



Warrumbungle Shire Council Part 1 Operational Plan 2020/21 and Delivery Program 2020/21 –2023/24



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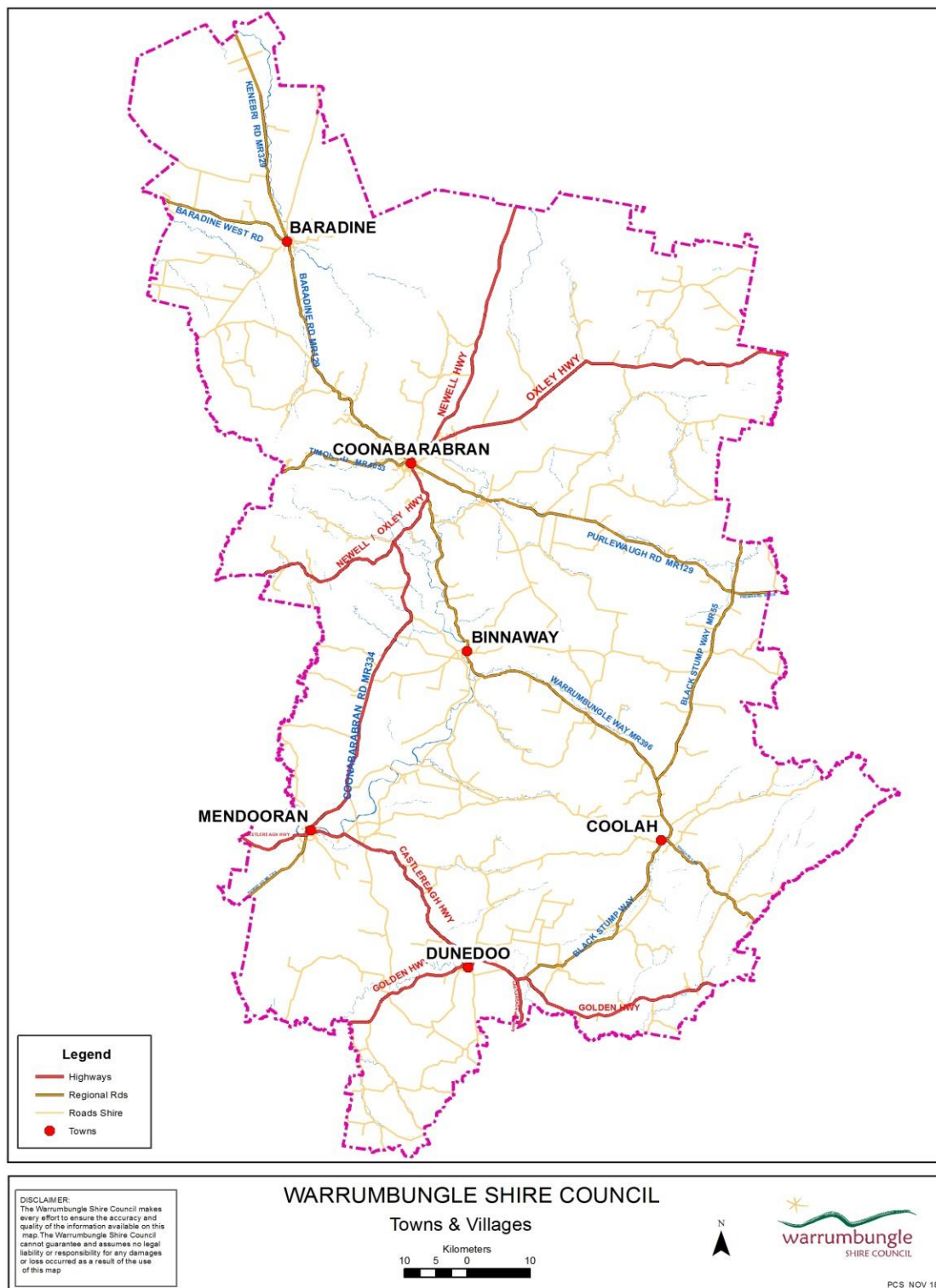
INTEGRATED PLANNING AND REPORTING FRAMEWORK

All councils in NSW are required to operate within the Integrated Planning and Reporting (IP&R) Framework. This framework aims to facilitate a strong and sustainable local government system by ensuring all councils have in place strategic plans, underpinned by community priorities and supported by appropriate resources. Warrumbungle Shire Council's IP&R is illustrated below.



OUR COMMUNITY

The Warrumbungle Shire local government area is positioned mid-way between Brisbane and Melbourne on the Newell Highway. Taking in the towns of Coonabarabran, Baradine, Binnaway, Coolah, Dunedoo and Mendooran, our local government area is shown below.



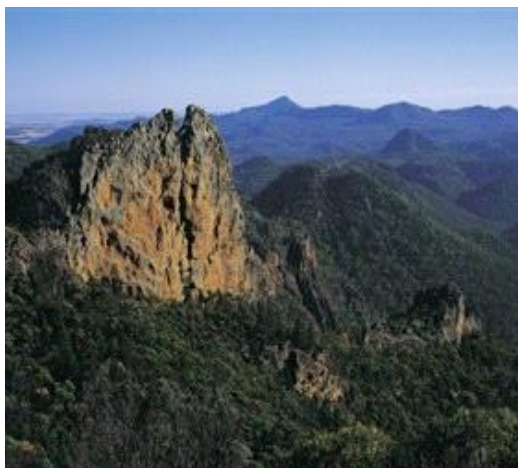
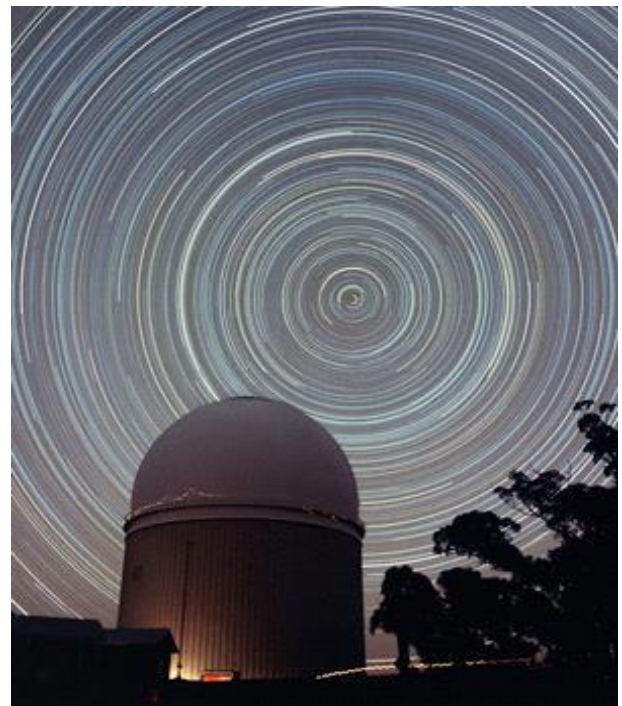
A PROFILE OF WARRUMBUNGLE SHIRE

| | |
|----------------------|--|
| Population: | 9,384 (2016 Census) |
| Area: | 12,380 square kilometres |
| Towns: | Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo, Mendooran |
| Villages: | Bugaldie, Kenebri, Merrygoen, Neilrex, Leadville, Cobbora, Uarbry, Ulamambri |
| State Seat: | Barwon |
| Federal Seat: | Parkes |

The Warrumbungle Shire is strategically positioned on the Newell Highway mid-way between Brisbane and Melbourne. A number of highways and main roads traverse the shire providing links with surrounding regional centres.

The landscape ranges from extensive plains to undulating hills, from the high basaltic plateau of the Coolah Tops in the east to the rugged mountainous peaks of extinct volcanoes in the Warrumbungle National Park, west of Coonabarabran.

The geography, flora and fauna of the Shire is where east meets west. The mountainous terrain of the Great Divide and Coolah Tops National Park gives way to rolling hills then the inland plains. The flora and fauna of the wide open plains mix with coastal animal and vegetation progressively across the Shire. A striking example of this is on the eastern boundary of the shire we have the large grey kangaroo and on the western boundary of the shire the large red kangaroo.



The shire is also a meeting place for the nations of our traditional owners and custodians of the land. The northern part of the shire is home to the Gamilaraay people while the southern part of the shire is home to the Wiradjuri people. Also the nations of the Weilwan and Kawambarai (Werriri) come into the Shire on the western border. Their history, traditions and culture are being recognised as an important part of the Shire's history.

The stunning night skies, formed by a combination of low pollution, very low humidity and limited cloud cover have drawn astronomers and researchers to Coonabarabran in their search for what lies beyond the confines of the visual night sky.

Siding Spring Observatory, located 25kms from Coonabarabran is the site of a number of internationally owned and operated optical telescopes where major research has recorded amazing truths of the universe, supporting Coonabarabran's claim to the name "Astronomy Capital of Australia".

The towns and villages of the shire comprise Coonabarabran, Baradine, Binnaway, Coolah, Dunedoo and Mendooran; all provide wonderful opportunities to experience real country Australian lifestyles. Each of the communities has their own special claim to fame. Bush Poetry Festivals, rivalry over ownership of the name The Black Stump, a Steamrail Village, The Oldest town on the Castlereagh, The Gateway to the mighty Pilliga or the Astronomy Capital of Australia – each of our villages reflects the personalities of its residents and their lifestyles.

The shire was traditionally built on agricultural pursuits with the early establishment of wool growing and beef cattle production followed by cereal cropping, prime lamb production and today a burgeoning vine growing and horticultural industry.

The communities enjoy the services of quality schools and health services. The shire boasts a broad range of cultural, sporting and recreational activities.

Retailing in each centre provides services to those communities and the provincial centres of Tamworth and Dubbo, located within 2 hours of the centre of the Shire complements local level services.



COMMUNITY SNAPSHOT



9,348

TOTAL POPULATION

Baradine 593
Binnaway 425
Coolah 798
Coonabarabran 2,537
Dunedoo 1,215
Mendooran 302

0.43% pa

AVERAGE
POPULATION DECLINE

917

ABORIGINAL AND TORRES STRAIT
ISLANDER POPULATION

49

MEDIAN AGE
Median age NSW 38
Median age Australia 37



55.7%

EMPLOYED FULL TIME

30.6%

EMPLOYED PART TIME

7.9%

UNEMPLOYMENT RATE
Average unemployment NSW 6.3%
Average unemployment Australia 6.9%



\$479

MEDIAN WEEKLY INCOME
Average weekly income NSW \$664
Average weekly income Australia \$662

6,600

RATED PROPERTIES
2,627 designated farmland or rural

Top industries for employment are Agriculture, Government Administration, Health Care, and Education and Training

Population, employment and income data sourced from 2016 Census data.

WARRUMBUNGLE SHIRE COUNCIL VISION, MISSION AND VALUES

Vision

Excellence in Local Government

Mission

Council will provide

- Quality, cost effective services that will enhance our community's lifestyle, environment, opportunity and prosperity;
- Infrastructure and services which meet the social and economic needs and aspirations of the community now and in the future;
- Effective leadership and good governance, by encouraging teamwork, through a dedicated responsible well trained workforce.

Values

✓ Honesty

Frank and open discussion, taking responsibility for our actions

✓ Integrity

Behaving in accordance with our values

✓ Fairness

Consideration of the facts and a commitment to two way communication

✓ Compassion

Working for the benefit and care of our community and the natural environment

✓ Respect

To ourselves, colleagues, the organisation and the community listening actively and responding truthfully

✓ Transparency

Open and honest interactions with each other and our community

✓ Passion

Achievement of activities with energy, enthusiasm and pride

✓ Trust

Striving to be dependable, reliable and delivering outcomes in a spirit of goodwill

✓ Opportunity

To be an enviable workplace creating pathways for staff development

GUIDING PRINCIPLES

Council is guided by section 8 of the *Local Government Act 1993* (NSW), which contains a set of principles to provide guidance to enable councils to carry out their functions in a way that facilitates local communities that are strong, healthy and prosperous.

Local Government Act 1993, section 8A 'Guiding principles for councils':

- (1) Exercise of functions generally. The following general principles apply to the exercise of functions by councils:
 - (i) Councils should provide strong and effective representation, leadership, planning and decision-making.
 - (ii) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
 - (iii) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
 - (iv) Councils should apply the integrated planning and reporting framework in carrying out functions so as to achieve desired outcomes and continuous improvements.
 - (v) Councils should work cooperatively with other councils and the State government to achieve desired outcomes for the local community.
 - (vi) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
 - (vii) Councils should work with others to secure appropriate services for local community needs.
 - (viii) Councils should act fairly, ethically and without bias in the interests of the local community.
 - (ix) Councils should be responsible employers and provide a consultative and supporting working environment for staff.
- (2) Decision-making. The following principles apply to decision-making by councils (subject to any other applicable law):
 - (a) Councils should recognise diverse local community needs and interests.
 - (b) Councils should consider social justice principles.
 - (c) Councils should consider the long term and cumulative effects of actions on future generations.
 - (d) Councils should consider the principles of ecologically sustainable development.
 - (e) Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.
- (3) Community participation. Councils should actively engage with their local communities through the use of the integrated planning and reporting framework and other measures.

COMMUNITY STRATEGIC PLAN

PRIORITIES

The Warrumbungle Shire Community Strategic Plan 2017-2032 (the Plan) was developed following community engagement. The Plan's vision describes the importance of our sense of community spirit, our children and our homes. The community's plan for the future will support the growth, resilience and health of our people, our neighbourhoods, the environment and local economy.

The Plan identifies seven key areas of interest to the community's needs and aspirations:

1 Natural Environment We value our pristine, healthy, natural environment with clean water resources and diverse flora and fauna. We enjoy the close proximity to National Parks and large areas of forest and bushland. We love that we are surrounded by wide open spaces and spectacular mountain landscapes. We enjoy the peace and quiet, our temperate climate with four distinct seasons, the fresh, unpolluted air and clear night skies.

Goal: the good health of our natural environment and biodiversity is preserved and enhanced.

2 Local Economy Our solid local tourism industry is based on local attractions including three National Parks, Siding Spring Observatory and a range of tailored facilities and amenities. The contribution of our diverse agricultural industry is highly valued, made possible by good climate and rainfall, productive soils, clean water supplies and ready access to markets.

We benefit from good transport links within the Shire and to external markets and customers and from an abundance of natural resources which provide our Shire with opportunities for local economic growth. We have diverse local employment and business opportunities and we have access to a wide range of trades, services and businesses that are locally owned and operated, providing personalised customer service.

Goal: our economy is strong and sustainable, providing our communities with localised employment opportunities and ease of access to markets, goods and services.

3 Community and Culture Our communities are strong, resilient and inclusive and provide support and assistance to those in need. Local volunteers contribute greatly to our community wellbeing and we enjoy the freedoms that are afforded through our safe, friendly and caring community. Our Shire is a great place to raise a family and we value the contributions and participation of our younger people who are provided opportunities to support their development. Relationships between our indigenous and non-indigenous communities are harmonious and respectful and our diverse community is reflected through a wide range of arts and cultural activities, festivals and events.

Goal: the communities of our Shire are safe, harmonious and supportive and are bound by vibrant social and cultural interaction and a strong local identity.

4 Rural and Urban Development Our Shire is centrally located in NSW, within close proximity to regional centres and cities and we offer a range of affordable housing options. We enjoy a relaxed pace of life with low traffic volumes, no overcrowding and our urban

centres are enhanced by the surrounding rural landscape and atmosphere. Our local history and heritage is visible in our towns and villages which are clean, tidy and well-presented.

Goal: our Shire is characterised by its peaceful rural landscape, its thriving towns and villages and diverse agricultural activities.

5 Recreation and Open Space People within the Shire have opportunities to participate in a diverse range of locally based sports catering for people of all ages, activity levels and interests. Our rural setting provides children with opportunities to play in and explore their natural environment and our communities have easy access to a wide range of active and passive recreational pursuits through close proximity to National Parks and other open spaces. Organised sporting and recreational activities within the Shire are coordinated by an array of active clubs and volunteer organisations and Council provides communities across the Shire with well-maintained sporting facilities, parks and gardens.

Goal: the communities of our Shire have abundant opportunities to participate in sporting and recreational interests of their choice.

6 Public Infrastructure and Services We have a range of essential local services and facilities supporting the health, medical and aged care needs of our communities and we benefit from the local presence of State and Federal agencies and non-government organisations that provide a range of essential services. Local children and young people benefit from provision of high quality educational services and facilities. We have an array of public infrastructure, such as parks, libraries, community halls, swimming pools, sporting facilities and tourism amenities that are important for the prosperity and well-being of our communities.

Our towns benefit from the secure supply of potable water and our villages and rural areas have access to water from rainfall, rivers and artesian systems. Our Shire accommodates major road transport links that are of national importance for the movement of people and freight and Council maintains three aerodromes and an extensive network of roads and bridges that provide connections within the Shire and to other regional centres. We are also supported by volunteer emergency services that are critical in providing immediate accident and disaster response.

Goal: our communities are provided with safe, functional, and well-maintained infrastructure and a comprehensive range of services.

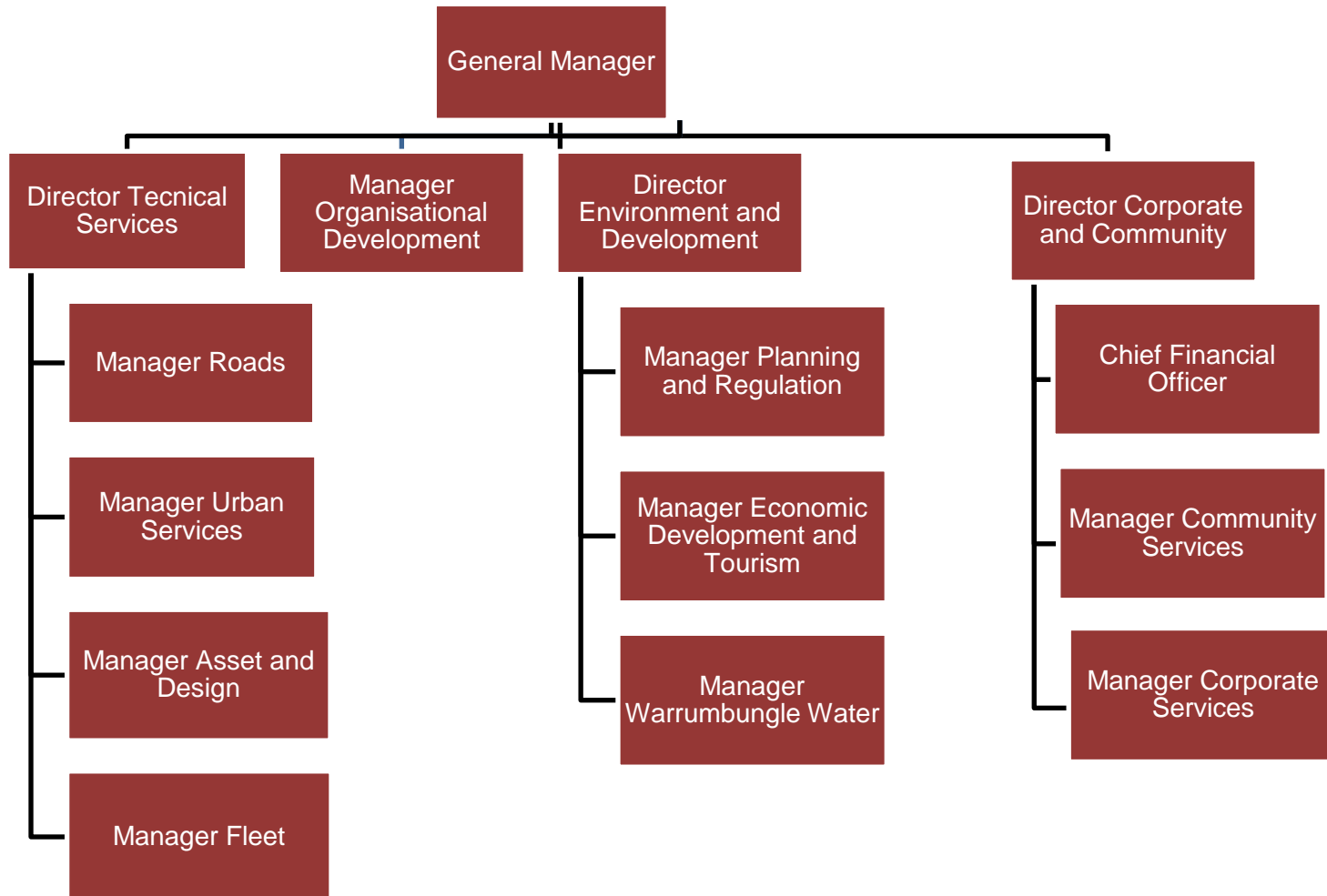
7 Local Governance and Finance Our councillors represent the communities of the Shire well and work effectively together, taking their responsibilities as elected officials seriously. Council provides an appropriate range of services and facilities that are responsive to community needs and Council bases its activities and decision-making on principles of openness, transparency and accountability. Council maintains a visible presence across the Shire through decentralised offices, services and depot facilities.

Council is the major employer within the Shire, providing a wide range of local training and employment opportunities and Council's staff members are friendly and approachable and are an integral part of the communities of the Shire. Council is proactive in providing financial, staff and other resources to develop programs and services that support the well-being of its communities.

Goal: Warrumbungle Shire Council is recognised for its strong community leadership, sound financial and asset management, and ethical, accountable and responsive local government.

ORGANISATION

Warrumbungle Shire Council is managed by a General Manager with three Directorates. Council's organisation structure is shown below.



WHAT IS AN OPERATIONAL PLAN AND DELIVERY PROGRAM?

Two key documents in the IP&R Framework are the Operational Plan and Delivery Program. An explanation of what a Delivery Program and Operational Plan aim to achieve is provided below:

Delivery Program

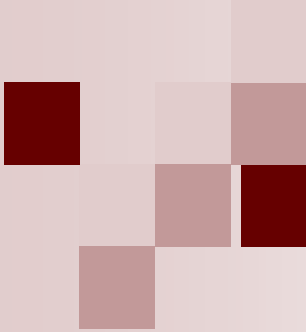
The Delivery Program is the document where the community's strategic goals are systematically translated into actions. The Delivery Program details the principal activities to be undertaken by the Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be. It is designed as the single point of reference for all principal activities undertaken by Council during its term of office and details all projects and deliverables to be achieved over the following four years (2020/21– 2023/24). The Delivery Program also provides detailed service levels that Council is to meet in this four year time frame.

Operational Plan

Supporting the Delivery Program is an annual Operational Plan which details projects and deliverables to be undertaken in the following year to achieve the commitments made in the Delivery Program. The Operational Plan is in effect Council's budget for the following year 2020/21 and also includes Council's Statement of Fees and Charges for the 2020/21 financial year.





Warrumbungle Shire Council Part 2 Operational Plan 2020/21 and Delivery Program 2020/21 –2023/24



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Part 2: Council's Operational Plan & Delivery Program

2.1. 2020/21 Budget and Delivery Program Highlights

Introduction

Council's *Long Term Financial Plan*, the 2012/13 *TCorp Financial Sustainability of the New South Wales Local Government Sector* and *Fit for the Future Report* have identified many financial challenges faced by Warrumbungle Shire Council and other similar sized rural Councils. The TCorp Report which is an independent review of Council's finances, deemed Council's financial sustainability rating to be "weak" and outlook to be "negative". It is clear from these documents, one developed internally by Council staff, and the other two by an external agency that Council faces many challenges ahead.

Although Council has continued to make considerable progress in addressing its long term financial position, the fact remains that there are external influences outside Council's control that impact on Council's financial position. These include:

- The fact that Warrumbungle Shire Council is a sparsely populated rural local government area (LGA) with a large transport infrastructure network and no corresponding economies of scale;
- An ageing but stable population;
- Cost shifting by other levels of government;
- Difficulties recruiting and retaining staff in a competitive market;
- Revenue constraints such as rate pegging; and
- Council's reliance on grant funding.
- Possible extension to freezing of Federal Assistance Grants (FAGS) by the Commonwealth.

It is under these constraints and considerations that the 2020/21 Operational Plan (budget) and 2020/21 - 2023/24 Delivery Programs have both been prepared.

Budget and Delivery Program Highlights

Features of Council's Budget and Delivery Program include:

- Operating deficit before capital grants for 2020/21 is \$2.55m;
- An unrestricted cash budget deficit of \$1.4m in the 2020/21 financial year;
- A combined unrestricted cash deficit of \$5.1m over the four years of the Delivery Program, and Council's cash at bank will decrease by \$0.5m (\$9.3m to \$8.8m) by the end of 2020/21;
- An ambitious capital program over the four years of \$54m;

Despite the continuing challenges that Council faces, Council's four year Delivery Program seeks to achieve the following major capital works:

- RFS Enhancements and vehicles - \$4.8m
- Operating Plant replacement of \$7.2m;
- Resheeting and resealing of local sealed roads - \$7.28m;
- Regional Roads rehabilitation and resealing - \$7.74m;
- Town Streets - \$2.57m;
- Warrumbungle Water - \$7.1m;
- Warrumbungle Sewer - \$12.3m

The capital deliverables above are in addition to Council's normal operations which include:

Transport services including the management, and maintenance of over 2,600 km of roads, 128 bridges and bridge sized culverts, an extensive network of culverts and other drainage assets, kerbs and gutters, footpaths, and quarries;

Aged care, child care and youth related services, including Warrumbungle Community Care, Yuluwirri Kids and Connect Five supported play groups;

The management, and maintenance of a range of buildings and structures from town halls, playgrounds, community facilities, and meeting rooms, to aerodromes all of which provide valuable services to the community;

General rehabilitation of town streets including improving street lights, replacing bins, gardens construction of cycleways and planting of trees;

Promotion of economic development and tourism within the Shire;

Provision of water, sewerage and waste services to the residents of the Shire;

Town planning, regulatory services, town beautification and environmental management;

Emergency services;

Library services;

Road safety programs;

Management of Public Cemeteries;

Provision of ovals, and other sport and recreation facilities including pools and parks;

Health, environmental and emergency bush fire services.

Fit for the Future

The Fit for the Future (FFF) initiative was implemented by the NSW State Government through their Office of Local Government (OLG) to ensure the long term sustainability of all local government councils. The initiative required councils to demonstrate that their operations fulfilled a number of requirements or to demonstrate how they would change operations to meet those requirements. Failure to do so could see the Council enter administration or be amalgamated.

The Warrumbungle Shire Council was deemed FFF in December 2016 with a plan focusing on sustainability through incremental improvements.

With the goal of Council to provide the Warrumbungle community greater benefits in an efficient, effective and sustainable manner, Council sees the FFF process as a perfect opportunity (and sounding board) in moving forward and further improving Council's financial performance and position. Council's strategy to remain FFF is based on a plan of continuing vigilance over external and internal factors such as:

- Operational efficiencies
- Service levels and requirements
- Productivity
- Outsourcing
- Economies of scale
- Review of Fees and Charges

To this end Council has implemented a process whereby "Improvement Action Plan" (IAPs) documents are prepared, reviewed and considered by Council prior to being recommended for implementation. Where appropriate, some of these IAPs have already been incorporated directly into the budget, while others maybe separately identified as further FFF adjustments due to the difficulty in allocating certain savings to the relevant area at this point in time.

Unfortunately, the deterioration in local government funding environment most recently due to lessening Grant Funding (due to higher competition, the growing need for co contribution and reduced availability) which means that Council must now cut harder, faster and seek new revenue to improve its financial performance going forward.

2.2 Income Statement (2021/22 – 2023/24)

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|--|----------------|----------------|----------------|----------------|
| | \$'000 | \$'000 | \$'000 | \$'000 |
| Income from Continuing Operations | | | | |
| Rates & Annual Charges | 13,989 | 14,351 | 14,722 | 15,102 |
| User Charges and Fees | 4,903 | 5,027 | 5,155 | 5,286 |
| Interest & Investment Revenue | 491 | 516 | 534 | 558 |
| Other Revenues | 1,300 | 1,333 | 1,366 | 1,400 |
| Grants & Contributions (Operational) | 15,012 | 15,469 | 15,940 | 16,428 |
| Grants & Contributions (Capital) | 5,040 | 8,607 | 3,085 | 1,908 |
| Gains/(Losses) from Disposal of Assets | 220 | 221 | 221 | 222 |
| Net Share in JVs | - | - | - | - |
| Total Income From Continuing Operations | 40,955 | 45,524 | 41,023 | 40,904 |
| Expenses from Continuing Operations | | | | |
| Employee Benefits & On-Costs | 15,143 | 15,564 | 15,995 | 16,438 |
| Borrowing Costs | 163 | 116 | 69 | 33 |
| Materials & Contracts | 6,346 | 6,311 | 6,151 | 6,347 |
| Depreciation & Impairment | 11,501 | 11,674 | 11,849 | 12,027 |
| Other Expenses | 5,313 | 5,559 | 5,569 | 5,778 |
| Net Share of Interest in Joint Ventures | - | - | - | - |
| Net Losses from Disposal of Assets | - | - | - | - |
| Total Expenditure From Continuing Operations | 38,466 | 39,224 | 39,633 | 40,623 |
| Net Operating Result for the Year | 2,489 | 6,300 | 1,390 | 281 |
| Net Operating Result before Capital Grant & Contributions | (2,551) | (2,307) | (1,695) | (1,627) |

2.3 2020/21 Operational Plan (Budget Numbers)

| Description | Cost of Council Activities | | | | Funding of Activities | | |
|--|----------------------------|-----------------------|---------------------|-------------------------------|-----------------------|-------------|---------------------|
| | Revenue | Recurrent Expenditure | Capital Expenditure | Net Profit/ (Cost) to Council | Loan Payments | RA Movement | Surplus / (Deficit) |
| General Revenue | | | | | | | |
| Rates Revenue | 8,390,359 | - | - | 8,390,359 | - | - | 8,390,359 |
| Interest Revenue | 280,000 | - | - | 280,000 | - | - | 280,000 |
| General Grants | 7,553,824 | - | - | 7,553,824 | - | - | 7,553,824 |
| Total General Revenue | 16,224,182 | - | - | 16,224,182 | - | - | 16,224,182 |
| Executive | | | | | | | |
| General Manager | | | | | | | |
| Management and Leadership | 167,202 | (1,421,963) | - | (1,254,761) | - | - | (1,254,761) |
| Governance | 66,700 | (347,021) | - | (280,321) | - | - | (280,321) |
| HR Management | 181,178 | (498,342) | - | (317,164) | - | - | (317,164) |
| Payroll Services | - | (22,475) | - | (22,475) | - | - | (22,475) |
| WH&S and Risk Management | 113,694 | (225,636) | - | (111,942) | - | - | (111,942) |
| Learning and Development Services | 89,653 | (529,300) | - | (439,647) | - | - | (439,647) |
| Total Executive | 618,427 | (3,044,737) | - | (2,426,310) | - | - | (2,426,310) |
| Technical Services | | | | | | | |
| Technical Services Management | - | (400,568) | - | (400,568) | - | - | (400,568) |
| Total Technical Services Management | - | (400,568) | - | (400,568) | - | - | (400,568) |
| Design Services | | | | | | | |
| Design Services Management | - | (48,872) | - | (48,872) | - | - | (48,872) |
| Emergency Services Management | - | (133,640) | - | (133,640) | - | - | (133,640) |
| Survey Investigation and Design | - | (123,122) | (41,000) | (164,122) | - | - | (164,122) |
| Asset Management | - | (129,822) | - | (129,822) | - | - | (129,822) |
| NSW Fire Brigade | - | (55,000) | - | (55,000) | - | - | (55,000) |
| Road Safety Officer | 111,722 | (175,290) | - | (63,568) | - | - | (63,568) |
| Total Design Services | 111,722 | (665,746) | (41,000) | (595,024) | - | - | (595,024) |

| Description | Cost of Council Activities | | | | Funding of Activities | | |
|--------------------------------|----------------------------|-----------------------|---------------------|-------------------------------|-----------------------|-----------------|---------------------|
| | Revenue | Recurrent Expenditure | Capital Expenditure | Net Profit/ (Cost) to Council | Loan Payments | RA Movement | Surplus / (Deficit) |
| Road Operations | | | | | | | |
| Road Operations Management | 116,873 | (316,190) | - | (199,317) | - | - | (199,317) |
| Regional Roads M&R | 3,579,000 | (1,593,700) | (1,985,300) | - | (60,867) | (60,867) | - |
| Local Roads M&R | 1,352,803 | (2,387,492) | (1,436,000) | (2,470,689) | (583,732) | - | (3,054,421) |
| Aerodromes | 6,000 | (133,013) | (35,000) | (162,013) | - | - | (162,013) |
| RMCC And Other Road Contracts | 1,000,000 | (950,000) | - | 50,000 | - | - | 50,000 |
| Private Works | 65,500 | (65,500) | - | - | - | - | - |
| Total Road Operations | 6,120,176 | (5,445,895) | (3,456,300) | (2,782,019) | (644,599) | (60,867) | (3,365,751) |
| Fleet Services | | | | | | | |
| Fleet Services Management | 60,000 | (358,803) | - | (298,803) | - | (298,803) | - |
| Plant and Equipment | 6,286,000 | (2,457,272) | (2,415,000) | 1,413,728 | - | 1,413,728 | - |
| Depots | - | (165,848) | - | (165,848) | - | (165,848) | - |
| Workshops | - | (60,739) | - | (60,739) | - | (60,739) | - |
| Total Fleet Services | 6,346,000 | (3,042,662) | (2,415,000) | 888,338 | - | 888,338 | - |
| Property and Risk | | | | | | | |
| Property and Risk | 746,391 | (1,439,392) | (25,000) | (718,001) | (398,344) | - | (1,116,345) |
| Cemetery Services | 100,000 | (188,311) | (10,000) | (98,311) | - | - | (98,311) |
| Medical Facilities | 60,000 | (42,950) | - | 17,050 | - | - | 17,050 |
| Public Halls | 47,000 | (235,712) | (50,000) | (238,712) | - | - | (238,712) |
| Total Property and Risk | 953,391 | (1,906,365) | (85,000) | (1,037,974) | (398,344) | - | (1,436,318) |
| Urban Services | | | | | | | |
| Urban Services Management | 6,900 | (215,612) | - | (208,712) | - | - | (208,712) |
| Horticulture | - | (589,486) | (110,000) | (699,486) | - | - | (699,486) |
| Street Cleaning | - | (289,500) | - | (289,500) | - | - | (289,500) |
| Public Amenities | - | (291,107) | - | (291,107) | - | - | (291,107) |
| Ovals | 20,000 | (403,133) | (71,000) | (454,133) | - | - | (454,133) |
| Town Streets | 35,000 | (593,023) | (771,600) | (1,329,623) | - | - | (1,329,623) |

| Description | Cost of Council Activities | | | | Funding of Activities | | |
|--|----------------------------|-----------------------|---------------------|-------------------------------|-----------------------|-------------|---------------------|
| | Revenue | Recurrent Expenditure | Capital Expenditure | Net Profit/ (Cost) to Council | Loan Payments | RA Movement | Surplus / (Deficit) |
| Public Swimming Pools | 120,000 | (706,820) | (220,000) | (806,820) | - | - | (806,820) |
| Total Urban Services | 181,900 | (3,088,681) | (1,172,600) | (4,079,381) | - | - | (4,079,381) |
| Total Tech Services | 13,713,189 | (14,549,918) | (7,169,900) | (8,006,629) | (1,042,943) | 827,471 | (9,877,043) |
| Development Services | | | | | | | |
| Development Services Management | | | | | | | |
| Development Services Management | 15,519 | (515,273) | - | (499,754) | - | - | (499,754) |
| Building Control | 62,347 | (187,023) | - | (124,676) | - | - | (124,676) |
| Environmental Health Services | 16,153 | (94,683) | - | (78,530) | - | - | (78,530) |
| Town Planning | 87,517 | (277,927) | (40,000) | (230,410) | - | - | (230,410) |
| Total Development Services Management | 181,536 | (1,074,906) | (40,000) | (933,370) | - | - | (933,370) |
| Regulatory Services | | | | | | | |
| Compliance Services | 49,390 | (385,710) | (60,000) | (396,320) | - | - | (396,320) |
| Noxious Weeds | - | (120,000) | - | (120,000) | - | - | (120,000) |
| Total Regulatory Services | 49,390 | (505,710) | (60,000) | (516,320) | - | - | (516,320) |
| Development and Tourism | | | | | | | |
| Tourism and Development Services | 79,470 | (513,899) | (85,000) | (519,429) | - | - | (519,429) |
| Tourism and Economic Promotion | - | (148,422) | - | (148,422) | - | - | (148,422) |
| Total Development and Tourism | 79,470 | (662,321) | (85,000) | (667,851) | - | - | (667,851) |
| Total Development Services | 310,396 | (2,242,937) | (185,000) | (2,117,541) | - | - | (2,117,541) |
| Corporate and Community Services | | | | | | | |
| Corporate Services | | | | | | | |
| Corporate Services Management | 89,087 | (334,276) | - | (245,189) | - | - | (234,044) |
| Administration Services | 480,688 | (821,274) | - | (340,586) | - | - | (340,586) |
| Finance | 878,630 | (1,514,669) | - | (636,039) | - | - | (636,039) |
| Communications And IT | 857,846 | (1,057,942) | (37,500) | (237,596) | - | - | (237,596) |
| Supply Services | 5,000 | (305,995) | - | (300,995) | - | - | (300,995) |
| Total Corporate Services | 2,311,251 | (4,034,156) | (37,500) | (1,760,405) | - | - | (1,749,260) |
| Corporate and Comm. Services Other | | | | | | | |
| Bushfire and Emergency Services | 1,839,624 | (1,189,624) | (1,200,000) | (550,000) | - | - | (550,000) |
| Total Corporate and Comm. Services | 1,839,624 | (1,189,624) | (1,200,000) | (550,000) | - | - | (550,000) |
| Children's and Community Services | | | | | | | |
| Children's and Community Services Management | - | (110,036) | - | (110,036) | - | - | (110,036) |

| Description | Cost of Council Activities | | | | Funding of Activities | | |
|--|----------------------------|-----------------------|---------------------|-------------------------------|-----------------------|------------------|---------------------|
| | Revenue | Recurrent Expenditure | Capital Expenditure | Net Profit/ (Cost) to Council | Loan Payments | RA Movement | Surplus / (Deficit) |
| Connect 5 | 188,659 | (188,545) | (10,000) | (9,886) | - | (9,886) | - |
| Youth Related Services | 108,492 | (115,616) | - | (7,124) | - | (7,124) | - |
| OOSH | 81,471 | (81,879) | - | (408) | - | (408) | - |
| Libraries | 90,000 | (724,996) | - | (634,996) | - | - | (634,996) |
| Community Development | - | (150,000) | - | (150,000) | - | - | (150,000) |
| Community Transport | 399,058 | (404,099) | (30,000) | (35,041) | - | (35,041) | - |
| Multiservice Outlet | 849,478 | (849,318) | (15,000) | (14,840) | - | (14,840) | - |
| Yuluwirri Kids | 1,485,015 | (1,484,693) | (20,000) | (19,678) | - | (19,678) | - |
| Total Children's and Community Services | 3,202,173 | (4,109,182) | (75,000) | (982,009) | - | (86,977) | (895,032) |
| Total Corporate and Comm. Services | 7,353,048 | (9,332,962) | (1,312,500) | (3,292,414) | - | (86,977) | (3,205,437) |
| Total General Fund | 38,219,242 | (28,170,554) | (8,667,400) | 381,289 | (1,042,943) | 740,494 | (1,402,148) |
| Warrumbungle Water | 5,157,019 | (2,557,563) | (2,212,250) | 387,205 | (90,837) | 296,368 | - |
| Warrumbungle Sewer | 4,012,600 | (1,287,765) | (3,161,695) | (436,860) | 181,007 | (255,853) | - |
| Warrumbungle Waste | 2,731,085 | (2,533,044) | (60,000) | 138,041 | - | 138,041 | - |
| Total Warrumbungle Shire Council | 50,119,946 | (35,548,926) | (14,101,345) | 469,675 | (952,773) | 919,050 | (1,402,148) |

2.4 2020/21 to 2023/24 Delivery Program (DP Numbers)

| | Revenue | Recurrent Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or (Payments) | Cash Result | Restricted Assets | Surplus / (Deficit) |
|---------------------------|-------------------|-----------------------|---------------------|---------------------|-----------------------------|------------------|-------------------|---------------------|
| 2020/21 | | | | | | | | |
| General Revenue | 16,224,182 | - | - | 16,224,182 | - | 16,224,182 | - | 16,224,182 |
| Executive | 618,427 | (3,044,737) | - | (2,426,310) | - | (2,426,310) | - | (2,426,310) |
| Technical Services | 13,713,189 | (14,549,918) | (7,169,900) | (8,006,629) | (1,042,943) | (9,049,572) | 827,471 | (9,877,043) |
| Development Services | 310,396 | (2,242,937) | (185,000) | (2,117,541) | - | (2,117,541) | - | (2,117,541) |
| Corporate Services | 7,353,048 | (9,332,962) | (1,312,500) | (3,292,414) | - | (3,292,414) | (86,977) | (3,205,437) |
| Total General Fund | 38,219,242 | (29,170,554) | (8,667,400) | 381,289 | (1,042,943) | (661,655) | 740,494 | (1,402,148) |
| Warrumbungle Water | 5,157,019 | (2,557,563) | (2,212,250) | 387,205 | (90,837) | 296,368 | 296,368 | - |
| Warrumbungle Sewer | 4,012,600 | (1,287,765) | (3,161,695) | (436,860) | 181,007 | (255,853) | (255,853) | - |
| Warrumbungle Waste | 2,731,085 | (2,533,044) | (60,000) | 138,041 | - | 138,041 | 138,041 | - |
| Total BAC Fund | 11,900,704 | (6,378,373) | (5,433,945) | 88,386 | 90,170 | 178,556 | 178,556 | - |
| Total WSC 2020/21 | 50,119,946 | (35,548,926) | (14,101,345) | 469,675 | (952,773) | (483,098) | 919,050 | (1,402,148) |

| | Revenue | Recurrent Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or (Payments) | Cash Result | Restricted Assets | Surplus / (Deficit) |
|---------------------------|-------------------|-----------------------|---------------------|---------------------|-----------------------------|--------------------|-------------------|---------------------|
| 2021/22 | | | | | | | | |
| General Revenue | 16,750,052 | - | - | 16,750,052 | - | 16,750,052 | - | 16,750,052 |
| Executive | 633,888 | (3,058,813) | - | (2,424,925) | - | (2,424,925) | - | (2,304,925) |
| Technical Services | 13,842,227 | (14,865,139) | (8,769,100) | (9,792,012) | (1,084,658) | (10,876,671) | 788,603 | (11,665,274) |
| Development Services | 318,156 | (2,295,559) | (50,000) | (2,027,403) | - | (2,027,403) | - | (2,027,403) |
| Corporate Services | 7,506,511 | (9,542,660) | (1,307,000) | (3,343,149) | - | (3,343,149) | (102,612) | (3,240,538) |
| Total General Fund | 39,050,833 | (29,762,171) | (10,126,100) | (837,438) | (1,084,658) | (1,922,096) | 685,992 | (2,608,088) |
| Warrumbungle Water | 6,292,042 | (2,616,158) | (3,294,840) | 381,045 | (95,442) | 285,603 | 285,603 | - |
| Warrumbungle Sewer | 6,695,249 | (1,319,895) | (6,721,039) | (1,345,684) | 181,007 | (1,164,677) | (1,164,677) | - |
| Warrumbungle Waste | 2,799,239 | (2,585,323) | (20,000) | 193,916 | - | 193,916 | 193,916 | - |
| Total BAC Fund | 15,786,530 | (6,521,375) | (10,035,879) | (770,724) | 85,565 | (685,158) | (685,158) | - |
| Total WSC 2021/22 | 54,837,363 | (36,283,546) | (20,161,979) | (1,608,162) | (999,093) | (2,607,255) | 833 | (2,608,088) |

| | Revenue | Recurrent Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or (Payments) | Cash Result | Restricted Assets | Surplus / (Deficit) |
|---------------------------|-------------------|-----------------------|---------------------|---------------------|-----------------------------|------------------|-------------------|---------------------|
| 2022/23 | | | | | | | | |
| General Revenue | 17,293,762 | - | - | 17,293,762 | - | 17,293,762 | - | 17,293,762 |
| Executive | 649,735 | (2,695,940) | - | (2,046,205) | - | (2,046,205) | - | (2,046,205) |
| Technical Services | 14,041,422 | (15,193,108) | (6,754,300) | (7,905,986) | (985,848) | (8,891,835) | 2,129,041 | (11,020,875) |
| Development Services | 326,110 | (2,349,496) | (10,000) | (2,033,386) | - | (2,033,386) | - | (2,033,386) |
| Corporate Services | 7,663,808 | (9,757,600) | (1,379,334) | (3,473,126) | - | (3,473,126) | (118,556) | (3,354,571) |
| Total General Fund | 39,974,836 | (29,996,143) | (8,143,634) | 1,835,059 | (985,848) | 849,210 | 2,010,485 | (1,161,275) |
| Warrumbungle Water | 4,231,658 | (2,676,147) | (392,003) | 1,163,507 | (100,230) | 1,063,277 | 1,063,277 | - |
| Warrumbungle Sewer | 3,418,665 | (1,352,828) | (1,864,000) | 201,838 | 191,736 | 393,574 | 393,574 | - |
| Warrumbungle Waste | 2,869,093 | (2,649,908) | (20,000) | 199,185 | - | 199,185 | 199,185 | - |
| Total BAC Fund | 10,519,416 | (6,678,883) | (2,276,003) | 1,564,529 | 91,506 | 1,656,035 | 1,656,035 | - |
| Total WSC 2022/23 | 50,494,252 | (36,675,027) | (10,419,637) | 3,399,588 | (894,342) | 2,505,246 | 3,666,520 | (1,161,275) |

| | Revenue | Recurrent Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or (Payments) | Cash Result | Restricted Assets | Surplus / (Deficit) |
|---------------------------|-------------------|-----------------------|---------------------|---------------------|-----------------------------|------------------|-------------------|---------------------|
| 2023/24 | | | | | | | | |
| General Revenue | 17,855,945 | - | - | 17,855,945 | - | 17,855,945 | - | 17,855,945 |
| Executive | 665,978 | (2,881,403) | - | (2,215,425) | - | (2,215,425) | - | (2,215,425) |
| Technical Services | 14,244,314 | (15,554,030) | (6,524,700) | (7,834,417) | (470,301) | (8,304,718) | 1,798,700 | (10,103,418) |
| Development Services | 334,263 | (2,404,780) | (10,000) | (2,080,517) | - | (2,080,517) | - | (2,080,517) |
| Corporate Services | 7,825,035 | (9,977,913) | (1,482,000) | (3,634,878) | - | (3,634,878) | (249,807) | (3,385,071) |
| Total General Fund | 40,925,534 | (30,818,127) | (8,016,700) | 2,090,707 | (470,301) | 1,620,406 | 1,548,893 | 71,514 |
| Warrumbungle Water | 4,352,166 | (2,734,273) | (1,169,208) | 448,685 | (79,425) | 369,259 | 369,259 | - |
| Warrumbungle Sewer | 2,324,236 | (1,386,583) | (597,500) | 340,153 | - | 340,153 | 340,153 | - |
| Warrumbungle Waste | 2,940,690 | (2,716,108) | (20,000) | 204,582 | - | 204,582 | 204,582 | - |
| Total BAC Fund | 9,617,092 | (6,836,965) | (1,786,708) | 993,419 | (79,425) | 913,994 | 913,994 | - |
| Total WSC 2023/24 | 50,542,626 | (37,655,091) | (9,803,408) | 3,084,127 | (549,727) | 2,534,400 | 2,462,886 | 71,514 |

2.5 Revenue (Function View)

| | Income from Council Activities | | | |
|--|--------------------------------|-------------------|-------------------|-------------------|
| Description | 2020/21 OP | 2021/22 | 2022/23 | 2023/24 |
| General Revenue | | | | |
| Rates Revenue | 8,390,359 | 8,608,408 | 8,832,124 | 9,061,654 |
| Interest Revenue | 280,000 | 287,000 | 294,175 | 301,529 |
| General Grants | 7,553,824 | 7,854,644 | 8,167,463 | 8,492,761 |
| Total General Revenue | 16,224,182 | 16,750,052 | 17,293,762 | 17,855,945 |
| Executive | | | | |
| General Manager | | | | |
| Management and Leadership | 167,202 | 171,382 | 175,667 | 180,058 |
| Governance | 66,700 | 68,368 | 70,077 | 71,829 |
| HR Management | 181,178 | 185,707 | 190,350 | 195,109 |
| Payroll Services | - | - | - | - |
| WH&S and Risk Management | 113,694 | 116,536 | 119,450 | 122,436 |
| Learning and Development Services | 89,653 | 91,894 | 94,192 | 96,546 |
| Total Executive | 618,427 | 633,888 | 649,735 | 665,978 |
| Technical Services | | | | |
| Technical Services Management | | | | |
| Total Technical Services Management | - | - | - | - |
| Design Services | | | | |
| Design Services Management | - | - | - | - |
| Emergency Services Management | - | - | - | - |
| Survey Investigation and Design | - | - | - | - |
| Asset Management | - | - | - | - |
| NSW Fire Brigade | - | - | - | - |
| Road Safety Officer | 111,722 | 114,515 | 117,378 | 120,312 |
| Total Design Services | 111,712 | 114,515 | 117,378 | 120,312 |
| Road Operations | | | | |
| Road Operations Management | 116,873 | 119,795 | 122,790 | 125,859 |
| Regional Roads M&R | 3,579,000 | 3,549,708 | 3,587,621 | 3,626,421 |
| Local Roads M&R | 1,352,803 | 1,364,599 | 1,376,477 | 1,388,238 |
| Aerodromes | 6,000 | 6,150 | 6,304 | 6,461 |
| RMCC And Other Road Contracts | 1,000,000 | 1,025,000 | 1,050,625 | 1,076,891 |
| Private Works | 65,500 | 67,138 | 68,816 | 70,536 |
| Total Road Operations | 6,120,176 | 6,132,389 | 6,212,632 | 6,294,407 |

| | Income from Council Activities | | | |
|--|--------------------------------|-------------------|-------------------|-------------------|
| Description | 2020/21 OP | 2021/22 | 2022/23 | 2023/24 |
| Fleet Services | | | | |
| Fleet Services Management | 60,000 | 61,500 | 63,038 | 64,613 |
| Plant and Equipment | 6,286,000 | 6,370,150 | 6,455,609 | 6,542,397 |
| Depots | - | - | - | - |
| Workshops | - | - | - | - |
| Total Fleet Services | 6,346,000 | 6,431,650 | 6,518,646 | 6,607,010 |
| Property and Risk | | | | |
| Property and Risk | 746,391 | 765,051 | 784,177 | 803,781 |
| Cemetery Services | 100,000 | 102,500 | 105,063 | 107,689 |
| Medical Facilities | 60,000 | 61,500 | 63,038 | 64,613 |
| Public Halls | 47,000 | 48,175 | 49,379 | 50,614 |
| Total Property and Risk | 953,391 | 977,226 | 1,001,656 | 1,026,698 |
| Urban Services | | | | |
| Urban Services Management | 6,900 | 7,073 | 7,249 | 7,431 |
| Horticulture | - | - | - | - |
| Street Cleaning | - | - | - | - |
| Public Amenities | - | - | - | - |
| Ovals | 20,000 | 20,500 | 21,013 | 21,538 |
| Town Streets | 35,000 | 35,875 | 36,772 | 37,691 |
| Public Swimming Pools | 120,000 | 123,000 | 126,075 | 129,227 |
| Total Urban Services | 181,900 | 186,448 | 191,109 | 195,886 |
| Total Tech Services | 13,713,189 | 13,842,227 | 14,041,422 | 14,244,314 |
| Development Services | | | | |
| Development Services Management | | | | |
| Development Services Management | 15,519 | 15,907 | 16,305 | 16,712 |
| Building Control | 62,347 | 63,906 | 65,503 | 67,141 |
| Environmental Health Services | 16,153 | 16,557 | 16,971 | 17,395 |
| Town Planning | 87,517 | 89,705 | 91,948 | 94,246 |
| Total Development Services Management | 181,536 | 186,074 | 190,726 | 195,494 |
| Regulatory Services | | | | |
| Compliance Services | 49,390 | 50,625 | 51,890 | 53,188 |
| Noxious Weeds | - | - | - | - |
| Total Regulatory Services | 49,390 | 50,625 | 51,890 | 53,188 |

| Description | Income from Council Activities | | | |
|--|--------------------------------|-------------------|-------------------|-------------------|
| | 2020/21 OP | 2021/22 | 2022/23 | 2023/24 |
| Development and Tourism | | | | |
| Tourism and Development Services | 79,470 | 81,457 | 83,493 | 85,580 |
| Tourism and Economic Promotion | - | - | - | - |
| Total Development and Tourism | 79,470 | 81,457 | 83,493 | 85,580 |
| Total Development Services | 310,396 | 318,156 | 326,110 | 334,263 |
| Corporate and Community Services | | | | |
| Corporate Services | | | | |
| Corporate Services Management | 89,087 | 91,314 | 93,597 | 95,937 |
| Administration Services | 480,688 | 492,705 | 505,023 | 517,648 |
| Finance | 878,630 | 900,596 | 923,111 | 946,188 |
| Communications And IT | 857,846 | 879,292 | 901,274 | 923,806 |
| Supply Services | 5,000 | 5,125 | 5,253 | 5,384 |
| Total Corporate Services | 2,311,251 | 2,369,032 | 2,428,258 | 2,488,965 |
| Corporate and Comm. Services Other | | | | |
| Bushfire and Emergency Services | 1,839,624 | 1,855,251 | 1,871,267 | 1,887,680 |
| Total Corporate and Comm. Services | 1,839,624 | 1,855,251 | 1,871,267 | 1,887,680 |
| Children's and Community Services | | | | |
| Children's and Community Services Management | - | - | - | - |
| Connect 5 | 188,659 | 193,375 | 198,210 | 203,165 |
| Youth Related Services | 108,492 | 111,204 | 113,984 | 116,834 |
| OOSH | 81,471 | 83,508 | 85,595 | 87,735 |
| Libraries | 90,000 | 92,250 | 94,556 | 96,920 |
| Community Development | - | - | - | - |
| Community Transport | 399,058 | 409,034 | 419,260 | 429,742 |
| Multiservice Outlet | 849,478 | 870,715 | 892,483 | 914,795 |
| Yuluwirri Kids | 1,485,015 | 1,522,140 | 1,560,194 | 1,599,199 |
| Total Children's and Community Services | 3,202,173 | 3,282,227 | 3,364,283 | 3,448,390 |
| Total Corporate and Comm. Services | 7,353,048 | 7,506,511 | 7,663,808 | 7,825,035 |
| Total General Fund | 38,219,242 | 39,050,833 | 39,974,836 | 40,925,534 |
| Warrumbungle Water | 5,157,019 | 6,292,042 | 4,231,658 | 4,352,166 |
| Warrumbungle Sewer | 4,012,600 | 6,695,249 | 3,418,665 | 2,324,236 |
| Warrumbungle Waste | 2,731,085 | 2,799,239 | 2,869,093 | 2,940,690 |
| Total Warrumbungle Shire Council | 50,119,946 | 54,837,363 | 50,494,252 | 50,542,626 |

2.6 Expenditure (Function View)

| | Expense from Council Activities | | | |
|--|---------------------------------|--------------------|--------------------|--------------------|
| Description | 2020/21 OP | 2021/22 | 2022/23 | 2023/24 |
| General Revenue | | | | |
| Rates Revenue | - | - | - | - |
| Interest Revenue | - | - | - | - |
| General Grants | - | - | - | - |
| Total General Revenue | - | - | - | - |
| Executive | | | | |
| General Manager | | | | |
| Management and Leadership | (1,421,963) | (1,233,676) | (905,733) | (928,342) |
| Governance | (347,021) | (474,322) | (361,805) | (444,475) |
| HR Management | (498,342) | (510,767) | (523,502) | (536,556) |
| Payroll Services | (22,475) | (66,256) | (111,780) | (159,100) |
| WH&S and Risk Management | (225,636) | (231,263) | (237,031) | (242,943) |
| Learning and Development Services | (529,300) | (542,529) | (556,089) | (569,988) |
| Total Executive | (3,044,737) | (3,058,813) | (2,695,940) | (2,881,403) |
| Technical Services | | | | |
| Technical Services Management | (400,568) | (410,562) | (420,806) | (431,306) |
| Total Technical Services Management | (400,568) | (410,562) | (420,806) | (431,306) |
| Design Services | | | | |
| Design Services Management | (48,872) | (50,084) | (51,326) | (52,599) |
| Emergency Services Management | (133,640) | (135,974) | (138,365) | (140,817) |
| Survey Investigation and Design | (123,122) | (126,178) | (129,309) | (132,520) |
| Asset Management | (129,822) | (133,068) | (136,394) | (139,804) |
| NSW Fire Brigade | (55,000) | (55,000) | (55,000) | (55,000) |
| Road Safety Officer | (175,290) | (179,664) | (184,148) | (188,744) |
| Total Design Services | (665,746) | (679,967) | (694,543) | (709,483) |
| Road Operations | | | | |
| Road Operations Management | (316,190) | (323,845) | (331,691) | (339,733) |
| Regional Roads M&R | (1,593,700) | (1,630,708) | (1,668,621) | (1,707,422) |
| Local Roads M&R | (2,387,492) | (2,417,343) | (2,448,222) | (2,492,568) |
| Aerodromes | (133,013) | (136,338) | (139,747) | (143,240) |
| RMCC And Other Road Contracts | (950,000) | (973,750) | (998,094) | (1,023,046) |
| Private Works | (65,500) | (67,138) | (68,816) | (70,536) |
| Total Road Operations | (5,445,895) | (5,549,121) | (5,655,190) | (5,776,546) |

| | Expense from Council Activities | | | |
|--|---------------------------------|---------------------|---------------------|---------------------|
| Description | 2020/21 OP | 2021/22 | 2022/23 | 2023/24 |
| Fleet Services | | | | |
| Fleet Services Management | (358,803) | (367,748) | (376,917) | (386,315) |
| Plant and Equipment | (2,457,272) | (2,514,874) | (2,574,077) | (2,634,935) |
| Depots | (165,848) | (169,804) | (173,857) | (178,008) |
| Workshops | (60,739) | (62,232) | (63,763) | (65,332) |
| Total Fleet Services | (3,042,662) | (3,114,659) | (3,188,614) | (3,264,590) |
| Property and Risk | | | | |
| Property and Risk | (1,439,392) | (1,467,581) | (1,500,934) | (1,547,085) |
| Cemetery Services | (188,311) | (193,005) | (197,817) | (202,748) |
| Medical Facilities | (42,950) | (43,997) | (45,070) | (46,170) |
| Public Halls | (235,712) | (241,531) | (247,495) | (253,607) |
| Total Property And Risk | (1,906,365) | (1,946,115) | (1,991,316) | (2,049,611) |
| Urban Services | | | | |
| Urban Services Management | (215,612) | (220,802) | (226,122) | (231,575) |
| Horticulture | (589,486) | (603,866) | (618,600) | (633,697) |
| Street Cleaning | (289,500) | (296,738) | (304,156) | (311,760) |
| Public Amenities | (291,107) | (298,385) | (305,844) | (313,490) |
| Ovals | (403,133) | (413,096) | (423,307) | (433,772) |
| Town Streets | (593,023) | (607,849) | (623,046) | (638,623) |
| Public Swimming Pools | (706,820) | (723,981) | (741,563) | (759,577) |
| Total Urban Services | (3,088,681) | (3,164,716) | (3,242,638) | (3,322,494) |
| Total Tech Services | (14,549,918) | (14,865,139) | (15,193,108) | (15,554,030) |
| Development Services | | | | |
| Development Services Management | | | | |
| Development Services Management | (515,273) | (528,133) | (541,314) | (554,825) |
| Building Control | (187,023) | (191,688) | (196,469) | (201,369) |
| Environmental Health Services | (94,683) | (96,783) | (98,935) | (101,141) |
| Town Planning | (277,927) | (284,861) | (291,969) | (299,255) |
| Total Development Services Management | (1,074,906) | (1,101,465) | (1,128,687) | (1,156,590) |
| Regulatory Services | | | | |
| Compliance Services | (385,710) | (395,285) | (405,100) | (415,160) |
| Noxious Weeds | (120,000) | (120,000) | (120,000) | (120,000) |
| Total Regulatory Services | (505,710) | (515,285) | (525,100) | (535,160) |
| Development and Tourism | | | | |
| Tourism and Development Services | (513,899) | (526,689) | (539,798) | (553,235) |
| Tourism and Economic Promotion | (148,422) | (152,120) | (155,911) | (159,796) |
| Total Development and Tourism | (662,321) | (678,809) | (695,709) | (713,030) |
| Total Development Services | (2,242,937) | (2,295,559) | (2,349,496) | (2,404,780) |

| | Expense from Council Activities | | | |
|--|---------------------------------|---------------------|---------------------|---------------------|
| Description | 2020/21 OP | 2021/22 | 2022/23 | 2023/24 |
| Corporate And Community Services | | | | |
| Corporate Services | | | | |
| Corporate Services Management | (334,276) | (342,508) | (350,946) | (359,594) |
| Administration Services | (821,274) | (841,768) | (862,774) | (884,305) |
| Finance | (1,514,669) | (1,551,828) | (1,589,905) | (1,628,923) |
| Communications And IT | (1,057,942) | (1,084,317) | (1,111,350) | (1,139,060) |
| Supply Services | (305,995) | (313,601) | (321,397) | (329,387) |
| Total Corporate Services | (4,034,156) | (4,134,020) | (4,236,371) | (4,341,270) |
| Corporate and Comm. Services Other | | | | |
| Bushfire and Emergency Services | (1,189,624) | (1,219,001) | (1,249,110) | (1,279,970) |
| Total Corporate And Comm. Services | (1,189,624) | (1,219,001) | (1,249,110) | (1,279,970) |
| Children's And Community Services | | | | |
| Children's And Community Services Management | (110,036) | (112,129) | (114,274) | (116,473) |
| Connect 5 | (188,545) | (193,253) | (198,080) | (203,028) |
| Youth Related Services | (115,616) | (118,494) | (121,444) | (124,468) |
| OOSH | (81,879) | (83,918) | (86,008) | (88,150) |
| Libraries | (724,996) | (726,921) | (728,896) | (730,924) |
| Community Development | (150,000) | (150,000) | (150,000) | (150,000) |
| Community Transport | (404,099) | (414,132) | (424,424) | (434,982) |
| Multiservice Outlet | (849,318) | (869,005) | (889,183) | (909,866) |
| Yuluwirri Kids | (1,484,693) | (1,521,788) | (1,559,810) | (1,598,784) |
| Total Children's and Community Services | (4,109,182) | (4,189,639) | (4,272,119) | (4,356,674) |
| Total Corporate and Comm. Services | (9,332,962) | (9,542,660) | (9,757,600) | (9,977,913) |
| Total General Fund | (29,170,554) | (29,762,171) | (29,996,143) | (30,818,127) |
| Warrumbungle Water | (2,557,563) | (2,616,158) | (2,676,147) | (2,734,273) |
| Warrumbungle Sewer | (1,287,765) | (1,319,895) | (1,352,828) | (1,386,583) |
| Warrumbungle Waste | (2,533,044) | (2,585,323) | (2,649,908) | (2,716,108) |
| Total Warrumbungle Shire Council | (35,548,926) | (36,283,546) | (36,675,027) | (37,655,091) |

2.7 Council's 2020/21 – 2023/24 Capital Program

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|--|---------|----------|-------------------------------|------------------|----------------------------|----------------------------|----------------------------|
| Corporate Services | | | | | | | |
| Bushfire and Emergency Services | | | | | | | |
| RFS - Enhancements | RFS | 100% | E | 500,000 | 500,000 | 500,000 | 500,000 |
| RFS - Vehicles | RFS | 100% | P | 700,000 | 700,000 | 700,000 | 700,000 |
| Bushfire and Emergency Services Total | | | - | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| Communications & IT | | | | | | | |
| Replacement PCs | General | | R | 10,000 | 10,000 | 10,000 | 10,000 |
| Microsoft Server Licenses & SA | General | | P | 7,500 | - | - | 7,500 |
| GPS Handheld units | General | | E | | - | - | 10,000 |
| InfoXpert (mobile & web portal modules) | General | | P | | - | - | 7,500 |
| Replacement IT Server Hardware | General | | R | | 5,000 | 5,000 | 5,000 |
| Video Conferencing System | General | | E | 10,000 | | | |
| Antivirus Security Software | General | | P | | - | 30,000 | - |
| Software capitalisation | General | | R | 10,000 | - | - | - |
| Video Recording Council Meetings | General | | E | - | - | 25,000 | - |
| Communications & IT Total | | | | 37,500 | 15,000 | 70,000 | 40,000 |
| Family Support Services | | | | | | | |
| Connect 5 | | | | | | | - |
| Connect 5 Capital - Purchase of Vehicle | RA | 100% | P | 10,000 | - | 17,334 | - |
| Connect 5 Total | | | | 10,000 | - | 17,334 | - |
| Family Support Services Total | | | | 10,000 | - | 17,334 | - |
| Warrumbungle Community Care | | | | | | | |
| Community Transport | | | | | | | |
| Community Transport Capital | RA | 100% | P | 30,000 | 50,000 | 50,000 | 200,000 |
| Community Transport Total | | | | 30,000 | 50,000 | 50,000 | 200,000 |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|--|---------|----------|-------------------------------|------------------|----------------------------|----------------------------|----------------------------|
| Multiservice Outlet | | | | | | | |
| MSO Capital Replacements | RA | 100% | R | 15,000 | 22,000 | 22,000 | 22,000 |
| Multiservice Outlet Total | | | | 15,000 | 22,000 | 22,000 | 22,000 |
| Warrumbungle Community Care Total | | | | 45,000 | 72,000 | 72,000 | 222,000 |
| Yuluwirri Kids | | | | | | | |
| Capital Replacements | General | | R | 20,000 | 20,000 | 20,000 | 20,000 |
| Yuluwirri Kids Total | | | | 20,000 | 20,000 | 20,000 | 20,000 |
| Corporate Services Total | | | | 1,312,500 | 1,307,000 | 1,379,334 | 1,482,000 |
| Development Services | | | | | | | |
| Tourism and Development Services | | | | | | | |
| VIC Capital allowance | General | | R | 10,000 | 10,000 | 10,000 | 10,000 |
| Rebuild of Advertising Board/Billboard | General | | R | 30,000 | | | |
| Renovate and modernise the reception area of VIC - retile, bag,paint etc | General | | R | | 40,000 | | |
| Upgrade amenities block - retile, replace dividers and fowlerware etc | General | | E | 45,000 | | | |
| Tourism and Development Services Total | | | | 85,000 | 50,000 | 10,000 | 10,000 |
| Regulatory Services | | | | | | | |
| Ranger Vehicle Animal Cages | General | | E | 60,000 | - | - | - |
| Regulatory Services Total | | | | 60,000 | - | - | - |
| Town Planning | | | | | | | |
| Coonabarabran Bypass Planning Proposal | General | | E | 20,000 | - | - | - |
| DCP Review | General | | E | 20,000 | - | - | - |
| Town Planning Total | | | | 40,000 | - | - | - |
| Development Services Total | | | | 185,000 | 50,000 | 10,000 | 10,000 |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|---|---------------|----------|-------------------------------|---------------|----------------------------|----------------------------|----------------------------|
| Warrumbungle Waste | | | | | | | |
| Warrumbungle Waste | | | | | | | |
| Waste Capital Allowance | RA | 100% | R | 20,000 | 20,000 | 20,000 | 20,000 |
| Facilities/Office Upgrade | RA | 100% | R | 10,000 | | | |
| Waste Master Plan | RA | 100% | E | 10,000 | | | |
| Landfilling Plan Development | RA | 100% | E | 20,000 | | | |
| Warrumbungle Waste Total | | | | 60,000 | 20,000 | 20,000 | 20,000 |
| Technical Services | | | | | | | |
| Property | | | | | | | |
| Council Offices & Other Property | | | | | | | |
| Coonabarabran Sport & Recreation Centre - Strong | General | | R | 25,000 | - | - | - |
| 17 Cole Street - Kitchen Refurb | General | | R | - | 20,000 | - | - |
| 17a Cole Street - Bathroom Refurb | General | | R | - | - | - | 15,000 |
| 17a Cole Street - Kitchen Refurb | General | | R | - | 15,000 | - | - |
| 4 Irwin Street - Bathroom Refurb | General | | R | - | - | 30,000 | - |
| Coolah Shire Hall - Carpet Replacement | General | | R | - | - | 50,000 | - |
| Dunedoo Depot - Toilet Refurb | General | | R | - | 15,000 | - | - |
| Mendooran Community Care - Replace Flooring | General | | R | - | 50,000 | - | - |
| Mendooran Mechanics Institute - Kitchen Refurb | General | | R | - | - | 20,000 | - |
| Coonabarabran Community Care - Replace Carpet | General | | R | - | - | 50,000 | - |
| Relocate RMS office in Coonabarabran | RMS RA Grants | 100% | E | | 35,000 | | |
| Council Offices & Other Property Total | | | | 25,000 | 135,000 | 150,000 | 15,000 |
| Public Halls | | | | | | | |
| Baradine Hall - Roof Replacement | General | | R | - | - | - | 100,000 |
| Binnaway Hall - Kitchen Refurb | General | | R | - | - | 50,000 | - |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|--|---------|----------|-------------------------------|------------------|----------------------------|----------------------------|----------------------------|
| Public Hall Capital allowance | General | | R | - | 375,000 | 325,000 | 275,000 |
| Coonabarabran Town Hall | General | | R | 50,000 | | | |
| Public Halls Total | | | | 50,000 | 375,000 | 375,000 | 375,000 |
| Cemetery Services | | | | | | | |
| Cemeteries Capital allowance | General | | R | 10,000 | 25,000 | - | - |
| Coonabarabran Native Grove Cemetery Expansion | General | | E | | - | - | 55,000 |
| Total Cemetery Services | | | | 10,000 | 25,000 | - | 55,000 |
| Property & Risk Total | | | | 85,000 | 535,000 | 525,000 | 445,000 |
| Asset Design Services | | | | | | | |
| Design Projects Survey Equip-upgrades | General | | E | 16,000 | 16,000 | 16,000 | 16,000 |
| Laptop Computer & Traffic Counter | General | | P | | 7,500 | - | 7,500 |
| Intramaps & Arc GIS - Software | General | | P | 25,000 | 25,000 | 25,000 | 25,000 |
| Asset Design Services Total | | | | 41,000 | 48,500 | 41,000 | 48,500 |
| Fleet Services | | | | | | | |
| Minor Plant Purchases | RA | 100% | P | 20,000 | 20,000 | 20,000 | 20,000 |
| Plant & Equipment Purchases | RA | 100% | P | 2,345,000 | 2,345,000 | 1,065,000 | 1,405,000 |
| Workshop equip renewal | RA | 100% | R | 20,000 | 20,000 | 20,000 | 20,000 |
| Oil Water Separator Coolah Depot fuel bowsters | RA | 100% | R | | 50,000 | | |
| Depot improvements - WH&S | RA | 100% | R | 30,000 | 30,000 | 30,000 | 30,000 |
| Fleet Services Total | | | | 2,415,000 | 2,465,000 | 1,135,000 | 1,475,000 |
| Road Operations | | | | | | | |
| Local Roads | | | | | | | |
| Bugaldie Goorianawa Rd - Rural Road Reseals | R2R | 100% | R | 153,000 | | | |
| Cobborah Rd - Rural Road Reseals | R2R | 100% | R | 18,000 | | | |
| Coolah Crk Rd - Rural Road Reseals | R2R | 100% | R | 98,000 | | | |
| Spring Ridge Rd - Rural Road Reseals | General | | R | 177,000 | | | |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|---|---------|----------|-------------------------------|--------------|----------------------------|----------------------------|----------------------------|
| Neilrex Rd - Rural Road Reseals | R2R | 100% | R | | 52,000 | | |
| Piambra Rd - Rural Road Reseals | R2R | 100% | R | | 93,500 | | |
| Tongy Lane - Rural Road Reseals | R2R | 100% | R | | 132,000 | | |
| Tucklan Rd - Rural Road Reseals | R2R | 100% | R | | 172,500 | | |
| Moorefield Rd - Rural Road Reseals | R2R | 100% | R | | | 32,500 | |
| Gamble Ck Rd - Rural Road Reseals | R2R | 100% | R | | | 80,100 | |
| Merrygoen Rd - Rural Road Reseals | R2R | 100% | R | | | 134,300 | |
| Premer Tambar Springs Rd - Rural Road Reseals | R2R | 100% | R | | | 85,600 | |
| Rotherwood Rd - Rural Road Reseals | R2R | 100% | R | | | 119,600 | |
| Reseal program - Rural Road Reseals | R2R | 100% | R | | | | 450,000 |
| Baradine Goorianawa Rd - Rural Road Bridges & Causeways | R2R | 100% | R | 80,000 | | | |
| Cobborah Rd - Rural Road Bridges & Causeways | R2R | 100% | R | 80,000 | | | |
| Bugaldie Goorianawa Rd - Rural Road Bridges & Causeways | R2R | 100% | R | 80,000 | | | |
| Cobborah Rd - Rural Road Bridges & Causeways | R2R | 100% | R | | 80,000 | | |
| Rotherwood Rd - Rural Road Bridges & Causeways | R2R | 100% | R | | | 80,000 | |
| Napier Ln - Rural Road Bridges & Causeways | R2R | 100% | R | | | | 80,000 |
| Piambra Rd - Rural Road Pavements | R2R | 100% | R | | 200,000 | | |
| Tucklan Rd - Rural Road Pavements | R2R | 100% | R | | 400,000 | | |
| Indians Ln - Rural Road Pavements | R2R | 100% | R | | 100,000 | | |
| Cobborah Rd - Rural Road Pavements | R2R | 100% | R | | 200,000 | | |
| Tongy Ln - Rural Road Pavements | R2R | 100% | R | | 300,000 | | |
| Pavement | R2R | 100% | R | | | | |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|---|---------------|----------|-------------------------------|------------------|----------------------------|----------------------------|----------------------------|
| Rehabilitation - Rural Road Pavements | | | | | | 400,000 | 400,000 |
| Gravel Resheeting Program - Rural Roads Gravel Resheeting | R2R | 100% | R | 750,000 | 750,000 | 750,000 | 750,000 |
| Local Roads Total | | | | 1,436,000 | 2,480,000 | 1,682,100 | 1,680,000 |
| Regional Roads | | | | | | | |
| Regional Roads Reseals | RMS RA Grants | 100% | R | 650,000 | 650,000 | 650,000 | 650,000 |
| Billy Kings Creek 2 Bridges | RMS RA Grants | 100% | E | 366,300 | - | | |
| Shoulder widening MR396 (Warrumbungles Way) - Pavement Rehabilitation | RMS RA Grants | 100% | R | 169,000 | | | |
| Shoulder widening MR618 (Vinegaroy Rd) - Pavement Rehabilitation | RMS RA Grants | 100% | R | | 169,000 | 169,000 | 169,000 |
| Pavement Rehab MR55 (Black Stump Way) - Pavement Rehabilitation | RMS RA Grants | 100% | R | 800,000 | 800,000 | 800,000 | |
| Pavement Rehab MR129 (Baradine Rd) - Pavement Rehabilitation | RMS RA Grants | 100% | R | | | | 800,000 |
| Pavement Widening - Black Spot Projects | RMS RA Grants | 100% | R | - | 300,000 | 300,000 | 300,000 |
| Regional Roads Total | | | | 1,985,300 | 1,919,000 | 1,919,000 | 1,919,000 |
| Aerodrome | | | | | | | |
| Coolah aerodrome - replacement of runway lights | General | | R | 35,000 | | | |
| Aerodrome Total | | | | 35,000 | - | - | - |
| Road Operations Total | | | | 3,956,300 | 4,399,000 | 3,601,100 | 3,599,000 |
| Urban Services | | | | | | | |
| Horticulture | | | | | | | |
| Binnaway Progress Association - main street gardens - Parks & Gardens | General | | E | 5,000 | 5,000 | 5,000 | 5,000 |
| Baradine Progress Association - main street gardens - Parks & Gardens | General | | E | 5,000 | 5,000 | 5,000 | 5,000 |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|---|---------|----------|-------------------------------|----------------|----------------------------|----------------------------|----------------------------|
| Mendooran Park - replace toilet roof - Parks & Gardens | General | | R | 30,000 | | | |
| Mendooran Park - replace shade shelter - Parks & Gardens | General | | R | 40,000 | | | |
| Coonabarabran Skate Park - irrigation - Parks & Gardens | General | | E | 30,000 | | | |
| Mendooran Park - Softfall - Parks & Gardens | General | | R | | 30,000 | | |
| Horticulture Total | | | | 110,000 | 40,000 | 10,000 | 10,000 |
| Ovals | | | | | | | |
| Binnaway Oval - Irrigation Upgrade | General | | E | 45,000 | | | |
| Baradine Oval - replace spectator seating | General | | R | | 15,000 | | |
| Baradine Oval - renew change rooms | General | | R | | | 150,000 | |
| Baradine Oval toilets - renewal of tiles, fixtures, storage | General | | R | 26,000 | | | |
| Binnaway Oval - renewal of change rooms | General | | R | | | | 150,000 |
| Coonabarabran Oval No 3 - renewal of change rooms | General | | R | | 30,000 | 30,000 | 30,000 |
| Coonabarabran Oval No 3 - Equipment Storage | General | | R | | 200,000 | | |
| Bowen Oval - Equipment storage | General | | R | | | 200,000 | |
| Ovals Total | | | | 71,000 | 245,000 | 380,000 | 180,000 |
| Swimming Pools | | | | | | | |
| Leak and Joint Repairs- All Pools | General | | R | | 100,000 | 100,000 | 100,000 |
| Baradine pool - Renew scum gutters | General | | R | | 30,000 | | |
| Baradine pool - Grouting & painting | General | | R | | | 30,000 | |
| Baradine pool - Backwash water connection to sewer | General | | R | 40,000 | | | |
| Baradine pool - Filter media replacement | General | | R | 25,000 | | | |
| Baradine pool - Crack repair - | General | | R | | 20,000 | | |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|--|---------|----------|-------------------------------|--------------|----------------------------|----------------------------|----------------------------|
| concourse | | | | | | | |
| Baradine pool - Remove grandstand | General | | R | | | | 10,000 |
| Baradine pool - New seating | General | | R | | | | 10,000 |
| Baradine pool - New shade shelter | General | | R | | | | 20,000 |
| Binnaway pool - Concourse crack repair | General | | R | 15,000 | | | |
| Binnaway pool - Upgrade chlorinator | General | | R | 10,000 | | | |
| Binnaway pool - Remove pine tree | General | | R | | 20,000 | | |
| Binnaway pool - Grouting & painting | General | | R | | | 50,000 | |
| Binnaway pool - Pipeline replacement | General | | R | | | | 30,000 |
| Coolah pool - Crack repair - toddlers pool | General | | R | | 30,000 | | |
| Coolah pool - New acid tank | General | | R | 10,000 | | | |
| Coolah pool - Replace skimmer box | General | | R | | | 10,000 | |
| Coonabarabran pool upgrade - investigations | General | | R | | 150,000 | | |
| Coonabarabran pool upgrade - designs | General | | R | | | 150,000 | |
| Coonabarabran pool - Concrete infill - underwater lights | General | | R | 40,000 | | | |
| Coonabarabran pool - Joint sealing main pool | General | | R | | 20,000 | | |
| Coonabarabran pool - Renew office roof | General | | R | | | 50,000 | |
| Dunedoo pool - Backwash water connection to sewer | General | | R | 50,000 | | | |
| Dunedoo pool - Hazardous materials storage | General | | R | | 10,000 | | |
| Dunedoo pool - Replace air blower | General | | R | | 5,000 | | |
| Dunedoo pool - New acid tank | General | | R | | 10,000 | | |
| Dunedoo pool - Crack repair - concourse | General | | R | | | 50,000 | |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|--|---------|----------|-------------------------------|----------------|----------------------------|----------------------------|----------------------------|
| Dunedoo pool - Remove trees | General | | R | | | | 20,000 |
| Dunedoo pool - New shade shelter | General | | R | | | | 25,000 |
| Mendooran pool - Grouting & painting | General | | R | 30,000 | | | |
| Mendooran pool - New acid tank | General | | R | | 5,000 | | |
| Mendooran pool - Change room painting | General | | R | | | 12,000 | |
| Swimming Pools Total | | | | 220,000 | 400,000 | 452,000 | 215,000 |
| Town Streets - Baradine | | | | | | | |
| Street Trees - Baradine | General | | R | 15,000 | 5,000 | | |
| Lachlan Street - Urban Road Reseals | General | | R | 8,500 | 16,500 | | |
| Walker Street - Urban Road Reseals | General | | R | 10,500 | 3,000 | | |
| Macquarie Street - Urban Road Reseals | General | | R | 500 | | 13,000 | |
| Darling Street - Urban Road Reseals | General | | R | | | 4,200 | |
| Barwon Street - Urban Road Reseals | General | | R | | | 4,000 | |
| Baradine streets reseals - Urban Road Reseals | General | | R | | | | 20,000 |
| Wellington Street - Footpaths | General | | R | 20,000 | 20,000 | | |
| Darling Street - Footpaths | General | | R | | 4,500 | 13,000 | |
| Town Streets - Baradine Total | | | | 54,500 | 49,000 | 34,200 | 20,000 |
| Town Streets - Binnaway | | | | | | | |
| Street Trees - Binnaway | General | | R | 15,000 | | 5,000 | |
| Ironbark Street Binnaway (150m) - New Bitumen Seal | General | | R | | | 30,000 | |
| Renshaw Street - Urban Road Reseals | General | | R | 13,100 | 18,700 | | |
| Castlereagh Av - Urban Road Reseals | General | | R | 5,200 | | | |
| Yarran Street - Urban Road Reseals | General | | R | | | 2,600 | |
| Andy's Lane - Urban Road Reseals | General | | R | | | 4,200 | |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|---|---------|----------|-------------------------------|----------------|----------------------------|----------------------------|----------------------------|
| Napier Street - Urban Road Reseals | General | | R | | | 11,000 | |
| Binnaway street reseals - Urban Road Reseals | General | | R | | | | 18,000 |
| Norman St / Yeubla St pipe drainage - Drainage Structures | General | | R | | | 20,000 | 20,000 |
| Renshaw Street - Footpaths | General | | R | 10,000 | 4,000 | | |
| Bullinda Street - Footpaths | General | | R | | 6,000 | 13,000 | |
| Town Streets - Binnaway Total | | | | 43,300 | 28,700 | 85,800 | 38,000 |
| Town Streets - Coolah | | | | | | | |
| Street Trees - Coolah | General | | R | 20,000 | | 5,000 | |
| Martin Street - Streets rehabilitation | General | | R | 35,000 | 35,000 | | |
| Wotton Lane - Streets rehabilitation | General | | R | | | 35,000 | |
| Martin Street - Urban Road Reseals | General | | R | 19,300 | 9,500 | | |
| Booyamurra Street - Urban Road Reseals | General | | R | 11,100 | 18,000 | 7,500 | |
| Queensborough Street - Urban Road Reseals | General | | R | | 4,000 | 19,600 | |
| Charles Street - Urban Road Reseals | General | | R | | | 5,200 | |
| Coolah street reseals - Urban Road Reseals | General | | R | | | | 32,000 |
| Booyamurra Street - Drainage Structures (incl. K&G) | General | | R | | | 50,000 | |
| Binnia Street - Footpaths | General | | R | 20,000 | 20,000 | 6,500 | |
| Hospital Street - Footpaths | General | | R | | | 15,300 | |
| Streets rehabilitation | General | | R | | | | 75,000 |
| K&G rehabilitation | General | | R | | | | 25,000 |
| Footpath rehabilitation | General | | R | | | | 40,000 |
| Town Streets - Coolah Total | | | | 105,400 | 86,500 | 144,100 | 172,000 |
| Town Streets - Coonabarabran | | | | | | | |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|--|---------|----------|-------------------------------|--------------|----------------------------|----------------------------|----------------------------|
| Street Trees - Coonabarabran | General | | R | 50,000 | 8,000 | | |
| Crane Street - Urban Road Pavements | General | | R | 60,000 | 60,000 | 60,000 | |
| George Street - Urban Road Reseals | General | | R | 10,500 | | | |
| Dawson Street - Urban Road Reseals | General | | R | 14,400 | | | |
| Robertson Street - Urban Road Reseals | General | | R | 7,200 | | | |
| Castlereagh Street - Urban Road Reseals | General | | R | 6,500 | | | |
| Ann Street - Urban Road Reseals | General | | R | 18,100 | | | |
| Clarke Street - Urban Road Reseals | General | | R | 8,200 | | | |
| Hagan Avenue - Urban Road Reseals | General | | R | 8,300 | | | |
| Racecourse Street - Urban Road Reseals | General | | R | 8,600 | | | |
| East Street - Urban Road Reseals | General | | R | 10,000 | | | |
| Neate Street - Urban Road Reseals | General | | R | 5,200 | | 17,200 | |
| Reservoir Street - Urban Road Reseals | General | | R | | 20,300 | 40,000 | |
| Little Timor Street - Urban Road Reseals | General | | R | | 7,600 | | |
| Robertson Street - Urban Road Reseals | General | | R | | 11,000 | | |
| Essex Street - Urban Road Reseals | General | | R | | 13,000 | 7,400 | |
| Cowper Street - Urban Road Reseals | General | | R | | 21,100 | 7,300 | |
| Crane Street - Urban Road Reseals | General | | R | | 16,000 | | |
| Charles Street - Urban Road Reseals | General | | R | | 11,100 | | |
| North Street - Urban Road Reseals | General | | R | | | 13,400 | |
| King Street - Urban Road Reseals | General | | R | | | 15,300 | |
| Coonabarabran street reseals - Urban Road Reseals | General | | R | | | | 97,000 |
| Robertson Street - Drainage Structures (incl. K&G) | General | | R | | 24,000 | | |
| John Street - Drainage Structures (incl. K&G) | General | | R | | 27,000 | | |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|---|---------|----------|-------------------------------|----------------|----------------------------|----------------------------|----------------------------|
| Dalgarno Street - east of Clock Tower Motor Inn - Drainage Structures (incl. K&G) | General | | R | | | 60,000 | |
| Cowper Street - Open channel construction - Drainage Structures | General | | R | 46,000 | 70,000 | | |
| Belar Street Coonabarabran - New K&G | General | | R | 50,000 | | | |
| Cassilis Street - Footpaths | General | | R | 5,000 | 15,000 | 15,000 | |
| John Street - Footpaths | General | | R | 12,000 | | | |
| Streets rehabilitation | General | | R | | | | 80,000 |
| K&G rehabilitation | General | | R | | | | 25,000 |
| Footpath rehabilitation | General | | R | | | | 40,000 |
| Town Streets - Coonabarabran Total | | | | 320,000 | 304,100 | 235,600 | 242,000 |
| Town Streets - Dunedoo | | | | | | | |
| Street Trees - Dunedoo | General | | R | 20,000 | 7,000 | | |
| Talbragar Street - Urban Road Pavements | General | | R | 40,000 | 40,000 | 7,200 | |
| Wallaroo Street - Urban Road Pavements | General | | R | | | 32,800 | |
| Bullinda Street Dunedoo - New Bitumen Seal | General | | R | | 35,000 | | |
| Laneway off Wargundy between Digilah & Bolaro - New Bitumen Seal | General | | R | | | | 35,000 |
| Digilah Street - Urban Road Reseals | General | | R | 26,100 | 17,300 | | |
| Whiteley Street - Urban Road Reseals | General | | R | | 1,700 | 26,800 | |
| Wargundy Street - Urban Road Reseals | General | | R | | 8,300 | | |
| Dunedoo street reseals - Urban Road Reseals | General | | R | | | | 26,000 |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|--|---------|----------|-------------------------------|------------------|----------------------------|----------------------------|----------------------------|
| Wallaroo Street - Drainage Structures (incl. K&G) | General | | R | 10,500 | | | |
| Tallawang Street - Drainage Structures (incl. K&G) | General | | R | 31,000 | | | |
| Wargundy Street - Drainage Structures (incl. K&G) | General | | R | 7,800 | | | |
| Sullivan Street - Footpaths | General | | R | 15,000 | 10,000 | | |
| Town Streets - Dunedoo Total | | | | 150,400 | 119,300 | 66,800 | 61,000 |
| Town Streets – Mendooran | | | | | | | |
| Street Trees - Mendooran | General | | R | 15,000 | | 5,000 | |
| Cobra Street - Urban Road Pavements | General | | R | 20,000 | 20,000 | 11,000 | |
| Dalglish Street - Urban Road Pavements | General | | R | | | 8,500 | |
| Bandulla Street Mendooran - New Bitumen Seal | General | | R | 35,000 | | | |
| Cobra Street - Urban Road Reseals | General | | R | 18,000 | 12,700 | | |
| Dalglish Street - Urban Road Reseals | General | | R | | 6,300 | | |
| Napier Street - Urban Road Reseals | General | | R | | | 12,500 | |
| Farnell Street - Urban Road Reseals | General | | R | | | 6,700 | |
| Bandulla Street - Footpaths | General | | R | 10,000 | 10,000 | | |
| Urban Road Reseals - Urban Road Reseals | General | | R | | | | 19,200 |
| Town Streets - Mendooran Total | | | | 98,000 | 49,000 | 43,700 | 19,200 |
| Urban Services Total | | | | 1,172,600 | 1,321,600 | 1,452,200 | 957,200 |
| Technical Services Total | | | | 7,169,900 | 8,769,100 | 6,754,300 | 6,524,700 |
| Warrumbungle Water | | | | | | | |
| Water - Baradine | | | | | | | |
| Baradine Water Treatment Plant-Renewals | RA | 100% | R | 30,000 | 30,000 | 30,000 | 30,000 |
| Mains replacements - Baradine | RA | 100% | R | 60,000 | 30,000 | 30,000 | 30,000 |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|--|---------|----------|-------------------------------|----------------|----------------------------|----------------------------|----------------------------|
| Meter Replacements - Baradine | RA | 100% | R | 20,000 | 20,000 | | |
| Baradine WTP resheet asbestos building | RA | 100% | R | - | 80,000 | - | - |
| Baradine clarifier replacement (Council contribution only for \$1.0m project) | Grant | 75% | R | 250,000 | 750,000 | - | - |
| Baradine replace filter | RA | 100% | R | 50,000 | 150,000 | - | - |
| Water - Baradine Total | | | | 410,000 | 1,060,000 | 60,000 | 60,000 |
| Water - Binnaway | | | | | | | |
| Meter Replacements - Binnaway | RA | 100% | R | 12,500 | 12,500 | | |
| Water Treatment Plant- Renewals | RA | 100% | R | 30,000 | 20,000 | 20,000 | 20,000 |
| Water main replacements- Binnaway | RA | 100% | R | 30,000 | 30,000 | 30,000 | 30,000 |
| Relining of WTP lagoons- Scoping | RA | 100% | R | 5,000 | - | - | - |
| Water - Binnaway Total | | | | 77,500 | 62,500 | 50,000 | 50,000 |
| Water - Coolah | | | | | | | |
| Coolah - Chlorine room at bores | RA | 100% | R | 36,000 | - | - | - |
| Meter Replacements - Coolah | RA | 100% | R | 20,000 | 20,000 | | |
| Mains Replacement and extensions - Coolah | RA | 100% | R | 50,000 | 50,000 | 50,000 | 50,000 |
| Replacement of Martin St reservoir | RA | 100% | R | - | - | - | 800,000 |
| Water - Coolah Total | | | | 106,000 | 70,000 | 50,000 | 850,000 |
| Water - Coonabarabran | | | | | | | |
| Telemetry Upgrade Water (Council contribution only for proposed Grant funding- total project \$750k) | Grant | 75% | E | 356,250 | 300,000 | - | - |
| 4 yearly res. Inspections and cleans (shire wide) | RA | 100% | R | - | - | 45,000 | - |
| Meter Replacements - Coonabarabran | RA | 100% | P | 50,000 | 50,000 | - | - |
| Water Treatment | RA | 100% | R | | | | |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|--|---------|----------|-------------------------------|------------------|----------------------------|----------------------------|----------------------------|
| Plant Renewal | | | | 35,000 | 36,552 | 37,466 | 38,403 |
| Mains replacements - Coonabarabran (incl George St) | RA | 100% | R | 80,000 | 83,288 | 84,537 | 85,805 |
| Reservoir cleans (shire wide) | RA | 100% | R | - | 20,000 | - | 20,000 |
| Reservoir upgrades - WHS, C18, fencing (shire wide) | RA | 100% | E | 85,000 | - | - | - |
| Reservoir upgrades - internal structures (shire wide) | RA | 100% | E | 70,000 | 130,000 | - | - |
| Coonabarabran Groundwater pipeline (Council's contribution only to \$2.3m project) | Grant | 100% | E | 700,000 | 1,385,000 | - | - |
| Water - Coonabarabran Total | | | | 1,376,250 | 2,004,840 | 167,003 | 144,208 |
| Water - Dunedoo | | | | | | | |
| Mains Replacements and extension - Dunedoo | RA | 100% | R | 50,000 | 30,000 | 30,000 | 30,000 |
| Reservoirs-Rehabilitation | RA | 100% | R | 110,000 | - | - | - |
| Meter replacements - Dunedoo | RA | 100% | R | 20,000 | 20,000 | | |
| Water - Dunedoo Total | | | | 180,000 | 50,000 | 30,000 | 30,000 |
| Water - Mendooran | | | | | | | |
| Meter replacements - Mendooran | RA | 100% | R | 12,500 | 12,500 | | |
| Water main replacements - Mendooran | RA | 100% | R | 20,000 | 35,000 | 35,000 | 35,000 |
| Removal of dead ends - Benewa to Cobra | RA | 100% | E | 30,000 | - | - | - |
| Water - Mendooran Total | | | | 62,500 | 47,500 | 35,000 | 35,000 |
| Warrumbungle Water Total | | | | 2,212,250 | 3,294,840 | 392,003 | 1,169,208 |
| Warrumbungle Sewer | | | | | | | |
| Sewer - Baradine | | | | | | | |
| Baradine - replace Pot valves & Cont. | RA | 100% | R | 120,000 | | | 60,000 |
| Sewage Treatment Plant -Vacuum pumps renewal | RA | 100% | R | | 25,000 | | |

| Description | Funding | % Funded | Renewal vs Expansion vs Plant | 2020/21 (OP) | 2021/22 (Delivery Program) | 2022/23 (Delivery Program) | 2023/24 (Delivery Program) |
|--|---------|----------|-------------------------------|-------------------|----------------------------|----------------------------|----------------------------|
| Sewer - Baradine Total | | | | 120,000 | 25,000 | - | 60,000 |
| Sewer - Binnaway | | | | | | | |
| Binnaway - Sewerage (Council contribution only to \$7.6m project) @25% | Grant | 75% | E | 45,443 | 125,000 | 1,500,000 | 167,500 |
| Sewer - Binnaway Total | | | | 45,443 | 125,000 | 1,500,000 | 167,500 |
| Sewer - Coolah | | | | | | | |
| Coolah Sewage Treatment Plant Upgrade | Grant | 79% | R | 247,503 | 3,244,662 | 115,800 | - |
| Manhole rehab - Coolah | RA | 100% | R | - | 20,000 | - | 20,000 |
| Sewer - Coolah Total | | | | 247,503 | 3,264,662 | 115,800 | 20,000 |
| Sewer – Coonabarabran | | | | | | | |
| Mains-Relining various sections Coonabarabran | RA | 100% | R | | 210,000 | | 220,000 |
| Pump stations-renewal | RA | 100% | R | 60,000 | 60,000 | 60,000 | 60,000 |
| Manhole rehab - Coonabarabran | RA | 100% | R | 40,000 | 40,000 | 40,000 | 40,000 |
| Telemetry Upgrade (All Towns) (Council Contribution only for 250k project) | Grant | 75% | E | 118,750 | 100,000 | - | - |
| Coonabarabran Sewage Treatment Plant Upgrade | Grant | 50% | E | 1,000,000 | 1,196,877 | 118,200 | - |
| Sewer - Coonabarabran Total | | | | 1,218,750 | 1,606,877 | 218,200 | 320,000 |
| Sewer – Dunedoo | | | | | | | |
| Dunedoo Sewage Treatment Plant Upgrade | Grant | 76% | E | 1,500,000 | 1,669,500 | | - |
| Manhole rehab - Dunedoo | RA | 100% | R | 30,000 | 30,000 | 30,000 | 30,000 |
| Sewer - Dunedoo Total | | | | 1,530,000 | 1,699,500 | 30,000 | 30,000 |
| Warrumbungle Sewer Total | | | | 3,161,695 | 6,721,039 | 1,864,000 | 597,500 |
| Grand Total: | | | | 14,101,345 | 20,161,979 | 10,419,637 | 9,803,408 |

2.8 Balance Sheet

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|--------------------------------------|----------------|----------------|----------------|----------------|
| Assets | \$'000 | \$'000 | \$'000 | \$'000 |
| Current Assets | | | | |
| Cash and Cash Equivalents | 8,804 | 6,185 | 8,661 | 11,164 |
| Investments | - | - | - | - |
| Receivables | 6,153 | 6,153 | 6,153 | 6,153 |
| Inventories | 958 | 958 | 958 | 958 |
| Other | | | | |
| Total Current Assets | 15,915 | 13,296 | 15,772 | 18,275 |
| Non-Current Assets | | | | |
| Investments | - | - | - | - |
| Receivables | 15 | - | - | - |
| Inventories | 299 | 299 | 299 | 299 |
| Property, Plant & Equipment | 507,446 | 515,383 | 513,403 | 510,630 |
| Investments Equity Method | 385 | 385 | 385 | 385 |
| Right of use Asset | 246 | 197 | 148 | 98 |
| Intangibles | - | - | - | - |
| Total Non-Current Assets | 508,391 | 516,264 | 514,235 | 511,412 |
| Total Assets | 524,306 | 529,560 | 530,007 | 529,687 |
| Liabilities | | | | |
| Current Liabilities | | | | |
| Payables | 2,319 | 2,319 | 2,319 | 2,319 |
| Borrowings | 999 | 894 | 550 | 474 |
| Lease liability | 47 | 49 | 51 | 53 |
| Provisions | 4,438 | 4,438 | 4,438 | 4,438 |
| Total Current Liabilities | 7,803 | 7,700 | 7,358 | 7,284 |
| Non-Current Liabilities | | | | |
| Payables | - | - | - | - |
| Borrowings | 1,918 | 1,024 | 474 | - |
| Lease liability | 176 | 127 | 76 | 23 |
| Provisions | 2,391 | 2,391 | 2,391 | 2,391 |
| Total Non-Current Liabilities | 4,485 | 3,542 | 2,941 | 2,414 |
| Total Liabilities | 12,288 | 11,242 | 10,299 | 9,698 |
| Net Assets | 512,018 | 518,318 | 519,708 | 519,989 |
| Retained Earnings | 425,158 | 431,458 | 432,848 | 433,129 |
| Revaluation Reserves | 86,860 | 86,860 | 86,860 | 86,860 |
| Total Equity | 512,018 | 518,318 | 519,708 | 519,989 |

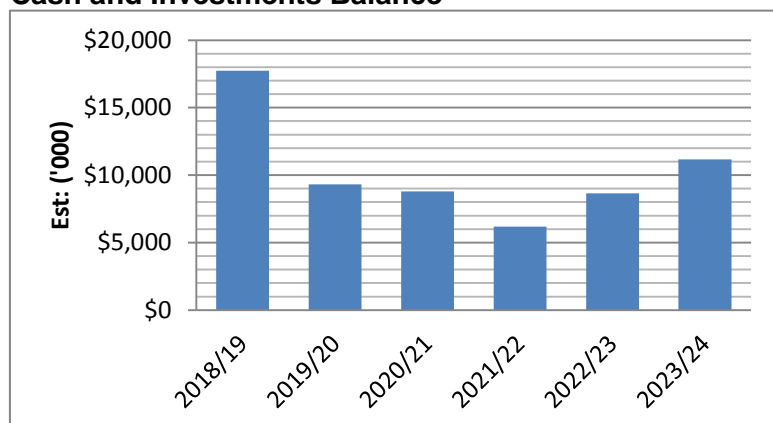
2.9 Cash flow Statement

| | 2020/21 \$'000 | 2021/22 \$'000 | 2022/23 \$'000 | 2023/24 \$'000 |
|---|-------------------|-------------------|-------------------|-------------------|
| Cash Flows from Operating Activities | | | | |
| <u>Receipts</u> | | | | |
| Rates and Annual Charges | 13,989 | 14,351 | 14,722 | 15,102 |
| User Charges and Fees | 4,903 | 5,027 | 5,155 | 5,286 |
| Interest & Investment Revenue | 491 | 516 | 534 | 558 |
| Other Revenues | 1,300 | 1,333 | 1,366 | 1,400 |
| Grants & Contributions | 20,052 | 24,076 | 19,025 | 18,336 |
| <u>Payments</u> | | | | |
| Employee Benefits & On-Costs | (15,143) | (15,564) | (15,995) | (16,438) |
| Materials & Contracts | (6,346) | (6,311) | (6,151) | (6,347) |
| Borrowing Costs | (163) | (116) | (69) | (33) |
| Other Expenses | (5,313) | (5,559) | (5,569) | (5,778) |
| Net Cash provided (or used in) Operating Activities | 13,770 | 17,753 | 13,018 | 12,086 |
| Cash Flows from Investing Activities | | | | |
| Sale of Infrastructure, PP&E | 820 | 821 | 821 | 822 |
| <u>Payments</u> | | | | |
| Purchase of Infrastructure, PP&E | (14,101) | (20,162) | (10,420) | (9,803) |
| Net Cash provided (or used in) Investing Activities | (13,281) | (19,341) | (9,599) | (8,982) |
| Cash Flows from Financing Activities | | | | |
| <u>Receipts</u> | | | | |
| Proceeds from Borrowings & Advances | - | - | - | - |
| <u>Payments</u> | | | | |
| Repayment of Borrowings & Advances | (943) | (984) | (894) | (550) |
| Repayment of Finance Lease Liabilities | (45) | (47) | (49) | (51) |
| Net Cash provided (or used in) Financing Activities | (988) | (1,031) | (943) | (601) |
| Net Increase/(Decrease) in Cash & Cash Equivalents | (499) | (2,620) | 2,476 | 2,503 |
| Cash & Cash Equivalents – Opening balance | 9,303 | 8,804 | 6,185 | 8,661 |
| Cash & Cash Equivalents - End of Year | 8,804 | 6,185 | 8,661 | 11,164 |

2.10 Key Performance Ratios

Council generally measures its financial performance against a suite of KPIs some of which are prescribed by the Department of Local Government (DLG) while others although not prescribed are included by Council as Council believes they are relevant in explaining and measuring Council's financial performance and position. Details of these ratios and Council's historical and forecast performance can be found below. They assume the further fit for the future adjustments are adopted by Council.

Cash and Investments Balance



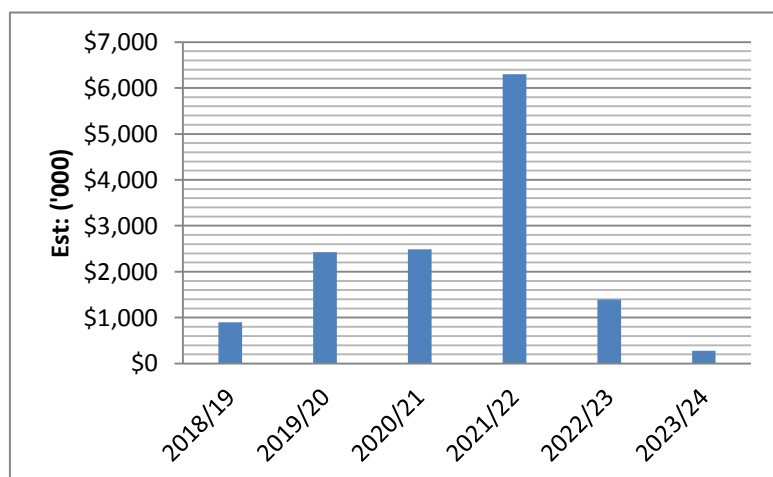
Description

This ratio shows Council's cash and investments balance.

Comments

As can be seen from the chart to the right, Council's cash and investments balance is forecast to increase from \$9.303m in 2019/20 to \$11.164m during the Delivery Program period as Council catches up on Capital Projects.

Operating Surplus/(Deficit)



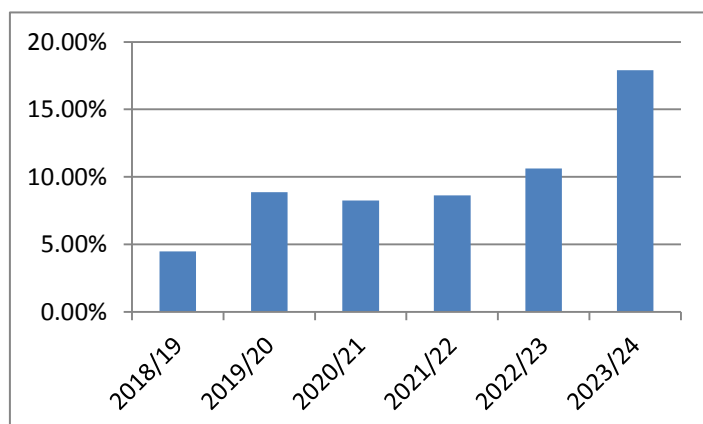
Description

This ratio shows Council's operating surplus or deficit (which includes non-cash items such as depreciation).

Comments

Council is expected to record a combined surplus of \$10.46m over the four years. The 2020/21 financial year is expected to generate a small surplus of \$2.5m, inline with estimate for 2019/20. 2021/22 estimated surplus is \$6.3m due to higher capital grants of \$8.61m. Final 2 years are forecasted to generate a surplus of \$1.39m and \$0.28m due to decreased Capital Grant. This is based on a very conservative forecast that Council will only receive minimum Capital Grants from 2020/21 onward and make no Operational Savings.

Debt Service Ratio



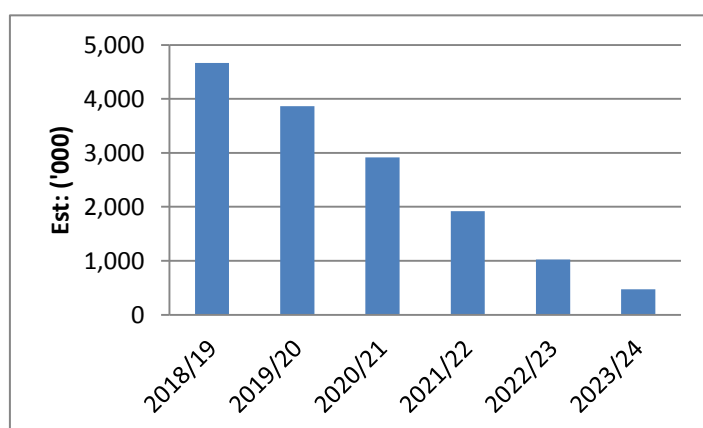
Description

This ratio assesses the impact of loan principal and interest repayments on the discretionary revenue of council. The OLG considers a ratio of greater than 2% as satisfactory.

Comments

The Delivery Program period shows an overall increase in the ratio, with significant increase in FY 2023/24 as the result of higher surplus and lower loan repayments. Overall, it remains well above 2%.

Total Borrowings



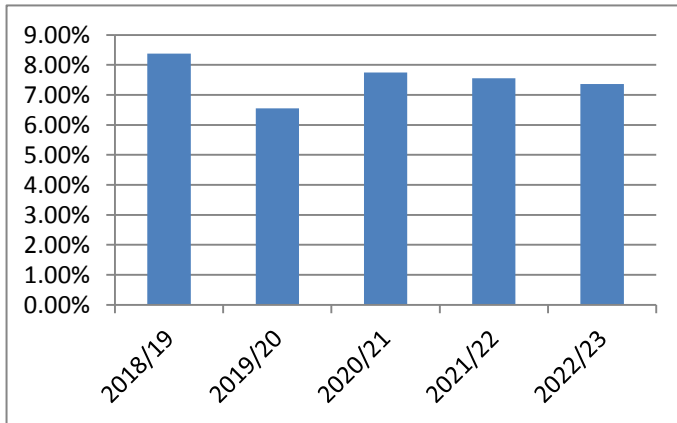
Description

This shows Council's total level of borrowings

Comments

The level of borrowings will be decreased over the Delivery Program period i.e. from \$2.9m in 2020/21 to \$0.47m in 2023/24.

Rates and Annual Charges Coverage Ratio



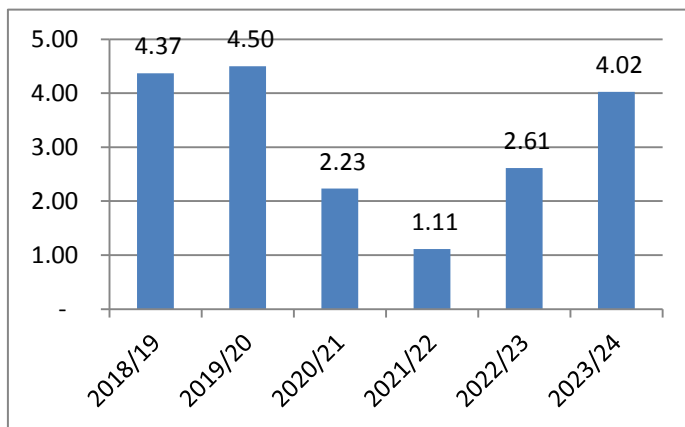
Description

This ratio assesses the degree of Council's dependence upon revenue from rates and annual charges and the security of Council's income. OLG considers a ratio of less than 10% as unsatisfactory

Comments

Council, as with most other rural Councils is reliant on grant funding to fund its operations and rates and charges revenue represents only around 47% of Council's total revenue base (average over four years of the Delivery Program). This ratio is inversely affected by Grant funding so as Grant funding increases then this ratio worsens albeit that the actual amount may rise.

Unrestricted Current Ratio



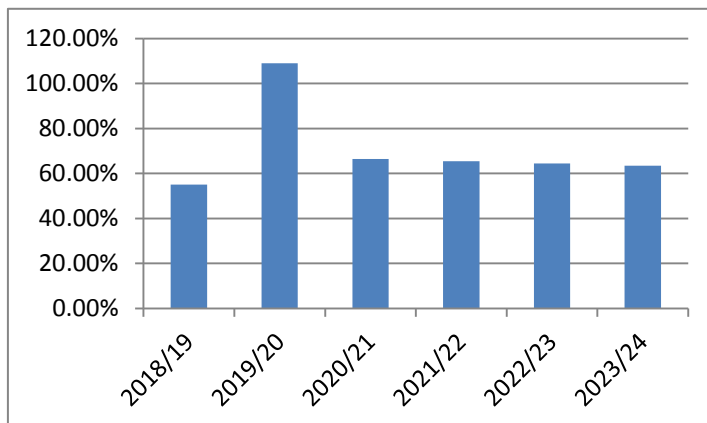
Description

This ratio assesses the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council. OLG considers a ratio of less than 1.5 as unsatisfactory

Comments

Council's unrestricted current ratio is expected to remain stable over the life of the DP, staying well over 1.5 except for 2021/22 due to lower cash balance mainly because of increased capital expenditure of \$20.16m.

Building and Infrastructure Renewals Ratio



Description

This ratio assesses the rate at which building and infrastructure assets are being renewed relative to the rate at which they are depreciating. A ratio of less than 100% is unsatisfactory, although the NSW mean has ranged lower than 100% over the last 3 years.

Comments

Council's renewals ratio is forecasted to peak at 109% in 2019/20 while it falls to 63% in 2023/24. Council's DP shows consistent Renewals ratios averaging at 65% for the OP/DP. This however, highly subjects to completion and revotes.



Warrumbungle Shire Council

Operational Plan and Delivery Program

2020/21 –2023/24



Table of Contents

Part 3: Delivery Program Outcomes by Activity4

Part 3: Delivery Program Outcomes by Activity

Part 3 of the combined Operational Plan and Delivery Program is where Council provides details of each of its activities, what the community can expect from these activities and how much each activity will cost the community over the four years of the Delivery Program. Activities in this section of the combined Operational Plan and Delivery Program are grouped by Directorate and Branch and there is an index on the following page that can be used to locate activities of interest.

Information on each activity is in the same format and consists of four sections:

Section 1: Introduction to the activity

This section briefly details what the activity (by Branch) involves and can be used by residents to gain a high level understanding of what the activity relates to.

Section 2: Costing Summary

This section asks the question how much does this activity cost and how is it funded? A table is provided for each activity showing income, expenditure on normal operational activities, expenditure on capital works (i.e. the building or replacement of assets such as roads and buildings) and the net cost to council of the activity (income less operational and capital expenditure).

The table also shows how the net cost to Council is funded, for example the activity could be fully funded by external income in which case the net cost to Council would be zero. Alternatively Council may be funding a particular activity through borrowings, or restricted assets. If not, then the activity is being funded through general funds such as rates revenue. An example of the costing summary is provided below:

| | How much does this activity cost? | | | | How is it funded? | | |
|------------------------|-----------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------|
| Year | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Sample Activity | | | | | | | |
| 16/17 | (100) | 200 | - | 100 | - | (50) | 50 |
| 17/18 | (110) | 110 | - | - | - | - | - |
| 18/19 | (120) | 120 | - | - | - | - | - |
| 19/20 | (130) | 30 | 300 | 200 | (200) | - | - |
| Total: | (460) | 460 | 300 | 300 | (200) | (50) | 50 |

Section 3: Outcomes

This section summarises the outcomes that the community will get from the money provided for this activity and asks the question what will we achieve with this money? Outcomes are split into three categories:

Ongoing Operations – This category includes items such as administration work, road maintenance, park cleaning etc. that are of an ongoing nature (i.e. happen each year);

Key Projects – This category includes key one off projects (excluding capital works) that a particular activity will deliver such as a review of the waste business;

Capital Projects – This category includes any capital expenditure items such as the construction of roads or buildings.

Each outcome is also linked to a Community Strategic Plan outcome.

Section 4: Service Levels

This section provides service levels/KPIs that can be used by the community to both measure the performance of Council and to understand what level of service the community is getting for their rates money. This section asks the question How will we track our progress?

Each service level is set out across three columns:

Service level – This describes the level of service;

Service level indicator – This describes the measure that can be used to measure the level of service;

Service level – This is the actual service level that will be provided given current budget constraints.

An example of a service level is provided below.

| No | Service Level | Service Level Indicator | Service Level |
|------------------------|---|---|--|
| Sample Activity | | | |
| 1 | Un-sealed roads are well maintained through re-sheeting being carried out with sufficient frequency | Time between re-sheeting by road category | Cat 1 = 12 Cat 2 = 15 Cat 3 = 20 |

When setting service levels Council has ensured that service level benchmarks meet the requirements of **SMARTER** performance measures (i.e. all service level benchmarks are **S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-bound and subject to **E**valuation and **R**eassessment).

Council Activities Grouped by Directorate and Branch

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Technical Services

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| Design Project Management | 22 |
| Emergency Services Management | 22 |
| Survey Investigation and Design | 22 |
| Asset Management | 22 |
| NSW Fire Brigade | 23 |
| Road Safety Officer | 23 |
| Road Operations Management | 28 |
| Regional Roads M&R | 28 |
| Local Roads M&R | 28 |
| Aerodromes | 29 |
| Streets Rural | 29 |
| Private Works | 29 |
| RMCC & Other Road Contracts | 36 |
| Fleet Service Management | 38 |
| Plant and Equipment | 38 |
| Workshops | 38 |
| Urban Services Management | 42 |
| Horticulture | 42 |
| Street Cleaning | 42 |
| Ovals | 43 |
| Town Street | 43 |
| Public Swimming Pools | 43 |
| Property and Risk | 53 |
| Cemetery Services | 53 |
| Medical Facilities | 53 |
| Public Halls | 54 |

Environment and Development Services

| | |
|---|----|
| Environment and Development Services Management | 60 |
| Building Control | 64 |
| Environmental Health Services | 64 |
| Town Planning | 64 |
| Compliance Services | 65 |
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| Tourism & Development Services | 71 |
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Corporate Services

| | |
|-------------------------------|----|
| Corporate Services Management | 76 |
| Administration Services | 78 |
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| | | | |
|--------------------|-----|--------------------|-----|
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Executive Services

General Manager

8

Management and Leadership

Governance

Human Resources

Executive Services – Management and Leadership

Directorate: Executive Services

Branch: General Manager

Council's General Manager Branch is responsible for the following activities:

Management and Leadership

Council's General Manager branch is responsible for all aspects in relation to management and leadership of the organisation.



The General Manager is responsible for the efficient and effective operation of the organisation and for ensuring the implementation, without undue delay, of decisions of the Council. In particular, to assist Council in connection with the development and implementation of the Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.

The General Manager is also accountable for the preparation of Council's Annual Report and State of the Environment Report, the day-to-day management of staff in accordance with an organisational structure and resources approved by the Council. The General Manager is delegated to appoint, direct and dismiss staff and implement Council's Equal Employment Opportunity management plan.

Governance

Our Councillors represent the make-up and varied interests of their communities of the shire and work effectively together, taking their responsibilities as elected officials seriously. Council provides an appropriate range of services and facilities that are responsive to community needs and Council bases its activities and decision-making on principles of openness, transparency and accountability. Council maintains a visible presence across the shire through decentralised offices, services and depot facilities, which maintains a strong sense of local identity and place.

Warrumbungle Shire Council is recognised for its strong community leadership, sound financial and asset management and for being an ethical, accountable and responsive local government entity. The Mayor and Councillors are recognised leaders both within Council and throughout the local community, and enjoy a positive reputation for that leadership. Council is supportive of mechanisms to facilitate state-local consultation, joint planning, regional sharing of resources, and is focused on strategy, being a well informed, dynamic advocate and leader in the sector.

How much does this activity cost and how is it funded?

| Year | How much do these activities cost? | | | | How are they funded? | | |
|----------------------------------|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Management and Leadership | | | | | | | |
| 20/21 | 167,202 | (1,421,963) | - | (1,254,761) | - | - | (1,254,761) |
| 21/22 | 171,382 | (1,233,676) | - | (1,062,294) | - | - | (1,062,294) |
| 22/23 | 175,667 | (905,733) | - | (730,067) | - | - | (730,067) |
| 23/24 | 180,058 | (928,342) | - | (748,284) | - | - | (748,284) |
| Total: | 694,309 | (4,489,715) | - | (3,795,406) | - | - | (3,795,406) |
| Governance | | | | | | | |
| 20/21 | 66,700 | (347,021) | - | (280,321) | - | - | (280,321) |
| 21/22 | 68,368 | (474,322) | - | (405,954) | - | - | (405,954) |
| 22/23 | 70,077 | (361,805) | - | (291,728) | - | - | (291,728) |
| 23/24 | 71,829 | (444,475) | - | (372,646) | - | - | (372,646) |
| Total: | 276,973 | (1,627,622) | - | (1,350,649) | - | - | (1,350,649) |

What will we achieve with this money?

| Outcome | CSP Link |
|---|-----------------|
| Ongoing Operations | |
| Management and Leadership | |
| Support Council and the Mayor in carrying out duties and provide advice on policy matters | CC6 |
| Facilitate the flow of required information between staff and Council | GF4 |
| Ensure development and implementation of the Community Strategic Plan, Delivery Program and Operational Plan within required timeframes | GF4 |
| Ensure Council is informed of progress against service level targets | GF4 |
| Ensure adequate Information Technology and Records systems are in place | GF5 |
| Ensure Resourcing Strategy including the Asset Management Plan, Long Term Financial Plan and Workforce Management Strategy is appropriate to achieving the Delivery Program outcomes | GF7 |
| Ensure the organisation meets all due diligence requirements for Workplace Health and Safety legislation resulting in equitable work practices and a safe work environment | GF8 |
| Manage the staff, learning and development systems, ensuring associated formal delegations are in place | GF8 |
| Responsible for the effective management and reporting to Council of all financial aspects of the organisation, including revenue management processes that maximise Council's income | GF6 |
| Lead a culture of customer service excellence, ensuring contact with the public is professional, courteous and timely | GF2 |
| Develop and maintain Council's contacts with community, governmental and business bodies and functions providing leadership by being visible and positive | GF7 |
| High level professional knowledge of the external environment that may impact on and/or be utilised to Council's advantage | GF5 |
| High level project management | GF5 |
| Governance | |
| Advocate for the long-term provision and retention of high quality services that meet the needs of the community | PI2 |

| Outcome | CSP Link |
|---|----------|
| Build strategic relationships with other levels of government to ensure that the shire receives an equitable allocation of resources | GF1 |
| Recognise the importance of its role as a steward of the natural, built, economic and social environment | GF5 |
| Be proactive in providing community advocacy to mitigate the negative environmental impacts of local mining and extractive activities | NE5 |
| Encourage and support local business and industry in creating local employment and training opportunities | LE2 |
| Identify and pursue opportunities that realise the shire's potential as a location for the production of renewable energies | LE5 |
| Key Projects | |
| Management and Leadership | |
| Three Rivers Regional Retirement Community | LE4 |
| Boral Quarry | LE4 |
| Governance | |
| Negotiate and implement Voluntary Planning Agreement (VPA) with wind farm development | LE5 |
| Department of Planning negotiations for amendment to LEP relating to land owned by Cobbora Holdings Co. | LE5 |
| Review organisational structure | GF4 |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|----------------------------------|--|--|---------------|
| Management and Leadership | | | |
| 1 | Advice and policy recommendations are provided to Council in relation to local government and relevant industry related legislation | Council is informed of Legislative changes within required timeframes. | Yes |
| 2 | Requirements under the Local Government Act, relevant regulations and the DLG's Integrated Planning and Reporting Framework are met. | Council Resolutions are implemented without undue delay, development and implementation of the Strategic Plan, IP &R Framework are met. | Yes |
| 3 | Staff performance and competency review processes are in place. | Annual reviews of all staff conducted as required by the Award or senior staff contracts. | 98% |
| 4 | Economic development, business opportunities and grants are maximised for the shire area. | Revenue and income targets are met as per the Operational Plan. | Yes |
| 5 | Stakeholders and the community are informed of Council's activities and decisions. | The number of publications and media opportunities per month to promote/discuss Council activities and issues in a public forum in accordance with Council's Communications Policy | >5 |
| 6 | Appropriate networking opportunities are maintained including regional stakeholder groups and individuals. | Relevant linkages established and maintained to Council satisfaction. | Yes |
| 7 | Private works are effectively managed and actively pursued | Maximum days taken for private works requests to be completed | 14 |
| 8 | Private works invoices are actioned promptly | Number of days post completion of job for private works invoices to be issued | 5 |
| 9 | Major capital projects (> \$50k) are managed within budget | Total variance over/under budget | 10% |

| No | Service Level | Service Level Indicator | Service Level |
|-------------------|---|---|---------------|
| Governance | | | |
| 1 | Council plays an influential role within the wider region and is a strong advocate for local interests | Membership and participation in LGNSW, OROC, Mining Related Councils and other regional groupings is maintained with reports provided to Council | Yes |
| 2 | Council is known as a professional and well respected Council body and the decision making process is transparent and corruption resistant. | Number of times per annum that each Councillor attends professional development or training events | 2 |
| 3 | Council's decision making processes is open and enables community input | Business papers are available to the public (via Council's website, libraries and offices) three (3) business days before Council meetings and minutes published within five (5) business days of the meeting | Yes |
| 4 | Opportunities are provided in a variety of forums for all stakeholders to contribute to Council's decision making process | Number of advisory and community consultation meetings held annually | 20 |
| 5 | The future direction of Council is effectively managed through the IP&R process with input from the community | Council's decisions are based on social, economic, environmental and community priorities in the Community Strategic Plan | Yes |

Executive Services – Human Resources

Directorate: Corp. & Comm. Services

Branch: Human Resources

Council's Human Resources Branch is responsible for the following activities:

Human Resources Management

Human Resources provide a supportive framework to the organisation tasked with the responsibility of ensuring Council's Workforce Management Strategy is implemented and progress reported effectively. Human Resources are responsible for all staff policy development, management and adherence including Equal Employment Opportunity. The unit ensures that Council attracts and retains high quality staff, issues relating to Industrial Relations between management, staff and unions are managed responsibly and within legislative requirements and ensures staff are supported and valued by Council.



Payroll Services

Payroll Services provides timely and accurate payment of wages, forwards contributions to superannuation funds, and provides award interpretation to staff/ management and statistical information to the MANEX team. Payroll facilitates opportunities for staff to access salary sacrifice schemes, retirement planning and personal insurance.

Workplace Health and Safety

The Workplace Health and Safety (WH&S) Officer in consultation with MANEX/Managers/Supervisors and staff, ensures as far as reasonably practicable all WH&S legislative requirements are met by Council. The unit also undertakes the co-ordination and support of all staff on workers compensation leave whilst undertaking rehabilitation to pre-injury duties.

Learning and Development

Learning and Development implements each Directorate's training plans, providing relevant and appropriate education and learning opportunities for all employees. Individual training plans are developed in line with the Annual Performance Appraisal and future organisational objectives. This training aims to ensure a highly skilled and flexible workforce. Council's Trainees are supervised and both internal and external training programs facilitated.

How much do these activities cost and how are they funded?

| How much do these activities cost? | | | | | How are they funded? | | |
|------------------------------------|----------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| Year | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Human Resources Management | | | | | | | |
| 20/21 | 181,178 | (498,342) | - | (317,164) | - | - | (317,164) |
| 21/22 | 185,707 | (510,767) | - | (325,059) | - | - | (325,059) |
| 22/23 | 190,350 | (523,502) | - | (333,152) | - | - | (333,152) |
| 23/24 | 195,109 | (536,556) | - | (341,447) | - | - | (341,447) |
| Total: | 752,344 | (2,069,166) | - | (1,316,822) | - | - | (1,316,822) |
| Payroll Services | | | | | | | |
| 20/21 | - | (22,475) | - | (22,475) | - | - | (22,475) |
| 21/22 | - | (66,256) | - | (66,256) | - | - | (66,256) |
| 22/23 | - | (111,780) | - | (111,780) | - | - | (111,780) |
| 23/24 | - | (159,100) | - | (159,100) | - | - | (159,100) |
| Total: | - | (359,611) | - | (359,611) | - | - | (359,611) |
| Workplace Health and Safety | | | | | | | |
| 20/21 | 113,694 | (225,636) | - | (111,942) | - | - | (111,942) |
| 21/22 | 116,536 | (231,263) | - | (114,727) | - | - | (114,727) |
| 22/23 | 119,450 | (237,031) | - | (117,581) | - | - | (117,581) |
| 23/24 | 122,436 | (242,943) | - | (120,507) | - | - | (120,507) |
| Total: | 472,116 | (936,873) | - | (464,757) | - | - | (464,757) |
| Learning and Development | | | | | | | |
| 20/21 | 89,653 | (529,300) | - | -439,647 | - | - | -439,647 |
| 21/22 | 91,894 | (542,529) | - | -450,635 | - | - | -450,635 |
| 22/23 | 94,192 | (556,089) | - | -461,897 | - | - | -461,897 |
| 23/24 | 96,546 | (569,988) | - | -473,441 | - | - | -473,441 |
| Total: | 372,285 | (2,197,906) | - | (1,825,620) | - | - | (1,825,620) |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Human Resources Management | |
| Strategies implemented to ensure efficient recruitment and retention of staff | GF8 |
| Fostering of positive relations between management, staff and unions | GF8 |
| All HR policies and practices conform to Legislation and current Best Practice | GF4 |
| Ensuring all policies and procedures within Council conform to EEO legislation | GF4 |
| Payroll Services | |
| Provision of accurate and timely payroll services to all staff | GF4 |
| Payment of superannuation contributions and termination payments | GF4 |
| Workplace Health and Safety | |
| Reviewing of WH&S strategies, policies and practices | GF4 |
| Implementation of an effective WH&S Program | GF4 |
| Learning and Development | |
| Implementation of Learning and Development Plans | GF8 |
| Provision of a range of traineeships and apprenticeship opportunities | LE2 |
| Key Projects | |
| Implementation of the 2013/14 – 2020/21 Workforce Management Strategy | GF8 |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|-----------------------------------|---|---|---------------|
| Human Resources Management | | | |
| 1 | Efficient and effective recruitment of vacated positions | Time taken to fill vacated positions within the organisation structure | 6 weeks |
| 2 | Relationships between management and unions remain positive | Percentage of industrial relations issues resolved with no breaches of government legislation | 98% |
| 3 | Turnover of staff is kept to a minimum | Staff turnover ratios are managed to % of total staff | 15% |
| 4 | All HR Policies are relevant and adhere to legislative requirements | Frequency of review and updating of policies | Annual |
| 5 | 2013/14 – 2018/19 Workforce Management Strategy is adopted by Council | Workforce Management Strategy action plans are implemented within the recommended time frames | Yes |
| 6 | Content on Councils Intranet is up-to-date and accurate. | Daily monitoring | Yes |
| 7 | Staff kept informed via staff newsletter. | Number of staff newsletters per year | 4 |

| No | Service Level | Service Level Indicator | Service Level |
|------------------------------------|--|--|---------------|
| Payroll Services | | | |
| 1 | Council staff are informed and provided opportunities for feedback | Number of internal staff newsletters per year | 6 p/a |
| 2 | Upon timely receipt of timesheets, wages are paid into staff bank accounts by Thursday of each week. | Number of late or incorrect wage payments | None |
| 3 | Superannuation payments paid within the prescribed timeframe | Number of payments made outside of prescribed timeframe | None |
| 4 | Staff termination payments made within one week from final date of employment | Number of complaints | None |
| Workplace Health and Safety | | | |
| 1 | All Safety Policies are relevant and adhere to legislative requirements | Frequency of review and updating of policies | Annual |
| 2 | State Cover Safety Audit is completed on time and overall result is improved upon | Results of Audit | 60% |
| 3 | Specific workers compensation injury trends are reported | Injuries are investigated and repeat injuries reported to Management | 95% |
| 4 | WH&S Management Plan which takes into account the Echelon risk report developed and action plan completed and reviewed every twelve months | Action plan is completed within nominated time frames and reported to Council | Yes |
| 5 | WH&S practices lead to a reduction in the number of injuries and claims | Annual reduction in workers compensation premium | Yes |
| 6 | WH & S issues are minimised within the Technical Services Department | Number of WH&S incidents per annum | <5 |
| Learning and Development | | | |
| 1 | Traineeships are offered to staff at a minimum level of Cert III | % of staff who possess minimum qualification requirements | 90% |
| 2 | Skills analysis are undertaken and Learning and Development plans are completed on an annual basis | Percentage of plans completed by February each year | 98% |
| 3 | Staff are provided with an adequate number of training hours including information on new legislation | Minimum number of training courses attended per staff member per annum | 1 |
| 4 | All Contractors are given the opportunity to attend training with other Council Staff at their own expense | Income received by Council for Contractor training. | Yes |
| 5 | Staff performance and competency review process are in place | Revenue and income targets are met as per the Operational Plan | Yes |
| 6 | Staff Performance and competency review processes are in place | Annual reviews of all staff conducted as required by the Award or senior staff contracts | 98% |
| 7 | Department Staff have appropriate skills to meet organisational needs | All Staff have individual training plans | Yes |

Technical Services

| | |
|---|-----------|
| Technical Services Management | 20 |
| Technical Services Management | |
| Design Services | 22 |
| Design Project Management | |
| Emergency Services management | |
| Survey Investigation and Design | |
| Asset Management | |
| NSW Fire Brigade | |
| Road Safety Officer | |
| Road Operations | 28 |
| Road Operations Management | |
| Regional Roads M&R | |
| Local Roads M&R | |
| Aerodromes | |
| Streets Rural | |
| Private Works | |
| Road Contracts & Private Works | 84 |
| Contracts Management (Includes Reseals) | |
| RMCC & Other Road Contracts | |
| Fleet Services | 38 |
| Fleet Service Management | |
| Plant and Equipment | |
| Workshops | |
| Urban Services | 42 |
| Urban Services Management | |
| Horticulture | |
| Street Cleaning | |
| Public Amenities | |
| Ovals | |
| Streets- Urban | |
| Public Swimming Pools | |

| | |
|---------------------------|-----------|
| Property and Risk | 53 |
| Property and Risk | |
| Cemetery Services | |
| Medical Facilities | |
| Public Halls | |

Technical Services – Technical Services Management

Directorate: Technical Services

Branch: Technical Services Management

Council's Technical Services management section is responsible for the effective management of the Technical Services Directorate, including management of asset design, emergency services, aerodromes, fleet, RMCC contracts, and the maintenance and operations of Council's road, water and sewer network. Technical Services Directorate is also responsible for the management of parks, gardens, swimming pools and town streets, and the delivery of over 90% of Council's capital program.



Directors are required to ensure due diligence whilst implementing Council's Workplace Health and Safety program and policies within the division supporting Managers and supervisors/staff. As a member of the senior executive team, MANEX, it is expected that leadership is provided to change management and there is proactive implementation of organisational development programs and initiatives. Essential to the division is the effective development and maintenance of strategic relationships with stakeholders, including all levels of local government, state and federal agencies, elected representatives and the community.

How much does this activity cost and how is it funded?

| Year | How much does this activity cost? | | | | How is it funded? | | |
|---------------|-----------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| 20/21 | - | (400,568) | - | (400,568) | - | - | (400,568) |
| 21/22 | - | (410,562) | - | (410,562) | - | - | (410,562) |
| 22/23 | - | (420,806) | - | (420,806) | - | - | (420,806) |
| 23/24 | - | (431,306) | - | (431,306) | - | - | (431,306) |
| Total: | - | (1,663,243) | - | (1,663,243) | - | - | (1,663,243) |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Management of Technical Services Division outcomes and workload | GF4 |
| Management of Technical Services Division staff and resources allocation | GF4 |
| Completion of the Technical Services Division capital program | PI3 |
| Provision of high level advice and assistance to the GM and Council | GF6 |
| Actively communicate/network with industry peers, associations and organisations | GF1 |
| Ensure all staff are aware of and implement WH&S Act requirements. | GF7 |
| Interpret, counsel and advise the GM and Council on applicable statutes, policies and engineering issues | GF6 |

| Outcome | CSP Link |
|--------------------------------------|----------|
| Key Projects | |
| Asset Management Improvement Project | GF5 |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|----|---|---|---------------|
| 1 | Technical Services completed capital projects within their timeline | % of capital projects completed to schedule | 85% |
| 2 | Technical Services capital and recurrent program is completed within budget | Total variance over/under budget | 10% |
| 3 | Asset Management Improvement Project is complete | Completion of project | Complete |

Technical Services – Design Services

Directorate: Technical Services

Branch: Design Services

The Design Services Branch is responsible for the following activities:

Design Services Management

Council's Design Project Management area is responsible for Engineering Project Management and design works for all assets constructed by Council. Tasks carried out by this area include on-site management, project management, and design and planning of engineering projects.



The Design Project Management area also manages the other activities in the Design Services Branch, including asset management, survey and design, emergency services, and the road safety officer. The Design Project management function is essential to Council in ensuring that design works carried out by Council are per Australian standards, safe, and cost effective.

Emergency Services Management

The Warrumbungle Shire Emergency Services Coordinator in partnership with the Local Emergency Management Committees (LEMC) and the Regional Emergency Management Officer (REMO) is responsible for:

Maintaining the Local Display and all associated contact lists;

Providing assistance to all Emergency Services organisations including VRA, SES, RFS and NSW Fire and Rescue;

Providing funding to SES (Dunedoo), VRA (Coolah, Coonabarabran and Mendooran) and NSW F&R (Coolah, Coonabarabran, and Dunedoo);

Assisting the LEMO in all Emergency Incidents;

Providing GIS Mapping for use by Emergency Service Agencies;

Maintaining the BRIMS database for Hazard Reduction requests and activities.



Survey Investigation and Design

Council's Survey Investigation and Design area is responsible for off site survey, investigation and project design for all Council constructed assets. This includes daily functions such as going to site to conduct field surveys, set-out works, and soil investigation.

Asset Management

The Asset Management area of Design Services, is responsible for all aspects of asset management, including ensuring asset information in the GIS system is up to date and accurate, conducting annual asset condition testing for all of Council's infrastructure assets, assessing and expanding on asset service levels, annual updating of the Asset Management Plan, ensuring new works are captured in GIS within one month of completion, developing and completing Council's critical assets register and Infrastructure Asset Risk Management policy, and assisting Finance in all asset accounting related queries.



NSW Fire Brigade

The Warrumbungle Shire Emergency Services Coordinator monitors the costs associated with the provision of services by the NSW Fire and Rescue Service, which is partly funded by Council. The NSW Fire and Rescue provide a town fire protection service to Coonabarabran, Coolah and Dunedoo.

Road Safety Officer

The objective of Council's Road Safety Program is to deliver evidence based projects to improve road user safety in local communities and to raise the profile of road safety within the shire. Council's Road Safety Officer (RSO) position is funded 50 per cent by Roads and Maritime Services (RMS) and is a permanent part-time position with Council.

The RSO is responsible for analysing local crash statistics, liaising with stakeholders, as well as the planning, developing, implementing and promoting of relevant road safety projects. Functions include; submitting project proposals for RMS funding through the Local Government Road Safety Projects (LGRSP) database, display of Council's 'speed advisory sign', reporting monthly to RMS and Council on road safety issues, completing projects allocated by Council such as the Pedestrian and Mobility Plan and Council's Safe Driving Policy, maintenance of Council's Road Safety Strategic Plan and quarterly budget reporting and attendance at Council's Traffic Committee meetings.



The RSO provides services directly to the public alone and in support of community programs like the Rotary's Youth Driving Awareness program. The RSO is required to cover all areas of the shire and at any time of the day and any day, including weekends. Services and programs may target all age groups; pedestrians, bicycle riders, learner drivers, young to older drivers, motorcycle riders and truck drivers. Current road safety priorities in the shire are speeding, fatigue, drink-driving, distraction, seatbelts and education of learner driver supervisors.

How much do these activities cost and how are they funded?

| Year | How much do these activities cost? | | | | How are they funded? | | |
|--|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Design Services Management | | | | | | | |
| 20/21 | - | (48,872) | - | (48,872) | - | - | (48,872) |
| 21/22 | - | (50,084) | - | (50,084) | - | - | (50,084) |
| 22/23 | - | (51,326) | - | (51,326) | - | - | (51,326) |
| 23/24 | - | (52,599) | - | (52,599) | - | - | (52,599) |
| Total: | - | (202,881) | - | (202,881) | - | - | (202,881) |
| Emergency Services Management | | | | | | | |
| 20/21 | - | (133,640) | - | (133,640) | - | - | (133,640) |
| 21/22 | - | (135,974) | - | (135,974) | - | - | (135,974) |
| 22/23 | - | (138,365) | - | (138,365) | - | - | (138,365) |
| 23/24 | - | (140,817) | - | (140,817) | - | - | (140,817) |
| Total: | - | (548,796) | - | (548,796) | - | - | (548,796) |
| Survey Investigation and Design | | | | | | | |
| 20/21 | - | (123,122) | (41,000) | (164,122) | - | - | (164,122) |
| 21/22 | - | (126,178) | (48,500) | (174,678) | - | - | (174,678) |
| 22/23 | - | (129,309) | (41,000) | (170,309) | - | - | (170,309) |
| 23/24 | - | (132,520) | (48,500) | (181,020) | - | - | (181,020) |
| Total: | - | (511,129) | (179,000) | (690,129) | - | - | (690,129) |
| Asset Management | | | | | | | |
| 20/21 | - | (129,822) | - | (129,822) | - | - | (129,822) |
| 21/22 | - | (133,068) | - | (133,068) | - | - | (133,068) |
| 22/23 | - | (136,394) | - | (136,394) | - | - | (136,394) |
| 23/24 | - | (139,804) | - | (139,804) | - | - | (139,804) |
| Total: | - | (539,088) | - | (539,088) | - | - | (539,088) |
| NSW Fire Brigade | | | | | | | |
| 20/21 | - | (55,000) | - | (55,000) | - | - | (55,000) |
| 21/22 | - | (55,000) | - | (55,000) | - | - | (55,000) |
| 22/23 | - | (55,000) | - | (55,000) | - | - | (55,000) |
| 23/24 | - | (55,000) | - | (55,000) | - | - | (55,000) |
| Total: | - | (220,000) | - | (220,000) | - | - | (220,000) |
| Road Safety Officer | | | | | | | |
| 20/21 | 111,722 | (175,290) | - | (63,568) | - | - | (63,568) |
| 21/22 | 114,515 | (179,664) | - | (65,149) | - | - | (65,149) |
| 22/23 | 117,378 | (184,148) | - | (66,770) | - | - | (66,770) |
| 23/24 | 120,312 | (188,744) | - | (68,431) | - | - | (68,431) |
| Total: | 463,927 | (727,846) | - | (263,919) | - | - | (263,919) |

What will we achieve with this money?

| Outcome | CSP Link |
|---|----------|
| Ongoing Operations | |
| Design Services Management | |
| Management of the Design Services branch | GF5 |
| Project management of all survey and design work | GF5 |
| Responsibility for WH&S issues within the Design Services branch | GF7 |
| Emergency Services Management | |
| Maintain the LEMC DISPLAN and Contact List | PI2.2 |
| Maintain the Bushfire Evacuation Plans | CC4 |
| Support the activities of the LEMC and all Training Exercises | PI2.2 |
| Support the LEOCON and LEMO in any Emergency Incident | PI2.2 |
| Support all Emergency agencies with mapping capability | PI2.2 |
| Maintain the financial support from Council to the VRA, SES, and NSW F&R agencies | PI2.2 |
| Support the RFS in acquiring shire land for brigade sheds. | PI2 |
| Hazard Reduction planning through the Bushfire Risk Management Committee | NE3 |

| Outcome | CSP Link |
|--|----------|
| Survey Investigation and Design | |
| Completion of site surveys | GF5 |
| Completion of designs | GF5 |
| Completion of set-out works | GF5 |
| Asset Management | |
| Completion of yearly condition rating of all Council infrastructure assets | PI5 |
| Ensuring new additions are captured in Council's GIS and asset databases | PI5 |
| Developing and monitoring Council's asset service levels | PI5.1 |
| Annual review and update of Council's Asset Management Plan | PI5.1 |
| Development of unit prices for various Council asset maintenance and construction activities | GF8 |
| Development of whole of lifecycle costing and CB analysis for capital expenditure projects | GF5 |
| NSW Fire Brigade | |
| Council compiles with the Department of Local Government Act with the payment of Funds to the RFS, SES and NSW F&R | PI2 |
| Road Safety Officer | |
| Completion of the approved road safety programs (100% RMS funding) | GF4 |
| Effectively displaying Council's speed advisory sign | GF2 |
| Identifying, submitting and developing road safety programs | GF4 |
| Attending quarterly RSO meetings with RMS | GF4 |
| Completion of a monthly report to RMS and Council | GF5 |
| Raising the local profile of road safety issues and encouraging their inclusion in relevant Council plans | GF5 |
| Ensuring completion of projects in the Action Plan is consistent with Government priorities | GF5 |
| Completion of allocated Council projects | GF5 |

| | |
|---|-----|
| Key Projects | |
| Asset Management | |
| Development of a critical assets register and Infrastructure Asset Risk Management policy | PI5 |
| Asset Management Improvement Project | PI5 |
| Asset Inventory Stocktake Project | PI5 |
| Segmentation of Local Roads Project | PI5 |
| Road Safety Officer | |
| Graduated Licence Scheme (Separate 100% RMS funding) | GF4 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|--|---------------|---------------|---------------|---------------|----------|
| Survey Investigation and Design | | | | | |
| Design Projects Survey Equip-upgrades | 16,000 | 16,000 | 16,000 | 16,000 | PI5 |
| Laptop Computer & Traffic Counter | - | 7,500 | - | 7,500 | PI5 |
| Intra-maps & Arc GIS - Software | 25,000 | 25,000 | 25,000 | 25,000 | PI5 |
| Total: | 41,000 | 48,500 | 41,000 | 48,500 | |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|--|---|--|---------------|
| Design Services Management | | | |
| 1 | Designs and plans for capital works are complete ahead of construction scheduling | % design work complete within two months of project commencement | 90% |
| 2 | Completion of site surveys and designs are accurate | % Design that meet specifications | 95% |
| Survey Investigation and Design | | | |
| 1 | Designs and plans for capital works are complete ahead of construction scheduling | % design work complete within two months of project commencement | 90% |
| 2 | Completion of site surveys and designs are accurate | % Design that meet specifications | 95% |
| Asset Management | | | |
| 1 | Council is aware of the condition rating of all infrastructure assets under its control | Frequency of asset condition rating surveys | 5 yearly |
| 2 | Council's AMP is up to date and relevant | Frequency of review and updating of Asset Management Plan | 4 yearly |
| Road Safety Officer | | | |
| 1 | Approved Road Safety programs are completed | Programs completed on time | Yes |
| 2 | Council's Speed Advisory Sign trailer is effectively displayed | Number of days per quarter Speed Advisory Sign trailer is displayed | 40 |
| 3 | Meet the Road Safety Officer Program Guidelines | Funding objections of RSO funding are met | 4 / 12 |
| 4 | Local road safety issues are actively promoted | Number of road safety press releases in local newspapers per annum | 8 |
| 5 | Road toll is reduced as a result of RSO work | Trend in count in fatalities and injuries compared to previous years | Reduction |
| Emergency Services Management | | | |
| 1 | Emergency Services support is provided per state best practice via LEMC and LEMO | No-one dies in a fire/flood | 99% |
| 2 | Effective support is provided to the LEMC and LEMO | Meetings are well attended | 80% |
| 3 | Mapping is provided as required to the LEMC and EOC in a timely manner | Number of complaints from LEMC and EOC | None |
| 4 | Hazard Reduction guidelines suggested by the RFS are actively complied with | RFS or the public with regards to Hazard Reduction | None |

Technical Services – Road Operations



Directorate: Technical Services **Branch:** Road Operations

The Road Operations Branch is responsible for the following activities:

Road Operations Management

Road Operations Management is responsible for the administration and management of all activities within the Road Operations branch, including all works on Regional Roads, Local Roads, and village streets. The branch is also responsible for Council controlled aerodromes and Council's private works function. The Road Operations branch is the largest branch in Council in terms of number of staff and budget allocation.

Regional Roads Maintenance and Repair

Council's Regional Roads M&R activity involves the undertaking of maintenance and construction works to ensure safety and reliability on the Regional Road network. This includes light and heavy patching, bridge maintenance, line marking, work on corridor assets such as signs, culverts, and drainage as well as Regional Road associated capital projects. Council is currently responsible for the maintenance of 385km of Regional Roads including:

Quirindi -Quambone Road (MR129 – 132km);
Gwabegar Road (MR329 – 36km);
Warrumbungle Way (MR396 – 55km);
Timor Road (MR4053 – 23km);
Black Stump Way (MR55 – 89km);
Cassilis Road (MR618 – 21km); and
Forest Road (MR7519 – 15km).

Regional Roads comprise the secondary road network and provide the main links between the various towns of the shire. Council is the government entity responsible for the maintenance and management of all Regional Roads within Warrumbungle Shire, although Council does receive block grants and REPAIR grants from RMS to fund the maintenance/capital works on these roads.

Local Roads Maintenance and Repair

Council's Local Roads M&R activity involves the undertaking of maintenance and construction works to ensure safety and reliability on the Local Road network. Council is currently responsible for approximately 470km of sealed and 1,670km of unsealed roads on the rural Local Road network. There is also a further 128km (approximately) worth of urban streets which are managed by the Urban Services branch. Local Roads generally feature lower traffic volumes and provide a lower service level than Regional Roads. Council is currently in the process of segmenting Local Roads for asset





management purposes and confirming the completeness of the current road inventory. Activities on sealed sections of the local network are per works on the Regional Road network, while works on unsealed roads include grading, gravel re-sheeting, and the repair and maintenance of culverts, signs and other corridor assets. Works on Local Roads are funded by the local roads portion of the FAGs grants, roads to recovery monies from the Federal Government and funds from Council's general fund. Expenditure on Local Roads represents the single largest source of Council expenditure.

Aerodromes

Council's Aerodromes activity is responsible for the maintenance and operations of Council's three aerodromes, including the Coonabarabran Aerodrome, Coolah Aerodrome and Baradine Aerodrome. The Coonabarabran aerodrome has a sealed runway and is currently used for aeroclub, Royal Flying Doctor Service (RFDS), Emergency Services, mail runs and general public usage, while the Coolah and Baradine aerodromes both have unsealed runways and are used mainly for emergency services and public landings.

Village Streets

Council's Village Streets activity is responsible for maintaining and enhancing village streets within the following villages: Bugaldie, Cobbora, Craboon, Kenebri, Leadville, Merrygoen, Neilrex, Purlewaugh, Uarbry, Ulamambri and Weetaliba. Maintenance items associated with the Village Streets activity include the maintenance of village streets, and costs associated with the provision of street lighting. The maintenance and enhancement of streets in the six (6) towns of the shire falls under the Urban Streets activity in Urban Services.

Private Works

Council's Private Works activity is responsible for the provision of road and other civil construction related private works to residents of the shire as well as businesses such as Cobbora Holdings. Council is in a unique position to provide high quality civil construction works to local residents/businesses, and aims to increase the quantum of such works provided to meet the needs of the community and local businesses.

How much do these activities cost and how are they funded?

| Year | How much do these activities cost? | | | | How are they funded? | | |
|--|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Road Operations Management | | | | | | | |
| 20/21 | 116,873 | (316,190) | - | (199,317) | - | - | (199,317) |
| 21/22 | 119,795 | (323,845) | - | (204,050) | - | - | (204,050) |
| 22/23 | 122,790 | (331,691) | - | (208,901) | - | - | (208,901) |
| 23/24 | 125,859 | (339,733) | - | (213,874) | - | - | (213,874) |
| Total: | 485,317 | (1,311,459) | - | (826,142) | - | - | (826,142) |
| Regional Roads Maintenance and Repair | | | | | | | |
| 20/21 | 3,579,000 | (1,593,700) | (1,985,300) | - | (60,867) | (60,867) | 121,734 |
| 21/22 | 3,549,708 | (1,630,708) | (1,919,000) | - | (63,388) | (63,388) | 126,776 |
| 22/23 | 3,587,621 | (1,668,621) | (1,919,000) | - | (65,992) | (65,992) | 131,983 |
| 23/24 | 3,626,421 | (1,707,422) | (1,919,000) | - | (68,720) | (68,721) | 137,441 |
| Total: | 14,342,750 | (6,600,450) | (7,742,300) | - | (258,967) | (258,967) | 517,934 |
| Local Roads Maintenance and Repair | | | | | | | |
| 20/21 | 1,352,803 | (2,387,492) | (1,436,000) | (2,470,689) | (583,732) | - | (1,886,957) |
| 21/22 | 1,364,599 | (2,417,343) | (2,480,000) | (3,532,744) | (611,250) | - | (2,921,494) |
| 22/23 | 1,376,477 | (2,448,222) | (1,682,100) | (2,753,845) | (486,791) | - | (2,267,054) |
| 23/24 | 1,388,238 | (2,492,568) | (1,680,000) | (2,784,331) | (350,336) | - | (2,433,995) |
| Total: | 5,482,116 | (9,745,626) | (7,278,100) | (11,541,609) | (2,032,109) | - | (9,509,500) |
| Aerodromes | | | | | | | |
| 20/21 | 6,000 | (133,013) | (35,000) | (162,013) | - | - | (162,013) |
| 21/22 | 6,150 | (136,338) | - | (130,188) | - | - | (130,188) |
| 22/23 | 6,304 | (139,747) | - | (133,443) | - | - | (133,443) |
| 23/24 | 6,461 | (143,240) | - | (136,779) | - | - | (136,779) |
| Total: | 24,915 | (552,339) | (35,000) | (562,423) | - | - | (562,423) |
| Private Works | | | | | | | |
| 20/21 | 65,500 | (65,500) | - | - | - | - | - |
| 21/22 | 67,138 | (67,138) | - | - | - | - | - |
| 22/23 | 68,816 | (68,816) | - | - | - | - | - |
| 23/24 | 70,536 | (70,536) | - | - | - | - | - |
| Total: | 271,990 | (271,990) | - | - | - | - | - |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Road Operations Management | |
| Management of the Road Operations branch | PI3 |
| Responsibility for WH&S issues within the Road Operations branch | GF8 |
| Completion of the Road Operations capital program | PI3 |
| Regional Roads Maintenance and Repair | |
| Roads maintenance, including patching, line marking, culvert maintenance, signs etc. | PI3 |
| Bridge, major culvert and causeway maintenance | PI3 |
| Maintenance of shoulders, vegetation in the road reserve drainage etc. | PI3 |
| Slashing of road reserves | PI3 |
| Regional Road related capital expansion and renewal projects (excluding reseals) | PI3 |
| Local Roads Maintenance and Repair | |
| Maintenance of sealed Local Roads, including patching, culvert maintenance, signs etc. | PI3 |
| Grading of unsealed roads | PI3 |
| Bridge, major culvert and causeway maintenance | PI3 |
| Maintenance of shoulders, vegetation in the road reserve drainage etc. on local roads | PI3 |
| Slashing of road reserves | PI3 |
| Local Road related capital expansion and renewal projects (excluding reseals) | PI3 |
| Aerodromes | |
| Maintenance and operations of the Coonabarabran, Coolah and Baradine aerodromes | PI3 |
| Village Streets | |
| Maintenance and enhancement of village streets in Bugaldie, Cobborah, Craboon, Kenebri, Leadville, Merrygoen, Neilrex, Purlawaugh, Uarbry, Ulamambri and Weetaliba | RU4 |
| Provision of street lighting in villages | RU4 |
| Private Works | |
| Completion of private works for residents and businesses within the shire | LE4 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|---|---------|---------|---------|---------|----------|
| Local Roads | | | | | |
| Bugaldie Goorianawa Rd - Rural Road Reseals | 153,000 | | | | PI3 |
| Cobborah Rd - Rural Road Reseals | 18,000 | | | | PI3 |
| Coolah Crk Rd - Rural Road Reseals | 98,000 | | | | PI3 |
| Spring Ridge Rd - Rural Road Reseals | 177,000 | | | | PI3 |
| Neilrex Rd - Rural Road Reseals | | 52,000 | | | PI3 |
| Piambra Rd - Rural Road Reseals | | 93,500 | | | PI3 |
| Tongy Lane - Rural Road Reseals | | 132,000 | | | PI3 |
| Tucklan Rd - Rural Road Reseals | | 172,500 | | | PI3 |
| Moorefield Rd - Rural Road Reseals | | | 32,500 | | PI3 |
| Gamble Ck Rd - Rural Road Reseals | | | 80,100 | | PI3 |
| Merrygoen Rd - Rural Road Reseals | | | 134,300 | | PI3 |
| Premier Tambar Springs Rd - Rural Road Reseals | | | 85,600 | | PI3 |
| Rotherwood Rd - Rural Road Reseals | | | 119,600 | | PI3 |
| Reseal program - Rural Road Reseals | | | | 450,000 | PI3 |
| Baradine Goorianawa Rd - Rural Road Bridges & Causeways | 80,000 | | | | PI3 |
| Cobborah Rd - Rural Road Bridges & Causeways | 80,000 | | | | PI3 |
| Bugaldie Goorianawa Rd - Rural Road Bridges & Causeways | 80,000 | | | | PI3 |
| Cobborah Rd - Rural Road Bridges & Causeways | | 80,000 | | | PI3 |
| Rotherwood Rd - Rural Road Bridges & Causeways | | | 80,000 | | PI3 |
| Napier Ln - Rural Road Bridges & Causeways | | | | 80,000 | PI3 |
| Piambra Rd - Rural Road Pavements | | 200,000 | | | PI3 |
| Tucklan Rd - Rural Road Pavements | | 400,000 | | | PI3 |
| Indians Ln - Rural Road Pavements | | 100,000 | | | PI3 |
| Cobborah Rd - Rural Road Pavements | | 200,000 | | | PI3 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|---|------------------|------------------|------------------|------------------|-----------------|
| Tongy Ln - Rural Road Pavements | | 300,000 | | | PI3 |
| Pavement Rehabilitation - Rural Road Pavements | | | 400,000 | 400,000 | PI3 |
| Gravel Resheeting Program - Rural Roads Gravel Resheeting | 750,000 | 750,000 | 750,000 | 750,000 | PI3 |
| Total: | 1,436,000 | 2,480,000 | 1,682,100 | 1,680,000 | |
| Regional Roads | | | | | |
| Regional Roads Reseals | 650,000 | 650,000 | 650,000 | 650,000 | PI3 |
| Billy Kings Creek 2 Bridges | 366,300 | - | | | PI3 |
| Shoulder widening MR396 (Warrumbungles Way) - Pavement Rehabilitation | 169,000 | | | | PI3 |
| Shoulder widening MR618 (Vinegaroy Rd) - Pavement Rehabilitation | | 169,000 | 169,000 | 169,000 | PI3 |
| Pavement Rehab MR55 (Black Stump Way) - Pavement Rehabilitation | 800,000 | 800,000 | 800,000 | | PI3 |
| Pavement Rehab MR129 (Baradine Rd) - Pavement Rehabilitation | | | | 800,000 | PI3 |
| Pavement Widening - Black Spot Projects | - | 300,000 | 300,000 | 300,000 | PI3 |
| Total: | 1,985,300 | 1,919,000 | 1,919,000 | 1,919,000 | |
| Aerodromes | | | | | PI3 |
| Coolah aerodrome - replacement of runway lights | 35,000 | - | - | - | PI3 |
| Aerodromes Total | 35,000 | - | - | - | |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|--|---|---|--|
| Regional Roads Maintenance and Repair | | | |
| 1 | Condition rating for the shire's Regional Road network (pavement) meets standard | % of road pavement assets where asset condition rating >= average | 90% |
| 2 | Condition rating for the shire's regional bridge and major culvert network meets standard | % of bridge/major culvert asset condition rating >= average | 90% |
| 3 | Emergency assistance calls on Regional Roads are addressed in a timely manner | Time for assistance from callouts | < 6hrs |
| 4 | Regional Roads are generally accessible all year round | Number of closures per year | < 5 |
| 5 | Roads within the network are inspected on a regular basis and inspection reports are used to inform the maintenance and repair schedule | Number of inspections per year per road | 4 |
| 6 | Pot hole patching is carried out on a regular basis | Pot hole repair undertaken within no of days from notification | < 7 |
| 7 | Slashing of roadsides is carried out on a regular basis | Roadside slashing carried out annually subject to seasonal conditions | < 5 |
| 8 | Road drainage systems working satisfactorily | Annual number of incidents of pavement damage or road closure due to lack of maintenance on drainage systems | < 5 |
| Local Roads Maintenance and Repair | | | |
| 1 | Condition rating for the shire's unsealed Local Roads meets standard | % of road pavement assets where asset condition rating >= average | 90% |
| 2 | Local bridge and major culvert network meets standard | % of bridge/major culvert asset condition rating >= average | 90% |
| 3 | Sealed Local Roads (pavement) meets standard | % of road pavement assets where asset condition rating >= average | 90% |
| 4 | Un-sealed roads are well maintained through grading being carried out with sufficient frequency | Frequency of grading (per year) by road category (cat) Total Length Category 1 Roads = 549km Total Length Category 2 Roads = 569km Total Length Category 3 Roads = 419km | C1= Once every 15 months C2= Once every 3 years C3= Once every 5 Years |
| 5 | Un-sealed roads are well maintained through re-sheeting being carried out with sufficient frequency | Time between re-sheeting by road category | Cat 1 =12 Cat 2 =15 Cat 3 =20 |
| 6 | Pot hole patching is carried out on a regular basis | Pot hole repair undertaken within no of day from notification | < 7 |
| 7 | Roads within the network are inspected on a regular basis and inspection reports are used to inform the maintenance and repair schedule | Number of inspections per year (including condition rating) per road | 4 |

| No | Service Level | Service Level Indicator | Service Level |
|-------------------|--|--|---------------|
| 8 | Slashing of roadsides is carried out on a regular basis | Annual program subject to seasonal conditions | < 5 |
| 9 | Road drainage systems working satisfactorily | Annual number of incidents of pavement damage or road closure due to lack of maintenance on drainage systems | < 5 |
| 10 | Emergency assistance calls on Local Roads are addressed in a timely manner | Time for assistance from callouts | < 6hrs |
| Aerodromes | | | |
| 1 | Aerodrome runways are maintained with sufficient regularity | Number of incidents related to aerodrome runways per year | None |
| 2 | Aerodromes are available for use | Number of days per year where an aerodrome is unavailable for use | < 5 |
| 3 | Aerodromes meet safety and legislative requirements | Time taken for completion of action items from Civil Aviation Safety Authority Audit and Obstacle Limitation Surveys | 1 month |

Technical Services – Road Contracts and Private Works



Directorate: Technical Services
Branch: Road Contracts and Private Works

The Road Contracts Management Branch is responsible for the following activities:

RMCC and Other Road Contracts

Council under contract with the RMS undertakes works on the State Road network on behalf of RMS. The scope of works carried out by Council includes general maintenance work, incident response work,

reseals, heavy patching and work orders for construction/major re-construction work on the State Road network. State Roads are the major arterial roads that traverse through the shire, and include the Newell Highway, the Oxley Highway, the Golden Highway, the Castlereagh Highway and Main Road 334. Council is funded for this work by RMS.

Reseals

The Reseals activity involves the resealing of Council controlled Regional and Local Roads. Council also reseals State Roads however this is captured under RMCC contracts above as Council is not responsible for the State Road network. The resealing of Regional Roads is funded from RMS Block Grants, while the resealing of Local Roads (including town streets) is funded by the roads portion of the FAGs grants as well as Council's own source funds.

How much do these activities cost and how are they funded?

| Year | How much do these activities cost? | | | | How are they funded? | | |
|--------------------------------------|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|----------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| RMCC And Other Road Contracts | | | | | | | |
| 20/21 | 1,000,000 | (950,000) | - | 50,000 | - | - | 50,000 |
| 21/22 | 1,025,000 | (973,750) | - | 51,250 | - | - | 51,250 |
| 22/23 | 1,050,625 | (998,094) | - | 52,531 | - | - | 52,531 |
| 23/24 | 1,076,891 | (1,023,046) | - | 53,845 | - | - | 53,845 |
| Total: | 4,152,516 | (3,944,890) | - | 207,626 | - | - | 207,626 |

What will we achieve with this money?

| Outcome | CSP Link |
|---|----------|
| Ongoing Operations | |
| Road Contracts Management | |
| Management of RMCC and other road contracts | PI3 |
| Management of the reseals program | PI3 |
| RMCC and Other Road Contracts | |
| Completion of maintenance and incident response work for RMS on the State Road network | PI3 |
| Completion of RMCC work orders for construction/major rehabilitation work for RMS on the State Road network | PI3 |
| Reseals | |
| Resealing of Regional Roads | PI3 |
| Resealing of rural Local Roads | PI3 |
| Resealing of town streets | PI3 |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|----------------|---|--|---------------|
| Reseals | | | |
| 1 | Condition rating seals on Regional and Local Roads (including town streets) meet standard | % of road seal asset condition rating \geq average | 60% |
| 2 | Road seals on Regional Roads are renewed with sufficient frequency | Time between reseals | 20 years |
| 3 | Road seals on Rural Local Roads are renewed with sufficient frequency | Time between reseals | 20 years |
| 4 | Road seals town streets are renewed with sufficient frequency | Time between reseals | 20 years |

Technical Services – Fleet Services

Directorate: Technical Services

Branch: Fleet Services

The Fleet Services Branch is responsible for the following activities:

Fleet Services Management

Council's Fleet Services Management area is responsible for the provision of plant and equipment that meets operational requirements of the organisation in accordance with budget constraints, and supports effective WH&S and risk management to ensure safe plant and equipment for all staff and the public. Fleet Services Management is also responsible for maintaining an effective communication system.



Plant and Equipment

The Plant and Equipment activity is responsible for the maintenance and repair of Council fleet equipment including ensuring that plant and equipment downtime is minimised and plant and equipment is safe and reliable to use, ensuring maintenance and repair of equipment is completed in a timely manner and carried out as per manufactures specifications, as well as maintaining an effective communication system for Council's vehicles and offices.

Workshops

The Workshops activity provides modern workshop facilities to enable efficient repair of Council's plant and equipment with little downtime.

How much do these activities cost and how are they funded?

| Year | How much do these activities cost? | | | | How are they funded? | | |
|----------------------------------|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|--------------------|--------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Fleet Services Management | | | | | | | |
| 20/21 | 60,000 | (358,803) | - | (298,803) | - | (298,803) | - |
| 21/22 | 61,500 | (367,748) | - | (306,248) | - | (306,248) | - |
| 22/23 | 63,038 | (376,917) | - | (313,879) | - | (313,879) | - |
| 23/24 | 64,613 | (386,315) | - | (321,701) | - | (321,701) | - |
| Total: | 249,151 | (1,489,783) | - | (1,240,632) | - | (1,240,632) | - |
| Plant and Equipment | | | | | | | |
| 20/21 | 6,286,000 | (2,457,272) | (2,415,000) | 1,413,728 | - | 1,413,728 | - |
| 21/22 | 6,370,150 | (2,514,874) | (2,465,000) | 1,390,276 | - | 1,390,276 | - |
| 22/23 | 6,455,609 | (2,574,077) | (1,135,000) | 2,746,532 | - | 2,746,532 | - |
| 23/24 | 6,542,397 | (2,634,935) | (1,475,000) | 2,432,462 | - | 2,432,462 | - |
| Total: | 25,654,156 | (10,181,158) | (7,490,000) | 7,982,998 | - | 7,982,998 | - |
| Depots | | | | | | | |
| 20/21 | - | (165,848) | - | (165,848) | - | (165,848) | - |
| 21/22 | - | (169,804) | - | (169,804) | - | (169,804) | - |
| 22/23 | - | (173,857) | - | (173,857) | - | (173,857) | - |
| 23/24 | - | (178,008) | - | (178,008) | - | (178,008) | - |
| Total: | - | (687,517) | - | (687,517) | - | (687,517) | - |
| Workshops | | | | | | | |
| 20/21 | - | (60,739) | - | (60,739) | - | (60,739) | - |
| 21/22 | - | (62,232) | - | (62,232) | - | (62,232) | - |
| 22/23 | - | (63,763) | - | (63,763) | - | (63,763) | - |
| 23/24 | - | (65,332) | - | (65,332) | - | (65,332) | - |
| Total: | - | (252,067) | - | (252,067) | - | (252,067) | - |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Fleet Services Management | |
| Maintenance and replacement of Council's plant fleet within budget | GF8 |
| Generation of revenue from hire to internal and external groups | GF5 |
| Review of Fleet requirements with appropriate manager | GF8 |
| Review of Council's ten year replacement program | GF7 |
| Ensuring communications between Council's fleet and offices | P14 |
| Review of existing and new models for fleet operational cost efficiencies. | GF6 |
| Plant and Equipment | |
| Completion of maintenance and repairs of plant and equipment in a timely manner | GF5 |
| Maintenance of an effective radio network to allow communications between Council's offices and vehicles | P14 |
| Provision of an additional radio repeater at Mendooran | P14 |
| Investigation of fleet initiatives to reduce green house gas emission | GF5 |
| Completion of fleet registrations in September | GF5 |
| Ensuring plant and equipment is safe and reliable for use | GF5 |
| Workshops | |
| Completion of scheduled maintenance within a timeframe that will both minimise disruption to works and ensure plant and equipment is serviced within intervals specified by manufactures | GF5 |
| Provision of servicing within 20 hours or 500 kms of manufacturers specifications | GF5 |
| Key Projects | |
| Plant and Equipment | |
| Upgrade to radio communications network | P14 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|---|------------------|------------------|------------------|------------------|----------|
| Minor Plant Purchases | 20,000 | 20,000 | 20,000 | 20,000 | GF6 |
| Plant & Equipment Purchases | 2,345,000 | 2,345,000 | 1,065,000 | 1,405,000 | GF6 |
| Workshop equip renewal | 20,000 | 20,000 | 20,000 | 20,000 | GF6 |
| Oil Water Separator Coolah Depot fuel bowsers | | 50,000 | | | GF6 |
| Depot Improvements – WH&S | 30,000 | 30,000 | 30,000 | 30,000 | GF6 |
| Total: | 2,415,000 | 2,465,000 | 1,135,000 | 1,475,000 | |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|----------------------------------|--|--|-------------------|
| Fleet Services Management | | | |
| 1 | Minimal Fleet downtime | % of time where fleet equipment is available for use | 90 % |
| 2 | Maintenance and replacement of Council's plant fleet is achieved within budget | Budget variance | Less than +/- 10% |
| Plant and Equipment | | | |
| 1 | All maintenance and repairs of plant and equipment are completed in a timely manner | Plant downtime | < 7.5% |
| 2 | Plant and equipment is safe and reliable for use | % of items on prestart checklist that are complete | 90% |
| 3 | Greenhouse gas emissions are reduced | % of reduction in annual greenhouse gas emissions | 2.5% |
| 4 | Fleet registrations are completed in September | All plant and equipment is registered | Yes |
| 5 | All plant and equipment maintenance and repairs are recorded | All maintenance and repairs recorded in Ausfleet | Yes |
| Workshops | | | |
| 1 | All scheduled maintenance is completed within a timeframe that will both minimise disruption to works and ensure plant and equipment is serviced within intervals specified by manufactures. | Services logs in AusFleet and user feedback % complete | 95 % |
| 2 | Servicing within 20 hours or 500 kms of manufacturers specifications | % of times where servicing is within specifications | 90 % |

Technical Services – Urban Services

Directorate: Technical Services

Branch: Urban Services

Council's Urban Services branch is responsible for the following activities:

Urban Services Management

Urban Services Management is responsible for the administration and management of all activities within the Urban Services Branch. Council also supports a number of local community organisations which provide on a volunteer basis, the upkeep and cleaning of a number of horticultural and public amenities facilities. These include the Binnaway and Baradine Progress Associations.



Horticulture

Horticultural activities within the 6 towns are the responsibility of Urban Services Branch. These activities include maintenance and upkeep of parks and reserves controlled by Council throughout the shire. This includes ensuring that parks and reserves are neat and tidy at all times, and planned maintenance such as cleaning, mowing and other general maintenance is carried out in a timely fashion.

Urban Services is also responsible for keeping trees in a healthy, safe and tidy condition by monitoring health of trees in each town, and carrying out pruning, lopping and removal as required. This activity also includes grass cutting within town streets. Parks under Council's control include:

Baradine – Lions Park;

Binnaway – Len Guy Park;

Coonabarabran – Neilson Park, Masters Park, Timor Rock Reserve, Nandi Park and David Bell Park;

Coolah – McMaster Park, Black Stump Rest Area, Jorrock Park, Brownie Park, Swanston Park;

Dunedoo –Milling Park;

Mendooran – Mendooran Park and Mendooran Campsite Ground;

Leadville – Norman Horne Park.

Street Cleaning

Street cleaning activities ensure that all town streets and gutters are kept in a clean and tidy state. This also includes car parks.

Ovals and Other Sporting Facilities

Council provides and maintains safe and attractive sporting grounds and other sport and recreational facilities for all users. The maintenance of these facilities is the responsibility of the Urban Services department. Ovals and sporting facilities under Council control include:

Baradine - Baradine Oval;

Binnaway - Binnaway Oval, Binnaway Tennis Courts and Binnaway Showground;

Coonabarabran – Coonabarabran Ovals, Netball, and Tennis and Basketball Courts;

Coolah – Bowen Oval;

Dunedoo – Robertson Oval;

Mendooran – Mendooran Sports Ground and Tennis Courts;

Merrygoen – Merrygoen Tennis Courts.

Public Amenities

Council maintains and operates public amenities (toilets) within parks, rest areas and other locations across all of the six (6) towns in the shire. Council carries out maintenance adheres to a regular cleaning schedule for all amenities which ensures residents and visitors have access to clean and tidy amenities.

Town Streets

Urban Services is responsible for maintaining and enhancing town streets within the towns of Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo and Mendooran. Activities include maintenance of town street pavements, signage, drainage, footpaths, and also covers costs associated with the provision of street lighting.

This activity also includes all capital works planned and undertaken within the 6 towns. This includes the rehabilitation and extension of footpaths, kerbs and gutters, as well as road pavement rehabilitation, heavy and light patching, and line marking, etc. The maintenance and enhancement of streets in smaller villages falls under the Village Streets activity in Road Operations.



Public Swimming Pools

Council provides public swimming facilities in all six towns within the Shire. The management, operation and maintenance of these six pools are the responsibility of Urban Services. These pools are opened from October to March and provide venues for a wide range of recreational and sporting activities.

How much do these activities cost and how are they funded?

| Year | How much do these activities cost? | | | | How are they funded? | | |
|--|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Urban Services Management | | | | | | | |
| 20/21 | 6,900 | (215,612) | - | (208,712) | - | - | (208,712) |
| 21/22 | 7,073 | (220,802) | - | (213,730) | - | - | (213,730) |
| 22/23 | 7,249 | (226,122) | - | (218,873) | - | - | (218,873) |
| 23/24 | 7,431 | (231,575) | - | (224,145) | - | - | (224,145) |
| Total: | 28,652 | (894,112) | - | (865,460) | - | - | (865,460) |
| Horticulture | | | | | | | |
| 20/21 | - | (589,486) | (110,000) | (699,486) | - | - | (699,486) |
| 21/22 | - | (603,866) | (40,000) | (643,866) | - | - | (643,866) |
| 22/23 | - | (618,600) | (10,000) | (628,600) | - | - | (628,600) |
| 23/24 | - | (633,697) | (10,000) | (643,697) | - | - | (643,697) |
| Total: | - | (2,445,649) | (170,000) | (2,615,649) | - | - | (2,615,649) |
| Street Cleaning | | | | | | | |
| 20/21 | - | (289,500) | - | (289,500) | - | - | (289,500) |
| 21/22 | - | (296,738) | - | (296,738) | - | - | (296,738) |
| 22/23 | - | (304,156) | - | (304,156) | - | - | (304,156) |
| 23/24 | - | (311,760) | - | (311,760) | - | - | (311,760) |
| Total: | - | (1,202,153) | - | (1,202,153) | - | - | (1,202,153) |
| Ovals and Other Sporting Facilities | | | | | | | |
| 20/21 | 20,000 | (403,133) | (71,000) | (454,133) | - | - | (454,133) |
| 21/22 | 20,500 | (413,096) | (245,000) | (637,596) | - | - | (637,596) |
| 22/23 | 21,013 | (423,307) | (380,000) | (782,295) | - | - | (782,295) |
| 23/24 | 21,538 | (433,772) | (180,000) | (592,234) | - | - | (592,234) |
| Total: | 83,050 | (1,673,308) | (876,000) | (2,466,258) | - | - | (2,466,258) |
| Public Amenities | | | | | | | |
| 20/21 | - | (291,107) | - | (291,107) | - | - | (291,107) |
| 21/22 | - | (298,385) | - | (298,385) | - | - | (298,385) |
| 22/23 | - | (305,844) | - | (305,844) | - | - | (305,844) |
| 23/24 | - | (313,490) | - | (313,490) | - | - | (313,490) |
| Total: | - | (1,208,826) | - | (1,208,826) | - | - | (1,208,826) |

| Year | How much do these activities cost? | | | | How are they funded? | | |
|-----------------------|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Town Streets | | | | | | | |
| 20/21 | 35,000 | (593,023) | (771,600) | (1,329,623) | - | - | (1,329,623) |
| 21/22 | 35,875 | (607,849) | (636,600) | (1,208,574) | - | - | (1,208,574) |
| 22/23 | 36,772 | (623,046) | (610,200) | (1,196,474) | - | - | (1,196,474) |
| 23/24 | 37,691 | (638,623) | (552,200) | (1,153,132) | - | - | (1,153,132) |
| Total: | 145,338 | (2,462,541) | (2,570,600) | (4,887,803) | - | - | (4,887,803) |
| Swimming Pools | | | | | | | |
| 20/21 | 120,000 | (706,820) | (220,000) | (806,820) | - | - | (806,820) |
| 21/22 | 123,000 | (723,981) | (400,000) | (1,000,981) | - | - | (1,000,981) |
| 22/23 | 126,075 | (741,563) | (452,000) | (1,067,488) | - | - | (1,067,488) |
| 23/24 | 129,227 | (759,577) | (215,000) | (845,350) | - | - | (845,350) |
| Total: | 498,302 | (2,931,940) | (1,287,000) | (3,720,638) | - | - | (3,720,638) |

What will we achieve with this money?

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|---|----------------|----------------|----------------|----------------|----------|
| Horticulture | | | | | |
| Binnaway Progress Association - main street gardens - Parks & Gardens | 5,000 | 5,000 | 5,000 | 5,000 | RU4 |
| Baradine Progress Association - main street gardens - Parks & Gardens | 5,000 | 5,000 | 5,000 | 5,000 | RU4 |
| Mendooran Park - replace toilet roof - Parks & Gardens | 30,000 | | | | RU4 |
| Mendooran Park - replace shade shelter - Parks & Gardens | 40,000 | | | | RU4 |
| Coonabarabran Skate Park - irrigation - Parks & Gardens | 30,000 | | | | RU4 |
| Mendooran Park - Softfall - Parks & Gardens | | 30,000 | | | RU4 |
| Horticulture Total | 110,000 | 40,000 | 10,000 | 10,000 | |
| Ovals | | | | | |
| Binnaway Oval - Irrigation Upgrade | 45,000 | | | | RO1 |
| Baradine Oval - replace spectator seating | | 15,000 | | | RO1 |
| Baradine Oval - renew change rooms | | | 150,000 | | RO1 |
| Baradine Oval toilets - renewal of tiles, fixtures, storage | 26,000 | | | | RO1 |
| Binnaway Oval - renewal of change rooms | | | | 150,000 | RO1 |
| Coonabarabran Oval No 3 - renewal of change rooms | | 30,000 | 30,000 | 30,000 | RO1 |
| Coonabarabran Oval No 3 - Equipment Storage | | 200,000 | | | RO1 |
| Bowen Oval - Equipment storage | | | 200,000 | | RO1 |
| Ovals Total | 71,000 | 245,000 | 380,000 | 180,000 | |
| Swimming Pools | | | | | |
| Leak and Joint Repairs- All Pools | | 100,000 | 100,000 | 100,000 | RO1 |
| Baradine pool - Renew scum gutters | | 30,000 | | | RO1 |
| Baradine pool - Grouting & painting | | | 30,000 | | RO1 |
| Baradine pool - Backwash water connection to sewer | 40,000 | | | | RO1 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|--|---------|---------|---------|---------|----------|
| Baradine pool - Filter media replacement | 25,000 | | | | RO1 |
| Baradine pool - Crack repair - concourse | | 20,000 | | | RO1 |
| Baradine pool - Remove grandstand | | | | 10,000 | RO1 |
| Baradine pool - New seating | | | | 10,000 | RO1 |
| Baradine pool - New shade shelter | | | | 20,000 | RO1 |
| Binnaway pool - Concourse crack repair | 15,000 | | | | RO1 |
| Binnaway pool - Upgrade chlorinator | 10,000 | | | | RO1 |
| Binnaway pool - Remove pine tree | | 20,000 | | | RO1 |
| Binnaway pool - Grouting & painting | | | 50,000 | | RO1 |
| Binnaway pool - Pipeline replacement | | | | 30,000 | RO1 |
| Coolah pool - Crack repair - toddlers pool | | 30,000 | | | RO1 |
| Coolah pool - New acid tank | 10,000 | | | | RO1 |
| Coolah pool - Replace skimmer box | | | 10,000 | | RO1 |
| Coonabarabran pool upgrade - investigations | | 150,000 | | | RO1 |
| Coonabarabran pool upgrade - designs | | | 150,000 | | RO1 |
| Coonabarabran pool - Concrete infill - underwater lights | 40,000 | | | | RO1 |
| Coonabarabran pool - Joint sealing main pool | | 20,000 | | | RO1 |
| Coonabarabran pool - Renew office roof | | | 50,000 | | RO1 |
| Dunedoo pool - Backwash water connection to sewer | 50,000 | | | | RO1 |
| Dunedoo pool - Hazardous materials storage | | 10,000 | | | RO1 |
| Dunedoo pool - Replace air blower | | 5,000 | | | RO1 |
| Dunedoo pool - New acid tank | | 10,000 | | | RO1 |
| Dunedoo pool - Crack repair - concourse | | | 50,000 | | RO1 |
| Dunedoo pool - Remove trees | | | | 20,000 | RO1 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|---|----------------|----------------|----------------|----------------|----------|
| Dunedoo pool - New shade shelter | | | | 25,000 | RO1 |
| Mendooran pool - Grouting & painting | 30,000 | | | | RO1 |
| Mendooran pool - New acid tank | | 5,000 | | | RO1 |
| Mendooran pool - Change room painting | | | 12,000 | | RO1 |
| Swimming Pools Total | 220,000 | 400,000 | 452,000 | 215,000 | |
| Town Streets - Baradine | | | | | |
| Street Trees - Baradine | 15,000 | 5,000 | | | RU4 |
| Lachlan Street - Urban Road Reseals | 8,500 | 16,500 | | | RU4 |
| Walker Street - Urban Road Reseals | 10,500 | 3,000 | | | RU4 |
| Macquarie Street - Urban Road Reseals | 500 | | 13,000 | | RU4 |
| Darling Street - Urban Road Reseals | | | 4,200 | | RU4 |
| Barwon Street - Urban Road Reseals | | | 4,000 | | RU4 |
| Baradine streets reseals - Urban Road Reseals | | | | 20,000 | RU4 |
| Wellington Street - Footpaths | 20,000 | 20,000 | | | RU4 |
| Darling Street - Footpaths | | 4,500 | 13,000 | | RU4 |
| Town Streets - Baradine Total | 54,500 | 49,000 | 34,200 | 20,000 | |
| Town Streets - Binnaway | | | | | |
| Street Trees - Binnaway | 15,000 | | 5,000 | | RU4 |
| Ironbark Street Binnaway (150m) - New Bitumen Seal | | | 30,000 | | RU4 |
| Renshaw Street - Urban Road Reseals | 13,100 | 18,700 | | | RU4 |
| Castlereagh Av - Urban Road Reseals | 5,200 | | | | RU4 |
| Yarran Street - Urban Road Reseals | | | 2,600 | | RU4 |
| Andy's Lane - Urban Road Reseals | | | 4,200 | | RU4 |
| Napier Street - Urban Road Reseals | | | 11,000 | | RU4 |
| Binnaway street reseals - Urban Road Reseals | | | | 18,000 | RU4 |
| Norman St / Yeubla St pipe drainage - Drainage Structures | | | 20,000 | 20,000 | RU4 |
| Renshaw Street - Footpaths | 10,000 | 4,000 | | | RU4 |
| Bullinda Street - Footpaths | | 6,000 | 13,000 | | RU4 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|---|----------------|---------------|----------------|----------------|----------|
| Town Streets - Binnaway Total | 43,300 | 28,700 | 85,800 | 38,000 | |
| Town Streets - Coolah | | | | | |
| Street Trees - Coolah | 20,000 | | 5,000 | | RU4 |
| Martin Street - Streets rehabilitation | 35,000 | 35,000 | | | RU4 |
| Wotton Lane - Streets rehabilitation | | | 35,000 | | RU4 |
| Martin Street - Urban Road Reseals | 19,300 | 9,500 | | | RU4 |
| Booyamurra Street - Urban Road Reseals | 11,100 | 18,000 | 7,500 | | RU4 |
| Queensborough Street - Urban Road Reseals | | 4,000 | 19,600 | | RU4 |
| Charles Street - Urban Road Reseals | | | 5,200 | | RU4 |
| Coolah street reseals - Urban Road Reseals | | | | 32,000 | RU4 |
| Booyamurra Street - Drainage Structures (incl. K&G) | | | 50,000 | | RU4 |
| Binnia Street - Footpaths | 20,000 | 20,000 | 6,500 | | RU4 |
| Hospital Street - Footpaths | | | 15,300 | | RU4 |
| Streets rehabilitation | | | | 75,000 | RU4 |
| K&G rehabilitation | | | | 25,000 | RU4 |
| Footpath rehabilitation | | | | 40,000 | RU4 |
| Town Streets - Coolah Total | 105,400 | 86,500 | 144,100 | 172,000 | |
| Town Streets - Coonabarabran | | | | | |
| Street Trees - Coonabarabran | 50,000 | 8,000 | | | RU4 |
| Crane Street - Urban Road Pavements | 60,000 | 60,000 | 60,000 | | RU4 |
| George Street - Urban Road Reseals | 10,500 | | | | RU4 |
| Dawson Street - Urban Road Reseals | 14,400 | | | | RU4 |
| Robertson Street - Urban Road Reseals | 7,200 | | | | RU4 |
| Castlereagh Street - Urban Road Reseals | 6,500 | | | | RU4 |
| Ann Street - Urban Road Reseals | 18,100 | | | | RU4 |
| Clarke Street - Urban Road Reseals | 8,200 | | | | RU4 |
| Hagan Avenue - Urban Road Reseals | 8,300 | | | | RU4 |
| Racecourse Street - Urban Road Reseals | 8,600 | | | | RU4 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|---|----------------|----------------|----------------|----------------|----------|
| East Street - Urban Road Reseals | 10,000 | | | | RU4 |
| Neate Street - Urban Road Reseals | 5,200 | | 17,200 | | RU4 |
| Reservoir Street - Urban Road Reseals | | 20,300 | 40,000 | | RU4 |
| Little Timor Street - Urban Road Reseals | | 7,600 | | | RU4 |
| Robertson Street - Urban Road Reseals | | 11,000 | | | RU4 |
| Essex Street - Urban Road Reseals | | 13,000 | 7,400 | | RU4 |
| Cowper Street - Urban Road Reseals | | 21,100 | 7,300 | | RU4 |
| Crane Street - Urban Road Reseals | | 16,000 | | | RU4 |
| Charles Street - Urban Road Reseals | | 11,100 | | | RU4 |
| North Street - Urban Road Reseals | | | 13,400 | | RU4 |
| King Street - Urban Road Reseals | | | 15,300 | | RU4 |
| Coonabarabran street reseals - Urban Road Reseals | | | | 97,000 | RU4 |
| Robertson Street - Drainage Structures (incl. K&G) | | 24,000 | | | RU4 |
| John Street - Drainage Structures (incl. K&G) | | 27,000 | | | RU4 |
| Dalgarno Street - east of Clock Tower Motor Inn - Drainage Structures (incl. K&G) | | | 60,000 | | RU4 |
| Cowper Street - Open channel construction - Drainage Structures | 46,000 | 70,000 | | | RU4 |
| Belar Street Coonabarabran - New K&G | 50,000 | | | | RU4 |
| Cassilis Street - Footpaths | 5,000 | 15,000 | 15,000 | | RU4 |
| John Street - Footpaths | 12,000 | | | | RU4 |
| Streets rehabilitation | | | | 80,000 | RU4 |
| K&G rehabilitation | | | | 25,000 | RU4 |
| Footpath rehabilitation | | | | 40,000 | RU4 |
| Town Streets - Coonabarabran Total | 320,000 | 304,100 | 235,600 | 242,000 | |
| Town Streets - Dunedoo | | | | | |
| Street Trees - Dunedoo | 20,000 | 7,000 | | | RU4 |
| Talbragar Street - Urban Road Pavements | 40,000 | 40,000 | 7,200 | | RU4 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|--|----------------|----------------|---------------|---------------|----------|
| Walleroo Street - Urban Road Pavements | | | 32,800 | | RU4 |
| Bullinda Street Dunedoo - New Bitumen Seal | | 35,000 | | | RU4 |
| Laneway off Wargundy between Digilah & Bolaro - New Bitumen Seal | | | | 35,000 | RU4 |
| Digilah Street - Urban Road Reseals | 26,100 | 17,300 | | | RU4 |
| Whiteley Street - Urban Road Reseals | | 1,700 | 26,800 | | RU4 |
| Wargundy Street - Urban Road Reseals | | 8,300 | | | RU4 |
| Dunedoo street reseals - Urban Road Reseals | | | | 26,000 | RU4 |
| Walleroo Street - Drainage Structures (incl. K&G) | 10,500 | | | | RU4 |
| Tallawang Street - Drainage Structures (incl. K&G) | 31,000 | | | | RU4 |
| Wargundy Street - Drainage Structures (incl. K&G) | 7,800 | | | | RU4 |
| Sullivan Street - Footpaths | 15,000 | 10,000 | | | RU4 |
| Town Streets - Dunedoo Total | 150,400 | 119,300 | 66,800 | 61,000 | |
| Town Streets – Mendooran | | | | | |
| Street Trees - Mendooran | 15,000 | | 5,000 | | RU4 |
| Cobra Street - Urban Road Pavements | 20,000 | 20,000 | 11,000 | | RU4 |
| Dalglish Street - Urban Road Pavements | | | 8,500 | | RU4 |
| Bandulla Street Mendooran - New Bitumen Seal | 35,000 | | | | RU4 |
| Cobra Street - Urban Road Reseals | 18,000 | 12,700 | | | RU4 |
| Dalglish Street - Urban Road Reseals | | 6,300 | | | RU4 |
| Napier Street - Urban Road Reseals | | | 12,500 | | RU4 |
| Farnell Street - Urban Road Reseals | | | 6,700 | | RU4 |
| Bandulla Street - Footpaths | 10,000 | 10,000 | | | RU4 |
| Urban Road Reseals - Urban Road Reseals | | | | 19,200 | RU4 |
| Town Streets - Mendooran Total | 98,000 | 49,000 | 43,700 | 19,200 | |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|---|---|--|---------------|
| Parks, Reserves, Ovals and Gardens | | | |
| 1 | Parks, reserves, trees, Ovals and gardens are maintained to an acceptable standard | Mowing and cleaning schedule maintained | Yes |
| 2 | Complaints regarding parks and street trees are dealt with promptly | Time (days) taken to address issues such as broken branches etc. | < 48 hrs |
| 3 | Streets in the six towns are kept clean and tidy | Streets cleaning schedule is adhered to: Coonabarabran CBD – daily Coonabarabran residential – monthly Other towns CBD – weekly (by hand) Other towns residential – 6 weekly | Yes |
| 4 | Graffiti on Council buildings and other Council owned assets is removed in a timely manner | Time taken to remove graffiti | 1 week |
| 5 | Provision of regular cleaning services for all toilets under Council control | Toilets are cleaned per agreed schedule (see outcomes section on page 70) | Yes |
| 6 | Ovals and sporting facilities are available for use by the public | Maximum number of days per oval per year when ovals and sporting facilities are not available | 30 days |
| 7 | Ovals and sporting facilities are safe | Number of incidents/safety related complaints per year | < 2 |
| Town Streets | | | |
| 1 | Town streets meet the access, safety and aesthetic needs of the community | Meets timeframe and standards | 95% |
| 2 | Road pavement on town streets, kerb and gutters and footpaths are maintained to a reasonable standard | % of town streets road pavement where asset condition rating is >= average | 90% |

| No | Service Level | Service Level Indicator | Service Level |
|------------------------------|--|---|---------------|
| Public Swimming Pools | | | |
| 1 | Public swimming pools and amenities are maintained and meet the needs of the community | Meets timeframe and standards | 75% |
| 2 | Water quality is maintained to meet public health requirements | Number of unacceptable water quality test results | None |
| 3 | Pool opening hours meet community expectations | % of pool user groups who have access to pools when required | 80% |
| 4 | Pools are supervised by adequately trained life guards | Staff and volunteers follow Royal Life Saving NSW recommendations | Yes |

Technical Services – Property and Risk

Directorate: Technical Services

Branch: Property and Risk

Council's Property and Risk Branch is responsible for the following activities:

Property and Risk

Council's Property and Risk section is responsible for the administration and maintenance of all property that Council owns or has in its care. It is also responsible for risk management mitigation for Council.

Property management includes maintenance, fire compliance, cleaning, security and insurance for all structures under Council's control. These include halls, staff housing in Coolah and Coonabarabran, medical facilities, depots, Council administration offices and any other "bricks and mortar". In addition, Council is responsible for an extensive portfolio of crown lands and grazing leases and is trustee of a number of reserves.

The Property and Risk branch provides services to both the public, and the various branches of Council, and ensures that Council is compliant with all property related legislative requirements. This section is also responsible for Risk Management plans that are developed and implemented for Council to ensure liability is minimised..



Cemetery Services

Council's Cemetery Services are responsible for the maintenance, internment and strategic planning for the ten (10) operational cemeteries in the shire. There are four (4) closed cemeteries within the shire that no longer have internments they are an integral part of the local history and as such need to be conserved appropriately. Cemeteries are Crown Land dedications devolved to council under Crown Lands legislation. Council must also comply with relevant legislation in relation to internment.

Medical Facilities



It is imperative that Council facilitate appropriate accommodation and work premises as an incentive to encourage medical professionals to move to the area. This ensures residents of Warrumbungle Shire have access to Doctors and other medical service providers.

Medical Facilities services are responsible for providing appropriate commercial and domestic facilities to members of the medical fraternity. Services include property management of both houses and commercial premises in Baradine, Coonabarabran, Mendooran, Coolah and Dunedoo.



Public Halls

Council maintains and is responsible for over 10 public halls. These halls are managed and maintained to service the needs of the community. Some halls are managed by local committees under Council's guidance whilst others are fully administered by Council.

As halls in the shire are of a varied age, style and use, management plans and maintenance are important. Maintenance and operational programs take into account the legislative requirements relevant to the individual building, should it be Crown Trust, School of Arts or free hold land.

How much do these activities cost and how are they funded?

| Year | How much do these activities cost? | | | | How are they funded? | | |
|---------------------------|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Property and Risk | | | | | | | |
| 20/21 | 746,391 | (1,439,392) | (25,000) | (718,001) | (398,344) | - | (319,657) |
| 21/22 | 765,051 | (1,467,581) | (135,000) | (837,530) | (410,020) | - | (427,510) |
| 22/23 | 784,177 | (1,500,934) | (150,000) | (866,757) | (433,065) | - | (433,692) |
| 23/24 | 803,781 | (1,547,085) | (15,000) | (758,303) | (51,245) | - | (707,058) |
| Total: | 3,099,400 | (5,954,992) | (325,000) | (3,180,592) | (1,292,675) | - | (1,887,917) |
| Cemetery Services | | | | | | | |
| 20/21 | 100,000 | (188,311) | (10,000) | (98,311) | - | - | (98,311) |
| 21/22 | 102,500 | (193,005) | (25,000) | (115,505) | - | - | (115,505) |
| 22/23 | 105,063 | (197,817) | - | (92,754) | - | - | (92,754) |
| 23/24 | 107,689 | (202,748) | (55,000) | (150,059) | - | - | (150,059) |
| Total: | 415,252 | (781,881) | (90,000) | (456,630) | - | - | (456,630) |
| Medical Facilities | | | | | | | |
| 20/21 | 60,000 | (42,950) | - | 17,050 | - | - | 17,050 |
| 21/22 | 61,500 | (43,997) | - | 17,503 | - | - | 17,503 |
| 22/23 | 63,038 | (45,070) | - | 17,967 | - | - | 17,967 |
| 23/24 | 64,613 | (46,170) | - | 18,443 | - | - | 18,443 |
| Total: | 249,151 | (178,188) | - | 70,963 | - | - | 70,963 |
| Public Halls | | | | | | | |
| 20/21 | 47,000 | (235,712) | (50,000) | (238,712) | - | - | (238,712) |
| 21/22 | 48,175 | (241,531) | (375,000) | (568,356) | - | - | (568,356) |
| 22/23 | 49,379 | (247,495) | (375,000) | (573,116) | - | - | (573,116) |
| 23/24 | 50,614 | (253,607) | (375,000) | (577,993) | - | - | (577,993) |
| Total: | 195,168 | (978,346) | (1,175,000) | (1,958,177) | - | - | (1,958,177) |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Property and Risk | |
| Property management, maintenance and repair works | GF5 |
| Public liaison on property matters and complaints | GF5 |
| Oversee the security arrangements for all Council buildings | GF5 |
| Ensure cleaning services to all internal business units and relevant community units | GF5 |
| Maintenance of Council's property register and adherence to legislative requirements | GF4 |
| Management of property services including leases, licences and legal compliance | GF4 |
| Risk Management including insurance and risk mitigation | GF8 |
| Crown Land management | RU4 |
| Internal management reporting | GF4 |
| Cemetery Services | |
| Maintenance of cemeteries | RU4 |
| Compliance with relevant legislation | GF4 |
| Strategic planning for the future growth needs of the shire | GF5 |
| Dealing with the public in regard to internment are carried out professionally | GF4 |
| Maintenance and management of historic cemeteries | RU4 |
| Medical Facilities | |
| Effective management of domestic residences for medical practitioners | PI2 |
| Property management of professional premises for service providers | GF8 |
| Public Halls | |
| Effective management of public halls | GF5 |
| Effective maintenance of public halls | GF5 |
| Manage community expectations and access to the halls | CC3 |
| Organisation of grant and other funding for updating fixtures and fittings | CC2 |
| Maximising returns on public halls through promotion and advertising | GF6 |
| Key Projects | |
| Property and Risk | |
| Completion of a Plan of Management for all council owned land | GF6 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|---|----------------|----------------|----------------|----------------|-----------------|
| Council Offices & Other Property | | | | | |
| Coona Sport & Recreation Centre - Strong | 25,000 | - | - | - | GF5 |
| 17 Cole Street - Kitchen Refurb | - | 20,000 | - | - | GF5 |
| 17a Cole Street - Bathroom Refurb | - | - | - | 15,000 | GF5 |
| 17a Cole Street - Kitchen Refurb | - | 15,000 | - | - | GF5 |
| 4 Irwin Street - Bathroom Refurb | - | - | 30,000 | - | GF5 |
| Coolah Shire Hall - Carpet Replacement | - | - | 50,000 | - | GF5 |
| Dunedoo Depot - Toilet Refurb | - | 15,000 | - | - | GF5 |
| Mendooran Community Care - Replace Flooring | - | 50,000 | - | - | GF5 |
| Mendooran Mechanics Institute - Kitchen Refurb | - | - | 20,000 | - | GF5 |
| Coonabarabran Community Care - Replace Carpet | - | - | 50,000 | - | GF5 |
| Relocate RMS office in Coonabarabran | | 35,000 | | | GF5 |
| Council Offices & Other Property Total | 25,000 | 135,000 | 150,000 | 15,000 | |
| Public Halls | | | | | |
| Baradine Hall - Roof Replacement | - | - | - | 100,000 | CC1 |
| Binnaway Hall - Kitchen Refurb | - | - | 50,000 | - | CC1 |
| Public Hall Capital allowance | - | 375,000 | 325,000 | 275,000 | CC1 |
| Coonabarabran Town Hall | 50,000 | | | | CC1 |
| Public Halls Total | 50,000 | 375,000 | 375,000 | 375,000 | |
| Cemetery Services | | | | | |
| Cemeteries Capital allowance | 10,000 | 25,000 | - | - | CC1 |
| Coonabarabran Native Grove Cemetery Expansion | - | - | - | 55,000 | CC1 |
| Cemetery Services Total | 10,000 | 25,000 | - | 55,000 | |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|---------------------------|---|--|-------------------|
| Property and Risk | | | |
| 1 | Council residential properties are appropriately tenanted | Occupancy rate | 80% |
| 2 | Maximum commercial rent returns on Council properties | Rent collected on all tenancies | 98% |
| 3 | Cleaning all Council buildings to an acceptable standard | Meet cleaning schedule within timeframe | 95% |
| 4 | Council Buildings and Assets are secured. | Security systems are in place and operated at designated buildings | Yes |
| 5 | Business Continuity Plan is kept up to date and reviewed periodically | Regular review and updating | 12 monthly review |
| 6 | Grant opportunities and community involvement are utilised to expand the scope of works that can be completed on Council properties | Quantum of grant funding received per annum | \$25k |
| 7 | Condition of all properties are of the highest standard achievable | Condition Rating | Average |
| Cemetery Services | | | |
| 1 | All cemeteries are maintained within budget | As per schedule and timeframe | 2 per year |
| 2 | All internments are dealt with professionally | Council meets legislative requirements | Yes |
| Medical Facilities | | | |
| 1 | Council premises are appropriately tenanted | Occupancy Rate % | 90% |
| 2 | Appropriate needs of medical service providers are met | Six (6) monthly Meeting /communication with Tenants | Yes |
| Public Halls | | | |
| 1 | Halls are available for public use | Consistent usage percentage over a calendar year | 60% |
| 2 | Halls are being utilised to their full potential | Increase in usage | 5% |
| 3 | Halls are maintained to a suitable level | Condition rating | Average |

Environment and Development Services

| | |
|--|-----------|
| Environment and Development Services Management | 60 |
| Environment and Development Services Management | |
| Noxious Weeds | |
| Heritage | |
| Regulatory Services | 64 |
| Compliance Services | |
| Building Control | |
| Environmental Health Services | |
| Town Planning | |
| Development and Tourism | 71 |
| Tourism and Development Services | |
| Community Development | |
| Tourism and Economic Promotion | |

Environment and Development Services – Environment & Development Services Management

Directorate: Environment and Development Services

Department: Environment and Development Services Management

Council's Environment and Development Services Management department is responsible for the effective management of the Environment and Development Services Directorate. This includes the management of town planning, building certification, environmental health, compliance and ranger services under Regulatory Services. The management of Council owned and leased properties, crown land, cemeteries and insurance matters under Property and Risk. The management of the Coonabarabran Visitors Information Centre and tourism and economic development also comes under the umbrella of Environment and Development Services.

Directors are required to ensure due diligence whilst implementing Council's Workplace Health and Safety program and policies within the division supporting Managers, Supervisors and Staff. As a member of the senior executive team, Executive Leadership Team, it is expected that leadership is provided to change management and there is proactive implementation of organisational development programs and initiatives.

Noxious Weed

The department is also responsible for noxious weeds. Council meets its obligations to control noxious weeds through its membership of the Castlereagh Macquarie County Council which carries out noxious weeds inspections and eradication works within council's area using its own staff.



Heritage

Council's Environment and Development department is responsible for the management of heritage throughout the Shire including the appointment of the Local Heritage Advisor and the yearly allocations of the Local Heritage Places Fund. Funding is sourced through the Office of Environment and Heritage for Heritage throughout the year.

How much do these activities cost and how are they funded?

| Year | How much do these activities cost? | | | | How are they funded? | | |
|--|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Development Services Management | | | | | | | |
| 20/21 | 15,519 | (515,273) | - | (499,754) | - | - | (499,754) |
| 21/22 | 15,907 | (528,133) | - | (512,226) | - | - | (512,226) |
| 22/23 | 16,305 | (541,314) | - | (525,010) | - | - | (525,010) |
| 23/24 | 16,712 | (554,825) | - | (538,113) | - | - | (538,113) |
| Total: | 64,443 | (2,139,546) | - | (2,075,103) | - | - | (2,075,103) |
| Noxious Weeds | | | | | | | |
| 20/21 | - | (120,000) | - | (120,000) | - | - | (120,000) |
| 21/22 | - | (120,000) | - | (120,000) | - | - | (120,000) |
| 22/23 | - | (120,000) | - | (120,000) | - | - | (120,000) |
| 23/24 | - | (120,000) | - | (120,000) | - | - | (120,000) |
| Total: | - | (480,000) | - | (480,000) | - | - | (480,000) |

What will we achieve with this money?

| Outcome | CSP Link |
|---|----------|
| Ongoing Operations | |
| Environment and Development Services Management | |
| Management of Environment and Development Services Division outcomes and | GF4 |
| Management of Environment and Development Services Division staff and resources | GF8 |
| Interpret, counsel and advise the GM and Council on applicable statutes and policies | GF7 |
| Actively communicate/network with industry peers, associations and organisations | GF1 |
| Ensure Warrumbungle Waste services operations are operated as cost effectively as possible | PI8 |
| Ensure the shires heritage assets are effectively managed. | RU4 |
| Noxious Weeds | |
| Provide a noxious weeds control and education function throughout the shire. | NE5 |
| Key Projects | |
| Environment and Development Services Management | |
| Implement changes to waste management practices based on outcome of Waste Management Strategy | PI8 |
| Operate a local heritage fund each year. | RU1 |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|--|---|--|-------------------------------|
| Environment and Development Services Management | | | |
| 1 | Environment and Development Services Directorate is financially responsible | Recurrent budget variance | Less than +/- 10% |
| 2 | Warrumbungle Waste is operated in a cost effective manner | % increase in waste services costs | Less than CPI |
| 3 | Capital and key projects are completed on time and within budget | Capital and key projects are completed on time and within budget | Yes |
| Heritage | | | |
| 1 | Heritage stock effectively managed | Heritage advisor service is maintained | Yes |
| 2 | Local Heritage funding is obtained through the OEH funding streams | Funding is applied for and granted for the Heritage Advisor and Local Heritage Places Grants each year | Grant applications successful |
| Noxious Weeds | | | |
| 1 | Noxious weeds are controlled throughout the Shire | Membership of Castlereagh Macquarie County Council is maintained | Yes |

Environment and Development Services – Regulatory Services

Directorate: Environment and Development Services

Branch: Regulatory Services

Council's Regulatory Services is responsible for the following activities.

Building Control

Council's Building Control branch is responsible for the compliance of structures both new and old with the Building Code of Australia. The branch is responsible for ensuring that existing buildings remain safe and structurally sound and that all new construction complies with current building related legislation.

The building control function processes all construction certificates, complying development certificates and occupation certificates for new building works. The branch is also responsible for the issue of building information certificates relating to existing buildings and deals with all building safety issues such as fire safety in existing buildings and all plumbing related matters.

Environmental Health Services

Council's Environmental Health branch is responsible for the protection of the health of both the public and the environment through being proactive in educating the community and forming partnerships with government agencies like the Central West Catchment Management Authority.

The unit is also responsible for ensuring that all food premises throughout the shire are aware of, and comply with the relevant food safety standards of NSW through a regular inspection regime. Health premises are inspected to ensure compliance, these include tattoo shops, body piercing and skin penetration premises.

The unit also monitors Council's potable drinking water through weekly testing and Council's public swimming pool water monitoring.

The environmental health function of Council processes all applications for approval under the Public Health Act and the health related issues approved under the Local Government Act including the processing of on-site sewage management system approvals. The branch is also responsible for promoting the health of our environment through programs such as the Central West Council's Salinity and Water Quality Alliance.

Town Planning

Council's Town Planning section is responsible for the control of land use throughout the shire. The section is responsible for the maintenance of effective planning documents that guide land use in the shire to meet the aims of relevant planning legislation and Council's strategic plans.

The town planning functions include processing all development applications, producing accurate 10.7 planning certificates, promoting heritage conservation and monitoring compliance with consents given and relevant legislation.

Compliance Services

Council's compliance branch is responsible for maintaining public safety primarily through the enforcement of companion animal regulations and other impounding functions. Rangers are also responsible for ensuring owners of animals are aware and comply with legislation at all times.

The compliance services branch is responsible for the maintenance of safe conditions in all urban areas through actions taken to control noise, odour and dust caused from the keeping of animals or other activities that may cause nuisance. Overgrown private lands are controlled through the orders processed by compliance services.

How much do these activities cost and how are they funded?

| Year | How much do these activities cost? | | | | How are they funded? | | |
|--------------------------------------|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Building Control | | | | | | | |
| 20/21 | 62,347 | (187,023) | - | (124,676) | - | - | (124,676) |
| 21/22 | 63,906 | (191,688) | - | (127,782) | - | - | (127,782) |
| 22/23 | 65,503 | (196,469) | - | (130,965) | - | - | (130,965) |
| 23/24 | 67,141 | (201,369) | - | (134,228) | - | - | (134,228) |
| Total: | 258,897 | (776,548) | - | (517,651) | - | - | (517,651) |
| Environmental Health Services | | | | | | | |
| 20/21 | 16,153 | (94,683) | - | (78,530) | - | - | (78,530) |
| 21/22 | 16,557 | (96,783) | - | (80,226) | - | - | (80,226) |
| 22/23 | 16,971 | (98,935) | - | (81,964) | - | - | (81,964) |
| 23/24 | 17,395 | (101,141) | - | (83,745) | - | - | (83,745) |
| Total: | 67,076 | (391,541) | - | (324,465) | - | - | (324,465) |
| Town Planning | | | | | | | |
| 20/21 | 87,517 | (277,927) | (40,000) | (230,410) | - | - | (230,410) |
| 21/22 | 89,705 | (284,861) | - | (195,157) | - | - | (195,157) |
| 22/23 | 91,948 | (291,969) | - | (200,022) | - | - | (200,022) |
| 23/24 | 94,246 | (299,255) | - | (205,009) | - | - | (205,009) |
| Total: | 363,416 | (1,154,013) | (40,000) | (830,597) | - | - | (830,597) |
| Compliance Services | | | | | | | |
| 20/21 | 49,390 | (385,710) | (60,000) | (396,320) | - | - | (396,320) |
| 21/22 | 50,625 | (395,285) | - | (344,660) | - | - | (344,660) |
| 22/23 | 51,890 | (405,100) | - | (353,209) | - | - | (353,209) |
| 23/24 | 53,188 | (415,160) | - | (361,972) | - | - | (361,972) |
| Total: | 205,093 | (1,601,254) | (60,000) | (1,456,162) | - | - | (1,456,162) |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|--|---------------|----------|----------|----------|----------|
| Town Planning | | | | | |
| Coonabarabran Bypass Planning Proposal | 20,000 | - | - | - | GF5 |
| DCP Review | 20,000 | - | - | - | GF5 |
| Town Planning Total | 40,000 | - | - | - | |
| Compliance Services | | | | | |
| Ranger Vehicle Animal Cages | 60,000 | - | - | - | NE5 |
| Compliance Services Total | 60,000 | - | - | - | |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Building Control | |
| Assist local trades on new issues relating to the building industry. | RU1 |
| Ensure all Part 4A certificates are processed in a reasonable time period and in accordance with legislation and best practice procedures. | GF4 |
| Ensure all building certificates are accurate and processed efficiently. | GF4 |
| Manage the safety of the built environment | RU1 |
| Ensure processes and procedures meet best practice standards for building surveying. | GF4 |
| Ensure all plumbing installations are carried out in accordance with legislation. | RU2 |
| Carryout building and plumbing inspections in a timely and effective manner to ensure compliance with legal requirements. | RU2 |
| Environmental Health Services | |
| Ensure all approvals are processed in a reasonable time period and in accordance with legislation and best practice procedures. | GF4 |
| Educate and regulate the local food service and processing industry in accordance with Council's MOU with the Food Safety Authority. | GF4 |
| Promptly respond and take appropriate action to incidents likely to cause harm to the environment. | RU3 |
| Ensure that Council's State of the Environment Reporting is delivered. | NE1 |
| Carryout an annual inspection of all high risk On-site sewage management systems. | P18 |
| Assist other branches within council to achieve best practice environmental outcomes | NE1 |
| Ensure installations of OSSMS comply with relevant standards | P18 |
| Town Planning | |
| Ensure all planning instruments under Council control are effective and relevant | GF5 |
| Ensure all development applications are processed in a reasonable time period and in accordance with legislation and best practice procedures. | GF4 |
| Ensure all 10.7 planning certificates are accurate and processed efficiently. | GF7 |
| Compliance Services | |
| Provide education and regulation relating to the keeping of companion animals | NE5 |
| Ensure roadways are kept free of unauthorised stock | PI3 |
| Respond to nuisance complaints relating to the keeping of animals within urban areas. | NE5 |
| Respond to complaints regarding overgrown private lands in urban areas | NE5 |

| Outcome | CSP Link |
|---|----------|
| Maintain alcohol free zones throughout the urban areas of the shire. | CC2 |
| Ensure all private swimming pools meet the requirements of pool safety legislation | RO3 |
| Key Projects | |
| Building Control | |
| Annual inspections to identify illegal dwellings | RU4 |
| Environmental Health Services | |
| Implement actions from the strategic plan of the Central West Councils Salinity and Water Quality Alliance. | NE4 |
| Town Planning | |
| Review the current LEP | RU1 |

| | |
|---|-----|
| Compliance | |
| Ensure tourist/visitor accommodation swimming pool barriers are compliant with legislation | RU4 |
| Ensure swimming pool barrier compliance certificates are issued for houses that are leased or sold as per legislation | RU4 |
| Review the current Section 7.12 Contributions Plan | RU1 |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|--------------------------------------|--|---|---------------|
| Building Control | | | |
| 1 | Structures do not pose a risk to the health and safety of occupants or the public | Inspections carried out from complaints received completed in <24hrs | 100% |
| 2 | Local trades are well informed of changes to building legislation and codes | Distributed newsletter when new legislation or information is available | Yes |
| 3 | Complying Development Certificate applications are processed within legislated timeframes | Average application processing time | 10 days |
| 4 | Building Information Certificates processed within reasonable | Average application processing time for Certificate for Sale of Property | 7 days |
| 5 | Complying Development Certificate applications and Building Certificates are processed effectively | % audit of 6 files annually demonstrating legislative and procedural compliance | 90% |
| 6 | Processes and procedures are current and meet best practice in field | Maximum time between review of procedures and processes | 6 months |
| Environmental Health Services | | | |
| 1 | Comply with the MOU between Council and the Food Safety Authority | % of inspections conducted annually of Category 1 and 2 businesses | 100% |

| No | Service Level | Service Level Indicator | Service Level |
|----|--|---|---------------|
| 2 | Implement actions from the Central West Councils Salinity and Water Quality Alliance 5 year strategic plan | % of actions funded and completed | 60% |
| 3 | Approvals for OSSMS processed within reasonable timeframes | Average approvals processing time – once all information is received from applicant | 7 days |
| 4 | Approvals are processed accurately | % audit of 10 files annually demonstrating legislative and procedural compliance | 80% |
| 5 | Processes and procedures are current and meet best practice in field | Maximum time between review of procedures and processes | 6 months |
| 6 | OSSMS do not pose a risk to public health or the environment | Inspections carried out from complaints received within 3 days | 100% |

| Town Planning | | | |
|---------------------|--|--|------------|
| 1 | Council Planning instruments are relevant and effective | Frequency of review of planning instruments | Annual |
| 2 | Development applications processed in a timely manner | Average application processing time exclusive of stop the clock times | 40 days |
| 3 | Development applications processed accurately | % audit of 20 files annually demonstrating legislative and procedural compliance | 100% |
| 4 | Planning certificates processed in a timely manner | Average 10.7 planning certificate application processing time | 7 days |
| 5 | Planning certificates processed accurately | % audit of 20 files annually demonstrating legislative and procedural compliance | 90% |
| 6 | Processes and procedures are current and meet best practice in field | Maximum time between review of procedures and processes | 6 months |
| 7 | Council has a single DCP to guide development across the shire | A single DCP that is relevant and compliant with the LEP and current practice advice from DP&I is available. | Yes |
| 8 | Subdivision Certificates processed in a timely manner | Average time taken to release subdivision plan once all information and conditions met | 15 days |
| Compliance Services | | | |
| 1 | The keeping of companion animals is regulated through micro chipping | Number of public micro chipping days per year in each town | 2 |
| 2 | Roadways are kept largely free of straying stock through regular stock patrols (per agreed program) and timely responses to complaints | Response time from when complaint is received | < 2 hours |
| 3 | The negative effects caused from the keeping of animals in urban areas is minimised | Response time from when complaint is received | < 48 hours |

| No | Service Level | Service Level Indicator | Service Level |
|----|---|---|---------------|
| 4 | Private land within urban areas does not pose a safety issue from overgrown vegetation | Frequency of inspection of all urban areas (including instigating actions to keep land vegetation from harbouring vermin) | Monthly |
| 5 | Alcohol free zones maintained in towns | Frequency of inspection of alcohol free zone signs | 6 monthly |
| 7 | Sampling is carried out in partnership with NSW Health to ensure public water supplies meet drinking water guidelines | Frequency of sampling of town water supplies | Weekly |

Environment and Development Services – Tourism and Economic Development

Directorate: Environment and Development Services
Branch: Tourism and Economic Development

Council's Tourism and Development Branch is responsible for the following activities:

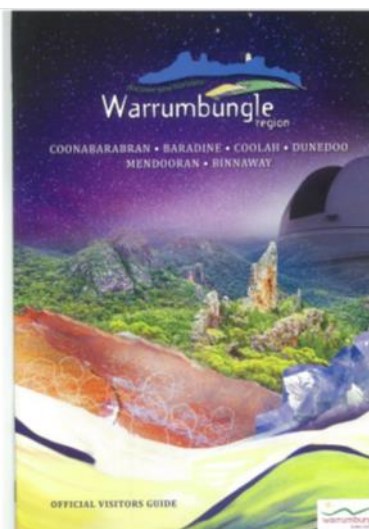
Tourism and Economic Development

Tourism and Economic Development is responsible for growth and the maintenance of a healthy tourism industry and the growth of the commercial sectors within Warrumbungle Shire.

To do this, Tourism and Economic Development maintains a Level 1 Accredited Visitor Information Centre (VIC) and service in Coonabarabran which involves the efficient daily operation of the VIC, maintenance of the building and grounds, and provision of information on Warrumbungle Shire for visitors and those intending to visit the shire. The VIC building also hosts the Australian Museum Megafauna and Diprotodon Exhibition, a retail outlet, the LALC, Keeping Place and exhibition space and within the grounds, there are well presented amenities, a large carpark, picnic area and BBQ and the Driver Reviver that operates in high traffic volume times from the specially renovated facility.

The VIC is the public face of tourism for the shire and as such, is the introduction to the shire for more than 35,000 utilising visitor services each year.

The VIC is operated by trained staff supported by a team of volunteers with a commitment to sharing local knowledge. It also provides a support visitor information service to outlying local communities such as the Pandora Gallery at Coolah, Baradine Rural Transaction Centre, Pilliga Discovery Centre and to industry operators in general.



Tourism and Economic Promotion

The promotional arm for tourism and economic development in Warrumbungle Shire operates with three (3) fulltime staff and a job shared weekend information service. The representative Advisory Committee (The EDT) meets quarterly to recommend a budget and make recommendations to Council that are reflective of the Operational Plan and Community Strategic Plan. The unit is responsible for the publication of the official Warrumbungle Region Visitor Guide and implementation of a strategic Promotional Plan, Economic Promotion includes liaison with government agencies and peers. The unit operates from the Warrumbungle Shire Council Administration centre.

How much do these activities cost and how are they funded?

| Year | How much do these activities cost? | | | | How are they funded? | | |
|---|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Tourism and Development Services | | | | | | | |
| 20/21 | 79,470 | (513,899) | (85,000) | (519,429) | - | - | (519,429) |
| 21/22 | 81,457 | (526,689) | (50,000) | (495,232) | - | - | (495,232) |
| 22/23 | 83,493 | (539,798) | (10,000) | (466,305) | - | - | (466,305) |
| 23/24 | 85,580 | (553,235) | (10,000) | (477,654) | - | - | (477,654) |
| Total: | 330,000 | (2,133,621) | (155,000) | (1,958,621) | - | - | (1,958,621) |
| Tourism and Economic Promotion | | | | | | | |
| 20/21 | - | (148,422) | - | (148,422) | - | - | (148,422) |
| 21/22 | - | (152,120) | - | (152,120) | - | - | (152,120) |
| 22/23 | - | (155,911) | - | (155,911) | - | - | (155,911) |
| 23/24 | - | (159,796) | - | (159,796) | - | - | (159,796) |
| Total: | - | (616,248) | - | (616,248) | - | - | (616,248) |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Tourism and Development Services | |
| Distribution of tourism information | LE3 |
| Maintenance of an effective visitor information service | LE3 |
| Provision of VIC support to outlying communities | LE3 |
| Well presented building and grounds, meeting WH&S standards | RU4 |
| Provision of a comprehensive range of retail products that are competitively priced to return appropriate profit | LE4 |
| Recording and analysis of statistics on tourism to the shire | LE3 |
| Support of the Tourism and Economic Development Advisory Committee | LE3 |
| Tourism and Economic Promotion | |
| Implementation of a cost effective tourism and marketing campaign aligned to market research | LE3 |
| Encourage key organisations to facilitate community economic development | LE3 |
| Submission of bids for hosting conferences and special events | LE3 |
| Establishment of a network of government and business agencies to facilitate business development | LE3 |
| Promotion of business needs to stakeholders and Council | LE3 |
| Actively promote the development and investment in Council owned land | LE3 |
| Review and revise implementation of marketing strategies in partnership with the TED Committee. | LE3 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|---|---------------|---------------|---------------|---------------|----------|
| Tourism and Development Services | | | | | |
| VIC Capital allowance | 10,000 | 10,000 | 10,000 | 10,000 | LE3 |
| Rebuild of Advertising Board/Billboard | 30,000 | - | - | - | LE3 |
| Renovate and modernise the reception area of VIC - retile, bag, paint, etc. | - | 40,000 | - | - | LE3 |
| Upgrade amenities block - retile, replace dividers and fowler-ware etc | 45,000 | - | - | - | LE3 |
| Total: | 85,000 | 50,000 | 10,000 | 10,000 | |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|---|--|---|---------------|
| Tourism and Development Services | | | |
| 1 | Promotional activities are effective and attract visitors to the region | Number of visitors to the VIC as reported by monthly statistics | 5,800 |
| 2 | The VIC achieves level 1 accreditation status with the AVIC network | Level 1 accreditation maintained | Yes |
| 3 | Support is provided to outlying information service sites | Distribution of visitor information to outlying information service sites conducted monthly | Yes |
| Tourism and Economic Promotion | | | |
| 1 | Tourism promotion is effective leading to a real increase in visitor numbers | Annual increase in visitor numbers to the VIC | 5% |
| 2 | Council effectively pursues opportunities for community grants in Coonabarabran | Level of external grants sourced per annum | \$25K |
| 3 | Opportunities for hosting conferences and special events within the shire are actively pursued | Number of significant conferences or special events held within the shire per annum | 4 |

Corporate & Community Services

| | |
|---|-----------|
| Corporate & Community Services Management Corporate & Community Services Management | 76 |
| Administration and Customer Services Administration Services | 78 |
| Bushfire and Emergency Services Bushfire and Emergency Services | 80 |
| Finance Finance Services NSW | 83 |
| Communications and IT Communications and IT | 85 |
| Supply Services Supply Services | 88 |
| Children's and Community Services C & S Services Management Connect 5 Family Day Care Youth Related Activities OOSH & Vacation Care Libraries Community Development Community Transport Multiservice outlet Yuluwirri Kids | 90 |

Corp. & Comm. – Corp. & Comm. Services Management



Directorate: Corp. & Comm. Services Branch: C & C Services Management

The Director Corporate & Community Services is responsible for managing and providing leadership to a broad and diverse range of Council services, ensuring the efficient and effective operation of all Divisional operations. Essential to the division is the effective development and maintenance of strategic relationships with stakeholders, including all levels of local government, state and federal agencies, elected representatives and the community.

Directors are required to ensure due diligence whilst implementing Council's Workplace Health and Safety program and policies within the division supporting Managers and supervisors/staff. As a member of the senior executive team, MANEX, it is expected that leadership is provided to change management and there is proactive implementation of organisational development programs and initiatives.

Council requires Corporate Services to develop and implement strategies to address relevant issues and drive asset management; responsive community service delivery; the use of technology; and communications and marketing of services within local government regulations and legislation in the broad political, social, economic and organisational context.

How much does this activity cost and how is it funded?

| Year | How much does this activity cost? | | | | How is it funded? | | |
|---------------|-----------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| 20/21 | 89,087 | (334,276) | - | (245,189) | - | - | (245,189) |
| 21/22 | 91,314 | (342,508) | - | (251,194) | - | - | (251,194) |
| 22/23 | 93,597 | (350,946) | - | (257,349) | - | - | (257,349) |
| 23/24 | 95,937 | (359,594) | - | (263,657) | - | - | (263,657) |
| Total: | 369,935 | (1,387,324) | - | (1,017,389) | - | - | (1,017,389) |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Management of Corp. & Comm. Services Division outcomes and workload | GF8 |
| Supervision and implementation of IP&R reporting requirements | GF4 |
| Lead the development and implementation of Council's Community Engagement Strategy | CC4 |
| Management of Corp. & Comm. Services Division staff and resources allocation | GF8 |
| Development of Business Continuity and Risk Management strategies | GF7 |
| Interpret, counsel and advise the GM and Council on applicable statutes and policies | GF4 |

| Outcome | CSP Link |
|---|----------|
| Actively communicate/network with industry peers, associations and organisations | GF5 |
| Implement an annual program of Council's sponsorship of events within the shire in accordance with Council's Financial Assistance Grants policy | CC4 |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|----|--|---|-------------------|
| 1 | Council meets all governance, legislative and financial reporting requirements | All governance, legislative and financial reports are submitted to relevant levels of government within legislative deadlines | Yes |
| 2 | Two sponsorship rounds (August and February) of financial assistance grants are undertaken | Funds are fully expended and applications received are from a broad cross section of the community | Yes |
| 3 | Corp. & Comm. Services Directorate is financially responsible | Recurrent budget variance | Less than +/- 10% |

Corp. & Comm. Services – Admin. & Customer Services



Directorate: Corp. & Comm. Services
Branch: Administration & Customer Services

Council's Administration and Customer Services Branch is responsible for the following activities:

Administration and Customer Services

Administration and Customer Services is responsible for the provision of support to departmental staff within Council. It is also responsible for ensuring that the organisation meets statutory reporting requirements and the delivery of efficient and effective customer services to both Council and the community.

These services include the provision of:

- Customer and enquiry services including prompt and accurate cashiering services, and receipt of payments for rates, debtors and Development Applications.
- Secretarial support, incorporating minute taking, preparation of correspondence and draft reports;
- Document control including scanning, registration and allocation of all correspondence to responsible staff.
- Administration of the Coonabarabran Services NSW Outlet

How much do these activities cost and how are they funded?

| Year | How much do these activities cost? | | | | How are they funded? | | |
|---|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Administration and Customer Services | | | | | | | |
| 20/21 | 480,688 | (821,274) | - | (340,586) | - | - | (340,586) |
| 21/22 | 492,705 | (841,768) | - | (349,063) | - | - | (349,063) |
| 22/23 | 505,023 | (862,774) | - | (357,751) | - | - | (357,751) |
| 23/24 | 517,648 | (884,305) | - | (366,657) | - | - | (366,657) |
| Total: | 1,996,064 | (3,410,121) | - | (1,414,056) | - | - | (1,414,056) |

What will we achieve with this money?

| Outcome | CSP Link |
|---|----------|
| Ongoing Operations | |
| Administration and Customer Services | |
| Effective and efficient delivery of Customer services, receipting and counter services | GF4 |
| Preparation of statutory documentation | GF4 |
| Preparation of correspondence and reports as required | GF4 |
| Registration of correspondence into Council's document management system | GF4 |
| Distribution of Business Papers and Minutes to Council, senior staff and the community including on Council's website | GF4 |
| Recording of Council Resolutions at Council meetings | GF4 |
| Promotion of internal and external communication | GF4 |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|---|--|--|----------------|
| Administration and Customer Services | | | |
| 1 | Counter services provided and clients' requests dealt with promptly | Service request forms to be prepared and referred to action officer within timeframe | Day of receipt |
| 2 | Telephone messages recorded and referred to action officers | Percentage of telephone messages captured in records system and referred to action officers at time of receipt of message | 100% |
| 3 | Incoming Correspondence is registered and acknowledgement issued to sender for local residents | Correspondence (emails and letters) to be acknowledged, scanned, registered and allocated to action officer within timeframe | 48 hrs |

Corp. & Comm. Services – Bushfire & Emergency Services

Directorate: Corp. & Comm. Services
Branch: Bushfire and Emergency Services

Fire is part of the Australian landscape. Bushfire management in NSW is a cooperative effort of the whole community. The NSW Rural Fire Service is the lead agency in combating bushfires and enabling the community to be better prepared and protected from bushfires. Although fighting fires and protecting the community from emergencies is the most visible aspect of the RFS role, the Service has many responsibilities as the leading agency for bushfire management and mitigation in NSW.



The Rural Fire Service (RFS) agreement for Castlereagh Zone commenced 1 January 2013 and stipulates those functions exercised by each party, being the Councils (Warrumbungle and Gilgandra) and the NSW Commissioner. The RFS budget is prepared each year via an annual 'Bid' approved by the Minister responsible. Funding for the RFS and provision of Emergency Services, comes from three sources, with the bulk of funding (73.7%) provided by a tax on insurance companies and the remainder of the funds provided by Local Government (11.7%) and the NSW State Government (14.6%). This model of funding is currently under review.

Council's responsibilities under the RFS agreement include:

- The provision of financial and information services such as purchasing, accounts receivable, and accounts payable and petty cash services to RFS, and the provision of access to Council data including access to Council's finance system and data in relation to land owners;
- Provision of maintenance and registration services for vehicles, and cleaning and grounds maintenance and security services for RFS buildings;
- Provision of technical advice on environmental issues;
- Provision of admin support during major incidents, and access to Council office equipment;
- Provision of Council plant and equipment during major incidents;
- Provision of Council stores and fuel supply for Schedule 4 plant and equipment.

How much does this activity cost and how is it funded?

| Year | How much does this activity cost? | | | | How is it funded? | | |
|---------------|-----------------------------------|-------------------------|---------------------|---------------------|--------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payment | Restricted Assets | General Fund |
| 20/21 | 1,839,624 | (1,189,624) | (1,200,000) | (550,000) | - | - | (550,000) |
| 21/22 | 1,855,251 | (1,219,001) | (1,200,000) | (563,750) | - | - | (563,750) |
| 22/23 | 1,871,267 | (1,249,110) | (1,200,000) | (577,844) | - | - | (577,844) |
| 23/24 | 1,887,680 | (1,279,970) | (1,200,000) | (592,290) | - | - | (592,290) |
| Total: | 7,453,822 | (4,937,706) | (4,800,000) | (2,283,884) | - | - | (2,283,884) |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Funding RFS for the provision of Emergency Services (Council's portion only) | P12 |
| Provision to RFS of financial and information services and access to Council data | GF5 |
| Provision to RFS of maintenance and registration services for vehicles, and cleaning and grounds maintenance and security services for RFS buildings | GF5 |
| Provision to RFS of technical advice on environmental issues | GF5 |
| Provision to RFS of administrative support during major incidents and access to Council office equipment | GF5 |
| Provision to RFS of Council plant and equipment during major incidents | GF5 |
| Provision to RFS of Council stores and fuel supply for plant and equipment | GF5 |
| Council attendance at Liaison Committee and distribution of Committee minutes | CC4 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|--------------------|------------------|------------------|------------------|------------------|----------|
| RFS - Enhancements | 500,000 | 500,000 | 500,000 | 500,000 | GF5 |
| RFS - Vehicles | 700,000 | 700,000 | 700,000 | 700,000 | GF5 |
| Total: | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|----|---|--|---------------|
| 1 | The preparation and payment of the RFS Bid amount is completed in a timely manner | Deadlines for completion of bid and payment are met | Yes |
| 2 | A Council presence at the Liaison Committee is maintained | Attendance at Liaison Committee (%) | 90% |
| 3 | Bushfire hazard programs are implemented within budget | Completion of bushfire hazard reduction programs | Yes |
| 4 | Incident control is timely and effective | Response is immediate and Display implemented as appropriate | Yes |

Corp. & Comm. Services - Finance

Directorate: Corp. & Comm. Services

Branch: Finance

Council's Finance section is responsible for the management of all financial aspects of Council's business. This includes daily functions such as accounts payable, accounts receivable, rating, cash management, investment management, and GST and FBT tax compliance. In addition, there are a number of major projects such as the preparation of Council's Budget, Financial Statements, Quarterly Budget Review Statements and other Integrated Planning and Reporting requirements.



Finance is a support function, and although it does not directly provide services to the public, an effective and well-functioning Finance function is essential in ensuring that the provision of services by Council is cost effective, efficient, and financially sustainable in the long term. Finance is also responsible for aspects of financial governance and is the principal contact for both internal and external audit. Finance also provides administration for the Coolah Services NSW outlet and financial oversight for both outlets.

How much does this activity cost and how is it funded?

| Year | How much does this activity cost? | | | | How is it funded? | | |
|---------------|-----------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| 20/21 | 878,630 | (1,514,669) | - | (636,039) | - | - | (636,039) |
| 21/22 | 900,596 | (1,551,828) | - | (651,232) | - | - | (651,232) |
| 22/23 | 923,111 | (1,589,905) | - | (666,794) | - | - | (666,794) |
| 23/24 | 946,188 | (1,628,923) | - | (682,734) | - | - | (682,734) |
| Total: | 3,648,525 | (6,285,324) | - | (2,636,799) | - | - | (2,636,799) |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Completion of financial statements and liaising with internal and external audit | GF6 |
| Completion and monitoring of Council's budget, including preparation of QBRs | GF6 |
| Management of Council's accounts payable, accounts receivable and stores functions | GF6 |
| Management of Council's rates function | GF6 |
| Management of water, sewer and waste billing | GF6 |
| Asset management | GF8 |
| Finance related IP&R requirements, and other DLG, ABS and LGGC returns | GF7 |
| Bank reconciliation and management of investments for Council | GF8 |
| Taxation requirements such as BAS and FBT | GF4 |
| Internal management reporting | GF4 |
| Key Projects | |
| General Ledger Project | GF4 |
| Review of Finance System Project | GF4 |
| Asset Management Improvement Project | GF8 |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|----|---|--|---------------|
| 1 | The collection of rates and annual charges is managed effectively given the socio-economic realities of the Shire | Outstanding rates, and annual charges ratio | < 12% |
| 2 | Council's external financial reporting requirements to the DLG are met | Council's financial statements are not qualified and submitted to the DLG on time | Yes |
| 3 | Council's IP&R, budget and other external reporting requirements are met | Council's IP&R, grants return, and LGGC returns are completed within statutory deadlines | Yes |
| 4 | Accounts payable is managed effectively | Number of creditor accounts over 60 days at end of each month | 5 |
| 5 | Internal and external audit management points addressed within a reasonable time frame | Number of repeat issues | 1 |
| 6 | Council's finances are effectively managed within Council's budget | Final recurrent variance against budget | <10% |
| 7 | Council's investments are managed effectively per DLG guidelines and gain a good return for Council | Rate of return above BBSW | 0.10% |
| 8 | Debt is managed effectively in the funding of Council's business, with consideration of intergenerational equity | Debt services ratio | <5% |

Corp. & Comm. Services – Communications & IT

Directorate: Corp. & Comm. Services Branch: Communications & IT

Council's IT division aims to provide an Information Technology service that supports staff needs as part of the IT Strategic Plan. This includes telephone, software, hardware and internet services. Services are provided in collaboration with a third party IT Service Provider, who monitors Council's IT network including backup and security, implements IT upgrades and provides help desk support services.



GIS services are provided by the Communications & IT branch. GIS (Geospatial Information Systems) includes data capture, mapping and analysis of map data for all Council activities. To support asset management, emergency services, technical services and planning staff, a GIS strategy is being developed to assist Council's activities and service levels.

The Communication division is responsible for developing and implementing Council's media and communication strategy, providing information to residents of the Shire, acting as a conduit for feedback and input from the community, and ensuring information on Council's services is easily accessible to the public. Supported by the development of a Communications Strategy, this is further buoyed by improving communication skills of staff. In particular internal communications processes within the organisation.

How much does this activity cost and how is it funded?

| Year | How much does this activity cost? | | | | How is it funded? | | |
|---------------|-----------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| 20/21 | 857,846 | (1,057,942) | (37,500) | (237,596) | - | - | (237,596) |
| 21/22 | 879,292 | (1,084,317) | (15,000) | (220,024) | - | - | (220,024) |
| 22/23 | 901,274 | (1,111,350) | (70,000) | (280,076) | - | - | (280,076) |
| 23/24 | 923,806 | (1,139,060) | (40,000) | (255,254) | - | - | (255,254) |
| Total: | 3,562,219 | (4,392,669) | (162,500) | (992,950) | - | - | (992,950) |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Provide information to local media, and issue appropriate media releases promoting Council activities and achievements | GF7 |
| Implement Council's IT Strategic Plan | GF7 |
| Project management of all communications and IT projects | GF6 |
| Supervision of the development of IT Infrastructure, systems and services | GF8 |
| Provision of IT support and assistance to staff | GF8 |
| Key Projects | |
| Develop and implement Council's Communication Strategy | GF4 |
| Develop and implement Council's GIS Strategy | GF4 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|---|---------------|---------------|---------------|---------------|----------|
| Communications & IT | | | | | |
| Replacement PCs | 10,000 | 10,000 | 10,000 | 10,000 | GF6 |
| Microsoft Server Licenses & SA | 7,500 | - | - | 7,500 | GF6 |
| GPS Handheld units | | - | - | 10,000 | GF6 |
| InfoXpert (mobile & web portal modules) | | - | - | 7,500 | GF6 |
| Replacement IT Server Hardware | | 5,000 | 5,000 | 5,000 | GF6 |
| Video Conferencing System | 10,000 | | | | GF6 |
| Antivirus Security Software | | - | 30,000 | - | GF6 |
| Software capitalisation | 10,000 | - | - | - | GF6 |
| Video Recording Council Meetings | - | - | 25,000 | - | GF6 |
| Total: | 37,500 | 15,000 | 70,000 | 40,000 | |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|----|---|---|---------------|
| 1 | Media notices and editorials on Council activities are broadcast in all local publications | Number of articles, editorials or notices in each local paper (per publication) | >1 |
| 2 | Implementation of IT Strategic Plan | Review and implementation of Council's IT strategic plan is complete | Yes |
| 3 | Development and implementation of Council's Communication Strategy | Completion and adoption by Council of a WSC Communication Strategy | Yes |
| 4 | IT Support and assistance provided to staff | Managed support services and helpdesk response and resolving of issues timeframe as per priority matter | Yes |
| 5 | Coordinate a detailed Community Engagement Program to identify and test the level of Council's service and gauge community satisfaction | Residents responding in a community survey, and feedback provided. | 2% |
| 6 | Content on Council's website to be monitored daily | Number of new items per week | >2 |
| 7 | Accurate GIS data on all Council assets is compiled for use by Council staff | Compilation of accurate GIS data is completed within a 1.5 year timeframe | Yes |
| 8 | New asset additions are captured in Council's GIS system | Frequency of updating of asset information | 6 monthly |
| 9 | Disaster Recovery implemented as per Business Continuity Plan | Disaster Recovery system implemented | Yes |

Corp. & Comm. Services – Supply Services

Directorate: Corp. & Comm. Services
Branch: Supply Services

Council's Supply Section is responsible for providing cost effective and efficient stores and procurement function to internal stakeholders from its three stores. This includes ordering and distribution of materials to crews and other areas within Council. Supply Services is also responsible for ensuring that supplies are purchased within Council's procurement policy and delegation.



Supply Services is a support function, and although it does not directly provide services to the public, it is critical to Council's business and is essential that it is managed effectively which includes carrying out regular fuel and stores stocktakes to minimise variances.

How much does this activity cost and how is it funded?

| Year | How much does this activity cost? | | | | How is it funded? | | |
|---------------|-----------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| 20/21 | 5,000 | (305,995) | - | (300,995) | - | - | (300,995) |
| 21/22 | 5,125 | (313,601) | - | (308,476) | - | - | (308,476) |
| 22/23 | 5,253 | (321,397) | - | (316,143) | - | - | (316,143) |
| 23/24 | 5,384 | (329,387) | - | (324,003) | - | - | (324,003) |
| Total: | 20,763 | (1,270,380) | - | (1,249,617) | - | - | (1,249,617) |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Maintenance and operation of store facilities in Coolah, Dunedoo and Coonabarabran | GF4 |
| Management of stock levels and stock availability at Council's three stores | GF4 |
| Issuing of stock to all departments within Council in a timely manner and minimising idle stock | GF4 |
| Ensuring stock is purchased at the best possible prices in accordance with Council procurement policy and delegations. | GF4 |
| Ensuring hazardous materials are stored safely | GF4 |
| Maximising opportunities for regional procurement and resource sharing | GF4 |
| Key Projects | |
| Implementation of uniform store codes for purchasing and control | GF4 |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|----|---|---|---------------|
| 1 | Stock is securely stored and effectively monitored | Fuel and Stores stocktake variances minimised (stock written off) | <\$1,000 p/a |
| 2 | Stock levels are effectively managed and idle stock is minimised | Stock turnover by store | 3 p/a |
| 3 | Hazardous materials are securely stored according to best practices | Number of audited and reportable incidents | 0 |
| 4 | Procurement policy is adhered to | Number of breaches of policy | 0 |
| 5 | Sale of excess stock carried out annually | Sale completed | Yes |

Corp. & Comm. Services – Children & Community Services

Directorate: Corp. & Comm. Services

Branch: Children and Community Services

Children's and Community Services is responsible for helping to achieve the objective in the Community Strategic Plan related to the Community and Culture Section. The objective, in relation to Community and Culture is, the communities of our Shire are safe, harmonious and supportive, bound by vibrant social and cultural interaction and a strong local identity. Strategies to achieve this objective which Children's and Community Services contribute to are:

- Provide appropriate services to ensure that young people and families have access to appropriate support services such as childcare;
- Identify and resolve constraints in service provision and create partnerships that address those gaps across all demographic and special needs groups in the Shire;
- Work with local communities to develop and expand local arts and cultural activities, programs and events;
- Create support mechanisms to build community resilience and self-reliance;
- Work regionally and across all levels of Government to identify and address the long term needs of smaller rural communities;
- Develop partnerships with Government and non-Government agencies to effectively address local social and economic disadvantage; and
- Work with local Indigenous communities to acknowledge the traditional owners of the land and raise community awareness of, and involvement in, local Indigenous culture.

Warrumbungle Community Care

Warrumbungle Community Care provides community services such as Community Transport, Meals on Wheels, Home Maintenance Services, Social Support Services and Respite Services. Our services are provided to:

- Older people who require assistance to live independently at home, and their carers.
- Younger people with a disability who require assistance to live independently at home, and their carers.
- People who cannot access services without transport assistance.



Warrumbungle Community Care clients come from all walks of life and include:

- People of Aboriginal and Torres Strait descent
- People from culturally diverse backgrounds
- People who are rurally isolated
- People with chronic illness
- People who are financially disadvantaged

Warrumbungle Community Care is funded by the Australian Government Department of Social Services, the NSW Government Department of Ageing, Disability and Home Care and Transport for NSW.

Community Development

Council's Community Development Program provides assistance to communities across the Shire, including financial assistance to local level community organisation's for the appointment of a part-time Development Coordinator. The Development Coordinators liaise with their individual communities to determine local needs and identify community based projects. Development Coordinators then provide support and access to grant funding to fund these projects.

Libraries

Council maintains a network of six (6) libraries across the Shire with library facilities in each town of the Shire. Library services are provided through Council's partnership with the Macquarie Regional Library.

Library services have grown to provide more than just books to borrow with modern libraries becoming a vital community asset where all ages can research information, access the internet and participate in social interaction. Close links have been forged with the schools and communities in each town to help promote the library services.



Yuluwirri Kids



Yuluwirri Kids is a 57 place Preschool and Long Day Care Centre that opened on 2 February, 2009. The Centre is licensed by NSW Education and Communities for a maximum of 57 children a day.

The Centre operates three (3) classrooms: Panda Room for 0-2 year olds. This room can accommodate up to 11 long day care students a day. Possum Room for 2-4 year olds. This room can accommodate up to 13 long day care students and 7 preschool students a day. Giraffe Room for 3 - 5 year olds the year before children commence school. This room can accommodate up to six (6) long day care students and 20 preschool students each day.

A fourth Mobile Preschool classroom operates two days a week on Tuesday's and Thursday's at Council's Robertson Street Campus in Coonabarabran. This Mobile Preschool was established in February 2010, in conjunction with Connect Five Children's Services, to support Waiting Lists for three (3) to five (5) year olds who want to attend Preschool.

Over the course of the year this means that Yuluwirri Kids offers 14,350 places per annum. This equates to 325 places a week, 49 weeks a year of Long Day Care and 40 weeks a year of Preschool.

Connect Five

Connect Five Children's Services is externally funded by the NSW Department of Education and Communities. Connect Five Children's Services provides play sessions to families with children not yet attending school in nine (9) communities across three (3) Shires – Warrumbungle, Coonamble and Gilgandra.



Youth Related Activities

The Youth Development Program is responsible for actively engaging and empowering the youth of our Shire through a variety of programs and initiatives, and through the ongoing support of agencies, organisations and community groups. A major event each year is National Youth Week which provides the opportunity to celebrate young people's contribution to our Shire.



Key organisations the Youth Development Program engages with include: Coonabarabran Youth Club Committee, Coolah Youth and Community Club Committee, NSW Police, local schools and libraries, and other Youth Service providers, including Mackillop Rural Community Services – Reconnect, Centacare, Barnados and Samaritans.

The Youth Development Program is funded by the NSW Government through Family and Community Services, Community Services.

OOSH



Coonabarabran After School and Vacation Care, also known as Coonabarabran Out of School Hours Care (OOSH), provides after school care for primary aged children in Coonabarabran.

Coonabarabran After School and Vacation Care provides a program of fun and interesting activities for children during the hours of 3:30pm – 5:30pm, during school terms.

The service is funded by the Australian Department of Education, via the Child Care Benefit (CCB), and daily charges paid by parents and carers.

How much do these activities cost and how are they funded?

| Year | How much do these activities cost? | | | | How are they funded? | | |
|---|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Children's And Community Services management | | | | | | | |
| 20/21 | - | (110,036) | - | (110,036) | - | - | (110,036) |
| 21/22 | - | (112,129) | - | (112,129) | - | - | (112,129) |
| 22/23 | - | (114,274) | - | (114,274) | - | - | (114,274) |
| 23/24 | - | (116,473) | - | (116,473) | - | - | (116,473) |
| Total: | - | (452,911) | - | (452,911) | - | - | (452,911) |
| Community Transport | | | | | | | |
| 20/21 | 399,058 | (404,099) | (30,000) | (35,041) | - | (35,041) | - |
| 21/22 | 409,034 | (414,132) | (50,000) | (55,098) | - | (55,098) | - |
| 22/23 | 419,260 | (424,424) | (50,000) | (55,164) | - | (55,164) | - |
| 23/24 | 429,742 | (434,982) | (200,000) | (205,240) | - | (205,240) | - |
| Total: | 1,657,095 | (1,677,637) | (330,000) | (350,543) | - | (350,543) | - |
| Multiservice Outlet | | | | | | | |
| 20/21 | 849,478 | (849,318) | (15,000) | (14,840) | - | (14,840) | - |
| 21/22 | 870,715 | (869,005) | (22,000) | (20,290) | - | (20,290) | - |
| 22/23 | 892,483 | (889,183) | (22,000) | (18,700) | - | (18,700) | - |
| 23/24 | 914,795 | (909,866) | (22,000) | (17,071) | - | (17,071) | - |
| Total: | 3,527,471 | (3,517,371) | (81,000) | (70,901) | - | (70,901) | - |
| Community Development | | | | | | | |
| 20/21 | - | (150,000) | - | (150,000) | - | - | (150,000) |
| 21/22 | - | (150,000) | - | (150,000) | - | - | (150,000) |
| 22/23 | - | (150,000) | - | (150,000) | - | - | (150,000) |
| 23/24 | - | (150,000) | - | (150,000) | - | - | (150,000) |
| Total: | - | (600,000) | - | (600,000) | - | - | (600,000) |
| Libraries | | | | | | | |
| 20/21 | 90,000 | (724,996) | - | (634,996) | - | - | (634,996) |
| 21/22 | 92,250 | (726,921) | - | (634,671) | - | - | (634,671) |
| 22/23 | 94,556 | (728,896) | - | (634,340) | - | - | (634,340) |
| 23/24 | 96,920 | (730,924) | - | (634,004) | - | - | (634,004) |
| Total: | 373,726 | (2,911,737) | - | (2,538,011) | - | - | (2,538,011) |
| Yuluwirri Kids | | | | | | | |
| 20/21 | 1,485,015 | (1,484,693) | (20,000) | (19,678) | - | (19,678) | - |
| 21/22 | 1,522,140 | (1,521,788) | (20,000) | (19,647) | - | (19,647) | - |
| 22/23 | 1,560,194 | (1,559,810) | (20,000) | (19,616) | - | (19,616) | - |
| 23/24 | 1,599,199 | (1,598,784) | (20,000) | (19,585) | - | (19,585) | - |
| Total: | 6,166,548 | (6,165,075) | (80,000) | (78,527) | - | (78,527) | - |

| Year | How much do these activities cost? | | | | How are they funded? | | |
|---------------------------------|------------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| Connect Five | | | | | | | |
| 20/21 | 188,659 | (188,545) | (10,000) | (9,886) | - | (9,886) | - |
| 21/22 | 193,375 | (193,253) | - | 123 | - | 123 | - |
| 22/23 | 198,210 | (198,080) | (17,334) | (17,204) | - | (17,204) | - |
| 23/24 | 203,165 | (203,028) | - | 137 | - | 137 | - |
| Total: | 783,409 | (782,906) | (27,334) | (26,830) | - | (26,830) | - |
| Youth Related Activities | | | | | | | |
| 20/21 | 108,492 | (115,616) | - | (7,124) | - | (7,124) | - |
| 21/22 | 111,204 | (118,494) | - | (7,290) | - | (7,290) | - |
| 22/23 | 113,984 | (121,444) | - | (7,460) | - | (7,460) | - |
| 23/24 | 116,834 | (124,468) | - | (7,634) | - | (7,634) | - |
| Total: | 450,515 | (480,022) | - | (29,507) | - | (29,507) | - |
| OOSH | | | | | | | |
| 20/21 | 81,471 | (81,879) | - | (408) | - | (408) | - |
| 21/22 | 83,508 | (83,918) | - | (410) | - | (410) | - |
| 22/23 | 85,595 | (86,008) | - | (412) | - | (412) | - |
| 23/24 | 87,735 | (88,150) | - | (414) | - | (414) | - |
| Total: | 338,310 | (339,954) | - | (1,644) | - | (1,644) | - |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Children's And Community Services Management | |
| Management of the Children's and Community Services Management Branch | GF8 |
| Community Transport | |
| Community Transport Services -HACC | PI1 |
| Community Transport Services -CTP | PI1 |
| Community Transport –Health Related Transport | PI1 |
| Multiservice Outlet | |
| Meals On Wheels | GF3 |
| Respite Service | GF3 |
| Social Support | GF3 |
| Home Maintenance Service | GF3 |
| Community Development | |
| Ensure compliance with the Memorandum of Understanding for Development Co-ordinator funding | CC4 |
| Employment of Development Coordinators in Coolah, Dunedoo, Mendooran, Binnaway and Baradine | CC6 |
| Monitoring of revenue generated through Development Coordinator positions | GF5 |
| Provision of support to Development Coordinators in each community | CC5 |
| Sourcing of external grants to benefit the local community | GF6 |
| Libraries | |
| Provide library services throughout the shire to service all age groups by maintaining membership of the MRL service | CC3 |
| Ensure WH&S requirements at each location are met | CC3 |
| Continue to review operations and hours to better meet demand | CC3 |
| Yuluwirri Kids | |
| To provide a educational program and practice that is stimulating and engaging and enhances children's learning and development | CC1 |
| To focus on the physical environment that is safe, suitable and provides a rich and diverse range of experiences that promote children's learning and development | CC1 |
| The provision of qualified and experienced educators, and staff who are able to develop warm and respectful relationships with children, create safe and predictable environments and encourage children's active engagement in the learning program | CC1 |
| To focus on relationships with children being responsive and respectful and promoting children's sense of security and belonging | CC1 |
| To focus on collaborative relationships with families that are fundamental to achieving quality outcomes for children and community partnerships that are based on active communication, consultation and collaboration | CC1 |
| To focus on effective leadership and management of the service that contributes to quality environments for children's learning and development | CC1 |
| To focus on safeguarding and promoting children's health and safety | CC1 |

| Outcome | CSP Link |
|---|----------|
| Connect Five | |
| Effective Management providing a cost effective service within the funding guidelines | CC1 |
| Delivery of Children's Play Sessions within the targeted area to meet the needs of each community. | CC1 |
| Operation of a Toy Library for members and community | CC1 |
| Development of Parenting Skills | CC1 |
| Partnerships in Service Delivery | CC1 |
| Risk management WH&S | CC1 |
| Family Day Care | |
| Register new Family Day Care Educators wherever possible | CC1 |
| Provide support, guidance, assistance and monitoring of Educators who are registered with the Scheme | CC1 |
| Provide regular home visits to each Educator and play-sessions in each town | CC1 |
| Ensure the Service is accessible and fulfils the requirements of families and children | CC1 |
| Ensure there is adequate access to appropriate and quality care | CC1 |
| Ensure the Service meets National Quality Standard Ratings (ACECQA) | CC1 |
| Ensure objectives and requirements of Funding Agreement are met | CC1 |
| Provide In Home Care in accordance with NSW In Home Care Interim Standards | CC1 |
| Risk Management and WH&S | GF8 |
| Youth Development and Activities | |
| Building relationships between community stakeholders for improved opportunities and outcomes for youth | CC2 |
| Complete research and provide Information distribution to the community and community groups for promotion of grant funding opportunities and network with surrounding shire youth programs. Development of resource for promotion of youth services. | CC1 |
| Development of strategies through Inter-agencies and meetings. Up-skilling services, organisations and agencies for improved connectivity across the shire. | CC2 |
| Research funding and facilitation for skills development and training, youth programming and social skill development across shire. | CC1 |
| Advocacy of youth issues and program ideas through community groups and services | CC1 |
| Continued Integration with youth through new and existing community programs | CC1 |
| Management of school holiday program | CC1 |
| Management of National Youth Week activities across the shire | CC1 |
| OOSH | |
| Effective Management providing a cost effective service within the funding guidelines | CC1 |
| Delivery of After School Care to meet the needs of the Coonabarabran community. | CC1 |
| Risk management WH&S | CC2 |
| Key Projects | |
| Youth Development and Activities | |
| Warrumbungle Shire Youth Action Groups | CC2 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|---|---------------|---------------|---------------|----------------|----------|
| Community Transport | | | | | |
| Community Transport Capital | 30,000 | 50,000 | 50,000 | 200,000 | GF8 |
| Total: | 30,000 | 50,000 | 50,000 | 200,000 | |
| Connect Five | | | | | |
| Connect 5 Capital - Purchase of Vehicle | 10,000 | - | 17,334 | - | GF8 |
| Total: | 10,000 | - | 17,334 | - | |
| Multiservice Outlet | | | | | |
| MSO Capital Replacements | 15,000 | 22,000 | 22,000 | 22,000 | GF8 |
| Total: | 15,000 | 22,000 | 22,000 | 22,000 | |
| Yuluwirri Kids | | | | | |
| Capital Replacements | 20,000 | 20,000 | 20,000 | 20,000 | GF8 |
| Total: | 20,000 | 20,000 | 20,000 | 20,000 | |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|----------------------------|---|------------------------------------|---------------|
| Community Transport | | | |
| 1 | Transport services provided to HACC Clients | Number of trips provided per annum | 4,806 |
| 2 | Transport services provided to CTP Clients | Number of trips provided per annum | 1,676 |
| 3 | Transport services provided to Health Related Transport Clients | Number of trips provided per annum | 124 |

| No | Service Level | Service Level Indicator | Service Level |
|----------------------------|---|---|--------------------------------|
| Multiservice Outlet | | | |
| 1 | Social Support services provided to HACC clients | Number of services provided per annum | 6,249 |
| 2 | Meals Services provided to HACC clients | Number of meals provided per annum | 15,807 |
| 3 | Respite Services provided to HACC clients | Number of services provided per annum | 1,308 |
| 4 | Home Maintenance Services provided to HACC clients | Number of services provided per annum | 2,010 |
| Yuluwirri Kids | | | |
| 1 | The Service completes a Quality Improvement Plan and achieves a satisfactory ACECQA Assessment Rating | Satisfactory Assessment Rating | Satisfactory Assessment Rating |
| 2 | The Service is well utilised by members of the community | Utilisation rate as a percentage of total capacity | 90% |
| 3 | Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement | Level of surplus or deficit | Surplus |
| 4 | Medium to long term needs of the community for child care services are addressed | Five (5) year Business Plan developed | Yes |
| Libraries | | | |
| 1 | Provision of library services to residents of the Shire is maintained | Membership of Macquarie Regional Library is maintained | Yes |
| 2 | Branches are safe for staff and the public | Complete annual inspections of all outlets | Complete |
| 3 | Library opening hours meet the needs of the residents of the Shire | The following opening hours are met: <ul style="list-style-type: none"> • Baradine 7.5 hours • Binnaway 4 hours • Coolah 30.5 hours • Coonabarabran 31.5 hours • Dunedoo 20 hours • Mendooran 7 hours | Yes |

| No | Service Level | Service Level Indicator | Service Level |
|------------------------|--|--|--------------------------------|
| Connect Five | | | |
| 1 | Requirements of funding agreements are met | Annual acquittals and reports returned on time and meet with approval | Yes |
| 2 | Venues identified and licenced according to community requirements | Number of venues that are identified and licenced at any one time | 9 |
| 3 | Play sessions are provided to meet the emerging needs of the community | Number of play sessions per term | 45 |
| 4 | Play sessions are well patronised | Number of children attending per term | 360 |
| 5 | The resources in the Toy Library are clean and in good repair | Toys washed and cleaned on a fortnightly basis | Yes |
| 6 | The Toy Library is well utilised by the community | Number of items loaned per term | 60 |
| 7 | A WH&S risk management program and healthy work environment for all staff and the public is fostered by the organisation | Number of incidents per term requiring medical assistance | None |
| 8 | The service meets the needs and expectations of the community | Survey results | Positive result |
| 9 | Policies and Procedures are met and maintained at all times | Policies and Procedures are reviewed and updated by all stakeholders and adhered to at all times | Yes |
| 10 | Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement | Level of surplus or deficit | Surplus |
| Family Day Care | | | |
| 1 | The number of registered Educators meet the needs of the Family Day Care Service | Number of registered Educators | 15 |
| 2 | New Educators are registered and inducted including a thorough home safety audit (WHS) | New Educators are inducted and meet NSWFD standards | Yes |
| 3 | Educators are provided with supported home visits on a regular basis and regular contact outside of these visits via phone, email and mail outs | Number of monthly visits | 1 |
| 4 | Monthly play-sessions are provided in each town for Educators, with 90% of Educators attending | % of Educators attending monthly play sessions in each town | 90% |
| 5 | Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement | Level of surplus or deficit | Surplus |
| 6 | Requirements of funding agreements are met | Annual acquittals and reports returned on time and meet with approval | Yes |
| 7 | Coordination Unit, in conjunction with Educators, ensures scheme meets all National Regulations and Quality Standards, gaining a satisfactory rating during assessment | Satisfactory Assessment Rating | Satisfactory Assessment Rating |
| 8 | Parents are provided with information about their child and are provided with relevant information about the service | Child reports sent to parents following coordination unit visits to Educators | Yes |
| 9 | Provide support and visits to IHC families and Educators as per requirements | Frequency of eligibility review visits to each IHC family | 6 monthly |

| No | Service Level | Service Level Indicator | Service Level |
|------------------------------|--|--|--------------------------------|
| Family Day Care Cont. | | | |
| 10 | Policies and Procedures are met and maintained at all times by Coordination unit and Educators | Policies and Procedures are reviewed and updated by all stakeholders and adhered to at all times Monitored by coordination unit during home visits and play-sessions | Yes |
| Youth Development | | | |
| 1 | Requirements and objectives of all funding agreements are met | Annual acquittals and reports returned on time and meet with approval | Yes |
| 2 | Delivery of National Youth Week across the Shire | Number of youth engaged in developing / managing activities | 90 |
| 3 | Enhance communities social infrastructure to support desired outcomes | Number of young people engaged within programs | 1,600 |
| 4 | Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement | Level of surplus or deficit | Surplus |
| 5 | Promotion of youth services, information sharing and networking between youth and community services | Number of printed media distributed through shire | 1,600 |
| OOSH | | | |
| 1 | Requirements and objectives of funding agreements are met | Annual acquittals and reports returned on time and meet with approval | Yes |
| 2 | Policies and Procedures are met and maintained at all times | Policies and Procedures are reviewed and updated by all stakeholders and adhered to at all times | Yes |
| 3 | An appropriate After School Care is provided five (5) days a week during school terms | Number of places booked per week | 50 |
| 4 | The Service completes a Quality Improvement Plan and achieves a satisfactory ACECQA Assessment Rating | Satisfactory Assessment Rating | Satisfactory Assessment Rating |
| 5 | A WH&S risk management program and healthy work environment for all staff and the public is fostered by the organisation | Number of incidents per term requiring medical assistance | None |
| 6 | Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement | Level of surplus or deficit | Surplus |
| Community Development | | | |
| 1 | Development Coordinators are employed in Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo and Mendooran | Funding MOU is signed and adopted by each community group | Yes |
| 2 | Development Coordinators meet conditions of the MOU and expectations of external grants are achieved | Level of external grants sourced per annum per town over a four year term | \$50k |

Business Arms of Council

| | |
|--------------------|-----|
| Warrumbungle Water | 102 |
| Warrumbungle Sewer | 107 |
| Warrumbungle Waste | 110 |

Warrumbungle Water

Directorate: Business Arm of Council

Branch: Warrumbungle Water

The core function of Warrumbungle Water is the provision of water supply to connected properties in each town within the Shire. The provision of water services must be economically and environmental sustainable and must meet quality expectations of the community. To reinforce community expectations, the NSW Government requires Warrumbungle Water to demonstrate, on an annual basis, compliance with Best Practice management guidelines. Furthermore, the NSW Government makes reporting of water quality results mandatory through NSW Health.



How much does this activity cost and how is it funded?

| Year | How much does this activity cost? | | | | How is it funded? | | |
|---------------|-----------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|----------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | Water Fund |
| 20/21 | 5,157,019 | (2,557,563) | (2,212,250) | 387,205 | (90,837) | 296,368 | 181,674 |
| 21/22 | 6,292,042 | (2,616,158) | (3,294,840) | 381,045 | (95,442) | 285,603 | 190,883 |
| 22/23 | 4,231,658 | (2,676,147) | (392,003) | 1,163,507 | (100,230) | 1,063,277 | 200,460 |
| 23/24 | 4,352,166 | (2,734,273) | (1,169,208) | 448,685 | (79,425) | 369,259 | 158,851 |
| Total: | 20,032,885 | (10,584,141) | (7,068,302) | 2,380,442 | (365,934) | 2,014,508 | 731,868 |

What will we achieve with this money?

| Outcome | CSP Link |
|---|----------|
| Ongoing Operations | |
| Operation and maintenance of water mains, including hydrants and valves | PI7 |
| Operation and maintenance of water service connections including water meters | PI7 |
| Operation and maintenance of water treatment plants | PI7 |
| Operation and maintenance of reservoirs and pumping stations and telemetry system | PI7 |
| Key Projects | |
| Completion of best practice water and sewer recommendations | PI7 |
| Ongoing investigation of water quality issues in each of the towns | PI7 |
| Ongoing improvements to meter reading operation | PI7 |
| Mendooran Water Supply Modification Upgrade | PI7 |
| Baradine Water Treatment Plant Upgrade | PI7 |
| SCADA and Telemetry Network Upgrade | PI7 |
| Raising Timor Dam Wall Feasibility Study | PI7 |
| Installation of emergency back-up bores in Coolah, Mendooran, Binnaway, Coonabarabran | PI7 |
| Reservoir Upgrades | PI7 |

| Capital Projects | 2020/21 | 2020/21 | 2021/22 | 2023/24 | CSP Link |
|--|----------------|------------------|---------------|----------------|----------|
| Water - Baradine | | | | | |
| Baradine Water Treatment Plant- Renewals | 30,000 | 30,000 | 30,000 | 30,000 | P17 |
| Mains replacements - Baradine | 60,000 | 30,000 | 30,000 | 30,000 | P17 |
| Meter Replacements - Baradine | 20,000 | 20,000 | | | P17 |
| Baradine WTP re-sheet asbestos building | - | 80,000 | - | - | P17 |
| Baradine clarifier replacement (Council contribution only for \$1.0m project) | 250,000 | 750,000 | - | - | P17 |
| Baradine replace filter | 50,000 | 150,000 | - | - | P17 |
| Water - Baradine Total | 410,000 | 1,060,000 | 60,000 | 60,000 | |
| Water - Binnaway | | | | | |
| Meter Replacements - Binnaway | 12,500 | 12,500 | | | P17 |
| Water Treatment Plant- Renewals | 30,000 | 20,000 | 20,000 | 20,000 | P17 |
| Water main replacements – Binnaway | 30,000 | 30,000 | 30,000 | 30,000 | P17 |
| Relining of WTP lagoons - Scoping | 5,000 | - | - | - | P17 |
| Water - Binnaway Total | 77,500 | 62,500 | 50,000 | 50,000 | |
| Water - Coolah | | | | | |
| Coolah – Chlorine room at bores | 36,000 | - | - | - | P17 |
| Meter Replacements – Coolah | 20,000 | 20,000 | | | P17 |
| Mains Replacement and extensions – Coolah | 50,000 | 50,000 | 50,000 | 50,000 | P17 |
| Replacement of Martin St reservoir | - | - | - | 800,000 | P17 |
| Water - Coolah Total | 106,000 | 70,000 | 50,000 | 850,000 | |
| Water - Coonabarabran | | | | | |
| Telemetry Upgrade Water (Council contribution only for proposed Grant funding- total project \$750k) | 356,250 | 300,000 | - | - | P17 |
| 4 yearly res. Inspections and cleans (shirewide) | - | - | 45,000 | - | P17 |
| Meter Replacements - Coonabarabran | 50,000 | 50,000 | - | - | P17 |
| Water Treatment Plant Renewal | 35,000 | 36,552 | 37,466 | 38,403 | P17 |
| Mains replacements - Coonabarabran (incl George St) | 80,000 | 83,288 | 84,537 | 85,805 | P17 |
| Reservoir cleans (shire wide) | - | 20,000 | - | 20,000 | P17 |
| Reservoir upgrades - WHS, C18, fencing (shire wide) | 85,000 | - | - | - | P17 |
| Reservoir upgrades - internal structures (shire wide) | 70,000 | 130,000 | - | - | P17 |

| Capital Projects | 2020/21 | 2020/21 | 2021/22 | 2023/24 | CSP Link |
|--|------------------|------------------|----------------|----------------|----------|
| Coonabarabran Groundwater pipeline (Council's contribution only to \$2.3m project) | 700,000 | 1,385,000 | - | - | P17 |
| Water - Coonabarabran Total | 1,376,250 | 2,004,840 | 167,003 | 144,208 | |
| Water - Dunedoo | | | | | |
| Mains Replacements and extension - Dunedoo | 50,000 | 30,000 | 30,000 | 30,000 | P17 |
| Reservoirs-Rehabilitation | 110,000 | - | - | - | P17 |
| Meter replacements - Dunedoo | 20,000 | 20,000 | | | P17 |
| Water - Dunedoo Total | 180,000 | 50,000 | 30,000 | 30,000 | |
| Water - Mendooran | | | | | |
| Meter replacements - Mendooran | 12,500 | 12,500 | | | P17 |
| Water main replacements - Mendooran | 20,000 | 35,000 | 35,000 | 35,000 | P17 |
| Removal of dead ends - Benewa to Cobra | 30,000 | - | - | - | P17 |
| Water - Mendooran Total | 62,500 | 47,500 | 35,000 | 35,000 | |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|----|---|---|---------------|
| 1 | Quality potable water is supplied to connected properties | Water quality meets criteria established by Australian Drinking Water Guidelines. | Yes |
| 2 | Water supply to connected properties is continuous and there is no disruption due to broken water mains | Number of breaks per year | < 30 |
| 3 | Supply of water to connected properties is at lowest possible recurrent cost | Variance over/under budget | < +/- 10% |
| 4 | Water charging for connected properties is accurate | Number of incorrect meter readings | < 20 |
| 5 | Best practice water and sewer recommendations are completed | Recommendations actioned/completed | Yes |
| 6 | Capital projects are completed within their budgeted time line | % of capital projects completed to schedule | 85% |
| 7 | Capital program is completed within budget | Total variance over/under budget | 10% |
| 8 | Potable water is safe for drinking | Number of boil alerts | None |
| 9 | The water business operates as a fully self funding business | Yearly financial outcome against budget | Surplus |

Warrumbungle Sewer

Directorate: Business Arm of Council

Branch: Warrumbungle Sewer

The core function of Warrumbungle Sewer is the collection and treatment of sewage effluent from connected properties in Baradine, Coolah, Coonabarabran and Dunedoo. The provision of sewer services must be economically sustainable and must meet licence requirements set by NSW Environment Protection Authority for discharge of effluent to the environment. To reinforce community expectations, the NSW Government requires Warrumbungle Sewer to demonstrate, on an annual basis, compliance with Best Practice management guidelines..



How much does this activity cost and how is it funded?

| Year | How much does this activity cost? | | | | How is it funded? | | |
|---------------|-----------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | Sewer Fund |
| 20/21 | 4,012,600 | (1,287,765) | (3,161,695) | (436,860) | 181,007 | (255,853) | (362,015) |
| 21/22 | 6,695,249 | (1,319,895) | (6,721,039) | (1,345,684) | 181,007 | (1,164,677) | (362,014) |
| 22/23 | 3,418,665 | (1,352,828) | (1,864,000) | 201,838 | 191,736 | 393,574 | (383,473) |
| 23/24 | 2,324,236 | (1,386,583) | (597,500) | 340,153 | - | 340,153 | - |
| Total: | 16,450,751 | (5,347,072) | (12,344,234) | (1,240,554) | 553,751 | (686,804) | (1,107,501) |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Preventative and breakdown maintenance of sewer mains and manholes | PI7 |
| Operation and maintenance of sewerage treatment plants | PI7 |
| Operation and maintenance of sewerage pumping stations | PI7 |
| Key Projects | |
| Sewerage Treatment Plant Upgrades Coolah, Dunedoo, Coonabarabran | PI7 |
| Binnaway sewer investigation | PI7 |
| Mendooran Sewerage Scheme Scoping Study | PI7 |
| SCADA and Telemetry Network Upgrade | PI7 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|--|------------------|------------------|------------------|----------------|----------|
| Sewer - Baradine | | | | | |
| Baradine - replace Pot valves & Cont. | 120,000 | - | - | 60,000 | P17 |
| Sewage Treatment Plant - Vacuum pumps renewal | - | 25,000 | - | - | P17 |
| Sewer - Baradine Total | 120,000 | 25,000 | - | 60,000 | |
| Sewer - Binnaway | | | | | |
| Binnaway - Sewerage (Council contribution only to \$7.6m project) @25% | 45,443 | 125,000 | 1,500,000 | 167,500 | P17 |
| Sewer - Binnaway Total | 45,443 | 125,000 | 1,500,000 | 167,500 | |
| Sewer - Coolah | | | | | |
| Coolah Sewage Treatment Plant Upgrade | 247,503 | 3,244,662 | 115,800 | - | P17 |
| Manhole rehab – Coolah | - | 20,000 | - | 20,000 | P17 |
| Sewer - Coolah Total | 247,503 | 3,264,662 | 115,800 | 20,000 | |
| Sewer – Coonabarabran | | | | | |
| Mains-Relining various sections Coona | | 210,000 | | 220,000 | P17 |
| Pump stations- renewal | 60,000 | 60,000 | 60,000 | 60,000 | P17 |
| Manhole rehab – Coonabarabran | 40,000 | 40,000 | 40,000 | 40,000 | P17 |
| Telemetry Upgrade (All Towns) (Council Contribution only for 250k project) | 118,750 | 100,000 | - | - | P17 |
| Coonabarabran Sewage Treatment Plant Upgrade | 1,000,000 | 1,196,877 | 118,200 | - | P17 |
| Sewer - Coonabarabran Total | 1,218,750 | 1,606,877 | 218,200 | 320,000 | |
| Sewer – Dunedoo | | | | | |
| Dunedoo Sewage Treatment Plant Upgrade | 1,500,000 | 1,669,500 | - | - | P17 |
| Manhole rehab - Dunedoo | 30,000 | 30,000 | 30,000 | 30,000 | P17 |
| Sewer - Dunedoo Total | 1,530,000 | 1,699,500 | 30,000 | 30,000 | |
| Sewer - Mendooran | | | | | |
| Sewer - Mendooran Total | - | - | - | - | |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|----|--|---|---------------|
| 1 | Sewage treated and discharged in accordance with EPA licence conditions | Compliance with EPA conditions | 80% |
| 2 | Sewer pumping stations are effective and efficient | Number of breakdowns or overflows from pumping stations per annum | < 1 |
| 3 | Efficient and effective sewer pumping stations | Number of odour complaints from pumping stations per annum | < 5 |
| 4 | Collection of sewage from connected properties is effective and the number of overflows from sewer mains and manholes is minimised | Number of overflows per annum | < 50 |
| 5 | Capital projects are completed within their budgeted time line | % of capital projects completed to schedule | 85% |
| 6 | Capital program is completed within budget | Total variance over/under budget | 10% |
| 7 | The sewer business operates as a fully self funding business | Yearly financial outcome against budget | Surplus |

Warrumbungle Waste

Directorate: Business Arm of Council
Branch: Warrumbungle Waste

Warrumbungle Waste provides waste services throughout the Warrumbungle Shire as a business arm of Council. The waste services are provided to residential and non-residential customers for both general waste and recycling. Council operates all pick-up services for both general waste and recycling pickups throughout the Shire with Council labour.



The waste and recycling pickup service operates in all towns and most villages in the Shire as well as on ten dedicated rural runs.

In addition to the pickup services Warrumbungle Waste operates a landfill located at Coonabarabran. This location also includes a Material Handling Facility for the sorting of recyclables. Council also currently maintains and operates six Waste Transfer Stations at Baradine, Binnaway, Mendooran, Coolah, Ulamambri and Dunedoo.

Warrumbungle Waste is a core function of Council and provides an essential service to the community and needs to be funded exclusively from general rating income as a stand alone fund.

How much does this activity cost and how is it funded?

| Year | How much does this activity cost? | | | | How is it funded? | | |
|---------------|-----------------------------------|-------------------------|---------------------|---------------------|---------------------------|-------------------|--------------|
| | Income | Operational Expenditure | Capital Expenditure | Net Cost to Council | Loan Receipts or Payments | Restricted Assets | General Fund |
| 20/21 | 2,731,085 | (2,533,044) | (60,000) | 138,041 | - | 138,041 | - |
| 21/22 | 2,799,239 | (2,585,323) | (20,000) | 193,916 | - | 193,916 | - |
| 22/23 | 2,869,093 | (2,649,908) | (20,000) | 199,185 | - | 199,185 | - |
| 23/24 | 2,940,690 | (2,716,108) | (20,000) | 204,582 | - | 204,582 | - |
| Total: | 11,340,106 | (10,484,383) | (120,000) | 735,723 | - | 735,723 | - |

What will we achieve with this money?

| Outcome | CSP Link |
|--|----------|
| Ongoing Operations | |
| Management of waste services | PI8 |
| Provide and maintain a landfill facility for the shire | PI8 |
| Provide and maintain waste transfer station facilities for the shire | PI8 |
| Weekly residential general waste pick up service | PI8 |

| Outcome | CSP Link |
|--|----------|
| Weekly residential recycling pick up service | PI8 |
| Weekly commercial waste pick up service | PI8 |
| Waste minimisation through two material handling facilities in the shire | PI8 |
| Key Projects | |
| Waste Management Strategy | PI8 |
| Landfill Expansion | PI8 |

| Capital Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | CSP Link |
|---------------------------------|---------------|---------------|---------------|---------------|----------|
| Waste Capital Allowance | 20,000 | 20,000 | 20,000 | 20,000 | PI8 |
| Facilities/Office Upgrade | 10,000 | - | - | - | PI8 |
| Waste Master Plan | 10,000 | - | - | - | PI8 |
| Landfilling Plan Development | 20,000 | - | - | - | PI8 |
| Warrumbungle Waste Total | 60,000 | 20,000 | 20,000 | 20,000 | |

How will we track our progress?

| No | Service Level | Service Level Indicator | Service Level |
|----|--|--|---------------|
| 1 | The waste service operates as a fully self funding business | Yearly financial outcome against budget | Surplus |
| 2 | Weekly residential waste pick up service is provided to eligible residents | Number of complaints for missed services per year | <10 |
| 3 | Weekly residential recycling pick up service is provided to eligible residents | Number of complaints for missed services per year | <10 |
| 4 | Council's waste facilities operate within regulatory guidelines | Amount of penalties imposed on Council by Regulators | \$0 |
| 5 | WH&S issues are minimised within the Waste Branch | Number of WH&S incidents per annum | 2 |