey'. The length of the journey from beginning to end of request will vary. Whilst some journeys may end after only one stop, others may pass through multiple departments and staff with inter-departmental collaboration essential to uphold our obligations to the customer.

Every stop on the journey is an opportunity for Council to provide excellent customer service for that element of the individual transaction, with the overall feeling of satisfaction by the time the journey ends dictating the Customer Experience.

Each Journey builds on the experience from the last and our aim is to deliver consistently high levels of service through every journey with Council.

DRAFT

Appendix 1

Detailed Service Standards

Certain requests and enquiries can result in a broad range of service standards and timeframes being applicable within the same category. The variance can arise through many factors, including the severity or complexity of the incident or frequency of utilisation.

The following information is provided to assist with further breakdown and categorisation to demonstrate examples where these scenarios exist.

Request type	Service standard	Explanation
Public Amenities – Cleaning	High use: Daily Mon – Fri	<ul style="list-style-type: none"> Facilities with known higher frequency of utilisation Located along major travel routes (eg: Kamilaroi Hwy) and CBD locations Willow Tree Public Toilets at King George V Park - Cleaned daily Monday to Friday Willow Tree & Wallabadah freedom camping areas - Wallabadah (Mon, Wed & Fri) & Willow Tree (Tues & Thurs) Rose Lee Park Quirindi - Cleaned daily Monday to Friday George St Quirindi - Cleaned daily Monday to Friday Cleaning performed multiple times per week, and will also schedule attendance over a long weekend to check cleanliness and supplies
	Low use: Twice weekly	<ul style="list-style-type: none"> Other smaller parks within Quirindi that have fewer visitors (eg: Bell Park) Parks and recreation grounds in outlying villages Freedom camping areas in outlying villages Cleaning performed twice weekly
Public Garbage Bins	High use: Three times per week	<ul style="list-style-type: none"> Facilities with known higher frequency of utilisation Located along major travel routes (eg: Kamilaroi Hwy) and CBD locations
	Low use: Once per week	<ul style="list-style-type: none"> Facilities with known lower frequency of utilisation
Roads	Category 1: 48 hours	<p>Rectification works to be completed within 48 hours of completed site inspection by supervisor/surveillance officer etc.</p> <p>This category of incidents are deemed high risk and are therefore triaged accordingly to be rectified within 48 hours of being inspected.</p> <p>This category presents a high likelihood that if not resolved damage to persons, vehicles etc is imminent.</p>

		These incidents will result in signage etc placed immediately and rectification works completed shortly thereafter within a 48 hour timeframe.
	Category 2: 10 days	<p>Rectification works to be completed within 10 days of completed site inspection by supervisor/surveillance officer etc.</p> <p>This category of incidents are deemed medium risk and are therefore triaged accordingly to be rectified within 10 days of being inspected.</p> <p>This category presents a moderate/medium likelihood that if not resolved damage to persons, vehicles etc is possible.</p> <p>These incidents will result in the site being made safe temporarily but complete rectification works completed within 10 days.</p>
	Category 3: 20 days	<p>Rectification works to be completed within 20 days of completed site inspection by supervisor/surveillance officer etc.</p> <p>This category of incidents are deemed low risk and are therefore triaged accordingly to be rectified within 20 days of being inspected.</p> <p>This category presents a low likelihood that if not resolved damage to persons, vehicles etc is probable.</p> <p>These incidents will result in the site being made safe temporarily but complete rectification works completed within 20 days.</p>
Water – Leak or break	Major break: immediate	<ul style="list-style-type: none"> • Large volume of water being lost • Continual heavy flow of water running along the ground
	Minor leak: 5 days	<ul style="list-style-type: none"> • Small volume of water being lost • Slow drip causing light dampness or pooling in one location

IP&R Linkage:	Goal: Demonstrate good governance
	Strategy: Develop and implement a robust governance and integrity framework
Author:	Michaella Giandomenico, Corporate Governance Officer
Authoriser:	Daniel Smallwood, Director Corporate Performance & CFO
File Number:	G2025/0605
Annexures:	A. Delivery Program 2025-2029 Mid-Year Progress Report 31 December 2025 ↓ 

RECOMMENDATION

That Council:

1. Receive and note the Delivery Program Mid-Year Progress Report from July 2025 to December 2025, as appended at *Annexure A*.
2. Notes that the report will be published to Council’s website and made available for public view.

BACKGROUND

The Integrated Planning and Reporting (“IP&R”) framework contained in the *Local Government Act 1993* (“the Act”) requires Council to develop and adopt a suite of strategic documents that include the ten-year Community Strategic Plan 2025-2035, the four-year Delivery Program 2026-2029 and the annual Operational Plan 2025-2026. Under the IP&R framework, Council’s General Manager must ensure that regular progress reports are provided to Council detailing the organisation’s progress towards implementing the Delivery Program and Operational Plan.

Council’s Community Strategic Plan 2025-2035 was adopted at its Ordinary Meeting held 30 June 2025 [**res. 2025/114**]. The Community Strategic Plan outlines four strategic outcomes that are supported by a combined total of sixteen objectives. Council’s Combined Delivery Program and Operational Plan was adopted by Council at its Ordinary Meeting held 30 June 2025 [**res. 2025/116**] and details the four-year strategies and annual actions and programs that will be undertaken to meet those targets.

ISSUES AND COMMENTARY

The Delivery Program 2026-2029 - Mid-Year Progress Report (“the Progress Report”), details Council’s progress in achieving the Operational Plan actions over the six-month period from 1 July 2025 to 31 December 2025 and is appended at *Annexure A*.

Council committed to delivering **110** actions during the 2025-2026 financial year. These actions are designed to advance the community’s vision across the four key strategic outcomes—Community, Leadership, Environment and Economy—as outlined in the Community Strategic Plan.

All 110 actions in the 2025–2026 Operational Plan have been allocated to a Responsible Officer for delivery. Each action is also overseen by an Authorising Officer, who is accountable for reviewing, monitoring, and approving the progress updates and commentary provided for the Progress Report.

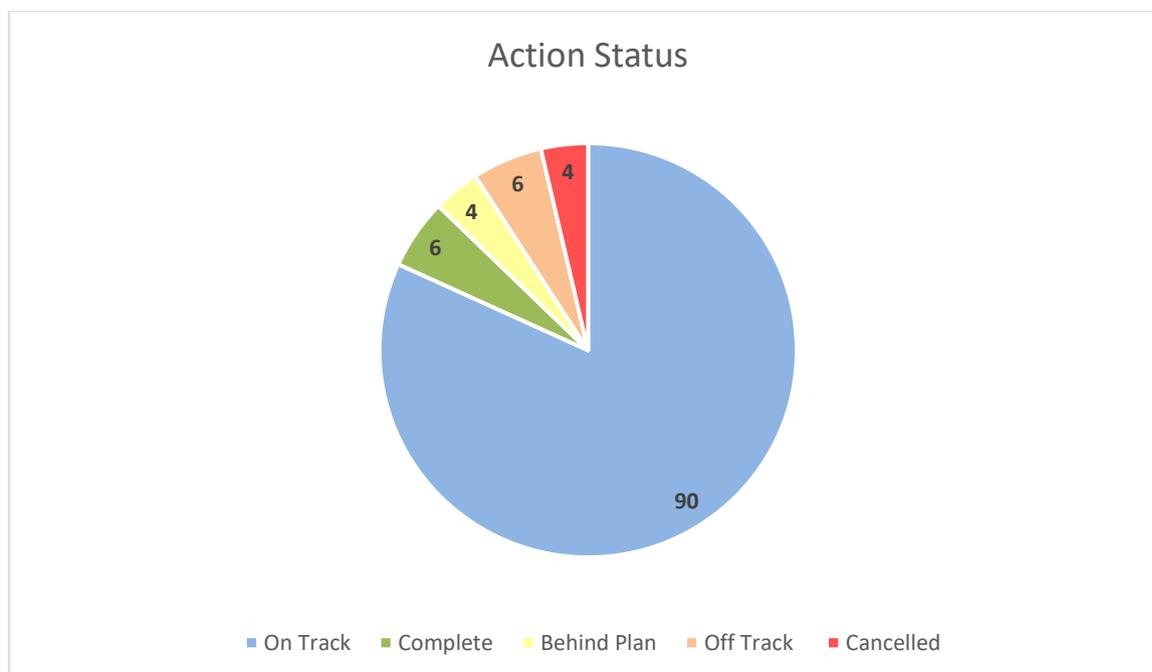
Of these actions, **5.45 per cent** have been “completed”, and **81.81 per cent** remain “on track” within agreed timeframes. A further **3.64 per cent** are currently “behind plan”, **5.45 per cent** are “off track”, and **3.64 per cent** have been “cancelled” for the financial year.

A summary of Council’s progress in implementing its Delivery Program as at 31 December 2025 is represented in *Table 1* below. This information represents the breakdown of completion categories per Directorate and total for the period.

Table 1 Delivery Program Progress Report - Action Status as at 31 December 2025

Directorate	Action Status					Total
	On Track	Complete	Behind Plan	Off Track	Cancelled	
General Manager’s Office	17	1	0	0	2	20
Corporate Performance	25	1	1	1	0	28
Planning and Community	29	4	0	2	0	35
Infrastructure and Utilities	19	0	3	3	2	27
Total	90	6	4	6	4	110

Figure 2 Delivery Program Progress Report - Action Status as at 31 December 2025



LEGISLATIVE AND POLICY IMPLICATIONS

The combined Delivery Program and Operational Plan are key components of Council's IP&R framework, which Council is required to develop and implement under the *Local Government Act 1993*. The General Manager must provide regular reports to Council and the community on the progress of implementing the Delivery Program, as presented in this report.

FINANCIAL IMPLICATIONS

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

RISK IMPLICATIONS

Provision of this Mid-Year Progress Report ensures Council meets its statutory IP&R obligations under the *Local Government Act 1993*.

COMMUNITY CONSULTATION

There are no community consultation requirements for Council in relation to this report. The combined Delivery Program and Operational Plan are aligned with Council's Community Strategic Plan, which was developed through extensive community engagement. The Progress Report appended at **Annexure A** is published to Council's website for public access.

CONCLUSION

It is recommended that Council receive and note the Delivery Program Mid-Year Progress Report as at 31 December 2025, appended at **Annexure A**.



**Liverpool
Plains**
Shire Council

6 Monthly Action Update

1 July 2025 to 31 December 2025

2025/26-2028/29 Delivery Program

Outcome 1: Community

Our community offers a great rural lifestyle

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

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
1.1.1.1	Advocate through the NSW Government and Federal Government for project funding and assistance		General Manager	50%	Council continues to advocate for assistance and seek funding to deliver major projects to enhance our landscapes, town centres, and villages. During the reporting period, the NSW Government-funded Quirindi Aquatic Centre was delivered, and Management prepared and submitted a grant application under the NSW Government's Regional Housing Strategic Planning Fund to develop Place Plans for towns and villages throughout the Liverpool Plains Shire (a priority identified via the Growth Management and Housing Strategy).
1.1.1.2	Develop the Quipolly Water Treatment Plant site as a training facility		Manager Waste and Water	0%	Action is aspirational and was included to promote the Water Industry Skills shortage needing to be addressed by Government. This project will not be implemented without external funding and remains an advocacy item for consideration by other levels of government.

● Completed
 ● On Track
 ● Behind Plan
 ● Off Track
 ● Cancelled

Action Progress Report

1.1.2: Foster collaborative and inclusive planning that ensures safety and resilience

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
1.1.2.1	Review of Council facilities for safety and security		Manager Property and Recreation	70%	Facility security is being updated on a location basis. Safety aspects are being assessed and reviewed on a location basis.

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

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
1.2.1.1	Facilitate Australian Citizenship ceremonies, as required by Department of Home Affairs		Manager Corporate Governance	50%	Citizenship Ceremony held 14 October 2025 at the Quirindi Library Hub with 10 new Australian Citizens conferred.
1.2.1.2	Support the delivery of annual Anzac Day and other Commemorative Services held in the community		Project Support Officer	50%	Council was represented by Mayor Cudmore at the local Remembrance Day commemorative service on 11 November 2025. Preparations underway for local ANZAC Day 2026 commemorative services, to be held 25 April 2026.

1.2.2: Identify opportunities to partner with Aboriginal organisations and the community to recognise and retain Aboriginal heritage and culture

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
1.2.2.1	Partner with Local Aboriginal Land Council (LALC) organisations and		General Manager	50%	Council supported 2025 NAIDOC Week celebrations in July 2025, and in November 2025, provided a Letter of Support for

● Completed ● On Track ● Behind Plan ● Off Track ● Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
	community to recognise and retain First Nation heritage and culture				Walhallow Local Aboriginal Land Council's application for funding under the Commonwealth Government's Skills for Education and Employment (SEE) Program to deliver a Gamilaroi Language, Literacy, Numeracy and Digital (LLND) Program across the Liverpool Plains Shire.

1.2.4: Advance implementation of 2019-2030 Recreation Strategy actions

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
1.2.4.1	Review of recreation grounds and public parks		Manager Operations	50%	Council Officers are currently reviewing the levels of service at all recreation grounds and public parks; this review is encompassing the creating of a recreation ground and public park hierarchy. The final hierarchy will link with the levels of service and will see higher use recreation grounds and public parks maintained to a higher level than the lower use recreation grounds and public parks.

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.

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
1.2.5.1	Operation of aquatic facilities, including programming such as		Pool Coordinator	50%	Council continues to operate the Quirindi Aquatic Centre and Werris Creek Memorial Pool, providing safe, accessible aquatic

 Completed
  On Track
  Behind Plan
  Off Track
  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
	Learn to Swim and Aqua Aerobic sessions				spaces for all ages. Both facilities support community wellbeing through seasonal Learn to Swim programs delivered by qualified instructors to build water confidence, fitness and health.
1.2.5.2	Construction of new Quirindi Aquatic Centre	●	Director Planning and Community	100%	Construction of the Quirindi Aquatic Centre was finalised in October 2025, with the facility opened for the 2025/26 swim season from 22 November 2025. The Quirindi Aquatic Centre was officially opened by State Member for Tamworth, the Hon. Kevin Anderson MP, on 24 November 2025.
1.2.5.5	Replace tiling at the Werris Creek Pool	●	Manager Property and Recreation	100%	Tiling completed December 2025.

1.2.6: Plains Fitness offers a 24/7 service and a variety of membership options to promote fitness, health and well-being

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
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	●	Recreation Coordinator	50%	Liverpool Plains Shire Council continues to strengthen partnerships with local community groups, sporting clubs and allied health organisations by promoting the shared use of our diverse facilities across the Shire. Through these facilities, groups such as Rural Fit, We Care, sporting clubs and allied health providers are supported to deliver programs, training sessions and activities that contribute

● Completed ● On Track ● Behind Plan ● Off Track ● Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					to the wellbeing, connectedness and active lifestyles of our community.
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.		Recreation Coordinator	50%	Plains Fitness continued to keep our community active and engaged throughout July-December 2025 by offering a diverse mix of group fitness classes. With access to fixed and free weights, cardio equipment and a strong timetable of group fit sessions, members were able to enjoy fun and challenging workouts that support strength, mobility and overall wellbeing.
1.2.6.3	Develop and implement a Facilities and Equipment Renewal Plan		Recreation Coordinator	30%	Council is in the process of developing a targeted Facilities and Equipment Renewal Plan to ensure gym equipment and infrastructure remain safe, modern and aligned with community needs. This approach draws on Council's asset management framework, which guides condition assessment, lifecycle planning and timely replacement of facilities and equipment.

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

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
1.3.1.1	Develop and implement a program of events and activities		Library Services and Community	50%	A number of events and activities were held at the Quirindi and Werris Creek libraries including: storytimes, book groups, craft

 Completed
  On Track
  Behind Plan
  Off Track
  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
			Development Coordinator		group, school holiday programs, Grandparents Day, Hunter New England Local Health District and Health One Quirindi talks, knitting group, Library choir, bookbinding talk and workshop, author talk.

1.3.2: Provide outreach library services that engage all demographics in the community

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
1.3.2.1	Run library stalls at community events		Library Services and Community Development Coordinator	50%	The library attended the Walhallow Community Day held at the Quirindi Community Hub and presented a talk on scams. The library was open late for the lighting of the Community Christmas Tree held at the library and the Quirindi Community Hub.

1.3.3: Provide a library service to the community including access to Services Australia at the Werris Creek Library

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
1.3.3.1	Support members of the community to access services with Services Australia		Library Services and Community Development Coordinator	50%	The Werris Creek Library assisted 20 people with 80 different Services Australia questions.

 Completed
  On Track
  Behind Plan
  Off Track
  Cancelled

Action Progress Report

1.3.4: Manage cemeteries to ensure the interments are undertaken per legislation and there is sufficient capacity within the cemeteries.

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
1.3.4.1	Issue interment rights as required for Council operated cemeteries		Manager Customer Experience	50%	Council continues to issue interment rights for Council operated cemeteries in accordance with legislative requirements and established management practices. This ensures accurate record keeping, clear entitlements for families, and the orderly administration of burial sites across Council's cemeteries.
1.3.4.2	Excavation of graves as required for Council operated cemeteries		Manager Operations	50%	Council has managed all cemeteries to ensure that internments are undertaken as per legislation and further strategically Council has ensured that we are future proofing to allow for sufficient future capacity within all cemeteries.
1.3.4.3	Management of cemeteries		Director Infrastructure and Utilities	50%	Interments are undertaken as per legislation requirements; there has not been any investigation in this period to review the capacity of the cemeteries

1.3.5: Advocate, facilitate and promote partnerships with philanthropic, local community groups and key departmental stakeholders to develop our Health and Education services

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
1.3.5.1	Implement the General Practitioner Strategy actions		General Manager	50%	Council's General Manager attends regular Liverpool Plains Collaborative Care project meetings with primary health care service

 Completed
  On Track
  Behind Plan
  Off Track
  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					providers, including NSW Health and Rural Doctors Network (RDN). In September 2025, confirmed that Northwest Health would open a practice co-located at Quirindi Hospital and provide general practice (GP) services in Quirindi. No GP secured as yet for Quirindi Medical Centre practice in Church Avenue, Quirindi.
1.3.5.2	Delivery of the Eastside Long Day Care Centre Service Review actions		Eastside Children's Care Coordinator	50%	Actions being completed and progress to be reported to the February 2026 Audit, Risk and Improvement Committee.

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.

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
1.4.1.1	Development of Active Transport Strategy		Manager Waste and Water	10%	A submission for the Get NSW Active 2026-27 grant fund was submitted in December. If successful the project can commence after July 1 2026.

 Completed
  On Track
  Behind Plan
  Off Track
  Cancelled

Action Progress Report

1.4.2: Develop strategies and advocate for the improved delivery of services

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
1.4.2.1	Develop strategy for reducing potable water usage for recreation		Manager Waste and Water	60%	Work is progressing on identifying practical ways to reduce the use of drinking water for recreation facilities. Quirindi Racecourse future supply options through the existing raw-water network is dependent on the completion of the Swinging Bridge project which will facilitate the rising main to racecourse. Discussions with the Quirindi Golf Club in October 2025 confirmed that town water is still the most viable option, with a planned reduction in meter size to lower access cost. Options for wastewater reuse have been explored; however, they are currently cost-prohibitive and remain unfunded.

 Completed
  On Track
  Behind Plan
  Off Track
  Cancelled

Action Progress Report

Outcome 2: Leadership

Our shire has strong, trusted and accountable leadership

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

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.1.1.1	Regularly monitor progress and performance against the adopted Delivery Program and provide updates to the community.		Corporate Governance Officer	50%	Data from the 2025-2026 Operational Plan has been loaded into Council's reporting system, Pulse, and relevant staff are now updating their assigned actions. Once all updates are received, the information will be compiled and presented to the February 2026 Council meeting for endorsement to publish on Council's website. The Governance team is also developing staff training to improve the clarity, consistency, and usefulness of future reporting for our community.
2.1.1.2	Review and update the Long-Term Financial Plan (LTFP)		Finance Manager	40%	The Long-Term Financial Plan (LTFP) is progressing as scheduled. Work is being informed by the Financial Sustainability Review, which is providing a benchmark to guide updates and ensure the Plan is robust, realistic, and aligned with Council's long-term financial objectives.
2.1.1.3	Develop the Operational Plan for each financial year with supporting documents		Corporate Governance Officer	30%	Work on the 2026-2027 Operational Plan is underway. The draft structure is currently being developed and will be ready for input

 Completed
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Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					from staff, Councillors, and the community in early 2026.

2.1.2: Progress Council's long-term financial sustainability and prudently manage our expenditure

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.1.2.1	Provision of financial planning and analytics, statutory reporting, revenue and expenditure management and procurement		Finance Manager	50%	The Council has actively delivered on the provision of financial planning and analytics, statutory reporting, revenue and expenditure management, and procurement, ensuring all functions continue to support informed decision-making and effective operational performance.
2.1.2.2	Undertake a Financial Sustainability Review		Director Corporate Performance & CFO	80%	The Financial Sustainability Review has been completed by independent specialists, AEC Group. The final Financial Sustainability Review report, including AEC Group's recommendations, was tabled at the December 2025 Ordinary Meeting. Findings from this review are now being consolidated into a comprehensive Financial Sustainability Strategy, which will be presented to Council for consideration and endorsement.
2.1.2.3	Financial strategy parameters reported through the Quarterly Budget Review Statements (QBRs) and Annual Financial Statements		Finance Manager	80%	The Annual Financial Statements were signed off by the due date of 31 October and the Q1 Quarterly Budget Review Statements (QBRs) adopted by the due date of 30 November. The

 Completed
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  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					Q2 QBRS is currently being prepared for the February Council meeting.
2.1.2.4	Maintain a register of grant-ready capital and operational projects		General Manager	50%	Prospective grant-funded projects in Water, Sewer, Roads and Community Buildings have been identified internally and awaiting funding opportunities. During the reporting period, Management has progressed the development and review of several strategic plans that will be leveraged to secure grant funding, including the Growth Management and Housing Strategy (adopted), Destination Management Plan (in development), Economic Development Strategy (in development), and Waste Management Strategy (in development).

2.1.3: Promote open and shared communication throughout the entire organisation and improve staff knowledge, practices and processes

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.1.3.1	Develop and maintain a contemporary staff intranet		Manager Customer Experience	40%	Council has commenced the transition of the staff intranet to SharePoint, with the full transition expected to be completed by July 2026. As an ongoing project, it will require regular review and updates to ensure information remains accurate, accessible, and up to date.

 Completed
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  Behind Plan
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Action Progress Report

2.1.4: Develop and support preparedness, resilience and recovery arrangements for emergencies

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
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		Director Infrastructure and Utilities	50%	Council's Manager Engineering, Assets and Projects has been appointed as the Local Emergency Management Officer (LEMO) and has conducted a LEMC meeting and established the contact network. However, no funding was allocated in Council's 2025/26 Operational Plan & Budget for an exercise. The Emergency Management Plan (EMP) will be reviewed in 2026/27.

2.2: Engage diverse voices to plan for the future

2.2.2: Position Council as an employer of choice for youth

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.2.2.1	Develop a trainee and apprentice program to transfer knowledge of our existing workforce		Manager People and Performance	100%	The Fresh Start program was successfully delivered in 2025/2026 to facilitate the employment of apprentices, trainees and cadets. Transfer of knowledge and skills is a fundamental element of training of employees.
2.2.2.2	Provide training and resources to leaders to facilitate a supportive learning experience		Manager People and Performance	50%	Training and resources are provided as needs are identified by leaders across the organisation

 Completed
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  Cancelled

Action Progress Report

2.3: Demonstrate good governance

2.3.1: Develop and implement a robust governance and integrity framework

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.3.1.1	Maintain a register of Council resolutions		Manager Corporate Governance	50%	Resolution Register provided at 6 of 6 Ordinary Meetings of Council,
2.3.1.2	Maintain a register of Actions from Council resolutions		Manager Corporate Governance	50%	An updated Action Register has been provided to Council via the Resolution Register Report at 6 of 6 Ordinary Meetings of Council.
2.3.1.3	Submit all annual statutory returns within prescribed timeframes		Manager Corporate Governance	100%	All Statutory Returns have been completed within the prescribed timeframes, including Public Interest Disclosure Report, Government Information (Public Access) obligations, and Code of Conduct Complaints.

2.3.2: Develop and implement a robust risk management and internal audit framework

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.3.2.1	Provide regular reports to Council Management and the Audit, Risk and Improvement Committee (ARIC) on status of Policy Review schedule		Manager Corporate Governance	50%	Review of outdated Council policies initiated upon commencement of Governance staff in Quarter 2 with a backlog of updates to be completed. 27 outdated Policies have been sent to staff for review in Quarter 2 and 3 Polices are currently on public exhibition.

 Completed
  On Track
  Behind Plan
  Off Track
  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
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		Risk Management Coordinator	40%	Regular Reports have been provided to ARIC. A Workshop has been held with the Executive Team in January 2026 to review the Risk Framework.
2.3.2.3	Continual review of Council's Business Continuity Plan		Risk Management Coordinator	50%	The Business Continuity Plan has been updated. Training Plan to be developed for all key staff.

2.3.3: Develop and implement a robust Work Health and Safety (WHS) framework

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.3.3.1	Update Workplace Health and Safety (WHS) Policies and Procedures as necessary		Risk Management Coordinator	50%	Policies and Procedures under review. Completion and submission of StateCover WHS Audit Action Plan.
2.3.3.2	Workplace Health and Safety (WHS) Induction and Training is facilitated for all staff		Risk Management Coordinator	50%	WHS Inductions managed through the onboarding process. There have been no face to face induction this year. It is expected that these sessions will commence in the new year and form a key part of the WHS Induction and training for all staff. Risk and Governance Team are looking at options for whole of staff training to utilise the StateCover Safety and Wellbeing Rebate.
2.3.3.3	Facilitate Annual Wellbeing Week		Manager People and Performance	90%	Wellbeing activities for all employees conducted throughout the year included the annual flu vaccination program, skin cancer checks, ergonomic assessments and the

 Completed
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  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					ongoing support and commitment to providing an employee assistance program.

2.3.4: Attract, retain and develop the skilled workforce required to deliver services to our community

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.3.4.1	Facilitate ongoing leadership training and coaching to upskill and support our frontline leaders		Manager People and Performance	50%	Leadership and coaching to upskill and support frontline leaders is facilitated on an ongoing basis.
2.3.4.2	Support all staff to develop the necessary qualifications to undertake their roles		Manager People and Performance	50%	Support for employees to acquire accreditations, licences, qualifications required by legislation for certain roles or work areas together with continuing professional development is provided within budgetary constraints.
2.3.4.3	Employee Engagement Survey facilitated		Manager People and Performance	40%	Staff Engagement Survey is scheduled to be undertaken in March 2026.

2.4: Deliver quality, effective and sustainable civic services

2.4.1: Undertake Service Delivery Reviews to improve Council's financial sustainability

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.4.1.1	Completion of annual Service Reviews		Manager Corporate Governance	50%	One Service Review for Customer Service has been completed for the 2025-2026 financial year.

 Completed
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  Off Track
  Cancelled

Action Progress Report

2.4.2: Development and planning services meets all statutory requirements regarding the development and other applications and certificates

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.4.2.1	Issue of approvals and certificates		Manager Planning and Regulation	50%	Issuing of approvals and certificates remains an ongoing business-as-usual activity for Council's Planning and Regulation team. Current performance indicates that Council is tracking well against statutory timeframes, with the majority of applications processed within required periods. Workload levels remain steady, and no significant delays have been reported. Continuous monitoring is in place to ensure compliance and maintain service delivery standards.

2.4.3: Provide the community with opportunities to conduct their business within the local area

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.4.3.1	Partner with Service NSW to provide a range of services and transaction capabilities		Manager Customer Experience	50%	Council continued to support the community's access to NSW Government services by hosting the Quirindi Service NSW Agency at the Council offices. The agency operated reliably throughout the period, providing essential services such as driver licensing, registrations, certificates and identity services, reducing the need for residents to travel to larger centres.

 Completed
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Action Progress Report

2.4.4: Provide enhanced Customer Experience when communicating with Council

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.4.4.1	Provide the first point of contact for members of the community when contacting Council by phone or in person		Manager Customer Experience	50%	Council maintains a comprehensive suite of customer-facing services through the Customer Service Centre, Service NSW agency, and Visitor Information Centre. A formal review of the Customer Service Charter is currently being undertaken, with the draft Charter released for public exhibition in accordance with legislative and governance requirements. For the reporting period of July-December 2025 the following figures have been obtained: * 2044 Customers to the Customer Service Desk * 1811 Customers to the Visitor Information Centre * 7404 Customers to Service NSW agency * 5313 Phone calls answered * An Average of 21% of customer requests were resolved at first point of contact
2.4.4.2	Create knowledgebase for Customer Service staff to increase first point resolution enquiries		Manager Customer Experience	10%	Work on creating the Customer Service knowledgebase is currently in the planning phase. Development has not yet formally commenced, but this initiative remains a key priority to support staff in improving first-point resolution of enquiries.
2.4.4.3	Implement call centre software for improved phone call handling abilities		Manager Customer Experience	70%	A grant has been secured to support this initiative, and Civica has been formally

● Completed
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 ● Off Track
 ● Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					engaged. Council is now progressing through implementation meetings to establish the new call centre software and enhance phone handling capabilities.

2.4.5: Provide contemporary, reliable, secure and fit-for-purpose information management and technology services

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.4.5.1	Deliver Information Technology (IT) services to enable Council operations		Manager Customer Experience	50%	Council maintained its externally managed ICT services contract and supported the rollout of the Civica Authority system. To strengthen digital capability and guide future technology investments, Council has also commenced development of a Business Systems Roadmap aimed at improving system performance, efficiency, and organisational service delivery.
2.4.5.2	Information Technology (IT) hardware renewals - laptops, servers, phones		Manager Customer Experience	50%	A total of 13 laptops have been renewed as part of Council's scheduled asset replacement program for this reporting period. Council is evaluating cost-effective and contemporary cloud-based server solutions to strengthen ICT infrastructure. Phone replacements continue to be managed on a case-by-case basis, ensuring alignment with budget parameters and operational need.

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Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
2.4.5.4	Enhance and strengthen Council's Cyber Security maturity levels in line with industry standards		Manager Customer Experience	50%	Council maintains ongoing cyber security monitoring through engagement with specialised external vendors. Enhancement activities are currently underway to strengthen Council's security posture and progress toward compliance with the Essential Eight framework.
2.4.5.5	Implement bookings system for Council facilities and venues		Manager Customer Experience	0%	Progress on implementing a bookings system for Council facilities and venues has not advanced during this reporting period due to budget constraints. Council is currently working to secure the necessary funding to commence this project.

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  Cancelled

Action Progress Report

Outcome 3: Environment

Our natural and built environments are valued, sustainable and liveable

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

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
3.1.1.1	Commit to reviewing and updating all Finance Policies and Procedures by 30 June 2026		Director Corporate Performance & CFO	50%	Finance related policies are currently under review as part of the 2025-26 financial year work program. This review is focused on ensuring policies remain contemporary, fit for purpose, and aligned with current legislative, operational, and financial sustainability requirements. Actions identified through the review process will be implemented progressively to uplift and modernise the policy framework, with all finance policies scheduled for completion within the financial year.

3.1.2: Manage depot facilities to provide contemporary high-quality service

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
3.1.2.1	Develop Master Plan for depot to address operational efficiency and safety		Director Infrastructure and Utilities	0%	Council's 2025/26 Operational Plan & Budget did not include funding for the development of a Works Depot Masterplan, and has not been resourced internally due to competing priorities and limited staff resources. Consideration will be given to programming

 Completed
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  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					the development of a Masterplan in Council's 2026/27 Operational Plan & Budget.

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.

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
3.1.3.1	Roof Replacement - Council Administration Building		Manager Property and Recreation	10%	Project has been reallocated to Manager Engineering, Assets and Projects with assistance from Director Corporate Performance and CFO and Manager Property and Recreation. Awaiting Master Plan for Administration Office.
3.1.3.5	Roof Replacement - Jockey Club Dining Room		Manager Property and Recreation	50%	Being reviewed as part of QBR2
3.1.3.6	Village bore replacements and installation of new bores		Manager Waste and Water	10%	Council continues to undertake required processes to meet planning requirements associated with replacement and upgrade of bores through the Safe and Secure Grant funding.
3.1.3.7	Replacement of meter fleet with automatic meter readings		Manager Waste and Water	50%	Automatic Water Meter (AWM) tender documentation being compiled for procurement, which is expected to be finalised by the end of Quarter 3. Project delivery will commence in the current 2025/26 year, but carry over into 2026/27.

 Completed
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  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					Regular project reports to be provided via Council's Major Projects Committee.
3.1.3.8	Review and update telemetry technology		Manager Waste and Water	80%	Council continues to review and prioritise upgrades to its telemetry systems to improve monitoring and reliability across the water network. Recent work has included the renewal of key telemetry software, with further targeted upgrades planned as part of ongoing renewal programs.
3.1.3.9	Reservoir roof replacements as identified		Manager Waste and Water	50%	Council continues to identify, maintain and renew village water supply reservoir roof assets as they reach end of life. This ongoing program ensures assets are maintained to support reliable water supply across the Shire.
3.1.3.10	Quipolly Dam Early Warning System upgrade		Manager Waste and Water	50%	The upgrade of the Quipolly Dam Early Warning System is scheduled to be delivered under Council's existing telemetry services contract, ensuring efficient and cost-effective delivery of the works.
3.1.3.15	Review Asset Management Plans		Manager Waste and Water	0%	This action item is scheduled for review in March following adoption of the draft 2026-2027 budget. The current Asset Management Plans reflect the current years budget.
3.1.3.18	Quirindi Wastewater Treatment Plant upgrade and renewal		Manager Waste and Water	40%	Council is progressing the Quirindi Wastewater Treatment Plant upgrade through the Safe and Secure Water Grant

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Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					Funding Program. Project delivery planning and financial modelling are currently underway to support future funding and implementation.
3.1.3.19	Werris Creek Wastewater Treatment Plant upgrade and renewal	●	Manager Waste and Water	0%	This upgrade remains an unfunded project at this time. Council continues to monitor future funding opportunities to support renewal of the Werris Creek Wastewater Treatment Plant.
3.1.3.20	Quirindi Waste-Water Pump Station (WWPS) #1 scope of project identified and completed	●	Manager Waste and Water	20%	Following the Quarter 2 Budget review, project priorities for wastewater pump station renewals have been updated. The WWPS #1 project has been delayed allowing more urgent renewal works to proceed at WWPS #3 and WWPS #5.
3.1.3.23	Undertake manhole and main renewals in line with Asset Management Plan	●	Manager Waste and Water	50%	Council continues its ongoing program of manhole and sewer main renewals in line with the Asset Management Plan. These works form part of Council's regular business-as-usual maintenance and renewal activities.
3.1.3.24	Successful completion of the centralised landfill facility at Willow Tree	●	Manager Waste and Water	80%	Construction of the Willow Tree Waste Management Facility (WMF) is progressing and is expected to be successfully completed within the 2025/26 financial year, as scheduled.
3.1.3.26	Implementation of the Plant Replacement Strategy	●	Manager Operations	50%	Council has been finalising a 10-year Plant Replacement Program to ensure that all

● Completed ● On Track ● Behind Plan ● Off Track ● Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					plant is operational and fit for purpose but also offers sound financial management of the lifecycle of the asset.
3.1.3.27	Delivery of maintenance and capital works		Director Infrastructure and Utilities	50%	Transport asset portfolio revaluation is in progress for roads, K&G, footpaths, culverts and drainage, this information will be fed into the AMP to ensure the capital and maintenance, aligns with the long-term planning and delivers maintenance and renewal works.

3.1.4: Develop site specific facility management plans

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
3.1.4.1	Install air conditioning in offices and meeting room at Visitor Information Centre		Manager Property and Recreation	100%	Installation has been completed
3.1.4.2	Install automatic door at main entry to Visitor Information Centre		Manager Property and Recreation	70%	Quotations Received. Awaiting budget confirmation prior to commencement.
3.1.4.3	Install air conditioning to back office and kitchen of RMS building		Manager Property and Recreation	50%	Quotations received. Awaiting further instructions from the Executive Leadership Team prior to completion
3.1.4.4	Develop a business plan for the Quirindi Caravan Park		Manager Property and Recreation	20%	Draft planning has commenced. Facilities are being assessed and improvements to be recommended.

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Action Progress Report

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

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
3.2.1.1	Water quality monitoring equipment updated		Manager Waste and Water	50%	Council continues to update and maintain water quality monitoring equipment as part of its ongoing improvement program.
3.2.1.2	Water main renewals in accordance with the Asset Management Plans		Manager Waste and Water	70%	Segments for renewal have been identified through Council's Asset Management Plan. Procurement for these works is scheduled to be undertaken in the 2026/27 financial year.
3.2.1.3	Drinking water management system maintained		Manager Waste and Water	50%	Council's Drinking Water Management System is actively maintained and continually reviewed. As a live document, it undergoes formal review each year to ensure it reflects current best practice and regulatory requirements.
3.2.1.4	Investigate options for non-potable water supply for the Quirindi Showgrounds and Racecourse precinct, and the Quirindi Golf Course		Manager Waste and Water	50%	Work is progressing on identifying practical ways to reduce the use of drinking water for recreation facilities. Quirindi Racecourse future supply options through the existing raw-water network is dependent on the completion of the Swinging Bridge project which will facilitate the rising main to racecourse. Discussions with the Quirindi Golf Club in October 2025 confirmed that town water is still the most viable option, with a planned reduction in meter size to lower access cost. Options for wastewater reuse have been explored; however, they are

 Completed
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  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					currently cost-prohibitive and remain unfunded.

3.2.2: Prioritise sustainable water, waste and energy resources in asset management planning

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
3.2.2.1	Wastewater main renewals in accordance Asset Management Plan		Manager Waste and Water	50%	Council is continuing its program for wastewater main renewals in line with the Asset Management Plan. This work is part of Council's ongoing business-as-usual (BAU) asset renewal activities.
3.2.2.2	Update On-site Sewer Management System		Manager Waste and Water	10%	Progress on updating the on-site Sewer Management System is currently behind schedule due to the lack of a dedicated resource to carry out required On-Site Sewerage Management (OSSM) inspections.

3.2.3: Provide sufficient wastewater collection through effective wastewater systems

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
3.2.3.1	Implement options to reduce the amount of waste going to landfill		Manager Waste and Water	40%	Council is currently establishing baseline data to benchmark the amount of waste going to landfill, as this information has not previously been recorded in a way that allows comparison over time. Work is underway to implement improved data collection processes. The planned installation of a weighbridge, now being scoped for

 Completed
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  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					implementation from 1 July 2026, will significantly enhance Council's ability to accurately measure and monitor landfill volumes moving forward.

3.3: Protect our agricultural landscapes

3.3.1: Encourage farmers to investigate value-add opportunities for their businesses

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
3.3.1.2	Pollution Incident Response Management Plan updated and implemented		Manager Waste and Water	40%	Council's Pollution Incident Response Management Plan (PIRMP) is current with exercises being conducted annually to ensure preparedness and compliance. The exercise for the current financial year is scheduled to be carried out early 2026.

3.4: Protect our natural environment and biodiversity

3.4.2: Proactively manage the impact of noxious weeds on our environment

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
3.4.2.1	Deliver on approved Weed Action Plan, in partnership with Local Land Services		Senior Biosecurity Officer	60%	Local Land Services are no longer lead coordinator for Weed management. Council staff have implemented a suitable landholdings inspection regime across the Council area to identify and rank weed biosecurity risk and encourage landholders or occupiers through education and awareness

 Completed
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  Behind Plan
  Off Track
  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					programs to help meet their weed biosecurity duty.
3.4.2.2	Control weeds at Council facilities		Senior Biosecurity Officer	55%	Council continues to manage and control priority weeds across roadsides, reserves, pathways and other Council-managed public land in accordance with the Biosecurity Act 2015 (NSW) and the North West Regional Strategic Weed Management Plan. This includes the ongoing development, implementation, coordination and review of targeted weed control programs to protect local biodiversity and maintain safe, healthy public spaces.
3.4.2.3	On-going weed control maintenance for the Shire		Senior Biosecurity Officer	50%	Council continues to carry out ongoing weed control across the Shire to protect local landscapes, roadsides and public spaces. Ongoing maintenance includes regular monitoring, herbicide treatment where required, and coordinated programs delivered by Council's Biosecurity Weeds Team. Council also delivers a proactive weed compliance program to ensure all land managers meet their obligations under the NSW <i>Biosecurity Act 2015</i> . This includes monitoring properties, assessing biosecurity risks and working with landowners to prevent the spread of priority weeds identified in the North West Regional Strategic Weed Management Plan. Where necessary, Council's authorised

 Completed
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  Off Track
  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					Biosecurity Officers may issue advice or Biosecurity Directions to ensure risks are effectively minimised, supporting a coordinated regional approach to protecting our environment, farmland and community spaces from harmful weed species.

3.4.3: Council partners with other government and industry bodies to achieve the targets set by the NSW State Government - Net Zero Plan

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
3.4.3.1	Develop a Zero Emissions Strategy to minimise council carbon emissions		Manager Operations	50%	Development of a Zero Emissions Strategy has commenced. It is intended that the strategy, once completed, will enable Council to demonstrate continual improvement to achieve the targets outlined by the NSW State Government's Net Zero Plan.

● Completed
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 ● Behind Plan
 ● Off Track
 ● Cancelled

Action Progress Report

Outcome 4: Economy

Our economy is thriving, diverse and growing

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.

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
4.1.1.1	Collaborate with NSW Department Primary Industries and Regional Development (DPIRD) to develop investment packages for investor target groups		Director Planning and Community	0%	Development of Council's new Economic Development Strategy has been prioritised. Council continues to engage with DPIRD and assist with investor queries, however, development of investment packages will not be able to be achieved in current 2025/26 year. Proposed to be revisited following recruitment of Manager Community and Economic Development.

4.1.3: In collaboration with NSW Department of Primary Industries and Regional Development, approach Investor Target Groups to invest in the Liverpool Plains

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
4.1.3.1	Approach target investor groups with the view to investment in the Liverpool Plains		General Manager	50%	Council has received and responded to prospective investor queries via the NSW Department of Regional Industries and Regional Development. During the reporting period, Council has prioritised the development of our new Economic Development Strategy, which will provide a framework for achieving

 Completed
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  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					positive economic development outcomes, including increased investment. Recommendations of the Economic Development Strategy (which include preparation of an Investment Attraction Prospectus, refer Action 1.10) will be progressively implemented over the life of that strategy.

4.2: Grow our population and workforce

4.2.1: Leverage Tamworth's growth by providing different housing options and employment opportunities

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
4.2.1.1	Implement the actions outlined in Growth Management Strategy		Director Planning and Community	80%	Growth Management and Housing Strategy (GMHS) adopted by Council at the August 2025 Ordinary Meeting and subsequently referred to the NSW Department of Planning, Housing and Infrastructure (DPHI) for endorsement. DPHI confirmed and advised its endorsement of the GMHS in December 2025. Implementation has commenced and will continue into the 206/27 year.
4.2.1.2	Advocate for industry and employment development opportunities arising from the State Government's Namoi Regional Job Precinct		General Manager	50%	Council continues to support the development of the Namoi Regional Job Precinct (Namoi RJP). During the reporting period, Council made a submission to the Regional Growth NSW Development Corporation (RGDC) regarding the Namoi RJP Planning Framework. The RGDC is yet

 Completed
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Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					to finalise and public the Namoi RJP Strategic Implementation Plan.

4.2.2: Work with surrounding Councils to advocate a whole-of-region approach to economic and business development

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
4.2.2.1	Actively participate in the Namoi Joint Organisation meetings		General Manager	0%	The Namoi Unlimited Joint Organisation (JO) ceased operations on 31 December 2023, following a Board decision on 23 November 2023 due to decreasing participation and increased governance costs. The Namoi JO has applied to the Minister for Local Government to be formally dissolved.

4.2.3: Implement a campaign to attract new residents to the shire

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
4.2.3.1	Develop New Residents packs with local real estate agents and local businesses		Director Planning and Community	0%	Following the development of Council's destination brand, the design of a standalone Liverpool Plains destination website is being prioritised ahead of the production of a New Residents pack. The New Residents pack will be programmed for completion once the destination website is finalised and launched.
4.2.3.2	Develop and implement marketing campaign to attract residents to the shire		Director Planning and Community	50%	A new destination brand has been developed to support Council's destination and liveability marketing campaign initiatives. Destination Brand Guidelines have been

 Completed
  On Track
  Behind Plan
  Off Track
  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					developed, and work has commenced on a standalone Liverpool Plains destination website, which will present and position the Liverpool Plains as both a tourism and liveability destination. The website is scheduled to be launched by 30 June 2026.

4.3: Beautify our town centres and facilitate residential and business development

4.3.1: Ensure that Council facilities and amenities are well maintained

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
4.3.1.1	Develop levels of service that balance community expectations with resources available		Manager Operations	50%	Council has ensured that all Council owned and maintained facilities and amenities have been maintained to a high level.

4.3.2: Implement the recommendations of the Growth Management and Housing Strategy

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
4.3.2.2	Following the adoption of the Growth Management and Housing Strategy, review Council's Development Control Plan		Manager Planning and Regulation	50%	Draft Development Control Plan document prepared and is being reviewed by Planning Team.
4.3.2.3	Advocate for the redevelopment of the old TAFE site in line with the Growth Management and Housing Strategy		General Manager	50%	Representations have been made to the NSW Minister for Lands and Property in relation to the former TAFE site on 10 Gamble Street, which remains vacant following the opening of the Quirindi

 Completed
  On Track
  Behind Plan
  Off Track
  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
					Connected Learning Centre in 2017. To date, the NSW Government has not confirmed its intentions in relation to the site. Council's Mayor and General Manager have raised this matter with the State Member for Tamworth, the Hon. Kevin Anderson MP, and will continue to make representations advocating for the site to be released.

4.3.3: Review planning controls in the context of the adopted Growth Management and Housing Strategy

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
4.3.3.1	Finalise and adopt the Growth Management Strategy		Manager Planning and Regulation	0%	Growth Management and Housing Strategy (GMHS) adopted by Council at the August 2025 Ordinary Meeting and subsequently referred to NSW Department of Planning, Housing and Infrastructure for endorsement. Council advised in December 2025 that the GMHS has been formally endorsed.

4.3.4: Review and streamline approvals processes that are under Council's control

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
4.3.4.1	Review and amend Local Environment Plan (LEP) as required		Manager Planning and Regulation	50%	Planning Proposal prepared for reclassification of the Royal Theatre and submitted to the Planning Portal for the Gateway approval.

 Completed
  On Track
  Behind Plan
  Off Track
  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
4.3.4.2	Review and update Development Control Plan		Manager Planning and Regulation	50%	A draft document has been prepared and its being reviewed within the Planning Team.

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

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
4.4.1.1	In partnership with Business NSW and the Liverpool Plains Business Chamber, host networking and professional developments events throughout the year		General Manager	50%	Council actively supports the monthly Liverpool Plains Business Chamber (LPBC) BIZConnect events, which are held at different businesses throughout the Liverpool Plains Shire. Council's Mayor and/or General Manager have attended all BIZConnect events held to date in the 2025/26 year. Council also supported local Small Business Month activities delivered by The Plains Inc. in partnership with the LPBC.
4.4.1.4	In partnership with tourism organisations develop promotional activities throughout the year.		General Manager	50%	Council has actively participated in the Kamilaroi Highway Group, alongside six other local councils, which has successfully promoted the Liverpool Plains Shire as a tourist destination. Council has also supported The Plains Inc. in delivering its annual Sunflower Trail initiative.

 Completed
  On Track
  Behind Plan
  Off Track
  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
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		Manager Customer Experience	50%	Council manages the Visitor Information Centre, providing the primary point of contact for community members and visitors seeking tourism information for the Liverpool Plains and surrounding regions. In this reporting period Council had 1811 customers visit the Visitor Information Centre
4.4.1.6	Partner with other tourism bodies to promote Liverpool Plains region to a wider audience		Manager Customer Experience	50%	The Customer Experience team continued to partner with regional tourism bodies to expand promotion of the Liverpool Plains. This included collaborating with The Plains Inc. to promote the Sunflower Trail and working alongside the Kamilaroi Highway Group—a collective of Councils along the Kamilaroi Highway—to further strengthen tourism visibility and attract visitors to the Shire.
4.4.1.7	Operate Quirindi Caravan Park and provide quality facilities and amenities for tourists visiting Quirindi		Manager Property and Recreation	70%	Caravan Park is operating well. Improvement reviews are commencing.
4.4.1.8	Install public Wi-Fi to offer guests of Quirindi Caravan Park		Manager Customer Experience	60%	This action remains in progress. Quotes have been obtained and a preferred supplier has been selected. However, due to competing operational priorities, installation of the public Wi-Fi at the Quirindi Caravan Park has not yet commenced.

 Completed
  On Track
  Behind Plan
  Off Track
  Cancelled

Action Progress Report

Action Code	Action Name	Traffic Lights	Responsible Officer Position	Progress	Comments
4.4.1.9	Install CCTV at Quirindi Caravan Park		Manager Customer Experience	60%	This action remains in progress. Quotes have been obtained and a preferred supplier has been selected. However, due to competing operational priorities, installation of the CCTV at the Quirindi Caravan Park has not yet commenced.
4.4.1.11	Undertake review of Freedom Camping services		Manager Property and Recreation	30%	Currently underway.

End of Report

 Completed
  On Track
  Behind Plan
  Off Track
  Cancelled

Action Progress Report

13.3 MONTHLY STATEMENT OF INVESTMENTS - DECEMBER 2025

IP&R Linkage:	Goal: Model collaborative and transparent leadership
	Strategy: Progress Council's long-term financial sustainability and prudently manage our expenditure
Author:	Katrina Gresser, Manager Finance
Authoriser:	Daniel Smallwood, Director Corporate Performance & CFO
File Number:	G2026/0051
Annexures:	A. Statement of Investments as at 31 December 2025 ↓ 
	B. Arlo Advisory - Monthly Investment Review as at 31 December 2025 ↓ 

RECOMMENDATION

That Council:

1. Receive and note the Statement of Investments as at 31 December 2025 as appended at *Annexure A*.
2. Receive and note the Imperium Markets Monthly Investment Review Report for Liverpool Plains Shire Council as at 31 December 2025 as appended at *Annexure B*.

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.

Council’s Chief Financial Officer monitors the organisation’s cash flow regularly, with surplus funds being invested in accordance with Council’s Investments Policy, as well the statutory requirements outlined in the Act and the Regulation. Subject to those constraints, Council's objective when investing funds is to obtain the most favourable rate of interest, whilst taking into consideration the risks and security associated with the investment, as well as ensuring that Council's liquidity requirements are also being met.

Council seeks independent advice for investments and consults with its investment advisor (Arlo Advisory Pty Ltd) in managing the portfolio to ensure that returns are maximised, considering diversification and risk. The Statement of Investments is appended at **Annexure A**, with a complete analysis of the performance addressed in the Monthly Investment Review Report, appended at **Annexure B**, prepared by the investment advisor.

ISSUES AND COMMENTARY

The balance of Council’s investments as of 31 December was \$33 million, which remained the same as the prior month (November 2025).

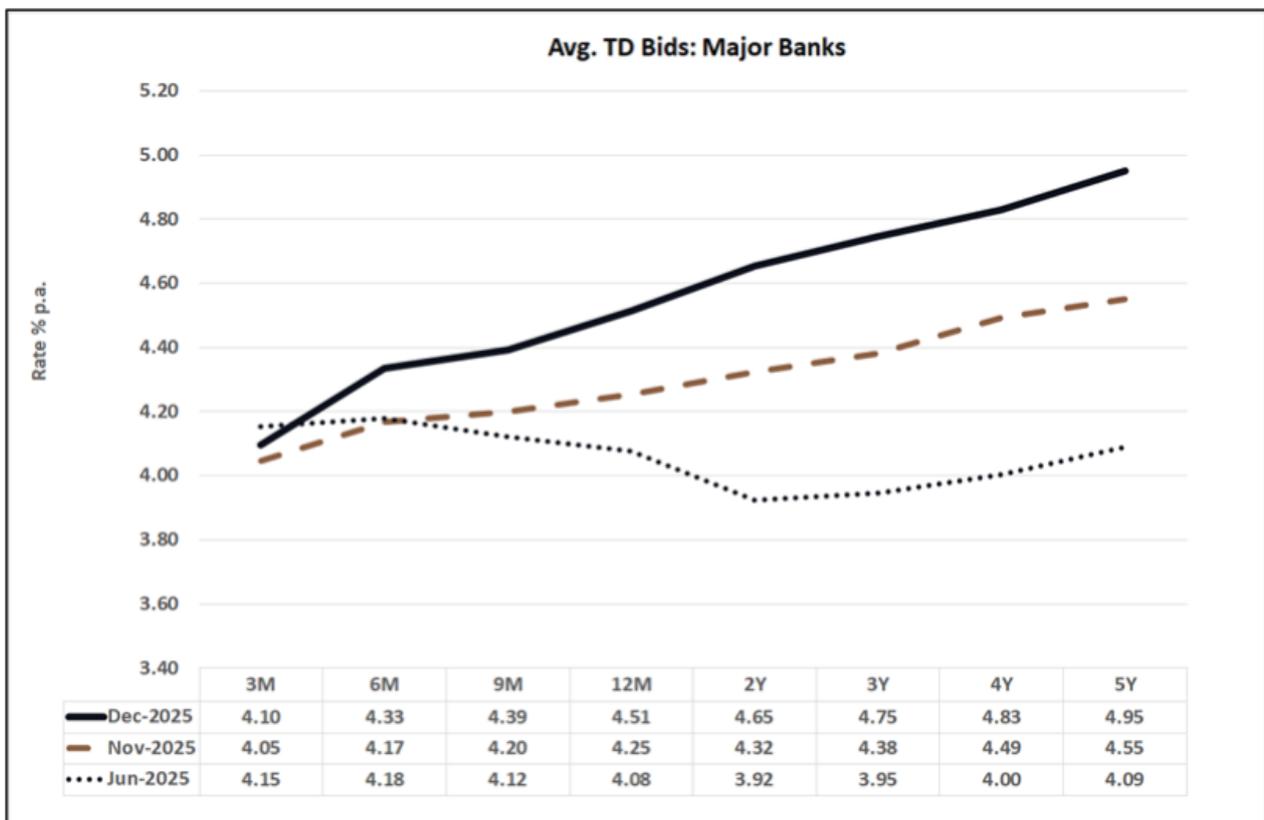
The RBA cash rate is considered the benchmark for evaluating Council’s return on investment and remains at 3.60% as at 31 December 2026. According to Council’s Arlo Advisory Monthly Investment Review (refer **Annexure B**), For the month of December, the total investment portfolio (excluding cash) provided a solid return of +0.36% (actual) or +4.37% p.a. (annualised),

outperforming the benchmark AusBond Bank Bill Index return of +0.31% (actual) or +3.71% p.a. (annualised).

Risk markets were mixed in December after the US Fed delivered another rate cut and signalled they could potentially continue on their easing into 2026. In contrast, other global central banks (including Australia) appear to be on a mild tightening bias, with some now forecasting the next move in official rates may be up next year should inflation remain elevated. Global bonds were sold off, with yields largely rising over the month.

In the deposit market, over December, the average deposit rates offered by the domestic major banks was up to ~15bp higher compared to where they were the previous month (November). At the longer-end of the curve (1-5 years), the average deposit rates were around 25-40bp higher compared to where they were the previous month, with the market expecting official rates to be slightly higher in coming years.

The market is now factoring up to two rate hikes in 2026 should inflation remain elevated or spike further.



Source: Imperium Markets

Council is adopting Arlo Advisory’s suggestion to improve returns in the long run by staggering deposit investments across a mixture of 9-12 months, then potentially out to three years.

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

All returns on investments are included in Council's Operating Budget. Any amendment to budgeted interest income is affected through the Quarterly Budget Review ("QBR") process. Both the average level of funds invested, and the rate of return determine returns. In accordance with the Australian equivalent of International Accounting Standards, securities that are classified as held for trading are required to be valued at market value at each balance date. Investments in the form of cash or cash equivalents and held to maturity investments are valued at cost. Floating Rate Notes acquired on the secondary market are valued at cost. Where the purchase consideration is different to face value, the resulting premium or discount are amortised on a straight-line basis over the life of the Note.

RISK IMPLICATIONS

Council's investments are managed in accordance with Council's Investment Policy. As at the end of December 2025, all counterparties were within the Policy limits. Overall, the portfolio is diversified amongst the investment grade spectrum with no exposure to unrated ADI's.

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 of 31 December 2025.

Liverpool Plains Shire Council Investment Register

31-Jan-26

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Face Value (\$)	Face Value (\$)
								December 25	January 26
BOQ	A-2	TD	GENERAL	At Maturity	08/07/2025	07/01/2026	4.24	1,000,000	0
BOQ	A-2	TD	GENERAL	At Maturity	06/08/2025	04/02/2026	4.19	2,000,000	2,000,000
NAB	A-1+	TD	GENERAL	At Maturity	06/08/2025	04/03/2026	4.15	2,000,000	2,000,000
BOQ	A-2	TD	GENERAL	At Maturity	08/07/2025	07/04/2026	4.14	1,000,000	1,000,000
NAB	A-1+	TD	GENERAL	At Maturity	30/07/2025	27/05/2026	4.15	2,000,000	2,000,000
NAB	A-1+	TD	GENERAL	At Maturity	09/09/2025	09/06/2026	4.16	2,000,000	2,000,000
Bendigo and Adelaide	A-2	TD	GENERAL	At Maturity	19/12/2025	26/06/2026	4.39	2,000,000	2,000,000
Westpac	A-1+	TD	GENERAL	Annual	07/07/2025	07/07/2026	4.07	1,000,000	1,000,000
NAB	A-1+	TD	GENERAL	At Maturity	14/10/2025	12/08/2026	4.20	1,500,000	1,500,000
Westpac	A-1+	TD	GENERAL	At Maturity	12/12/2025	14/09/2026	4.50	2,000,000	2,000,000
NAB	A-1+	TD	GENERAL	At Maturity	16/09/2025	16/09/2026	4.20	2,000,000	2,000,000
NAB	A-1+	TD	GENERAL	At Maturity	07/10/2025	07/10/2026	4.25	3,000,000	3,000,000
NAB	A-1+	TD	GENERAL	At Maturity	16/10/2025	11/11/2026	4.24	2,000,000	2,000,000
NAB	AA-	TD	GENERAL	At Maturity	10/10/2025	09/12/2026	4.21	3,000,000	3,000,000
Westpac	AA-	TD	GENERAL	Annual	30/10/2025	13/01/2027	4.32	2,000,000	2,000,000
Westpac	AA-	TD	GENERAL	Annual	30/10/2025	10/02/2027	4.31	2,000,000	2,000,000
Westpac	AA-	TD	GENERAL	Annual	30/10/2025	17/03/2027	4.29	2,000,000	2,000,000
Westpac	AA-	TD	GENERAL	Annual	07/07/2025	07/07/2027	3.88	500,000	500,000
Totals								33,000,000	32,000,000

I, Daniel Smallwood, Liverpool Plains Shire Council - Director Corporate Performance & CFO, 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.

Signed





Monthly Investment Review



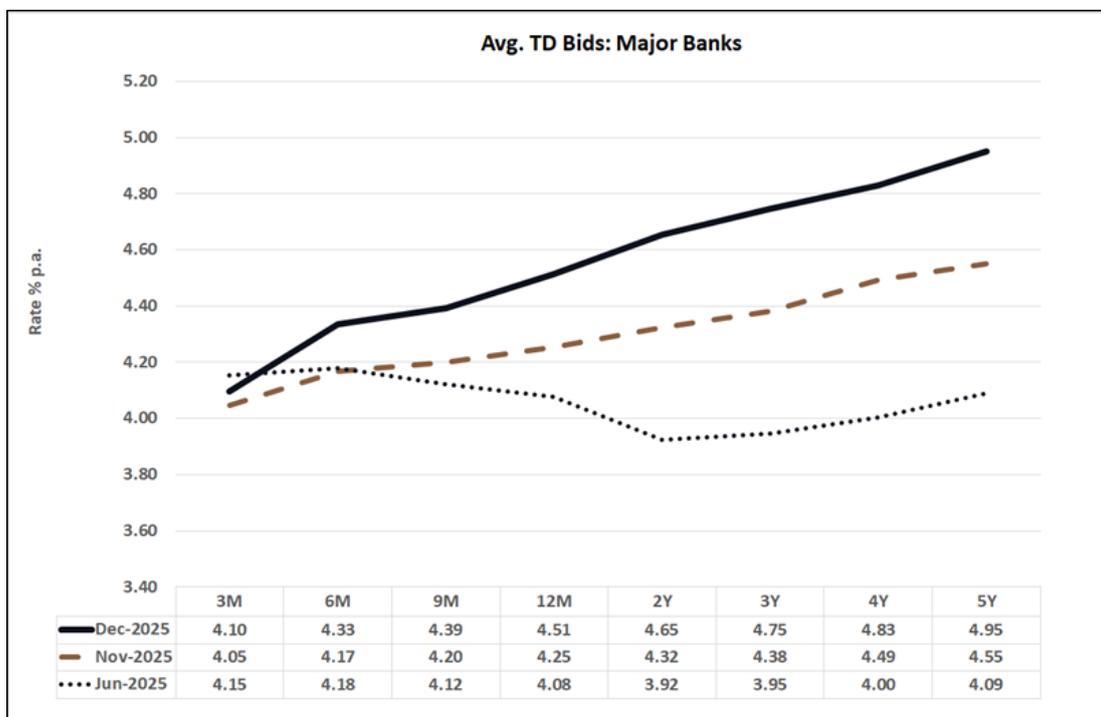
December 2025

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Market Update Summary

Risk markets were mixed in December after the US Fed delivered another rate cut and signalled they could potentially continue on their easing into 2026. In contrast, other global central banks (including Australia) appear to be on a mild tightening bias, with some now forecasting the next move in official rates may be up next year should inflation remain elevated. Global bonds were sold off, with yields largely rising over the month.

In the deposit market, over December, the average deposit rates offered by the domestic major banks was up to ~15bp higher compared to where they were the previous month (November). At the longer-end of the curve (1-5 years), the average deposit rates were around 25-40bp higher compared to where they were the previous month, with the market expecting official rates to be slightly higher in coming years. The market is now factoring up to two rate hikes in 2026 should inflation remain elevated or spike further.



Source: Imperium Markets

Liverpool Plains Shire Council’s Portfolio & Compliance

Asset Allocation

As at the end of December 2025, the portfolio was entirely directed to fixed term deposits, with a short weighted average duration (around 8 months), which is now susceptible to reinvestment risk. We strongly recommend Council to extend the weighted average duration of the term deposit portfolio incrementally.

Senior FRNs are currently considered ‘expensive’ on a historical basis but new issuances should continue to be considered on a case by case scenario for diversification purposes (duration and asset type). In the interim, staggering a mix of fixed deposits between 12 months to 3 years remains a more optimal strategy for the ‘core’ assets to maximise returns over a longer-term cycle, which can be supplemented by investing a smaller proportion in senior FRNs.

Should inflation be within the RBA’s target band of 2–3% over the longer-term, fixed assets yielding above 4½% p.a. for 1–3 years or higher should outperform benchmark and remains acceptable.

Asset Allocation	Invested (\$)	Percentage (%)
Term Deposits	\$33,000,000	100%
	\$33,000,000	100%

Term to Maturity

Overall, the portfolio remains relatively short-dated and liquid from a maturity perspective with the majority maturing within 12 months. We strongly recommend a more diversified maturity profile to improve the returns of the total investment portfolio in the long-run and to protect interest income from falling more rapidly, especially in periods when official rates are falling.

Where ongoing liquidity requirements permit Council to invest a spread of 1–3 year investments (small allocation only), we recommend this be allocated fixed term deposits (refer to respective sections below).

Compliant	Horizon	Invested (\$)	Invested (%)	Min Limit (%)	Max Limit (%)	Available (\$)
✓	0 - 365 days	\$26,500,000	80.30%	0%	100%	\$6,500,000
✓	1 - 3 years	\$6,500,000	19.70%	0%	60%	\$13,300,000
✓	3 - 5 years	\$0	0.00%	0%	40%	\$13,200,000
✓	5 - 10 years	\$0	0.00%	0%	10%	\$3,300,000
		\$33,000,000	100.00%			

Counterparty

As at the end of December 2025, the portfolio was highly concentrated with only 4 ADIs utilised. All were within the policy limits. We highly recommend opening up more accounts with other banking counterparties to not only diversify, but in all likelihood, this will increase the overall returns of the portfolio.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	NAB	A-1+	\$17,500,000	53.03%	80%	\$8,900,000
✓	WBC	A-1+	\$3,000,000	9.09%	80%	\$23,400,000
✓	WBC Long Term	AA-	\$6,500,000	19.70%	50%	\$10,000,000
✓	Bendigo-Adelaide	A-2	\$2,000,000	6.06%	20%	\$4,600,000
✓	BOQ	A-2	\$4,000,000	12.12%	20%	\$2,600,000
			\$33,000,000	100.00%		

Credit Quality

As at the end of December, the portfolio remains lightly diversified across the investment grade spectrum, with the majority of assets directed to the higher rated banks (rated "A-1+/AA-"). All aggregate ratings categories are within the Policy limits, with high capacity to invest with the lower rated banks:

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	A-1+ Category	\$20,500,000	62.12%	100%	\$12,500,000
✓	A-1 Category	\$0	0.00%	100%	\$33,000,000
✓	AA- Category	\$6,500,000	19.70%	100%	\$26,500,000
✓	A-2 Category	\$6,000,000	18.18%	50%	\$10,500,000
✓	A-3 Category	\$0	0.00%	30%	\$9,900,000
		\$33,000,000	100.00%		

Performance

Council's performance for the month ending December 2025 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.30%	0.90%	1.82%	1.82%	3.85%
AusBond Bank Bill Index	0.31%	0.90%	1.83%	1.83%	3.97%
Council's T/D Portfolio[^]	0.36%	1.06%	2.18%	2.18%	4.59%
Outperformance	0.05%	0.16%	0.35%	0.35%	0.62%

[^]Total portfolio performance excludes Council's cash account holdings.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	3.60%	3.60%	3.64%	3.64%	3.85%
AusBond Bank Bill Index	3.71%	3.64%	3.66%	3.66%	3.97%
Council's Portfolio[^]	4.37%	4.28%	4.36%	4.36%	4.59%
Outperformance	0.66%	0.65%	0.70%	0.70%	0.62%

[^]Total portfolio performance excludes Council's cash account holdings.

For the month of December, the total investment portfolio (excluding cash) provided a solid return of +0.36% (actual) or +4.37% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.31% (actual) or +3.71% p.a. (annualised).

Returns can be improved in the long-run by staggering deposit investments across a mixture of 9–12 months, potentially out to 3 years. The addition of new banking counterparties would also reduce concentration risk, whilst promoting diversification and in all likelihood, increase overall returns.

Recommendations for Council

Term Deposits

As at the end of December 2025, Council's deposit portfolio was yielding 4.24% p.a. (up 3bp from the previous month), with a weighted average duration of 243 days (~8 months). **We strongly recommend increasing the weighted average duration between 9-12 months over this year to address reinvestment risk in the lower rate environment. This can be achieved without jeopardising liquidity requirements by potentially splitting deposit parcels down to \$1m.**

Despite reaching the bottom of the rate cut cycle, locking in rates close to or above 4½% p.a. across 1-3 year tenors should still outperform benchmark in the long-run, on assumption that the RBA can contain inflation within their 2-3% target band.

Please refer to the section below for further details on the Term Deposit market.

Securities

Primary (new) **FRNs** (with maturities between 3-5 years) are expensive on a historical basis but remains an option (particularly for those investors with portfolios skewed towards fixed assets) and should be considered on a case by case scenario. **Fixed Bonds** may also provide attractive opportunities from new (primary and secondary) issuances.

Please refer to the sections below for further details on each market.

Term Deposit Market Review

Current Term Deposits Rates

As at the end of December, we see value in the following:

ADI	LT Credit Rating	Term	Rate % p.a.
ING	A	5 years	5.04%
Westpac	AA-	5 years	4.85%
NAB	AA-	5 years	4.80%
BoQ	A-	5 years	4.74%
ING	A	4 years	4.93%
Westpac	AA-	4 years	4.82%
CBA	AA-	4 years	4.80%
NAB	AA-	4 years	4.75%
ING	A	3 years	4.81%
Westpac	AA-	3 years	4.75%
CBA	AA-	3 years	4.75%
NAB	AA-	3 years	4.73%
ING	A	2 years	4.72%
Westpac	AA-	2 years	4.68%
CBA	AA-	2 years	4.66%
NAB	AA-	2 years	4.65%

The above deposits are suitable for investors looking to maintain diversification and lock-in a slight premium compared to purely investing short-term.

For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (*we stress that rates are indicative, dependent on daily funding requirements and different for industry segments*):

ADI	LT Credit Rating	Term	Rate % p.a.
Suncorp	AA-	12 months	4.62%
ING	A	12 months	4.58%
Westpac	A	12 months	4.56%
CBA	AA-	12 months	4.53%
NAB	AA-	12 months	4.50%
Westpac	A	9 months	4.53%
CBA	AA-	9 months	4.45%
ING	A	9 months	4.42%
NAB	AA-	9 months	4.40%
BoQ	A-	9 months	4.40%
Suncorp	AA-	6 months	4.54%
Westpac	A	6 months	4.43%
BoQ	A-	6 months	4.40%
CBA	AA-	6 months	4.35%
NAB	AA-	6 months	4.30%
CBA	AA-	3 months	4.20%
Westpac	AA-	3 months	4.20%
Hume Bank	BBB+	3 months	4.20%
Suncorp	AA-	3 months	4.17%
NAB	AA-	3 months	4.10%

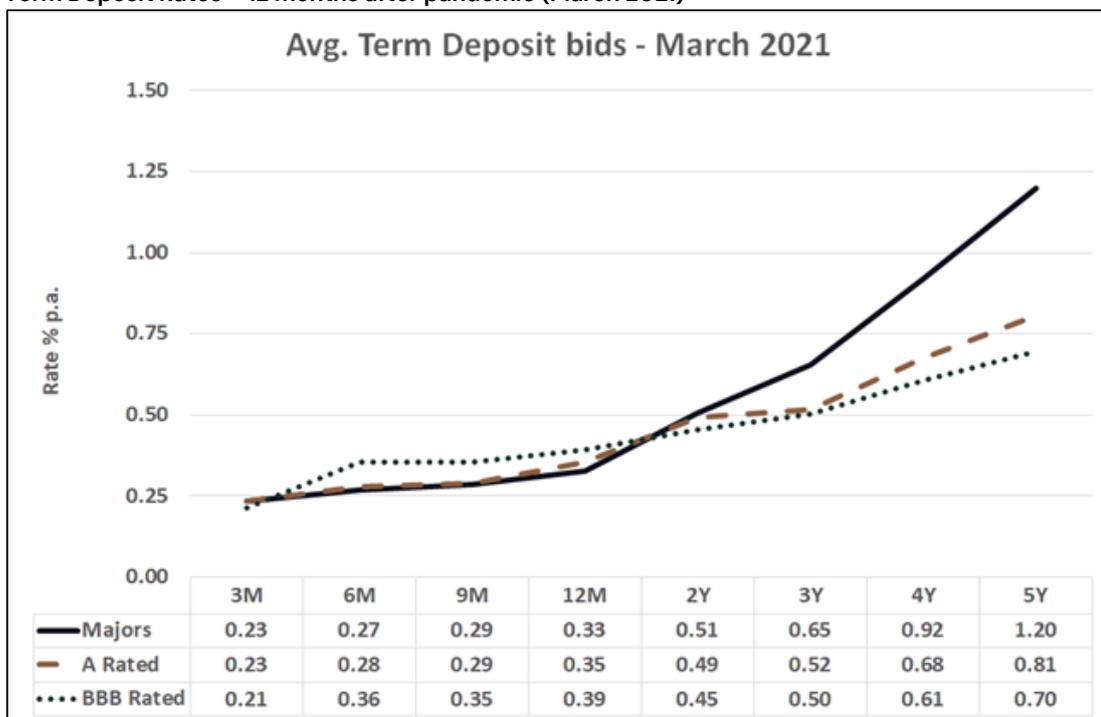
For those investors that do not require high levels of liquidity and can stagger their investments longer term, they will be rewarded over a longer-term cycle if they roll for an average min. term of 12 months, with a spread of investments out to 5 years (this is where we see current value). In a normal market environment (upward sloping yield curve), investors could earn over a cycle, on average, up to ¼-½% p.a. higher compared to those investors that entirely invest in short-dated deposits.

Investors should continue to consider allocating some longer-term surplus funds across 1-5 year fixed deposits and locking in rates above 4¼-4½% p.a. This will provide some income protection if official rates remain steady around current levels for the foreseeable future.

Term Deposits Analysis

Pre-pandemic (March 2020), a 'normal' marketplace meant the lower rated ADIs (i.e. BBB category) were offering higher rates on term deposits compared to the higher rated ADIs (i.e. A or AA rated). But due to the cheap funding available provided by the RBA via their Term Funding Facility (TFF) during mid-2020, allowing the ADIs to borrow as low as 0.10% p.a. fixed for 3 years, those lower rated ADIs (BBB rated) did not require deposit funding from the wholesale deposit. Given the higher rated banks had more capacity to lend (as they have a greater pool of mortgage borrowers), they subsequently were offering higher deposit rates. In fact, some of the lower rated banks were not even offering deposit rates at all. As a result, most investors placed a higher proportion of their deposit investments with the higher rated (A or AA) ADIs over the past three years.

Term Deposit Rates – 12 months after pandemic (March 2021)

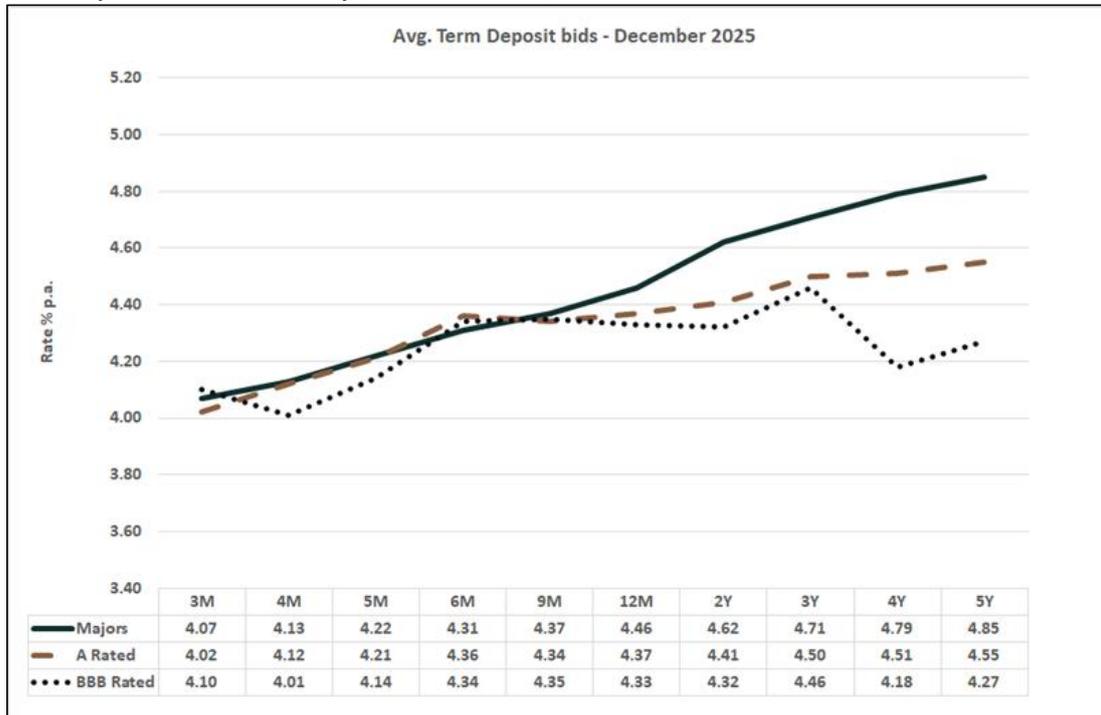


Source: Imperium Markets

The abnormal marketplace experienced during the pandemic is starting to reverse as the competition for deposits slowly increases, partially driven by the RBA's term funding facility coming to an end. In recent months, we have started to periodically see some of the lower rated ADIs ("A" and "BBB" rated) offering slightly higher rates compared to the domestic major banks ("AA" rated) on different parts of the curve (i.e. pre-pandemic environment). Some of this has been attributed to lags in adjusting their deposit rates as some banks (mainly the lower rated ADIs) simply set their rates for the week.

Going forward, investors should have a larger opportunity to invest a higher proportion of its funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry or considered 'ethical'. We are slowly seeing this trend emerge, although the major banks always seem to react more quickly than the rest of the market during periods of volatility:

Term Deposit Rates – Currently (December 2025)



Source: Imperium Markets

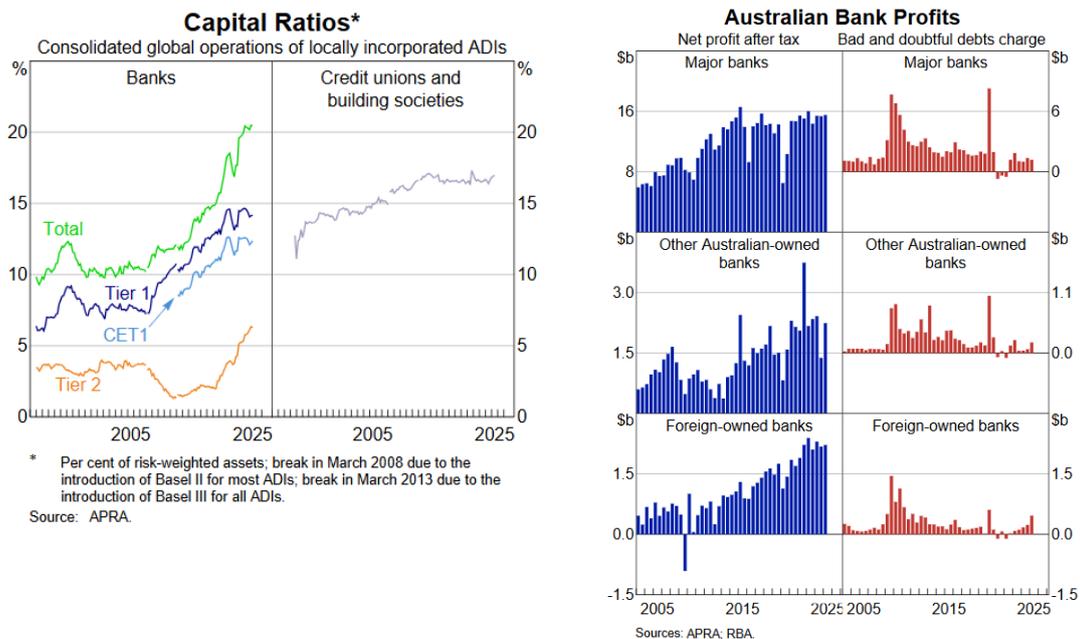
Financial Stability of the Banking (ADI) Sector

The RBA’s Financial Stability reaffirms the strong balance sheet across the ADI sector. They noted that the risk of widespread financial stress remains limited due to the generally strong financial positions of most (individual) borrowers. Very few mortgage borrowers are in negative equity, limiting the impact on lenders (ADIs) in the event of default and supporting their ability to continue providing credit to the economy. Most businesses that have entered insolvency are small and have little debt, limiting the broader impact on the labour market and thus household incomes, and on the capital position of lenders (ADIs).

Australian banks (collectively the APRA regulated ADIs) have maintained prudent lending standards and are well positioned to continue supplying credit to the economy. A deterioration in economic conditions or temporary disruption to funding markets is unlikely to halt lending activity. Banks have anticipated an

increase in loan arrears and have capital and liquidity buffers well above regulatory requirements (see *Capita Ratios chart below*). APRA’s mandate is to “protect depositors” and provide “financial stability”.

Over the past two decades, both domestic and international banks continue to operate and demonstrate high levels of profitability (see *Australian Bank Profits chart below*), which also covers two stress-test environments being the GFC (September 2008) and the COVID pandemic period (March 2020):



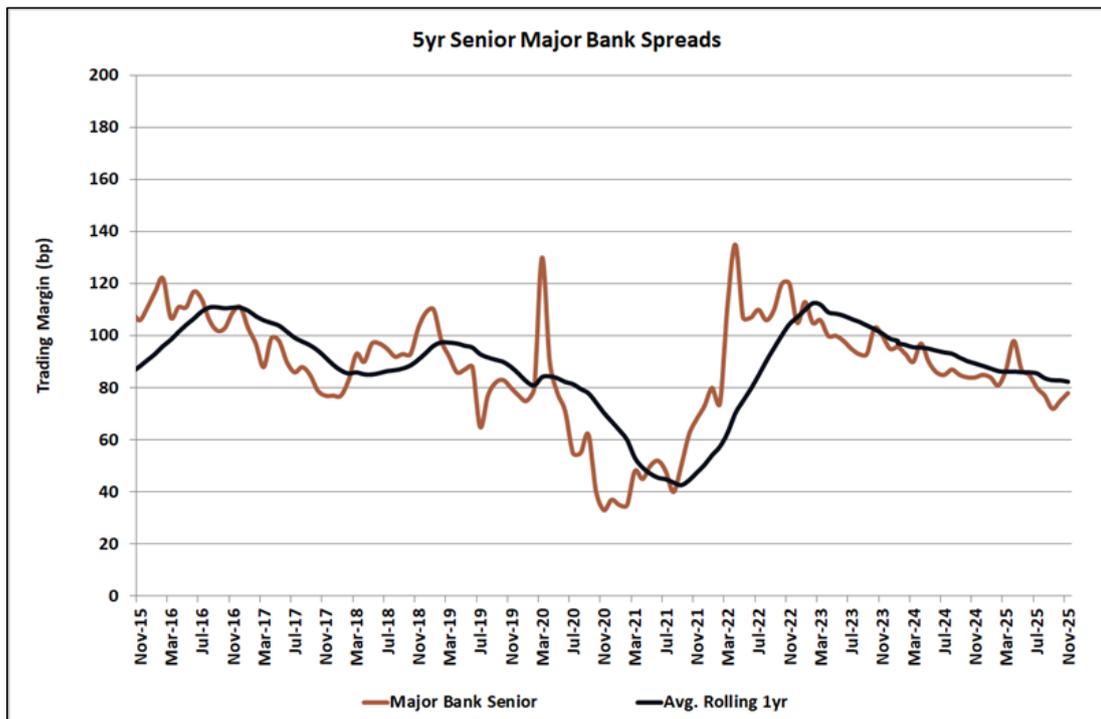
The Council of Financial Regulators (CFR) – being the Australian Prudential Regulation Authority (APRA), the Australian Securities and Investments Commission (ASIC), the Australian Treasury and the Reserve Bank of Australia (RBA), have the ultimate aim of promoting the stability of the financial system, whilst supporting effective and efficient regulation. In their latest quarterly review, the CFR agreed on the following priorities heading into 2026:

- Improving preparedness for geopolitical risks;
- Operational vulnerabilities, including cyber, third parties and AI;
- Amplification of systemic liquidity risk: further strengthening CFR and industry readiness to respond to systemic liquidity stress events; and
- High household leverage: continuing to closely monitor household leverage and bank lending standards.

The Council noted that in each of these priority areas, CFR agencies are taking forward a number of initiatives to strengthen the resilience of the financial system.

Senior FRNs Market Review

Over December, amongst the senior major bank FRNs, physical credit securities remained relatively flat at the long-end of the curve. During the month, WBC (AA-) issued a new short 1 year senior deal at +36bp. Long-term major bank senior securities are looking 'expensive' on a historical basis, noting the 5yr margin has averaged around the +92bp level over a cycle (currently around +78bp).



Source: IBS Capital

During the month, there were minimal new issuances apart from QBank's (BBB) 2 year private placement senior FRN at +110bp. Amongst the "A" and "BBB" rated sector, the securities also remained flat at the 3-5 year part of the curve.

Overall, credit securities are slightly expensive on a historical basis but remain a good option for diversification purposes. FRNs will continue to play a role in investors' portfolios mainly based on their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment), whilst also providing some diversification to those investors skewed towards fixed assets (and especially if the RBA's easing cycle is over).

Senior FRNs (ADIs)	31/12/2025	30/11/2025
“AA” rated – 5yrs	+78bp	+78bp
“AA” rated – 3yrs	+61bp	+61bp
“A” rated – 5yrs	+85bp	+85bp
“A” rated – 3yrs	+70bp	+70bp
“BBB” rated – 3yrs	+100bp	+105bp

Source: IBS Capital

We now generally recommend switches (‘benchmark’ issues only) into new primary issues, out of the following senior FRNs that are maturing:

- On or before mid-2028 for the “AA” rated ADIs (domestic major banks);
- On or before 2026 for the “A” rated ADIs; and
- Within 6–9 months for the “BBB” rated ADIs (consider case by case).

Investors holding onto the above senior FRNs (‘benchmark’ issues only) in their last few years are now generally holding sub optimal investments and are not maximising returns by foregoing realised capital gains. In the current challenging economic environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.

Senior Fixed Bonds – ADIs (Secondary Market)

With global central banks remaining on a mild easing bias, investors may look at some opportunities in the secondary market. We currently see value in the following fixed bond lines (please note supply in the secondary market may be limited on any day):

ISIN	Issuer	Rating	Capital Structure	Maturity Date	~Remain. Term (yrs)	Fixed Coupon	Indicative Yield
AU3CB0314763	Bendigo	A-	Senior	24/10/2028	2.82	4.79%	4.86%
AU3CB0308955	BoQ	A-	Senior	30/04/2029	3.33	5.30%	4.99%
AU3CB0319879	Nova Sco.	A-	Senior	21/03/2030	4.22	5.23%	5.34%

Economic Commentary

International Market

Risk markets were mixed in December after the US Fed delivered another rate cut and signalled they could potentially continue on their easing into 2026. In contrast, other global central banks (including Australia) appear to be on a mild tightening bias, with some now forecasting the next move in official rates may be up next year should inflation remain elevated. Global bonds were sold off, with yields largely rising over the month.

Across equity markets, the US S&P 500 Index marginally fell -0.05%, whilst the NASDAQ declined -2.15%. Europe's main indices provide positive returns, with gain in Germany's DAX (+2.74%), UK's FTSE (+2.17%) and France's CAC (+0.33%).

The US FOMC cut by 25bp as expected to 3.50%-3.75%, and the 2026 median dot continues to show one more cut by the end of next year, less than market pricing.

The US core PCE deflator increased by +0.2% in September, in line with forecasts, bringing the annual rate down to +2.8%. The US unemployment rate rose to 4.6% in November, a four-year high. Wage growth slowed to just +0.1% m/m and +3.5% y/y.

The Bank of Canada (BoC) kept rates on hold as widely expected. Governor Macklem noted resilience evident in the latest data but said it "*hasn't fundamentally changed our view*". Employment came in strong in November, with 53,600 positions added, pushing the unemployment rate down to 6.5%, its lowest since July 2024.

UK CPI which came in weaker than expected, with the annual headline and core measures both falling to +3.2% y/y from +3.6% and +3.4% respectively and services inflation falling to +4.4% from +4.5%.

China inflation data was near expectations. CPI jumped higher to +0.7% from +0.2% on the back of food prices going from -2.9% y/y to +0.2%. Trade data showed exports rebounded to +5.9% y/y (+4% expected) and imports disappointed at +1.9% y/y (+3.0% expected).

The OECD's global growth forecasts were little changed, seeing global GDP growth of +3.2% this year, and +2.9% next year.

The MSCI World ex-Aus Index rose +0.80% for the month of December:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	-0.05%	+2.35%	+16.39%	+21.26%	+12.75%	+12.85%
MSCI World ex-AUS	+0.80%	+3.27%	+21.71%	+21.95%	+12.77%	+12.83%
S&P ASX 200 Accum. Index	+1.30%	+3.65%	+10.32%	+11.39%	+9.89%	+9.31%

Source: S&P, MSCI

Domestic Market

In a unanimous decision, the RBA's Monetary Policy Board left the cash rate on hold at 3.60% in December. The Statement retains the view that there remains uncertainty about the stance of monetary policy, and as always, about the outlook for economic activity and inflation too.

The unemployment rate was steady at 4.30% (4.32% unrounded) in November. That was despite some softer signs elsewhere in the report. Employment fell 21k, and the underemployment rate jumped.

Q3 GDP came in softer than expected at +0.4% q/q, versus +0.7% expected (+2.1% on an annual basis).

Dwelling prices rose by +1.0% m/m in November to be +7.5% higher over the year. Melbourne and Sydney both lagged the rest of the country, growing at +0.3% and +0.5% m/m respectively. Total dwelling approvals partially retraced the strong September result. The fall was driven by a -13.1% m/m decline in attached dwellings.

Goods trade surplus for October rose \$0.7bn to \$4.4bn. Exports rose +3.4% m/m, up by \$1.5bn. Imports rose +2% m/m, up by \$0.8bn.

The Government's Mid-Year Economic & Fiscal Outlook (MYEFO) forecasts a deficit of \$36.8bn in 2025-26, a \$5.4bn improvement from the March budget.

The Australian dollar rose around +2.45%, finishing the month at US66.93 cents (from US65.33 cents the previous month).

Credit Market

The global credit indices were mixed during the month. They remain near the levels seen in early-mid 2022 (prior to the rate hike cycle from most central banks):

Index	December 2025	November 2025
CDX North American 5yr CDS	56bp	52bp
iTraxx Europe 5yr CDS	51bp	54bp
iTraxx Australia 5yr CDS	63bp	69bp

Source: Markit

Fixed Interest Review

Benchmark Index Returns

Index	December 2025	November 2025
Bloomberg AusBond Bank Bill Index (0+YR)	+0.13%	+0.30%
Bloomberg AusBond Composite Bond Index (0+YR)	-0.63%	-0.88%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.37%	+0.34%
Bloomberg AusBond Credit Index (0+YR)	-0.25%	-0.49%
Bloomberg AusBond Treasury Index (0+YR)	-0.76%	-0.93%
Bloomberg AusBond Inflation Gov't Index (0+YR)	-1.38%	-0.76%

Source: Bloomberg

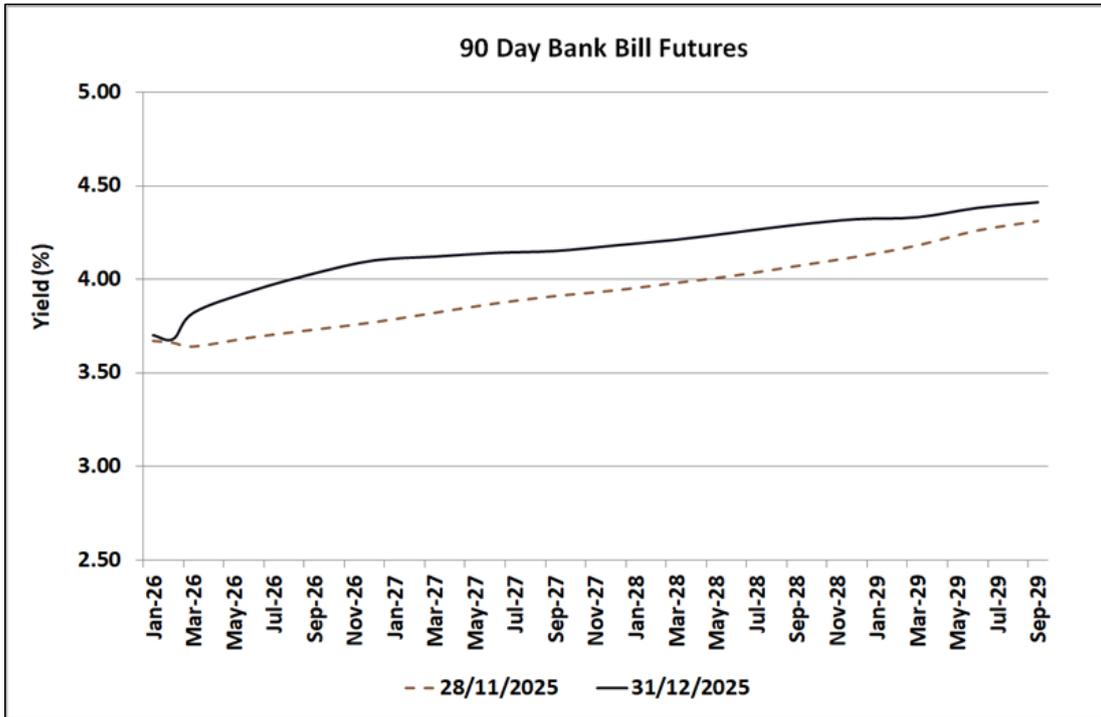
Other Key Rates

Index	December 2025	November 2025
RBA Official Cash Rate	3.60%	3.60%
90 Day (3 month) BBSW Rate	3.74%	3.66%
3yr Australian Government Bonds	4.14%	3.87%
10yr Australian Government Bonds	4.75%	4.51%
US Fed Funds Rate	3.50%-3.75%	3.75%-4.00%
2yr US Treasury Bonds	3.47%	3.47%
10yr US Treasury Bonds	4.18%	4.02%

Source: RBA, ASX, US Department of Treasury

90 Day Bill Futures

Bill futures rose across the board this month as the RBA moved towards a mild tightening bias. The market is now factoring up to two rate cuts in 2026, with one fully priced in by the middle of the year:



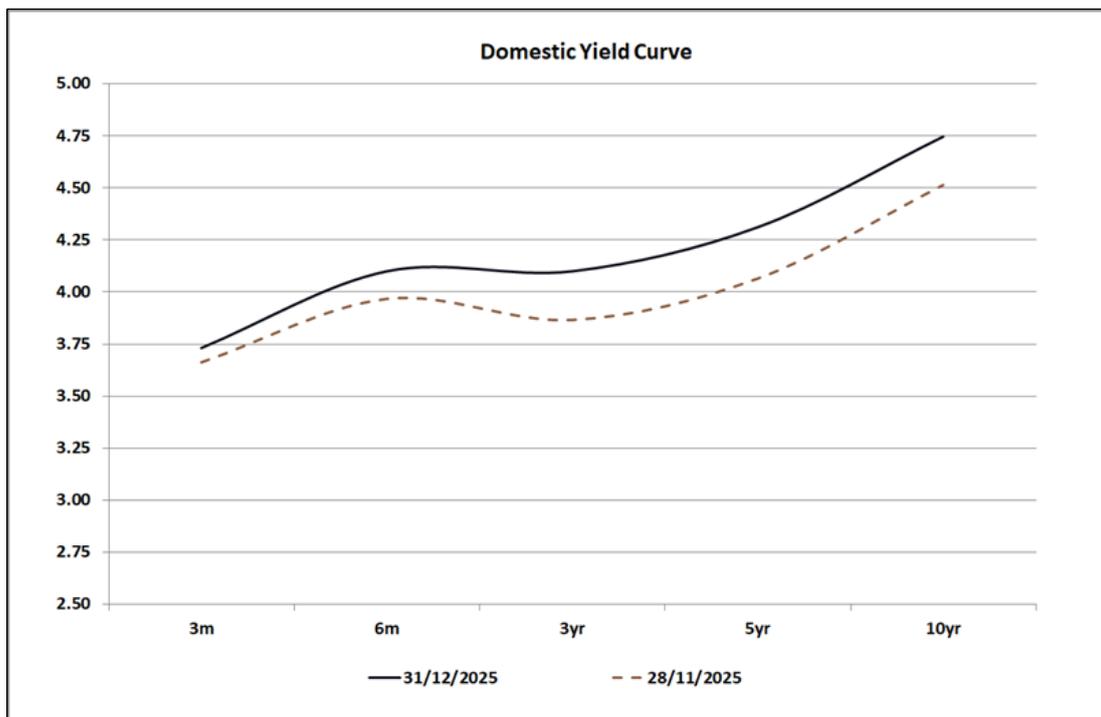
Source: ASX

Fixed Interest Outlook

After cutting rates in December, the US FOMC participant projections reinforce the disagreement within the committee. Three participants anticipated rates should be at 3.75%–4.00% and two thought they would end 2028 at that level. The bulk of the committee sees rates ending next year at 3.00%–3.25% and 3.50%–3.75%. The median dot for 2027 and 2028 remained at 3.00%–3.25%. US Fed Chair Powell said he does not think a hike is anyone’s base case next move. He said *"what you see is some people feel we should stop here and that we’re at the right place and just wait. Some feel we should cut once or more this year and next.... it is either holding here or cutting a little or cutting more than a little"*.

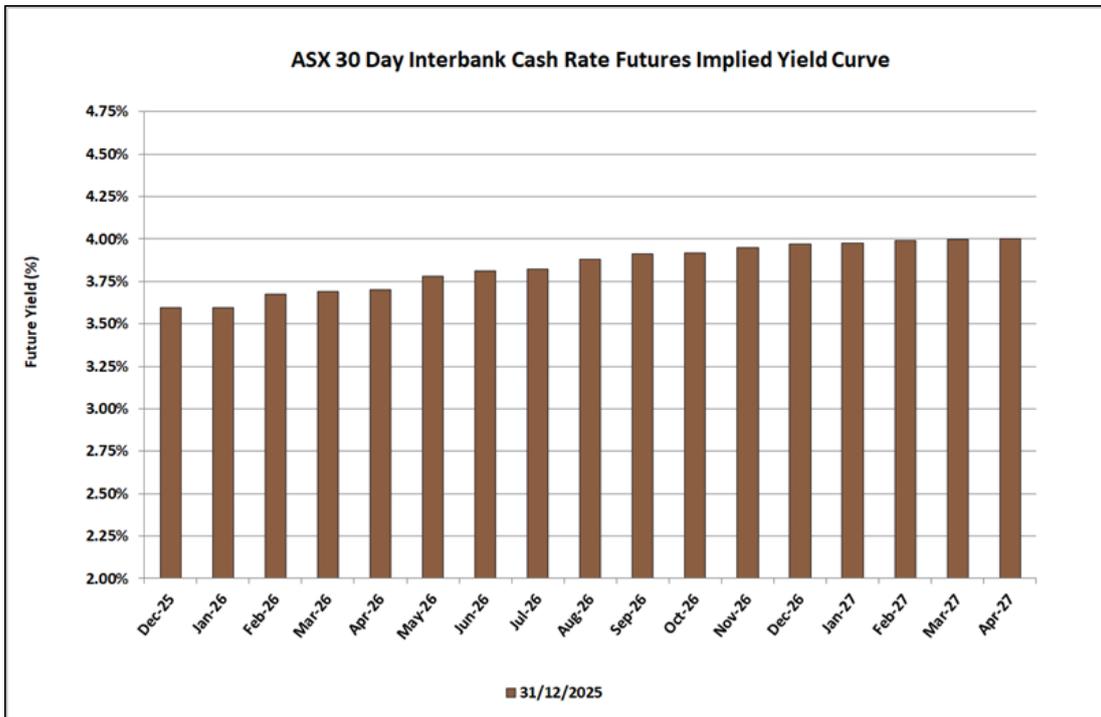
Domestically, the RBA Monetary Policy Board delivered a short Statement after its meeting in December, reflecting a shift in the distribution of risks to both inflation and growth. This represents a further step in a hawkish direction and sets the RBA up to deliver a February rate hike should there be more evidence of a growth pick up and, or evidence that inflationary pressures are persisting. They are evidently now on a tightening bias.

Yields rose up to 23bp at the longer-end of the curve this month:



Source: ASX, RBA

Financial markets are now pricing up to two rate hikes by the end of 2026, with February a 'live' meeting:



Source: ASX

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13.4 MONTHLY STATEMENT OF INVESTMENTS - JANUARY 2026

IP&R Linkage:	Goal: Model collaborative and transparent leadership
	Strategy: Progress Council's long-term financial sustainability and prudently manage our expenditure
Author:	Katrina Gresser, Manager Finance
Authoriser:	Daniel Smallwood, Director Corporate Performance & CFO
File Number:	G2026/0111
Annexures:	A. Statement of Investments as at 31 January 2026 ↓ 
	B. Arlo Advisory - Monthly Investment Report as at 31 January 2026 ↓ 

RECOMMENDATION

That Council:

1. Receive and note the Statement of Investments as at 31 January 2026 as appended at *Annexure B*.
2. Receive and note the Imperium Markets Monthly Investment Review Report for Liverpool Plains Shire Council as at 31 January 2026 as appended at *Annexure B*.

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.

Council’s Chief Financial Officer monitors the organisation’s cash flow regularly, with surplus funds being invested in accordance with Council’s Investments Policy, as well the statutory requirements outlined in the Act and the Regulation. Subject to those constraints, Council's objective when investing funds is to obtain the most favourable rate of interest, whilst taking into consideration the risks and security associated with the investment, as well as ensuring that Council's liquidity requirements are also being met.

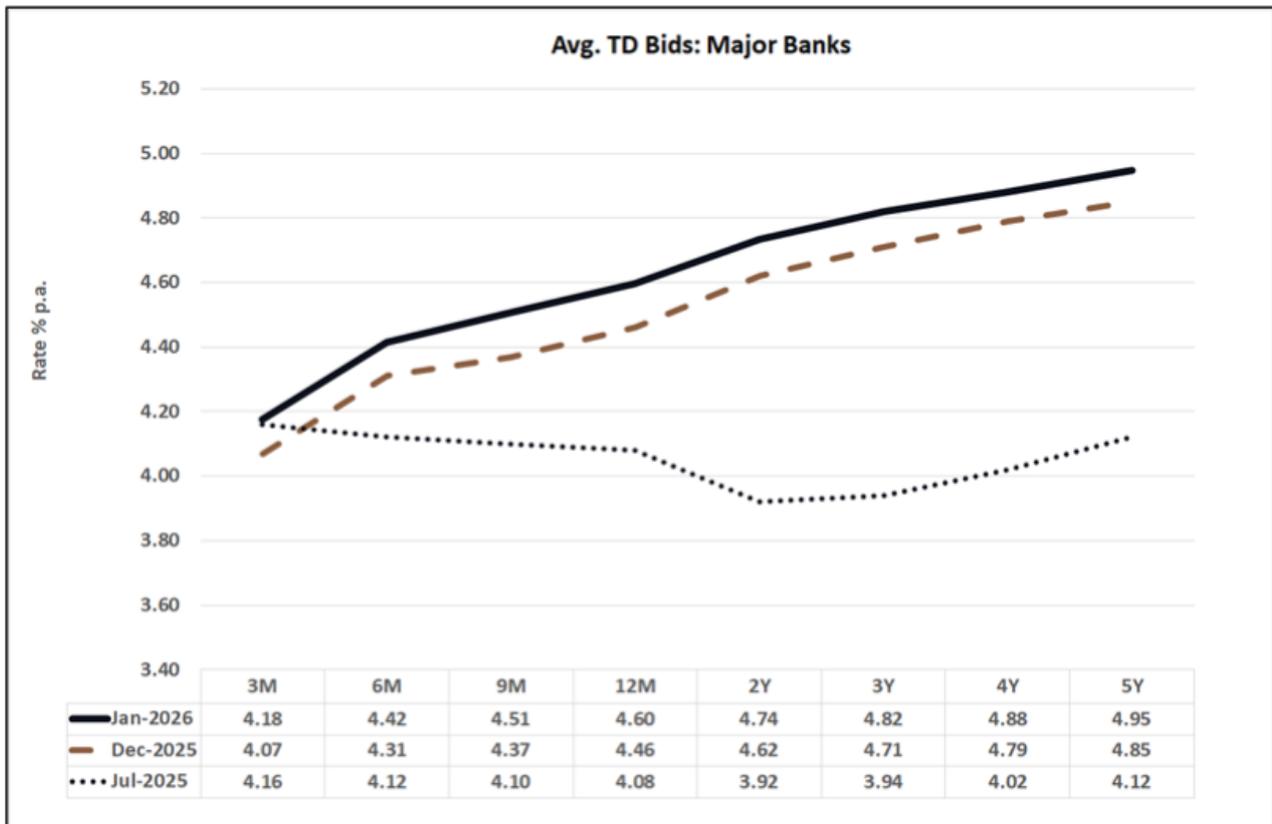
Council seeks independent advice for investments and consults with its investment advisor (Arlo Advisory Pty Ltd) in managing the portfolio to ensure that returns are maximised, considering diversification and risk. The Statement of Investments is appended at **Annexure A**, with a complete analysis of the performance addressed in the Monthly Investment Review Report, appended at **Annexure B**, prepared by the investment advisor.

ISSUES AND COMMENTARY

The balance of Council’s investments as of 31 January 2026 was \$32 million, which was a decrease of \$1 million from the prior month (December 2025). The \$1 million redeemed in the investment balance reflects the planned drawdown of funds to support the delivery of capital works and operating expenditure as the financial year progresses. This movement is consistent with normal cash-flow management practices due to the timing of incoming revenue streams and expenditure outgoings not being in alignment.

The RBA cash rate is considered the benchmark for evaluating Council’s return on investment and remained at 3.60% as at 31 January 2026. According to Council’s Arlo Advisory Monthly Investment Review (refer **Annexure B**), for the month of January 2026, the total investment portfolio (excluding cash) provided a solid return of +0.36% (actual) or +4.38% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.30% (actual) or +3.64% p.a. (annualised).

In the deposit market, over January 2026, the average deposit rates offered by the domestic major banks was up to ~15bp higher compared to where they were the previous month (December 2025). The market is now factoring up to two rate hikes in 2026 after recent signs on inflation spiking and the labour market remaining tight. At the longer-end of the curve (1-5 years), the average rates were ~10bp compared to where they were the previous month, with the market expecting official rates to be slightly higher in coming years.



Source: Imperium Markets

Council is adopting Arlo Advisory’s suggestion to improve returns in the long run by staggering deposit investments across a mixture of 9-12 months, then potentially out to three years.

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

All returns on investments are included in Council's Operating Budget. Any amendment to budgeted interest income is affected through the Quarterly Budget Review ("QBR") process. Both the average level of funds invested, and the rate of return determine returns. In accordance with the Australian equivalent of International Accounting Standards, securities that are classified as held for trading are required to be valued at market value at each balance date. Investments in the form of cash or cash equivalents and held to maturity investments are valued at cost. Floating Rate Notes acquired on the secondary market are valued at cost. Where the purchase consideration is different to face value, the resulting premium or discount are amortised on a straight-line basis over the life of the Note.

RISK IMPLICATIONS

Council's investments are managed in accordance with Council's Investment Policy. As at the end of January 2026, all counterparties were within the Policy limits. Overall, the portfolio is diversified amongst the investment grade spectrum with no exposure to unrated ADI's.

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 of 31 January 2026.

Liverpool Plains Shire Council Investment Register

31-Dec-25

Issuer	Rating	Type	Allocation	Interest Paid	Purchase Date	Maturity Date	Rate (%)	Face Value (\$)	Face Value (\$)
								November 25	December 25
Westpac	A-1+	TD	GENERAL	At Maturity	12/06/2025	12/12/2025	4.20	2,000,000	0
Bendigo and Adelaide	A-2	TD	GENERAL	At Maturity	20/06/2025	19/12/2025	4.25	2,000,000	0
BOQ	A-2	TD	GENERAL	At Maturity	08/07/2025	07/01/2026	4.24	1,000,000	1,000,000
BOQ	A-2	TD	GENERAL	At Maturity	06/08/2025	04/02/2026	4.19	2,000,000	2,000,000
NAB	A-1+	TD	GENERAL	At Maturity	06/08/2025	04/03/2026	4.15	2,000,000	2,000,000
BOQ	A-2	TD	GENERAL	At Maturity	08/07/2025	07/04/2026	4.14	1,000,000	1,000,000
NAB	A-1+	TD	GENERAL	At Maturity	30/07/2025	27/05/2026	4.15	2,000,000	2,000,000
NAB	A-1+	TD	GENERAL	At Maturity	09/09/2025	09/06/2026	4.16	2,000,000	2,000,000
Westpac	A-1+	TD	GENERAL	Annual	07/07/2025	07/07/2026	4.07	1,000,000	1,000,000
NAB	A-1+	TD	GENERAL	At Maturity	14/10/2025	12/08/2026	4.20	1,500,000	1,500,000
NAB	A-1+	TD	GENERAL	At Maturity	16/09/2025	16/09/2026	4.20	2,000,000	2,000,000
NAB	A-1+	TD	GENERAL	At Maturity	07/10/2025	07/10/2026	4.25	3,000,000	3,000,000
NAB	A-1+	TD	GENERAL	At Maturity	16/10/2025	11/11/2026	4.24	2,000,000	2,000,000
NAB	AA-	TD	GENERAL	At Maturity	10/10/2025	09/12/2026	4.21	3,000,000	3,000,000
Westpac	AA-	TD	GENERAL	Annual	30/10/2025	13/01/2027	4.32	2,000,000	2,000,000
Westpac	AA-	TD	GENERAL	Annual	30/10/2025	10/02/2027	4.31	2,000,000	2,000,000
Westpac	AA-	TD	GENERAL	Annual	30/10/2025	17/03/2027	4.29	2,000,000	2,000,000
Westpac	AA-	TD	GENERAL	Annual	07/07/2025	07/07/2027	3.88	500,000	500,000
Bendigo and Adelaide	A-2	TD	GENERAL	At Maturity	19/12/2025	26/06/2026	4.39	0	2,000,000
Westpac	A-1+	TD	GENERAL	At Maturity	12/12/2025	14/09/2026	4.50	0	2,000,000
Totals								33,000,000	33,000,000

I, Daniel Smallwood, Liverpool Plains Shire Council - Director Corporate Performance & CFO, 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.

Signed





Monthly Investment Review



**Liverpool
Plains**
Shire Council

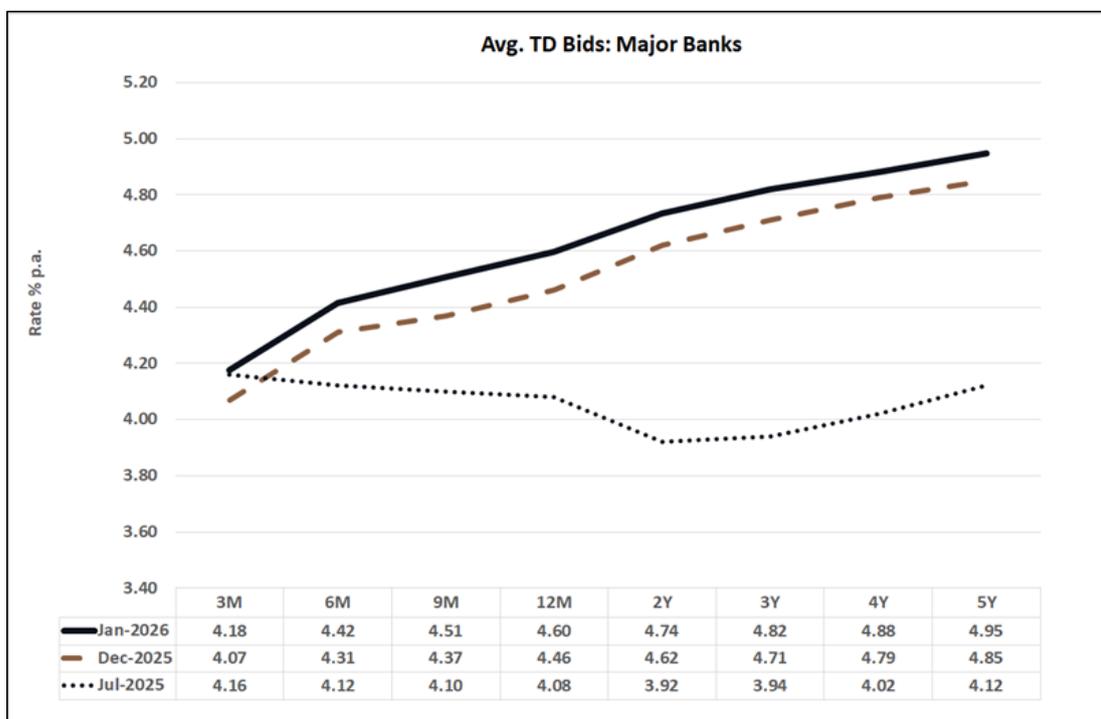
January 2026

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Email: michael.chandra@arloadvisory.com.au / melissa.villamin@arloadvisory.com.au
Level 3, Suite 304, 80 Elizabeth Street, Sydney NSW 2000

Market Update Summary

Financial markets were positive in January on the back of strong corporate earnings, ongoing investment and demand in the AI sector, as well as market optimism on expectation that the US Fed will continue cutting official interest rates later this year.

In the deposit market, over January, the average deposit rates offered by the domestic major banks was up to ~15bp higher compared to where they were the previous month (December). The market is now factoring up to two rate hikes in 2026 after recent signs on inflation spiking and the labour market remaining tight. At the longer-end of the curve (1-5 years), the average rates were ~10bp compared to where they were the previous month, with the market expecting official rates to be slightly higher in coming years.



Source: Imperium Markets

Liverpool Plains Shire Council’s Portfolio & Compliance

Asset Allocation

As at the end of January 2026, the portfolio was entirely directed to fixed term deposits, with a short weighted average duration (around 7 months), which is now susceptible to reinvestment risk. We strongly recommend Council to extend the weighted average duration of the term deposit portfolio incrementally.

Senior FRNs are currently considered ‘expensive’ on a historical basis but new issuances should continue to be considered on a case by case scenario for diversification purposes (duration and asset type). In the interim, staggering a mix of fixed deposits between 12 months to 3 years remains a more optimal strategy for the ‘core’ assets to maximise returns over a longer-term cycle, which can be supplemented by investing a small proportion of surplus funds in senior FRNs.

Should inflation be within the RBA’s target band of 2–3% over the longer-term, fixed assets yielding above 4½% p.a. for 1–3 years or higher should outperform benchmark and remains acceptable.

Asset Allocation	Invested (\$)	Percentage (%)
Term Deposits	\$32,000,000	100%
	\$32,000,000	100%

Term to Maturity

Overall, the portfolio remains relatively short-dated and liquid from a maturity perspective with the majority maturing within 12 months. We strongly recommend a more diversified maturity profile to improve the returns of the total investment portfolio in the long-run and to protect interest income from falling more rapidly, especially in periods when official rates are falling.

Where ongoing liquidity requirements permit Council to invest a spread of 1–3 year investments (small allocation only), we recommend this be allocated fixed term deposits (refer to respective sections below).

Compliant	Horizon	Invested (\$)	Invested (%)	Min Limit (%)	Max Limit (%)	Available (\$)
✓	0 - 365 days	\$27,500,000	85.94%	0%	100%	\$4,500,000
✓	1 - 3 years	\$4,500,000	14.06%	0%	60%	\$14,700,000
✓	3 - 5 years	\$0	0.00%	0%	40%	\$12,800,000
✓	5 - 10 years	\$0	0.00%	0%	10%	\$3,200,000
		\$32,000,000	100.00%			

Counterparty

As at the end of January 2026, the portfolio was highly concentrated with only 4 ADIs utilised. All were within the policy limits. We highly recommend opening up more accounts with other banking counterparties to not only diversify, but in all likelihood, this will increase the overall returns of the portfolio.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	NAB	A-1+	\$17,500,000	54.69%	80%	\$8,100,000
✓	WBC	A-1+	\$5,000,000	15.63%	80%	\$20,600,000
✓	WBC Long Term	AA-	\$4,500,000	14.06%	50%	\$11,500,000
✓	Bendigo-Adelaide	A-2	\$2,000,000	6.25%	20%	\$4,400,000
✓	BOQ	A-2	\$3,000,000	9.38%	20%	\$3,400,000
			\$32,000,000	100.00%		

Credit Quality

As at the end of January, the portfolio remains lightly diversified across the investment grade spectrum, with the majority of assets directed to the higher rated banks (rated "A-1+/AA-"). All aggregate ratings categories are within the Policy limits, with high capacity to invest with the lower rated banks:

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	A-1+ Category	\$22,500,000	70.31%	100%	\$9,500,000
✓	AA- Category	\$4,500,000	14.06%	100%	\$27,500,000
✓	A-1 Category	\$0	0.00%	100%	\$32,000,000
✓	A-2 Category	\$5,000,000	15.63%	50%	\$11,000,000
✓	A-3 Category	\$0	0.00%	30%	\$9,600,000
		\$32,000,000	100.00%		

Performance

Council's performance for the month ending January 2026 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.30%	0.90%	1.80%	2.13%	3.78%
AusBond Bank Bill Index	0.30%	0.91%	1.83%	2.14%	3.89%
Council's T/D Portfolio[^]	0.36%	1.06%	2.15%	2.54%	4.53%
Outperformance	0.06%	0.15%	0.32%	0.40%	0.64%

[^]Total portfolio performance excludes Council's cash account holdings.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	3.60%	3.60%	3.60%	3.64%	3.78%
AusBond Bank Bill Index	3.64%	3.67%	3.67%	3.66%	3.89%
Council's Portfolio[^]	4.38%	4.27%	4.31%	4.34%	4.53%
Outperformance	0.74%	0.61%	0.64%	0.68%	0.64%

[^]Total portfolio performance excludes Council's cash account holdings.

For the month of January, the total investment portfolio (excluding cash) provided a solid return of +0.36% (actual) or +4.38% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.30% (actual) or +3.64% p.a. (annualised).

Returns can be improved in the long-run by staggering deposit investments across a mixture of 9-12 months, potentially out to 3 years. The addition of new banking counterparties would also reduce concentration risk, whilst promoting diversification and in all likelihood, increase overall returns.

Recommendations for Council

Term Deposits

As at the end of January 2026, Council's deposit portfolio was yielding 4.24% p.a. (same as the previous month), with a weighted average duration of 220 days (~7 months). **We strongly recommend increasing the weighted average duration between 9-12 months over this year to address reinvestment risk in the lower rate environment. This can be achieved without jeopardising liquidity requirements by potentially splitting deposit parcels down to \$1m.**

Despite reaching the bottom of the rate cut cycle, locking in rates close to or above 4½% p.a. across 1-3 year tenors should still outperform benchmark in the long-run, on assumption that the RBA can contain inflation within their 2-3% target band.

Please refer to the section below for further details on the Term Deposit market.

Securities

Primary (new) **FRNs** (with maturities between 3-5 years) are expensive on a historical basis but remains an option (particularly for those investors with portfolios skewed towards fixed assets) and should be considered on a case by case scenario. **Fixed Bonds** may also provide attractive opportunities from new (primary and secondary) issuances.

Please refer to the sections below for further details on each market.

Term Deposit Market Review

Current Term Deposits Rates

As at the end of January, we see value in the following:

ADI	LT Credit Rating	Term	Rate % p.a.
ING	A	5 years	5.14%
Westpac	AA-	5 years	5.01%
NAB	AA-	5 years	5.00%
ICBC Sydney	A	5 years	4.80%
ING	A	4 years	5.05%
NAB	AA-	4 years	4.95%
Westpac	AA-	4 years	4.94%
ING	A	3 years	4.98%
NAB	AA-	3 years	4.90%
Westpac	AA-	3 years	4.80%
BankVic	BBB+	3 years	4.80%
ING	A	2 years	4.92%
NAB	AA-	2 years	4.91%
Westpac	AA-	2 years	4.82%
BankVic	BBB+	2 years	4.80%

The above deposits are suitable for investors looking to maintain diversification and lock-in a slight premium compared to purely investing short-term.

For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (*we stress that rates are indicative, dependent on daily funding requirements and different for industry segments*):

ADI	LT Credit Rating	Term	Rate % p.a.
ING	A	12 months	4.78%
Westpac	AA-	12 months	4.76%
ICBC Sydney	A	12 months	4.75%
CBA	AA-	12 months	4.72%
NAB	AA-	12 months	4.70%
Westpac	AA-	9 months	4.70%
CBA	AA-	9 months	4.63%
ING	A	9 months	4.61%
MyState Bank	BBB	9 months	4.60%
NAB	AA-	9 months	4.58%
MyState Bank	BBB	6 months	4.60%
Westpac	AA-	6 months	4.59%
ANZ	AA-	6 months	4.57%
CBA	AA-	6 months	4.51%
Suncorp	AA-	6 months	4.50%
Heritage Bank	BBB+	3 months	4.40%
CBA	AA-	3 months	4.32%
Westpac	AA-	3 months	4.31%
MyState Bank	BBB	3 months	4.30%
ANZ	AA-	3 months	4.29%

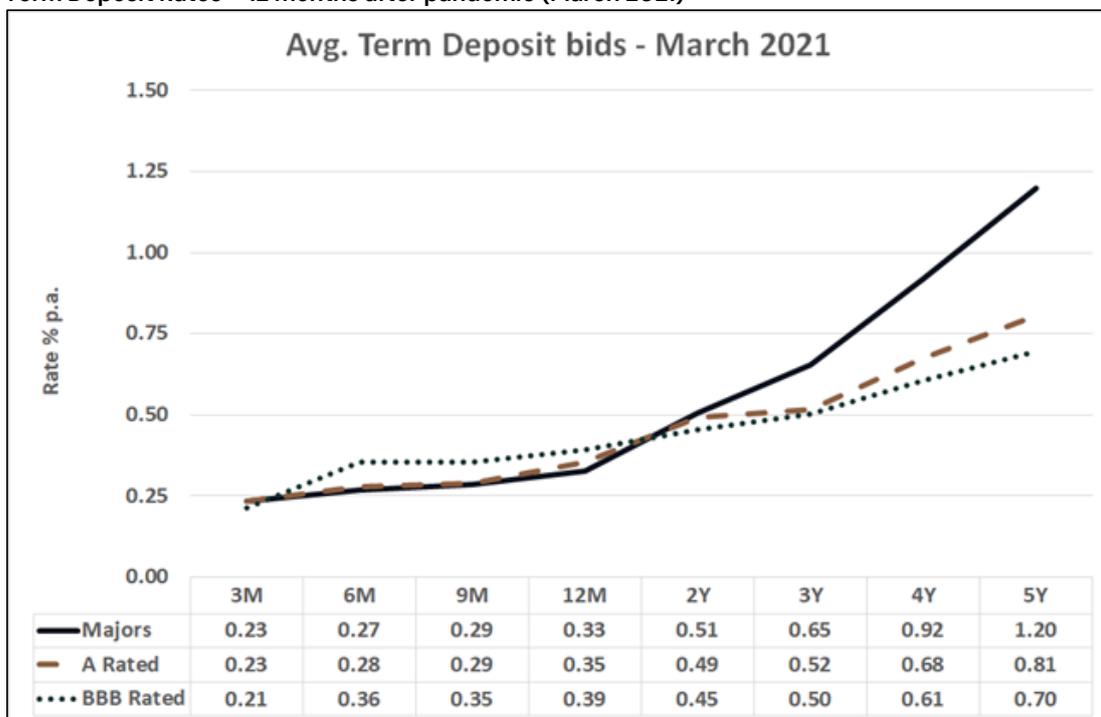
For those investors that do not require high levels of liquidity and can stagger their investments longer term, they will be rewarded over a longer-term cycle if they roll for an average min. term of 12 months, with a spread of investments out to 5 years (this is where we see current value). In a normal market environment (upward sloping yield curve), investors could earn over a cycle, on average, up to ¼-½% p.a. higher compared to those investors that entirely invest in short-dated deposits.

Despite the potential for a few rate hikes to get inflation under control, investors should consider allocating some longer-term surplus funds and undertake an insurance policy by investing across 1-5 year fixed deposits and locking in rates above 4½% p.a. This will provide some income protection if official rates remain steady over a cycle.

Term Deposits Analysis

Pre-pandemic (March 2020), a 'normal' marketplace meant the lower rated ADIs (i.e. BBB category) were offering higher rates on term deposits compared to the higher rated ADIs (i.e. A or AA rated). But due to the cheap funding available provided by the RBA via their Term Funding Facility (TFF) during mid-2020, allowing the ADIs to borrow as low as 0.10% p.a. fixed for 3 years, those lower rated ADIs (BBB rated) did not require deposit funding from the wholesale deposit. Given the higher rated banks had more capacity to lend (as they have a greater pool of mortgage borrowers), they subsequently were offering higher deposit rates. In fact, some of the lower rated banks were not even offering deposit rates at all. As a result, most investors placed a higher proportion of their deposit investments with the higher rated (A or AA) ADIs over the past three years.

Term Deposit Rates – 12 months after pandemic (March 2021)

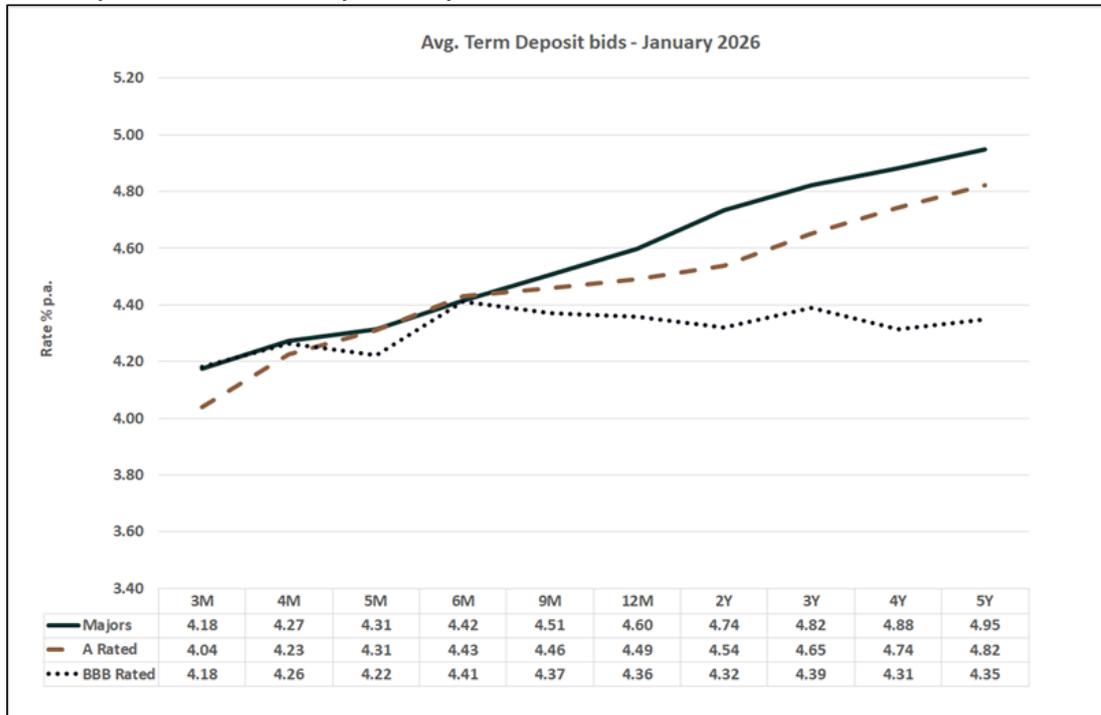


Source: Imperium Markets

The abnormal marketplace experienced during the pandemic is starting to reverse as the competition for deposits slowly increases, partially driven by the RBA's term funding facility coming to an end. In recent months, we have started to periodically see some of the lower rated ADIs ("A" and "BBB" rated) offering slightly higher rates compared to the domestic major banks ("AA" rated) on different parts of the curve (i.e. pre-pandemic environment). Some of this has been attributed to lags in adjusting their deposit rates as some banks (mainly the lower rated ADIs) simply set their rates for the week.

Going forward, investors should have a larger opportunity to invest a higher proportion of its funds with the lower rated institutions (up to Policy limits), from which the majority are not lending to the Fossil Fuel industry or considered 'ethical'. We are slowly seeing this trend emerge, although the major banks always seem to react more quickly than the rest of the market during periods of volatility:

Term Deposit Rates – Currently (January 2026)



Source: Imperium Markets

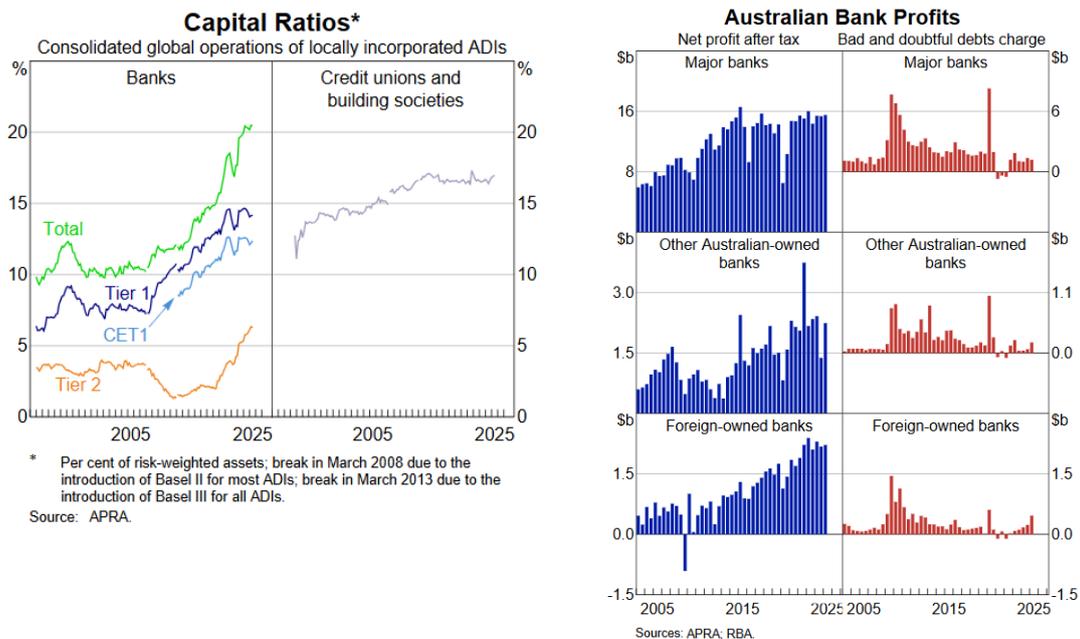
Financial Stability of the Banking (ADI) Sector

The RBA’s Financial Stability reaffirms the strong balance sheet across the ADI sector. They noted that the risk of widespread financial stress remains limited due to the generally strong financial positions of most (individual) borrowers. Very few mortgage borrowers are in negative equity, limiting the impact on lenders (ADIs) in the event of default and supporting their ability to continue providing credit to the economy. Most businesses that have entered insolvency are small and have little debt, limiting the broader impact on the labour market and thus household incomes, and on the capital position of lenders (ADIs).

Australian banks (collectively the APRA regulated ADIs) have maintained prudent lending standards and are well positioned to continue supplying credit to the economy. A deterioration in economic conditions or temporary disruption to funding markets is unlikely to halt lending activity. Banks have anticipated an

increase in loan arrears and have capital and liquidity buffers well above regulatory requirements (see *Capita Ratios chart below*). APRA’s mandate is to “protect depositors” and provide “financial stability”.

Over the past two decades, both domestic and international banks continue to operate and demonstrate high levels of profitability (see *Australian Bank Profits chart below*), which also covers two stress-test environments being the GFC (September 2008) and the COVID pandemic period (March 2020):



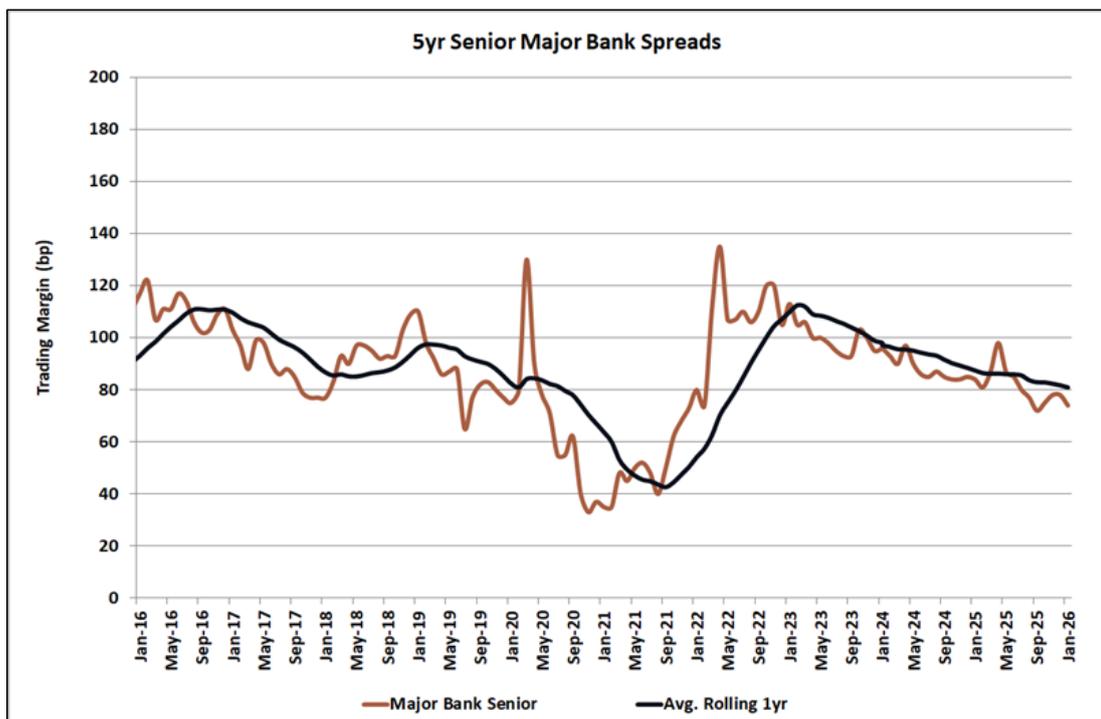
The Council of Financial Regulators (CFR) – being the Australian Prudential Regulation Authority (APRA), the Australian Securities and Investments Commission (ASIC), the Australian Treasury and the Reserve Bank of Australia (RBA), have the ultimate aim of promoting the stability of the financial system, whilst supporting effective and efficient regulation. In their latest quarterly review, the CFR agreed on the following priorities heading into 2026:

- Improving preparedness for geopolitical risks;
- Operational vulnerabilities, including cyber, third parties and AI;
- Amplification of systemic liquidity risk: further strengthening CFR and industry readiness to respond to systemic liquidity stress events; and
- High household leverage: continuing to closely monitor household leverage and bank lending standards.

The Council noted that in each of these priority areas, CFR agencies are taking forward a number of initiatives to strengthen the resilience of the financial system.

Senior FRNs Market Review

Over January, amongst the senior major bank FRNs, physical credit securities tightened up to 4bp at the long-end of the curve. During the month, CBA (AA-) issued a new 5 year senior security at +74bp. Long-term major bank senior securities are looking 'expensive' on a historical basis, noting the 5yr margin has averaged around the +92bp level over a cycle (currently around +74bp).



Source: IBS Capital

During the month, there were a few issuances to start off the calendar year:

- OCBC, Sydney Branch (AA-) 3 year senior FRN at +60bp
- Newcastle Greater Mutual (BBB+) 5 year senior FRN at +113bp
- Rabobank Australia (A+) 5 year senior security at +75bp
- Mizuho, Sydney Branch (A) 3 year senior FRN at +58bp
- UOB, Sydney Branch (AA-) 5 year senior security at +72bp

Amongst the "A" and "BBB" rated sector, the securities tightened up to at the 3-5 year part of the curve.

Overall, credit securities are slightly expensive on a historical basis but remain a good option for diversification purposes. FRNs will continue to play a role in investors’ portfolios mainly based on their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment), whilst also providing some diversification to those investors skewed towards fixed assets (and especially if the RBA’s easing cycle is over).

Senior FRNs (ADIs)	31/01/2026	31/12/2025
“AA” rated – 5yrs	+74bp	+78bp
“AA” rated – 3yrs	+59bp	+61bp
“A” rated – 5yrs	+80bp	+85bp
“A” rated – 3yrs	+65bp	+70bp
“BBB” rated – 3yrs	+95bp	+100bp

Source: IBS Capital

We now generally recommend switches (‘benchmark’ issues only) into new primary issues, out of the following senior FRNs that are maturing:

- On or before early-2029 for the “AA” rated ADIs (domestic major banks);
- On or before early 2027 for the “A” rated ADIs; and
- Within 6–9 months for the “BBB” rated ADIs (consider case by case).

Investors holding onto the above senior FRNs (‘benchmark’ issues only) in their last few years are now generally holding sub optimal investments and are not maximising returns by foregoing realised capital gains. In the current challenging economic environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.

Senior Fixed Bonds – ADIs (Secondary Market)

Investors may look at some opportunities in the secondary market. We currently see value in the following fixed bond lines (please note supply in the secondary market may be limited on any day):

ISIN	Issuer	Rating	Capital Structure	Maturity Date	~Remain. Term (yrs)	Fixed Coupon	Indicative Yield
AU3CB0314763	Bendigo	A-	Senior	24/10/2028	2.73	4.79%	4.97%
AU3CB0308955	BoQ	A-	Senior	30/04/2029	3.24	5.30%	5.11%
AU3CB0319879	Nova Sco.	A-	Senior	21/03/2030	4.14	5.23%	5.41%

Economic Commentary

International Market

Financial markets were positive in January on the back of strong corporate earnings, ongoing investment and demand in the AI sector, as well as market optimism on expectation that the US Fed will continue cutting official interest rates later this year.

Across equity markets, the US S&P 500 Index gained +1.37%, whilst the NASDAQ added +0.95%. The UK's FTSE index climbed above 10,000 points for the first time, passing a significant stock market milestone, on the first trading day of the calendar year. Europe's main indices were mixed, with gains in UK's FTSE (+2.80%) and Germany's DAX (0.28%), whilst France's CAC (-0.15%) marginally fell.

The US FOMC kept rates unchanged at 3.50%-3.75% as expected, although the decision was not unanimous, with two members opting for a 25bp cut.

US headline CPI for December rose +0.3% m/m and +2.7% y/y as expected, but core came in at +0.24% m/m and +2.6% y/y, which was lower than expectations. Overall payrolls in the US showed a gain of +50k in December, with +76k of downward revision for the prior two months. The unemployment rate for December was revised down to 4.4% from 4.5% (November was also revised down from 4.6% to 4.5%).

The Bank of Canada (BoC) left their policy rate on hold at 2.25% as widely expected. Canada's unemployment rate jumped to 6.8% from 6.5%, so reversing half of the October–November fall from 7.1%. Headline CPI for December came in at +2.4% y/y, up from +2.2% y/y in November. The average of the two core measures fell to +2.7% y/y and +2.8% y/y respectively.

In the UK, November monthly GDP surprised to the upside with a +0.3% m/m rise against a +0.1% consensus and after a -0.1% contraction in October.

New Zealand's Q4 CPI climbed +3.1% y/y, accelerating from +3.0% y/y in the third quarter, raising chances of official rates moving higher in 2026.

Yields on 40-year Japanese bonds surged above 4.2% during the month, crossing above 4% for the first time since their introduction in 2007, pushing up borrowing costs and bond yields around the world.

The MSCI World ex-Aus Index rose +2.19% for the month of January:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	+1.37%	+1.44%	+14.87%	+19.40%	+13.31%	+13.59%
MSCI World ex-AUS	+2.19%	+3.39%	+20.15%	+20.09%	+13.49%	+13.77%
S&P ASX 200 Accum. Index	+1.78%	+0.36%	+7.37%	+9.81%	+10.21%	+10.12%

Source: S&P, MSCI

Domestic Market

RBA Deputy Governor Hauser revealed the Bank’s assessment had not changed since the December meeting. He reiterated that for now, the primary measure of underlying inflation will remain the quarterly trimmed mean, which came in slightly higher than expected.

The unemployment rate fell 0.2% to 4.1% in December, its lowest level in 6 months, beating expectations for no change. Employment rebounded, up +65k in December with the participation rate also climbing 0.1% to 66.7%.

The RBA's preferred measure of annual inflation (trimmed mean) came in at +3.3% y/y in December, up from +3.2% y/y in November. Headline annual inflation rose was +3.8% y/y in December, up from +3.4% y/y in November. This increases the chance the RBA may move on lifting official interest rates earlier than previously anticipated.

Household spending continued to rise strongly in November, increasing by +1.0% m/m (+6.3% y/y), following an upwardly revised October gain of +1.4% m/m.

Dwelling prices across the combined capitals rose +8.2% over 2025. In December, prices rose +0.5% m/m, even as Sydney and Melbourne slowed.

The Australian dollar surged around +4.65%, finishing the month at US70.04 cents (from US66.93 cents the previous month).

Credit Market

The global credit indices marginally tightened during the month. They are back near the levels observed in July 2025. The stability indicates a period of relative calm in credit markets, with spreads maintaining levels below historical averages.

Index	January 2026	December 2025
CDX North American 5yr CDS	49bp	56bp
iTraxx Europe 5yr CDS	52bp	51bp
iTraxx Australia 5yr CDS	65bp	63bp

Source: Markit

Fixed Interest Review

Benchmark Index Returns

Index	January 2026	December 2025
Bloomberg AusBond Bank Bill Index (0+YR)	+0.30%	+0.31%
Bloomberg AusBond Composite Bond Index (0+YR)	+0.21%	-0.63%
Bloomberg AusBond Credit FRN Index (0+YR)	+0.46%	+0.37%
Bloomberg AusBond Credit Index (0+YR)	+0.32%	-0.25%
Bloomberg AusBond Treasury Index (0+YR)	+0.04%	-0.76%
Bloomberg AusBond Inflation Gov't Index (0+YR)	+0.32%	-1.38%

Source: Bloomberg

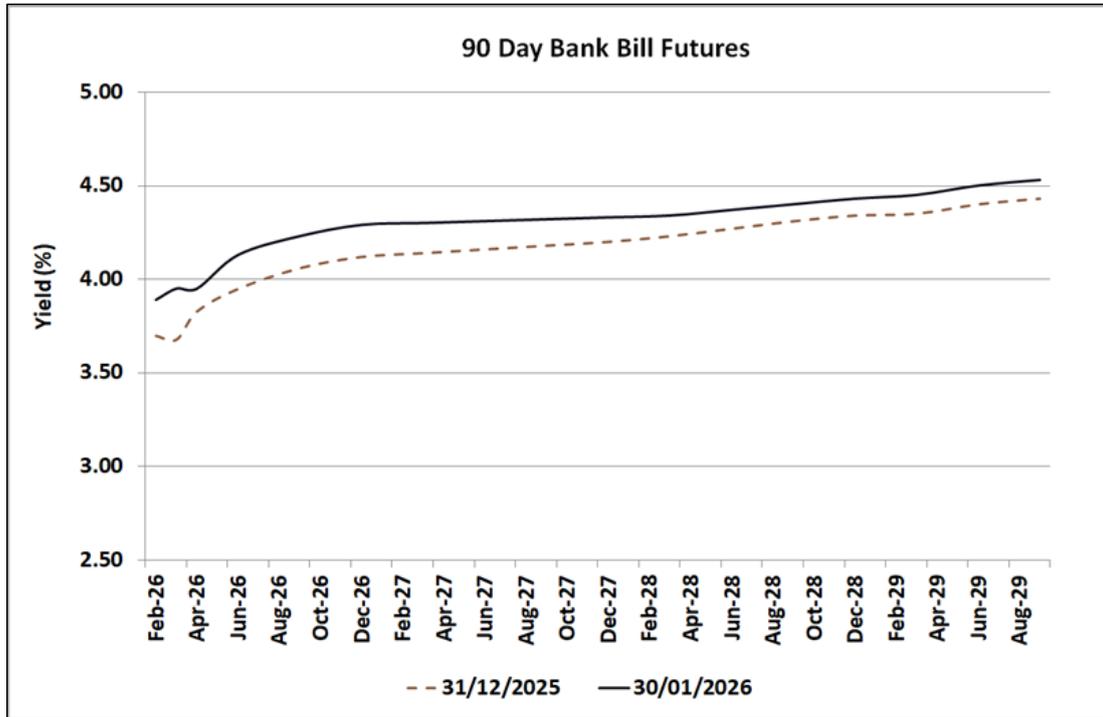
Other Key Rates

Index	January 2026	December 2025
RBA Official Cash Rate	3.60%	3.60%
90 Day (3 month) BBSW Rate	3.84%	3.74%
3yr Australian Government Bonds	4.25%	4.15%
10yr Australian Government Bonds	4.78%	4.74%
US Fed Funds Rate	3.50%-3.75%	3.50%-3.75%
2yr US Treasury Bonds	3.52%	3.47%
10yr US Treasury Bonds	4.26%	4.18%

Source: RBA, ASX, US Department of Treasury

90 Day Bill Futures

Bill futures rose across the board this month on expectation that the RBA will have to lift rates earlier than previously anticipated, potentially as early as 3rd February:



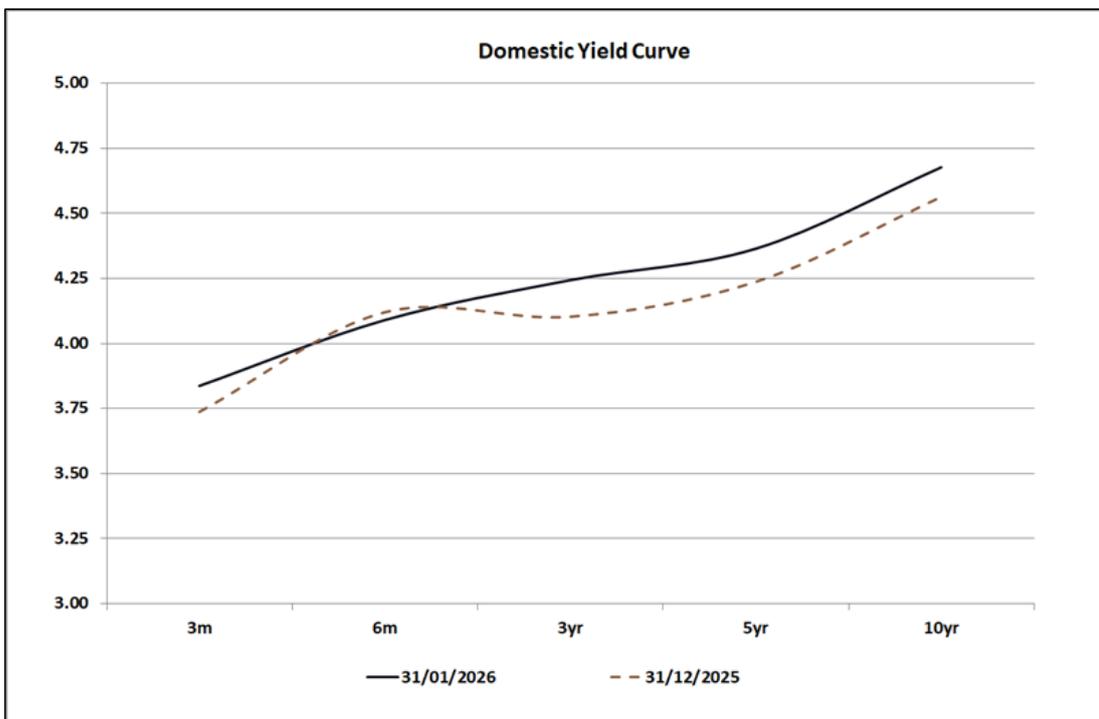
Source: ASX

Fixed Interest Outlook

After keeping rates unchanged in January, the US FOMC statement noted the economy was expanding at a “solid pace”, the unemployment rate had shown “some signs of stabilising” but inflation remained “somewhat elevated”. Overall, their forward guidance was unchanged from which they retain an easing bias (up to three rate cuts in 2026).

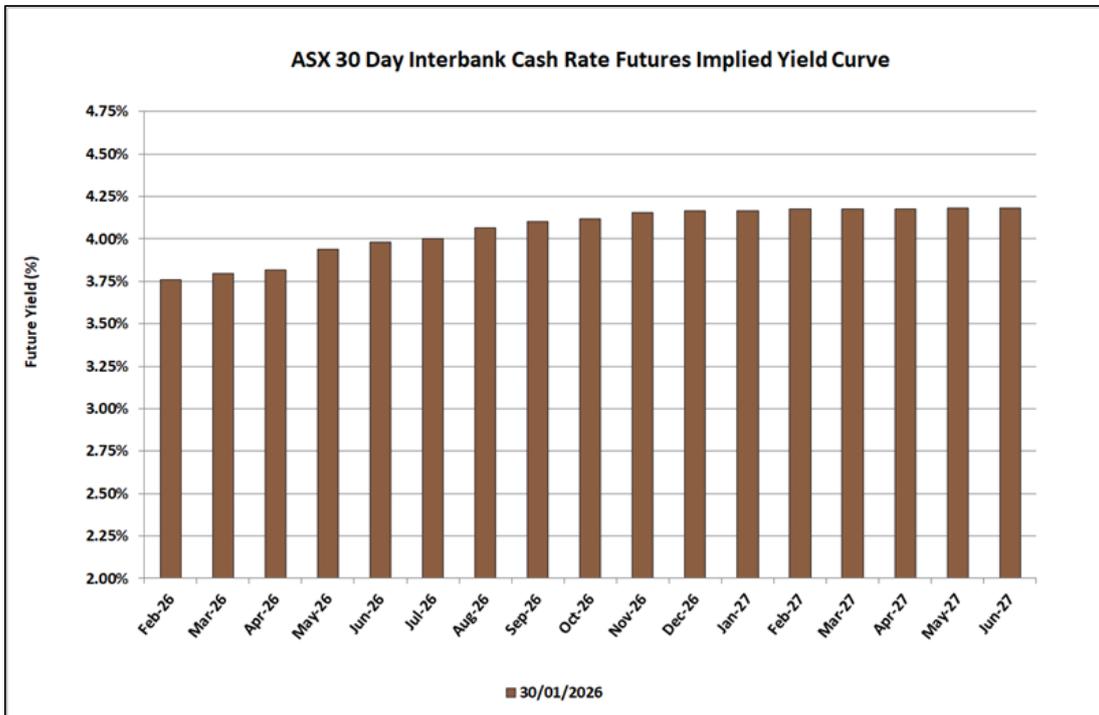
Domestically, the RBA has indicated they are on a tightening bias due to persistently high inflation prints, particularly in housing and services, coupled with a tight labour market. The latest employment figures as well as the spike in inflation adds pressure on the RBA to potentially move quicker than previously anticipated.

Yields rose up to 25bp at the longer-end of the curve this month:



Source: ASX, RBA

Financial markets are now fully pricing in two rate hikes by Q3 2026, with the first move potentially as early as 3rd February:



Source: ASX

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13.5 FINANCIAL PERFORMANCE REPORT FOR THE PERIOD ENDED 31 JANUARY 2026

IP&R Linkage:	Goal: Model collaborative and transparent leadership
	Strategy: Progress Council's long-term financial sustainability and prudently manage our expenditure
Author:	Martin Cortis, Project Accountant
Authoriser:	Katrina Gresser, Manager Finance
File Number:	G2026/0052
Annexures:	Nil

RECOMMENDATION

That Council:

1. Receive and note the financial performance report for the period ended 31 January 2026.

BACKGROUND

Liverpool Plains Shire Council ("Council") recently engaged AEC Pty Ltd to undertake an independent Financial Sustainability Review to assess the organisation's current and future financial position and identify actions to improve long-term financial sustainability and resilience.

This review provided an objective assessment of Council's capacity to sustainably fund services, infrastructure and community outcomes within existing and projected financial constraints such as rising service delivery costs, constrained revenue growth, aging infrastructure, regulatory requirements and heightened community expectations.

ISSUES AND COMMENTARY

The purpose of this report is to strengthen Council's financial governance and accountability by preparing monthly financial statements to monitor actual performance against the current budget.

Statement of Income

The following Statement of Income Summary table shows the year-to-date expenditure against the current budget before the quarter two Quarterly Budget Review Statements have been adopted.

Statement of Income - Summary	YTD Actual	YTD Budget as at Q1	YTD Variance	Original Budget
Total operating revenue	24,707,275	29,768,861	(5,054,043)	29,259,340
Total operating expenses	(23,236,093)	(47,044,860)	23,808,767	(65,127,232)
Net operating result	1,471,182	(17,275,999)	18,754,724	(35,867,892)
Capital revenue	2,077,524	20,655,614	(18,578,090)	20,655,614
Net result	3,548,706	3,379,615	176,634	(15,212,278)

As at 31 January 2026, Council reports a \$3.55m surplus, \$176k favourable to YTD budget. Favourable income and expenditure variances largely reflect timing of grants, capital revenue, and employee costs. The overall position remains broadly in line with budget expectations.

Capital Works Program

The following Capital Works Summary table illustrates the year-to-date expenditure against the current budget adopted at the first quarter Quarterly Budget Review as the quarter two Quarterly Budget Review Statements have not yet been adopted.

Asset Category	YTD Actual	Current Budget as at Q1	Variance YTD	Original Budget
Bridges	127,300	463,303	336,003	463,303
Buildings	72,486	1,479,403	1,406,917	2,111,403
Footpaths	17,596	80,000	62,404	80,000
Furniture and Fittings	-	-	-	10,000
Kerb and Gutter	9,722	110,326	100,604	100,000
Office Equipment	132,868	241,561	108,693	321,445
Other Structures	4,394,639	4,673,295	278,656	6,892,181
Plant	2,203,257	4,416,279	2,213,022	4,416,279
Roads	3,401,497	9,675,628	6,274,131	8,485,000
Sewer	7,263	207,263	200,001	13,952,000
Water	235,396	2,334,368	2,098,972	5,004,582
Capital Works Expenditure Total	10,602,023	23,681,426	13,079,403	41,836,193

As at January 2026, the revised Capital Works budget is \$23.68 million. The year-to-date actual capital expenditure and commitments total \$10.6 million, with a remaining 45 per cent of works to be completed before 30 June 2026. Further detail regarding the delivery of Council's Capital Works Program is provided to Council via the Quarterly Budget Review Statement ("QBRs"), with progress reports on individual projects provided to Council's Major Projects Committee.

LEGISLATIVE AND POLICY IMPLICATIONS

The monthly financial report has been prepared in accordance with the requirements of the *Local Government Act 1993*, the *Local Government (General) Regulation 2021*, and the relevant accounting and reporting requirements of the Office of Local Government prescribed Code of Accounting Practice and Financial Reporting and Australian Accounting Standards.

FINANCIAL IMPLICATIONS

This report has cost and revenue implications for the current financial year only.

RISK IMPLICATIONS

Council's proposed Financial Sustainability Strategy actions includes the monthly review and reporting of significant variances to budget. This ensures that any issues are identified and

rectified in a timely manner, with any necessary adjustments being captured in the appropriate Quarterly Budget Review Statement (“QBR”). This process mitigates the risk of Council’s financial performance deviating from the adopted budget and ultimately altering the trajectory of Council’s Long Term Financial Plan.

COMMUNITY CONSULTATION

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

CONCLUSION

It is recommended that Council receive and note the Financial Performance Report for the period ended 31 January 2026.

13.6 PUBLIC EXHIBITION OF DRAFT FINANCIAL SUSTAINABILITY STRATEGY

IP&R Linkage:	Goal: Demonstrate good governance
	Strategy: Develop and implement a robust governance and integrity framework
Author:	Daniel Smallwood, Director Corporate Performance & CFO
Authoriser:	Cian Middleton, General Manager
File Number:	G2026/0070
Annexures:	A. Financial Sustainability Strategy (Draft) ↓ 

RECOMMENDATION

That Council:

1. Endorse the draft Financial Sustainability Strategy, appended at *Annexure A*, for public exhibition for a minimum period of 28 days.
2. Receive a further report in relation to the draft Financial Sustainability Strategy following conclusion of the public exhibition period.

BACKGROUND

Under the Integrated Planning and Reporting (“IP&R”) provisions of the *Local Government Act 1993*, Liverpool Plains Shire Council (“Council”) is required to develop and adopt an interrelated suite of strategic plans and documents, underpinned by a Community Strategic Plan, to guide its decision-making. Council may elect to adopt additional supporting strategies as part of its IP&R framework beyond those that they are required under legislation to adopt.

Council allocated funding in its 2025/26 Operational Plan & Budget to commission an independent Financial Sustainability Review to assess the overall financial health, long-term viability and resilience of its organisation and operations. The objective of this project was to provide a structured “health check” of Council’s financial position and financial management practices; identify any risks or vulnerabilities; and recommend improvements to strengthen Council’s financial sustainability. AEC Group Pty Ltd (“AEC Group”) was engaged to undertake the independent review.

At its Ordinary Meeting held 10 December 2025, Council resolved to receive the final Financial Sustainability Review report prepared by AEC Group and noted that a separate Financial Sustainability Strategy, incorporating the review’s findings and recommendations, would subsequently be prepared and tabled in early 2026 [**res. 2025/214**].

ISSUES AND COMMENTARY

The draft Financial Sustainability Strategy appended at **Annexure A** brings together the findings and recommendations of AEC Group into a clear, easy-to-read strategy for public consumption. Consistent with the Financial Sustainability Review, the draft strategy is structured to address the five (5) key objectives recommended by AEC Group:

1. **Achieving and maintaining a sustainable operating position:** Ensuring our revenue, service levels and operating costs are aligned and financially responsible.

- 2. Preserving and strengthening our cash position:** Rebuilding unrestricted cash reserves and improving liquidity to ensure Council can meet both planned and unforeseen financial obligations.
- 3. Investing in assets to maintain service levels:** Prioritising renewal of our ageing infrastructure, addressing backlog risks, and improving asset data and planning to support long-term decision-making.
- 4. Improving service delivery efficiency and cost-effectiveness:** Ensuring our services are efficient, responsive and financially sustainable through better planning, digital transformation and targeted service reviews.
- 5. Strengthening our governance and planning frameworks:** Integrating financial, asset and workforce planning; improving accountability; and embedding stronger project, budgeting and reporting disciplines across the organisation.

Each objective includes a set of strategic priorities supported by clear, measurable outcomes that describe what successful implementation will achieve. Together, these actions form Council's coordinated roadmap for improving our financial position, strengthening organisational capability, and delivering long-term value for the Liverpool Plains Shire and our community.

LEGISLATIVE AND POLICY IMPLICATIONS

Section 8B of the Act specifies the financial management principles that apply to local councils, including:

- (a) Councils' spending should be responsible and sustainable, aligning general revenue and expenses,
- (b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community,
- (c) Councils should have effective financial and asset management, including sound policies and processes in place for performance management and reporting, asset maintenance and enhancement, funding decisions, and risk management, and
- (d) Councils should have regard to achieving intergenerational equity, including ensuring policy decisions are made after considering their financial effects on future generations, and the current generation funds the costs of its services.

Preparation of the draft Financial Sustainability Strategy reflects Council's commitment to the above principles.

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated public exhibition of the draft Financial Sustainability Strategy.

RISK IMPLICATIONS

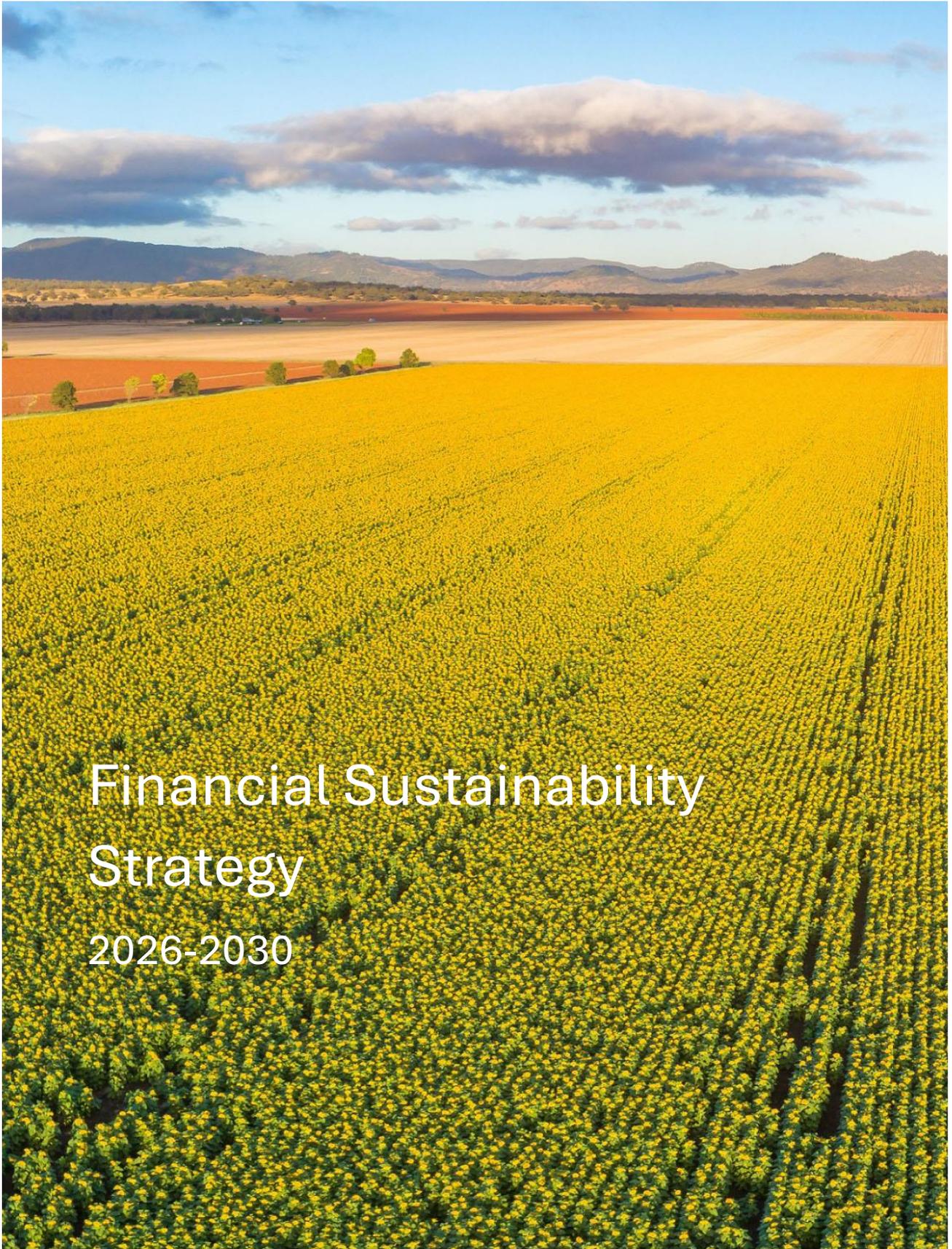
Public exhibition of the draft Financial Sustainability Strategy ensures members of the community are provided an opportunity to review and provide input on the document prior to its adoption. This process helps to identify any issues or concerns early; opportunities to refine and improve the draft Financial Sustainability Strategy prior to adoption; and mitigates the risk of limited stakeholder support or lack of community buy-in during implementation.

COMMUNITY CONSULTATION

If endorsed for public exhibition, the draft Financial Sustainability Strategy will be exhibited from 25 February 2026 (upon resolution of Council) to Friday, 27 March 2026. During the exhibition period, members of the community will be able make submissions on the draft Financial Sustainability Strategy. Any submissions received during the exhibition period will be referred to Council for consideration at a future meeting of Council, prior to adoption of the draft Financial Sustainability Strategy.

CONCLUSION

It is recommended that the draft Financial Sustainability Strategy, appended at **Annexure A**, be endorsed for public exhibition to allow members of the community to review and provide feedback on the document before it is tabled at a future Ordinary Meeting for adoption



Financial Sustainability
Strategy
2026-2030



Liverpool
Plains
Shire Council

Acknowledgment 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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Executive Summary

Liverpool Plains Shire Council stands at an important turning point. In recent years, the cost of delivering essential services, maintaining community infrastructure, and meeting growing compliance obligations has continued to rise, while our ability to generate revenue has remained tightly constrained. The effects of rate-capping, natural disasters, ageing assets, and a small, largely agricultural rate base have created persistent financial pressures that can no longer be addressed through incremental change alone.

In 2025, Council commissioned an independent Financial Sustainability Review, which provided us with a transparent assessment of our financial position and the growing pressures on our services, assets, and long-term funding. The Financial Sustainability Review, undertaken by AEC Group Pty Ltd, integrated financial analysis, benchmarking, and stakeholder engagement to inform actionable recommendations for improvement.

This Financial Sustainability Strategy has been developed to give our community a clear picture of where we stand and what we need to do to secure our future. It translates the Financial Sustainability Review's findings and recommendations into a clear, practical plan of action and outlines the practical steps Council will take to get back on a sustainable path - strengthening our finances, improving the way we plan and look after our assets, and ensuring we can continue delivering the services our community relies on every day.

The five key objectives of this Financial Sustainability Strategy are to:

1. Achieve and maintain a sustainable operating surplus,
2. Preserve and strengthen Council's cash position,
3. Ensure adequate and efficient investment in assets to maintain service levels,
4. Improve service delivery efficiency and cost-effectiveness, and
5. Strengthen Council's governance and planning frameworks.

This Financial Sustainability Strategy is to be read in conjunction with Council's Long-Term Financial Plan (LTFP). Council's LTFP shows the long-term financial impacts of our decisions based on assumptions, provides financial projections, scenario modelling, sensitivity analysis and performance measures. The LTFP highlights issues and helps assess the long-term fiscal sustainability of Council to inform service level adjustments, now and into the future.

Financial Sustainability

A financially sustainable council is one that, over the long-term, generates sufficient funds to provide the level and scope of services and infrastructure agreed with its community through the Integrated Planning and Reporting (IP&R) process, whilst demonstrating capacity to maintain financial capital and infrastructure capital over the short- and long-term.

Local councils demonstrate capacity to deliver financial sustainability through the following financial sustainability foundations:

- **Operating position** – the ability to generate sufficient revenue and control of services and infrastructure costs to produce sufficient cash from operations.
- **Availability of cash** – the ability to maintain sufficient cash (or access to cash) to meet the needs of operations, investments and financing (borrowings).
- **Investment in assets** – the ability to renew or replace assets to maintain the desired level of service and the provision of new assets to meet demand for growth in services.

These foundations link to the Financial Performance ratios prescribed by the NSW Office of Local Government, which are audited, and the asset-related ratios, which are unaudited.

Financially sustainable councils can:

- ✓ Deliver robust services to their community,
- ✓ Invest in developing and growing their local economy, and
- ✓ Withstand, react, and adapt to unplanned shocks.

Principles of sound financial management

Section 8B of the *Local Government Act 1993* outlines four principles of sound financial management that apply to all local councils in New South Wales. These are:

1. **Responsible spending:** Councils' spending should be responsible and sustainable, aligning general revenue and expenses.
2. **Sustainable infrastructure:** Councils should invest in responsible and sustainable infrastructure for the benefit of their local community.
3. **Effective governance:** Councils should have effective financial and asset management, including sound policies and processes in place for performance management and reporting, asset maintenance and enhancement, funding decisions, and risk management practices.
4. **Intergenerational equity:** Councils should have regard to achieving intergenerational equity, ensuring policy decisions are made considering their financial effects on future generations and that the current generation funds the costs of its services.

Key Challenges

Liverpool Plains Shire Council faces a number of significant challenges in achieving and maintaining long-term financial sustainability. Some of these challenges are sector-wide, affecting many – if not all – rural and regional councils across New South Wales, whereas others are specific to our organisation. Together, these factors create growing pressure on Council’s ability to deliver essential services and maintain the infrastructure our community relies on every day.

Sector-wide challenges

Increasing natural disaster impacts

Australia is continuing to see more frequent natural disasters, with more significant impacts, putting pressure on local infrastructure and accelerating asset deterioration and increasing unplanned costs.

Rising service delivery costs

Rising inflation, construction costs, labour shortages and increasing compliance requirements are increasing the cost of maintaining essential services.

Rate-capping

Rate-capping limits local councils’ ability to raise income in line with rising costs, creating structural deficits across the sector, particularly in rural councils.

Cost shifting

Increased cost shifting from the State and Federal governments onto local government is forcing local councils to assume more responsibility for infrastructure, services and regulatory functions without providing sufficient supporting funding to do so.

Organisational challenges

Structural operating deficit

Insufficient unrestricted cash

Funding gaps in core services – water, waste and unsealed roads

Ageing assets and growing backlog

Asset data and planning gaps

Small and ageing population

Action Plan

This Action Plan sets out the individual actions which Liverpool Plains Shire Council will undertake over the coming four years to stabilise and strengthen our organisation's financial position and work towards achieving financial sustainability.

This Action Plan has been informed by the findings and recommendations of the independent Financial Sustainability Review, undertaken in 2025 by AEC Group Pty Ltd, which identified a number of significant financial, operational and asset-related challenges requiring a structured and phased organisational response.

Our Action Plan has been structured around five key objectives that together form the foundation of a sustainable, well-governed and future-focused council:

- 1. Achieving and maintaining a sustainable operating position:** Ensuring our revenue, service levels and operating costs are aligned and financially responsible.
- 2. Preserving and strengthening our cash position:** Rebuilding unrestricted cash reserves and improving liquidity to ensure Council can meet both planned and unforeseen financial obligations.
- 3. Investing in assets to maintain service levels:** Prioritising renewal of our ageing infrastructure, addressing backlog risks, and improving asset data and planning to support long-term decision-making.
- 4. Improving service delivery efficiency and cost-effectiveness:** Ensuring our services are efficient, responsive and financially sustainable through better planning, digital transformation and targeted service reviews.
- 5. Strengthening our governance and planning frameworks:** Integrating financial, asset and workforce planning; improving accountability; and embedding stronger project, budgeting and reporting disciplines across the organisation.

Each objective includes a set of Strategic Priorities supported by clear, measurable Outcomes that describe what successful implementation will achieve. Together, these actions form Council's coordinated roadmap for improving our financial position, strengthening organisational capability, and delivering long-term value for the Liverpool Plains Shire and our community.

Objective 1: Achieve and maintain a sustainable operating position

Strategic priorities

- Complete and embed the Service Catalogue and integrate it with the development of the annual Operational Plan & Budget.
- Strengthen financial forecasting, including pricing reviews for water, waste, sewer, childcare and other user-pays services.
- Implement clear financial performance targets and improve quarterly monitoring of the underlying operating result.
- Review and rationalise non-core services and under-utilised assets to reduce avoidable operational costs.
- Develop a strategic approach to grant funding to maximise external revenue.

Outcomes

- ✓ Operating deficit is reduced year-on-year; positive underlying result achieved by 2030.
- ✓ Council's Service Catalogue and annual Operational Plan & Budget are successfully integrated.
- ✓ Revenue growth is aligned with the cost of delivering services.
- ✓ Savings identified and reinvested in priority services.
- ✓ Grant funding is maximised to support service delivery.

Action	Scheduled delivery			
	2026/27	2027/28	2028/29	2029/30
Complete a Service Catalogue inform budget development.	✓	✓	✓	✓
Implement financial performance targets and monitor the underlying operating result quarterly	✓			
Strengthen revenue forecasting and cost recovery mechanisms for user-pays services.	✓	✓		
Update water pricing structure to achieve Full Cost Recovery (FCR).	✓			
Update waste pricing structure to achieve, or move towards, Full Cost Recovery (FCR) in line with Council's direction.	✓	✓		
Update sewer pricing structure to achieve, to ensure all future capital works are included in pricing.	✓			
Review and rationalise non-core services and assets. (E.g. rationalise road register, sell off vacant land)	✓	✓	✓	

Develop a strategic approach (framework) for grant funding, identify capital projects that will be dependent upon grants, develop project planning/business case to be “grant ready” and develop a grant funding register.	✓	✓		
Develop and implement a Rate Strategy Review, including modelling of SRV options and rating structure adjustments. Include in the revised IPR documents.	✓	✓	✓	✓

Objective 2: Preserve and strengthen our cash position

Strategic priorities

- Establish a defined unrestricted cash reserve target and adopt a strategy to rebuild minimum liquidity.
- Strengthen cashflow management, forecasting and monthly reporting.
- Improve integration between the Long-Term Financial Plan, capital works program and project management framework.
- Review and realign internal reserves to ensure contributions match renewal needs.
- Undertake a fleet and plant optimisation review to release excess restricted funds.

Outcomes

- ✓ Target unrestricted cash balance (\$2.5m) achieved within five years.
- ✓ Transparent and realistic capital budgeting observed.
- ✓ Improved accuracy in monthly cash projections.
- ✓ Cash reserves reflect renewal timing and condition-based needs.
- ✓ Unnecessary reserve balance reduced and liquidity improved.
- ✓ Defined borrowing limits and repayment strategy implemented.

Action	Scheduled delivery			
	2026/27	2027/28	2028/29	2029/30
Establish a defined unrestricted cash reserve target and strategy to build adequate reserves and unrestricted cash.	✓	✓		
Review integration of Project Management Framework and capital works funding/LTFP.	✓	✓		
Enhance cash flow forecasting and liquidity reporting processes.	✓	✓	✓	✓
Align reserve funding policies with asset renewal profiles and risk-based prioritisation from the AMP.	✓	✓	✓	
Undertake a Fleet and Plant Optimisation Review to align reserve contributions and release excess restricted funds.	✓			
Develop a Borrowing and Debt Management Policy linked to affordability and project prioritisation.	✓	✓		

Objective 3: Invest in assets to maintain service levels

Strategic priorities

- Align the Long-Term Financial Plan with updated and data-informed Asset Management Plans.
- Develop a prioritised 10-year capital works program based on accurate renewal demand modelling.
- Establish annual reviews of asset renewal and maintenance ratios across all asset categories.
- Develop and implement a Road Maintenance Funding Strategy to close the current ~\$2M annual funding gap.
- Implement an Asset Data Improvement Program to increase condition data coverage across all networks.

Outcomes

- ✓ Consistency between LTFP and AMP renewal forecasts.
- ✓ Renewal investment meets at least 90 per cent of identified demand by 2030.
- ✓ Asset renewal ratio maintained within target for each asset category.
- ✓ Progressive reduction in asset backlog.
- ✓ Increased data confidence to support renewal modelling and prioritisation.
- ✓ Renewal prioritisation reflects service risk and community value.

Action	Scheduled delivery			
	2026/27	2027/28	2028/29	2029/30
Align the Long-Term Financial Plan with updated Asset Management Plans.	✓	✓		
Develop and implement a prioritised 10-year Capital Works Program based on renewal demand modelling for each asset category.	✓			
Establish annual review of asset renewal funding ratios and maintenance ratios for each asset category.	✓	✓	✓	✓
Develop a Road Maintenance Funding Strategy to close the annual funding gap, considering project prioritisation within the programs.	✓	✓	✓	
Implement an Asset Data Improvement Program to capture condition data for all critical assets and networks by 2028. Align with the asset valuation program and revised AMPs.	✓	✓		
Integrate asset criticality and asset hierarchy into the asset register and the renewal prioritisation framework.	✓	✓		

Objective 4: Improve service delivery efficiency and cost-effectiveness

Strategic priorities

- Implement a prioritised program of service reviews focusing on areas with identified efficiency gaps.
- Deliver digital transformation initiatives to streamline processes and reduce manual workloads.
- Introduce activity-based funding and embed efficiency measures into the annual budget.
- Implement cross-council performance benchmarking.
- Strengthen workforce planning to address skills shortages, productivity barriers and organisational capability.

Outcomes

- ✓ Identified savings reinvested in priority areas.
- ✓ Productivity improvements and measurable cost reductions achieved.
- ✓ Efficiency measures included in Operational Plan & Budget.
- ✓ Year-on-year improvement in service efficiency indicators.
- ✓ Skilled, capable workforce aligned to long-term service needs.

Action	Scheduled delivery			
	2026/27	2027/28	2028/29	2029/30
Review the Service Review Program and prioritise service reviews where cost-saving and efficiency opportunities have been highlighted.	✓	✓	✓	✓
Implement digital transformation initiatives to streamline processes and reduce manual workloads.	✓	✓	✓	
Introduce activity-based funding (for relevant services) and include efficiency measures in the Annual Budget and performance reporting.	✓	✓		
Introduce efficiency and performance benchmarking across key service areas.	✓			

Objective 5: Strengthen our governance and planning frameworks

Strategic priorities

- Strengthen integration of financial, asset and workforce planning within the CSP/Delivery Program framework.
- Improve financial literacy and decision-making capability across all management levels.
- Increase accountability for both operating and capital budgets.
- Improve project identification, assessment and prioritisation processes.
- Ensure labour capitalisation processes are correctly embedded in budget preparation and reporting.

Outcomes

- ✓ IP&R documents aligned and integrated.
- ✓ Accountability framework established.
- ✓ Accurate capital budgeting and reporting.
- ✓ Accurate representation of operating and capital costs.
- ✓ Accountability established for Asset Custodians.

Action	Scheduled delivery			
	2026/27	2027/28	2028/29	2029/30
Integrate financial, asset, and workforce planning with service planning within the IP&R framework.	✓	✓	✓	✓
Enhance the financial acumen across all management levels – training and development.	✓	✓		
Increase budget (OpEx and CapEx) accountability across all management levels.	✓			
Improve the project identification and selection processes within the Project Management Framework.	✓	✓		
Integrate labour capitalisation processes into budget preparation and financial reporting.	✓			
Within a revised Strategic Asset Management Plan, establish clear Asset Custodians for each class and enhance the accountability for the roles.	✓	✓	✓	

13.7 INTERNALLY RESTRICTED FUNDS AT 31 DECEMBER 2025

IP&R Linkage:	Goal: Model collaborative and transparent leadership
	Strategy: Progress Council's long-term financial sustainability and prudently manage our expenditure
Author:	Katrina Gresser, Manager Finance
Authoriser:	Daniel Smallwood, Director Corporate Performance & CFO
File Number:	G2026/0087
Annexures:	Nil

RECOMMENDATION

That Council:

1. Approve the transfer from the following internally restricted funds at 31 December 2025, to nil balance as detailed below:

Reserve	Purpose	Amount
Financial Assistant Grant Operational	Advance payment received for operational purpose from the Local Government Grants Commission.	\$0
Financial Assistant Grant Road	Advance payment received for Local Road maintenance from the Local Government Grants Commission.	\$0

BACKGROUND

Liverpool Plains Shire Council ("Council") has cash reserves which are used to support its operations, including situations where expense exceeds forecast or income is less than anticipated. Reserves are accumulated to fund future capital works and pay for liabilities that are accumulating, but not yet due for payment.

ISSUES AND COMMENTARY

The *Local Government Code of Accounting Practice and Financial Reporting* requires:

Internal restrictions shall include those assets, the uses of which are only restricted by a resolution of the elected council, these assets are disclosed with details of the nature of internal restrictions.

Council's internal restrictions at 30 June 2025 total \$5,398,000. *Table 1*, overleaf, provides a summary of each internal restriction and its purpose:

Table 1 Summary of Internal Restrictions

Reserve	Purpose	Balance	
		30/06/2025	31/12/2025
Assets Management	Funds set aside for replacement of existing property other than road infrastructure, plant and equipment, IT infrastructure	0	0
Employee Leave Entitlement	Funds that have been restricted to cover proportion of Council's discounted leave liability	\$840,000	\$840,000
Quarry Remediation	Funds set aside to remediate quarry.	\$100,000	\$100,000
Financial Assistant Grant Operational	Advance payment received for operational purpose from the Local Government Grants Commission	\$1,809,000	\$0
Financial Assistant Grant Road	Advance payment received for Local Road maintenance from the Local Government Grants Commission	\$949,000	\$0
Information Technology	Funds allocated by the Council for the Business Remediation Project – upgrade to Civica Authority	\$200,000	\$200,000
Funds Carryover	Funds unspent on work in progress projects	0	0
Plant and Vehicle Replacement	Funds set aside for replacement of existing vehicle, plant and equipment of the Council	\$1,500,000	\$1,500,000
TOTAL		\$5,398,000	\$2,640,000

Council's total cash at 31 December was \$36,532,181. Of this, \$33,748,815 is externally restricted, \$2,640,000 allocated in this report to internally restricted, leaving \$143,376 unrestricted at 31 December 2025.

LEGISLATIVE AND POLICY IMPLICATIONS

Financial reserves are established as per the Financial Reserves Policy 2023 and supported by the resolution of the Council.

FINANCIAL IMPLICATIONS

As these internally restricted funds are fully cash-backed and are at the discretion of Council, there are no financial implications.

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 comprehensive listing of Council's internally restricted funds at 31 December 2025, which will be subject to an annual review at the time of preparation and finalisation of Council's Financial Statements. It is recommended that Council formally approve, by resolution, internally restricted funds as at 31 December 2025.

13.8 QUARTERLY BUDGET REVIEW STATEMENT FOR THE PERIOD ENDING 31 DECEMBER 2025

IP&R Linkage:	Goal: Model collaborative and transparent leadership
	Strategy: Progress Council's long-term financial sustainability and prudently manage our expenditure
Author:	Katrina Gresser, Manager Finance
Authoriser:	Daniel Smallwood, Director Corporate Performance & CFO
File Number:	G2026/0053
Annexures:	A. Q2 Quarterly Budget Review Statement as at 31 December 2025 - OLG Data Return ↓ 

RECOMMENDATION

That Council:

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

BACKGROUND

Clause 203 of the *Local Government (General) Regulation 2021* requires that a Quarterly Budget Review be considered by Liverpool Plains Shire Council ("Council") illustrating revised estimates for income and expenditure for the year and indicates whether Council's financial position is satisfactory and makes recommendations for remedial action where needed.

Commencing 30 November 2025, the Office of Local Government ("the OLG") have mandated a Quarterly Budget Review Statement ("the QBR") prescribed electronic data return report for NSW councils, providing a standardised, quarterly snapshot of their financial performance, including budget vs. actuals for different funds (General, Water, Sewer, Waste) to ensure transparency and effective financial oversight, with specific templates and deadlines set by the OLG.

ISSUES AND COMMENTARY

The OLG mandatory data return is attached at *Annexure A* and provides the standardised information required as at 31 December 2025. Commentary regarding the Q2 Quarterly Budget Review Statement as at 31 December 2025 follows.

Capital Works Program

The second quarter of the financial year focused on further review of the Capital Works Program to determine which capital projects were unlikely to commence in a timely manner within the current financial year. While not as extensive as the adjustments made in the first quarter review some projects have been carried forward to outer years due mainly to resourcing and capacity concerns, some projects require further expenditure allocated to complete works in progress or have grant funding applied the project and some misallocated projects being corrected and re-allocated to operational expense.

See below summary of adjustments by capital project per Asset Category, resulting in a total capital budget reduction of \$749,867;

Work Order and Description	Asset Class	Increase/ (Decrease) Q2 QBRS
1. Projects progressing – grant funding allocated		
W4244 - Longfield Oval Lighting Upgrade	Other Structures	145,000
W4506 - Implement Call Centre Software	Office Equipment	50,000
W4417 - Coonabarabran Road - Resealing	Roads	274,000
W4418 - Wallabadah Road - Resealing	Roads	110,000
W4431 - Waverly Road - Rehab	Roads	601,000
W4518 - Merriwa Road - Heavy Patching	Roads	215,000
		1,395,000
2. Projects progressing - additional funds requested for completion		
W4488 - West Street - Gravel Resheeting (0.0km to 1.78km)	Roads	26,947
W4507 - Merriwa Road - Slope Remediation Work	Roads	83,831
W4469 - Visitor Information Centre - Install Automatic Door at Main Entrance (2k funding required after transfer of W4468 funds)	Buildings	7,250
		118,028
3. Projects not progressing - deferred/cancelled		
W4461 - Allnutt Street Rehab	Roads	(449,887)
W4466 - Administration Building/Council Chambers - Roof Replacement	Buildings	(600,000)
W4476 - Quirindi Jockey Club - Dining Room Roof Replacement	Buildings	(350,000)
W4382 - Village bore replacement program 2025-2026	Water	(628,353)
		(2,028,240)
4. Project budget transfers		
W4517 - Transport Revaluation Support (transfer to Operational budget)	Roads	(125,000)
W3556 - Quipolly Water - Project Management External (transfer to Operational budget)	Water	(77,395)
W3557 - Quipolly Water - Consultation/ Promotion (transfer to Operational budget)	Water	(2,010)
W4468 - Visitor Information Centre - Install Air Conditioning (transfer 5.25k to W4469)	Buildings	(95,250)
W4226 - Aquatic Centre - Swimming Pool (transfer 25k to W4244)	Other Structures	(25,000)
		(234,655)
Total Q2 adjustments		(749,867)

Income and Expenses Budget Review Statement

Council's consolidated forecast net operating result from continuing operations before capital items is tracking to budget for the quarter due largely to the timing difference between the budget allocation and receipt of revenue from rates and annual charges (75 per cent) offsetting capital grants not yet received (13 per cent).

Expenses are tracking to budget as anticipated, see the OLG Consolidated Income and Expenses Budget Review Statement below;

Income and Expenses Budget Review Statement								
Budget Review for Quarter Ended 31/12/2025								
Consolidated Fund								
Description	Previous Year	Current Year Original	Approved Changes	Revised	Recommend ed changes	Projected Year End (PYE)	VARIANCE	ACTUAL YTD
	Actual	Budget	Review	Budget	for council resolution	Result	ORIGINAL budget v PYE	
	2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	\$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
INCOME								
Rates and Annual Charges	15,578	16,281	0	16,281	0	16,281	0	12,182
User Charges and Fees	6,180	7,053	0	7,053	0	7,053	0	3,127
Other Revenue	807	573	0	573	0	573	0	16
Grants and Contributions - Operating	4,622	6,546	0	6,546	0	6,546	0	3,883
Grants and Contributions - Capital	10,524	20,628	0	20,628	-11,404	9,224	-11,404	1,182
Interest and Investment Income	2,081	1,170	0	1,170	0	1,170	0	825
Other Income	15	0	0	0	0	0	0	0
Net gain from disposal of assets	0	0	0	0	0	0	0	0
Total Income from continuing operations	39,807	52,251	0	52,251	-11,404	40,847	-11,404	21,215
EXPENSES								
Employee benefits and on-costs	11,260	11,058	0	11,058	0	11,058	0	6,360
Materials & Services	12,885	13,387	20	13,407	205	13,612	225	5,533
Borrowing Costs	895	628	0	628	0	628	0	347
Other Expenses	630	624	0	624	0	624	0	326
Net Loss from Disposal of Assets	1,633	0	0	0	0	0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	27,303	25,697	20	25,717	205	25,922	225	12,566
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	12,504	26,554	-20	26,534	-11,609	14,925	-11,629	8,649

Depreciation, amortisation and impairment of non financial assets	15,625	14,424	0	14,424	0	14,424	0	7,222
Operating result from continuing Operations	-3,121	12,130	-20	12,110	-11,609	501	-11,629	1,427
Net Operating Result before grants and contributions provided for capital purposes	-13,645	-8,498	-20	-8,518	-205	-8,723	-225	245

Council's consolidated operating revenue and expenses are on target for the second quarter of the financial year. High-level fund summaries are detailed below.

General Fund

The General Fund has received a higher portion of rates, annual charges and user fees and charges year to date (YTD). This is largely due to the timing difference between the receipt of revenue and the budget allocation. Council has received 59 per cent of the budgeted Operating grants YTD, however, this is offset by having received only 13 per cent of the Grants and Contributions – Capital budget.

Expenditure is tracking to budget, noting that the Borrowing Costs are not in alignment to the budget allocation between the funds. The only proposed adjustment for the second quarter is the transfer of the transport revaluation consultant budget from capital to operational expenditure.

Water Fund

Water is showing higher YTD revenue due to the budget alignment to receipts received, with the exception of interest and investment revenue, which at the end of the December quarter had not been apportioned from the General fund. Funding has been reduced by \$1.45 million due to the deferral of the Village Bore Replacement Program requiring further technical approval processes to secure the grant funding.

Overall expenditure is tracking to budget YTD, the only proposed adjustment to the Revised Budget being \$79,405 which was transferred from the Capital Works Program as the expenditure was determined to be of an operational nature.

Sewer Fund

YTD revenue received is higher due to the budget alignment with the exception of interest and investment revenue, which at the end of the December quarter had not been apportioned from the General fund. Grants and Contributions – Capital funding has been reduced by \$9.95M due to the deferral of the Quirindi Wastewater Treatment Stage 4 project to the proposed future Capital Works Program.

Expenditure is tracking under budget at the end of this quarter with less than anticipated expenditure due to capital works projects having been deferred to outer years.

RECOMMENDED BUDGET VARIATIONS

The OLG Consolidated Income and Expenses Budget Review Statement as at 31 December 2025 appended at **Annexure A** outlines the recommended changes for Council resolution for the second quarter of the current financial year.

LEGISLATIVE AND POLICY IMPLICATIONS

In accordance with the requirements of the *Local Government (General) Regulation 2021*, the Chief Financial Officer advises that the current financial position of Council having regard to the forecast results as contained in the attachments together with meeting the performance ratios as contained within the draft Long Term Financial Plan, the financial position is satisfactory.

FINANCIAL IMPLICATIONS

As detailed in this report.

RISK IMPLICATIONS

Completion of the QBRS supports effective financial governance by enabling Council to monitor budget performance, cash flows and expenditure trends, and to identify and manage potential financial risks.

COMMUNITY CONSULTATION

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

CONCLUSION

By adopting the revised budget forecasts and actual year-to-date results as contained in the attachments, the financial position of Council remains mainly on track to budget outcomes.

QBRs FINANCIAL OVERVIEW

Liverpool Plains Shire Council

Budget review for the quarter ended 31/12/25

DESCRIPTION	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE		ACTUAL
	Actual	Budget	Changes	Changes	Changes	Budget	changes	Year End	ORIGINAL	ACTUAL	
	2024/25 \$000's	2025/26 \$000's	Review Q 1 \$000's	Review Q 2 \$000's	Review Q 3 \$000's	\$000's	for council resolution \$000's	Result 2025/26 \$000's	budget v PYE 2025/26 \$000's	2025/26 \$000's	
Net Operating Result before grants and contributions provided for capital purposes	General Fund	-13,021	-8,406	-20	0	0	-8,426	-125	-8,551	-145	-602
	Water Fund	-848	-418	0	0	0	-418	-79	-497	-79	230
	Sewer Fund	249	10,282	0	0	0	10,282	0	10,282	0	617
	Consolidated	-13,645	-8,498	-20	0	0	-8,518	-205	-8,723	-225	245
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	Consolidated	12,504	26,554	-20	0	0	26,534	-11,609	14,925	-11,629	8,649
	Borrowings	10,541	0	0			0	0	0	0	10,309
Liquidity	External restrictions	34,696	34,696	-955	0	0	33,741	8	33,749	-947	33,749
	Internal Allocations	5,398	5,398	5,398	0	0	10,796	-2,758	8,038	2,640	2,640
	Unallocated	186	186	232	0	0	418	143	561	375	143
	Total Cash, Cash Equivalents and Inves	40,280	40,280	4,675	0	0	44,955	-2,607	42,348	2,068	36,532
Capital	Capital Funding	49,171	41,836	-955	0	0	40,881	-2,750	38,131	-3,705	37,571
	Capital Expenditure	36,107	41,836	-18,103	0	0	23,733	-750	22,983	-18,853	7,659
	Net Capital	13,064	0	17,148	0	0	17,148	-2,000	15,148	15,148	29,912
Developer Contribution	Opening Balance	As at 1 July 2025	Total Cash Contributions Received	Total Interest Earned	Total Expended	Total Internal Borrowings (to)/from	Held as Restricted Asset	Cumulative balance of internal borrowings (to)/from			
	As at 1 July 2025	As at this Q	As at this Q	As at this Q	As at this Q	As at this Q	As at this Q	As at this Q			
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's			
	2,884	127	0	0	0	3,011	0				

13.9 WILLOW TREE WASTE MANAGEMENT FACILITY LOAN BORROWING

IP&R Linkage:	Goal: Plan, deliver and maintain infrastructure that meets our needs Strategy: 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
Author:	Katrina Gresser, Manager Finance
Authoriser:	Daniel Smallwood, Director Corporate Performance & CFO
File Number:	G2026/0091
Annexures:	A. Loan Borrowing Policy ↓  B. Long Term Financial Plan - General Fund - Cashflow Statement 2025-2026 ↓ 

RECOMMENDATION

That Council:

1. Receive the report on the optimum loan borrowing for Council's contribution to the Willow Tree Waste Management Facility, and note the three (3) offers received from Commonwealth Bank, National Australia Bank and NSW Treasury Corporation
2. Delegate authority to the Mayor and General Manager to affix Council's Common Seal and execute all required documentation pertaining to the borrowing of \$6 Million, from either the Commonwealth Bank of Australia or the National Australia Bank, depending on rate and timeframe.

BACKGROUND

In May 2018, Liverpool Plains Shire Council ("Council") adopted the Liverpool Plains Waste Management Strategy [Res. 2876]. The Waste Management Strategy identified that:

Council's waste facilities are performing at a below average level, particularly in terms of financial, environmental and operational performance. Council has waste initiatives and programs in place to promote improved waste management performance however there is scope to improve the operation of Council's landfills.

Additionally, the strategy set out an action plan as follows:

*An action plan was created for the next 10 years to achieve LPSC's immediate strategy objectives. These actions include: **establish Willow Tree landfill as the LGA's primary landfill, thus replacing Quirindi landfill**; conduct a competitive tender process for new collection and processing contracts; review Council's waste charge and landfill fees to optimise waste costs and secure funds for undertaking the proposed actions; introduce a waste transfer system to improve accessibility and ease of use of waste facilities and restrict public access to the tip-face; Rehabilitate the landfills; and introduce practical measures to improve resource recovery, beginning with bulky waste when the other system changes have been successfully implemented and received.*

As a result, to implement the establishment of the Willow Tree Waste Management Facility (“the Willow Tree WMF”) as Council’s primary landfill, a negotiated construction tender was adopted by Council in August 2023. Delivery of the project has progressed in the years since, and the Willow Tree WMF is included in the current 2025/26 Operational Plan & Plan (see below):

- Action 3.1.3.24: Successful completion of the centralised landfill facility at Willow Tree.

The project’s current funding strategy includes a combination of grant funding through the Resources for Regions – Round 8 and Council own funds.

ISSUES AND COMMENTARY

At the Ordinary Meeting on 10 December 2025, Council approved the recommendation to engage in loan borrowing discussions for the purpose of funding Council’s own contribution to the Willow Tree WMF and provide the details of the optimum funding strategy to complete this project [Res. 2025/215].

The decision to seek loan funding arises from the recent modelling of anticipated completion costs for the Willow Tree WMF and the funding shortfall to complete the project by the due date of 01 July 2026 due to compliance requirements and the imminent end of useful life of the current landfill facility at Quirindi. A history of impractical design concepts, inclement weather, removal of unsuitable material from site and other factors have contributed to 111 business days of delays resulting in the revised completion date being 01 July 2026 and considerable expenditure overruns due to underestimations of components and variations.

The following table outlines the anticipated project costs to completion by contractor:

Bridge Knowledge	\$16,920
GHD	\$497,000
Civil - LPSC	\$1,650,955
Landfill - Synergy	\$3,639,809
Weighbridge - Synergy	\$576,339
Landfill - L Bin - LPSC	\$576,000
Total estimated completion cost including GST	\$6,957,023

The adopted Long-Term Financial Plan (“LTFP”) does not include the borrowing of \$6 million during 2025-2026, due to the unanticipated expenditure increase to complete this project in time for the opening deadline as outlined above. This expenditure burden has been borne by Council’s own funding and as a result has exhausted the Waste Reserve and now the Unrestricted Reserve. Council now seeks to fund the project through the proposed loan facility to allow for the reallocation of own source funding back into Councils reserves as well as ensuring the timely completion of this project.

Consistent with Council’s Loan Borrowing Policy (“the Policy”), appended *Annexure A*, at the 10 December Council meeting Council officers sought a resolution from Council to proceed before procuring at least three (3) quotations from appropriate financial institutions, one of which one must be from TCorp. The Policy clearly outlines the criteria used to determine the most appropriate institution for funding and loan applications have been lodged with the NSW Treasury Corporation (TCorp), the Commonwealth Bank of Australia (CBA) and the National Bank of Australia (NAB) with indicative quotes are provided below:

Fixed Rates

Lender	Rate	Term	Debt \$	Annual Repayment \$	Total Repayment \$	Total Interest \$
CBA	5.99%	10	6,000,000	798,984	7,989,861	1,989,861
TCORP	5.57%	10	6,000,000	783,888	7,838,889	1,838,889
NAB	5.99%	10	6,000,000	798,984	7,989,840	1,989,861

Lender	Rate	Term	Debt \$	Annual Repayment \$	Total Repayment \$	Total Interest \$
CBA	6.15%	15	6,000,000	613,428	9,201,408	3,201,408
TCORP	5.94%	15	6,000,000	605,244	9,078,682	3,078,682
NAB	6.39%	15	6,000,000	622,848	9,342,720	3,342,720

Variable Rates

Lender	Rate	Term	Debt \$	Annual Repayment \$	Total Repayment \$	Total Interest \$
CBA	5.38%	10	6,000,000	777,120	7,771,150	1,771,150
CBA	5.40%	15	6,000,000	584,484	8,767,295	2,767,295
NAB	5.47%	10	6,000,000	780,324	7,803,240	1,803,240
NAB	5.71%	15	6,000,000	596,352	8,945,280	2,945,280

Both CBA and NAB have indicated capacity to move forward quickly with a formal approval on the loan facility at the indicative interest rates provided during February (as outlined in the table above), noting that these rates could change up to the date the loan documents are signed. At the date of drafting of this report TCorp is unable to provide their approval until Council adopt the rebuilt LTFP and Budget documents that won't occur until 30 June 2026. TCorp have advised they are compelled to operate under far more stringent lending criteria mandated by the NSW State Government than traditional Authorised Deposit-taking Institution's ("ADI's").

The loan term is dictated by the useful life of the Willow Tree Landfill, which is anticipated to be approximately ten years, therefore Council has sought the loan terms based on ten to fifteen years to cover the anticipated useful life and any extensions that may be required until a new asset has been completed. Analysis of the above loan facilities to determine if the debt cover ratio required falls under the required 10 percent has revealed that Council is only able to take out a 10-year loan as the 15-year loan exceeds the ratio threshold.

Loan rates have been sought to include both fixed and variable interest rates for comparison purposes however, as there are currently considerable economic indicators that suggest the Reserve Bank of Australian ("the RBA") is considering further interest rate hikes over the short term given the Board, quote "judged that inflation is likely to remain above target for some time and it was appropriate to increase the cash rate target", during February. Given the current outlook, Council does not recommend variable rates as a suitable option.

The above considerations show that there are two suitable loans that Council recommends as follows:

- (a) CBA 5.99% 10 years
- (b) NAB 5.99% 10 years

The adopted cashflow from the LTFP for the General Fund is at *Annexure B* and includes an amended copy of the LTFP Cashflow Statement showing the effect of the loan borrowing of \$6million to the existing LTFP as an example.

LEGISLATIVE AND POLICY IMPLICATIONS

As per the *Local Government Act 1993* sections 621 and 623, and the *Local Government (General) Regulations 2021*, no Council Officer is authorised to undertake the establishment of a new loan facility without the authorisation of Council. Section 6.6 of the Policy outlines Council's borrowing limitations and section 6.7 determines the criteria for the most appropriate lending institution.

FINANCIAL IMPLICATIONS

As outlined in this report the loan borrowing of \$6 million has not been budgeted for the current or future financial years. Council has assessed its capacity to repay this facility to ensure that the community is not burdened with unnecessary risk.

Borrowing limitations, as outlined in the Policy, are only satisfied under the 10-year loan term as the debt cover ratio falls under the required 10 percent, see below;

$$\begin{array}{l} \text{Operating result before capital} \\ \text{items (excluding interest \& } \\ \text{depreciation)} \\ \hline \end{array} = \frac{\$6,641,545}{\$801,884} = 8.28 \text{ x}$$

(Principal repayments +
borrowing costs/interest)

The loan borrowing term over a fifteen (15) year period results in an unsatisfactory ratio over the required 10 per cent at 10.63x.

RISK IMPLICATIONS

The risk of delay or non-completion of the Willow Tree WMF due to lack of funds provides a significant reputational risk to Council and there is a high risk of another interest rate increase in the future and further cost escalations to complete the project prior to the existing Quirindi Landfill reaching its useful life.

COMMUNITY CONSULTATION

No submissions were received for this project during the public exhibition period for the current Operational Plan 2025-2026. Prior to seeking quotations for loan borrowing during the current financial year, no community consultation has been provided.

CONCLUSION

Of the ten (10) loan facilities obtained there are only two loan repayment schedules that comply with Councils Policy requirements and have been approved for Council to borrow by the ADI. The maximum borrowing term is ten (10) years with both NAB and CBA offering a fixed rate of 5.99 per cent, however, CBA have indicated that they can achieve formal approval and payment of funds in an expedited timeframe compared to NAB. It is therefore recommended that Council proceed with loan funding from CBA for \$6 million over a 10-year term to fund the completion the Willow Tree WMF.

Loan Borrowing Policy

2025

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**Liverpool
Plains**
Shire Council

INFORMATION ABOUT THIS DOCUMENT

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Document History		
Doc No.	Date Amended	Details/Comments
Version 1	30 May 2012	New Policy
Version 2	27 April 2022	Update format and minor changes to related policies [res.2022/90]
Version 3	26 March 2025	Review

Further Document Information and Relationships	
Related Legislation*	<i>Local Government Act 1993</i> <i>Local Government (General) Regulations 2021</i>
Related Policies	Minister's Borrowing Order Local Government Circular 09-21
Related Documents	

*Note: Any reference to Legislation will be updated in the Policy as required. See website <http://www.legislation.nsw.gov.au/> for current Acts, Regulations and Environmental Planning Instruments.

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1. Purpose

Provide a decision-making framework for sourcing funds by loan borrowing.

2. Commencement

This Policy is effective from the date of resolution by Council and shall remain in force until repealed by resolution of Council.

3. Scope

This Policy applies to all Council staff, elected members of Council and contracted service providers.

4. Definitions and Interpretation

In this Policy, the following terms shall be interpreted to have the following meanings:

Term	Definition
Act	Local Government Act 1993
Council	Liverpool Plains Shire Council
Debt Service Ratio	Ratio indicates the extent to which Council's operating revenue is committed to servicing both interest and the repayment of principal on loans

5. Background

Council recognises that loan borrowings for capital works are an important funding source for Local Government. It provides the opportunity to bring unfunded projects forward and ensures the full cost of infrastructure is not borne entirely by present-day ratepayers.

Borrowing can be considered as an appropriate source of funding in the context of a strategic objective of Council; the Long Term Financial Plan; as an alternative funding source for asset additions; or as a method of spreading the cost of long life (intergenerational) assets.

A Borrowings Return form must be submitted to the Office of Local Government (OLG) by July each year outlining Council approved loan borrowings for the following financial year.

6. Policy Statement

6.1. Introduction

Council will restrict all borrowings to expenditure on identified capital projects that are considered by Council to be of the highest priority, and which cannot be funded from revenue, as identified in Council's Long-Term Financial Plan. In no circumstances should Council borrow funds for recurrent expenditure.

6.2. Funding utilisation

The basis for determination of the utilisation of loan funds will be as follows:

- a) Where a capital project for a service that is funded by user charges (e.g. water) is determined to be funded by way of loans, the user charge should reflect the cost of providing the service including the loan servicing; or

- b) Other specific capital projects, not funded by user charges, should only be considered for loan funding where the project is considered by Council to be beneficial to the majority of ratepayers; and
- c) The term of any loan should not exceed the expected life of the asset being funded.

6.3. Refinancing

Future movements in interest rates are uncertain in direction, timing and magnitude. Changes to interest rates can result in existing loan borrowing interest rates to be higher than current interest rates. Annual review of loan borrowing is to be presented to Council's Audit, Risk and Improvement Committee. On the Committee's request quotations for renewing the existing funding to be obtained. The report should specify all costs to terminate the existing loan and provide cost benefit analysis for refinancing.

The Committee can recommend to Council to refinance any existing loans in accord with this Policy.

6.4. Authority to Authorise Loans

The authority to authorise loans and/or Council funding requirements is vested with Council by virtue of the Local Government Act. No officer of Council is authorised to undertake the establishment of a new loan facility without the authorisation of Council. All borrowings must be first approved by Council resolution.

6.5. Principles of Loan Borrowings

The following principles are to be applied when considering undertaking loan borrowings:

- a) Operating Expenditure - Council will not borrow money to fund operating expenditure. This type of expenditure should be funded through operating revenue streams such as rates, fees and charges or operating grants.
- b) Recurrent Capital Expenditure - Council will not borrow money to fund the acquisition, replacement or renewal of assets that is expected to occur on an annual or similar basis at approximately the same level each year, ie, recurrent capital works such as road resurfacing, etc. This type of expenditure shall be funded through operating revenue streams such as grants, contributions, rates and fees and charges.

6.6. Borrowing Limitations

Prior to undertaking any borrowing, Council shall assess its capacity to pay, to ensure that the community is not burdened with unnecessary risk. Council shall then reassess its capacity to pay on an annual basis as part of its budgeting process. As part of this assessment, the following borrowing limitations apply:

- a) Loan borrowings be limited to a level where the ratio of net debt service costs (principal and interest) to operating revenue does not exceed 10%.
- b) The use of loan funds will, in the main, be limited to the construction, alteration and/or renewal of buildings, the acquisition of income producing assets (including land) and the acquisition of new or renewal of existing infrastructure assets which have a life expectancy greater than ten years.
- c) Borrowings shall be undertaken in Australia and be in Australian dollars;
- d) Any borrowings will be conducted in accordance with relevant statutory requirements as contained in the Local Government Act 1993 and the Local Government (General) Regulations 2021.

6.7. Determining the appropriate Lending Institution

At least three quotations shall be sought, in order to determine the appropriate lending institution for any loan borrowings. One quotation must be sought from the NSW Treasury Corporation (T-Corp). Determination of the appropriate institution will be based on:

- a) the interest rate;
- b) loan costs;
- c) the term of the loan;
- d) any applicable fees;
- e) loan conditions including repayment schedule; and
- f) the financial stability of the lender.

The interest rate must not exceed the rate provided by T-Corp. The loan establishment or placement fee must be less than 0.25% and any document fee less than 0.10% of the funds sought. The loan term must not exceed the life of the asset being acquired and the loan conditions must be favourable.

Current Adopted LTFP - GENERAL

CASHFLOW STATEMENT		Budget	Projected Years								
Year Ending		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

Current Adopted LTFP - GENERAL - adjusted for loan borrowing costs

CASHFLOW STATEMENT		Projected Years									
Year Ending	Budget	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 - adjusted		262	864	864	864	810	802	802	802	802	802
Net cash flow provided (or used in) financing activities		(262)	(864)	(864)	(864)	(810)	(802)	(802)	(802)	(802)	(802)
Net increase/(decrease) in cash and cash equivalents		(9,819)	1,389	(645)	831	2,116	3,223	4,409	4,915	5,786	5,927
Plus: Cash and cash equivalents and investments - beginning of year		22,467	12,648	11,159	9,048	8,265	8,595	9,638	11,497	13,414	15,777
Cash and cash equivalents and investments - EOFY adjusted		12,648	14,038	10,513	9,879	10,380	11,818	14,047	16,412	19,200	21,704

14 REPORTS OF THE DIRECTOR INFRASTRUCTURE AND UTILITIES

Nil

15 REPORTS OF THE DIRECTOR PLANNING AND COMMUNITY

15.1 LOCAL ADVISORY COMMITTEE MINUTES

IP&R Linkage:	Goal: Engage diverse voices to plan for the future
	Strategy: Encourage diverse and inclusive involvement in leadership positions
Author:	Julie Costa, Director Planning and Community
Authoriser:	Cian Middleton, General Manager
File Number:	G2025/0585
Annexures:	A. Currabubula Local Advisory Committee Minutes - 13 November 2025 ↓  B. Werris Creek Progress Association Minutes - 3 February 2026 ↓ 

RECOMMENDATION

That Council:

1. Receive and note the minutes from the Currabubula Local Advisory Committee meeting held 13 November 2025.
2. Receive and note the minutes from the Werris Creek Progress Association meeting held on 3 February 2026.

BACKGROUND

The Currabubula Local Advisory Committee met on 13 November 2025. The minutes of the meeting are in **Annexure A**.

The Werris Creek Progress Association met on 3 February 2026. The minutes of the meeting are in **Annexure B**.

ISSUES AND COMMENTARY

No issues.

LEGISLATIVE AND POLICY IMPLICATIONS

Local Advisory Committee meetings are required to be held in accordance with the adopted Terms of Reference.

FINANCIAL IMPLICATIONS

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

RISK IMPLICATIONS

There is no risk implications associated with this report.

COMMUNITY CONSULTATION

Local Advisory Committees are established for the purpose of providing advice and guidance to Council in relation to:

- (a) Council's strategic and operational planning initiatives, including the development and review of Council's Integrated Planning and Reporting (IP&R) framework,
- (b) Opportunities to promote local community and economic development in the locality and surrounds, within the identified constraints and practical limitations of Council's legislative obligations and financial parameters, and
- (c) Matters affecting the locality and surrounds generally.

CONCLUSION

It is recommended to Council that they receive and note the Currabubula Local Advisory Committee minutes from their meeting on 13 November 2025 and the Werris Creek Progress Association minutes from their meeting on 3 February 2026.

MINUTES

CURRABUBULA LOCAL ADVISORY COMMITTEE MEETING
Currabubula War Memorial Hall – Davis St, Currabubula
Thursday 13th November 2025

Present	Sharon Secomb Paul & Tanya Drummond Megan Germon Greg Parkinson Veronica Filby Morgan Murtagh Kath Smith Amanda Gill	
Minute Taker	Sharon Secomb	
1. Welcome	Sharon Secomb declared the meeting open at __6:45__(time) and welcomed all in attendance.	
2. Apologies	Nil	
3. Declarations of Interest	Nil	
4. Confirmation of Previous Minutes	First official meeting as a committee this council term.	
5. General Business	<p>Topic: Positions</p> <ul style="list-style-type: none"> • Members voted to stay a LAC • Sharon Nominated herself for chair and secretary • Members all in favour <p>Moved: Veronica Seconded: Morgan</p> <p>Topic: Goals for next 6 months</p> <ul style="list-style-type: none"> <input type="checkbox"/> Members all agreed that funds need to be allocated and/ or spent before June 30 2026. Have emailed Julie - can the funds be used as a LAC or incorporated have to be formed? <input type="checkbox"/> Water tank at rec grounds committee to purchase and council to install. ↳ Sharon to contact Jo Porter and get an update on the water tank purchase <input type="checkbox"/> Sharon to get 3 quotes for dishwasher install things to consider, flooring, power, return table around corner. ↳ Aztec constructions ↳ Batho Brothers ↳ Mick Allan ↳ Brett Roach 	

	<p style="text-align: center;">L</p> <p>Topic: LAC Members meeting councilors</p> <ul style="list-style-type: none"> • This topic was raised if members could have the opportunity to meet with councilors and the mayor. Previously an option. Paul did state that any member of the public is welcome to attend council meetings. • Sharon to ask Julie if this is an option. <ul style="list-style-type: none"> ↳ Maybe invite councilors to a LAC meeting.
--	---

9. Financial Report	<input type="checkbox"/> 15/11 Sharon to confirm with council if an updated total can be sent, after the purchase of the water tank.
----------------------------	--

10. Meeting Close	<p>There being no further business, Sharon thanked all participants and declared the meeting closed at approximately ___7:45 pm _____(Time).</p> <p>Next meeting: 11th December 2025</p> <p>The minutes of this meeting are confirmed.</p> <p>Sharon</p>
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Werris Creek Progress Association Inc

MINUTES

of the **General Meeting** held at 7pm – **Tuesday 03 February 2026**

Meeting in the Engine Room at Werris Creek Sports

- 1. Present:** Cr. Shawn Cain, Rhonda O'Rance, Ingrid Koppers, Chris Marr, Cheryl Carlisle, Warren Brown, Lynn McHugh, Mike McHugh
- 2. Apologies:** Garnet Patterson
- 3. Minutes of the previous meeting:** the minutes of the previous meeting were tabled. Mike McHugh moved that the Minutes be accepted as a true and accurate record. Shawn Cain seconded. Carried.
There was no business arising from the Minutes that is not covered below.

Note: copies of WCPA Meeting Agendas and Meeting Minutes to be copied to Julie Costa and Chrissy Maunder.

- 4. Correspondence: IN:**
 - 4.1. Letter from the General Manager, LPSC.
 - 4.2. Mural quote and supporting docs from Daniel Stanley.
 - 4.3. LPSC Local Advisory Groups information from Julie Costa & Chrissy Maunder (LPSC)
- 5. Treasurers Report:** Chris Marr (Treasurer) tabled statements from Regional Australia Bank:

Opening balance at 01 Dec 2025	\$2,522.11
Closing Balance at 31 Dec 2025	\$2,522.11
Opening balance at 01 Jan 2026	\$2,522.11
Closing balance at 31 Jan 2026	\$2,522.11

Chris Marr moved that the Treasurers Report be accepted as a true and accurate record. Mike McHugh seconded. Carried.

6. WCPA working with LPSC as an advisory association: prioritising our efforts for 2026

The "Top Ten" items identified by the residents of Werris Creek:

- 1. Werris Creek Memorial Pool** – repairs & maintenance – ongoing – contractors to make good.
- 2. Single Street** – pedestrian crossing – Local Traffic Committee to approach RMS for action.
- 3. Single Street** – 40kph speed limit – Local Traffic Committee to approach RMS for action.
- 4. Werris Creek Cemetery** upgrade - ongoing
- 5. Overpass** – southern rail crossing – State Government/ARTC responsibility – WCPA to continue to press for action. Train movements are ever more frequent. Coal trains, Grain trains, Log trains, Passenger trains, Container trains from Moree & Tamworth, Tourist trains.
- 6. Freedom Camping** – dump point – needed ASAP – traffic at the Camp site is growing.
- 7. Single Street** – kerbs & gutters (station side) – overdue – some value in the existing steel barriers.
- 8. Short-term RV parking** next to station footbridge – overdue

9. **Single Street** – defined angle-parking (station side) – some recent progress – Paul Gallagher working with Shawn Cain to install white lines and define parking slots on each side of the main street.
10. **Rail crossing at Railway Parade** – flashing red lights – ARTC responsibility – WCPA to continue to press for action at this busy rail crossing – see point 5 above.

7. WCPA Special Projects – making a significant contribution to Werris Creek

7.1. ANZAC Memorial Mural in Anzac Parade – update

- 7.1.1. See attached letter from Daniel Stanley with a quote for his work, a sample Mural concept and other examples of his work.
- 7.1.2. We have permission from the Werris Creek Pharmacy to apply the Mural to their wall. Rhonda to follow-up with the Pharmacy and ask permission to bleed the Mural across the wall toward Single Street.
- 7.1.3. The suggested Mural looks good “as is” with maybe a splash of colour adding red poppies to the scene and some subtle references to Werris Creek.
- 7.1.4. Rhonda to approach Daniel Stanley for a follow-up meeting to discuss details of the Mural – committee members will be advised when the meeting is set.

7.2. Fund raising for the ANZAC Memorial Mural – update

- 7.2.1. **MURAL BUDGET** – there are several items to be accounted for in the budget:
 - 7.2.1.1. Artists Fees
 - 7.2.1.2. Surface preparation
 - 7.2.1.3. Materials – primer, paint, sealant
 - 7.2.1.4. Scaffolding OR scissor lift OR cherry-picker & associated equipment – check with Daniel Stanley.
 - 7.2.1.5. Safety barriers & signage (can LPSC help with this item?)
 - 7.2.1.6. Community event to “launch” the Mural when completed
 - 7.2.1.7. Contingency

Quotes have been requested from trade suppliers to create a detailed budget.

- 7.2.2. **MURAL FUND Raising 1. GRANTS** – grants are available from several sources and each of the sources will be approached:
 - 7.2.2.1. NSW Anzac Community Grants Program (ACGP)
 - 7.2.2.2. Australian Government – Saluting Their Service (STS) Community Grants
 - 7.2.2.3. Australian Government – Saluting Their Services (STS) Major Grants
 - 7.2.2.4. Local Government & Community Sources
 - 7.2.2.5. RSL & Veteran Organisations.
- 7.2.3. **MURAL FUND Raising 2. OTHER AVENUES** to explore:
 - 7.2.3.1. Organize a raffle.
 - 7.2.3.2. Book the Community Street Stall in Single Street to promote the Mural, raise awareness and raise some local funds.
 - 7.2.3.3. Contact Kevin Anderson’s office for advice/assistance
 - 7.2.3.4. Contact local businesses/organisations that may want to be contribute: for example: Crawfords Transport, Pacific National, Aurizon, SSR, ARTC.

7.3. Werris Creek FREEDOM CAMPING - Maintaining & developing the Werris Creek Freedom Camping facility – update:

- 7.3.1. **Stop Press** – Shawn Cain advised that there has been some recent vandalism at the Freedom Camping area and that LPSC is in the process of repairing the damage.
- 7.3.2. **Existing trees** need feeding and more regular watering to encourage growth and reduce heat stress.
- 7.3.3. **More trees** would enhance the facility – Warren Brown suggested planting Chinese Elm trees. Chinese Elms are strong and resilient – they thrive in Australian conditions. Warren will research availability and price.
- 7.3.4. **Planters** – not being used as intended – probably best removed – Community Garden?
- 7.3.5. **Fence** – the fence that was damaged by high winds has not been replaced. LPSC has installed a gate at the western end of the driveway to secure their storage. If the remains of the fence posts are ground off, campers can safely use the northern gate to enter the facility and the southern gate to exit the facility.

8. Business Directory at David Taylor Oval (Freedom Camping area): update

- 8.1. Chris Marr advised that the display frame is ready for painting.
- 8.2. Garnet Patterson to advise the team when he is ready to install the frame.

9. Sale of advertising space at David Taylor Oval (Freedom Camping area): update

- 9.1. Rhonda O’Rance will follow-up B2B Signs for the artwork.

10. Brochure for Werris Creek: update

- 10.1. Lynn McHugh tabled the first draft of the three-fold brochure.
- 10.2. Lynn to confer with Rhonda to add the advertisers to the brochure.

11. David Taylor Oval: update - Flagpole lighting, fence replacement, maintenance?

- 11.1. Shawn Cain is progressing the lighting for the flagpole.
- 11.2. Rhonda advised that she has a new flag to be installed when the lighting is operational.

12. Any Other Business

- 12.1. CBD: new refuse bins are being manufactured and will be installed along Single Street – time frame approx. six weeks.
- 12.2. There are some issues at the Werris Creek MPS that we may be able to help with – more research needed.

Next Meeting: 7pm on Tuesday 3rd March 2026 – the Engine Room at Werris Creek Sports.

Mike McHugh – Acting Secretary WCPA

15.2 ADOPTION OF DRAFT DESTINATION MANAGEMENT PLAN 2026-2030 (POST-EXHIBITION)

IP&R Linkage:	Goal: Model collaborative and transparent leadership
	Strategy: Provide strong long-term direction for the community via the Integrated Planning and Reporting framework
Author:	Julie Costa, Director Planning and Community
Authoriser:	Cian Middleton, General Manager
File Number:	G2026/0018
Annexures:	A. Destination Management Plan 2026-2030 (Draft) ↓ 

RECOMMENDATION

That Council:

1. Adopt the draft Destination Management Plan 2026-2030 appended at *Annexure A*.

BACKGROUND

Under the Integrated Planning and Reporting (“IP&R”) provisions of the *Local Government Act 1993*, Council is required to develop and adopt an interrelated suite of strategic plans and documents underpinned by a Community Strategic Plan to guide its decision-making. Council may elect to adopt additional supporting strategies as part of its IP&R framework, beyond those that they are required under legislation to adopt.

In July 2025, Council engaged SC Lennon & Associates (“the Consultant”) to prepare the organisation’s new Destination Management Plan. A Destination Management Plan is a plan for pro-active management of a destination over a period of time, supporting collaboration between government, business, industry and community to articulate a shared vision for a destination to drive action to protect its environment, community and cultural values. A Destination Management Plan considers the challenges and opportunities specific to the destination and seeks to identify strategic priorities, including the tourism product and infrastructure required to support sustainable visitation.

Between August and November 2025, the Consultant undertook community and stakeholder engagement, economic analysis and independent research to inform the development of the Destination Management Plan. This process culminated in the preparation of the draft Destination Management Plan (“the draft DMP”), appended at ***Annexure A***.

At its Ordinary Meeting held 10 December 2025, Council endorsed the draft DMP for public exhibition [**res. 2025/2021**]. The draft DMP was subsequently exhibited from 10 December 2025 to 23 January 2026.

ISSUES AND COMMENTARY

Prepared in the context of the Liverpool Plain Shire Community Strategic Plan, *Horizon 2040*, and its broader program of work and strategic objectives, the draft DMP underpins a commitment by Council to take a lead in guiding the future prosperity in the visitor economy sector. Actions in the draft DMP are designed to enhance visitor experiences, attract more visitors to the Liverpool Plains, grow visitors’ average length of stay, increase visitor spend and enhance the destination’s profile.

The draft DMP proposes the following vision statement for the Liverpool Plains Shire’s destination positioning:

The Liverpool Plains will be a must-visit destination, attracting visitors from around Australia and beyond to experience its extraordinary landscapes and natural beauty, its rich heritage, and its charming towns and villages.

As illustrated by *Figure 1*, below, the draft DMP recommends implementation of a series of actions and initiatives presented across strategic pillars.

Figure 1 Strategic Pillars - Draft Destination Management Plan 2026-2030



The draft DMP appended at **Annexure A** is substantively unchanged from the draft version provided to Council at the December 2025 Ordinary Meeting. The only changes relate to graphic design and formatting to improve readability and presentation, as well as the inclusion of an additional column in the ‘Action Plan’ section to clearly indicate which actions will be funded and resourced by Council and which are grant-dependant.

LEGISLATIVE AND POLICY IMPLICATIONS

While there is no legislative requirement for Council to adopt a DMP; as noted above, the Act provide that Council may develop supplementary strategies and plans as part of its IP&R framework to support the implementation of the Community Strategic Plan.

FINANCIAL IMPLICATIONS

There are no direct financial implications for Council associated with this report. Individual actions contained within the DMP will be programmed and funded for delivery via Council’s annual Operational Plans & Budgets. The draft DMP clearly indicates which of the 35 actions can be delivered within existing resourcing levels, and which are grant-dependant. Once adopted, the draft DMP can be leveraged by Council Officers in seeking grant applications from State and Federal Governments to support the delivery of key projects and programs.

RISK IMPLICATIONS

Adoption of the draft DMP ensures that Council has a clear and strategic framework to guide the organisation's destination marketing and visitor information services, programs and events over the four-year period from 2026 to 2030. While adoption of the draft DMP establishes strategic direction and priorities, delivery of individual actions identified in the DMP will be contingent on resourcing, partnerships, and external economic conditions.

COMMUNITY CONSULTATION

Preparation of the draft DMP has been informed by community consultation and targeted stakeholder engagement. In developing the draft DMP, the Consultant facilitated community workshops in both Quirindi and Werris Creek and engaged with a range of government agencies, business/industry representatives, and regional development and tourism organisations. The Consultation Findings Report, outlining key insights from the consultation and engagement process, is publicly available from Council's online engagement hub, [Your Say Liverpool Plains](#).

As noted above, the draft DMP was endorsed for public exhibition at the December 2025 Ordinary Meeting [**res. 2025/2021**]. The draft DMP was subsequently exhibited from 10 December 2025 (upon resolution of Council) to Friday, 23 January 2026, longer than the typical 28-day exhibition period in recognition of the Christmas-New Year holiday period and three (3) public holidays during that period. The public exhibition period was promoted via public notice and Council's communication channels. No submissions on the draft DMP were received.

CONCLUSION

The draft DMP provides a strategic framework for Council to support the growth and development of the Liverpool Plains Shire's visitor economy and better promote the shire as a tourist destination. The draft DMP has been developed through community and stakeholder consultation and, as detailed in this report, was publicly exhibited from 10 December 2025 to 23 January 2026. It is recommended that the draft DMP, appended at *Annexure A*, be formally adopted by Council.

DESTINATION MANAGEMENT PLAN

2026-2030



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.

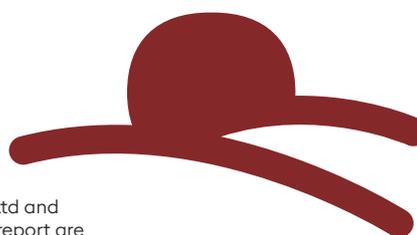
Front cover image courtesy of The Plains Inc.

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SC Lennon & Associates Pty Ltd and the individual authors of this report are not liable to any person or entity taking or not taking action in respect of any representation, statement, opinion or advice referred to above.



EXECUTIVE SUMMARY

This Destination Management Plan is Liverpool Plains Shire Council's blueprint for developing, promoting and managing the Liverpool Plains Shire as a visitor destination.

The Liverpool Plains Shire's visitor economy is growing, playing an important role in our region's economic development. To guide future prosperity, the actions in this Plan are designed to:

- enhance visitor experiences,
- attract more visitors to the Shire,
- grow visitors' average length of stay,
- increase visitor spend, and
- enhance the destination's profile.

Council's destination management planning objectives are underpinned by a set of place-based principles, which provide the organisation with operating guidelines to support the development of a vibrant visitor economy through the provision of readily-available and easy-to-access information for visitors; an accessible and welcoming destination; supporting infrastructure to enable visitation; activated and vibrant spaces and places; and collaborative partnerships that build identity and encourage visitation.

These principles and strategic objectives are underpinned by the destination vision, that:

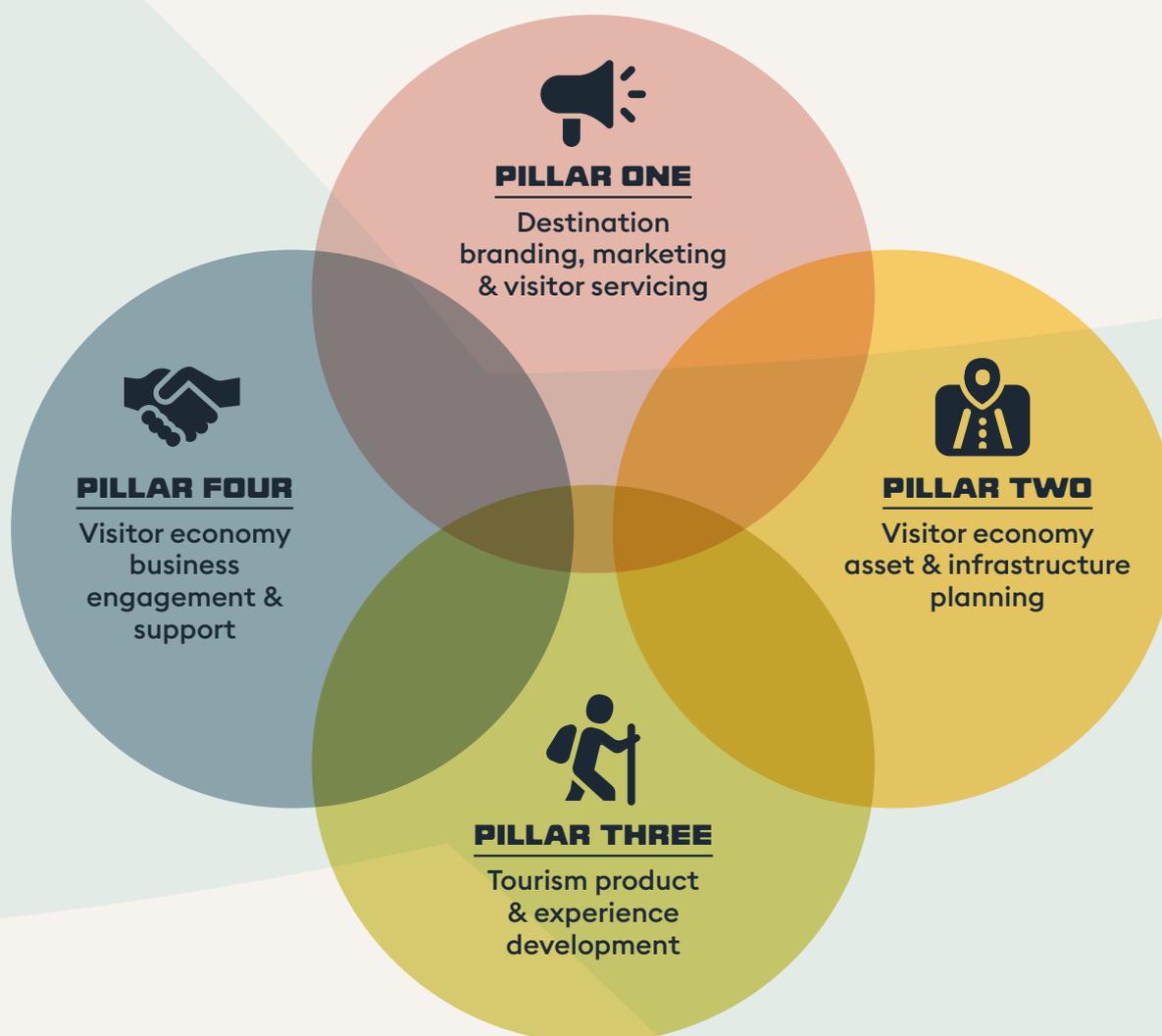
The Liverpool Plains will be a must-visit destination, attracting visitors from around Australia and beyond to experience its extraordinary landscapes and natural beauty, its rich heritage and its charming towns and villages.

Aligned with the NSW Government's Visitor Economy Strategy 2035 and complementing the Liverpool Plains Shire Economic Development Strategy 2026-2030, this Plan contains 35 actions across four strategic pillars, focussed on:

1. Destination branding, marketing and visitor servicing,
2. Visitor economy asset and infrastructure planning,
3. Destination product and experience development, and
4. Visitor economy business engagement and support.

To ensure effective outcomes, Council, working across the organisation and in collaboration with other destination stakeholders, will continually monitor, assess and report on the implementation of the actions in this Destination Management Plan and the achievement of key milestones. This Plan will evolve with annual reviews and in line with Council resources and the priorities of the day, ensuring it remains relevant and effective.

DESTINATION MANAGEMENT PLANNING PILLARS



VISION FOR A VIBRANT VISITOR ECONOMY

Destination Management Plan purpose and objectives

The *Liverpool Plains Shire Destination Management Plan 2026-2030* is Liverpool Plains Shire Council's statement of intent to manage the destination, with a clear vision and plan of action to grow the Shire's visitor economy.

Liverpool Plains Shire's visitor economy comprises businesses that provide goods and services to visitors on day or overnight trips. These include cafes, restaurants and take-away food and beverage businesses, retailers, transport service and accommodation providers, arts, recreation, leisure and entertainment service providers and tour operators.

Council gets directly involved in supporting and promoting the Shire's visitor economy through its role in providing visitor information services, in branding, marketing and promotion, infrastructure provision (including sporting, nature-based recreational and cultural facilities), planning, regulation and place activation, local business engagement and support, and investment attraction.

Informed by a set of planning principles, this Plan guides Council decision-making across four strategic pillars focussed on:

1. **Destination branding, marketing and visitor servicing,**
2. **Visitor economy asset and infrastructure planning,**
3. **Tourism product and experience development, and**
4. **Visitor economy business engagement and support.**

Through these pillars, this Plan delivers a suite of initiatives to capitalise on the Liverpool Plains' destination assets and attributes as well as developing experiences and attractions to capture new, high-end, high value visitor markets.

The Liverpool Plains Shire's visitor economy is growing, playing an increasingly important role in its economic growth and development. To guide future prosperity, the actions in this Plan are designed to enhance visitor experiences; attract more visitors to the Shire; grow visitors' average length of stay; increase visitor spend; and enhance the destination's profile.

Guiding principles

The actions presented in this Destination Management Plan are informed by a set of place-based destination management planning principles. These are based on the findings of the research and consultation which informs this Plan.

The planning principles, which guide Council's strategic and operational priorities, are:

- **Readily-available and easy-to-access information** – ensure the effective delivery of visitor information so that visitors know how to get to the Liverpool Plains and where to have a great experience once they arrive.
- **An accessible and welcoming destination** – ensure the Liverpool Plains is easy to get to, and is welcoming and enjoyable to spend time in.
- **Supporting infrastructure to enable visitation** – enable a vibrant visitor economy through the provision of infrastructure and services.
- **Activated and vibrant spaces and places** – make the towns and villages of the Liverpool Plains enjoyable to spend time in with a variety of things to see and do.
- **Collaborative partnerships that build identity and encourage visitation** – grow a vibrant visitor economy through shared commitment with our partners.

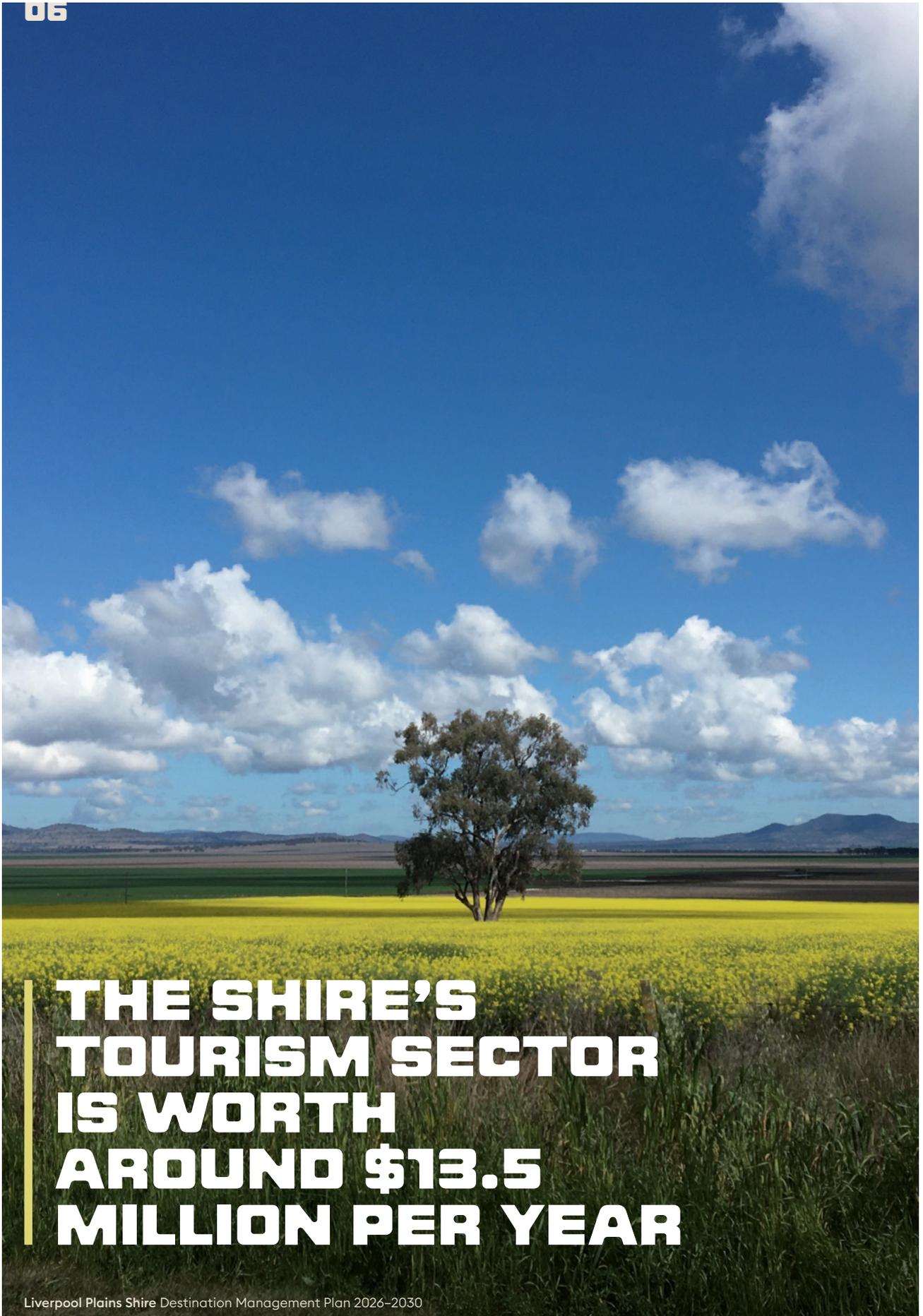
Beyond the actions in this Plan, these principles provide Council with guidance to continually work towards realisation of the vision for a vibrant visitor economy.



OUR DESTINATION VISION:

The Liverpool Plains will be a must-visit destination, attracting visitors from around Australia and beyond, to experience its extraordinary landscapes and natural beauty, its rich heritage and its charming towns and villages.

Destination Management Plan 2026-2030 Liverpool Plains Shire



**THE SHIRE'S
TOURISM SECTOR
IS WORTH
AROUND \$13.5
MILLION PER YEAR**

Liverpool Plains Shire Destination Management Plan 2026-2030

OUR DESTINATION PROFILE

The destination

Situated in the New England North West region of NSW at the junction of the New England and Kamilaroi Highways, Liverpool Plains Shire is a destination for 184,000 visitors annually.

Liverpool Plains Shire's visitor economy is playing an increasingly important role in supporting its economic development. The Shire's tourism sector is worth around \$13.5 million per year with its visitor market spanning holiday-makers, business travellers and those visiting friends and relatives, as well as the businesses that serve them. Day-trip visitors account for the Liverpool Plains' largest market share, accounting for three-quarters of all visitors to the Shire.

Surrounded by productive agricultural land and stunning landscapes, the Liverpool Plains is the closest broad-acre farming area to Sydney, dressed in seasonal colours of a variety of crops and dotted with picturesque towns and villages steeped in history and culture.

Rich in agricultural and railway heritage, the Liverpool Plains offers a diversity of attractions for visitors seeking a real country tourism experience. Home to the Kamilaroi people for tens of thousands of years, the area boasts a rich Indigenous heritage which is proudly showcased through local businesses, attractions and landmarks.

The Shire comprises a network of vibrant towns and villages including Quirindi, Werris Creek, Wallabadah and Willow Tree, which serves as the gateway to the Liverpool Plains in the south and is home to the Liverpool Plains Visitor Information Centre.

Providing visitor information is just one of the roles that Council plays in working to nurture a vibrant visitor economy. Guided by this Plan, Council works in partnership with the Liverpool Plains' other stakeholders to develop the Shire's profile as a 'must-visit' destination defined by a diversity of authentic experiences built on its natural features, iconic landscapes, its history and heritage, its rich cultural assets and its charming towns and villages.

It contains initiatives designed to realise the vision by encouraging high-yield travellers who value the landscape they are visiting and who seek to immerse themselves for extended periods in high-quality experiences. Ultimately, this will add value to the destination's offer, presenting a viable pathway to building tourism as a driver of the Liverpool Plains Shire economy.

OUR DESTINATION PROFILE

Visitation profile and trends

The Liverpool Plains Shire has experienced steady growth in visitation, rising from 118,786 visits in 2019 to 183,751 in 2024. This represents a robust recovery from the COVID downturn, with 2024 visitation reaching 147 per cent of 2019 levels.



Source: Tourism Research Australia with interpretations by SC Lennon & Associates

Driving the growth in visitation to the Liverpool Plains has been the surge in domestic day-trip visitors, whose numbers have doubled since 2019. In contrast, domestic overnight visitation has not returned to pre-pandemic levels, sitting at 84 per cent of the 2019 figures.

Domestic day-trippers to the Liverpool Plains spend, on average, \$172 per visit, which is higher than the average spend per domestic day trip visitor across NSW. Domestic overnight visitors to the Liverpool Plains, and international visitors, spend less than the average spend per visitor to NSW. Almost one-third of domestic day-trippers visit the Liverpool Plains to see friends and relatives while another 22 per cent travel for holidays. This compares to 40 per cent of visitors to the wider New England-North West region who travel for holidays.



Source: REMPLAN and Tourism Research Australia with interpretations by SC Lennon & Associates

Visitor nights to Liverpool Plains Shire are driven by domestic overnight visitors, over one-third of whom (37 per cent) travel for holidays and another 32 per cent visit for business purposes.

While total visitation has been on an upward trend over the five years to 2024, both domestic and international visitor nights spent in the Liverpool Plains have declined, with total visitor nights falling at an average annual rate of 7 per cent over this period.



Source: Tourism Research Australia with interpretations by SC Lennon & Associates

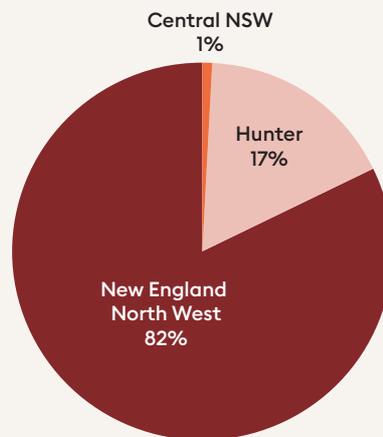
OUR DESTINATION PROFILE

Visitor source markets

The large majority (82 per cent) of domestic day-trippers to Liverpool Plains Shire come from the New England North West region. Another 17 per cent of domestic day trip visitors come from the nearby Hunter region, with one per cent travelling from Central NSW.

New South Wales accounts for 82 per cent of all domestic overnight visitors to the Liverpool Plains. From within NSW, 24 per cent of Liverpool Plains Shire's domestic overnight visitors travel from Sydney, 12 per cent come from the New England North West region, 11 per cent from the Central Coast and 9 per cent from the NSW North Coast.

Source markets, domestic day trip visitors to Liverpool Plains Shire

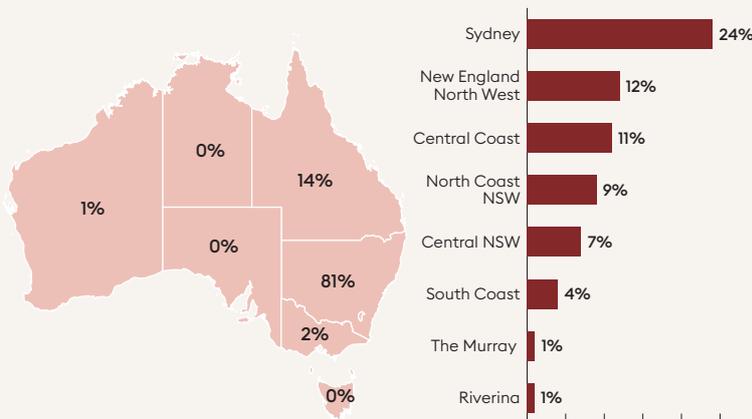


Source: Tourism Research Australia with interpretations by SC Lennon & Associates

After NSW, the largest source of domestic overnight visitors to Liverpool Plains Shire is Queensland, contributing 14 per cent of market share.

Although a very small market, the largest source country of international visitors to the wider New England-North West region is New Zealand, which accounts for 17 per cent of all international visitors to the area. This is closely followed by the United States (16 per cent). International markets accounting for a notable share of visitors to NSW and which present opportunities for the Liverpool Plains and surrounding region include Asian markets such as China, Korea and India.

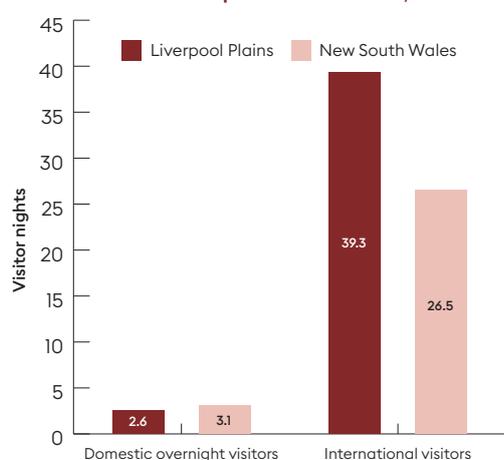
Source markets, domestic overnight visitors to Liverpool Plains Shire



Source: Tourism Research Australia with interpretations by SC Lennon & Associates

Domestic overnight visitors spend an average of 2.6 nights in the Liverpool Plains, slightly below the NSW average of 3.1 nights. International visitors stay for 39 nights, compared to the NSW average of 26.5 nights. Between 2019 and 2024, the average length of stay of both domestic overnight and international visitors to the Liverpool Plains fell slightly.

Average length of stay, domestic overnight and international visitors to Liverpool Plains Shire, 2024

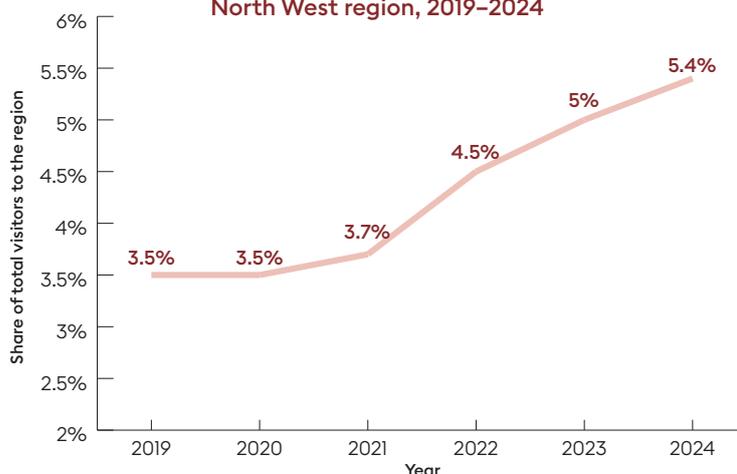


Source: REMPLAN and Tourism Research Australia with interpretations by SC Lennon & Associates

Encouragingly, the Liverpool Plains has increased its share of visitation to the wider the New England-North West Region, from 3.5 per cent in 2019 to 3.7 per cent in 2021 and 5.4 per cent in 2024.

Understanding key visitor economy metrics is one tool for informing destination management planning priorities, alongside an understanding of the destination's attributes, challenges and opportunities, which are summarised at a high level overleaf.

Liverpool Plains Shire's share of visitors to the New England North West region, 2019–2024



Source: REMPLAN and Tourism Research Australia with interpretations by SC Lennon & Associates

DESTINATION ATTRIBUTES, CHALLENGES AND OPPORTUNITIES

The research, consultation and analysis undertaken to inform this Plan revealed a diversity of attributes, challenges and opportunities to realise aspirations for a vibrant visitor economy. These are summarised as follows:

Established attractions

The Liverpool Plains has a number of established visitor attractions and experiences, including the Australian Railway Monument and Rail Journeys Museum; Quirindi Rural Heritage Village; Quirindi Silo Art; Springfield Woolshed; Sunflower Trail; and Windy Station Woolshed.

Diversity

The Liverpool Plains can capitalise on the potential to grow visitation on the back of its natural features and landscape, its rich agricultural heritage, its proximity to nearby attractions and events in Tamworth and Gunnedah for example and its access to markets (e.g. nature-based tourism, adventure tourism, cultural heritage tourism including First Nations Cultural Heritage).

Length of stay and visitor spend

Around three-quarters of visitors to the Liverpool Plains are day-trippers. More can be done to promote the diversity of tourism experiences on offer, promote the dispersal of visitors throughout the Shire and encourage them to stay for longer, spending time and money in the Liverpool Plains.

Agri-tourism

With its proximity to Sydney, the Liverpool Plains offers opportunities of real experiences on real farms. Tourism development opportunities include farm stays, events, venues for events or weddings, workshops, meet the grower, roadside stalls, farm shops, picking days and educational tours. Council needs to ensure that the local regulatory framework is supportive of opportunities for agri-tourism.

Agri-tourism compliance

Land use planning regulations, overlays (e.g. flood and bushfire overlays) and compliance costs (e.g. road access, etc.) can restrict subdivision into smaller land holdings and can be cost-prohibitive for small businesses / landholders looking to diversify into agri-tourism.

Indigenous cultural tourism

The Liverpool Plains is rich in Aboriginal culture and heritage. Walhallow Local Aboriginal Land Council is working on a number of strategies and projects to advance the interests of its members and the economic development of the Liverpool Plains more broadly, including through opportunities for cultural tourism.

Drive tourism

There is an opportunity to grow the Shire's drive tourism market with promotion and investment in enabling infrastructure including roads, signage and digital connectivity (phone and Internet coverage). It is considered that some roads in the Liverpool Plains

and surrounding region require upgrades to facilitate more drive tourism. The fact that Quirindi is not on the main highway requires investment in promotion, infrastructure and attractions to draw visitors into town.

Itinerary planning

Itinerary planning and promotion using the latest communications channels and technology (e.g. QR codes) and tourism trail maps, could help promote the Liverpool Plains and surrounding region, encouraging 'borderless tourism' and helping to disperse visitors throughout the region.

Interpretive signage

There is a need to ensure that interpretive signage is adequately provided for in strategic locations and that storytelling is informed, accurate and informative.

Drive tourism infrastructure investment

Investment in EV charging stations and dump points could be explored, to encourage people to stop and stay for longer.

Public transport

Access to public transport is very limited. The train stops in Quirindi, but then there is nowhere to go without a car. It has been suggested that options for investment in public transport (e.g. shuttle buses linked to the Shire's passenger rail stations) could be explored.

Tour buses

With coaches travelling to the Moree hot spring baths from April to September, there are opportunities for the Liverpool Plains to encourage them to stop for a tour or overnight on their way to or from Moree.

Guided tours

Opportunities include, for example, tag-along 4WD tours, guided tours at the First and Second Fleet Gardens in Wallabadah, sunflower trail tours including a workshop and a long lunch and railway history tours.

Visitor accommodation

A lack of diversity in short-stay accommodation limits the opportunity to attract more people to stay in and explore the Liverpool Plains for longer.

Quirindi Caravan Park

The caravan park in Quirindi, with cabins as well as powered and unpowered sites, is well utilised, with potential for further development.

Freedom camping

The Liverpool Plains has six freedom camping sites which could be better promoted to attract more visitors to stay in the Shire.

Nature-based tourism

Wallabadah has the smallest National Park in Australia (5 acres) and the only National Park in the Liverpool Plains, presenting opportunities for activities including bushwalking, trail running and exploring nature.

DESTINATION ATTRIBUTES, CHALLENGES AND OPPORTUNITIES

Night sky / dark sky tourism

There is an opportunity to tap into the night sky tourism market in the wider region (e.g. in neighbouring Warrumbungle Shire) to diversify the tourism offer and experience in the Liverpool Plains.

Water-based tourism

Quipolly Dam presents an opportunity to develop camping and water-based recreational facilities and activities. However, opportunities to accommodate recreational activities will need to be balanced against ensuring security of supply of quality drinking water for the communities of the Liverpool Plains.

Local arts, history, heritage and culture

The Liverpool Plains' rich history and heritage presents an opportunity to expand the area's tourism offer. The investment in silo art in Quirindi has been well-received and is popular with visitors. Continued investment in the Shire's arts, history and strong railway heritage will support the communities of the Shire and help to attract more visitors to the Liverpool Plains.

Festivals and events

There are no catalyst tourism events in the Liverpool Plains. There is an opportunity to elevate awareness of the Liverpool Plains through greater promotion and development of existing attractions such as the Sunflower Trail, and events such as the Art Shack at Wilgabah (including the new Yuga-Li Gathering Festival) and the Quirindi Spring Show. A strong calendar of events could be established. The feasibility of establishing or attracting a new iconic festival or event to the Shire could also be explored.

Leveraging iconic events

There are a number of iconic events held throughout the region (such as the Tamworth Country Music Festival and AgQuip in Gunnedah) which could be leveraged to attract more people to visit the Liverpool Plains. There is also an opportunity to diversify the region's events offering, for example, food and beverage-based events drawing on the Liverpool Plains' agricultural strengths.

Retail and hospitality services

The Liverpool Plains' retail and hospitality businesses could be encouraged / supported to extend opening hours (e.g. on Sundays) to enhance the overall visitor experience in the Liverpool Plains.

Customer service

There is scope to enhance retailers' understanding of their role in the visitor economy and the importance of excellent customer service in line with the expectations of visitors to the region.

Tourism promotion and visitor information

With more prospective visitors accessing information online as their principal source, there is an opportunity to take a renewed approach to tourism promotion and visitor information delivery, to promote the Liverpool Plains to prospective visitors before they get here.

Borderless tourism

The concept of tourism promotion that goes beyond LGA boundaries is widely supported. Cooperation with neighbouring Councils (Tamworth, Gunnedah, Narrabri, Moree) and the Kamilaroi Highway tourism group should be encouraged to highlight the Liverpool Plains tourism offer as part of a wider destination.



Destination Management Plan 2026-2030 Liverpool Plains Shire

BROADER TOURISM TRENDS AND STRATEGIC DRIVERS

Tourism trends and visitation drivers

There are a number of broader trends influencing prospects for tourism and the ways in which the Liverpool Plains, as a destination, can respond. They include:

Experiential travel

More and more travellers are seeking immersive, educational and authentic experiences that are unique to the places they visit.

Nature-based travel

A region's landscapes and natural features more often than not anchor the destination's value proposition. For example, dark sky tourism, focused on experiencing night skies free from light pollution, appeals to travellers who seek immersion in natural environments, and presents an opportunity for the Liverpool Plains to offer something that can be experienced in only a few places in Australia.

Sustainable travel

'Regenerative tourism', which is about leaving a destination better than how it was found, enhancing and renewing ecosystems, culture and community, continues to grow in popularity, especially amongst well-educated, high-spend travellers.

Conscious travel

Volunteering, understanding and caring for the environment and authentic engagement with communities, including First Nations people, are playing a bigger part in travel and destination choice.

Healthy travel

Travel for the purpose of wellness, both spiritual and physical, to activate the mind and body, will continue to grow in popularity.

Food and beverage tourism

Food is a central part of any travel experience, and many travellers are seeking to learn about the places they visit through culinary experiences and related activities such as food tours, local markets, micro-brewery tours, vineyard visits hosted by growers and farm-stays (**agri-tourism**).

Together, these trends offer enormous opportunity for the Liverpool Plains as it seeks to leverage its location, its natural beauty, its agricultural strengths and its rich history and heritage to grow a vibrant visitor economy.

Strategic priorities – The NSW Visitor Economy Strategy 2035

The Destination Management Plan aligns with the pillars of the NSW Government’s Visitor Economy Strategy 2035 (VES), with a focus on building the destination brand, showcasing its assets and attractions and facilitating the sustainable growth and development of the Liverpool Plains visitor economy.

The NSW VES is guided by principles focussed on advancing the visitor experience and encouraging innovation, sustainability and collaboration, including:

- Prioritising the visitor experience to enhance satisfaction and repeat visitation;
- Encouraging innovation and agility to keep the NSW visitor economy competitive;
- Embedding sustainability practices to protect natural and cultural heritage; and
- Fostering collaboration for shared success.

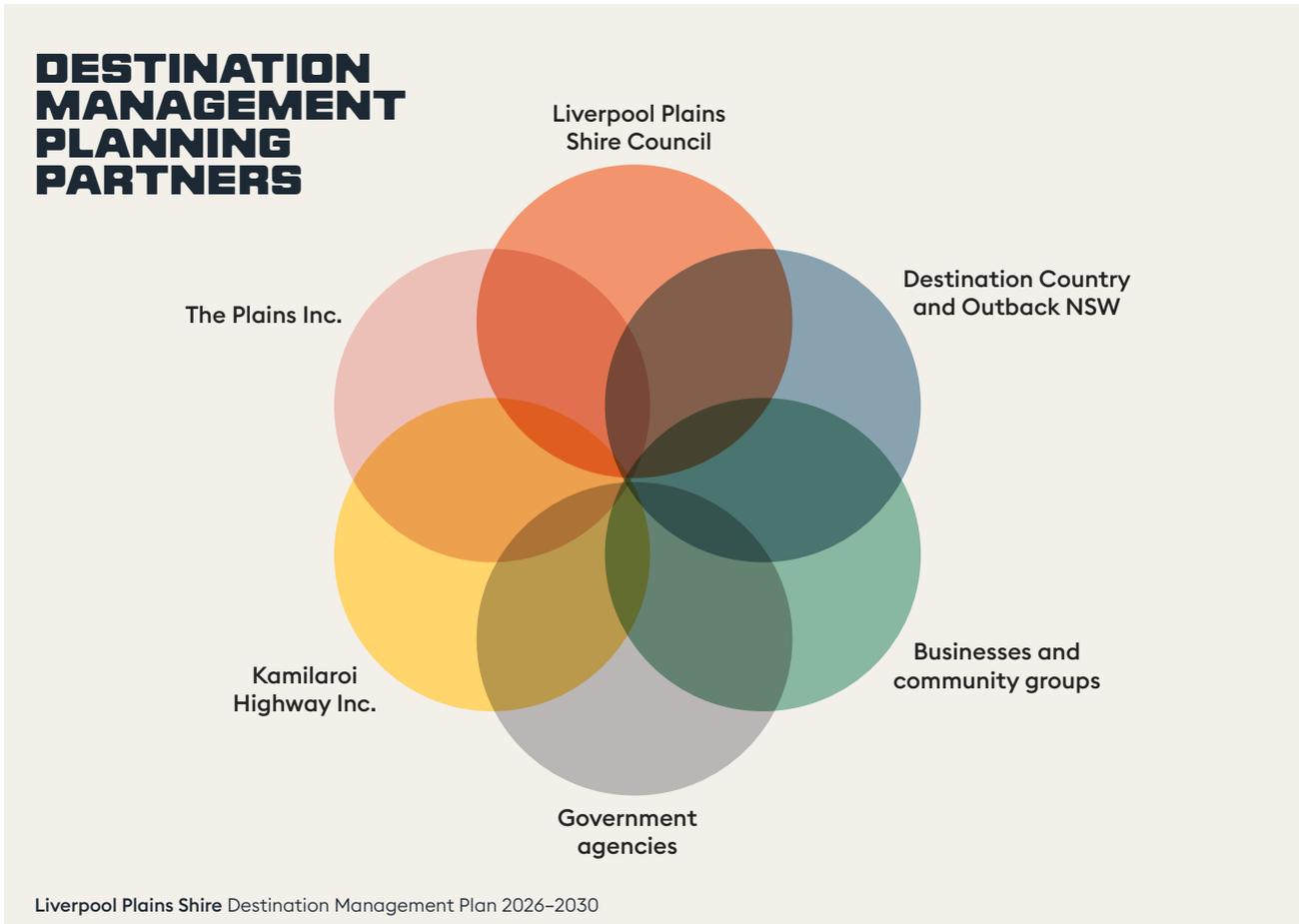
While Sydney is regarded as a priority destination, the VES recognises the State’s regional areas as being essential for economic growth through the development of a diversity of visitor experiences.

The Liverpool Plains Destination Management Plan is aligned with the underlying principles and objectives of the NSW VES. It seeks to grow a vibrant visitor economy in the Liverpool Plains through initiatives that encourage and support the development of a greater diversity of experiences, for the benefit of visitors, the local visitor economy and that of New South Wales as a whole.

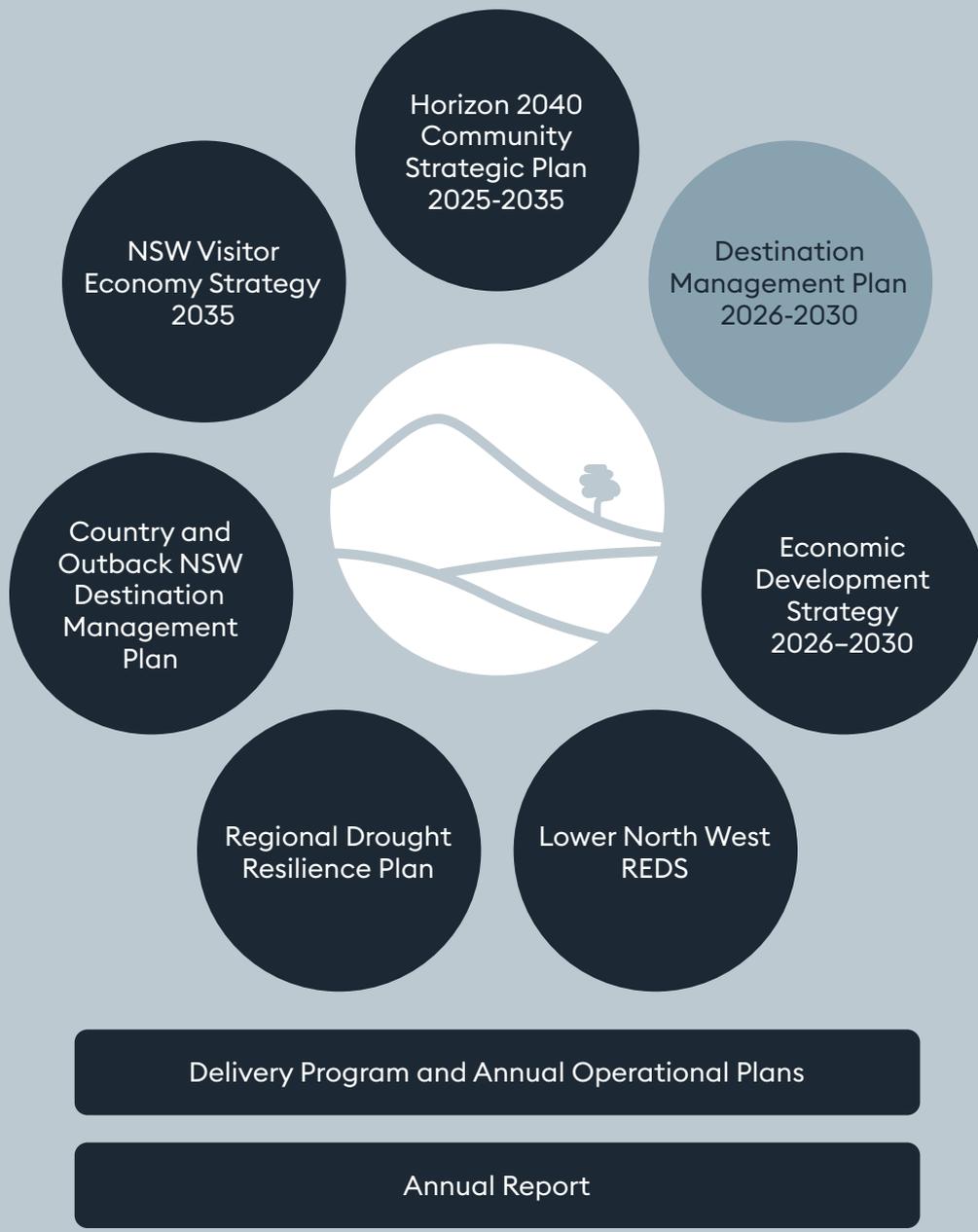
STRATEGIC ALIGNMENT AND IMPLEMENTATION PARTNERS

Liverpool Plains Shire Council's commitment to destination management planning does not occur in isolation. Key to the growth of a vibrant visitor economy is the maintenance of close connections between departments within Council as well as strong relationships with the destination's other stakeholders.

Through the implementation of this Plan, effective tourism promotion and development will be served by collaborative partnerships between Liverpool Plains Shire Council, The Plains Inc., Kamilaroi Highway Inc., Destination Country and Outback NSW, key government agencies, not-for-profits, businesses and the communities of the Liverpool Plains, to increase the visitor economy's contribution to economic growth and development.



STRATEGIC ALIGNMENT





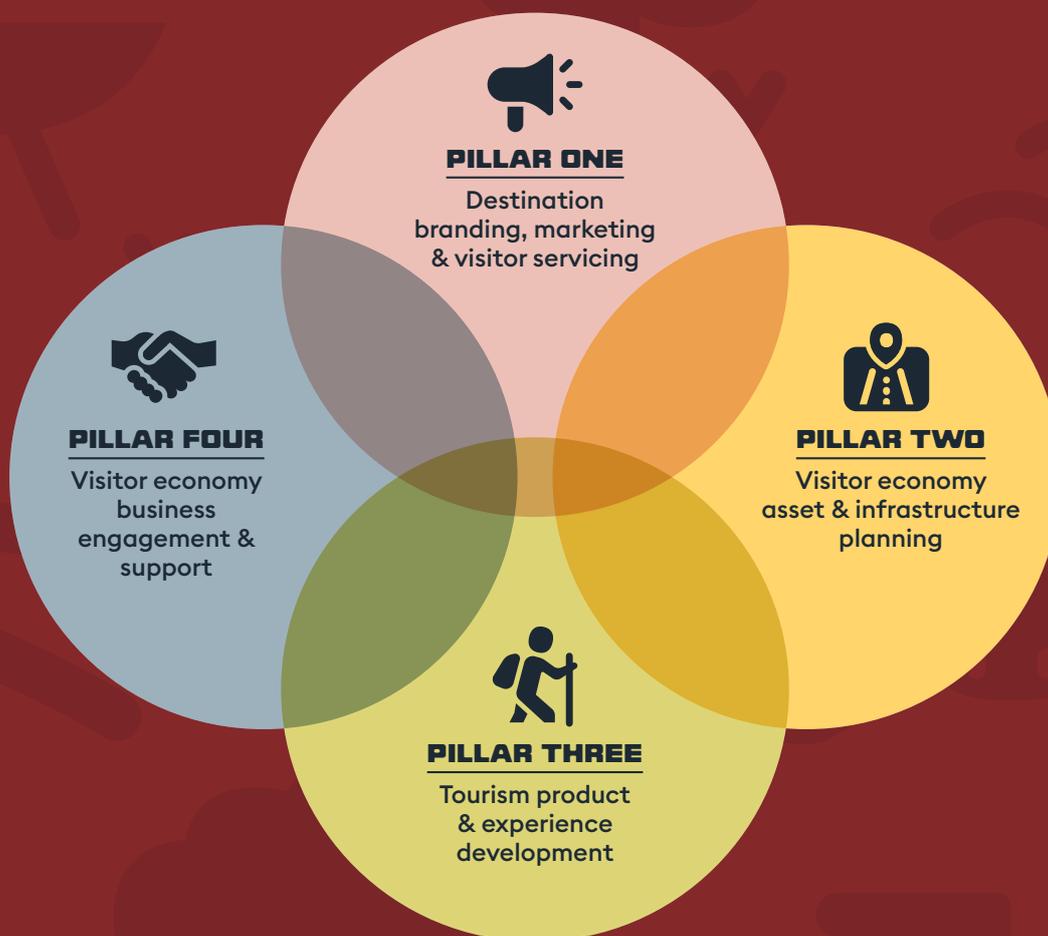
ACTION PLAN

Liverpool Plains Shire Destination Management Plan 2026-2030

DESTINATION MANAGEMENT PLANNING FRAMEWORK

This Plan contains 35 actions across four pillars that are focussed on destination branding, marketing and visitor servicing; visitor economy asset and infrastructure planning; destination product and experience development; and visitor economy business engagement and support.

DESTINATION MANAGEMENT PLANNING PILLARS



Destination Management Plan 2026–2030 Liverpool Plains Shire

DESTINATION MANAGEMENT PLANNING FRAMEWORK

Each pillar contains actions designed to help realise the destination vision, as follows:



PILLAR ONE

Destination branding, marketing and visitor servicing

Destination branding, marketing and promotion, supported by visitor information management and delivery, is essential for articulating the Liverpool Plains' unique selling proposition, underpinned by its natural, built and cultural heritage attributes, to attract a greater diversity of high-yield visitors.



PILLAR TWO

Visitor economy asset and infrastructure planning

Visitor economy asset and infrastructure planning (and delivery) is essential for accommodating, entertaining, informing and transporting visitors to and throughout the Liverpool Plains.



PILLAR THREE

Destination product and experience development

Developing and articulating bookable attractions and experiences will serve to bring both locals and visitors together to enjoy the Liverpool Plains' natural beauty, its rich agricultural heritage, its arts and culture, food and drink and its festivals and events, which celebrate and promote the destination.



PILLAR FOUR

Visitor economy business engagement and support

Providing information and support for businesses operating in the local visitor economy, including those in accommodation and food services, arts and culture, recreational services and retail trade, will ensure they are well-equipped to engage with and service a visitor market which values the Liverpool Plains' unique landscapes and natural beauty, its history and heritage and its food and culture.

Each action is assigned a level of priority / timing according to whether it is a short-term measure (to be implemented in Year 1), a medium-term initiative (Years 2 and 3) or a longer-term initiative (Years 4-5).

Designed to capitalise on the unique character and features of the Liverpool Plains, the actions are outcomes-focused with an emphasis on what needs to be done to enhance the contribution of the Shire's visitor economy to economic prosperity. The actions are presented in the following pages, under each of the four pillars.

PILLAR ONE - DESTINATION BRANDING, MARKETING AND VISITOR SERVICING



ACTION	FUNDING SOURCE	SCHEDULED DELIVERY			
		26/27	27/28	28/29	29/30
1.1 Develop an iconic brand identity and visual assets including multi-media promotional material that defines the Liverpool Plains as a must-visit destination.	Council	☑			
1.2 To build the new brand, develop a destination website to optimise a seamless user experience, grow visitor engagement and inspire visitation to the Liverpool Plains.	Council	☑			
1.3 Research emerging technologies and visitors' methods of sourcing information to determine an optimal type and mix of in-person and digital visitor information delivery methods moving forward.	Council		☑		
1.4 Develop a tailored Liverpool Plains visitor information kit and 'locals' passport to encourage residents to explore their own backyard and to hold VFR travellers in the Shire for longer.	Council		☑		
1.5 Curate digital itineraries to connect visitors with up-to-date information on the Liverpool Plains' attractions and events, to facilitate visitor connectivity between towns and villages.	Council		☑		
1.6 Prepare and distribute a series of new, branded maps highlighting key tourist route connections and visitor services and facilities, to inform visitors before they arrive in the Liverpool Plains.	Council		☑		
1.7 Identify high-profile tourism ambassadors and develop associated content using the new brand identity (images, video and copy) for promotion of the Liverpool Plains as a visitor destination.	Council		☑		
1.8 Investigate the feasibility of a Liverpool Plains agri-tourism trail, with a focus on village restaurants and cafes, food markets, farm-gate experiences and First Nations food experiences.	Grant			☑	
1.9 Undertake research into the experience of the Liverpool Plains as a visitor destination using biennial visitor satisfaction surveys to identify visitor experience gaps and needs.	Council			☑	

PILLAR TWO - VISITOR ECONOMY ASSET AND INFRASTRUCTURE PLANNING



ACTION	FUNDING SOURCE	SCHEDULED DELIVERY			
		26/27	27/28	28/29	29/30
2.1 Develop and implement a wayfinding and interpretive signage plan using the new destination branding to showcase the Liverpool Plains' key attractions and experiences.	Council		✓		
2.2 Install, at strategic junctures, new branded entry statement signage in the Shire's towns and villages.	Grant			✓	
2.3 Work with service providers to prioritise mobile phone blackspots and deliver improvements.	Council	✓	✓	✓	✓
2.4 Investigate and prioritise State road infrastructure shortfalls in Liverpool Plains Shire and lobby for improvements to support the region's drive tourism market.	Council	✓	✓	✓	✓
2.5 Investigate opportunities to install universal electric vehicle (EV) charging stations in strategic locations throughout the Liverpool Plains Shire and seek out grant funding opportunities.	Council		✓		
2.6 Develop village tourism activation plans for Wallabadah, Willow Tree and Currabubula to address place activation priorities as catalysts for grant funding applications.	Council		✓	✓	
2.7 Identify opportunities to facilitate the development of new and diverse visitor accommodation in appropriate locations throughout the Liverpool Plains Shire.	Council			✓	
2.8 Audit the capacity of free camping facilities that could be called upon during times of high demand, such as large events, to accommodate self-contained travellers in 4WDs, caravans and campervans and trailers.	Council		✓		
2.9 Audit the Liverpool Plains' tourism assets for accessibility compliance, including accommodation, facilities and attractions, to identify opportunities for grant funding in support of more accessible tourism.	Grant				✓
2.10 Investigate the feasibility of establishing a tourist shuttle bus service connecting key transport nodes at Werris Creek Station and Quirindi Station with the Shire's villages and visitor attractions.	Council				✓

PILLAR THREE - DESTINATION PRODUCT AND EXPERIENCE DEVELOPMENT



ACTION	FUNDING SOURCE	SCHEDULED DELIVERY			
		26/27	27/28	28/29	29/30
3.1. Using the new destination brand, develop packaged tours of the Liverpool Plains, anchored by existing attractions including the Australian Railway Monument and Rail Journeys Museum; Quirindi Rural Heritage Village; Bob's Shed; First and Second Fleet Memorial Gardens; Quirindi Silo Art; and the Sunflower Trail.	Council	✓	✓		
3.2. Work with local operators to develop and promote the Liverpool Plains' agri-tourism experiences including farm stays, woolsheds, farmgate stalls, picking days, workshops, events and educational tours.	Council	✓	✓		
3.3. Explore options to enhance and promote the Quirindi 'Cattle and Sheep Brands of the Liverpool Plains' heritage walk on George Street, including improved interpretive signage, to add to the visitor experience.	Council	✓	✓	✓	✓
3.4. Work with neighbouring councils and event organisers to coordinate the promotion of the Shire's key events including the Quirindi Spring Show, Quirindi Heritage Festival, Yuga-Li Gathering Festival and others, as part of a regional events calendar.	Grant			✓	
3.5. Promote the Shire's proximity to major events, namely the Tamworth Country Music Festival and AgQuip, to encourage event-goers to explore the Liverpool Plains as part of their visitor experience.	Council		✓		
3.6. Building on the popularity of the Quirindi Silo Art, engage with neighbouring and nearby Councils to elevate the profile of the Liverpool Plains as part of a regional cultural tourism trail.	Council			✓	
3.7. Explore opportunities to develop new nature-based tourism products and experiences including bushwalking, trail running, birdwatching and dark sky tourism.	Grant				✓
3.8. Develop relationships with First Nations representatives to support First Nations cultural tourism, including opportunities that complement and add value to existing tourism assets and attractions.	Council	✓	✓	✓	✓
3.9. Explore opportunities to develop camping and water-based recreational activities at Quipolly Dam.	Council		✓		

Destination Management Plan 2026–2030 Liverpool Plains Shire

PILLAR FOUR - VISITOR ECONOMY BUSINESS ENGAGEMENT AND SUPPORT



ACTION	FUNDING SOURCE	SCHEDULED DELIVERY			
		26/27	27/28	28/29	29/30
4.1 Invest in a campaign to promote the new Liverpool Plains destination brand and associated visual identities amongst local businesses (and other destination partners) to build brand identity and shared ownership.	Council	☑			
4.2 Explore the feasibility of a co-sponsored approach to the delivery of customer service training for the Liverpool Plains Shire's businesses that are operating in the visitor economy.	Council	☑	☑		
4.3 Facilitate and support operator registration with the Australian Tourism Data Warehouse (ATDW) to increase the destination's digital visibility and ensure consistent, high-quality information across online platforms.	Grant	☑	☑	☑	☑
4.4 To address gaps in online booking, marketing and storytelling, connect the Liverpool Plains' tourism operators with digital capability-building programs offered by State and Federal Government agencies.	Grant			☑	
4.5 Provide farmers and aspiring agritourism operators with information and advice on key matters and solutions concerning land zoning, development approvals and infrastructure requirements.	Council	☑	☑	☑	☑
4.6 Work with the Liverpool Plains Shire's businesses and not-for-profits organising festivals and events to make it easier to do business by assisting them through the regulatory and approval process.	Council	☑	☑	☑	☑
4.7 Facilitate access to information and advice for those seeking grant funding for tourism and event projects, prioritising those that maximise local ownership, procurement and participation.	Council		☑		



Destination Management Plan 2026-2030 Liverpool Plains Shire

TARGETS, MONITORING AND EVALUATION

Measuring and monitoring strategic outcomes

This Destination Management Plan contains a range of themed initiatives, which are designed to support the destination’s transition from a great place to visit into a must-visit destination. Council will monitor progress of this Plan with a view to realising this objective.

The actions represent a combination of:

- Catalyst project planning and development initiatives which require collaborative action combined with a well-planned course of project implementation for the desired outcomes to be realised over time; and
- Initiatives focussed on strategic program implementation that can be addressed as part of Council’s day-to-day destination management planning functions in a strategic and whole-of-Council manner.

Some of the actions seek to build on or continue initiatives already in place, some are already resourced while others require additional resourcing (depending on implementation priorities).

To ensure that Council – in collaboration with its destination partners – is working towards addressing the vision and objectives, it will continually monitor, assess and report on the implementation of the actions and the achievement of key milestones.

Means of monitoring and evaluating implementation progress will include the use of both ‘output’ measures related directly to the recommended actions and their implementation as well as some broader ‘outcome’ metrics.

Performance measures

MEASURE	SOURCE	BASELINE	TARGET
Tourism output (% of LGA total economic output)	REMPPLAN (2025)	1.8%	2.5%
Tourism sector employment (% of LGA total employment)		4.7%	6.0%
Tourism spend (domestic)		\$172 per day	\$200 per day
Average stay (domestic)		2.6 nights	3.5 nights
Share of New England-North West region’s total domestic and international visitors	Tourism Research Australia	5.4%	7.0%

Rich in agricultural and railway heritage, the Liverpool Plains offers a diversity of attractions for visitors seeking a real country tourism experience. Home to the Kamilaroi people for tens of thousands of years, the area boasts a rich Indigenous heritage which is proudly showcased through local businesses, attractions and landmarks.



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15.3 ADOPTION OF DRAFT ECONOMIC DEVELOPMENT STRATEGY 2026-2030 (POST-EXHIBITION)

IP&R Linkage:	Goal: Model collaborative and transparent leadership
	Strategy: Provide strong long-term direction for the community via the Integrated Planning and Reporting framework
Author:	Julie Costa, Director Planning and Community
Authoriser:	Cian Middleton, General Manager
File Number:	G2026/0019
Annexures:	A. Economic Development Strategy 2026-2030 (Draft) ↓ 

RECOMMENDATION

That Council:

1. Adopt the draft Economic Development Strategy 2026-2030 appended at *Annexure A*.

BACKGROUND

Under the Integrated Planning and Reporting (“IP&R”) provisions of the *Local Government Act 1993*, Council is required to develop and adopt an interrelated suite of strategic plans and documents underpinned by a Community Strategic Plan to guide its decision-making. Council may elect to adopt additional supporting strategies as part of its IP&R framework, beyond those that they are required under legislation to adopt.

In July 2025, Council engaged SC Lennon & Associates (“the Consultant”) to prepare the organisation’s new Economic Development Strategy. An Economic Development Strategy is a long-term plan that outlines how a region can grow its economy, support local businesses, attract new investment, and create employment opportunities. It sets out a vision and practical actions to strengthen key industries, build infrastructure, and improve the overall economic wellbeing of the community.

Between August and November 2025, the Consultant undertook community and stakeholder engagement, economic analysis and independent research to inform the development of the Economic Development Strategy. This process culminated in the preparation of the draft Economic Development Strategy (“the draft EDS”), appended at ***Annexure A***.

At its Ordinary Meeting held 10 December 2025, Council endorsed the draft EDS for public exhibition [**res. 2025/2022**]. The draft EDS was subsequently exhibited from 10 December 2025 to 23 January 2026.

ISSUES AND COMMENTARY

Prepared in the context of the Liverpool Plains Shire Community Strategic Plan, *Horizon 2040*, and its broader program of work and strategic objectives; the draft EDS underpins a commitment by Council to take a lead in the areas where it has greatest influence to shape positive economic development outcomes within its remit and resource capacity. Adopting a partnership approach, the draft EDS promotes advocacy and collaboration with our neighbouring councils and partners in industry and community, as well as other levels of government.

The draft EDS proposes the following vision statement for the Liverpool Plains Shire’s economy:

Built on its rich rural heritage, unique landscapes and natural beauty, the Liverpool Plains Shire is a vibrant community celebrated for its exceptional lifestyle, diverse employment opportunities, and thriving local economy.

As illustrated by *Figure 1*, below, the draft EDS recommends implementation of a series of actions and initiatives presented across three strategic pillars. The three strategic pillars are underpinned by nine guiding principles, and 27 individual actions.

Figure 1 Strategic Pillars – Draft Economic Development Strategy 2026-2030



The draft EDS appended at **Annexure A** is substantively unchanged from the draft version provided to Council at the December 2025 Ordinary Meeting. The only changes relate to graphic design and formatting to improve readability and presentation, as well as the inclusion of an additional column in the 'Action Plan' section to clearly indicate which actions will be funded and resourced by Council and which are grant-dependant.

LEGISLATIVE AND POLICY IMPLICATIONS

While there is no legislative requirement for Council to adopt an EDS; as noted above, the Act provide that Council may develop supplementary strategies and plans as part of its IP&R framework to support the implementation of the Community Strategic Plan.

FINANCIAL IMPLICATIONS

There are no direct financial implications for Council associated with this report. Individual actions contained within the EDS will be programmed and funded for delivery via Council's annual Operational Plans & Budgets. The draft EDS clearly indicates which of the 28 actions can be delivered within existing resourcing levels, and which are grant-dependant. Once adopted, the draft EDS can be leveraged by Council Officers in seeking grant applications from State and Federal Governments to support the delivery of key projects and programs.

RISK IMPLICATIONS

Adoption of the draft EDS ensures that Council has a clear and strategic framework to guide the organisation's economic development services, programs and events over the four-year period from 2026 to 2030. While adoption of the draft EDS establishes strategic direction and priorities, delivery of individual actions identified in the EDS will be contingent on resourcing, partnerships, and external economic conditions.

COMMUNITY CONSULTATION

Preparation of the draft EDS has been informed by community consultation and targeted stakeholder engagement. In developing the draft EDS, the Consultant facilitated community workshops in both Quirindi and Werris Creek and engaged with a range of government agencies, business/industry representatives, and regional development and tourism organisations. The Consultation Findings Report, outlining key insights from the consultation and engagement process, is publicly available from Council's online engagement hub, [Your Say Liverpool Plains](#).

As noted above, the draft EDS was endorsed for public exhibition at the December 2025 Ordinary Meeting [**res. 2025/2022**]. The draft EDS was subsequently exhibited from 10 December 2025 (upon resolution of Council) to Friday, 23 January 2026, longer than the typical 28-day exhibition period in recognition of the Christmas-New Year holiday period and three (3) public holidays during that period. The public exhibition period was promoted via public notice and Council's communication channels. No submissions on the draft EDS were received.

CONCLUSION

The draft EDS provides a strategic framework for Council to support the continued growth of the Liverpool Plains Shire's economy and develop the shire's local workforce and business sector. The draft EDS has been developed through community and stakeholder consultation and, as detailed in this report, was publicly exhibited from 10 December 2025 to 23 January 2026. It is recommended that the draft EDS, appended at **Annexure A**, be formally adopted by Council.



2026–2030

Economic Development Strategy



**Liverpool
Plains**
Shire Council

This Economic Development Strategy is Liverpool Plains Shire Council's blueprint for supporting a thriving, diverse and growing economy.

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.

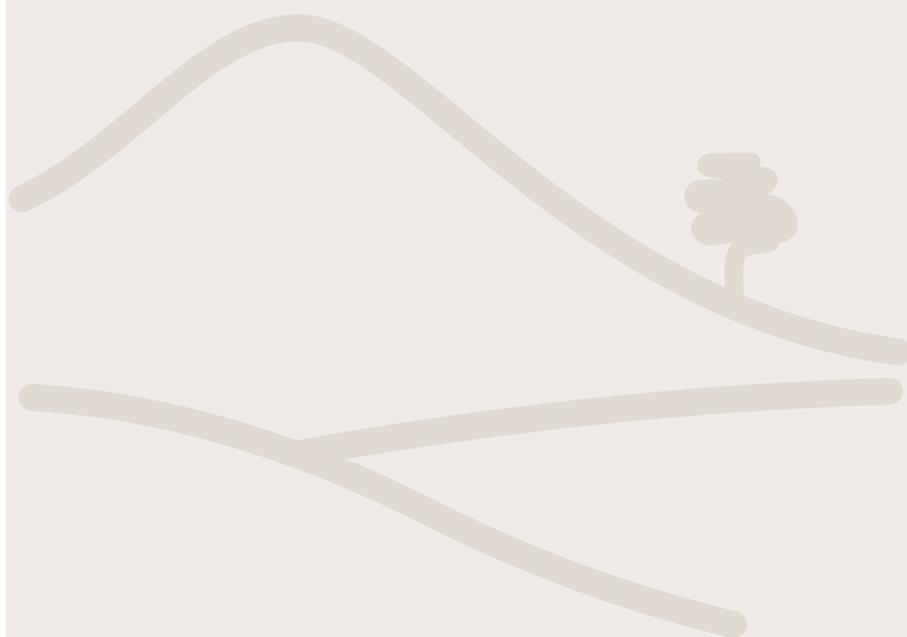
SC Lennon & Associates Pty Ltd

This Economic Development Strategy has been prepared by SC Lennon & Associates Pty Ltd on behalf of Liverpool Plains Shire Council. It has been prepared on the understanding that users exercise their own skill and care with respect to its use and interpretation. Any representation, statement, opinion or advice expressed or implied in this publication is made in good faith. SC Lennon & Associates Pty Ltd and the individual authors of this report are not liable to any person or entity taking or not taking action in respect of any representation, statement, opinion or advice referred to above.

Front cover image courtesy of The Plains Inc.

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This Economic Development Strategy is Liverpool Plains Shire Council's blueprint for supporting a thriving, diverse and growing economy.

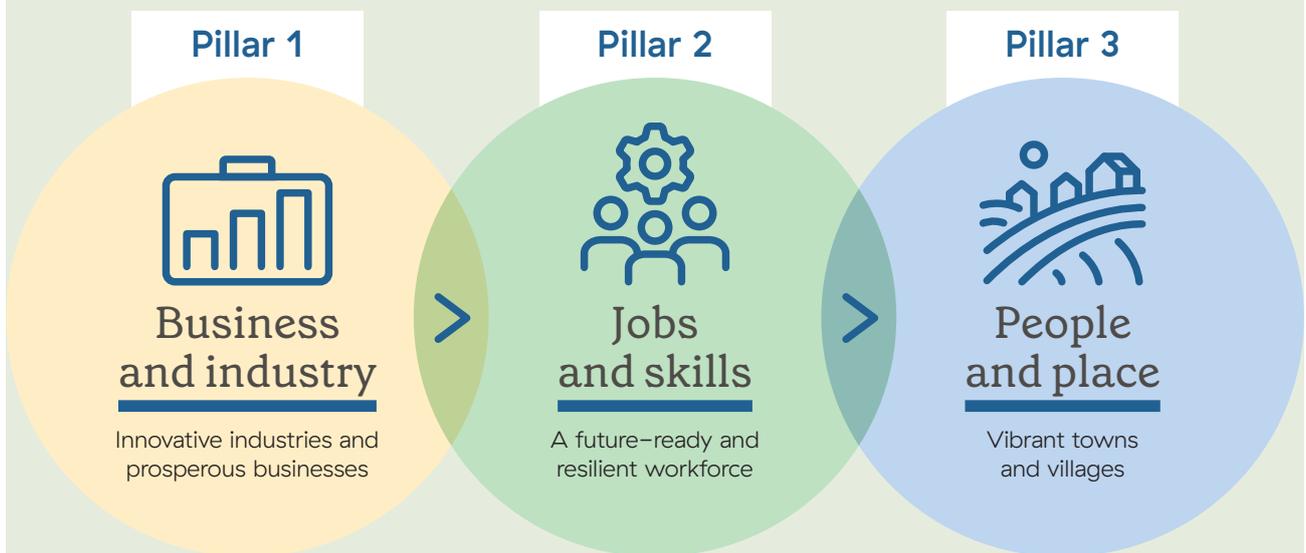
Informed by comprehensive research, independent analysis and extensive community and stakeholder input, it presents a suite of initiatives that are framed to deliver tangible outcomes over the next four years, which will underpin the Liverpool Plains' economic prosperity over the long-term.

A plan of action for promoting prosperity, this Economic Development Strategy presents a framework to support the vibrancy, liveability and sustainability of the towns and villages of the Liverpool Plains Shire through:

- business growth and investment that builds on our strengths in both existing and emerging industries,
- the development of a resilient and adaptable workforce with the skills required by businesses to innovate and prosper, and
- sustainable growth in line with our community's vision for a thriving economy and growing population.

Executive summary

These outcomes will be realised through the implementation of a series of initiatives presented across three strategic pillars, illustrated below.



Prepared in the context of the Liverpool Plains Shire Community Strategic Plan *Horizon 2040* and its broader program of work and strategic objectives, this Economic Development Strategy underpins a commitment by Council to take a lead in the areas where it has greatest influence to shape positive economic development outcomes within its remit and resource capacity.

Adopting a partnership approach, this Strategy promotes advocacy and collaboration with our neighbours and our partners in industry and the community, as well as the other levels of government.

Implementation of this Strategy will be tracked through measurable outcomes, ensuring accountability and transparency while also providing the opportunity to pivot where circumstances dictate.

While strategy implementation progress will be measured by key economic metrics including changes in levels of investment, employment and income; success will also be defined by improvements in local economic resilience and community wellbeing, including the extent to which wealth is built, retained and shared locally across the communities of the Liverpool Plains Shire.

Vision for a diverse and thriving economy

A blueprint for a prosperous future

The *Liverpool Plains Shire Economic Development Strategy 2026–2030* is a visionary, aspirational and practical plan of action to support the economic vibrancy, diversity, resilience and wellbeing of the communities of the Liverpool Plains over the next five years and beyond.

A blueprint to guide Liverpool Plains Shire Council in facilitating positive change, it is built on the premise that economic development requires a shared commitment to long-term growth while also nurturing and enhancing the Liverpool Plains' community, cultural and environmental attributes which are inextricably linked with economic success.

Informed by research, consultation and data analysis and guided by a set of economic development planning principles, this practical–yet–aspirational strategy builds on the priorities of the *Horizon 2040* Community Strategic Plan and Council's commitment to help shape a resilient and prosperous future for all communities of the Liverpool Plains.

Containing initiatives designed to realise immediate economic gains alongside aspirations for sustainable growth, it aims to strike a balance, where economic activity supports positive economic development outcomes today without compromising the ability of future generations to meet their needs. In doing so, it promotes 'economic development' as the continuous improvement in levels of income and capital (wealth) and the distribution of that wealth (through local expenditure and jobs) to the community.

Addressing challenges and opportunities for economic development in a strategic and informed manner, this strategy presents a suite of actions that will be pursued by Council within the scope of its available resources and its capacity to influence positive change.

Using its levers in regulation, planning and place management, business engagement and support, workforce planning and development, advocacy and partnership–building, and investment attraction, Council will work with its partners in government, industry and the community to lead the implementation of this strategy in line with the vision for a diverse and thriving economy.

Vision for a diverse and thriving economy:

Built on its rich rural heritage, unique landscapes and natural beauty, the Liverpool Plains is a vibrant community celebrated for its exceptional lifestyle, diverse employment opportunities and thriving local economy.

Strategic outcomes

In working towards the vision for a diverse and thriving economy, this strategy articulates Liverpool Plains Shire Council's commitment to take the lead in building a prosperous future, through the realisation of the following outcomes:

Business growth and investment that builds on the Liverpool Plains' strengths in a diversity of existing and emerging industries;

The development of a resilient and adaptable workforce with a mix of skills required by businesses to grow and prosper; and

Sustainable growth in line with the community's vision for a diverse and thriving economy and growing population.

Strategy outcomes will be realised through the implementation of 28 individual initiatives across three pillars that are designed to **support innovative industries and prosperous businesses**; **encourage a future-ready and resilient workforce**; and **create vibrant towns and villages**.

This strategy will be implemented in line with the availability of resources and the capacity of Council to progress the initiatives identified. Embracing a collaborative approach, it underpins Council's advocacy initiatives to secure support from its partners, including peak bodies, business groups and industry associations, infrastructure asset owners and managers, regional development bodies and the other levels of government.





Strategic pillars and guiding principles

Our vision for a diverse, thriving and growing economy will be realised through delivering a suite of actions presented across three strategic pillars, each with supporting principles to guide economic development planning and implementation.

The three strategy pillars and supporting principles are described below.



Pillar one: Business and industry

Innovative industries and prosperous businesses

- Support local industry by making it easy to do business in Liverpool Plains Shire
- Deliver the planning, infrastructure and services needed to foster business innovation and entrepreneurship in the Liverpool Plains
- Attract investment and encourage local industry to value-add and prosper



Pillar two: Jobs and skills

A future-ready and resilient workforce

- Support workforce capacity-building and alignment with industry needs and opportunities
- Support community resilience and adaptability to reduce barriers to workforce participation
- Attract and retain knowledge workers and their families to the Liverpool Plains



Pillar three: People and place

Vibrant towns and villages

- Plan for and create thriving precincts and places
- Ensure land use planning and growth management addresses the needs and opportunities of the Shire's residents and businesses
- Advocate for strategic infrastructure to enable investment and sustainable population growth in the Liverpool Plains

Together, the three pillars and nine guiding principles frame the initiatives presented in the Economic Development Strategy Action Plan.

The economic development planning principles also assist Liverpool Plains Shire Council in assessing future challenges and opportunities for economic development as they arise.



Socio-economic snapshot

Situated in the New England North West region of NSW at the junction of the New England and Kamilaroi Highways, and covering an area of 5,086 square kilometres, the Liverpool Plains Shire is just 50 minutes by road to Tamworth and around three hours' drive to Newcastle.

Surrounded by productive agricultural land and stunning landscapes, the Liverpool Plains is home to a population of 7,670, with the township of Quirindi at its core, and a network of vibrant towns and villages including Wallabadah, Werris Creek and Willow Tree. Steeped in history and culture and with a welcoming rural character, the Liverpool Plains is the ideal place to live, work and invest.

Home to 1,065 businesses and a local workforce of 2,800, the Liverpool Plains has a predominantly rural-based economy driven by its agricultural sector (oilseeds, grains and beef) and a long-established mining industry which is in a period of transition. As well as having excellent access to major roads including the New England Highway, the Liverpool Plains hosts two major railway lines, which send a variety of agricultural and mineral produce to multiple destinations including the Port of Newcastle. Other industries that drive and support local economic activity include transport, construction, health care and social assistance, education, retail trade and a developing visitor economy centred on nature-based attractions and agri-tourism experiences.

While the strength and depth of the agricultural sector will continue to underpin local economic activity, a desire to grow a stronger, more vibrant economy with a growing population, means that a more diversified industrial base is needed to drive local economic growth and development. This can be achieved by leveraging the Liverpool Plains' comparative and competitive advantages, including its strategic location, its natural features, its agricultural capabilities, its tourism assets and its appealing regional lifestyle offer.

Emerging sectors that have potential for growth include agribusiness, controlled environment horticulture, transport and logistics and renewables, with the Liverpool Plains being proximate to two of the State's Renewable Energy Zones. The Liverpool Plains also presents potential to attract and grow its professional services sector on the back of its appealing rural lifestyle offer and proximity to the regional centre of Tamworth, coupled with good connections by road, rail and air to national and international markets.

The Liverpool Plains' natural beauty, vibrant towns and villages and local industries present exciting opportunities for growth. But there are also challenges that need to be addressed including an ageing population, skills and housing shortages, and health care, childcare and other community service constraints.

By addressing the challenges and opportunities, this strategy provides the framework to encourage and facilitate investment that will enhance quality of life, promote sustainable population growth and support local businesses to foster a diverse and thriving economy, now and for generations to come.

Key socio-economic metrics at a glance



Population

7,670



Median age

47

Compared to 39 for NSW



Av. household size

2.3 persons

Compared to 2.6 for NSW



Local jobs

2,712

Compared to 2,876 working residents



Unemployment

2%

Compared to 4.3% for NSW



Agricultural industry jobs

28%

Compared to 2% for NSW



Businesses

1,065

70% of which are non-employing



Tourism jobs

5%

Compared to 6% for NSW



Gross Regional Product (GRP)

\$877m

Up 5.9% pa over 5 years

Sources: Australian Bureau of Statistics (2021 and 2025), Department of Employment and Workplace Relations (June 2025), REMPLAN (2025) and Tourism Research Australia (2025).

Strategic alignment and implementation partners

Championing a collaborative approach to economic development

Liverpool Plains Shire Council is committed to providing the foundations for prosperity by working to strike a balance between economic opportunity and community wellbeing.

Economic development sits at the intersection of economy, community, culture and environment. This means that Council's commitment to promoting a diverse and thriving local economy does not occur in isolation, and key to supporting economic development is strong connections across Council departments.

Through the delivery of the actions presented in this strategy, Council supports and guides economic development using its levers in regulation, planning and place management; local business engagement and support; tourism promotion and visitor servicing; support for workforce planning and development; advocacy and partnership-building; and investment attraction.

Designed to support its commitment to build a prosperous future for all communities of the Liverpool Plains, this strategy is aligned with and supports the Horizon 2040 Community Strategic Plan, other key Council plans and strategies as well as other strategies external to Council's operations.

Equally important as connections across departments within the organisation is strong partnerships between Liverpool Plains Shire Council and other key agencies and organisations throughout the Liverpool Plains and surrounding areas. In delivering this Strategy, Council promotes a collaborative approach to economic development with its partners including:

- Business operators and traders
- Destination Country and Outback NSW
- Education and training providers
- Infrastructure service providers
- Liverpool Plains Business Chamber
- Neighbouring councils
- The Plains Inc.
- Regional Development Australia (RDA) Northern and Inland NSW
- State and Federal Government departments and agencies
- Tourism operators and accommodation providers

Working together in partnership with other key agents of change, local businesses and the community underpins Council's collaborative approach to achieving the goals and objectives of this Economic Development Strategy.

Strategic alignment



Action plan

Economic development planning framework

This strategy contains 28 actions across the three strategic pillars and are informed by the guiding principles under each. The initiatives are focussed on:

1. Supporting innovative industries and prosperous businesses,
2. Encouraging a future-ready and resilient workforce, and
3. Creating vibrant towns and villages.

The actions are presented in the following pages, under each of the three pillars.

Economic development strategy framework

Three strategic pillars



Nine guiding principles



28 individual actions



The action plan

Informed by the guiding principles for economic development, the actions represent ‘Council-led’ initiatives that involve specific tasks and an allocation of the organisation’s human, physical and financial resources. They reflect Council’s economic development roles and functions and the levers it has at its disposal to influence positive change. They include key advocacy initiatives, where delivery relies on a partnership approach.

Designed to capitalise on the unique character and features of the Liverpool Plains, to help fulfil the vision for a diverse and thriving economy, the action plan is outcomes–focussed. It balances accountability with agility, providing local businesses, the communities of the Shire and strategy implementation partners with enough detail about the approach to each initiative to ensure alignment and to address the challenges and opportunities for economic development, without providing so much detail that Council is locked into activities that may become outdated.

All of the actions will be implemented over the course of this five–year plan in line with the availability of resources to progress the initiatives identified. Some actions are designed to build on or continue initiatives already in place, some are already resourced while others require additional resourcing.

Each action is assigned a level of priority/timing according to whether it is a high (short–term) measure (to be implemented in Year 1), a medium–term initiative (Years 2 and 3) or a longer–term initiative (Years 4–5). Potential implementation partners are also identified.

By using its economic development levers and guided by this strategy, Liverpool Plains Shire Council is committed to the implementation of the initiatives presented in the action plan to fulfill its vision for a diverse and thriving local economy.

Pillar one – Business and industry

Innovative industries and prosperous businesses



Support the establishment, growth and development of innovative industry and prosperous businesses.

Liverpool Plains Shire Council is committed to encouraging economic development through initiatives that capitalise on local comparative and competitive advantages while being cognisant of emerging industry trends and prospects. It embraces an open-for-business approach in its efforts to facilitate new investment and support business expansion, consistent with its vision for a diverse and thriving economy.

Looking ahead, economic development in the Liverpool Plains lies in the development of new, high-value forms of agricultural production, and the realisation of opportunities associated with emerging sectors including agribusiness, controlled environment horticulture, transport & logistics, renewables and tourism. When these driver sectors flourish, demand for the goods and services of the Liverpool Plains' health, education, retail and professional services sectors, will also grow.

Support for existing and emerging industries requires investment in the Liverpool Plains' enabling infrastructure and services including transport, communications, water, energy and industrial land. Council promotes and facilitates

investment in its key industries utilising its levers in land use planning and regulation, infrastructure and service delivery, business engagement, investment attraction and advocacy.

The Liverpool Plains is part of the Namoi Regional Job Precinct (RJP), which seeks to boost the region's agricultural industry by streamlining the planning system and leveraging state and local government collaboration. Agriculture, particularly intensive livestock, has been identified as key to the Namoi region's continued economic success.

The aim is to support high-potential agricultural activities while managing land use conflict, generating economic growth and protecting existing amenity. Through collaboration, Council provides planning support to facilitate approvals and build confidence in the Liverpool Plains as an appealing investment location. As well as working to facilitate new investment, Council is committed to initiatives that help build the Liverpool Plains' business and employment base from within.

As it is often a first point of contact for prospective new businesses and those seeking information on business support services or opportunities to expand, Council plays an important role in facilitating the delivery of information on government grants, business support programs, regulatory matters, locations for investment and new supply opportunities.

For example, The New England and Central-West Orana Renewable Energy Zones (REZ) provide scope for businesses in the Liverpool Plains to explore supply chain opportunities and to benefit from increased economic activity generated through the Renewable Energy Zones.

Inland Rail also presents an opportunity for the Liverpool Plains. With the project expected to see 2 million tonnes of agricultural freight moving from road to rail, and with additional rail capacity on the Main North Line into Newcastle and Sydney, this will benefit intermodal terminals at Werris Creek in the Liverpool Plains as well as nearby Tamworth and (once developed) the Narrabri Inland Port.

In pursuing activities under Pillar 1 of this strategy, Council is guided by the following three economic development planning principles:

- **Support local industry by making it easy to do business in Liverpool Plains Shire**
- **Deliver the planning, infrastructure and services needed to foster business innovation and entrepreneurship in the Liverpool Plains**
- **Attract investment and encourage local industry to value-add and prosper**

Pillar 1 contains 10 actions as shown below

Action	Funding source	Scheduled delivery			
		26/27	27/28	28/29	29/30
Support local industry by making it easier to do business in Liverpool Plains Shire					
1.1 Investigate the feasibility of establishing an Economic Development Manager position within Council's organisation structure to lead its economic development activities and engage with the local business community.	Council	✓			
1.2 Promote Council services to facilitate access to information on the planning and regulatory pathway to business establishment and growth in Liverpool Plains Shire.	Council	✓	✓	✓	✓
1.3 Engage with local businesses to facilitate access to government-sponsored small business grants, information and advisory/support services.	Council	✓	✓	✓	✓
1.4 Engage with the Australian Rail Track Corporation and transport and logistics industry stakeholders to identify supply chain opportunities associated with the Inland Rail.	Council	✓	✓	✓	✓
1.5 Engage with EnergyCo and REZ project proponents to identify and help secure supply chain opportunities for businesses in the Liverpool Plains.	Council	✓	✓	✓	✓
1.6 Explore opportunities for aviation-related industry at Quirindi Airport.	Grant				✓
Deliver the planning, infrastructure and services needed to foster business innovation and entrepreneurship in the Liverpool Plains					
1.7 Explore opportunities to utilise water storage capacity at the Whitehaven mine site.	Grant			✓	
1.8 Prepare a Liverpool Plains small business innovation hub opportunities and options analysis to support start-up, home-based and micro-businesses requiring a professional workspace to develop, expand and network.	Council			✓	
Attract new investment and encourage existing local industry to value-add and prosper					
1.9 Collaborate with regional partners through the Namoi Regional Jobs Precinct to support investment in value-added agriculture including food processing, intensive livestock and controlled environment horticulture.	Council	✓	✓	✓	✓
1.10 Prepare an investment attraction strategy and prospectus to promote the Liverpool Plains' key industries and investment opportunities to prospective investors and key government agencies.	Council			✓	

Pillar two – Jobs and skills

A future-ready and resilient workforce



Key to the development of competitive businesses and strong industries in the Liverpool Plains is a capable workforce that is equipped with the skills required to meet the needs of businesses now and in future.

Consultation with business and industry, as well as key government agencies highlighted that the Liverpool Plains faces skill shortages and limited access to a job-ready, flexible workforce across a number of industries including agriculture, transport and logistics, construction, healthcare, aged care, childcare and hospitality as well as emerging new industries such as renewables.

Being ready for the economy of the future means learning new skills and being able to adapt and think ahead. It's about planning for the long-term to ensure that the actions of Council, working in collaboration with other stakeholders, can help address the needs of the Shire's businesses, it's existing and aspiring workforce and the community.

This includes planning for improved education and training infrastructure and services and the development of the local workforce, as well as being open to new ideas and evolving technologies. It's also about taking a broader view to ensure the local workforce is integrated with the wider region so that people and businesses have the tools they need to prosper.

Access to skilled labour is influenced by the availability of education and training, levels of workforce participation and the mobility and flexibility of labour. Liverpool Plains Shire's existing and emerging workforce requires access to education and training services and facilities with the programs and the infrastructure in place to support their employment aspirations and the requirements of local businesses.

While Council is not a trainer or educator, it has an important role to play in shaping the workforce planning narrative for the Liverpool Plains. This means taking a collaborative approach to inform the Liverpool Plains' workforce planning and development priorities. Direct involvement from businesses, educators and the community will continue to be encouraged so that the Liverpool Plains' existing and aspiring workforce can be provided with opportunities for learning and for on-the-job training that will translate into sustainable career pathways in a diversity of existing and emerging new industries.

This includes working together to establish the case for investment in tertiary education and training locally to build workforce capacity and create jobs locally. The consultations highlighted the need for education and training facilities that serve the needs and opportunities of the region's key industry in agriculture. It was suggested that the concept of a local agricultural college could be explored. Currently, the Liverpool Plains has no dedicated training facilities to support its largest industry.

In pursuing activities to encourage a future-ready and resilient workforce, Council is guided by the following economic development planning principles:

- **Support workforce capacity-building and alignment with industry needs and opportunities**
- **Support community resilience and adaptability to reduce barriers to workforce participation**
- **Attract and retain knowledge workers and their families to the Liverpool Plains**

Pillar 2 contains 8 actions as shown below

Action	Funding source	Scheduled delivery			
		26/27	27/28	28/29	29/30
Support workforce capacity-building and alignment with industry needs and opportunities					
2.1 Identify priority workforce needs through the development of a <i>Liverpool Plains Jobs Plan</i> highlighting education and training priorities to be advocated for.	Grant	✓	✓		
2.2 Partner with the health and community services sector to map critical training needs and build capacity in priority areas including childcare, early learning and aged care.	Grant			✓	
2.3 Co-design with key stakeholders a program to attract and retain essential workers to the Liverpool Plains through marketing, relocation initiatives, mentoring and networking.	Council			✓	
Support community resilience and adaptability to reduce barriers to workforce participation					
2.4 Explore the delivery of careers expos, mentoring, and leadership development opportunities for the Liverpool Plains' youth, to showcase local training and employment pathway opportunities.	Grant			✓	
2.5 Establish a local 'workforce incubator program' by working with key stakeholders to identify and offer trainee and apprenticeship placements across Council for in-demand occupations.	Council & Grant	✓	✓		
Attract and retain knowledge workers and their families to the Liverpool Plains					
2.6 Promote the Liverpool Plains as a destination of choice for professional service providers seeking a regional work/life balance.	Council	✓	✓	✓	✓
2.7 Prepare and deliver a <i>Welcome to the Liverpool Plains</i> and utilities Council's website and social media channels to deliver essential information to new residents and businesses.	Council		✓	✓	
2.8 Work with government, industry and the education and training sector to investigate the business case and funding opportunities for an agricultural training college in the Liverpool Plains.	Grant				✓

Pillar three – People and place

Vibrant towns and villages



The people of the Liverpool Plains are its most important resource, and a stable and growing population will underpin the Shire’s economic and community sustainability.

To realise the vision for a diverse and thriving economy, Council will work to encourage a stronger, more vibrant community with a growing population.

An increase in the Shire’s population will support local service delivery, attract government funding, serve to retain existing businesses, recirculate more wealth locally and attract new investment as confidence in the Liverpool Plains as a place to live, learn, work and invest grows. New investment will generate more opportunities for employment, creating a positive multiplier effect of more people, more local investment and more jobs.

Council recognises a number of challenges that need to be addressed to elevate the Shire’s appeal to both existing and prospective new residents and businesses. These challenges include town centre amenity and vitality, the quality of local roads and highways, digital connectivity, adequate provision of housing (and housing choice), health care,

aged care and childcare services and access to tertiary education and training.

Council’s recently completed Growth Management and Housing Strategy (GM&HS) sets a clear direction for growth from a residential land use perspective. A focus of the GM&HS is on ensuring a sustainable future that meets the needs of the Shire’s residents and businesses alike. One of the key components to achieving this is the development of a comprehensive housing strategy that addresses the current shortage of affordable housing in the Liverpool Plains.

As well as planning for sustainable population growth and development, Council is also responsible for ensuring that the form and function of the Shire’s towns and villages are of a standard and quality expected of its residents and which present an appealing lifestyle offer to prospective new residents and businesses. As a place-maker, Council uses its land use planning, regulatory and place-making levers to continually enhance the area’s lifestyle appeal.

Council directly invests in a sense of place and the functioning of its towns and villages through streetscape enhancements, place activation and urban improvement programs. In doing so, it pro-actively works to enhance the Liverpool Plains’ appeal as a desired location in which to live, learn, work and prosper, recognising the critical importance of investment in place

for enhancing the lifestyle appeal of the Liverpool Plains and its communities.

In this role, Council is committed to continual investment in initiatives – both place-based activities and others such as ‘shop local’ promotional initiatives – that will activate and enhance retail and commercial activity in the towns and villages throughout the Shire. This includes, for example, initiatives to improve town entry signage, streetscaping, interpretive trails, murals and events as well as activation incentives. Council will continue to prioritise place-making investments in the interest of community need while advocating for sustained levels of investment from the other tiers of government.

In supporting vibrant towns and villages, Council is guided by the following principles:

- **Plan for and create thriving precincts and places**
- **Ensure land use planning and growth management addresses the needs and opportunities of the Shire’s residents and businesses**
- **Provide and advocate for strategic infrastructure to enable investment and sustainable population growth in the Liverpool Plains**

Pillar 3 contains 10 actions as shown below

Action	Funding source	Scheduled delivery			
		26/27	27/28	28/29	29/30
Plan for and create thriving precincts and places					
3.1 Work with retailers and other businesses to facilitate town and village centre place activation opportunities.	Council/grant	✓	✓	✓	✓
3.2 Implement climate-resilient landscaping in public spaces across all towns and villages, utilising best practice from the Liverpool Plains Shire Council and Gunnedah Shire Council Drought Resilience Plan.	Council/grant				
3.3 Prepare Masterplans for the Quirindi and Werris Creek Central Business Districts as a potential catalyst for town centre revitalisation.	Council	✓			
3.4 Investigate the feasibility of a contemporary Shire-wide shop local program to encourage more shopping and spending locally.	Council		✓	✓	✓
Ensure land use planning and growth management addresses the needs and opportunities of the Shire's residents and businesses					
3.5 Progress initiatives to address the Shire's housing needs guided by the findings and recommendations of the Liverpool Plains Growth Management and Housing Strategy 2043.	Council/grant				
3.6 Organise an inaugural housing development opportunities summit to inform developers, investors and builders on residential land development opportunities in the Liverpool Plains.	Council		✓	✓	✓
Provide and advocate for strategic infrastructure to enable investment and sustainable population growth in the Liverpool Plains					
3.7 Undertake a childcare needs, opportunities and site options analysis in Liverpool Plains Shire.	Grant			✓	
3.8 Prioritise digital connectivity (phone and Internet) shortfalls and determine practical solutions.	Council/grant	✓			
3.9 Identify and advocate for funding for priority road infrastructure upgrades throughout the Liverpool Plains.	Council	✓	✓	✓	✓
3.10 Continue project advocacy and ensure Liverpool Plains Shire's key projects are afforded the appropriate level of priority in wider regional advocacy programs.	Council				

Potential partners

- Businesses and retailers
- Liverpool Plains Business Chamber
- NBN
- RDA Northern and Inland NSW
- Real estate agents
- State and Federal Governments
- Telstra

Targets, monitoring and evaluation

Measuring and monitoring strategic outcomes

The initiatives presented in this Economic Development Strategy have been developed with reference to the overarching aspiration for the Liverpool Plains Shire to grow a diverse and thriving economy, consideration of its economic status as well as broader economic trends, impacts and influences in a constantly evolving economic landscape.

As a whole-of-organisation document that has been prepared in the context of Council's broader program of work and strategic objectives, this Strategy will be implemented in line with determined priorities, available resources and the capacity of Council to progress the initiatives identified.

Aligned with the *Horizon 2040* Community Strategic Plan and the vision for a thriving economy and growing population, the Strategy's implementation progress and identified priorities will be used to inform ongoing operational planning, budget allocation and project/program delivery.

Some of this Strategy's actions seek to build on or continue initiatives already in place and some are already resourced, whereas others require additional resourcing (depending on implementation priorities), either from internal or external sources such as government grants.

To ensure that it is working effectively in collaboration with its partners towards addressing strategic objectives, Council will continually monitor, assess and report on the implementation of the actions and the achievement of key milestones.

Means of monitoring and evaluating implementation progress will include the use of both 'output' measures related directly to the recommended actions contained in this strategy and their implementation, as well as some broader 'outcome' metrics.

Performance measures

Measure	Source	Baseline	Target
Population	REMPPLAN (2024)	7,620	Increasing
Employment (jobs)		2,712	Increasing
Economic output		\$1.5 billion	Increasing
Gross regional product		\$877.3 million	Increasing
Building approvals		\$5.3 million	Increasing
Community economic wellbeing index	University of Canberra Regional Wellbeing Survey (2023)	3.8	Increasing



Economic Development Strategy 2026–2030 | Liverpool Plains Shire Council



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Table 2, below, shows the cumulative average assessment days for Council for 24/25 through to 31 December 2025.

Table 2 Cumulative Average Assessment Days



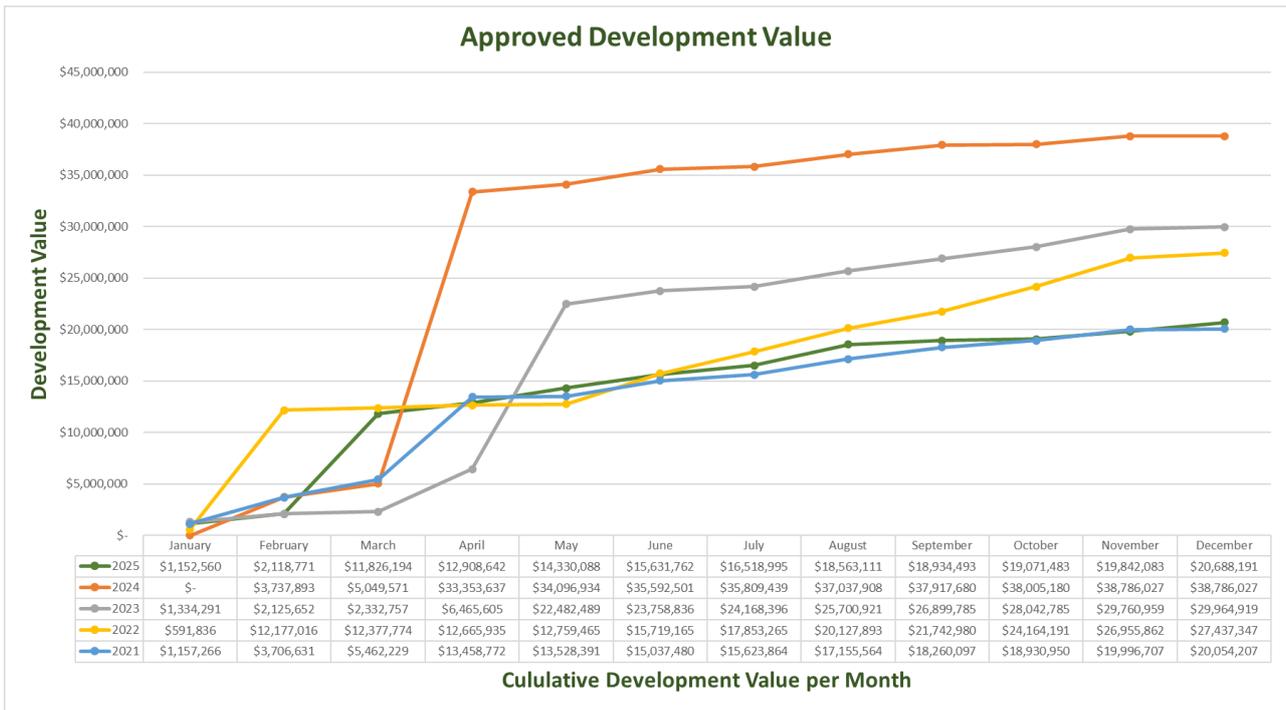
Applications Report

A list of all application determined, lodged and under assessment at 31 December 2025 is in **Annexure A**.

Estimated Value of Approved Development

The following graph displays the estimated cost of all development approved by month for this calendar year up to, and including, the reporting period, compared to previous years.

The estimated cost includes the value of all approved development applications and complying development certificates and incorporates those approved by Council and private certifiers.



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 is 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 that Council receive and note the December 2025 Development and Building Report.

Applications Report – December 2025

Applications Determined

Application No.	Address	Land Title	Development	Determination Date
Development Applications				
10.2017.51.5	3716 Werris Creek Road Currabubula	Lot 211 DP 751011	Section 4.55(2) Modification for Short Term Increase from 400,000 tpa to 480,000 tpa	1.12.2025
10.2025.37.1	16 Ray Carter Drive Quirindi	Lot 8 DP 239000	Patio	12.12.2025
Complying Development Certificate				
16.2025.11.1	1135 Pandora Pass Road Bundella	Lot 15 Dp 755478	Demolition of an Existing Dwelling for a New Dwelling	9.12.2025
Construction Certificate				
11.2025.29.1	690 Waverly Road Caroono	Lot 2 DP 622039	Demolition and Installation of a Relocated Office Building with Alterations	16.12.2025
11.2025.31.1	25 Ray carter Drive Quirindi	Lot 362 DP 813834	Storage Shed	16.12.2025
Section 68 Applications				
28.2025.11.1	27 Eurunderee Road Quirindi	Lot 7 DP 1141415	W / S / SW / OSMS work - Dwelling & Shed	2.12.2025
28.2025.21.1	80 Walhallow Road Caroono	Lot 214 DP 755494	Carry Out Internal Drainage Works for a Community Centre With Commercial Alterations	2.12.2025
28.2025.29.1	690 Waverly Road Caroono	Lot 2 DP 622039	Install an OSSM for a Relocated Office Building with Alterations	9.12.2025
28.2025.32.1	91 Hill Street Quirindi	Lot 1 DP 167159	Carry out Water, Sewer and Stormwater Works for a Manufactured Dwelling	9.12.2025
28.2025.29.2	690 Waverly Road Caroono	Lot 2 DP 622039	Carry out water and sewer works for a Relocated Office Building with Alterations	16.12.2025
28.2025.31.1	25 Ray Carter Drive Quirindi	Lot 362 DP 813834	Install a New OSSM for an Amenities Block	16.12.2025
28.2025.15.1	31 Martyn Street Wallabadah	Lot 19 DP 1300150	Replace an existing OSSM with a AWTS	16.12.2025
28.2022.26.2	4 Green Crescent Quirindi	Lot 2 DP 839305	Carry Out Sewer and Water Works for a New Works Shed	16.12.2025

Section 138 Application				
138.2025.7.1	262 George Street Quirindi	Lot 1 DP 658834	Temporary Use of Road Corridor for Storage - Paving Backyard of the Terminus Hotel	15.12.2025
138.2024.86.1	62 Punyarra Street Werris Creek	Lot 64 DP 1022668	New access crossing	15.12.2025
Occupation Certificate				
13.2023.7.1	40 Elizabeth Street Wallabadah	Lot 6 Sec 17 DP 759037	Swimming pool	2.12.2025
Principle Certifier Appointment				
18.2025.31.1	25 Ray Carter Drive Quirindi	Lot 362 DP 813834	Storage Shed	18.12.2025

Applications Lodged

Application No.	Address	Land Title	Development	Lodgment Date
Development Applications				
10.2018.37.5	127 Railway Parade Werris Creek	Lot 42 DP 1126436	Section 4.55(1A) Modification for Stormwater Basin Works & Revised Water Management Plan	17/12/2025
10.2025.39.1	13 Green Crescent Quirindi	Lot 13 DP 839305	Staged Detached Dual Occupancy & Shed	16/12/2025
10.2025.43.1	143 Deeks Road Werris Creek	Lot 240 DP 751034	Shed & Attached Skillion	5/12/2025
Construction Certificate				
11.2025.29.1	690 Waverly Road Carroona	Lot 2 DP 622039	Demolition and Installation of a Relocated Office Building with Alterations	16/12/2025
11.2025.21.1	80 Walhallow Road Carroona	Lot 214 DP 755494	Construction Certificate Community/Cultural Centre including Alterations and Additions	15/12/2025
11.2025.31.1	25 Ray Carter Drive Quirindi	Lot 362 DP 813834	Storage Shed	16/12/2025
Section 68 Applications				
28.2025.15.1	31 Martyn Street Wallabadah	Lot 19 DP 1300150	Replace an existing OSSM with a AWTS	16/12/2025
28.2025.31.1	25 Ray Carter Drive Quirindi	Lot 362 DP 813834	Install a New OSSM for an Amenities Block	16/12/2025
28.2025.29.2	690 Waverly Road Carroona	Lot 2 DP 622039	Carry out water and sewer works for a Relocated Office Building with Alterations	16/12/2025

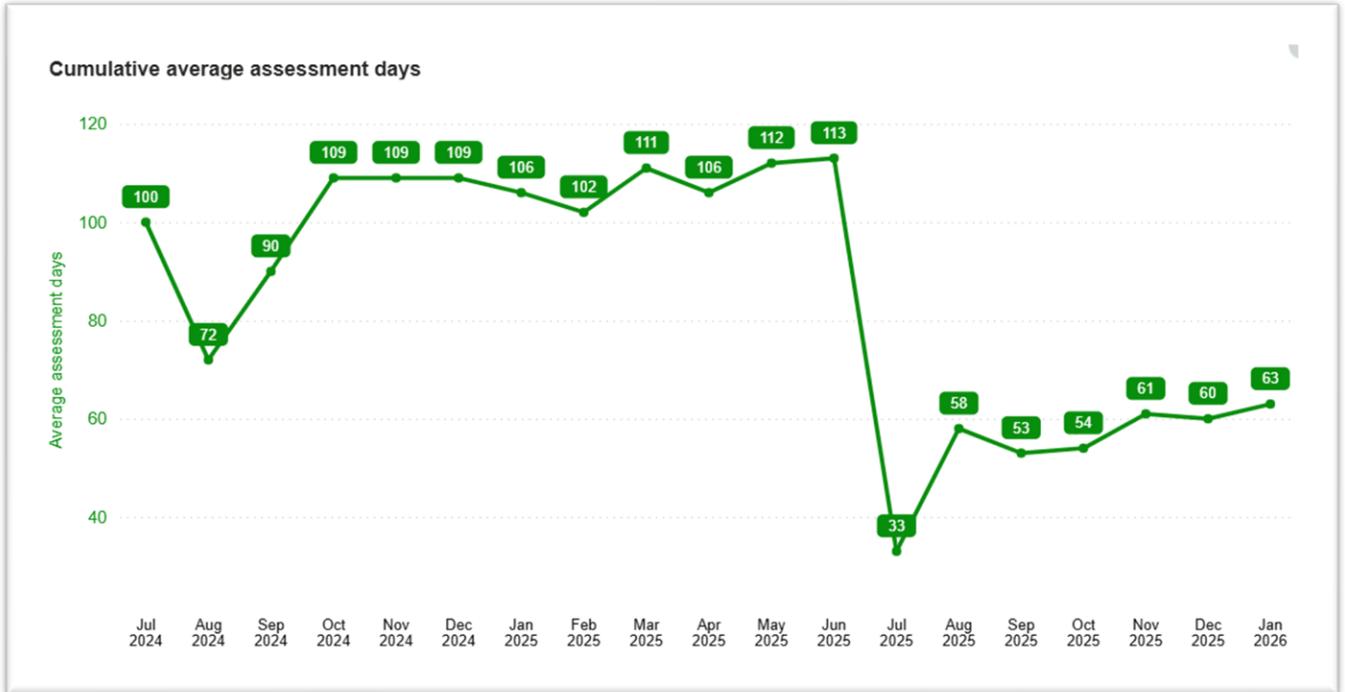
28.2022.26.2	4 Green Crescent Quirindi	Lot 2 DP 839305	Carry Out Sewer and Water Works for a New Works Shed	16/12/2025
28.2025.32.1	91 Hill Street Quirindi	Lot 1 DP 167159	Carry out Water, Sewer and Stormwater Works for a Manufactured Dwelling	9/12/2025
Section 138 Application				
138.2025.39.1	13 Green Crescent Quirindi	Lot 13 DP 839305	New access crossing for dual occupancy	9/12/2025
Occupation Certificate				
13.2025.15.2	89 Single Street Werris Creek	Lot 3 DP 26206	Alterations & Additions to a Dwelling (Patio)	23/12/2025

Applications Under Assessment

Application No.	Address	Land Title	Development	Lodgement Date	Application Status
Development Applications					
10.2021.66.2	17 Fitzroy Street Quirindi	Lot 2 DP 593754	Modification - Dwelling Size & Location	20/03/2025	Awaiting additional information
10.2025.10.1	17 Green Crescent Quirindi	Lot 11 DP 839305	Dwelling	23/04/2025	Awaiting additional information
10.2025.23.1	36 Duke Street Quirindi	Lot 2 Sec 30 DP 758863	Dwelling	28/07/2025	Awaiting additional information
10.2025.41.1	8 Industrial Drive Quirindi	Lot 6 DP 804334	Storage Units (48)	Awaiting transfer of fees	Awaiting Additional Information
10.2025.31.1.	25 Ray Carter Drive Quirindi	Lot 362 DP 813834	Storage Shed	10/09/2025	Under assessment
10.1987.24.3	293 Bundella Road Quirindi	Lot 57 DP 1228713	Modification – Demolition and reconstruction of Shelters	20/10/2025	Under Assessment
Complying Development Certificate					
16.2024.12.1	185 Hawker Street Quirindi	Lot 101 DP 513580	Shed	1/07/2025	Awaiting additional information
Construction Certificate					
11.2021.61.1	1 Ray Carter Drive Quirindi	Lot 123 DP 751006	Shed	29/6/2022	Awaiting additional information
11.2023.44.1	161 Henry Street Werris Creek	Lot 22 Sec 9 DP 9988	Demolish Existing Shed and Build New Shed	26/8/2024	Awaiting additional information
11.2025.1.1	3 Pezzutos Road Colly Blue	Lot 3 Sec 2 DP 758267	Farm Shed	13/5/2025	Awaiting additional information
11.2025.10.1	17 Green Crescent Quirindi	Lot 11 DP 839305	Dwelling	N/A	Pending lodgement and additional information
11.1987.24.3	293 Bundella Road Quirindi	Lot 57 DP 1228713	Modification – Demolition and reconstruction of Shelters	20/10/2025	Under Assessment
Section 68 Applications					
28.2025.99.1	7 Pezzutos Road Colly Blue	Lot 4 DP 862900	AWTS Installation	1/05/2025	Awaiting additional information

28.2025.10.2	17 Green Crescent QUIRINDI	Lot 11 DP 839305	Carry Out Water, Sewer & Stormwater Works for a Dwelling and Attached Garage	6/08/2025	Under assessment
28.2025.27.1	3983 Coonabarabran Road Spring Ridge	Lot 65 DP 1208107	Installation of pre-fabricated Ablution block & Construction of Skillion over BBQ area	2/09/2025	Awaiting Additional Information
Section 138 Application					
138.2024.123.1	38 Station Street Quirindi	Lot 3 & 4 DP 16252	Footpath Closure Requiring Traffic Control	29/11/2025	Under assessment
138.2025.9.1	Glenyalla Road Rail Level Crossing, Willow Tree	Lot 1 DP 1147927	Road Occupancy with Traffic Control for Trackwork - ARTC	18/09/2025	Under assessment
Occupation Certificates					
13.2021.47.1	96A Dewhurst Street Werris Creek	Lot 11 DP 548098	Shed	N/A	Awaiting additional information
13.2022.18.1	102 Hill Street Quirindi	Lot B DP 330474	Shed & retaining wall	N/A	Awaiting additional information
13.2021.11.1	32 Station Street Quirindi	Lot 1 DP 1072347	Shed	N/A	Awaiting additional information
13.2022.46.1	143 Loder Street Quirindi	Lot 143 DP 121828	Office extension	N/A	Awaiting additional information
13.2025.14.1	40 Eurunderee Road QUIRINDI	Lot 4 DP 1141415	Alterations & Additions to a Dwelling (Screen Enclosure)	29/07/2025	Awaiting works to commence
13.2023.49.1	1658 Kamilaroi Highway QUIRINDI	Lot 6 DP 1066703	Dwelling	N/A	Pending lodgement
13.2021.82.2	615 Colly Plains Road Quirindi	Lot 1 DP 1288282	Farm Stay Accommodation - Stage 2 - Dwelling Site 2	N/A	Pending lodgement
Subdivision Certificate					
135.2023.51.1	144 Deeks Road Werris Creek	Lot 1 DP 603605	Boundary Adjustment	11/07/2025	Under assessment
135.2025.2.1	12 Currabubula Stock Route Road Currabubula	Lot 354 DP 751011 & Lot 355 DP 751011	Boundary Adjustment	8/09/2025	Under assessment
135.2025.3.1	281 Wallabadah Road WALLABADAH	Lot 321 DP 751031 & Lot 1 DP 522578	Boundary Adjustment	23/10/2025	Under assessment

Table 2 Cumulative Average Assessment Days



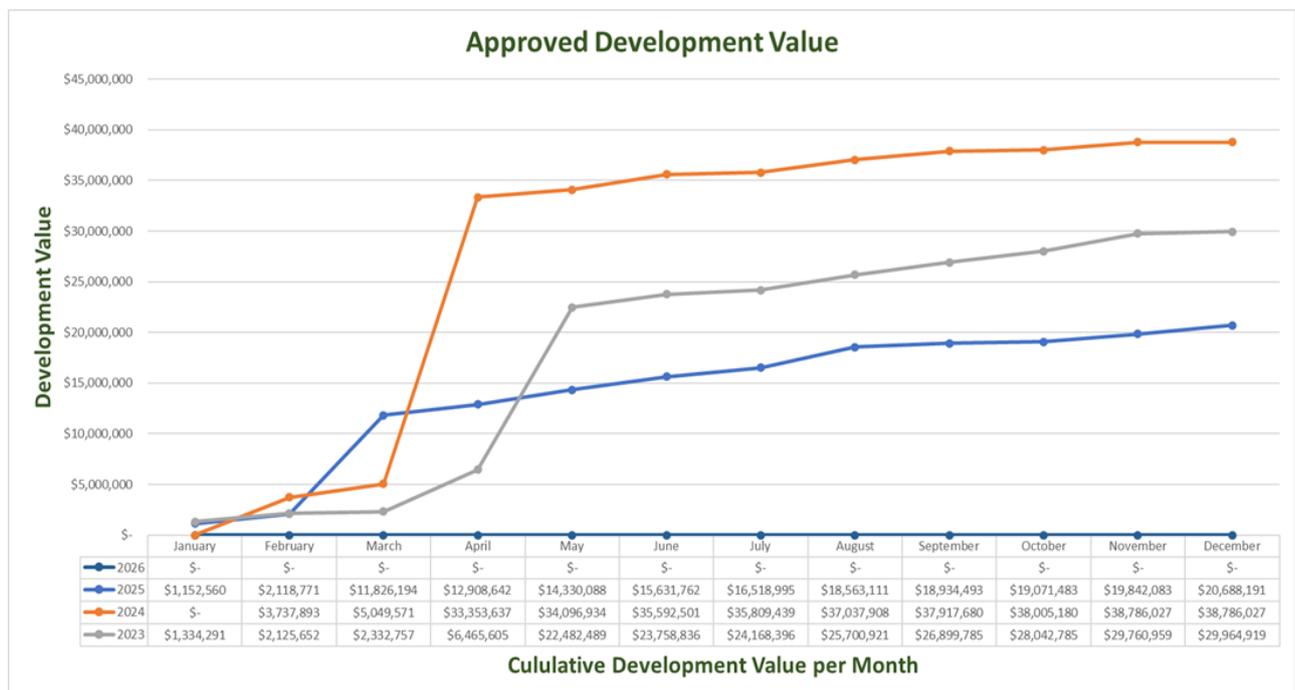
Applications Report

A list of all application determined, lodged and under assessment at 31 January 2026 is in **Annexure A**.

Estimated Value of Approved Development

The following graph displays the estimated cost of all development approved by month for this calendar year up to, and including, the reporting period, compared to previous years.

The estimated cost includes the value of all approved development applications and complying development certificates and incorporates those approved by Council and private certifiers.



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 is 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 that Council receive and note the January 2026 Development and Building Report

Applications Report – January 2026

Applications Determined

Application No.	Address	Land Title	Development	Determination Date
Development Applications				
10.2025.33.1	40 Station Street Quirindi	Lot 4 DP 16252	Change of use – Convenience Store	14/01/2026
10.2025.25.1	44 Marias Street Wallabadah	Lot 10 Section 18 DP 759037	Two Temporary storage unit (2 Cabins)	27/1/2026
Construction Certificate				
11.2025.11.1	27 Eurunderee Road Quirindi	Lot 7 DP 1141415	Dwelling & Shed	23/01/2026
11.2025.7.1	30 Uren Street Quirindi	Lot 279 DP 40125	Dwelling	27/01/2026
Section 68 Applications				
28.2025.11.1	27 Eurunderee Road Quirindi	Lot 7 DP 1141415	OSSM work for dwelling and shed	20/01/2026
28.2025.37.1	16 Ray Carted Drive Quirindi	Lot 8 DP 239000	Carry out storm water works for patio	20/01/2026
28.2025.10.2	17 Green Street Quirindi	Lot 11 DP 839305	Carry Out Water, Sewer & Stormwater Works for a Dwelling and Attached Garage	
Occupation Certificates				
13.2022.26.1	4 Green Crescent Quirindi	Lot 2 DP 839305	New Works Shed	20/01/2026
13.2025.15.1	89 Single Street Werris Creek	Lot 3 DP 26206	Alterations & Additions to a Dwelling (Patio)	27/01/2026
Section 138 Applications				
138.2024.123.1	38 Station Street Quirindi	Lot 3&4 DP 16252	Footpath Closure Requiring Traffic Control	8/01/2026
138.2024.124.1	1140 Pialloway Road Currabubula	Lot 1 DP 807568	Rework Road Corridor - Improve Access for Articulated Vehicles	8/01/2026
138.2025.9.1	Glenyalla Road Rail Level Crossing Willow Tree	Lot 1 DP 1147227	Road Occupancy with Traffic Control for Trackwork - ARTC	8/01/2026
38.2025.39.1	13 Green Crescent Quirindi	Lot 13 DP 839305	New Access Crossing for a Staged Dual Occupancy	8/01/2026
138.2025.32.1	91 Hill Street Quirindi	Lot 1 DP 167159	New Access Crossing	8/01/2026

Applications Lodged

Application No.	Address	Land Title	Development	Lodgement Date
Development Applications				
10.2026.1.1	872 McDonalds Creek Road McDonalds Creek	Lot 100 DP 751038	Replace an existing dwelling with a manufactured dwelling	6/01/2026
Construction Certificate				
11.2025.7.1	30 Uren Street Quirindi	Lot 279 DP 40125	Dwelling	6/1/2026
Section 68 Applications				
28.2025.45.1	872 McDonalds creek Road McDonalds Creek	Lot 100 DP 751038	Replaces and existing dwelling with a manufactured dwelling	8/1/2026
Occupation Certificates				
13.2022.26.2	4 Green Crescent Quirindi	Lot 2 DP 839305	New works shed	20/1/2026
13.2024.81.1	4156 Bundella Road Blackville	Lot 40 DP 850929	Alterations and Additions to a dwelling	13/1/2026
13.2025.1.1	459 Williewarina Road Caroona	Lot 234 Dp 1307259	New works dwelling	7/01/2026

Applications Under Assessment

Application No.	Address	Land Title	Development	Lodgement Date	Application Status
Development Applications					
10.2021.66.2	17 Fitzroy Street Quirindi	Lot 2 DP 593754	Modification - Dwelling Size & Location	20/03/2025	Awaiting additional information
10.2025.10.1	17 Green Crescent Quirindi	Lot 11 DP 839305	Dwelling	23/04/2025	Awaiting additional information
10.2025.23.1	36 Duke Street Quirindi	Lot 2 Sec 30 DP 758863	Dwelling	28/07/2025	Awaiting additional information
10.2018.37.5	127 Railway Parade Werris Creek	Lot 41 DP 1126436	Modification - Revised Stormwater Management Plan and revised and formalised Stormwater detention Basins		Awaiting Exhibition, Neighbour notification
10.1987.24.3	293 Bundella Road QUIRINDI	57//1228713	Modification - Demolition of and Reconstruction of Animal Shelters over Rows N, O & P		Advertising – EPA Referral
10.2025.43.1	143 Deeks Road Werris Creek	Lot 240 DP 751034	Shed & Attached Skillion		Neighbour Notification
10.2025.39.1	13 Green Crescent QUIRINDI	Lot 13 DP 839305	Staged Detached Dual Occupancy & Shed		Neighbour notification
10.2025.41.1	8 Industrial Drive Quirindi	Lot 6 DP 804334	Storage Units (48 Units)		Awaiting Additional Information
10.2025.45.1	872 McDonalds Creek Road McDonalds Creek	Lot 100 DP 751038	Replace an existing dwelling with a manufactured dwelling		Under Assessment

Complying Development Certificate					
16.2024.12.1	185 Hawker Street Quirindi	Lot 101 DP 513580	Shed	1/07/2025	Awaiting additional information
Construction Certificate					
11.2021.61.1	1 Ray Carter Drive Quirindi	Lot 123 DP 751006	Shed	29/6/2022	Awaiting additional information
11.2023.44.1	161 Henry Street Werris Creek	Lot 22 Sec 9 DP 9988	Demolish Existing Shed and Build New Shed	26/8/2024	Awaiting additional information
11.2025.1.1	3 Pezzutos Road Colly Blue	Lot 3 Sec 2 DP 758267	Farm Shed	13/5/2025	Awaiting additional information
11.2025.10.1	17 Green Crescent Quirindi	Lot 11 DP 839305	Dwelling	N/A	Pending lodgement and additional information
Section 68 Applications					
28.2025.99.1	7 Pezzutos Road Colly Blue	Lot 4 DP 862900	AWTS Installation	1/05/2025	Awaiting additional information
28.2025.45.1	872 McDonalds Creek Road McDonalds Creek	Lot 100 DP 751038	Replace an existing dwelling with a manufactured dwelling		Waiting on DA
28.2025.27.1	3983 Coonabarabran Road Spring Ridge	Lot 65 DP 1208107	Installation of prefabricated Ablution block & Construction of Skillion over BBQ area	2/09/2025	Under assessment
Section 138 Application					
138.2023.10.1	47 Single Street Werris Creek	Lot 4 DP 667266	Temporary fencing on footpath		Under Assessment
Occupation Certificates					
13.2021.47.1	96A Dewhurst Street Werris Creek	Lot 11 DP 548098	Shed	N/A	Awaiting additional information
13.2022.18.1	102 Hill Street Quirindi	Lot B DP 330474	Shed & retaining wall	N/A	Awaiting additional information
13.2021.11.1	32 Station Street Quirindi	Lot 1 DP 1072347	Shed	N/A	Awaiting additional information
13.2022.46.1	143 Loder Street Quirindi	Lot 143 DP 121828	Office extension	N/A	Awaiting additional information
13.2025.14.1	40 Eurunderee Road QUIRINDI	Lot 4 DP 1141415	Alterations & Additions to a Dwelling (Screen Enclosure)	29/07/2025	Awaiting works to commence

13.2023.49.1	1658 Kamilaroi Highway QUIRINDI	Lot 6 DP 1066703	Dwelling	N/A	Pending lodgement
13.2021.82.2	615 Colly Plains Road Quirindi	Lot 1 DP 1288282	Farm Stay Accommodation - Stage 2 - Dwelling Site 2	N/A	Pending lodgement
13.2023.22.1	272 Dry Creek Road Warrah Creek	Lot 47 DP 1122286	Change of use of an existing building to tourist and visitor accommodation		Under assessment
Subdivision Certificate					
135.2025.3.1	281 Wallabadah Road WALLABADAH	Lot 321 DP 751031 & Lot 1 DP 522578	Boundary Adjustment	23/10/2025	Under assessment

15.6 PUBLIC EXHIBITION OF DRAFT COMPLIANCE AND ENFORCEMENT POLICY

IP&R Linkage:	Goal: Demonstrate good governance
	Strategy: Develop and implement a robust governance and integrity framework
Author:	Julie Costa, Director Planning and Community
Authoriser:	Cian Middleton, General Manager
File Number:	G2026/0110
Annexures:	A. Draft Compliance and Enforcement Policy ↓ 

RECOMMENDATION

That Council:

1. Endorse the draft Compliance and Enforcement Policy, appended at *Annexure A*, for public exhibition for a minimum period of 28 days.
2. Receive a further report in relation to the draft Compliance and Enforcement Policy following conclusion of the public exhibition period.

BACKGROUND

In December 2015, the NSW Ombudsman produced the [Model Compliance and Enforcement Policy](#) (“the Model Policy”) for local councils to adapt and adopt to suit their individual requirements. The Model Policy has been designed to be tailored to the specific council on an as-needed basis. To date, Liverpool Plains Shire Council (“Council”) has not adopted its own Compliance and Enforcement Policy.

The draft Compliance and Enforcement Policy (“the draft Policy”) appended at Annexure A has been prepared using the Model Policy as a base and adopted to suit local requirements.

ISSUES AND COMMENTARY

Council regularly deals with compliance and enforcement including companion animals, abandoned vehicles, straying stock on roads, rubbish dumping and development which has occurred without obtaining development consent such as shipping containers, tiny homes and sheds. A compliance and enforcement policy gives the Council and our community guidance on how these are matters are dealt with.

The draft Policy explains how Council determines priorities, allocates resources and makes decisions to ensure that investigations are undertaken in a manner that is lawful, accountable, transparent, consistent, proportional, and timely.

This Policy outlines for the community how reports alleging unlawful activity will be managed by Council, how Council treats the confidentiality of people who report alleged unlawful activity, what Council expects from people who report allegations of unlawful activity, and the process for making complaints about Council’s enforcement action. It also provides advice and guidance on the role of Councillors in compliance and enforcement.

It represents a risk-based approach to compliance and enforcement and details examples of the types of matters that fall within each of these risk categories. The draft Policy states that Council

will use the quickest and most informal option to deal with unlawful activity wherever possible and these matters are dealt with to the satisfaction of the Council not the complainant.

LEGISLATIVE AND POLICY IMPLICATIONS

The draft Policy underpins compliance and enforcement options under various legislation administered by Council. It has been prepared using the Model Policy as a base and adopted to suit local requirements.

FINANCIAL IMPLICATIONS

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

RISK IMPLICATIONS

This draft Policy represents a risk based approach to compliance and enforcement which allows Council to allocate resources based on those issues representing the highest risk.

COMMUNITY CONSULTATION

If endorsed for public exhibition, the draft Policy will be exhibited from 25 February 2026 (upon resolution of Council) to Friday, 27 March 2026. During the exhibition period, members of the community will be able make submissions on the draft Policy. Any submissions received during the exhibition period will be referred to Council for consideration at a future meeting of Council, prior to adoption of the draft Policy.

CONCLUSION

It is recommended that the draft Policy, appended at *Annexure A*, be endorsed for public exhibition to allow members of the community to review and provide feedback on the document before it is tabled at a future Ordinary Meeting for adoption.

Compliance & Enforcement Policy
2026

DRAFT

liverpoolplains.nsw.gov.au



Liverpool
Plains
Shire Council

INFORMATION ABOUT THIS DOCUMENT

Document Record Number	D26/7308
Document Owner	Director Planning and Community
Document Development Officer	Manager Planning and Regulation
Review Timeframe	Four years
Last Review Date	
Next Review Date	5 years from date of adoption

Document History		
Doc No.	Date Amended	Details/Comments
Version 1	<>	First adopted
Version 2		
Version 3		

Further Document Information and Relationships	
Related Legislation*	<ul style="list-style-type: none"> • <i>Local Government Act 1993</i> • <i>Protection of the Environmental Operations Act 1997</i> • <i>Environmental Planning and Assessment Act 1979</i> • <i>Companion Animals Act 1998</i> • <i>Food Act 2003</i> • <i>Public Health Act 2010 & Regulations</i> • <i>Fines Act 1996</i> • <i>Roads Act 1993</i> • <i>Public Spaces (Unattended Property) Act 2021</i> • <i>Biosecurity Act 2015</i> • <i>Swimming Pools Act 1992</i>
Related Policies	<ul style="list-style-type: none"> • Code of Conduct • Complaint Handling Policy • Keeping of Animals in Residential Areas • Unreasonable Conduct Policy • Customer Experience Charter
Related Documents	<ul style="list-style-type: none"> • NSW Planning (2021), Prosecution Guidelines. • NSW Ombudsman's 'Enforcement Guidelines for Councils' 2015

**Note: Any reference to legislation will be updated in the Policy as required. Refer to [NSW Legislation](#) for current Acts, Regulations and Environmental Planning Instruments.*

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1. Purpose

This Policy provides information about Council's compliance and enforcement framework. It outlines how reports alleging unlawful activity will be managed by Council including confidentiality, expectations, and making complaints about Council's response to a matter.

2. Objectives

The objectives of this Policy are to:

- Provide clear guidelines for the management of Council's regulatory activities,
- Provide a consistent approach in the enforcement and resolution of matters,
- Manage regulatory matters in a consistent and transparent manner,
- Ensure the principles of procedural fairness and natural justice are followed,
- Provide an effective process of education and consultation.

3. Application

This Policy applies to regulatory issues within Council's area of responsibility such as:

- Swimming pools
- Development/building control
- Heritage
- Priority weeds
- Roads, footpaths and parking
- Water and sewer
- Animal control
- Fire safety
- Illegal dumping
- Parks and reserves
- On site sewage management systems
- Environmental health
- Food safety
- Noise
- Pollution control
- Drainage

4. Definitions

Unlawful activity: Any activity or work that has been or is being carried out contrary to the below and/or failure to take required action in order to be compliant with:

- terms or conditions of a development consent, approval, permit or licence,
- an environmental planning instrument that regulates the activities or work that can be carried out on particular land,
- a legislative provision regulating a particular activity or work,
- a required development consent, approval, permission or licence,
- and includes any activity, place or structure which is a risk to public health and safety

Enforcement: Actions taken in response to serious or deliberate contraventions of laws.

Report alleging unlawful activity: An expression of concern or a request for service in relation to alleged unlawful activity, where a response or resolution is explicitly or implicitly expected or legally required.

Complaint: An expression of dissatisfaction with the Council's decisions, policies, procedures, charges, employees, agents or the quality of the services it provides and will be managed in accordance with Council's Complaints Management Policy.

5. Making a report alleging unlawful activity

The person making a report to Council must include their name, address and contact details with a brief description of the problem. A report can also be lodged online via Council's website.

Anonymous reports will be recorded however, as it is not possible to seek clarification or additional information, it is unlikely to result in an investigation or any action.

6. How reports alleging unlawful activity will be dealt with by Council

Decisions about action taken are made at Council's discretion meaning that they will be resolved to Council's satisfaction, not to the satisfaction of the person making the report. Council aims to resolve matters as quickly and informally as possible to avoid the need to take formal action.

7. Assessing unlawful activity incidents

A risk assessment assists in determining priorities for investigation, action and customer response. The table below details how priorities are determined.

Risk Category	Features	Indicative Timeframe - Initial Response	Examples
Critical	<ul style="list-style-type: none"> Permanent, long-term/serious and reoccurring damage to health, property or environment – likely/ very likely Large scale impacts Very serious offences 	Immediate – 24 hours response	<ul style="list-style-type: none"> Straying stock on roads Abandoned vehicle - unsafe location Significant pollution incidents Dog attacks Dangerous/restricted dog Collapsed/unsafe building works in public areas
High	<ul style="list-style-type: none"> Moderate/major/severe consequences – likely/very likely Medium/large scale impacts Serious offences 	24 - 72 hours response	<ul style="list-style-type: none"> Rubbish dumped - unsafe location/hazardous Pollution incidents Roaming dogs Unsafe building/building works
Medium	<ul style="list-style-type: none"> Moderate consequences likely, serious impacts very unlikely Small/medium scale impacts Moderate offence severity 	7 working days response	<ul style="list-style-type: none"> Stormwater/drainage issues On-site sewage management Breach of consent conditions Poor sediment control on building sites Nuisance complaints eg noise, barking dogs Unauthorised building works
Low	<ul style="list-style-type: none"> Minor/moderate consequences - unlikely or very unlikely to occur Small scale, isolated impacts Low level offence severity 	14 working days response	<ul style="list-style-type: none"> Abandoned vehicles Overgrown vegetation Targetted priority weeds Minor consent breaches Unauthorised use Dumped rubbish

8. Confidentiality

The identity of a complainant is confidential however, Council may disclose this information in the following cases:

- It is necessary to investigate the matter,
- Identity has already been disclosed to the subject of a report directly or in a publicly available document,
- The individual was consulted following receipt of a *Government Information (Public Access) Act 2009* application and did not object to the disclosure,
- The individual consents in writing to their identity being disclosed,
- The disclosure is required to comply with principles of procedural fairness,
- The matter proceeds to court.

Council will take seriously concerns around safety being endangered as a result of making a report but it may limit Council's ability to investigate the matter.

9. What Council expects from people who report allegations of unlawful activity

Council expects that people making reports will cooperate and act in good faith including:

- Providing a clear description of the problem and the resolution sought,
- Giving all relevant information to Council, including information that may become known following the making of a report. Information should not be given that is intentionally misleading or wrong,
- Cooperating with Council giving timely responses to questions and information requests,
- Treating Council's staff with courtesy and respect,
- Allowing the investigation to be completed without prematurely taking the matter to other agencies.

Where these expectations are not met, Council may set limits or conditions on the continuation of the investigation or restrict further communication with the individual.

Any unreasonable conduct will be dealt with in accordance with the the NSW Ombudsman's Managing Unreasonable Complainant Conduct Manual 2021 and Council's Customer Experience Charter.

10. What parties can expect from Council staff

- Communication on the investigation progress and any reasons for delay without compromising the integrity of the investigation.
- Maintain records in relation to the assessment and investigation.
- Inform relevant parties of outcomes of investigations, actions taken and reasons for decisions.
- Provide information about avenues to seek a review of a decision.

11. Neighbour disputes

Council frequently receives reports from parties involved in neighbourhood disputes. Council has no authority to resolve civil matters but it can provide information on resolving common neighbourhood issues.

12. Closing reports

Matters are resolved to Council's satisfaction. Disagreement with this decision is not a sufficient reason for Council to revisit the issue. Should additional information become available, this information can be provided to Council for review.

13. Complaints about Council's enforcement actions

Where a party disputes the enforcement action against them, there are a number of avenues that can be pursued which are detailed in Council's Complaints Management Policy and relevant legislation.

Complaints about Council will be managed in accordance with our Complaints Management Policy and Code of Conduct.

14. Dealing with confirmed cases of unlawful activity

Council will use the quickest and most informal option to deal with unlawful activity. Any enforcement action taken will depend on the merits of the case. This will include an assessment as to whether:

- Taking enforcement action is in the public interest,
- Considerations about the alleged offender,
- The impact of any enforcement action,
- The potential for remedy.

Homelessness

Where the unauthorised activity is the residential use of a building, Council is required to consider if any enforcement action will likely make a person/persons homeless under the *Environmental Planning and Assessment Act 1979*.

In determining whether to proceed to enforcement action, the following will be considered:

- Whether the unauthorised use can be made lawful,
- Whether the unauthorised use can be considered a temporary use pending the submission of applications to construct a dwelling,
- Suitability of sanitation arrangements for any temporary or transitional use,
- The structural suitability of the building being used.

15. Enforcement Options

Enforcement options are ordered to reflect an escalation in response that is proportionate to the level of risk, the seriousness of the confirmed breach, or the need for a deterrent. Council will consider a range of enforcement options available including:

- No action
- Localised management of the issue
- Alternative dispute resolution
- Issuing a penalty notice
- Administrative actions eg orders
- Legal proceedings

16. Following up enforcement action

Enforcement action will be monitored to ensure compliance with any undertakings given by the subject of enforcement action or advice, directions or orders issued by Council. Should enforcement action be found to be ineffective, Council will consider other enforcement options.

17. Taking legal action

Council will be guided by legal advice in deciding whether to commence criminal or civil proceedings and will consider the following:

- Potential risk of harm,
- Whether the public interest warrants legal action being pursued,
- Whether there is sufficient evidence to establish a case to the required standard of proof,
- Whether there is a reasonable prospect of success before a court,
- Legislative time limits within which to commence proceedings.

18. Shared enforcement responsibilities

Some matters involve shared regulatory responsibilities between Council and other NSW Government authorities. Where there are shared legislative responsibilities, Council will liaise with relevant authorities to establish:

- Which authority will take the lead role on an investigation,
- Which activities each authority will carry out,
- Responsibilities for updating an individual where relevant,
- Protocols for exchanging confidential information between the relevant authorities

19. Role of Council where there is a private certifier

Council retains its regulatory role and compliance authority where a private certifier has been appointed the Principal Certifier.

Private certifiers have an obligation to issue a Written Direction Notice under section 6.31 of the *Environmental Planning and Assessment Act 1979* if they become aware of any non-compliance for any aspect of the development. The private certifier must issue the Written Direction Notice (the Notice) to the person responsible for carrying out that aspect of the development. The Notice must identify the matter that has resulted or would result in the non-compliance and direct the person to take specified action within a specified period to remedy the matter.

If the person fails to comply with the Notice within the specified period, the private certifier must send a copy of it to Council and notify that compliance has not been achieved. From this point Council becomes the appropriate regulatory authority for the non-compliance. The private certifier remains responsible for the remainder of the site and development.

In the event Council issues a notice to give a Development Control Order in relation to building or subdivision work where a private certifier has been appointed as the Principal Certifier, a copy of the notice must be provided to the private certifier in accordance with clause 9(2), Schedule 5 of the *Environmental Planning and Assessment Act 1979*.

20. Role of Councillors in enforcement

Councillors must abide by the Code of Conduct in dealing with these matters. Councillors can be confidentially briefed where appropriate on any enforcement matters through the General Manager or relevant Director.

21. Delegations

Council staff delegations for acting under this policy are included in Council's Delegation Register.

15.7 PLAINS FITNESS RECREATION CENTRE OPERATING MODEL

IP&R Linkage:	Goal: Demonstrate good governance
	Strategy: Develop and implement a robust governance and integrity framework
Author:	Julie Costa, Director Planning and Community
Authoriser:	Cian Middleton, General Manager
File Number:	G2026/0098
Annexures:	A. Proposed Fees and Charges for Plains Fitness - Unstaffed Operations ↓ 

RECOMMENDATION

That Council:

1. Endorse the transition of Plains Fitness Recreation Centre to a 24/7 unstaffed operating model, effective 07 April 2026.
2. Note the financial outlook for Plains Fitness Recreation Centre, including the projected cumulative operating loss of approximately \$2.3 million over the 10-year period from 2025/26 to 2034/35 should the current staffed operating model continue.
3. Acknowledge the significant change in the local fitness market since Council acquired Plains Fitness and confirm that competitive neutrality obligations have been considered, and that transitioning to an unstaffed model is necessary to ensure Council does not unfairly compete with local private operators.
4. Effective 07 April 2026, amend the following fees and charges contained within Council's Schedule of Fees and Charges to reflect the revised service offering at Plains Fitness Recreation Centre, appended at *Annexure A*.

BACKGROUND

Liverpool Plains Shire Council ("Council") owns and operates the Plains Fitness Recreation Centre ("Plains Fitness") in Quirindi. Council purchased the asset from NSW Police in 2003 and established Plains Fitness in 2005. At that time, Plains Fitness was the only commercial gym operating in the Liverpool Plains Shire, and Council's involvement was considered necessary to ensure the community continues to have access to fitness services as a "provider of last resort".

In the years since, the local fitness market has changed significantly. As of February 2026, two privately operated commercial gyms are operating within the Liverpool Plains Shire, providing alternative services to the community. Of the two commercial gyms, one is in Quirindi (Kinetic Grind) and one in Werris Creek (NRG Station).

Plains Fitness has consistently operated at a financial loss. Despite efforts to improve the facility's financial performance, Plains Fitness continues to require substantial operational subsidy. Based on current trends, Plains Fitness is projected to accumulate a further \$2.3 million in losses over the 10-year period from 2025/26 to 2034/35 if Council continues with the current staffed operating model.

This level of ongoing subsidy is not sustainable, particularly in light of Council's current financial position, increased operational pressures, and the requirement to prioritise core (or mandatory)

services such as roads, water, wastewater, waste, and community infrastructure, ahead of non-core (or discretionary) services.

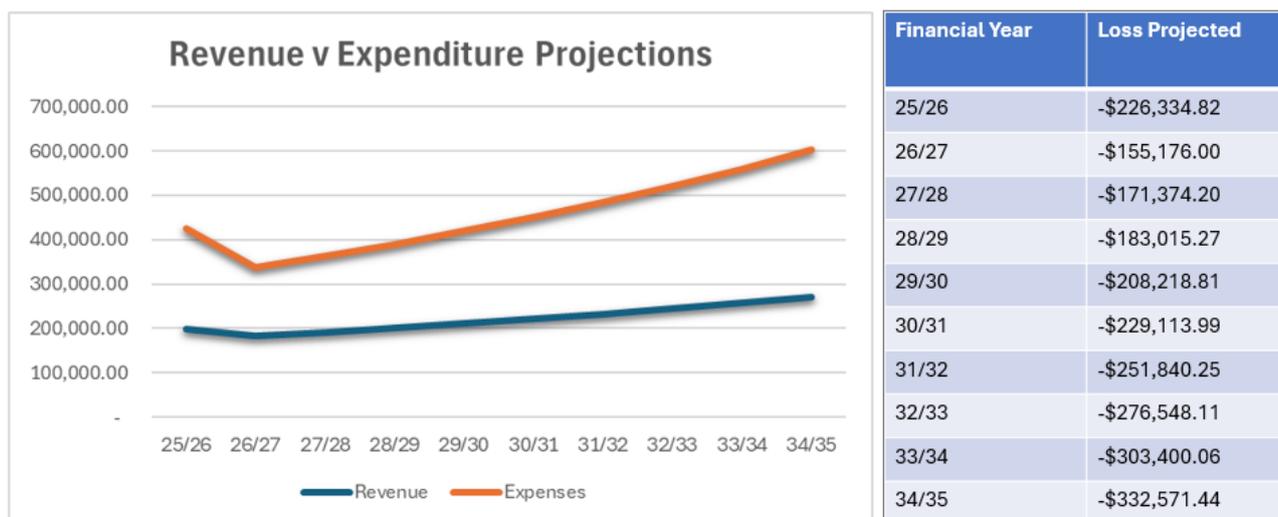
Preliminary exploration of alternative service models has identified that transitioning Plains Fitness to an unstaffed 24/7 operating model would significantly reduce operating costs while maintaining community access. It should be noted that this model is not considered a financially sustainable model in the long-term, and it is recommended that disposal of the facility be explored. This is addressed further in Item 18.5 of this Business Paper.

ISSUES AND COMMENTARY

Plains Fitness has required increasing levels of subsidy over time, with labour (employee) costs remaining the most significant driver of operating expenditure. It is expected that transitioning to an unstaffed model will substantially reduce costs and improve the facility’s ongoing financial performance.

As illustrated by *Figure 1*, below, Plains Fitness is projected to generate a loss of \$2.3 million over the 10-year period from 2025/26 to 2035/36. Continuing with the existing operating model would place further strain on Council’s already limited financial capacity, highlighting the urgency of intervention.

Figure 1 Plains Fitness Recreation Centre Forward Financial Projections, 2025/26-2034/35



Competitive neutrality principles require Council to avoid unfair advantages when competing with private businesses. When Council acquired Plains Fitness, no other commercial gym operated in the Liverpool Plains Shire local government area. The environment today is materially different, with two private gyms now operating locally. As such, maintaining a heavily subsidised, staffed facility is no longer consistent with competitive neutrality expectations, and Council must consider the broader market implications of its involvement in this sector.

Considering Plains Fitness’ financial performance and Council’s competitive neutrality obligations, it is proposed that Council transition the centre to an unstaffed, 24/7 operating model. This approach would maintain public access to Plains Fitness, while allowing Council to immediately reduce operational costs and stabilise the service while future options are explored.

Currently, Plains Fitness memberships can be purchased direct from Plains Fitness, which is staffed during business hours, Monday-Friday. If the transition to an unstaffed model is endorsed; memberships will be able to be purchased either online from Council’s website or in-person from

Council's Customer Service Centre at 60 Station Street, Quirindi. Consistent with current practice, all members will be issued a remote access fob to allow them to utilise the gym on a 24/7 basis.

Various minor improvements will need to be implemented at Plains Fitness throughout March, prior to the gym transitioning to an unstaffed model from the proposed date of 07 April 2026, including expanded CCTV coverage and installation of duress alarm and automatic external defibrillator. Facility signage, both internal and external, will need to be updated.

LEGISLATIVE AND POLICY IMPLICATIONS

Under the principles of sound financial management outlined at section 8B of the *Local Government Act 1993*, Council must ensure its spending is responsible and sustainable, aligning general revenue and expenses. As detailed above, Plains Fitness operates at a significant deficit and does not generate the revenue required to offset expenses. Transition to an unstaffed operating model, as recommended, will enable Council to continue operating Plains Fitness while significantly reducing costs associated with the current service delivery model.

FINANCIAL IMPLICATIONS

Transition to an unstaffed model is projected to achieve ongoing, recurrent operational savings of approximately \$140,000 per annum. It should be noted that even with these savings, Plains Fitness will continue to operate at a loss, albeit not as significant a loss as it currently does.

Transitioning to an unstaffed model will mean programs, classes, and staffed support will cease. Accordingly, membership fees are proposed to be reduced to reflect the revised service offering. Should Council endorse the transition to unstaffed operating model, it is recommended that the proposed fees and charges appended at **Annexure A** be endorsed, effective 07 April 2026 (being the date the unstaffed model will come into effect).

RISK IMPLICATIONS

If no action is taken and the current staffed operating model is continued, Plains Fitness is projected to produce a loss of \$2.3 million over the 10-year period from 2025/26 to 2035/26 and Council's already constrained financial position will deteriorate. In turn, this will compromise the delivery of essential services. Moving to a 24/7 unstaffed model will reduce risk by lowering operational costs and stabilising financial exposure.

Transitioning to an unstaffed model carries some operational risks, including safety, access management, and member adjustment. These risks are proposed to be mitigated through industry-standard safety systems (e.g. CCTV, secure access control, etc.), clear member induction processes, and regular inspections and maintenance. It should be noted that some of these systems, including CCTV and 24/7 remote access, are already in place. Others, such as improved induction processes, will need to be refined prior to the transition to an unstaffed model.

COMMUNITY CONSULTATION

While there are no community consultation requirements for Council associated with this report; community satisfaction with, and importance of, Plains Fitness was explored via the most recent Community Satisfaction Survey facilitated by Council. The survey was undertaken by independent market research firm Taverner Research Group in early 2025 and finalised in April 2025.

The 2025 Community Satisfaction Survey revealed that the 'importance' assigned to Plains Fitness by the Liverpool Plains Shire community has deteriorated over the past years. As illustrated by *Table 1*, below, the decline in 'importance' of Plains Fitness to the broader community is more pronounced than any other community facility surveyed.

Table 1 2025 Community Satisfaction Survey – Community Facilities, Importance Internal Benchmark

Service	Importance Means		Difference
	2021	2025	
Plains Fitness Recreation Centre	2.97	2.50	-0.47
Sporting Ovals	2.94	3.56	-0.38
Swimming Pools	3.84	3.63	-0.21
Town Centres and Public Places	3.83	3.76	-0.07
Libraries	3.23	3.23	0.00
Public Buildings and Village Halls	3.35	3.38	+0.03
Parks	3.49	3.68	+0.19
Accessible Public Amenities	N/A	4.01	N/A
Shaded Seating	N/A	3.66	N/A
Inclusive Playgrounds	N/A	3.21	N/A
Walking Tracks	N/A	3.10	N/A
Parents’ Change Rooms	N/A	2.80	N/A
Cycling Tracks	N/A	2.44	N/A

As a result of this trend, Plains Fitness has a substantial positive gap between importance and satisfaction: that is, while community ‘satisfaction’ with Plains Fitness increased over the four-year period from 2021 to 2025, the actual ‘importance’ of the service to the community has decreased.

Table 2 2025 Community Satisfaction Survey - Plains Fitness Recreation Centre, 2025 Expectations Gap

Service	Importance Means	Satisfaction Means	Gap
Plains Fitness Recreation Centre	2.50	3.90	+1.40

CONCLUSION

In summary, Plains Fitness is no longer financially sustainable under its current operating model, with losses projected to exceed \$2.3 million over the next decade if no action is taken. The local market has also evolved since Council first acquired the facility, and competitive neutrality now requires Council to carefully consider its role in providing fitness services where private operators are active.

Transitioning to an unstaffed 24/7 model provides a balanced and responsible approach that maintains community access, reduces ongoing subsidy, and positions Council to focus its limited resources on core services. This path forward represents the most viable option for safeguarding service continuity while strengthening Council’s long-term financial sustainability.

Adult is full cost - Concession and Couple are at a 30% reduction from full cost

			26/27 Fee	Proposed Fee
1 12 month Membership	Paid Upfront	Adult (18yrs +)	\$850	\$850
		Commonwealth Concession		\$595
		Couple - (living at same residential address)		\$1,190
	Direct Debit Fortnight	Adult (18yrs +)	\$45	\$45.00
		Commonwealth Concession	\$42	\$32.00
		Couple - (living at same residential address)	\$78	\$75.00
2 6 month Membership (26 Weeks)	Paid Upfront	Adult (18yrs +)	N/A	\$450
		Commonwealth Concession	N/A	\$300
		Couple - (living at same residential address)	N/A	\$740
	Direct Debit Fortnight	Adult (18yrs +)	N/A	\$24.00
		Commonwealth Concession	N/A	\$16.00
		Couple - (living at same residential address)	N/A	\$37.00
3 3 month Membership (12 Weeks)	Paid Upfront	Adult (18yrs +)	N/A	\$250
		Commonwealth Concession	N/A	\$160
		Couple - (living at same residential address)	N/A	\$400
	Direct Debit Fortnight	Adult (18yrs +)	N/A	\$13.00
		Commonwealth Concession	N/A	\$8.00
		Couple - (living at same residential address)	N/A	\$20.00
4 1 month Membership (4 Weeks)	Paid Upfront	Adult (18yrs +)	N/A	\$100
		Commonwealth Concession	N/A	\$70
		Couple - (living at same residential address)	N/A	\$170
	Direct Debit Fortnight	Adult (18yrs +)	N/A	\$5.00
		Commonwealth Concession	N/A	\$4.00
		Couple - (living at same residential address)	N/A	\$9.00
5 Casual Membership Daily Rate		Adult (18yrs +)	\$15	\$15
		Commonwealth Concession	\$13	\$10
		Couple - (living at same residential address)	N/A	\$20
Hire of Space/Equipment for Personal Trainers <i>Paid upfront or invoiced on access (based on an est 5 PT's per day x 7 days per week @ estimate of 30 minute sessions)</i>	Per Hour		N/A	\$45.00
	Per Week		N/A	\$787.50 Full Use
	Per Month		N/A	\$2,500.00 Full Use
	Per 6 Months		N/A	\$15,000.00 Full Use
	Per 12 Months		N/A	\$30,000.00 Full Use
Partners/Corporate Membership (per participant)	12 months		\$603	\$605
Group Fit, Upstairs Office and Bathroom Hire	Per Hour		\$30	\$45
Squash Organisations	Quirindi Squash Club - per hour charge (3 x courts)		\$35	\$40
Casual Squash	Per hour per court		\$25	\$45

16 NOTICES OF MOTIONS

Nil

17 QUESTIONS WITH NOTICE

17.1 RESPONSE TO QUESTIONS ON NOTICE - DECEMBER 2025 MEETING

File Number:	G2025/0598
Author:	Julie Costa, Director Planning and Community
Authoriser:	Cian Middleton, General Manager
Annexures:	A. Central Northern Regional Library Agreement - Services Provided ↓ 

At the Ordinary Meeting of Council held on 10 December 2025, the following Questions on Notice were received from Councillors.

Question

Cr Cain asked in consideration of **Item 9.4 - Central Northern Regional Library (CNRL) 2024/25 Annual Report and 2026/27 Membership**, what services are provided to Liverpool Plains Shire Council (“the Council”) under the CNRL Agreement?

Response

Services provided under the CNRL Agreement to Council are detailed in **Annexure A**.

Question

Cr Robertson asked in consideration of **Item 8.1 – Monthly Shire Presentation Report** about a St John’s Wort infestation at the Wallabadah Waste Transfer Station where it appears they have sprayed ‘*about a third in two or three goes and has since spread into the property below*’. Is the Council responsible for that area? Why did they not make sure that they protect adjoining land from the infestation due to there being Crown land and National Park nearby? Why did Council not make sure that the weed spray at the Wallabadah Transfer Station was done properly?

Response

The Wallabadah Transfer Station is located on Crown land. Council undertakes weed spraying at the Wallabadah Transfer Station, and this was completed at the end of November/early December 2025. The balance of this property is Crown land and as such is the responsibility of NSW Crown Lands to manage the land. NSW Crown Lands have also done weed spraying on their land for this season. In terms of the National Park, it is the responsibility of NPWS to manage their land.

RECOMMENDATION

- That the response to the question regarding the Central North Regional Library Agreement raised by Councillor Cain be received and noted.
- That the response to the question regarding the St John’s Wort infestation at the Wallabadah Transfer Station raised by Councillor Robertson be received and noted.

SCHEDULE 1

SERVICES PROVIDED BY TAMWORTH REGIONAL COUNCIL

Tamworth Regional Council will engage professional librarians and support staff to undertake the following duties:-

1. Consult with Delegating Councils regarding their library service, through the CNRL Committee as detailed in Section 3 of this Agreement headed "Central Northern Regional Library Committee to be constituted".
2. Plan for and manage all aspects of the regional library service.
3. Provide relevant accounts to each of the Delegating Councils for the provision of library services.
4. Select, purchase, catalogue, process and distribute new library materials within the guidelines of the agreed CNRL Library Resources Policy.
5. Withdraw used library materials in accordance with the CNRL Library Resources Policy.
6. Manage and develop the CNRL Computer Library Management System.
7. Provide a database of all regional library materials held by the Delegating Councils.
8. Provide professional advice on library development, local staffing, buildings, grant applications, library trends, etc.
9. Train staff performing regional services and staff from branch libraries in relevant aspects of library services.
10. Provide resources exchange and delivery services of library materials to and between existing libraries with Delegating Councils.
11. Provide information services, support and research to branch libraries.
12. provide a range of library services to children and young adults.
13. Process reservations and intra library loans.
14. Process inter library loans from libraries outside the CNRL region for branch libraries.
15. Initiate and encourage regional and local library promotion in conjunction with Delegating Councils.
16. Meet as required with Delegating Councils to define and progress library service requirements.
17. Provide minutes of all meetings of the CNRL Committee, audited financial reports and an annual report of the Regional Library Service including a specific report outlining the quality of service within each Delegating Council.
18. Report to Delegating Councils quarterly on the progress of library services.

2 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:

18.1 RFT 135/2025- Supply and Delivery of one new motor grader

This matter is considered to be confidential under Section 10A(2) - (c) 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 information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

18.2 RFT 134/2025- Supply and Delivery of a self propelled smooth drum roller (ERG CLASS RR9)

This matter is considered to be confidential under Section 10A(2) - (c) 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 information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

18.3 RFT 136/2025- Supply and Delivery of one 5 tonne excavator (min 35HP)

This matter is considered to be confidential under Section 10A(2) - (c) 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 information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

18.4 Yarraman Creek Bridge Project

This matter is considered to be confidential under Section 10A(2) - (c) 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 information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

18.5 Potential Asset Disposal - Plains Fitness, 62 Station Street, Quirindi

This matter is considered to be confidential under Section 10A(2) - (c) 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 information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.