

# Delivery Program 2022-2026 Half-Year Progress Report

January to June 2024



**Acknowledgement of Country:**

We acknowledge the traditional owners and custodians of this land, the people of the Kamilaroi Nation. We pay our respects to the Aboriginal Elders, both past and present. We acknowledge and respect their continuing culture and the contribution they make to Liverpool Plains Shire.

**Community Images:**

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

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**Disclaimer:**

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

Front Cover – New bridge installed at Bridge Creek Road, Quipolly

**Prepared by Liverpool Plains Shire Council**

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The page features several thick, dark blue wavy lines that create a sense of movement and flow. One line starts from the left edge, curves upwards to a peak, and then descends towards the right. Another line starts from the left edge, dips down, and then rises towards the right. A third line starts from the left edge, dips down, and then rises towards the right, crossing the second line. These lines are set against a plain white background.

## Our Vision

“We aspire to have a great rural lifestyle that is inclusive of all cultures with access to quality services and facilities. Strong community, council and business leadership, whilst encouraging a thriving economy and a sustainable environment to carry us into the future.”

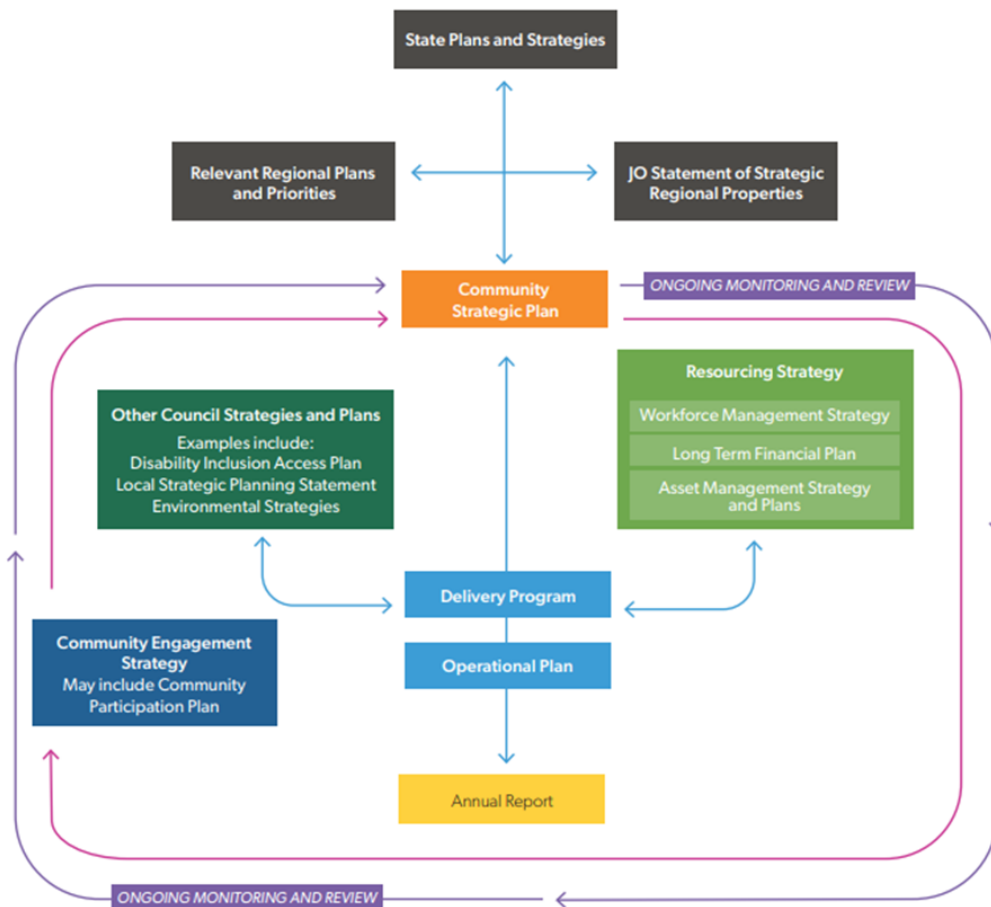
# Planning for our Future

## Our Strategic Approach

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

Utilising the framework depicted below, these documents detail how Council plans to deliver on our communities' priorities

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



# Purpose of this Report

Liverpool Plains Shire Council's role is to use our community's vision to guide our plans and resources towards our future. The aspirations of the Liverpool Plains community are captured in the Community Strategic Plan for 2022-2032. The four community outcomes are:



Community - A great rural lifestyle with access to quality services



Governance - Strong community, council and business leadership



Environment - A sustainable environment



Economy - A thriving economy

These four outcomes guide the delivery of the Community Strategic Plan 2022-2032 objectives which are outlined in the following combined documents:

## Delivery Program 2022-2026

Our Delivery Program is a statement of commitment to the community from Council members that identifies the strategies that Council will undertake during their term-of-office to achieve the community outcomes identified in the Liverpool Plains Community Strategic Plan.

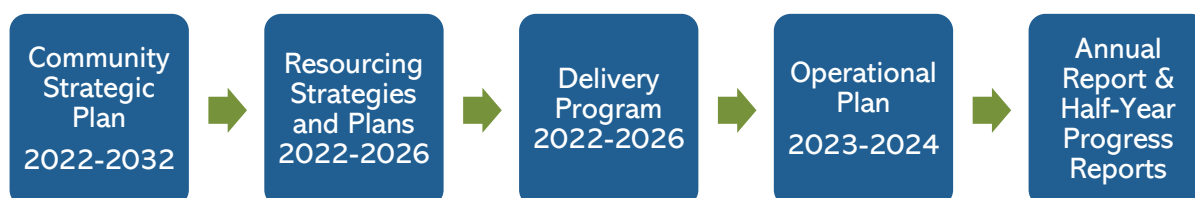
## Operational Plan 2023-2024

Our Operational Plan provides greater detail on the actions, projects and services planned for the current financial year. Other information provided in this plan includes the Annual Capital and Operational Budgets, Capital Program, Revenue Policy and Fees and Charges for the new financial year.

## Reporting our Progress

Reporting is a key element of the IP&R framework. We use a variety of tools to report our progress in achieving our Community Strategic Plan (CSP) outcomes through the implementation of the Delivery Program strategies.

### The flow of IPR plan and reports:



The Half-Yearly Progress Report, from January to June 2024, provides both the key highlights and detail of Council's performance on the implementation of the Delivery Program 2022-2026 and the Operational Plan 2023-2024.

This report identifies how Council has progressed with the actions and projects outlined in the Operational Plan 2023-2024.

The report contains three elements:

#### **Element 1: Executive Summary**

This section contains the Key Highlights achieved and a Snapshot of Major Projects and Programs for an overview of what Council has achieved over the last reporting period.

#### **Element 2: Overall Progress**

Focuses on the implementation of the Operational Plan 2023-2024 and includes a summary of the total status of each action and project within each of the four CSP outcomes. Notable achievements are mentioned, along with any exceptions that have either fallen behind plan, are off track or have been cancelled.

#### **Element 3: Combined Delivery Program/Operational Plan Progress Detail**

This section provides the progress status and commentary for each action or project contained in the Operational Plan 2023-2024.

# 1. Executive Summary

## Key Highlights

### Property and Assets

Over the past year, the Property and Assets area has made significant advances in improving processes and management strategies. This includes adopting a proactive approach to maintenance, implementing new asset management procedures, and initiating annual maintenance programs for AC servicing, pest control, and fire safety assessments. The recruitment of a maintenance officer has enabled Council to handle minor maintenance tasks more cost-effectively, reducing reliance on expensive contractors. Minor repairs and refurbishments have been carried out on commercial properties, Freedom Camping grounds, and parks, with additional work planned in collaboration with the parks and reserves team.

The Willow Tree public facilities have now been upgraded with water-saving taps and devices to help reduce water consumption.

The sale of surplus land identified in 2009 was finalised, and further reviews are underway to identify more surplus lands for Council review. Continuous training, learning, and updates to the asset management system have resulted in a more accurate database of Council assets, contributing to better overall management and fiscal responsibility.

Numerous plans, strategies, and policies within the assets area, many of which were overdue, have been reviewed, updated, or drafted. A comprehensive revaluation of the Council's buildings and operational land was completed, and User Agreements were revised to better suit their purposes. The service levels for public and Council facilities were also reviewed, and a draft plan is in

development to address these needs. Notably, the Fallen Soldiers Tree Register was completed and published.

### Employee Culture

The Employee Voice Survey was conducted in October 2023 and the results reflected an increase across all metrics and shows an increase of employee's engagement and satisfaction with Council as an employer compared to the survey 12 months prior.

We began to develop our values through workshops which were held with feedback sought from all staff. Using this information the HR team developed the first draft of our organisational values and standards of behaviour.

### Plains Fitness

In the six months since Plains Fitness re-opened its doors to reveal the new layout of the downstairs fitness area, five accessible bathrooms and a dedicated group fitness space, membership numbers have more than tripled. At the close of June, Plains Fitness had 250 members, in addition to the casual visitors and personal fitness customers and group fit participants.

Plains Fitness and Quirindi High School have worked together for many years to offer students a place to develop healthy lifestyle habits. In 2024, Quirindi High School students have visited Plains Fitness for Physical Education and Sports Classes, taking advantage of the squash courts, group fit, weight and cardio equipment. Quirindi High School subsidises memberships for students 16 years and over, giving them the chance to learn the benefits of regular exercise for both mind and body.



### **Liverpool Plains Shire Libraries**

In March, Liverpool Plains Shire Libraries launched 1,000 Books Before School. Working with the Friends of Quirindi and Werris Creek Libraries, the program is designed to encourage children's love of reading and nurture a lifelong association with all that libraries offer. Young readers and their families can choose from thousands of books (in the Central Northern Regional Library collection) as they work their way towards the 1,000 target. After just a few months, more than 70 children have signed up for the challenge and several children are well past the halfway mark.

### **Recruitment**

The HR team had a focus on recruiting to fill vacant roles within the organisation and we had 50 new employees commence with Council between July 23 and June 24. Council successfully recruited our first Water Services School Based Trainee to assist with an industry wide shortage of skilled water services staff and to work towards our goal of 'growing our own' talent.

### **Regional Drought Resilience Plan**

Council is working with Gunnedah Shire Council to prepare a Regional Drought Resilience Plan. The purpose of the Regional Plan is to minimise the social, environmental and economic impacts of drought on both communities. Funded by the Federal and NSW Government's Drought Fund, the first stage of the project

involved talking with members of community groups, businesses, farmers and community members to learn about the challenges they have faced and actions for the future. The conversation with the community took place via mail out to 9,500 households, 8 workshops, 11 community pop ups, 2,600 emails, 72 online surveys and 4 written submissions. In May 24 a Draft Regional Drought Resilience Plan was presented to the CSIRO for review. The Plan outlined a proposal to address the impacts of drought including mental health, social resilience, business resilience, attracting workers in agriculture and tree and ground cover planting projects. The final report will be delivered in October, pending feedback from the CSIRO.

### **Liverpool Plains Shire Council Inclusion Plan 2024 - 2026**

Council's Inclusion Plan 2024 - 2026 is based on a holistic approach to inclusion and aims over time to remove the physical, non-physical, visible and invisible barriers that restrict people using our services and facilities. Community members raised the importance of signage that is well placed and easy to understand, safe and easy navigation of council buildings and open spaces, equitable access to services and pathways that were well designed and well maintained. Council will establish an Inclusion Advisory Group in the next council term.

## Snapshot of major projects and programs



### Quipolly Water Security Project:

- Operation of the Quipolly Water Treatment Plant commenced in April 2024 with drinking water delivered to Werris Creek residents from that date, ending an era for the old water treatment plant which had serviced the town. The new plant is proving very effective in removing taste and odour issues regularly experienced in water distributed from the old plant.



### Water and Sewer Projects:

- A project to upgrade the resilience and capacity of critical water distribution mains in the Quirindi supply where they cross the railway line has been completed. These complex projects involved specialist trenchless technology under the railway carried out in co-ordination with Australian Rail Track Corporation (ARTC) during planned rail shut down periods.
- Completion of a two-year sewer main rehabilitation program occurred in 2023-2024 for both Quirindi and Werris Creek systems. Over 2.5 kms of mains were relined and up to 100 junctions rehabilitated in the second stage of the project.



### Key Road projects completed:

Council has actively maintained our sealed road network during 2023-2024 with the following roads having been rehabilitated or resealed.

The following roads were rehabilitated:

- Warrah Ridge Road
- Borambil Creek Road
- Lowes Creek Road
- Cattle Creek Road
- Seven Creek Road
- Pialloway Road

The following local roads were re-sealed:

- Warrah Creek Road
- Borambil Creek Road
- Harrisons Plains Road
- Warrah Ridge Road
- Cansdella Street
- Milner Parade
- Gordon Street
- Doyle Street
- Kingston Street
- Coonabarabran Service Road

The Transport NSW Block Grant funding works resulted in a further 43,200m<sup>2</sup> of rehabilitation works and 45,100m<sup>2</sup> of road reseals for Councils road network.

Roads rehabilitated:

- Coonabarabran Road
- Werris Creek Road
- Gap Road
- Waverley Road

Roads resealed:

- Waverly Road
- Werris Creek Road

35 km of the gravel road network has been maintained as per the defined level of service, with all of the re-sheeting and grading program completed on schedule.



### King George V Park – Septic Upgrade

Council successfully completed a major upgrade of the septic system at King George V Park, addressing the issues caused by the failing system. This project was essential due to significant deterioration, which posed public health and environmental concerns.

The aging septic system servicing the public toilets required immediate attention to prevent potential health risks. In response, the Liverpool Plains Shire Council conducted a thorough assessment and diligently working on obtaining quotations for the necessary repairs and upgrades. Ensuring the health and safety of the community was the top priority, and the public toilets were restored to a safe and functional condition.



## Buildings and Operational Land Revaluation

The revaluation of buildings and operational lands for the year has been completed and allowed the successful update to our asset values which reflect current market conditions. This ongoing process for all asset classes reinforces Council's commitment to transparency, accurate financial reporting, and strategic asset management.








Seven Creeks Road rehabilitation

## 2. How to Read this Report

The Operational Plan lists and describes the actions that reflect both ongoing services and new projects or initiatives that contribute to the four-year Delivery Program deliverables.

The progress of each action is scored under the following criteria outlined in the table below. These scores are then summarised into a visual representation of the status of all actions over the reporting period.

How we rate the delivery of each action:

	Complete	All agreed delivery milestones achieved
	On Track/ Ongoing	Action is on track/ongoing for delivery
	Behind Plan	Minor delays on critical milestones
	Off Track	On hold or delayed on critical milestones
	Cancelled	Deliverable is no longer proceeding



How this information is presented:

High level summaries for outcomes achieved are documented in the main section of this report.

Detailed information for each action and commentary is documented in the Appendix.

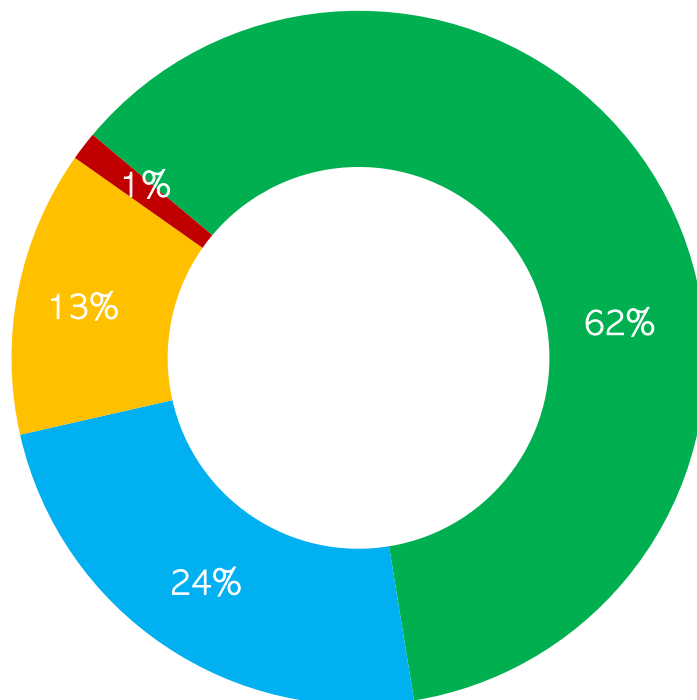
# Overall Progress

Council's Community Strategic Plan identifies four key outcomes and each of these are supported by various strategies. Our Combined Delivery Program 2022-2026 and Operational Plan 2023-2024 details the activities and actions to be undertaken to achieve these strategies.

During 2023-2024, Council committed to delivering 75 actions focused on achieving our community's vision across the four key strategic outcome areas.

Of these actions 62% are Completed, 24% are On Track or Ongoing within their agreed timeframes. 13% are currently Behind Plan, 1% has been cancelled and no actions Off Track for the financial year period.

● Complete	46
● On Track/Ongoing	18
● Behind Plan	10
● Off Track	0
● Cancelled	1
Total	75



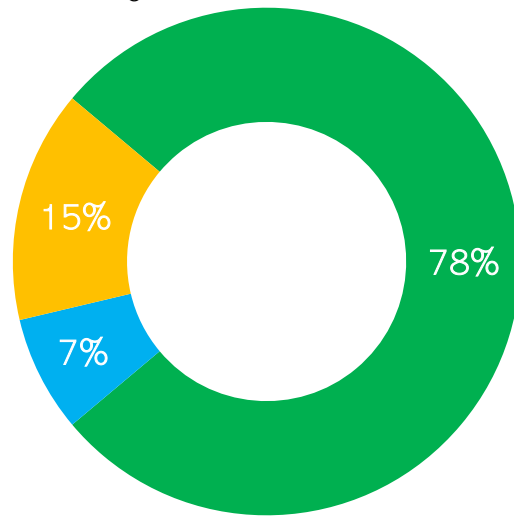


## A great rural lifestyle with access to quality services and facilities

Our community values beautiful landscapes, dynamic towns and villages and safe communities and we embrace and include all cultures. We build on our strong community spirit, resilience and sense of belonging.

Our recreation facilities support our communities sporting, health and physical activity needs. Our health and education services meet our needs and provide school, tertiary study and career pathways that support the community, and our transport and telecommunications expand to improve support for our business, lifestyle and remote working.

<span style="color: green;">●</span>	Complete	21
<span style="color: blue;">●</span>	On Track/Ongoing	2
<span style="color: yellow;">●</span>	Behind Plan	4
<span style="color: grey;">●</span>	Off Track	0
<span style="color: red;">●</span>	Cancelled	0
	Total	27



### Achievements

- The Draft Regional Resilience Plan was submitted to the Commonwealth Scientific and Industrial Research Organisation (CSIRO), for review in May 2024 as per the funding agreement with the Department of Regional NSW.
- The Register of Memorial Trees for Fallen Soldiers has been completed and is currently displayed on the website.
- The Werris Creek Community Garden has officially opened and is operating in the grounds of Werris Creek Library.
- Effective implementation of Councils Freight Strategy is progressing with routes gazetted for higher productivity vehicles on Coonabarabran Road, Taylors Lane, Werris Creek Road, and Ellerslie Street, the intersection of the Kamilaroi Highway and New England highway has been finalised with access for higher productivity vehicles and now funding has been received, assessment of the Pine Ridge Mooke River bridge is currently underway.
- Both the Gurton Street and Bridge Road bridges have now been completed.

### Exceptions

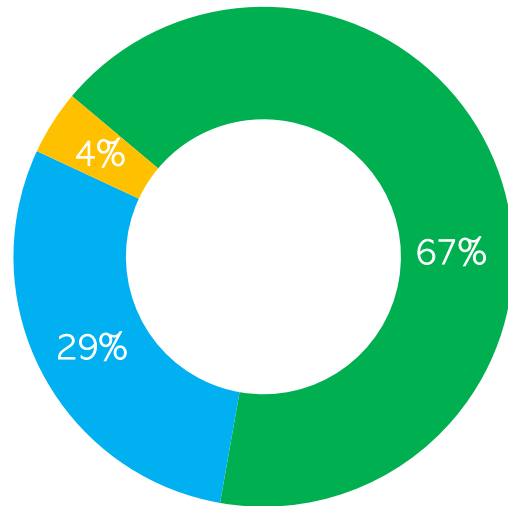
- Local Aboriginal Land Council sensitivity training has not yet been provided to planning and project staff, Council is planning a consultant to deliver in the new financial year.
- Funding for Councils Pedestrian Access Mobility Plan (PAMP) was not obtained for this financial year, this is a focus area for the Operational Plan 2024-2025.
- Design is underway for a concept plan and pricing for the proposed Kokoda Trail between Werris Creek and Quirindi.
- The Asset Management Strategy and the following Asset Management Plans; Water, Sewer and Fleet and Plant have been drafted and still to be reviewed.



## Strong community, Council and business leadership

Our Council, community and business leaders work together effectively, and our leaders represent the diversity of our community. We encourage our youth to become involved in the community as the leaders of tomorrow and we partner with State and Federal Government, the private sector and community organisations in the provision of facilities and services.

<span style="color: green;">●</span>	Complete	16
<span style="color: blue;">●</span>	On Track/Ongoing	7
<span style="color: yellow;">●</span>	Behind Plan	1
<span style="color: grey;">●</span>	Off Track	0
<span style="color: red;">●</span>	Cancelled	0
	Total	24



### Achievements

- Councils Inclusion Plan 2024-2026 has been adopted by Council and forwarded to the NSW Department of Communities and Justice. Council held community meetings at Werris Creek and Quirindi and sought feedback from a range of community members and community organisations.
- Members of the Student Representative Council from the Quirindi High School assisted in the planning and delivery of the Youth Week Film and Fun Night and the school holidays Bubble Sports evening.
- Council vacancies are being filled as soon as practical for roles, with the exception of roles with industry wide shortages.
- Approval of councils Risk Appetite was obtained in March 2024 and as a result the Risk Management Strategy was submitted to Council in June 2024.
- Premer and Currabubula Local Advisory Groups have remained active during the current council term and Council has continued to use the network of Local Advisory Group members to seek input on major projects, policies and plans including:
  - Growth Management and Housing Strategy
  - Inclusion Plan 2024-2026
  - Combined Delivery Program 2022-2026 and Operational Plan 2024-2025 and Schedule of Fees and Charges 2024-2025
  - Regional Drought Resilience Plan.

### Exception

- Council's intranet replacement project has been impacted by other major information technology system upgrades which have taken place. The intranet replacement project will be considered as part of future technology roadmap planning.



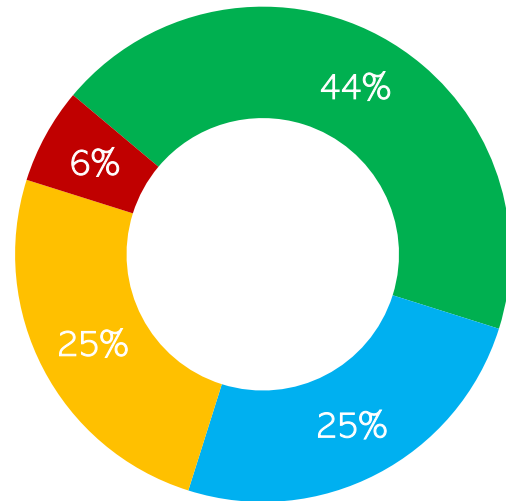


## A sustainable environment

Our infrastructure is well planned and maintained and will meet our needs now and in the future. We have access to affordable, clean water supplies and actively manage impacts on our natural environment.

Our local farming is sustainable, and we protect our environment and reduce our environmental footprint.

<span style="color: green;">●</span>	Complete	7
<span style="color: blue;">●</span>	On Track/Ongoing	4
<span style="color: yellow;">●</span>	Behind Plan	4
<span style="color: grey;">●</span>	Off Track	0
<span style="color: red;">●</span>	Cancelled	1
	Total	16



### Achievements

- The Asset Management Policy has now been reviewed and updated, along with the Asset Management Plans for the Aerodrome, Buildings, Transportation and Parks and Recreation.
- The Quipolly Water Treatment Project has achieved the status of "Early Use" completion to enable the delivery of drinking water to the community. All project costings will be provided following full completion of the project.
- Willow Tree Landfill Project delivery contract pricing has been reported through Council. Fees and charges for the new landfill are now included in 2024-2025 Fees and Charges Schedule.
- A Service Review of the Royal Theatre has now commenced, the results of this review will be advised in the 2024-2025 financial year.
- Enhanced publication of the Annual Dam Safety Report will be undertaken to provide to Council's website for future reports.
- Water supplies generally complied with the Drinking Water Management System throughout the year. Minor items of non-compliance were attended to with appropriate actions from the Incident Response protocols.

### Exceptions

- The Asset Management Strategy and the following Asset Management Plans; Water, Sewer and Fleet and Plant have been drafted and still to be reviewed.
- No funding opportunities were identified for the development of a flood study for Werris Creek and as a result this project has now been cancelled.
- Implementation of the Liquid Trade Waste Policy and the Developer Servicing Plan requires improvement of data to facilitate studies. Data integrity progressively underway.
- Planning has commenced to develop a Waste Management education campaign in conjunction with Northern Inland Region Waste and JR Richards during 2024-2025.
- The delivery of renewable energy solutions across Council facilities is behind plan with a contract now underway for 76kw of solar. Pricing has also been received for LED lighting upgrades to be implemented.

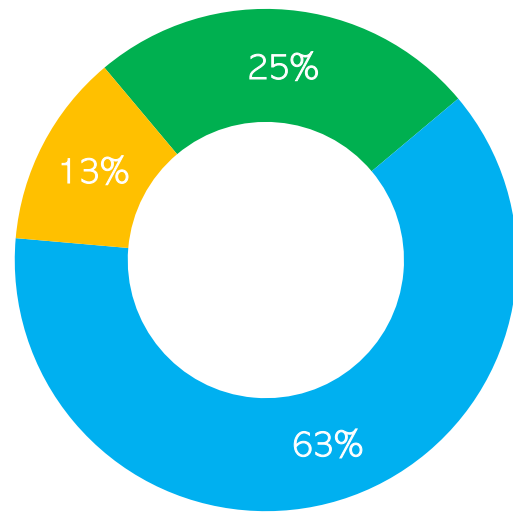


## A thriving economy

Our agricultural economy is thriving, and we pursue secondary industry to support all potential growth areas across the broader regional economy. We grow our population, diversity and employment opportunities. Our town centres are attractive and vibrant places. We foster new residential and business development built on our local strengths.

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

<span style="color: green;">●</span>	Complete	2
<span style="color: blue;">●</span>	On Track/Ongoing	5
<span style="color: yellow;">●</span>	Behind Plan	1
<span style="color: grey;">●</span>	Off Track	0
<span style="color: red;">●</span>	Cancelled	0
	Total	8



## Achievements

- Regular liaison with our Local Advisory Groups has identified a number of key community events. Funding from the Community Funding Program has supported a number of these new and established community events.
- Following the Council workshop in March 2024 with Regional NSW, a follow up meeting is scheduled for July 2024 focussed on the Werris Creek Industrial Precinct.
- Engagement with the Department of Planning on the proposed amendments to the Manufactured Homes Estate, Caravan Parks, Camping Grounds and Moveable Dwellings Regulation that was exhibited in December 2023.
- Draft Growth Management & Housing Strategy has been publicly exhibited with substantial stakeholder engagement and the holding of six public meetings.

## Exceptions

- The Arts and Cultural Plan has fallen behind schedule due to conflicting priorities between resource funding and staff resources, resulting in the plan not being able to be supported at his time.

# 3. Combined Delivery Program/Operational Plan Progress Detail

## Outcome 1: A great rural lifestyle that is inclusive of all cultures with access to quality services and facilities

### 1.1: We value beautiful landscapes, dynamic towns and villages and safe communities.

#### 1.1.1: Liaise with all relevant state, federal and community organisations to support partnerships and facilitate safety initiatives

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
1.1.1.1	Meet with key community groups to identify potential partnerships	No. of partnerships initiated	●	Manager Community and Recreation Service	100%	Meetings have been held with Student Representative Council, Nungaroo Local Aboriginal Lands Council Elders Group, Liverpool Plains Interagency Network, Werris Creek Community Garden, Quirindi Dementia Support Group and Arts North-West.	Annually
1.1.1.2	Partner with Gunnedah Shire Council on drought resilience funding	1. Apply for funding 2. Implement program subject to successful application	●	Manager Community and Recreation Service	100%	Liverpool Plains and Gunnedah Shire Councils have engaged Seftons & Associates to deliver the community engagement activities and prepare the Regional Drought Resilience Plan. The community engagement activities were completed in April and included four stakeholder meetings, ten community pop up sessions and an online survey. Written submissions were received from community members/organisations. The Draft Regional Resilience Plan was submitted to the Commonwealth Scientific and Industrial Research Organisation (CSIRO), for review in May as per the funding agreement with the Department of Regional NSW.	Q4

### 1.1.2: Preserve and celebrate the character, heritage and culture of our region

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
1.1.2.1	Provide Cemetery services	1. As per legislative requirements 2. Develop a Cemetery Strategy	●	Customer & Visitor Services Coordinator	100%	Continuing to provide cemetery services as required.	Annually
1.1.2.2	Developing the Register of Memorial Trees for Fallen Soldiers	1. Validate register information 2. Register published on Councils website	●	Manager Assets and Property	100%	The Register of Memorial Trees for Fallen Soldiers has been completed and is currently displayed on the website.	Q1

## 1.2: Our community is embracing and inclusive of all cultures. Recreation facilities support our communities sporting, health, and physical activity needs. We build on our strong community spirit, resilience, and sense of belonging.

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

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
1.2.1.1	Facilitate working groups to ensure Aboriginal heritage and cultural sensitivity is applied during the planning stage of projects	Provide Local Aboriginal Land Council sensitivity training to Councils Planning and Project staff	●	General Manager	20%	Seeking pricing and availability for consultant to deliver.	Q2


### 1.2.2: Identify, seek and obtain grant funding for various community social needs

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
1.2.2.1	Funding opportunities identified to provide	1. Australia Day Celebrations 2024 2. Seniors Festival 2024	●	Manager Community and Recreation Service	100%	Liverpool Plains Shire Library Services has secured funding for an Indigenous Elders Technology Training Program, continuation of the Tech Savvy Seniors Program and STEM	Annually


Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
	community events and programs	3. International Women's Day 2024 4. Youth Week 2024 5. Spring Ridge Fitness Program 2024				activities for children. The Community Services team secured funding for Youth Week activities, delivered in partnerships with students from Quirindi High School. Eastside Long Day Care Centre has secured funding through the NSW Government's Starting Stronger program to support activities in the two - three-year-old and preschool programs.	

### 1.2.3: Deliver and support events and festivals that promote engaged citizenship and foster civic pride

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
1.2.3.1	Facilitate Australian Citizenship ceremonies, as required by Department of Home Affairs	No. of Citizenship Ceremonies held	●	Executive Operations Coordinator	100%	A Citizenship Ceremony was held on 23 August 2023 and also on Australia Day 26 January 2024.	Bi-Annual
1.2.3.2	Identify key partnerships to deliver engaged citizenship and foster civic pride	1. Werris Creek Community Garden	●	Manager Community and Recreation Service	100%	The Werris Creek Community Garden has officially opened and is operating in the grounds of Werris Creek Library. In partnership with Go Co, a home delivery library service has been introduced. Through this service, people with limited mobility outside the home can select books, audio books, DVD's or magazines from the library's collection and have them delivered to and collected from their home. In March 2024, the Liverpool Plains Library Service launched 1,000 books before school. The initiative encourages and rewards children and their family and friends, to read as often and as widely as possible. 1,000 books before School is a partnership with Friends of Quirindi and Werris Creek libraries. Plains Fitness continued its partnership with Quirindi High School. Through the partnership, students are supported to build a develop healthy habits, including regular exercise.	Q4
1.2.3.3	Support the delivery of annual Anzac Day and other Commemorative Services	Commemoration services held	●	Executive Operations Coordinator	100%	Council supported the Anzac Day Celebrations that took place throughout the Shire on 25 April 2024.	Q3

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
1.2.3.4	Deliver or transition to support where possible, an annual program of community events aimed at celebrating and connecting the community	<ol style="list-style-type: none"> <li>1. Australia Day Celebrations 2024</li> <li>2. Seniors Festival 2024</li> <li>3. International Women's Day 2024</li> <li>4. Youth Week 2024</li> <li>5. Volunteer Open Day Event 2024</li> <li>6. Military Tattoo 2024</li> </ol>		Manager Community and Recreation Service	100%	Australia Day events were supported at Quirindi, Werris Creek and Warrah Creek attracting approximately 420 residents. In June, Premer Lions and the Premer Local Advisory Group celebrated the centenary subdivision of the township. The Currabubula Local Advisory Group staged the Curra Spring Ball, Science Discovery Workshops, and a Festival of Small Halls event.	Annually

#### 1.2.4: Implement Recreation Strategy 2019-2030 actions

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
1.2.4.1	Advance the implementation of Councils Recreation Strategy	<ol style="list-style-type: none"> <li>1. Upgrade lighting at Longfield Oval</li> <li>2. Progress replacement of Quirindi Aquatic Centre</li> <li>3. Assist the Quirindi Equitation Club in the development of a layout plan for their facility</li> <li>4. Separate vehicles, pedestrians, and equestrian facilities at Currabubula Rec Ground</li> </ol>		Director Infrastructure & Environmental Services	90%	<ol style="list-style-type: none"> <li>1. Lighting at Longfield oval installed, power upgrade to be finalised.</li> <li>2. Quirindi Aquatic Centre contractor appointed and underway.</li> <li>3. Meeting with Quirindi Equestrian Club attended by Council was held in Feb 2024 with layout items on agenda. Plan not completed at this stage.</li> <li>4. Signage installed at Currabubula Recreation Ground to delineate areas.</li> </ol>	Q4

**1.3: Our health services meet our needs. Education services meets our needs and provide school, tertiary study and career pathways that support the community.**

**1.3.1: Advocate, facilitate and promote human services by working in partnership with philanthropic, local community groups and key departmental stakeholders across Education, Health, Recreation, and Infrastructure portfolios**

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
1.3.1.1	Provide accredited childcare services to the Liverpool Plains community through the Eastside Long Day Care Centre	1. Maintain accreditation as required 2. Quality Improvement Plan reviewed	●	Childcare Centre Coordinator	100%	Eastside Long Day Care participated in the annual Self-Assessment, incorporating the Quality Improvement Plan. Following submission of the Self-Assessment documentation, a site visit was conducted by a representative of the NSW Department of Education. Eastside was found to be meeting the National Quality Standards, in all seven of the national standard requirements.	Q2
1.3.1.2	Contractual obligations met for accredited services provided	1. Centrelink Services (Werris Creek) 2. Service NSW (Quirindi)	●	Library Services and Community Development Coordinator	100%	1. Centrelink services are being provided as per contractual agreement by library staff. 2. New contract signed for upcoming 2024-2025 year. 3. Three new staff completed training to remain compliant. 4. On average 10 people per month accessed services via the library otherwise not available in the community.	Annually
1.3.1.3	Provide library services via the Central Northern Regional Library (CNRL) network	1. CNRL Contractual obligations met 2. No. meetings 3. Collaboration on events/programs 4. Participation in training	●	Library Services and Community Development Coordinator	100%	1. Central Northern Regional Library (CNRL) contractual obligations are being met. 2. No CNRL meetings held January-June 2024. 3. CNRL presented school holiday activity at Werris Creek Library on 19 January and at Quirindi Library on 22 April and scheduled to present at Werris Creek Library on 10 July. 4. Shiralee Franks (Library Services and Community Development Coordinator) attended the CNRL Regional Training Day 6 June.	Annually

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

#### 1.4.1: Develop a local transport strategy that addresses needs of the community and liaise and partner with other government stakeholders to facilitate optimum, achievable transport outcomes

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
1.4.1.1	Advocate for the extension of rail services from Newcastle (Scone) to Tamworth to include a daily return service	1. Facilitate meetings with local State Member 2. Seek meeting with NSW Minister Transport 3. Seek meeting with NSW Trains	●	General Manager	100%	Letter written to the Minister in February 2024 requesting that the extension of the rail service be considered.	Q1
1.4.1.2	Complete replacement of timber bridges on Gurton Street and Bridge Road	Project milestones met	●	Director Infrastructure & Environmental Services	100%	Both projects have now been completed.	Q1

#### 1.4.2: Maintain Council assets in accordance with asset management plans

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
1.4.2.1	Effective management of regional roads	1. No. of km's of rehabilitated road per annum 2. m2 achieved through major maintenance	●	Manager Civil Infrastructure	100%	Council completed all of the Block Grant funding before the end of the financial year: Rehabilitation - 43,200 m2 Reseal - 45,100 m2  Rehabilitation: Coonabarabran Road - Completed Werris Creek Road - Completed Gap Road - Completed Waverley Road - Completed  Reseals: Waverly Road - Completed Werris Creek Road - Completed	Annually
1.4.2.2	Effective management of sealed local roads	1. No. of km's of rehabilitated road per	●	Manager Civil Infrastructure	100%	Council has been actively maintaining our sealed road network. The following rehabilitation works have now been	Annually



Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
		annum 2. m2 achieved through major maintenance				completed: 1) Warrah Ridge Road 2) Borambil Creek Road 3) Lowes Creek Road 4) Cattle Creek Road 5) Seven Creek Road 6) Piallaway Road  The following local roads have been re-sealed: 1) Warrah Creek Road 2) Borambil Creek Road 3) Harrisons Plains Road 4) Warrah Ridge Road 5) Cansdella Street 6) Milner Parade 7) Gordon Street 8) Doyle Street 9) Kingston Street 10) Coonabarabran Service Road	
1.4.2.3	Unsealed road re-sheeting undertaken	1. No. of km's of rehabilitated road per annum 2. km's achieved in routine maintenance	●	Manager Civil Infrastructure	100%	Council has successfully graded 35 km of gravel roads and maintained the gravel road network as per the defined level of service. All of the re-sheeting and grading program has also been completed.	Annually
1.4.2.4	Develop routine maintenance program and incorporate assessment of building infrastructure renewal	1. Pest Control 2. Fire Inspection 3. Test & Tag 4. Air Conditioning Testing 5. Carpet Cleaning 6. Septic/Pump Testing	●	Manager Assets and Property	100%	Staff have implemented the maintenance program, which incorporates regular assessment of facilities.	Annually
1.4.2.5	Undertake asset revaluations	Buildings and Land	●	Manager Assets and Property	100%	The Buildings and Operational Land Revaluation has been completed.	Q2
1.4.2.6	Enhance asset management maturity levels to support decision making	1. Capture asset data for updating Asset Management Plans 2. Develop building asset condition	●	Manager Assets and Property	90%	Asset Management Plans for the Aerodrome, Buildings, Transportation and Parks and Recreation have been reviewed and updated.  Asset Management Plans for Water, Sewer and Fleet and Plant are currently under review and estimated to be complete by 31 August 2024.	Annually

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
		processes and procedures				The Asset Management Policy was also reviewed and updated.  An Asset Management Strategy has been developed and is currently under review.	

### 1.4.3: Lobby for improved services and infrastructure, such as rail and road, and develop a regional strategy for improved services

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
1.4.3.1	Seek opportunities for external funding for Council maintained roads	Reduction in reporting infrastructure backlog ratio	●	Director Infrastructure & Environmental Services	100%	Funding received for: - Yarraman Creek Bridge replacement for resilience - Borah Creek Road funded with Local Roads & Community Infrastructure in 2024-2025 - Funding applications submitted for footpaths to the pool in Werris Creek, Golland Fields in Quirindi, and to link Walhallow to Caroona.	Annually
1.4.3.2	Liaise with State and Federal members to lobby for improved internet and telecommunications for the region	No. meetings participated	●	General Manager	80%	Nbn presentation to Councillors in March 2024 outlining progress made to date and future plans to expand broadband in the Liverpool Plains shire.	Annually
1.4.3.3	Effective implementation of Councils Freight Strategy	1. Opening access for higher productivity vehicles as identified in the strategy map 2. Funding opportunities sought for Pine Ridge Mooki River bridge assessment 3. Funding opportunities for Caroona Intersection of Williewarina and Coonabarabran roads 4. Progress in planning by Transport New South Wales for the	●	Director Infrastructure & Environmental Services	100%	1. Routes have been gazetted for higher productivity vehicles on Coonabarabran Road, Taylors Lane, Werris Creek Road, and Ellerslie Street 2. Funding received for Pine Ridge Mooki River bridge assessment, currently underway 3. Nil funding opportunities identified throughout the year. Safer Local Roads & Infrastructure Program is a new program for this purpose. 4. Intersection of Kamilaroi Highway and New England highway has been finalised with access for Higher Productivity Vehicles 5. Council is a participant in Farm Gate Access program.	Q4

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
		intersection the New England Hwy and Kamilorai Hwy 5. Participate in Farm Gate access program with NSW State Government					


#### 1.4.4: Develop a strategic plan that encompasses all pedestrian facilities and coordinates investment to provide safe, convenient, and connected active transport options and infrastructure

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
1.4.4.1	Undertake a review of Council's Pedestrian Access Mobility Plan (PAMP)	1. Seek external funding 2. Deliver actions within sourced funding	●	Manager Assets and Property	20%	Funding was not obtained for this financial year. Focus area in 2024-2025.	Q1
1.4.4.2	Develop a business case for the Kokoda Trail project between Werris Creek and Quirindi	Business plan developed only if external funding is procured	●	Director Infrastructure & Environmental Services	70%	Design underway for a concept plan and pricing.	Q4


## Outcome 2: Strong community, Council and business leadership

### 2.1: Our Council, community and business leaders work together effectively.


#### 2.1.1: Obtain funding for specific community projects and review current community funding arrangements

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.1.1.1	Maintain a register of grant-ready capital and operational projects	Project Register reviewed/quarterly		General Manager	20%	It is proposed to focus on the 2024-2025 Operational Plan projects and programs and seek to identify and follow up grant funding opportunities for those projects.	Quarterly

#### 2.1.2: Council facilitates community engagement

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.1.2.1	Council promotes and actively participates in the regions Local Advisory Groups	No. of meetings attended		Manager Community and Recreation Service	100%	Premer and Currabubula Local Advisory Groups have remained active during the current council term. Council has continued to use the network of Local Advisory Group members to seek input on major projects, policies and plans including the Growth Management and Housing Strategy, Inclusion Plan 2024-2026, the Combined Delivery Program 2022-2026 and Operational Plan 2024-2025, the Schedule of Fees and Charges 2024-2025 and the Regional Drought Resilience Plan.	Q4

#### 2.1.4: Provide funding to the community in an equitable and sustainable manner that delivers benefits for both Council and local people

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.1.4.1	Administer the Community Funding Program (Events and Infrastructure)	1. The program is advertised to local community groups 2. All approved funding is acquitted		Manager Community and Recreation Service	100%	Ten community groups shared in \$10,000 in the second round of the 2023-2024 Community Funding Program. Projects included historical displays, sporting events, art shows and the official openings of community facilities. Through these ten grants, more than 150 volunteers will be	Bi-Annual

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
						supported to deliver benefits to more than 6,500 residents and visitors.	

**2.1.5: Commit to best practice community engagement initiatives including online platforms and other emerging technologies pursuant to applicable Office Local Government (OLG) Guidelines and responsive complaint management processes**

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.1.5.1	Comprehensive review of Councils Community engagement strategy to encompass all types of engagement across Council	Community Engagement Policy to be adopted and implemented across Council	●	General Manager	80%	Community Engagement Strategy adopted by Council in February 2024 and placed on exhibition. No submissions received.	Q1

**2.1.7: Promote open and shared communication throughout the entire organisation and improve staff knowledge, practices and processes whilst investigating opportunities for traineeships**

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.1.7.1	Develop an accessible, contemporary intranet which supports improved communication and work practices within the organisation	Intranet replacement project completed	●	Business Systems Administrator	50%	Council's intranet replacement project has been impacted by other major information technology system upgrades which have taken place. The intranet replacement project will be considered as part of future technology roadmap planning.	Q4
2.1.7.2	Deliver an effective Customer Services program	1. Revise Customer Service Charter 2. No. of Customer Requests serviced 3. Recognise and	●	Manager Customer Service	80%	Review of Customer Service Charter has been delayed while the new customer request system has been in the early operational phase. Items identified will determine future improvements and inform decisions in the Customer Service Charter.	Q4

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
		implement service enhancements				During the period December 2023 to June 2024 - 2251 customer requests were logged.	
2.1.7.3	Manage Councils Governance obligations in line with Departmental requirements	<ol style="list-style-type: none"> <li>1. Identified open access information is published to Council's website</li> <li>2. Process Government Information (Public Access) Act (GIPA) applications in accordance with legislation</li> <li>3. Submit Councils GIPA statistics to the IPC</li> <li>4. Maintain Council's Delegations Register in line with legislative requirements</li> <li>5. Review and update Council's external policy register</li> <li>6. Review and update Council's internal policy register</li> </ol>	<span style="color: green;">●</span>	Coordinator Governance and Risk	100%	Councils Policy Register is continually monitored through the Management Committee and the Audit Risk & Improvement Committee (ARIC). Senior staff are aware of the progress. GIPA responses are being met. Compliance Framework is progressing well with the approval of ARIC.	Annually

### 2.1.8: Provide strong direction for the community through the development and delivery of the Integrated Planning and Reporting (IP&R) Framework

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.1.8.1	Facilitate the effective delivery of the Operational Plan 2024-2025	<ol style="list-style-type: none"> <li>1. Prepare the draft 2024-2025 Budget</li> <li>2. Prepare the draft 2024-2025 Revenue Policy</li> <li>3. Prepare the draft 2024-2025 Fees and Charges</li> </ol>	<span style="color: green;">●</span>	Management Accountant/Integrated Planning & Reporting	100%	<p>All Operational Plan documents for 2024-2025 have been completed and adopted or endorsed by Council as required. The following documents are now available to view on Councils website:</p> <ul style="list-style-type: none"> <li>- Combined Delivery Program 2022-2026 and Operational Plan 2024-2025</li> <li>- Fees and Charges Schedule 2024-2025</li> <li>- Long-Term Financial Plan 2024-2034</li> </ul>	Q4

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
		4. Review Councils Long-Term Financial Plan 5. Prepare the draft 2024-2025 Operational plan 6. Annual adoption of the Operational Plan by 30 Jun 24					
2.1.8.2	Regularly monitor Delivery Program progress and performance against adopted plans, and provide updates to the community	Progress reports presented to Council mid-year and annually	●	Management Accountant/Integrated Planning & Reporting	100%	Council has provided two six-monthly progress reports to inform our community of the progress made towards achieving our Delivery Program 2022-2026.	Bi-Annual

### 2.1.9: Operate in a financially responsible manner and improve long-term financial sustainability



Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.1.9.1	Coordinate and produce the Annual Report 2022-2023, including the audited Financial Statements	1. Audited statements signed and lodged by 31 Oct 23 2. Report adopted and provided to the Office of Local Government by 30 November 2023	●	Financial Accountant	100%	The Audited Financial Statements were adopted at the Mar 2024 Council meeting and submitted the Office of Local Government as required under legislation. They were subsequently placed on public exhibition and Council noted the presentation of these documents at the Apr 2024 Council meeting.	Annually
2.1.9.2	Monitor Council's progress against the financial strategy parameters as set out in the Long Term Financial Plan	Financial Strategy parameters reported through the Quarterly Budget Review Statement	●	Chief Financial Officer	100%	All quarterly Budget Review Statements have been adopted by Council in accordance with the Local Government Act.	Quarterly

### 2.1.10: Provide systems and processes to identify and manage all risks of Council both operational and strategic


Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.1.10.1	Facilitate and coordinate Council Audit and Risk Program	1. Facilitate four meetings of Councils Audit, Risk and Improvement Committee 2. Develop and implement a Risk Management Framework	●	Coordinator Governance and Risk	100%	Risk Management Strategy submitted to Council in June 2024. Risk Appetite approved by Council in March 2024. Insurance Renewals completed and processed by due date. Audit Risk & Improvement Committee meetings held per the Meeting Plan.	Quarterly
2.1.10.2	Facilitate and coordinate Councils Continuous Improvement Program	1. Participate in the StateWide Mutual Continuous Improvement Pathway (CIP) Program 2. Review the Internal Audit Program for the 2023-24 financial year 3. Facilitate Councils Service Delivery Plan's 4. Facilitate and review Councils Business Continuity Plan	●	Coordinator Governance and Risk	100%	The Continuous Improvement Program (CIP) was completed, Council achieved a better result compared to 2022-2023. The Internal Audit Program commenced in 2023-2024 and the audits progressed well. Currently waiting on the final report. Business Continuity Plan (BCP) review was commenced in 2023-2024 through the Statewide Mutual Board Initiative. Result was better than expected. Services reviews commenced. There were initial delays with systems.	Annually
2.1.10.3	Deliver an effective Risk, Safety and Insurance program	1. Facilitate regular meetings of the Work Health and Safety (WHS) Committee and Joint Consultative Committee (JCC) 2. Operate the Work Health and Safety program 3. Manage insurance renewal and claims	●	Coordinator Governance and Risk	100%	Workplace Health & Safety (WHS) Committee has met the requirements of the policy and meetings. Insurance renewals completed and processed by due date.	Annually




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


Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.1.11.1	Implement the Business and Customer Systems Remediation Project	<ol style="list-style-type: none"> <li>1. Upgrade of core Finance and Planning software</li> <li>2. Rollout of Customer Request and Cemetery software</li> <li>3. Rollout of Corporate Planning software</li> <li>4. Rollout of integration to NSW Planning Portal</li> </ol>		Manager Customer Service	90%	<p>Content Manager upgrade completed.</p> <p>Pulse module completed - corporate reporting and staff performance appraisals now using this platform.</p>	Q4
2.1.11.2	Deliver an effective Human Resources program	<ol style="list-style-type: none"> <li>1. Facilitate recruitment of vacant positions</li> <li>2. Deliver Councils Training program</li> <li>3. Facilitate regular meetings of Staff Consultative Committee</li> </ol>		Manager Human Resources	100%	<p>Vacancies are filled as soon as practical for roles, with the exception of roles with industry wide shortages.</p> <p>Training program implemented with the last half of the year focused on leadership development.</p> <p>Consultative Committee Meeting held quarterly.</p> <p>Engagement Survey and Leadership 360 surveys conducted.</p> <p>Corporate Values drafted.</p>	Annually

### 2.1.12: Implement systems and processes to safeguard against business interruption from internal and external risks


Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.1.12.1	Deliver an effective Information Technology program	<ol style="list-style-type: none"> <li>1. Manage Councils managed services contract</li> <li>2. Plan and update Councils IT Business Continuity Plan and sub-plans</li> <li>3. Review Councils IT assets</li> <li>4. Develop a Technology Roadmap</li> </ol>		Manager Customer Service	75%	Initial review and update to Business Continuity Plan (BCP) complete. Considerations from BCP will inform future technology roadmap decisions.	Q4

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.1.12.2	Progress Councils Cyber Security maturity level	1. Review and update the Agency Information Guide 2. Undertake assessment for Councils Cyber Security maturity 3. Facilitate training for key users to advance Councils Cyber Security maturity		Manager Customer Service	75%	Preliminary meetings held with managed service provider to complete review of Council's Cyber Security maturity in line with Essential 8 recommendations. Quarterly reviews completed by NSW Cyber Securities.  General Cyber Security awareness campaigns provided internally to all staff regarding how to identify threats and what actions to take.	Q3

### 2.1.13: Service Delivery Reviews are undertaken to improve Councils financial sustainability

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.1.13.1	Service Delivery review undertaken	1. Royal Theatre 2. Eastside Long Day Care Centre		Manager Community and Recreation Service	75%	Consultants have been engaged for the Eastside Long Day Care and Royal Theatre Service reviews. Both service reviews are in the research phase.	Q2

### 2.1.14: Implement recommendations from the Disability Inclusion Action Plan (DIAP)

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.1.14.1	Improve accessibility to Council services and buildings	1. Seek funding to upgrade Council buildings public access to computers 2. Include disability inclusion considerations into facility design 3. Review existing programs and services to identify greater opportunities for inclusion		Manager Community and Recreation Service	100%	The Inclusion Plan 2024-2026 has been adopted by Council and forwarded to the NSW Department of Communities and Justice. Council held community meetings at Werris Creek and Quirindi and sought feedback from a range of community members and community organisations. Quirindi and Werris Creek Libraries host seven public access computers. The public access computers provide affordable and reliable access to online services and technologies for residents.	Q4

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
		4. Deliver accessibility upgrades to Council offices					

## 2.2: Our leaders represent the diversity of our community.

### 2.2.2: Implement VendorPanel across the organisation to drive efficiency in procurement and engage local suppliers

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.2.2.1	Enhance Procurement practices	1. Update the Contract Register on Council's website at the end of each quarter 2. Develop procurement data analytics functionality 3. Rollout procurement training across Council 4. Enhance vendor partnerships with increased utilisation of VendorPanel	<span style="color: green;">●</span>	Procurement & Contracts Coordinator	100%	1. Councils Contract Register is regularly updated and uploaded on Council's website. 2. Both the Procurement Policy and Contract Management Policy was formulated and approved by Council. Subsequent to this the Procurement Procedure and Contract Management Procedure was drafted and approved by Councils Executive Leadership Team (ELT). 3. Training for all relevant staff was conducted to familiarise everyone with the new Procurement Policy as well as the new Civica Altitude system. 4. VendorPanel training was conducted for all relevant staff to familiarise them with the platform and to encourage them to use the platform for their procurement needs.	Quarterly

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

### 2.3.1: Council be an employee of choice for youth

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.3.1.1	Investigate options to involve youth in Council activities	1. Demonstrate consultation with local youth groups 2. Actively seek to engage young people in	<span style="color: green;">●</span>	Library Services and Community Development Coordinator	100%	Meetings with students from Quirindi High School were held to investigate interest in establishing a Youth Council. There was minimal interest from the students, however there was interest in being involved in planning and organising youth week and school holiday activities, and this avenue was	Quarterly

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
		planning for Youth week activities and School Holiday Programs				pursued successfully Members of the Student Representative Council assisted in the planning and delivery of the Youth Week Film and Fun Night and the school holidays Bubble Sports evening.	

**2.4: We partner with State and Federal Government, the private sector and community organisations in the provision of facilities and services.**

**2.4.1: Demonstrate support of the State Emergency Service (SES), Volunteer Rescue Association (VRA) and Rural Fire Service (RFS) volunteers**

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.4.1.1	Support Fire Rescue NSW, Rural Fire Service, State Emergency Service and Volunteer Rescue Association through the Emergency Services Levy	1. Levy/paid 2. Provide services to RFS in accordance with the service level agreement	●	Director Infrastructure & Environmental Services	100%	Completed.	Quarterly

**2.4.2: Meet all statutory requirements regarding development approval processes**

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
2.4.2.1	Provide planning information	1. Respond to planning enquiries 2. Issue of Planning Certificates and diagrams 3. Issued within 5 days of receipt/>90% 4. No. of development	●	Manager Planning and Regulation	100%	All statutory requirements regarding the development approval process have been met.	Annually

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
		applications determined within timeframes >80%					

## Outcome 3: A sustainable environment

### 3.1: Our infrastructure is well planned and maintained and will meet our needs now and, in the future.

#### 3.1.1: Develop long-term strategies to plan and maintain current and future infrastructure

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
3.1.1.1	Development of flood study for Werris Creek	Identify opportunities for external funding to complete action	●	Director Infrastructure & Environmental Services	100%	No funding opportunities identified.	Q2
3.1.1.2	Review and develop Resourcing Strategies	<ol style="list-style-type: none"> <li>1. Asset Management Policy</li> <li>2. Asset Management Strategy</li> <li>2. Asset Management Plan - Aerodrome</li> <li>3. Asset Management Plan - Buildings and Recreation</li> <li>4. Asset Management Plan - Transportation</li> <li>5. Asset Management Plan - Water &amp; Sewer</li> <li>6. Plant Replacement Program - Fleet</li> <li>7. Workforce Management Strategy</li> </ol>	●	Manager Assets and Property	90%	<p>Asset Management Policy has been reviewed and updated.</p> <p>Asset Management Strategy has been drafted and currently under review.</p> <p>Asset Management Plans for the Aerodrome, Buildings, Transportation and Parks and Recreation have been reviewed and updated.</p> <p>Asset Management Plans for Water, Sewer and Fleet and Plant are currently under review and estimated to be complete by 31 August 2024.</p>	Q4
3.1.1.3	Prepare site specific Operational Management Plans to ensure they are managed to community expectations	<ol style="list-style-type: none"> <li>1. Plains Fitness Centre</li> <li>2. Royal Theatre</li> <li>3. Quirindi and Werris Creek Aquatic Centre's</li> </ol>	●	Recreation Centre Co-Ordinator	100%	Operational Management Plans are being developed for these sites. Service Review at the Royal Theatre has been commenced.	Q2


### 3.1.3: Increase awareness of infrastructure responsibilities and costings

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
3.1.3.1	Publish costings for Quipolly Water Project delivery	Quipolly Water Project costings published once completed	●	Manager Water Services	100%	All costings have been published to the end of year. The project remains a Work In Progress for items such as the post 12-month second Proof of Performance Testing and contractual returns of retention amounts at the point of completion. These costings will be provided following completion.	Q1
3.1.3.2	Publish costings for the Willow Tree Landfill Project delivery	Willow Tree Landfill Project costings published once completed	●	Manager Civil Infrastructure	100%	Contract pricing reported through Council. Costs of new landfill now included in 2024-2025 Fees and Charges.	Q4

### 3.2: We have access to affordable, clean water supplies.


#### 3.2.2: Endorse best practice regulated operation of water and sewerage systems

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
3.2.2.1	Implement best practice management plans	1. Liquid Trade Waste Policy adopted 2. Developer Servicing Plan adopted	●	Manager Water Services	70%	Data requirements require improvement to facilitate studies. Data integrity progressively underway.	Q1
3.2.2.2	Provision of potable water supplies	Maintain compliance to the Drinking Water Management System (DWMS)	●	Manager Water Services	100%	Compliance has been maintained. Continuous improvement/implementation is ongoing.	Annually
3.2.2.3	Publish the Annual Dam Safety Report	Maintain compliance with the NSW Dam Safety Act 2015 and Regulation 2019	●	Manager Water Services	100%	Both Annual Dam Safety Reports (Quipolly and Old Quipolly) have been provided within the required timeframe, March 2024.	Annually


Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
3.2.2.4	Operate the Sewage Treatment Plants in accordance with license conditions	Maintain compliance with Wastewater Treatment Environmental Protection Licenses (EPA)		Manager Water Services	100%	Both Sewerage Treatment Plant's have operated in compliance with their Environmental Protection license's.	Q1

### 3.3: We actively manage impacts on our natural environment.

#### 3.3.1: Identify and benchmark waste management systems to ensure best practice and consistent fees

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
3.3.1.1	Completion of the Waste Management Strategy program	1. Completion of the Willow Tree Landfill 2. Remediation of all existing landfills 3. Construction of Quirindi Waste Transfer Station		Manager Civil Infrastructure	50%	Willow Tree landfill contractor has been engaged and is scheduled to commence in September 2024. Remediation of the Spring Ridge, Caroonna, Pine Ridge, and Premer landfills have been completed.	Q4

#### 3.3.2: Develop partnerships and manage waste effectively

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
3.3.2.1	Provision of Councils Waste management facilities	Contracts renewed for the operation of Councils Waste management facilities		Manager Civil Infrastructure	40%	Delays with the Willow Tree landfill construction has delayed this action. Works are now underway with contractors now confirmed for the Willow Tree program.	Q2

### 3.3.7: Increase awareness of the environmental impact of poor waste management

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
3.3.7.1	Develop and implement Waste Management education programs	No. of programs delivered	●	Manager Civil Infrastructure	0%	Nil action taken during 2023-2024, going forward, the plan is to develop a campaign with Northern Inland Region Waste and JR Richards.	Q1

### 3.4: Our local farming is sustainable.

#### 3.4.1: Identify and recognise a balance between mining and farming

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
3.4.1.1	Advocate for sustainable farming and mining practices within the shire	Facilitate meetings with State and Federal members	●	General Manager	20%	The Whitehaven Mine at Werris Creek ceased operations in June 2024 and is in the rehabilitation phase. Council is engaging with Whitehaven and the NSW government to ensure that the lost economic activity is replaced with other relevant and compatible activities.	Q1



#### 3.4.2: Encourage farmers to investigate value-adding opportunities for their business

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
3.4.2.1	Provide and promote information on planning changes to farm-stay accommodation for agritourism	1. Promotions undertaken 2. No. of farm-stay accommodation Development Assessments received	●	Manager Planning and Regulation	100%	Action confined to providing intending applicants with appropriate information.	Annually



### 3.5: We protect our environment and reduce our environmental footprint.


#### 3.5.1: Council works in partnership with the NSW Government and industry to achieve the NSW Government's Net Zero Target

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
3.5.1.1	Delivering renewable energy solutions across Council facilities	1. Kw. of solar installed 2. LED bulb replacement		Director Infrastructure & Environmental Services	80%	Contract underway for solar with 76kw underway. Pricing received for LED lighting upgrades and underway.	Q4
3.5.1.2	Electric vehicle charging stations installed within the shire in accordance with the NSW Governments Electric Vehicle Strategy	1. External funding received 2. No. of charging stations installed		Director Infrastructure & Environmental Services	20%	Submissions for funding close 2 August 2024. Three submissions are being prepared for the Quirindi Library, Willow Tree Visitor Information Centre (VIC) as high priority locations, and Currabubula Recreation Ground due to part funding from Currabubula Local Advisory Group (LAG).	Q4

## Outcome 4: A thriving economy


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

### 4.1.1: Advocate for employment opportunities within the Shire


Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
4.1.1.1	Advocate for industry and employment development opportunities arising from the State Government's Namoi Regional Job Precinct	Identify regional employment opportunities		General Manager	70%	Following the Council workshop in March 2024 with Regional NSW, a follow up meeting is scheduled for July 2024 focused on the Werris Creek Industrial Precinct.	Q1

**4.2: We grow our population, diversity and employment opportunities.**


### 4.2.1: Utilise membership of Namoi Unlimited to advocate a whole-of-region approach to economic and business development

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
4.2.1.1	Council actively participates in the Namoi Joint Organisation (JO)	No. of meetings attended		Executive Operations Coordinator	100%	Council continues to participate in the NAMOI Joint Organisation however, at its Ordinary Meeting on 14 February 2024 Council resolved to support the Board in writing to the Minister for Local Government seeking to dissolve the Namoi Joint Organisation on 30 June 2024, this was due to the NSW Government no longer providing funding.	Annually

#### 4.2.2: Review existing business, infrastructure and industries to identify opportunities to value-add


Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
4.2.2.1	Deliver the Werris Creek Industrial Precinct Upgrade	Project milestones met		Director Infrastructure & Environmental Services	50%	Project scope changed at June 2024 Council meeting.	Q4

#### 4.2.3: Undertake a targeted campaign to attract new residents to the shire


Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
4.2.3.1	Development and distribution of New Residents Packs	No. of packs issued		Marketing and Communications Officer	80%	The New Residents Pack has been drafted however requires more work to get it to finalisation ready for the public.	Annually

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

#### 4.3.1: Review Local Environment Plan (LEP) and Development Control Plan (DCP)


Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
4.3.1.1	Review Councils Planning controls	<ol style="list-style-type: none"> <li>Finalise and adopt the Growth Management Strategy</li> <li>Review and amend the Local Environment Plan as required</li> <li>Review and update the Development Control Plan</li> </ol>		Manager Planning and Regulation	85%	Local Environment Plan (LEP) amendment reinforcing subdivision minimum has been made. Draft Growth Management & Housing Strategy has been publicly exhibited with substantial stakeholder engagement and the holding of six public meetings. A detail report was prepared providing an assessment of all submissions and recommendations going forward for Council's consideration. Development Control Plan (DCP) review being reactivated as more resources become available.	Annually

#### 4.3.2: Identify opportunities and lobby to reduce red tape to make investments viable in our Shire

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
4.3.2.1	Engage in current legislative issues	1. Make submissions to legislative reviews 2. Engage in workshops/forums/conferences		Manager Planning and Regulation	90%	Engagement with the Department of Planning on the proposed amendments to the Manufactured Homes Estate, Caravan Parks, Camping Grounds and Moveable Dwellings Regulation that was exhibited in December 2023. Review of internal process to make processing of applications more efficient.	Annually


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

##### 4.4.1: Actively promote cultural, community and recreational facilities

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
4.4.1.1	Empower communities to deliver arts and cultural activities which increases the livability of Liverpool Plains (Arts and Cultural Plan)	1. No. of partnerships 2. No. of participants in public art projects 3. No. of participants in creative pathways projects		Manager Community and Recreation Service	0%	Due to conflicting priorities (resource funding and staff resources) the Arts and Cultural Plan has not been able to be supported.	Q4

#### 4.5: We develop our visitor economy.

##### 4.5.1: Visitor Economy Strategy implemented

Action Code	Action Name	Performance Measure	Traffic Lights	Responsible Officer Position	Progress	Comments	Completion Period
4.5.1.1	Ongoing liaison with each village to determine when signature events are being held	1. No. of meetings with village groups 2. No. of partnership projects		Manager Community and Recreation Service	100%	Regular liaison with Local Advisory Groups has identified a number of key community events. The Community Funding Program has supported a number of new and established community events.	Annually

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