

Warrumbungle Shire Council

Operational Plan 2021/22 and

Delivery Program 2021/22 to 2024/25

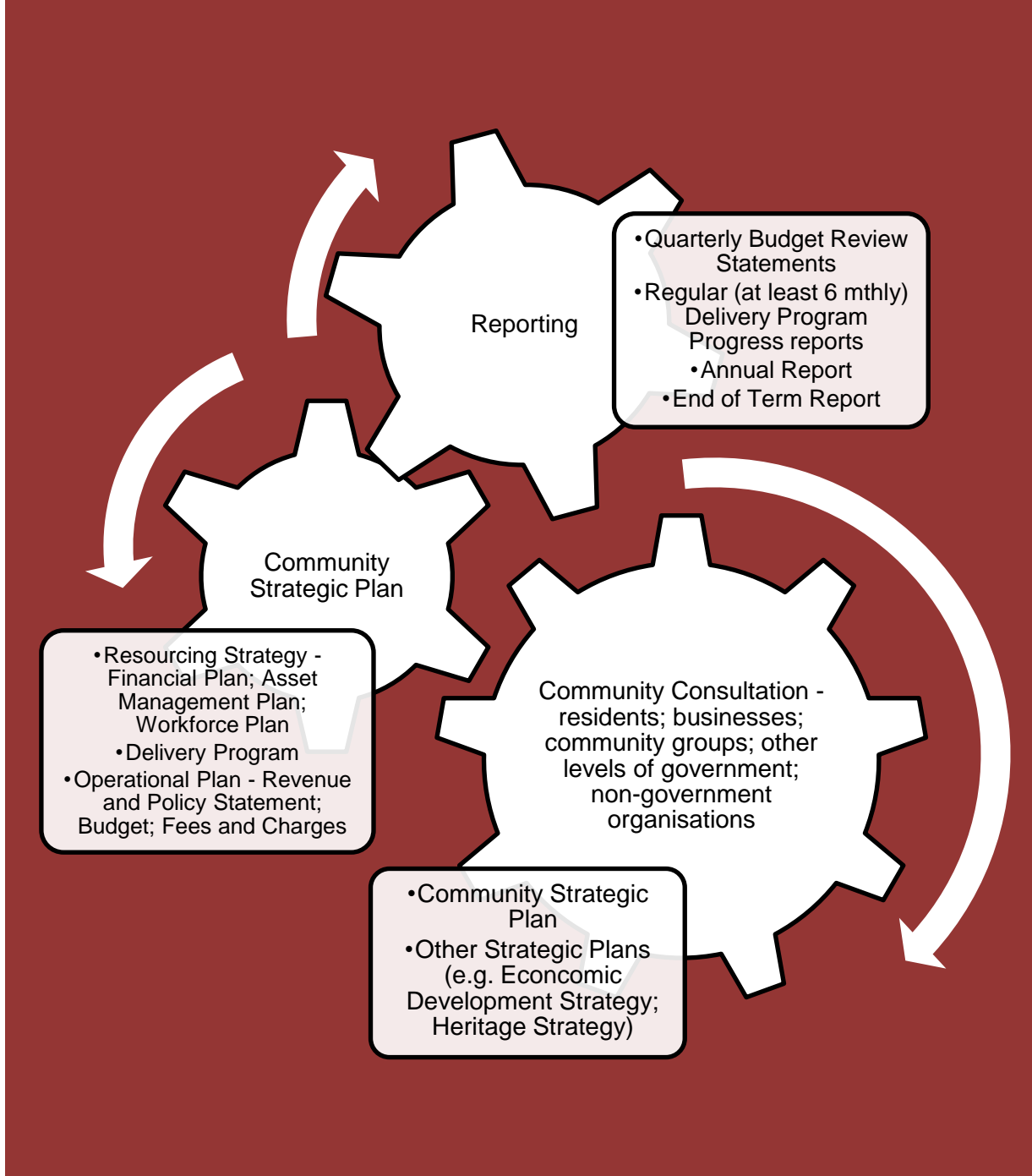
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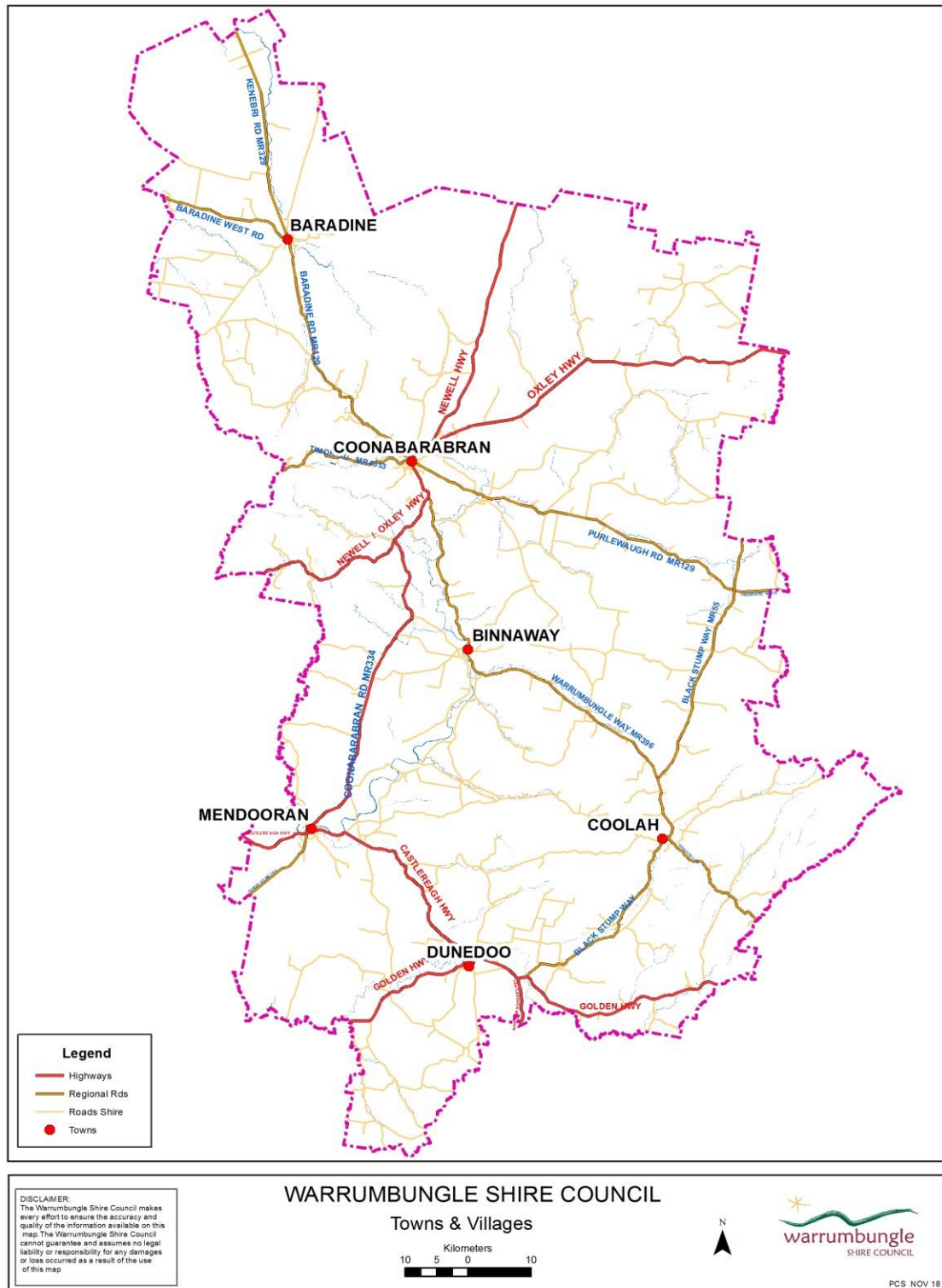
1.1 INTEGRATED PLANNING AND REPORTING FRAMEWORK

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.



1.2 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.



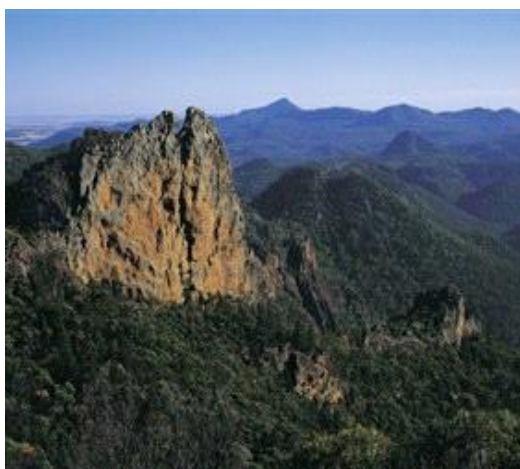
1.3 A PROFILE OF WARRUMBUNGLE SHIRE

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

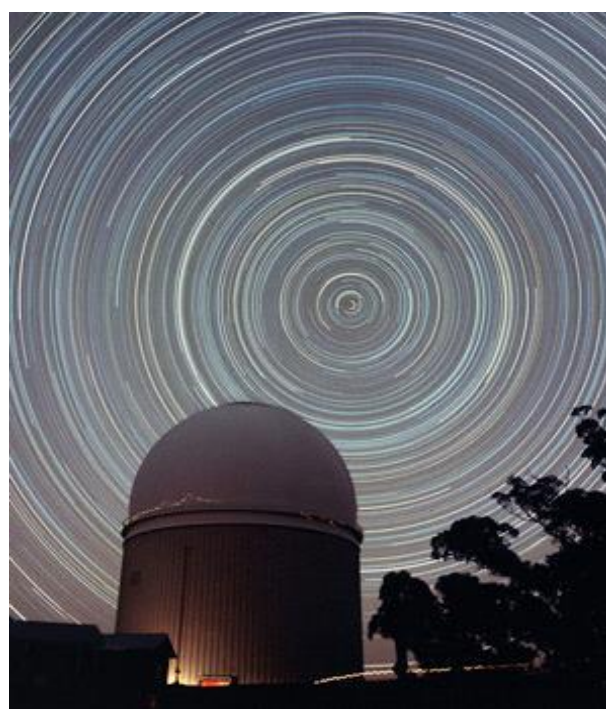
The Warrumbungle Shire is strategically positioned on the Newell Highway mid-way between Brisbane and Melbourne. A number of highways and main roads traverse the shire providing links with surrounding regional centres.

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 confines of the visual night sky.



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

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.



1.4 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.

1.5 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

1.6 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.

1.7 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 season, 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.

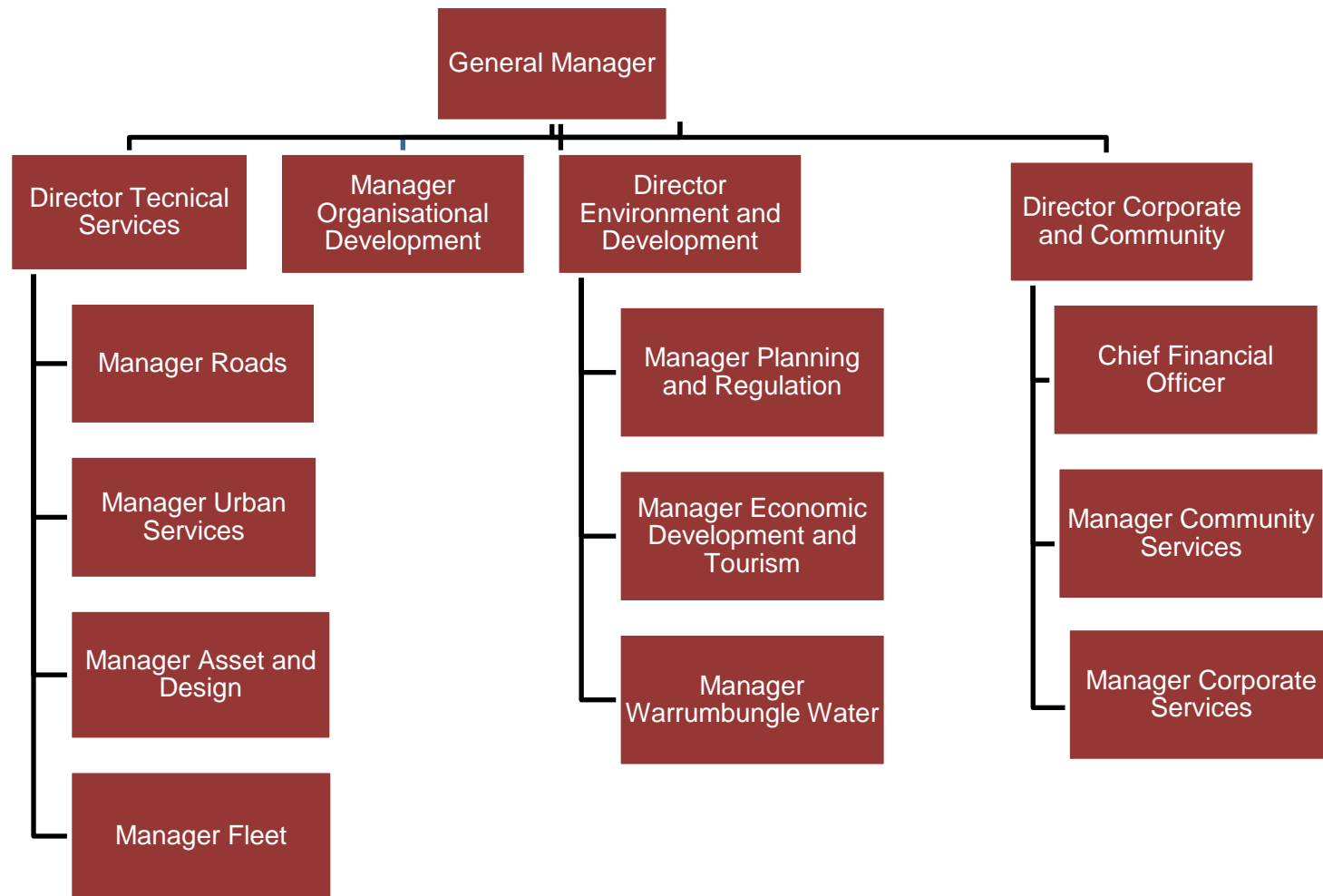
7 Local Governance and Finance Our councillors represent the communities of the Shire well and work effectively together, taking their responsibilities as elected officials seriously. Council provides an appropriate range of services and facilities that are responsive to community needs and Council bases 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.

1.8 ORGANISATION

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



1.9 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.

2 COUNCIL'S OPERATIONAL PLAN AND DELIVERY PROGRAM

2.1 2021/22 BUDGET AND DELIVERY PROGRAM HIGHLIGHTS

2.1.1 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;
- Council's reliance on grant funding; and
- Possible extension to freezing of Federal Assistance Grants (FAGS) by the Commonwealth.

It is under these constraints and considerations that the 2021/22 Operational Plan (budget) and 2021/22 to 2024/25 Delivery Programs have both been prepared.

2.1.2 BUDGET AND DELIVERY PROGRAM HIGHLIGHTS

Features of Council's Budget and Delivery Program include:

- Operating deficit before capital grants for 2021/22 is \$4.1m;
- An unrestricted cash budget deficit of \$592k in the 2021/22 financial year;
- Council's cash at bank will increase by \$15k (\$11.265m to \$11.280m) by the end of 2021/22;
- An ambitious capital program over the four years of \$56.1m;

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 - \$4m
- Operating Plant replacement of \$8.6m;
- Resheeting, resealing, causeways & bridges on local roads - \$6.9m;
- Regional Roads rehabilitation and resealing - \$9.6m;
- Town Streets - \$2m;
- Warrumbungle Water - \$9.3m;
- Warrumbungle Sewer - \$11.1m.

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.

2.1.3 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:

- Operational efficiencies
- Service levels and requirements
- Productivity
- Outsourcing
- Economies of scale
- Resource sharing/collaboration
- 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 – 2024/25)

	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations				
Rates & Annual Charges	14,642	15,057	15,487	15,870
User Charges and Fees	5,248	5,308	5,484	5,593
Interest & Investment Revenue	225	237	241	246
Other Revenues	1,176	1,199	1,223	1,248
Grants & Contributions (Operational)	15,278	15,123	15,523	15,946
Grants & Contributions (Capital)	9,417	7,363	4,225	3,161
Gains/(Losses) from Disposal of Assets	803	819	835	852
Net Share in JVs	-	-	-	-
Total Income From Continuing Operations	46,789	45,106	43,018	42,916
Expenses from Continuing Operations				
Employee Benefits & On-Costs	15,733	16,047	16,368	16,696
Borrowing Costs	104	58	34	10
Materials & Contracts	6,568	6,287	6,438	6,592
Depreciation & Impairment	13,037	13,255	13,477	13,703
Other Expenses	5,450	5,336	5,475	5,597
Net Share of Interest in Joint Ventures	-	-	-	-
Net Losses from Disposal of Assets	600	612	624	637
Total Expenditure From Continuing Operations	41,492	41,595	42,416	43,235
Net Operating Result for the Year	5,297	3,511	602	(319)
Net Operating Result before Capital Grant & Contributions	(4,120)	(3,852)	(3,623)	(3,480)

2.3 2021/22 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	8,525,128	-		8,525,128	-	-	8,525,128
Interest Revenue	120,000	-		120,000	-	-	120,000
General Grants	7,699,287	-		7,699,287	-	-	7,699,287
Total General Revenue	16,344,415	-	-	16,344,415	-	-	16,344,415
Executive							
General Manager							
Management and Leadership	175,475	(1,110,600)		(935,125)	-	-	(935,125)
Governance	67,013	(634,130)		(567,117)	-	-	(567,117)
Organisation Development Management	108,842	(467,411)		(358,568)	-	-	(358,568)
Payroll Services	-	597,056		597,056	-	-	597,056
WHS and Risk Management	119,533	(318,196)		(198,663)	-	-	(198,663)
Learning and Development Services	55,938	(207,628)		(151,690)	-	-	(151,690)
Total Executive	526,801	(2,140,910)	-	(1,614,109)	-	-	(1,614,109)
Technical Services							
Technical Services Management	-	(522,262)		(522,262)	-	-	(522,262)
Total Technical Services Management	-	(522,262)	-	(522,262)	-	-	(522,262)
Design Services							
Design Services Management	-	(48,941)		(48,941)	-	-	(48,941)
Emergency Services Management	-	(84,211)		(84,211)	-	-	(84,211)
Survey Investigation and Design	-	(208,257)	(48,500)	(256,757)	-	-	(256,757)
GIS	-	(201,022)		(201,022)	-	-	(201,022)
Asset Management	-	(204,922)		(204,922)	-	-	(204,922)
NSW Fire Brigade	-	(55,000)		(55,000)	-	-	(55,000)
Total Design Services	-	(802,354)	(48,500)	(850,854)	-	-	(850,854)
Road Operations							
Road Operations Management	39,379	(558,867)		(519,488)	-	-	(519,488)
Regional Roads M&R	5,682,000	(1,855,801)	(3,819,000)	7,199	(64,047)	(56,848)	-
Local Roads M&R	2,304,124	(2,577,489)	(2,430,000)	(2,703,365)	(611,250)	-	(3,314,615)
Aerodromes	40,000	(141,827)	(40,000)	(141,827)	-	-	(141,827)

Cost of Council Activities					Funding of Activities		
Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
RMCC And Other Road Contracts	1,000,000	(1,021,836)		(21,836)	-	-	(21,836)
Private Works	108,000	(69,266)		38,734	-	-	38,734
Total Road Operations	9,173,503	(6,225,087)	(6,289,000)	(3,340,584)	(675,297)	(56,848)	(3,959,033)
Fleet Services							
Fleet Services Management	45,000	(340,691)		(295,691)	-	(295,691)	-
Plant and Equipment	6,094,000	(2,347,332)	(2,295,000)	1,451,668	-	1,451,668	-
Depots	-	(164,088)		(164,088)	-	(164,088)	-
Workshops	-	(55,232)		(55,232)	-	(55,232)	-
Total Fleet Services	6,139,000	(2,907,343)	(2,295,000)	936,657	-	936,657	-
Property							
Property	403,426	(802,296)	(33,200)	(432,070)	-	-	(432,070)
Cemetery Services	100,000	(161,320)	(63,000)	(124,320)	-	-	(124,320)
Medical Facilities	50,000	(39,629)		10,371	-	-	10,371
Public Halls	27,240	(179,758)	-	(152,518)	-	-	(152,518)
Total Property	580,666	(1,183,003)	(96,200)	(698,537)	-	-	(698,537)
Urban Services							
Urban Services Management	3,000	(201,632)		(198,632)	-	-	(198,632)
Horticulture	-	(579,124)	(110,000)	(689,124)	-	-	(689,124)
Street Cleaning	-	(282,421)		(282,421)	-	-	(282,421)
Public Amenities	-	(303,170)		(303,170)	-	-	(303,170)
Ovals	20,000	(402,276)	(35,000)	(417,276)	-	-	(417,276)
Town Streets	-	(642,328)	(263,900)	(906,228)	-	-	(906,228)
Public Swimming Pools	120,000	(664,189)	(45,000)	(589,189)	-	-	(589,189)
Total Urban Services	143,000	(3,075,140)	(453,900)	(3,386,040)	-	-	(3,386,040)
Total Tech Services	16,036,168	(14,715,187)	(9,182,600)	(7,861,619)	(675,297)	879,809	(9,416,725)
Environment and Development Services							
Environment and Development Services Management							
Environment and Development Services Management	22,519	(568,851)		(546,332)	-	-	(546,332)
Building Control	62,347	(238,694)		(176,347)	-	-	(176,347)

Description	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
Environmental Health Services	16,153	(82,959)		(66,806)	-	-	(66,806)
Town Planning	141,363	(258,296)		(116,933)	-	-	(116,933)
Total Environment and Development Services Management	242,382	(1,148,799)	-	(906,417)	-	-	(906,417)
Regulatory Services							
Compliance Services	34,669	(337,017)		(302,348)	-	-	(302,348)
Noxious Weeds	-	(120,000)		(120,000)	-	-	(120,000)
Total Regulatory Services	34,669	(457,017)	-	(422,348)	-	-	(422,348)
Development and Tourism							
Tourism and Economic Development Services	79,470	(568,475)	(88,200)	(577,205)	-	-	(577,205)
Tourism and Economic Promotion	-	(116,400)		(116,400)	-	-	(116,400)
Total Development And Tourism	79,470	(684,875)	(88,200)	(693,605)	-	-	(693,605)
Total Development Services	356,521	(2,290,691)	(88,200)	(2,022,370)	-	-	(2,022,370)
Corporate and Community Services							
Corporate Services							
Corporate Services Management	53,984	(352,838)		(298,854)	-	-	(298,854)
Administration Services	372,944	(761,534)		(388,590)	-	-	(388,590)
Finance	761,644	(1,444,223)		(682,579)	-	-	(682,579)
Communications and IT	836,163	(834,779)	(260,000)	(258,616)	-	-	(258,616)
Organisational Risk	351,740	(721,670)		(369,930)	-	-	(369,930)
Supply Services	5,000	(278,005)		(273,005)	-	-	(273,005)
Total Corporate Services	2,381,475	(4,393,048)	(260,000)	(2,271,574)	-	-	(2,271,574)
Corporate and Comm. Services Other							
Bushfire and Emergency Services	1,923,306	(1,436,462)	(1,200,000)	(713,156)	-	-	(713,156)
Total Corporate and Comm. Services	1,923,306	(1,436,462)	(1,200,000)	(713,156)	-	-	(713,156)
Community Services							
Community Services Management	81,000	(192,519)		(111,519)	-	-	(111,519)
Connect 5	188,659	(217,959)	-	(29,300)	-	(29,300)	-
Community Connections	115,151	(137,641)		(22,490)	-	(22,490)	-
OOSH	81,471	(97,943)		(16,472)	-	(16,472)	-
Libraries	90,000	(726,682)		(636,682)	-	-	(636,682)
Community Development	-	(150,000)		(150,000)	-	-	(150,000)
Community Transport	358,388	(424,139)	-	(65,751)	-	(65,751)	-

Description	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
Aged Care Services	191,413	(29,027)		162,386	-	162,386	-
Meals On Wheels	225,846	(248,250)	-	(22,404)	-	(22,404)	-
Respite	79,889	(92,791)	-	(12,902)	-	(12,902)	-
Home Maintenance	119,093	(138,061)		(18,968)	-	(18,968)	-
Social Support	147,773	(190,132)	-	(42,359)	-	(42,359)	-
Yuluwirri Kids	1,622,102	(1,622,103)	-	(1)	-	(1)	-
Total Children's And Community Services	3,300,785	(4,267,248)	-	(966,463)	-	(68,262)	(898,201)
Total Corporate And Comm Services	7,605,566	(10,096,758)	(1,460,000)	(3,951,192)	-	(68,262)	(3,882,931)
Total General Fund	40,869,471	(29,243,546)	(10,730,800)	895,125	(675,297)	811,547	(591,719)
Warrumbungle Water	6,658,847	(2,627,663)	(3,353,952)	677,232	(104,470)	572,762	-
Warrumbungle Sewer	4,595,295	(1,486,684)	(3,875,546)	(766,935)	181,007	(585,928)	-
Warrumbungle Waste	2,663,516	(2,494,754)	(78,800)	89,962	-	89,962	-
Total Warrumbungle Shire Council	54,787,129**	(35,852,647)	(18,039,098)	895,384	(598,760)	888,343	(591,719)

**Includes Internal Transactions but not non-cash (Depreciation & Written Down Value of Assets sold).

2.4 2021/22 TO 2024/25 DELIVERY PROGRAM (DP NUMBERS)

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or (Payments)	Cash Result	Restricted Assets	Surplus / (Deficit)
2021/22								
General Revenue	16,344,415	-	-	16,344,415	-	16,344,415	-	16,344,415
Executive	526,801	(2,140,910)	-	(1,614,109)	-	(1,614,109)	-	(1,614,109)
Technical Services	16,036,168	(14,715,187)	(9,182,600)	(7,861,619)	(675,297)	(8,536,916)	879,809	(9,416,725)
Development Services	356,521	(2,290,691)	(88,200)	(2,022,370)	-	(2,022,370)	-	(2,022,370)
Corporate Services	7,605,566	(10,06,758)	(1,460,000)	(3,951,192)	-	(3,951,192)	(68,262)	(3,882,931)
Total General Fund	40,869,471	(29,243,546)	(10,730,800)	895,125	(675,297)	219,828	811,547	(591,719)
Warrumbungle Water	6,658,847	(2,627,663)	(3,353,952)	677,232	(104,470)	572,762	572,762	-
Warrumbungle Sewer	4,595,295	(1,486,684)	(3,875,546)	(766,935)	181,007	(585,928)	(585,928)	-
Warrumbungle Waste	2,663,516	(2,494,754)	(78,800)	89,962	-	89,962	89,962	-
Total BAC Fund	13,917,658	(6,609,101)	(7,308,298)	259	76,537	76,796	76,796	-
Total WSC 2020/21	54,787,129	(35,852,647)	(18,039,098)	895,384	(598,760)	296,624	888,343	(591,719)

2022/23								
General Revenue	16,828,616	-	-	16,828,616	-	16,828,616	-	16,828,616
Executive	575,636	(1,619,229)	-	(1,043,593)	-	(1,043,593)	-	(1,043,593)
Technical Services	14,806,315	(14,953,299)	(6,818,900)	(6,965,884)	(553,500)	(7,519,385)	2,226,287	(9,745,672)
Development Services	363,651	(2,336,293)	(10,000)	(1,982,642)	-	(1,982,642)	-	(1,982,642)
Corporate Services	7,231,186	(10,085,424)	(1,290,000)	(4,144,238)	-	(4,144,238)	(267,362)	(3,876,876)
Total General Fund	39,805,404	(28,994,245)	(8,118,900)	2,692,259	(553,500)	2,138,759	1,958,925	179,833
Warrumbungle Water	4,927,261	(2,677,221)	(2,916,667)	(666,627)	(107,341)	(773,968)	(773,968)	-
Warrumbungle Sewer	5,661,907	(1,516,419)	(5,294,174)	(1,148,686)	191,736	(956,950)	(956,950)	-
Warrumbungle Waste	2,716,786	(2,544,648)	(20,000)	152,138	-	152,138	152,138	-
Total BAC Fund	13,305,954	(6,738,288)	(8,230,841)	(1,663,175)	84,395	(1,578,780)	(1,578,780)	-
Total WSC 2021/22	53,111,358	(35,732,533)	(16,349,741)	1,029,084	(469,105)	559,979	380,146	179,833

2023/24								
General Revenue	17,321,452	-	-	17,321,452	-	17,321,452	-	17,321,452
Executive	579,155	(1,650,115)	-	(1,070,960)	-	(1,070,960)	-	(1,070,960)
Technical Services	14,592,903	(15,236,082)	(6,936,200)	(7,579,379)	(419,804)	(7,999,183)	2,021,212	(10,020,395)
Development Services	370,924	(2,382,812)	(10,000)	(2,021,888)	-	(2,021,888)	-	(2,021,888)
Corporate Services	7,336,671	(10,315,568)	(1,235,000)	(4,213,897)	-	(4,213,897)	(295,155)	(3,918,743)
Total General Fund	40,201,105	(29,584,577)	(8,181,200)	2,435,328	(419,804)	2,015,525	1,726,058	289,467
Warrumbungle Water	4,805,763	(2,727,930)	(1,728,000)	349,833	(54,380)	295,453	295,453	-
Warrumbungle Sewer	3,380,428	(1,546,749)	(1,647,776)	185,903	-	185,903	185,903	-
Warrumbungle Waste	2,771,122	(2,595,540)	(20,000)	155,582	-	155,582	155,582	-
Total BAC Fund	10,957,314	(6,870,219)	(3,395,776)	691,319	(54,380)	636,939	636,939	-
Total WSC 2022/23	51,158,419	(36,454,796)	(11,576,976)	3,126,792	(474,184)	2,652,463	2,362,996	289,467

2024/25								
General Revenue	17,830,480	-	-	17,830,480	-	17,830,480	-	17,830,480
Executive	582,745	(1,681,611)	-	(1,098,866)	-	(1,098,866)	-	(1,098,866)
Technical Services	14,792,065	(15,523,543)	(6,969,000)	(7,700,478)	(417,341)	(8,117,819)	2,040,388	(10,158,207)
Development Services	378,343	(2,430,259)	(10,000)	(2,061,916)	-	(2,061,916)	-	(2,061,916)
Corporate Services	7,444,265	(10,528,926)	(1,510,000)	(4,594,661)	-	(4,594,661)	(301,012)	(4,293,649)
Total General Fund	41,027,898	(30,164,339)	(8,489,000)	2,374,559	(417,341)	1,957,218	1,739,377	217,841
Warrumbungle Water	4,977,215	(2,781,919)	(1,314,000)	881,296	-	881,296	881,296	-
Warrumbungle Sewer	2,361,999	(1,577,685)	(293,354)	490,960	-	490,960	490,960	-
Warrumbungle Waste	2,826,544	(2,647,447)	(20,000)	159,097	-	159,097	159,097	-
Total BAC Fund	10,165,758	(7,007,051)	(1,627,354)	1,531,353	-	1,531,353	1,531,353	-
Total WSC 2023/24	51,193,656	(37,171,390)	(10,116,354)	3,905,912	(417,341)	3,488,571	3,270,730	217,841

2.5 REVENUE (FUNCTION VIEW)

Description	Income from Council Activities			
	2021/22 OP	2022/23	2023/24	2024/25
General Revenue				
Rates Revenue	8,525,128	8,700,658	8,872,559	9,047,897
Interest Revenue	120,000	122,400	124,848	127,345
General Grants	7,699,287	8,005,558	8,324,045	8,655,238
Total General Revenue	16,344,415	16,828,616	17,321,452	17,830,480
Executive				
General Manager				
Management and Leadership	175,475	175,475	175,475	175,475
Governance	67,013	112,397	112,397	112,397
Org. Development Management	108,842	109,439	110,048	110,669
Payroll Services	-	-	-	-
WHS and Risk Management	119,533	121,923	124,362	126,849
Learning and Development Services	55,938	56,401	56,873	57,354
Total Executive	526,801	575,636	579,155	582,745
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	-	-	-	-
Total Design Services	-	-	-	-
Road Operations				
Road Operations Management	39,379	40,166	40,970	41,789
Regional Roads M&R	5,682,000	5,028,444	4,880,814	4,934,127
Local Roads M&R	2,304,124	1,535,840	1,512,432	1,497,503
Aerodromes	40,000	-	-	-
RMCC And Other Road Contracts	1,000,000	1,020,000	1,040,400	1,061,208
Private Works	108,000	110,160	112,363	114,610
Total Road Operations	9,173,503	7,734,610	7,586,979	7,649,237
Fleet Services				
Fleet Services Management	45,000	45,900	46,818	47,754
Plant And Equipment	6,094,000	6,090,860	6,212,657	6,336,890

Description	Income from Council Activities			
	2021/22 OP	2022/23	2023/24	2024/25
Depots	-	-	-	-
Workshops	-	-	-	-
Total Fleet Services	6,139,000	6,136,760	6,259,475	6,384,645
Property				
Property	403,426	408,300	413,271	418,342
Cemetery Services	100,000	102,000	104,040	106,121
Medical Facilities	50,000	51,000	52,020	53,060
Public Halls	27,240	27,785	28,340	28,907
Total Property	580,666	589,084	597,672	606,431
Urban Services				
Urban Services Management	3,000	3,060	3,121	3,184
Horticulture	-	-	-	-
Street Cleaning	-	-	-	-
Public Amenities	-	-	-	-
Ovals	20,000	220,400	20,808	21,224
Town Streets	-	-	-	-
Public Swimming Pools	120,000	122,400	124,848	127,345
Total Urban Services	143,000	345,860	148,777	151,753
Total Tech Services	16,036,168	14,806,315	14,592,903	14,792,065
Environment and Development Services				
Environment and Development Services Management				
Development Services Management	22,519	22,969	23,429	23,897
Building Control	62,347	63,594	64,866	66,163
Environmental Health Services	16,153	16,476	16,806	17,142
Town Planning	141,363	144,190	147,074	150,016
Total Environment and Development Services Management	242,382	247,230	252,174	257,218
Regulatory Services				
Compliance Services	34,669	35,362	36,070	36,791
Noxious Weeds	-	-	-	-
Total Regulatory Services	34,669	35,362	36,070	36,791
Economic Development And Tourism				
Tourism and Economic Development Services	79,470	81,059	82,681	84,334
Tourism and Economic Promotion	-	-	-	-
Total Economic Development and Tourism	79,470	81,059	82,681	84,334

	Income from Council Activities			
Description	2021/22 OP	2022/23	2023/24	2024/25
Total Development Services	356,521	363,651	370,924	378,343
Corporate and Community Services				
Corporate Services				
Corporate Services Management	53,984	53,984	53,984	53,984
Administration Services	372,944	378,508	384,184	389,974
Finance	761,644	764,712	767,840	771,032
Communications and IT	836,163	852,886	869,944	887,343
Organisational Risk	351,740	358,775	365,950	373,269
Supply Services	5,000	5,100	5,202	5,306
Total Corporate Services	2,381,475	2,413,965	2,447,105	2,480,908
Corporate and Comm. Services Other				
Bushfire and Emergency Services	1,923,306	1,727,772	1,738,328	1,749,094
Total Corporate And Comm. Services	1,923,306	1,727,772	1,738,328	1,749,094
Community Services				
Community Services Management	81,000	-	-	-
Connect 5	188,659	192,432	196,281	200,206
Community Connections	115,151	117,454	119,803	122,199
OOSH	81,471	83,100	84,762	86,458
Libraries	90,000	91,800	93,636	95,509
Community Development	-	-	-	-
Community Transport	358,388	365,556	372,867	380,324
Aged Care Services	191,413	510	520	531
Meals On Wheels	225,846	230,363	234,970	239,670
Respite	79,889	81,487	83,117	84,779
Home Maintenance	119,093	121,475	123,904	126,382
Social Support	147,773	150,728	153,743	156,818
Yuluwirri Kids	1,622,102	1,654,544	1,687,635	1,721,388
Total Community Services	3,300,785	3,089,449	3,151,238	3,214,263
Total Corporate and Comm. Services	7,605,566	7,231,186	7,336,671	7,444,265
Total General Fund	40,869,471	39,805,404	40,201,105	41,027,898
Warrumbungle Water	6,658,847	4,927,261	4,805,763	4,977,215
Warrumbungle Sewer	4,595,295	5,661,907	3,380,428	2,361,999
Warrumbungle Waste	2,663,516	2,716,786	2,771,122	2,826,544
Total Warrumbungle Shire Council	54,787,129	53,111,358	51,158,419	51,193,656

2.6 EXPENDITURE (FUNCTION VIEW)

	Expense from Council Activities			
Description	2021/22 OP	2022/23	2023/24	2024/25
General Revenue				
Rates Revenue	-	-	-	-
Interest Revenue	-	-	-	-
General Grants	-	-	-	-
Total General Revenue	-	-	-	-
Executive				
General Manager				
Management and Leadership	(1,110,600)	(722,812)	(737,268)	(752,014)
Governance	(634,130)	(492,312)	(500,659)	(509,171)
Org. Development Management	(467,411)	(476,759)	(486,294)	(496,018)
Payroll Services	597,056	608,997	621,176	633,600
WHS and Risk Management	(318,196)	(324,561)	(331,053)	(337,672)
Learning and Development Services	(207,628)	(211,782)	(216,017)	(220,336)
Total Executive	(2,140,910)	(1,619,229)	(1,650,115)	(1,681,611)
Technical Services				
Technical Services Management	(522,262)	(532,706)	(543,358)	(554,222)
Total Technical Services Management	(522,262)	(532,706)	(543,358)	(554,222)
Design Services				
Design Services Management	(48,941)	(49,920)	(50,918)	(51,936)
Emergency Services Management	(84,211)	(75,295)	(76,400)	(77,528)
Survey Investigation and Design	(208,257)	(212,422)	(216,669)	(221,002)
GIS	(201,022)	(205,042)	(209,142)	(213,324)
Asset Management	(204,922)	(209,020)	(213,201)	(217,464)
NSW Fire Brigade	(55,000)	(55,000)	(55,000)	(55,000)
Total Design Services	(802,354)	(806,699)	(821,330)	(836,254)
Road Operations				
Road Operations Management	(558,867)	(570,044)	(581,444)	(593,072)
Regional Roads M&R	(1,855,801)	(1,890,068)	(1,924,976)	(1,960,528)
Local Roads M&R	(2,577,489)	(2,599,810)	(2,640,934)	(2,674,379)
Aerodromes	(141,827)	(144,663)	(147,553)	(150,503)
RMCC And Other Road Contracts	(1,021,836)	(1,042,274)	(1,063,120)	(1,084,381)
Private Works	(69,266)	(70,651)	(72,064)	(73,506)
Total Road Operations	(6,225,087)	(6,317,510)	(6,430,091)	(6,536,369)
Fleet Services				
Fleet Services Management	(340,691)	(347,505)	(354,454)	(361,543)
Plant and Equipment	(2,347,332)	(2,401,928)	(2,457,999)	(2,515,591)
Depots	(164,088)	(167,370)	(170,717)	(174,131)

	Expense from Council Activities			
Description	2021/22 OP	2022/23	2023/24	2024/25
Workshops	(55,232)	(56,337)	(57,463)	(58,612)
Total Fleet Services	(2,907,343)	(2,973,140)	(3,040,633)	(3,109,877)
Property				
Property	(802,296)	(798,481)	(805,627)	(820,084)
Cemetery Services	(161,320)	(164,546)	(167,836)	(171,193)
Medical Facilities	(39,629)	(40,422)	(41,230)	(42,056)
Public Halls	(179,758)	(183,352)	(187,017)	(190,755)
Total Property	(1,183,003)	(1,186,801)	(1,201,710)	(1,224,088)
Urban Services				
Urban Services Management	(201,632)	(205,665)	(209,778)	(213,972)
Horticulture	(579,124)	(590,506)	(602,110)	(613,948)
Street Cleaning	(282,421)	(288,070)	(293,831)	(299,708)
Public Amenities	(303,170)	(309,234)	(315,419)	(321,726)
Ovals	(402,276)	(410,321)	(418,524)	(426,895)
Town Streets	(642,328)	(655,175)	(668,277)	(681,644)
Public Swimming Pools	(664,189)	(677,472)	(691,021)	(704,840)
Total Urban Services	(3,075,140)	(3,136,443)	(3,198,960)	(3,262,733)
Total Tech Services	(14,715,187)	(14,953,299)	(15,236,082)	(15,523,543)
Environment and Development Services				
Environment and Development Services Management				
Environment and Development Services Management	(568,851)	(580,228)	(591,835)	(603,672)
Building Control	(238,694)	(243,467)	(248,337)	(253,304)
Environmental Health Services	(82,959)	(84,418)	(85,907)	(87,426)
Town Planning	(258,296)	(263,462)	(268,732)	(274,106)
Total Environment and Development Services Management	(1,148,799)	(1,171,575)	(1,194,811)	(1,218,508)
Regulatory Services				
Compliance Services	(337,017)	(343,757)	(350,634)	(357,647)
Noxious Weeds	(120,000)	(122,400)	(124,848)	(127,345)
Total Regulatory Services	(457,017)	(466,157)	(475,482)	(484,992)
Economic Development and Tourism				
Tourism and Development Services	(568,475)	(579,843)	(591,438)	(603,267)
Tourism and Economic Promotion	(116,400)	(118,718)	(121,081)	(123,492)
Total Economic Development and Tourism	(684,875)	(698,561)	(712,519)	(726,759)
Total Development Services	(2,290,691)	(2,336,293)	(2,382,812)	(2,430,259)
Corporate and Community Services				

	Expense from Council Activities			
Description	2021/22 OP	2022/23	2023/24	2024/25
Corporate Services				
Corporate Services Management	(352,838)	(359,894)	(367,093)	(374,434)
Administration Services	(761,534)	(776,765)	(792,298)	(808,146)
Finance	(1,444,223)	(1,473,110)	(1,502,573)	(1,532,625)
Communications and IT	(834,779)	(851,476)	(868,505)	(885,876)
Organisational Risk	(721,670)	(757,004)	(794,089)	(833,013)
Supply Services	(278,005)	(283,563)	(289,234)	(295,017)
Total Corporate Services	(4,393,048)	(4,501,812)	(4,613,792)	(4,729,111)
Corporate and Comm. Services Other				
Bushfire and Emergency Services	(1,436,462)	(1,255,236)	(1,280,386)	(1,306,045)
Total Corporate and Comm. Services	(1,436,462)	(1,255,236)	(1,280,386)	(1,306,045)
Community Services				
Community Services Management	(192,519)	(185,150)	(188,853)	(192,630)
Connect 5	(217,959)	(222,333)	(226,796)	(231,348)
Youth Development	(137,641)	(140,393)	(143,202)	(146,066)
OOSH	(97,943)	(99,902)	(101,901)	(103,938)
Libraries	(726,682)	(728,215)	(729,779)	(731,374)
Community Development	(150,000)	(150,000)	(150,000)	(150,000)
Community Transport	(424,139)	(432,708)	(463,948)	(473,319)
Aged Care Services	(29,027)	(29,608)	(30,200)	(30,805)
Meals on Wheels	(248,250)	(256,044)	(260,935)	(265,922)
Respite	(92,791)	(94,671)	(96,589)	(98,545)
Home Maintenance	(138,061)	(140,847)	(143,686)	(146,586)
Social Support	(190,132)	(193,961)	(197,866)	(201,851)
Yuluwirri Kids	(1,622,103)	(1,654,544)	(1,687,634)	(1,721,386)
Total Community Services	(4,267,248)	(4,328,376)	(4,421,389)	(4,493,770)
Total Corporate and Comm. Services	(10,096,758)	(10,085,424)	(10,315,568)	(10,528,926)
Total General Fund	(29,243,546)	(28,994,245)	(29,584,577)	(30,164,339)
Warrumbungle Water	(2,627,663)	(2,677,221)	(2,727,930)	(2,781,919)
Warrumbungle Sewer	(1,486,684)	(1,516,419)	(1,546,749)	(1,577,685)
Warrumbungle Waste	(2,494,754)	(2,544,648)	(2,595,540)	(2,647,447)
Total Warrumbungle Shire Council	(35,852,647)	(35,732,533)	(36,454,796)	(37,171,390)

2.7 COUNCIL'S SUGGESTED 2021/22 – 2024/25 CAPITAL PROGRAM

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (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	20,000	150,000
Microsoft Server Licenses & SA	General		P	-	-	7,500	-
Server Storage upgrade	General		E	-	-	-	100,000
MiTel Phone system replacement	General		P	150,000	-	-	-
InfoXpert (mobile & web portal modules)	General		R	-	-	7,500	-
Video Conferencing System	General		E	40,000	50,000	-	-
Antivirus Security Software	General		P	-	30,000	-	-
Printer Leases	General		R	60,000	-	-	60,000
Communications & IT Total				260,000	90,000	35,000	310,000
Corporate Services Total				1,460,000	1,290,000	1,235,000	1,510,000
Development Services							
Tourism and Development Services							
VIC Capital allowance	General		R	10,000	10,000	10,000	10,000
Renovate and modernise the reception area of VIC – retille, bag, paint etc	General		R	40,000	-	-	-
Auto doors at VIC	General		E	19,000	-	-	-
Security surveillance outside VIC building	General		E	19,200	-	-	-
Tourism and Development Services Total				88,200	10,000	10,000	10,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Environment and Development Services Total				88,200	10,000	10,000	10,000
Warrumbungle Waste							
Warrumbungle Waste							
Waste Capital Allowance	RA	100%	R	20,000	20,000	20,000	20,000
EKA Keys	RA	100%	E	8,800			
Purchase Bale Press	RA	100%	P	50,000	-	-	-
Warrumbungle Waste Total				78,800	20,000	20,000	20,000
Technical Services							
Property							
Council Offices & Other Property							
17a Cole Street - Bathroom Refurb	General		R	-	-	15,000	-
17a Cole Street - Kitchen Refurb	General		R	-	20,000	-	-
Mendooran Community Care - Replace Flooring	General		R	-	50,000	-	-
EKA keys - waste transfer depots, works depot (30 keys)	General		E	13,200	-	-	-
Coonabarabran Office - Fire Protection	General		E	20,000	20,000	-	-
House Painting	General		R	-	-	50,000	50,000
Council Offices and Other Property Total				33,200	90,000	65,000	50,000
Public Halls							
Public Hall Capital allowance	General		R	-	-	100,000	100,000
Coonabarabran Town Hall	General		R	-	50,000	-	-
Mendooran Mechanics Institute Floor	General		R	-		50,000	
Pandora Gallery & Library - Carpet Replacement	General		R	-		50,000	-
Public Halls Total				-	50,000	200,000	100,000
Cemetery Services							

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Cemeteries Capital allowance	General		R	-	-	-	50,000
Coonabarabran Native Grove Cemetery Expansion	General		E	-	-	55,000	-
Coonabarabran Native Grove Cemetery Road Renewal	General		R	-	50,000	-	-
Dunedoo Cemetery Columbarium Wall	General		E	63,000	-	-	-
Total Cemetery Services				63,000	50,000	55,000	50,000
Property Total				96,200	190,000	320,000	200,000
Asset Design Services							
Design Projects Survey Equip-upgrades	General		R	16,000	16,000	16,000	16,000
Laptop Computer & Traffic Counter	General		P	7,500	-	7,500	-
Intramaps & Arc GIS - Software	General		R	25,000	25,000	25,000	25,000
Asset Design Services Total				48,500	41,000	48,500	41,000
Fleet Services							
Minor Plant Purchases	Plant RA	100%	P	20,000	20,000	20,000	20,000
Plant & Equipment Purchases	Plant RA	100%	P	2,205,000	1,955,000	2,095,000	2,165,000
Workshop equip renewal	Plant RA	100%	R	20,000	20,000	20,000	20,000
Oil Water Separator Coolah Depot fuel bowzers	RA	100%	E	50,000			-
Depot improvements - WHS	RA	100%	E	-	30,000	30,000	30,000
Oil Water Separator Dunedoo Depot	RA	100%	E	-	50,000	-	-
Dunedoo Depot - Toilet renewal	RA	100%	R	-	15,000	-	-
Fleet Services Total				2,295,000	2,090,000	2,165,000	2,235,000
Road Operations							
Local Roads - Reseals							
Neilrex Rd - Rural Road Reseals	R2R	100%	R	52,000	-	-	-

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Piambra Rd - Rural Road Reseals	R2R	100%	R	93,500	-	-	-
Tongy Lane - Rural Road Reseals	R2R	80%	R	132,000	-	-	-
Tucklan Rd - Rural Road Reseals	General		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	-	-
Premier 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	450,000
Local Roads – Reseal Total				450,000	452,100	450,000	450,000
Local Roads							
Rotherwood Rd - Rural Road Bridges & Causeways	R2R	100%	R	-	80,000	-	-
Napier Ln - Rural Road Bridges & Causeways	R2R	100%	R	-	-	80,000	-
Indians Ln - Rural Road Pavements	R2R	100%	R	355,000	-	-	-
Tongy Ln - Rural Road Pavements	R2R	100%	R	300,000	-	-	-
Pavement Rehabilitation - Rural Road Pavements	R2R	100%	R	-	200,000	200,000	200,000
Gravel Resheeting Program - Rural Roads Gravel Resheeting	R2R	100%	R	570,000	750,000	750,000	750,000
Flagsrockedigital Rd - causeways	R2R	100%	R	-	-	-	80,000
Warkton Bridge	R2R & FLB	100%	R	755,000	-	-	-
Local Roads Total				1,980,000	1,030,000	1,030,000	1,030,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Regional Roads							
Regional Roads Reseals	R2R	100%	R	650,000	650,000	650,000	650,000
Shoulder widening MR396 (Warrumbungles Way) - Pavement Rehabilitation	Block & Repair	100%	R	-	169,000		169,000
Shoulder widening MR618 (Vinegaroy Rd) - Pavement Rehabilitation	Block & Repair	100%	R	169,000		169,000	
Pavement Rehab MR55 (Black Stump Way) - Pavement Rehabilitation			R	-	-	-	800,000
Pavement Rehab MR129 (Baradine Rd) - Pavement Rehabilitation	Block & Repair	100%	R	-		800,000	
Pavement Widening - Black Spot Projects	Block & Repair	100%	R	-	300,000	300,000	300,000
Pavement Widening MR 129 (Purlewaugh Road)	Rosi & Repair	100%	R	3,000,000	800,000	-	-
Regional Roads Total				3,819,000	1,919,000	1,919,000	1,919,000
Aerodrome							
Coonabarabran Aerodrome - Reseal taxiway	General		R	-	-	30,000	30,000
Coona Aerodrome - Runway light renewal	General		R	-	20,000	-	-
Coonabarabran - water bore - testing drilling	RFS one off Grant	100%	R	40,000	-	-	-
Aerodrome Total				40,000	20,000	30,000	30,000
Road Operations Total				6,289,000	3,421,100	3,429,000	3,429,000
Urban Services							
Horticulture							
Coonabarabran CBD toilets -	General		R	-	-	50,000	-

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
renewal of fittings							
Neilson Park toilets - renewal of fittings, tiling	General		R	-	50,000	-	-
Black Stump Rest Area - floor & wall tiles, renewal of fittings	General		R	-			50,000
Garden beds renewal - Coonabarabran	General		R	15,000	10,000	10,000	10,000
Milling Park - interior renewal	General		R	80,000			
Len Guy Park Toilets - lighting, renewal of fittings, tiling	General		R	-	20,000		
Playground equipment - renewal	General		R	20,000	20,000	20,000	20,000
Horticulture Total				110,000	100,000	80,000	80,000
Ovals							
Baradine Oval - replace spectator seating	General		R	15,000	-	-	-
Baradine Oval - renew change rooms	General		R	-	150,000	-	-
Binnaway Oval - renewal of change rooms	General		R	-	-	150,000	-
Coonabarabran Oval No 3 - renewal of change rooms	General		R	-	30,000	30,000	-
Coonabarabran Oval No 3 - Equipment Storage	General		E	-	-	-	200,000
Coonabarabran Oval No 3 - renewal of canteen	General		R	-	-	-	75,000
Coonabarabran Oval No 1 - Grandstand shower cubicles	General		E	20,000	-	-	-
Ovals Total				35,000	180,000	180,000	275,000
Swimming Pools							
Baradine pool - Renew scum gutters	General		R	-	30,000	-	-
Baradine pool - Grouting & painting	General		R	-		30,000	-

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Baradine pool - Crack repair - concourse	General		R	10,000	-	-	-
Baradine pool - Remove granstand	General		R	-	-	10,000	-
Baradine pool - New seating	General		E	-	-	10,000	-
Baradine pool - New shade shelter	General		E	-	-	20,000	-
Baradine pool - Pumps & pipes renewal, chlorinator	General		R	-	-	-	30,000
Binnaway pool - Remove pine tree	General		R	10,000	-	-	-
Binnaway pool - Grouting & painting	General		R	-	50,000	-	-
Binnaway pool - Pipeline replacement	General		R	-	-	30,000	20,000
Coolah pool - Crack repair - toddlers pool	General		R	10,000	-	-	-
Coolah pool - Replace skimmer box	General		R	-	10,000	-	-
Coolah pool - Pumps & Pipes renewal, chlorinator	General		R	-	-	-	35,000
Coonabarabran pool - Joint sealing main pool	General		R	10,000	-	-	-
Coonabarabran pool - Renew office roof	General		R	-	50,000	-	-
Coonabarabran pool - pumps & pipes renewal, chlorinator	General		R	-	-	-	35,000
Dunedoo pool - Replace air blower	General		R	5,000	-	-	-
Dunedoo pool - Crack repair - concourse	General		R	-	50,000	-	-
Dunedoo pool - Remove trees	General		R	-	-	20,000	-
Dunedoo pool - New shade shelter	General		E	-	-	25,000	-
Dunedoo pool - Pumps & pipes renewal, chlorinator	General		R	-	-	-	25,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Mendooran pool - Change room painting	General		R	-	12,000	-	-
Mendooran pool - Pumps & pipes renewal, chlorinator	General		R	-	-	-	15,000
Swimming Pools Total				45,000	202,000	145,000	160,000
Town Streets - Baradine							
Street Trees - Baradine	General		R	5,000	-	5,000	-
Lachlan Street - Urban Road Reseals	General		R	13,000	5,000	-	-
Walker Street - Urban Road Reseals	General		R	-	3,000	-	-
Macquarie Street - Urban Road Reseals	General		R	-	-	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	10,000	-	-	-
Darling Street - Footpaths	General		R	-	13,000	-	-
Town Streets - Baradine Total				28,000	21,000	26,200	20,000
Town Streets - Binnaway							
Street Trees - Binnaway	General		R	-	5,000	-	5,000
Norman Street/Yeubla Street, pipe drainage system	Stormwater Levy	100%	R	-	-	40,000	20,000
Renshaw Street - Urban Road Reseals	General		R	18,700	-	-	-
Yarran Street - Urban Road Reseals	General		R	-	2,600	-	-
Andy's Lane - Urban Road Reseals	General		R	-	4,200	-	-
Napier Street - Urban Road Reseals	General		R	-	11,000	-	-
Binnaway street reseals - Urban Road Reseals	General		R	-	-	18,000	18,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Renshaw Street - pipe between Yarran Street & Cisco Street	Stormwater Levy	100%	R	-	-	50,000	-
Bullinda Street - Footpaths	General		R	-	13,000	-	-
Town Streets - Binnaway Total				18,700	35,800	108,000	43,000
Town Streets - Coolah							
Street Trees - Coolah	General		R	-	5,000		5,000
Martin Street - Urban Road Reseals	General		R	-	35,000	-	-
Booyamurra Street - Urban Road Reseals	General		R	18,000	7,500	-	-
Queensborough Street - Urban Road Reseals	General		R	-	19,600	4,000	-
Charles Street - Urban Road Reseals	General		R	-	5,200	-	-
Coolah street reseals - Urban Road Reseals	General		R	-	-	20,000	25,000
Booyamurra Street - Drainage Structures (incl. K&G)	Stormwater Levy	100%	R	-	50,000	-	-
Binnia Street - Footpaths	General		R	20,000	6,500	-	-
Hospital Street - Footpaths	General		R	-	15,300	-	-
Goddard Street - pipe between Binnia St & Central Ln	Stormwater Levy	100%	R	-	-	-	60,000
Booyamurra Street - Kerb and Guttering	General		R	-	50,000	-	50,000
Town Streets - Coolah Total				38,000	194,100	24,000	140,000
Town Streets - Coonabarabran							
Footpath Rehabilitation (general)	General		R	-	-	60,000	60,000
Dalgarno Street West - east of Clock Tower Motor Inn	General		R	-	-	60,000	-
Street Trees - Coona	General		R	8,000	-	8,000	-
Neate Street - Urban Road Reseals	General		R	-	17,200	-	-

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Reservoir Street - Urban Road Reseals	General		R	-	40,000	-	-
Little Timor Street - Urban Road Reseals	General		R	7,600	-	-	-
Cowper Street - Urban Road Reseals	General		R	-	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	-	-	25,000	60,000
Robertson Street - (incl. K&G)	General		R	-	24,400	-	-
Barker Street - pipe extension from Camp Street	Stormwater Levy	100%	R	-	-	-	20,000
Cowper Street - Open channel construction - Drainage Structures	Stormwater Levy	100%	E	70,000	-	-	-
Cassilis Street - Footpaths	General		R	15,000	15,000	-	-
Streets rehabilitation	General		R	-	-	70,000	70,000
Visitor Info Centre carpark - 2500m2	General		R	17,500	-	-	-
Town Streets - Coonabarabran Total				145,200	103,900	251,700	210,000
Town Streets - Dunedoo							
Walleroo Street drainage	Stormwater Levy	100%	R	-	30,000	-	-
Street Trees - Dunedoo	General		R	7,000	-	7,000	-
Talbragar Street - Urban Road Pavements	General		R	-	40,000	-	7,200
Walleroo Street - Urban Road Pavements	General		R	-	-	40,000	32,800

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Digilah Street - Urban Road Reseals	General		R	-	17,300	-	-
Whiteley Street - Urban Road Reseals	General		R	-		26,800	-
Wargundy Street - Urban Road Reseals	General		R	10,000	-	-	-
Dunedoo street reseals - Urban Road Reseals	General		R	-	-		26,000
Tucklan Street - Pipe between Wargundy St & Wallaroo St	Stormwater Levy	100%	R	-	50,000	-	-
Yarrow Street - Wallaroo to Wargundy (K&G)	General		R	-	70,000		-
Wargundy Street - Yarrow to Tucklan (K&G)	General		R	-	-	70,000	50,000
Town Streets - Dunedoo Total				17,000	207,300	143,800	116,000
Town Streets - Mendooran							
Street Trees - Mendooran	General		R	-	5,000	-	5,000
Cobra Street - Urban Road Pavements	General		R	-	8,500	-	-
Dalglish Street - Urban Road Reseals	General		R	7,000	-	-	-
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	-	-	-
Urban Road Reseals - Urban Road Reseals	General		R	-	-	15,000	15,000
Town Streets - Mendooran Total				17,000	32,700	15,000	20,000
Urban Services Total				453,900	1,076,800	973,700	1,064,000
Technical Services Total				9,182,600	6,818,900	6,936,200	6,969,000
Warrumbungle Water							
Water - Baradine							
Mains Extension - Removal of Dead Ends	RA	100%	R	-	40,000	40,000	40,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Mains replacements - Baradine	RA	100%	R	75,000	75,000	30,000	30,000
Meter Replacements - Baradine	RA	100%	R	25,000	25,000		
SSWP WQ Scoping Study - plant renewal	Grant	75%	R	533,333	466,667		
Implementation of WLMP	RA	100%	E			60,000	60,000
Mains Air Scouring	RA	100%	R	-	-	-	150,000
Water - Baradine Total				633,333	606,667	130,000	280,000
Water - Binnaway							
Meter Replacements - Binnaway	RA	100%	R	15,000	15,000	-	-
Water Treatment Plant- Renewals	RA	100%	R	30,000			
Binnaway Groundwater Investigation	Grant	100%	E				
Implementation of WLMP	RA	100%	E			65,000	65,000
Mains Air Scouring	RA	100%	R			100,000	
Water main replacements/extensions - Binnaway	RA	100%	R	-	40,000	40,000	100,000
Water - Binnaway Total				45,000	55,000	205,000	165,000
Water - Coolah							
Meter Replacements - Coolah	RA	100%	R	25,000	-	-	-
Implementation of WLMP	RA	100%	E				90,000
Mains Air Scouring	RA	100%	R		200,000		
Mains Replacement and extensions - Coolah	RA	100%	R	55,000	70,000	50,000	100,000
Dedicated Rising Main extension to Wentworth Ave site	RA	100%	E		300,000		
Replacement of Martin St reservoir	RA	100%	R	-	-	800,000	-
Secure abandoned well	RA	100%	R	10,000	-	-	-
Water - Coolah Total				90,000	570,000	850,000	190,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Water - Coonabarabran							
Telemetry Upgrade Water (Council contribution only for proposed Grant funding- total\$ project \$750k)	Grant	75%	E	385,619	-	-	-
Coonabarabran Water Main Extension - Removal of Dead Ends	RA	100%	E	100,000	-	-	-
Coonabarabran Water Main Rehabilitation	RA	100%	R	70,000	100,000	100,000	100,000
4 yearly res. Inspections and cleans (shirewide)	RA	100%	R	-	150,000	-	-
Meter Replacements - Coonabarabran	RA	100%	P	60,000	60,000	-	-
Implementation of WLMP	RA	100%	E			110,000	110,000
Water Treatment Plant Renewal	RA	100%	R	30,000	900,000	38,000	39,000
Reservoir upgrades - internal structures (shire wide)	RA	100%	E	60,000	70,000	-	-
Coonabarabran Groundwater pipeline (Council's contribution only to \$2.3m project)	Grant	100%	E	1,510,000	-	-	-
Shire wide PLC redundancy	RA	100%	R	15,000	-	-	-
Water - Coonabarabran Total				2,230,619	1,280,000	248,000	249,000
Water - Dunedoo							
Mains Replacements and extension - Dunedoo	RA	100%	R	85,000	100,000	80,000	90,000
Meter replacements - Dunedoo	RA	100%	R	25,000	25,000	-	-
Implementation of WLMP	RA	100%	E		130,000		
Mains Air Scouring	RA	100%	R				200,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Rising main rehab	RA	100%	R	100,000	-	-	-
Water - Dunedoo Total				210,000	255,000	80,000	290,000
Water - Mendooran							
Meter replacements - Mendooran	RA	100%	R	15,000	15,000	-	-
Water main replacements - Mendooran	RA	100%	R	-	50,000	75,000	100,000
Mendooran Water main extensions	RA	100%	E	30,000	50,000	40,000	40,000
Implementation of WLMP	RA	100%	E		35,000		
Mains Air Scouring	RA	100%	R			100,000	-
Install Blend Tank	Grant	100%	E	100,000	-	-	-
Water - Mendooran Total				145,000	150,000	215,000	140,000
Warrumbungle Water Total				3,353,952	2,916,667	1,728,000	1,314,000
Warrumbungle Sewer							
Sewer - Baradine							
Refurb Inlet Works	RA	100%	R		30,000		
Desludging of ponds	RA	100%	R		150,000		
Sewage Treatment Plant - Vacuum pumps renewal	RA	100%	R	25,000	-	-	-
Sewer - Baradine Total				25,000	180,000	-	-
Sewer - Binnaway							
Binnaway - Sewerage (Council contribution only to \$7.6m project) @25%	Grant	75%	E	383,000	-	-	-
Sewer - Binnaway Total				383,000	-	-	-
Sewer - Coolah							
Coolah Sewage Treatment Plant Upgrade	Grant	79%	R	628,935	1,936,724	1,347,776	-
Sewer Mains Rehab - Coolah	RA	100%	R	-	70,000	80,000	140,000
Sewer - Coolah Total				628,935	2,006,724	1,427,776	140,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2021/22 (OP)	2022/23 (Delivery Program)	2023/24 (Delivery Program)	2024/25 (Delivery Program)
Sewer – Coonabarabran							
Pump stations-renewal	RA	100%	R	60,000	60,000	60,000	-
Sewer Mains rehab - Coonabarabran	RA	100%	R	200,000	70,000	80,000	160,000
Telemetry Upgrade (All Towns) (Council Contribution only for 250k proj)	Grant	75%	E	140,114	-	-	-
Coonabarabran Sewage Treatment Plant Upgrade	Grant	50%	E	1,000,000	1,100,000	-	-
Sewer - Coonabarabran Total				1,400,114	1,230,000	140,000	3,354
Sewer – Dunedoo							
Dunedoo Sewage Treatment Plant Upgrade	Grant	76%	E	1,438,497	1,807,450		
Manhole rehab - Dunedoo	RA	100%	R		70,000	80,000	150,000
Sewer - Dunedoo Total				1,438,497	1,877,450	80,000	150,000
Warrumbungle Sewer Total				3,875,546	5,294,174	1,647,776	293,354
Grand Total:				18,039,098	16,349,741	11,576,976	10,116,354

2.8 BALANCE SHEET

	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000
<u>Assets</u>				
Current Assets				
Cash and Cash Equivalents	11,280	11,544	14,089	17,514
Investments	-	-	-	-
Receivables	3,766	3,766	3,766	3,766
Inventories	725	725	725	725
Other	195	195	195	195
Total Current Assets	15,966	16,230	18,775	22,200
Non-Current Assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	299	299	299	299
Property, Plant & Equipment	514,971	517,507	515,037	510,801
Investments Equity Method	444	444	444	444
Right of use Asset	246	197	148	98
Intangibles	29	29	29	29
Total Non-Current Assets	515,989	518,475	515,956	511,671
Total Assets	531,955	534,705	534,732	533,871
<u>Liabilities</u>				
Current Liabilities				
Payables	2,205	2,205	2,205	2,205
Borrowings	713	528	459	
Lease liability	49	51	53	23
Provisions	4,647	4,647	4,647	4,647
Total Current Liabilities	7,614	7,431	7,364	6,875
Non-Current Liabilities				
Payables	-	-	-	-
Borrowings	987	459		
Lease liability	176	127	76	23
Provisions	3,102	3,102	3,102	3,102
Total Non-Current Liabilities	4,265	3,688	3,178	3,125
Total Liabilities	11,879	11,119	10,542	9,999
Net Assets	520,076	523,587	524,190	523,872
Retained Earnings	433,216	436,727	437,330	437,012
Revaluation Reserves	86,860	86,860	86,860	86,860
Total Equity	520,076	523,587	524,190	523,872

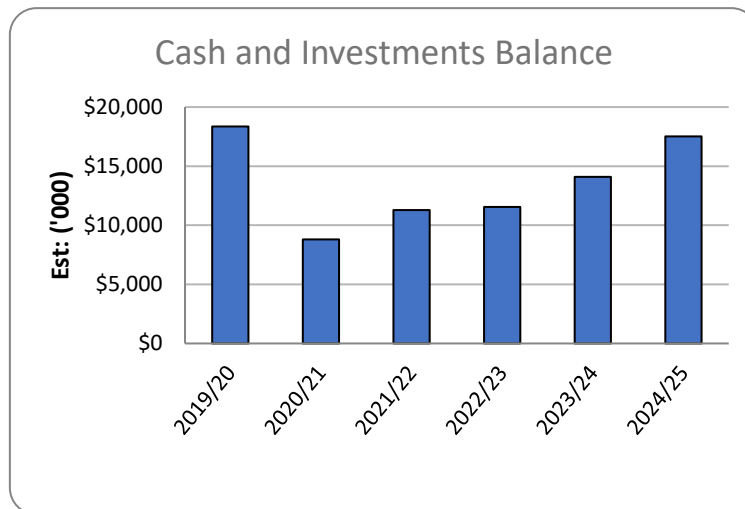
2.9 CASH FLOW STATEMENT

	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities				
<u>Receipts</u>				
Rates and Annual Charges	14,642	15,057	15,487	15,870
User Charges and Fees	5,248	5,308	5,484	5,593
Interest & Investment Revenue	225	236	241	246
Other Revenues	1,176	1,199	1,223	1,248
Grants & Contributions	24,695	22,491	19,753	19,112
<u>Payments</u>				
Employee Benefits & On-Costs	(15,733)	(16,047)	(16,368)	(16,696)
Materials & Contracts	(6,568)	(6,287)	(6,438)	(6,592)
Borrowing Costs	(104)	(58)	(34)	(10)
Other Expenses	(5,450)	(5,340)	(5,480)	(5,601)
Net Cash provided (or used in) Operating Activities	18,131	16,559	13,868	13,170
Cash Flows from Investing Activities				
Sale of Infrastructure, PP&E	803	819	835	852
<u>Payments</u>				
Purchase of Infrastructure, PP&E	(18,039)	(16,350)	(11,577)	(10,116)
Net Cash provided (or used in) Investing Activities	(17,236)	(15,531)	(10,742)	(9,264)
Cash Flows from Financing Activities				
<u>Receipts</u>				
Proceeds from Borrowings & Advances				
<u>Payments</u>				
Repayment of Borrowings & Advances	(831)	(713)	(528)	(459)
Repayment of Finance Lease Liabilities	(49)	(51)	(53)	(23)
Net Cash provided (or used in) Financing Activities	(880)	(764)	(581)	(482)
Net Increase/(Decrease) in Cash & Cash Equivalents	15	264	2,545	3,424
Cash & Cash Equivalents – Opening balance	11,265	11,280	11,544	14,089
Cash & Cash Equivalents - End of Year	11,280	11,544	14,089	17,514

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



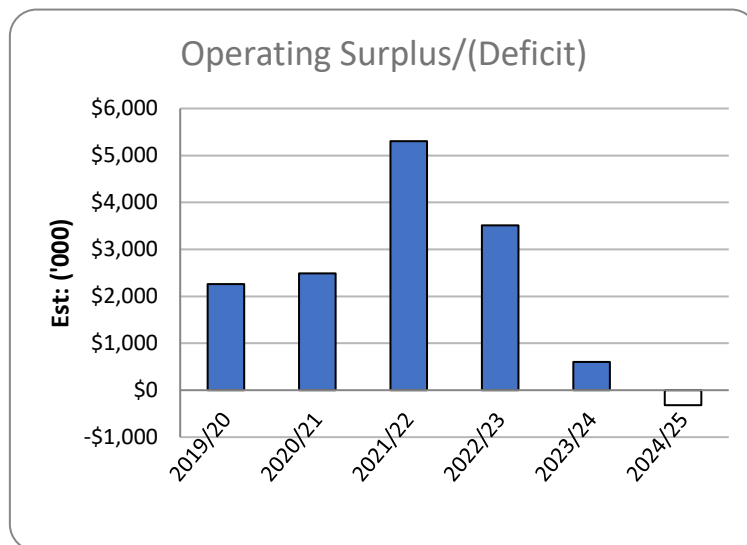
Description

This ratio shows Council's cash and investments balance.

Comments

As can be seen from the chart to the left, Council's cash and investments balance is forecast to increase from \$8.8m in 2020/21 to \$17.5m during the Delivery Program period as Council catches up on Capital Projects.

Operating Surplus/(Deficit)



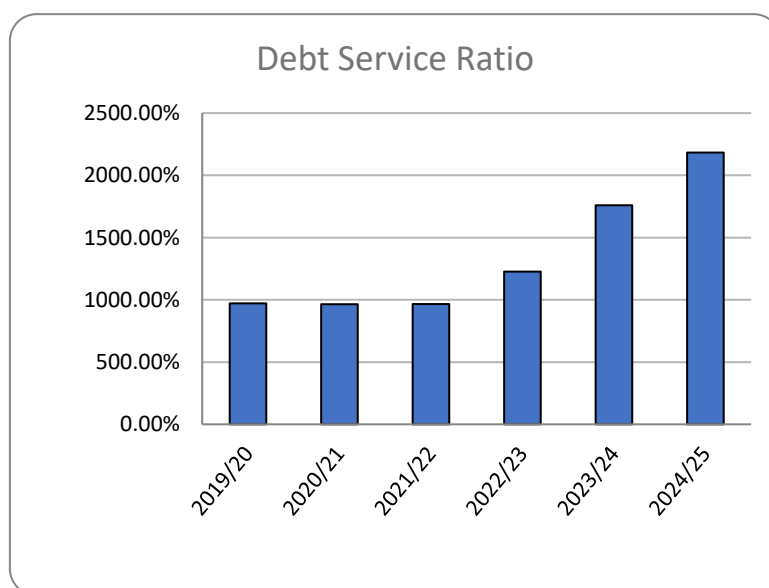
Description

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 \$9m over the four years. The 2021/22 financial year is expected to generate a surplus of \$5.3m with increased Water and Sewer income. 2022/23 estimated surplus is \$3m due to lower Capital Grants of \$7.4m. 2023/24 is forecast to generate a surplus of \$602 with the 2024/25 year forecast a deficit of \$319k due to decreased Capital Grants. This is based on a very conservative forecast that Council will only receive minimum Capital Grants from 2021/22 onwards and make no operational savings.

Debt Service Ratio



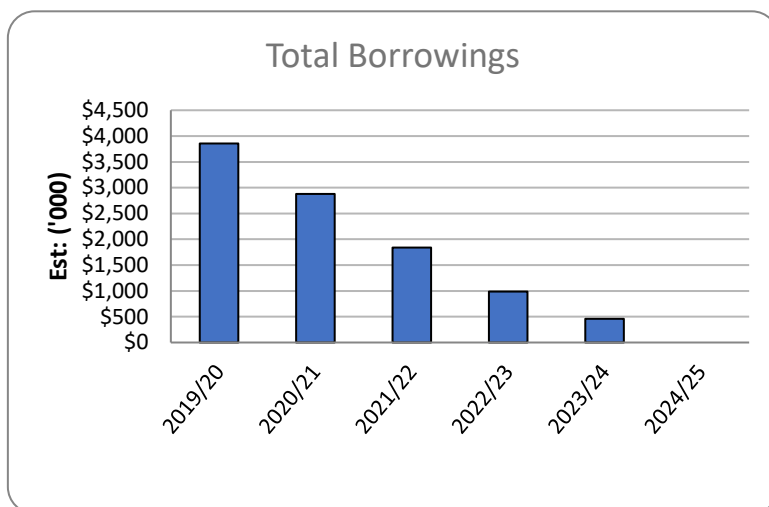
Description

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 as a result of lower loan repayments. Overall, it remains well above 2%.

Total Borrowings



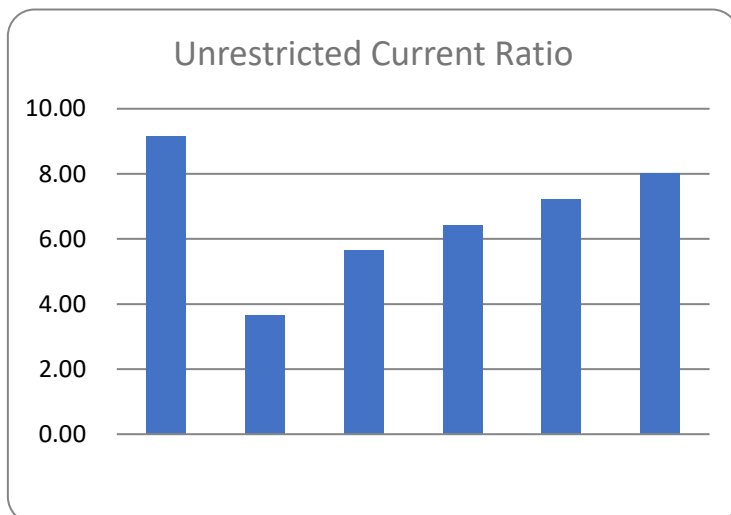
Description

This shows Council's total level of borrowings.

Comments

The level of borrowings will be decreased over the Delivery Program period i.e. from \$1.8m in 2021/22 to nil in 2024/25.

Unrestricted Current Ratio



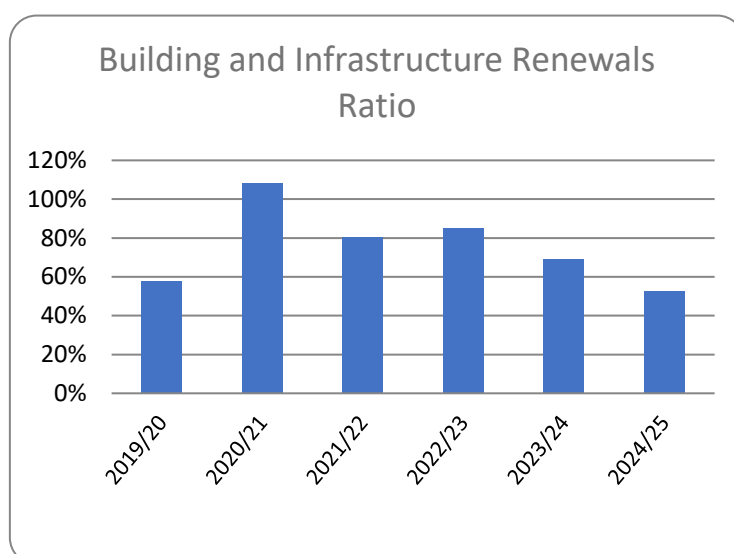
Description

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 well above the 1.5 considered satisfactory, due to the negative Water and Sewer Fund Balances.

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 84% in 2022/23 while it falls to 50% in 2024/25. Council's DP shows a falling renewals ratio, however, this is subject to completion and budget revotes.

2.11 2021/22 REVENUE POLICY AND FEES & CHARGES

See page

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:

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
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	Arterial – 15 yrs Distributor – 15 yrs Collector – 20 yrs Access – 25 yrs

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 **Specific, Measurable, Achievable, Relevant, Time-bound** and subject to **Evaluation and Reassessment**).

3.1 COUNCIL ACTIVITIES GROUPED BY DIRECTORATE AND BRANCH

Executive

Management & Leadership 55 Governance 55 Organisation Development 59

Technical Services		Environment and Development Services		Corporate and Community Services	
Technical Services Management	64	Environment and Development Services Management	99	Corporate and Community Services Management	111
Design Project Management	66	Building Control	102	Bushfire & Emergency Services	113
Emergency Services Management	66	Environmental Health Services	102	Community Services	115
Survey Investigation and Design	66	Town Planning	102	Children Services	115
GIS	66	Compliance Services	103	Community Connections	116
Asset Management	67	Tourism and Economic Development	107	Community Development	116
NSW Fire Brigade	67	Tourism & Economic Promotion	107	Libraries	116
Road Operations Management	71			Warrumbungle Community Care	117
Regional Roads M&R	71			Corporate Services	125
Local Roads M&R	71			Customer Service	125
Aerodromes	72			Communications and IT	125
Streets Rural	72			Risk Management	125
Private Works	72			Finance	129
Road Contracts and Private Works	79			Supply Services	131
Fleet Service Management	81				
Plant and Equipment	81				
Workshops	81				
Urban Services and Facilities Management	85				
Horticulture	85				
Street Cleaning	85				
Ovals	85				
Public Amenities	86				
Town Streets	86				
Public Swimming Pools	86				
Property	86				
Cemetery Services	86				
Medical Facilities	87				
Public Halls	87				

Business Arms of Council

Warrumbungle Water	134	Warrumbungle Sewer	138
Warrumbungle Waste	141		

Executive Services

General Manager	55
Management and Leadership	55
Governance	55
Organisation Development	59

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							
21/22	175,475	-1,110,600	0	-935,125	0	0	-935,125
22/23	175,475	-722,812	0	-547,337	0	0	-547,337
23/24	175,475	-737,268	0	-561,793	0	0	-561,793
24/25	175,475	-752,014	0	-576,539	0	0	-576,539
Total:	701,900	-3,322,694	0	2,620,794	0	0	2,620,794
Governance							
21/22	67,013	-634,130	0	-567,117	0	0	-567,117
22/23	112,397	-492,312	0	-379,915	0	0	-379,915
23/24	112,397	-500,659	0	-388,262	0	0	-388,262
24/25	112,397	-509,171	0	-396,774	0	0	-396,774
Total:	404,204	-2,136,272	0	1,732,068	0	0	1,732,068

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	CC6
Facilitate the flow of required information between staff and Council	GF4
Ensure development and implementation of the Community Strategic Plan, Delivery	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	GF7
Ensure the organisation meets all due diligence requirements for Workplace Health and	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	GF6
Lead a culture of customer service excellence, ensuring contact with the public is professional, courteous and timely	GF2
Develop and maintain Councils contacts with community, governmental and business	GF7

Outcome	CSP Link
High level professional knowledge of the external environment that may impact on and/or	GF5
High level project management	GF5
Governance	
Advocate for the long-term provision and retention of high-quality services that meet the	PI2
Build strategic relationships with other levels of government to ensure that the shire	GF1
Recognise the importance of its role as a steward of the natural, built, economic and social	GF5
Be proactive in providing community advocacy to mitigate the negative environmental	NE5
Encourage and support local business and industry in creating local employment and	LE2
Identify and pursue opportunities that realise the shire's potential as a location for the	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%

No	Service Level	Service Level Indicator	Service Level
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	Staff kept informed via staff newsletter.	Number of staff newsletters per year	4
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 – Organisation Development

Directorate: Executive Services

Branch: Organisation Development

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

Organisation Development Management

Organisation Development provides a supportive framework to the organisation tasked with the responsibility of ensuring Council's Workforce Management Strategy is implemented and progress reported effectively. Organisation Development 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 Executive Leadership Team (ELT). Payroll facilitates opportunities for staff to access salary sacrifice schemes, retirement planning and personal insurance.

Workplace Health and Safety

The Workplace Health and Safety (WHS) Officer in consultation with ELT/Managers/ Supervisors and staff, ensures as far as reasonably practicable all WHS 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?

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
Organisation Development Management							
21/22	108,842	-467,411	0	-358,568	0	0	-358,568
22/23	109,439	-476,759	0	-367,320	0	0	-367,320
23/24	110,048	-486,294	0	-376,246	0	0	-376,246
24/25	110,669	-496,018	0	-385,349	0	0	-385,349
Total:	439,000	-1,926,482	0	1,487,482	0	0	1,487,482
Payroll Services							
21/22	0	597,056	0	597,056	0	0	597,056
22/23	0	608,997	0	608,997	0	0	608,997
23/24	0	621,176	0	621,176	0	0	621,176
24/25	0	633,600	0	633,600	0	0	633,600
Total:	0	2,460,829	0	2,460,829	0	0	2,460,829
Workplace Health and Safety							
21/22	119,533	-318,196	0	-198,663	0	0	-198,663
22/23	121,923	-324,561	0	-202,638	0	0	-202,638
23/24	124,362	-331,053	0	-206,691	0	0	-206,691
24/25	126,849	-337,672	0	-210,823	0	0	-210,823
Total:	492,667	-1,311,482	0	-818,815	0	0	-818,815
Learning and Development							
21/22	55,938	-207,628	0	-151,690	0	0	-151,690
22/23	56,401	-211,782	0	-155,381	0	0	-155,381
23/24	56,873	-216,017	0	-159,144	0	0	-159,144
24/25	57,354	-220,336	0	-162,982	0	0	-162,982
Total:	226,565	-855,763	0	-629,198	0	0	-629,198

WHAT WILL WE ACHIEVE WITH THIS MONEY?

Outcome	CSP Link
Ongoing Operations	
Organisation Development 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

Outcome	CSP Link
Workplace Health and Safety	
Reviewing of WHS strategies, policies and practices	GF4
Implementation of an effective WHS 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
Organisation Development 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
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%

No	Service Level	Service Level Indicator	Service Level
4	WHS 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	WHS practices lead to a reduction in the number of injuries and claims	Annual reduction in workers compensation premium	Yes
6	WHS issues are minimised within the Technical Services Department	Number of WHS 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

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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 Executive Leadership Team, ELT, 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
21/22	0	-522,262	0	-522,262	0	0	-522,262
22/23	0	-532,706	0	-532,706	0	0	-532,706
23/24	0	-543,358	0	-543,358	0	0	-543,358
24/25	0	-554,222	0	-554,222	0	0	-554,222
Total:	0	-2,152,548	0	2,152,548	0	0	2,152,548

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 WHS 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
4	Private works invoices are actioned promptly	Number of days post completion of job for private works invoices to be issued	5
5	Major capital projects (> \$50k) are managed within budget	Total variance over/under budget	10%

Technical Services – Project Management

Directorate: Technical Services

Branch: Project Management

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 offsite 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.

GIS

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.

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.

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							
21/22	0	-48,941	0	-48,941	0	0	-48,941
22/23	0	-49,920	0	-49,920	0	0	-49,920
23/24	0	-50,918	0	-50,918	0	0	-50,918
24/25	0	-51,936	0	-51,936	0	0	-51,936
Total:	0	-201,715	0	-201,715	0	0	-201,715
Emergency Services Management							
21/22	0	-84,211	0	-84,211	0	0	-84,211
22/23	0	-75,295	0	-75,295	0	0	-75,295
23/24	0	-76,400	0	-76,400	0	0	-76,400
24/25	0	-77,528	0	-77,528	0	0	-77,528
Total:	0	-313,434	0	-313,434	0	0	-313,434
Survey Investigation and Design							
21/22	0	-208,257	-48,500	-256,757	0	0	-256,757
22/23	0	-212,422	-41,000	-253,422	0	0	-253,422
23/24	0	-216,669	-48,500	-265,169	0	0	-265,169
24/25	0	-221,002	-41,000	-262,002	0	0	-262,002
Total:	0	-858,350	-179,000	1,037,350	0	0	1,037,350
GIS							
21/22	0	-201,022	0	-201,022	0	0	-201,022
22/23	0	-205,042	0	-205,042	0	0	-205,042
23/24	0	-209,142	0	-209,142	0	0	-209,142
24/25	0	-213,324	0	-213,324	0	0	-213,324
Total:	0	-828,530	0	-828,530	0	0	-828,530
Asset Management							
21/22	0	-204,922	0	-204,922	0	0	-204,922
22/23	0	-209,020	0	-209,020	0	0	-209,020
23/24	0	-213,201	0	-213,201	0	0	-213,201
24/25	0	-217,464	0	-217,464	0	0	-217,464
Total:	0	-844,607	0	-844,607	0	0	-844,607
NSW Fire Brigade							
21/22	0	-55,000	0	-55,000	0	0	-55,000
22/23	0	-55,000	0	-55,000	0	0	-55,000
23/24	0	-55,000	0	-55,000	0	0	-55,000
24/25	0	-55,000	0	-55,000	0	0	-55,000
Total:	0	-220,000	0	-220,000	0	0	-220,000

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 WHS 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
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
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

Capital Projects	2021/22	2022/23	2023/24	2024/25	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
Intramaps & Arc GIS - Software	25,000	25,000	25,000	25,000	PI5
Total:	48,500	41,000	48,500	41,000	

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
GIS			
1	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
2	New asset additions are captured in Council's GIS system	Frequency of updating of asset information	6 monthly
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);
- Vinegaroy 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, Cobborah, Craboon, Kenebri, Leadville, Merrygoen, Neilrex, Purlawaugh, 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. 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							
21/22	39,379	-558,867	0	-519,488	0	0	-519,488
22/23	40,166	-570,044	0	-529,878	0	0	-529,878
23/24	40,970	-581,444	0	-540,474	0	0	-540,474
24/25	41,789	-593,072	0	-551,283	0	0	-551,283
Total:	162,303	-2,303,427	0	-2,141,124	0	0	-2,141,124
Regional Roads Maintenance and Repair							
21/22	5,682,000	-1,855,801	-3,819,000	7,199	-64,047	-56,848	0
22/23	5,028,444	-1,890,068	-1,919,000	1,219,376	-66,709	1,152,667	0
23/24	4,880,814	-1,924,976	-1,919,000	1,036,838	-69,468	967,370	0
24/25	4,934,127	-1,960,528	-1,919,000	1,054,599	-53,978	1,000,621	0
Total:	20,525,385	-7,631,373	-9,576,000	3,318,011	-254,202	3,063,809	0
Local Roads Maintenance and Repair							
21/22	2,304,124	-2,577,489	-2,430,000	-2,703,365	-611,250	0	-3,314,615
22/23	1,535,840	-2,599,810	-1,482,100	-2,546,070	-486,791	0	-3,032,861
23/24	1,512,432	-2,640,934	-1,480,000	-2,608,502	-350,336	0	-2,958,838
24/25	1,497,503	-2,674,379	-1,480,000	-2,656,876	-363,363	0	-3,020,239
Total:	6,849,899	-10,492,612	-6,872,100	10,514,813	1,811,740	0	12,326,553
Aerodromes							
21/22	40,000	-141,827	-40,000	-141,827	0	0	-141,827
22/23	0	-144,663	-20,000	-164,663	0	0	-164,663
23/24	0	-147,553	-30,000	-177,553	0	0	-177,553
24/25	0	-150,503	-30,000	-180,503	0	0	-180,503
Total:	40,000	-584,546	-120,000	-664,546	0	0	-664,546
Private Works							
21/22	108,000	-69,266	0	38,734	0	0	38,734
22/23	110,160	-70,651	0	39,509	0	0	39,509
23/24	112,363	-72,064	0	40,299	0	0	40,299
24/25	114,610	-73,506	0	41,104	0	0	41,104
Total:	445,134	-285,487	0	159,647	0	0	159,647

WHAT WILL WE ACHIEVE WITH THIS MONEY?

Outcome	CSP Link
Ongoing Operations	
Road Operations Management	
Management of the Road Operations branch	PI3
Responsibility for WHS 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, Purlewaugh, 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	2021/22	2022/23	2023/24	2024/25	CSP Link
Local Roads					
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	450,000	PI3
Rotherwood Rd - Rural Road Bridges & Causeways	-	80,000	-	-	PI3
Napier Ln - Rural Road Bridges & Causeways	-	-	80,000	-	PI3
Indians Ln - Rural Road Pavements	355,000	-	-	-	PI3
Tongy Ln - Rural Road Pavements	300,000	-	-	-	PI3
Pavement Rehabilitation - Rural Road Pavements	-	200,000	200,000	200,000	PI3
Gravel Resheeting Program - Rural Roads Gravel Resheeting	570,000	750,000	750,000	750,000	PI3
Flagsrockedigial Rd - causeways	-	-	-	80,000	PI3
Warkton Bridge	755,000	-	-	-	PI3
Total:	2,430,000	1,482,100	1,480,000	1,480,000	
Regional Roads					
Regional Roads Reseals	650,000	650,000	650,000	650,000	PI3
Shoulder widening MR396 (Warrumbungles Way) - Pavement Rehabilitation	-	169,000		169,000	PI3
Shoulder widening MR618 (Vinegaroy Rd) - Pavement Rehabilitation	169,000		169,000		PI3
Pavement Rehab MR55 (Black Stump Way) - Pavement Rehabilitation	-	-	-	800,000	PI3

Capital Projects	2021/22	2022/23	2023/24	2024/25	CSP Link
Pavement Rehab MR129 (Baradine Rd) - Pavement Rehabilitation	-		800,000		PI3
Pavement Widening - Black Spot Projects	-	300,000	300,000	300,000	PI3
Pavement Widening MR 129 (Purlewaugh Road)	3,000,000	800,000	-	-	PI3
Total:	3,819,000	1,919,000	1,919,000	1,919,000	
Aerodromes					PI3
Coonabarabran Aerodrome - Reseal taxiway	-	-	30,000	30,000	
Coona Aerodrome - Runway light renewal	-	20,000	-	-	
Coonabarabran - water bore - testing drilling	40,000	-	-	-	PI3
Aerodromes Total	40,000	20,000	30,000	30,000	

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 \geq average	90%
2	Condition rating for the shire's regional bridge and major culvert network meets standard	% of bridge/major culvert asset condition rating \geq 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 \geq average	90%
2	Local bridge and major culvert network meets standard	% of bridge/major culvert asset condition rating \geq average	90%
3	Sealed Local Roads (pavement) meets standard	% of road pavement assets where asset condition rating \geq average	90%
4	Pot hole patching is carried out on a regular basis	Pot hole repair undertaken within no of day from notification	< 7
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 (including condition rating) per road	4
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

No	Service Level	Service Level Indicator	Service Level
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 TfNSW. 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 TfNSW.

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 TfNSW 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							
21/22	1,000,000	-1,021,836	0	-21,836	0	0	-21,836
22/23	1,020,000	-1,042,274	0	-22,274	0	0	-22,274
23/24	1,040,400	-1,063,120	0	-22,720	0	0	-22,720
24/25	1,061,208	-1,084,381	0	-23,173	0	0	-23,173
Total:	4,121,608	-4,211,611	0	-90,003	0	0	-90,003

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 WHS 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							
21/22	45,000	-340,691	0	-295,691	0	-295,691	0
22/23	45,900	-347,505	0	-301,605	0	-301,605	0
23/24	46,818	-354,454	0	-307,636	0	-307,636	0
24/25	47,754	-361,543	0	-313,789	0	-313,789	0
Total:	185,472	-1,404,193	0	-1,218,720	0	-1,218,720	0
Plant and Equipment							
21/22	6,094,000	-2,347,332	-2,295,000	1,451,668	0	1,451,668	0
22/23	6,090,860	-2,401,928	-2,090,000	1,598,932	0	1,598,932	0
23/24	6,212,657	-2,457,999	-2,165,000	1,589,658	0	1,589,658	0
24/25	6,336,890	-2,515,591	-2,235,000	1,586,299	0	1,586,299	0
Total:	24,734,408	-9,722,850	-8,785,000	6,226,558	0	6,226,558	0
Depots							
21/22	0	-164,088	0	-164,088	0	-164,088	0
22/23	0	-167,370	0	-167,370	0	-167,370	0
23/24	0	-170,717	0	-170,717	0	-170,717	0
24/25	0	-174,131	0	-174,131	0	-174,131	0
Total:	0	-676,306	0	-676,306	0	-676,306	0
Workshops							
21/22	0	-55,232	0	-55,232	0	-55,232	0
22/23	0	-56,337	0	-56,337	0	-56,337	0
23/24	0	-57,463	0	-57,463	0	-57,463	0
24/25	0	-58,612	0	-58,612	0	-58,612	0
Total:	0	-227,644	0	-227,644	0	-227,644	0

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	2021/22	2022/23	2023/24	2024/25	CSP Link
Minor Plant Purchases	20,000	20,000	20,000	20,000	GF6
Plant & Equipment Purchases	2,205,000	1,955,000	2,095,000	2,165,000	
Workshop equip renewal	20,000	20,000	20,000	20,000	
Oil Water Separator Coolah Depot fuel bowsers	50,000			-	GF6
Depot improvements - WHS	-	30,000	30,000	30,000	GF6
Oil Water Separator Dunedoo Depot	-	50,000	-	-	GF6
Dunedoo Depot - Toilet renewal	-	15,000	-	-	GF6
Total:	2,295,000	2,090,000	2,165,000	2,235,000	

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 and Facilities

Directorate: Technical Services
Branch: Urban Services and Facilities

Council's Urban Services and Facilities 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, Jorrocks 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



Property

Council's Property section is responsible for the administration and maintenance of all property that Council owns or has in its care.

Property management includes maintenance, fire compliance, cleaning and security 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 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.

Cemetery Services

Council's Cemetery Services are responsible for the maintenance, interment 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 interment.

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
Urban Services Management							
21/22	3,000	-201,632	0	-198,632	0	0	-198,632
22/23	3,060	-205,665	0	-202,605	0	0	-202,605
23/24	3,121	-209,778	0	-206,657	0	0	-206,657
24/25	3,184	-213,972	0	-210,788	0	0	-210,788
Total:	12,365	-831,047	0	-818,682	0	0	-818,682
Horticulture							
21/22	0	-579,124	-110,000	-689,124	0	0	-689,124
22/23	0	-590,506	-100,000	-690,506	0	0	-690,506
23/24	0	-602,110	-80,000	-682,110	0	0	-682,110
24/25	0	-613,948	-80,000	-693,948	0	0	-693,948
Total:	0	-2,385,688	-370,000	2,755,688	0	0	2,755,688
Street Cleaning							
21/22	0	-282,421	0	-282,421	0	0	-282,421
22/23	0	-288,070	0	-288,070	0	0	-288,070
23/24	0	-293,831	0	-293,831	0	0	-293,831
24/25	0	-299,708	0	-299,708	0	0	-299,708
Total:	0	-1,164,030	0	1,164,030	0	0	1,164,030
Ovals and Other Sporting Facilities							
21/22	20,000	-402,276	-35,000	-417,276	0	0	-417,276
22/23	220,400	-410,321	-180,000	-369,921	0	0	-369,921
23/24	20,808	-418,524	-180,000	-577,716	0	0	-577,716
24/25	21,224	-426,895	-275,000	-680,671	0	0	-680,671
Total:	282,432	-1,658,016	-670,000	2,045,584	0	0	2,045,584
Public Amenities							
21/22	0	-303,170	0	-303,170	0	0	-303,170
22/23	0	-309,234	0	-309,234	0	0	-309,234
23/24	0	-315,419	0	-315,419	0	0	-315,419
24/25	0	-321,726	0	-321,726	0	0	-321,726
Total:	0	-1,249,549	0	1,249,549	0	0	1,249,549
Town Streets							
21/22	0	-642,328	-263,900	-906,228	0	0	-906,228
22/23	0	-655,175	-594,800	-1,249,975	0	0	-1,249,975
23/24	0	-668,277	-568,700	-1,236,977	0	0	-1,236,977
24/25	0	-681,644	-549,000	-1,230,644	0	0	-1,230,644

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
Total:	0	-2,647,424	-1,976,400	4,623,824	0	0	4,623,824
Swimming Pools							
21/22	120,000	-664,189	-45,000	-589,189	0	0	-589,189
22/23	122,400	-677,472	-202,000	-757,072	0	0	-757,072
23/24	124,848	-691,021	-145,000	-711,173	0	0	-711,173
24/25	127,345	-704,840	-160,000	-737,495	0	0	-737,495
Total:	494,593	-2,737,522	-552,000	2,794,929	0	0	2,794,929
Property							
21/22	403,426	-802,296	-33,200	-432,070	0	0	-432,070
22/23	408,300	-798,481	-90,000	-480,181	0	0	-480,181
23/24	413,271	-805,627	-65,000	-457,356	0	0	-457,356
24/25	418,342	-820,084	-50,000	-451,742	0	0	-451,742
Total:	1,643,339	-3,226,488	-238,200	1,821,349	0	0	1,821,349
Cemetery Services							
21/22	100,000	-161,320	-63,000	-124,320	0	0	-124,320
22/23	102,000	-164,546	-50,000	-112,546	0	0	-112,546
23/24	104,040	-167,836	-55,000	-118,796	0	0	-118,796
24/25	106,121	-171,193	-50,000	-115,072	0	0	-115,072
Total:	412,161	-664,895	-218,000	-470,734	0	0	-470,734
Medical Facilities							
21/22	50,000	-39,629	0	10,371	0	0	10,371
22/23	51,000	-40,422	0	10,578	0	0	10,578
23/24	52,020	-41,230	0	10,790	0	0	10,790
24/25	53,060	-42,056	0	11,004	0	0	11,004
Total:	206,080	-163,337	0	42,743	0	0	42,743
Public Halls							
21/22	27,240	-179,758	0	-152,518	0	0	-152,518
22/23	27,785	-183,352	-50,000	-205,567	0	0	-205,567
23/24	28,340	-187,017	-200,000	-358,677	0	0	-358,677
24/25	28,907	-190,755	-100,000	-261,848	0	0	-261,848
Total:	112,273	-740,882	-350,000	-978,609	0	0	-978,609

WHAT WILL WE ACHIEVE WITH THIS MONEY?

Capital Projects	2021/22	2022/23	2023/24	2024/25	CSP Link
Horticulture					
Coonabarabran CBD toilets - renewal of fittings	-	-	50,000	-	RU4
Neilson Park toilets - renewal of fittings, tiling	-	50,000	-	-	

Capital Projects	2021/22	2022/23	2023/24	2024/25	CSP Link
Black Stump Rest Area - floor & wall tiles, renewal of fittings	-			50,000	RU4
Garden beds renewal - Coonabarabran	10,000	10,000	10,000	10,000	RU4
Milling Park - interior renewal	80,000				RU4
Len Guy Park Toilets - lighting, renewal of fittings, tiling	-	20,000			RU4
Playground equipment - renewal	20,000	20,000	20,000	20,000	RU4
Horticulture Total	110,000	100,000	80,000	80,000	
Ovals					
Baradine Oval - replace spectator seating	15,000	-	-	-	RO1
Baradine Oval - renew change rooms	-	150,000	-	-	RO1
Binnaway Oval - renewal of change rooms	-	-	150,000	-	RO1
Coonabarabran Oval No 3 - renewal of change rooms	-	30,000	30,000	-	RO1
Coonabarabran Oval No 3 - Equipment Storage	-		-	200,000	RO1
Coonabarabran Oval No 3 - renewal of canteen	-	-	-	75,000	RO1
Coonabarabran Oval No 1 - Grandstand shower cubicles	20,000	-	-	-	RO1
Ovals Total	35,000	180,000	180,000	275,000	
Swimming Pools					
Baradine pool - Renew scum gutters	-	30,000	-	-	RO1
Baradine pool - Grouting & painting	-		30,000	-	RO1
Baradine pool - Crack repair - concourse	10,000	-	-	-	RO1
Baradine pool - Remove granstand	-	-	10,000	-	RO1
Baradine pool - New seating	-	-	10,000	-	RO1
Baradine pool - New shade shelter	-	-	20,000	-	RO1
Baradine pool - Pumps & pipes renewal, chlorinator	-	-	-	30,000	RO1
Binnaway pool - Remove pine tree	10,000	-	-	-	RO1
Binnaway pool - Grouting & painting	-	50,000	-	-	RO1
Binnaway pool - Pipeline replacement	-		30,000	20,000	RO1
Coolah pool - Crack repair - toddlers pool	10,000	-	-	-	RO1
Coolah pool - Replace skimmer box	-	10,000	-	-	RO1

Capital Projects	2021/22	2022/23	2023/24	2024/25	CSP Link
Coolah pool - Pumps & Pipes renewal, chlorinator	-	-	-	35,000	RO1
Coonabarabran pool - Joint sealing main pool	10,000	-	-	-	RO1
Coonabarabran pool - Renew office roof	-	50,000	-	-	RO1
Coonabarabran pool - pumps & pipes renewal, chlorinator	-	-	-	35,000	RO1
Dunedoo pool - Replace air blower	5,000	-	-	-	RO1
Dunedoo pool - Remove trees	-	-	20,000	-	RO1
Dunedoo pool - New shade shelter	-	-	25,000	-	RO1
Dunedoo pool - Pumps & pipes renewal, chlorinator	-	-	-	25,000	RO1
Mendooran pool - Change room painting	-	12,000	-	-	RO1
Mendooran pool - Pumps & pipes renewal, chlorinator	-	-	-	15,000	RO1
Swimming Pools Total	45,000	202,000	145,000	160,000	
Town Streets - Baradine					
Street Trees - Baradine	5,000	-	5,000	-	RU4
Lachlan Street - Urban Road Reseals	13,000	5,000	-	-	RU4
Walker Street - Urban Road Reseals	-	3,000	-	-	RU4
Macquarie Street - Urban Road Reseals	-	-	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	10,000	-	-	-	RU4
Darling Street - Footpaths	-	13,000	-	-	RU4
Town Streets - Baradine Total	28,000	21,000	26,200	20,000	
Town Streets - Binnaway					
Street Trees - Binnaway	-	5,000	-	5,000	RU4
Norman Street/Yeubla Street, pipe drainage system	-	-	40,000	20,000	RU4
Renshaw Street - Urban Road Reseals	18,700	-	-	-	RU4
Yarran Street - Urban Road Reseals	-	2,600	-	-	RU4
Andy's Lane - Urban Road Reseals	-	4,200	-	-	RU4

Capital Projects	2021/22	2022/23	2023/24	2024/25	CSP Link
Napier Street - Urban Road Reseals	-	11,000	-	-	RU4
Binnaway street reseals - Urban Road Reseals	-	-	18,000	18,000	RU4
Renshaw Street - pipe between Yarran Street & Cisco Street	-	-	50,000	-	RU4
Bullinda Street - Footpaths	-	13,000	-	-	RU4
Town Streets - Binnaway Total	18,700	35,800	108,000	43,000	
Town Streets - Coolah					
Martin Street - Urban Road Reseals	-	35,000	-	-	RU4
Booyamurra Street - Urban Road Reseals	18,000	7,500	-	-	RU4
Queensborough Street - Urban Road Reseals	-	19,600	4,000	-	RU4
Charles Street - Urban Road Reseals	-	5,200	-	-	RU4
Coolah street reseals - Urban Road Reseals	-	-	20,000	25,000	RU4
Booyamurra Street - Drainage Structures (incl. K&G)	-	50,000	-	-	RU4
Binnia Street - Footpaths	20,000	6,500	-	-	RU4
Hospital Street - Footpaths	-	15,300	-	-	RU4
Goddard Street - pipe between Binnia St & Central Ln	-	-	-	60,000	RU4
Booyamurra Street - Kerb and Guttering	-	50,000	-	50,000	RU4
Town Streets - Coolah Total	38,000	194,100	24,000	140,000	
Town Streets - Coonabarabran					
Footpath Rehabilitation (general)	-	-	60,000	60,000	RU4
Dalgarno Street West - east of Clock Tower Motor Inn	-	-	60,000	-	RU4
Street Trees - Coona	8,000	-	8,000	-	RU4
Neate Street - Urban Road Reseals	-	17,200	-	-	RU4
Reservoir Street - Urban Road Reseals	-	40,000	-	-	RU4
Little Timor Street - Urban Road Reseals	7,600	-	-	-	RU4
Cowper Street - Urban Road Reseals	-	7,300	-	-	RU4
Crane Street - Urban Road Reseals	16,000	-	-	-	RU4
Charles Street - Urban Road Reseals	11,100	-	-	-	RU4

Capital Projects	2021/22	2022/23	2023/24	2024/25	CSP Link
North Street - Urban Road Reseals	-		13,400	-	RU4
King Street - Urban Road Reseals	-		15,300	-	RU4
Coonabarabran street reseals - Urban Road Reseals	-	-	25,000	60,000	RU4
Robertson Street - (incl. K&G)	-	24,400	-	-	RU4
Barker Street - pipe extension from Camp Street	-	-	-	20,000	RU4
Cowper Street - Open channel construction - Drainage Structures	70,000	-	-	-	RU4
Cassilis Street - Footpaths	15,000	15,000	-	-	RU4
Streets rehabilitation	-	-	70,000	70,000	RU4
Visitor Info Centre carpark - 2500m2	17,500	-	-	-	RU4
Town Streets - Coonabarabran Total	145,200	103,900	251,700	210,000	
Town Streets - Dunedoo					
Wallaroo Street drainage	-	30,000	-	-	RU4
Street Trees - Dunedoo	7,000	-	7,000	-	RU4
Talbragar Street - Urban Road Pavements	-	40,000	-	7,200	RU4
Wallaroo Street - Urban Road Pavements	-		40,000	32,800	RU4
Digilah Street - Urban Road Reseals	-	17,300	-	-	RU4
Whiteley Street - Urban Road Reseals	-		26,800	-	RU4
Wargundy Street - Urban Road Reseals	10,000	-	-	-	RU4
Dunedoo street reseals - Urban Road Reseals	-	-		26,000	RU4
Tucklan Street - Pipe between Wargundy St & Wallaroo St	-	50,000	-	-	RU4
Yarrow Street - Wallaroo to Wargundy (K&G)	-	70,000		-	RU4
Wargundy Street - Yarrow to Tucklan (K&G)	-	-	70,000	50,000	RU4
Town Streets - Dunedoo Total	17,000	207,300	143,800	116,000	
Town Streets – Mendooran					
Street Trees - Mendooran	-	5,000	-	5,000	RU4
Cobra Street - Urban Road Pavements	-	8,500	-	-	RU4
Dalglish Street - Urban Road Reseals	7,000	-	-	-	RU4

Capital Projects	2021/22	2022/23	2023/24	2024/25	CSP Link
Napier Street - Urban Road Reseals	-	12,500	-	-	RU4
Farnell Street - Urban Road Reseals	-	6,700	-	-	RU4
Bandulla Street - Footpaths	10,000	-	-	-	RU4
Urban Road Reseals - Urban Road Reseals	-	-	15,000	15,000	RU4
Town Streets - Mendooran Total	17,000	32,700	15,000	20,000	
Council Offices & Other Property					
17a Cole Street - Bathroom Refurb	-	-	15,000	-	GF5
17a Cole Street - Kitchen Refurb	-	20,000	-	-	GF5
Mendooran Community Care - Replace Flooring	-	50,000	-	-	GF5
EKA keys - waste transfer depots, works depot (30 keys)	13,200	-	-	-	GF5
Coonabarabran Office - Fire Protection	20,000	20,000	-	-	GF5
House Painting	-	-	50,000	50,000	GF5
Council Offices & Other Property Total	33,200	90,000	65,000	50,000	
Public Halls					
Public Hall Capital allowance	-	-	100,000	100,000	CC1
Coonabarabran Town Hall	-	50,000	-	-	CC1
Mendooran Mechanics Institute Floor	-	-	50,000	-	CC1
Pandora Gallery & Library - Carpet Replacement	-	-	50,000	-	CC1
Public Halls Total	-	50,000	200,000	100,000	
Cemetery Services					
Cemeteries Capital allowance	-	-	-	50,000	CC1
Coonabarabran Native Grove Cemetery Expansion	-	-	55,000	-	
Coonabarabran Native Grove Cemetery Road Renewal	-	50,000	-	-	
Dunedoo Cemetery Columbarium Wall	63,000	-	-	-	CC1
Cemetery Services Total	63,000	50,000	55,000	50,000	

Ongoing Operations	CSP Link
Property	
Property management, maintenance and repair works	GF5
Public liaison on property matters and complaints	GF5
Oversee the security arrangements for all Council buildings	GF5

Ongoing Operations	CSP Link
Ensure cleaning services to all internal business units and relevant community	GF5
Maintenance of Council's property register and adherence to legislative	GF4
Management of property services including leases, licences and legal compliance	GF4
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	
Completion of a Plan of Management for all council owned land	GF6

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
Parks, Reserves, Ovals and Gardens			
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

No	Service Level	Service Level Indicator	Service Level
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%
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
No	Service Level	Service Level Indicator	Service Level
Property			
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

No	Service Level	Service Level Indicator	Service Level
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

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Environment and Development Services Management	
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Heritage	
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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 and cemeteries. 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 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							
21/22	22,519	-568,851	0	-546,332	0	0	-546,332
22/23	22,969	-580,228	0	-557,259	0	0	-557,259
23/24	23,429	-591,835	0	-568,406	0	0	-568,406
24/25	23,897	-603,672	0	-579,775	0	0	-579,775
Total:	92,814	-2,344,586	0	2,251,771	0	0	2,251,771
Noxious Weeds							
21/22	0	-120,000	0	-120,000	0	0	-120,000
22/23	0	-122,400	0	-122,400	0	0	-122,400
23/24	0	-124,848	0	-124,848	0	0	-124,848
24/25	0	-127,345	0	-127,345	0	0	-127,345
Total:	0	-494,593	0	-494,593	0	0	-494,593

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	GF8
Interpret, counsel and advise the GM and Council on applicable statutes and	GF7
Actively communicate/network with industry peers, associations and	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

No	Service Level	Service Level Indicator	Service Level
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 – Planning and Regulatory Services

Directorate: Environment and Development Services

Branch: Planning and 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							
21/22	62,347	-238,694	0	-176,347	0	0	-176,347
22/23	63,594	-243,467	0	-179,873	0	0	-179,873
23/24	64,866	-248,337	0	-183,471	0	0	-183,471
24/25	66,163	-253,304	0	-187,141	0	0	-187,141
Total:	256,970	-983,802	0	-726,832	0	0	-726,832
Environmental Health Services							
21/22	16,153	-82,959	0	-66,806	0	0	-66,806
22/23	16,476	-84,418	0	-67,942	0	0	-67,942
23/24	16,806	-85,907	0	-69,101	0	0	-69,101
24/25	17,142	-87,426	0	-70,284	0	0	-70,284
Total:	66,576	-340,710	0	-274,133	0	0	-274,133
Town Planning							
21/22	141,363	-258,296	0	-116,933	0	0	-116,933
22/23	144,190	-263,462	0	-119,272	0	0	-119,272
23/24	147,074	-268,732	0	-121,658	0	0	-121,658
24/25	150,016	-274,106	0	-124,090	0	0	-124,090
Total:	582,643	-1,064,596	0	-481,953	0	0	-481,953
Compliance Services							
21/22	34,669	-337,017	0	-302,348	0	0	-302,348
22/23	35,362	-343,757	0	-308,395	0	0	-308,395
23/24	36,070	-350,634	0	-314,564	0	0	-314,564
24/25	36,791	-357,647	0	-320,856	0	0	-320,856
Total:	142,892	-1,389,055	0	1,246,163	0	0	1,246,163

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	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	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	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	
Assist other branches within council to achieve best practice environmental	NE1
Ensure installations of OSSMS comply with relevant standards	
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	
Respond to nuisance complaints relating to the keeping of animals within urban	NE5
Respond to complaints regarding overgrown private lands in urban areas	NE5
Maintain alcohol free zones throughout the urban areas of the shire.	CC2
Ensure all private swimming pools meet the requirements of pool safety	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	NE4
Town Planning	
Review the current LEP & planning policies	RU1
Review the current Section 7.12 Contributions Plan	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

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	Inspections carried out from complaints received completed in	100%
2	Local trades are well informed of changes to building legislation and	Media Release when new legislation or information is relevant	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	7 days
5	Complying Development Certificate applications and Building Certificates are	% audit of 6 files annually demonstrating legislative and	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	% of inspections conducted annually of Category 1 and 2	100%
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	7 days
4	Approvals are processed accurately	% audit of 10 files annually demonstrating legislative and procedural	80%
5	Processes and procedures are current and meet best practice in	Maximum time between review of procedures and	6 months
6	OSSMS do not pose a risk to public health or the environment	Inspections carried out from complaints received within 3	100%
Town Planning			
1	Council Planning instruments are relevant and effective	Frequency of review of planning instruments	Annual
2	Development applications processed in a	Average application processing time	40 days
3	Development applications processed accurately	% audit of 20 files annually demonstrating legislative and procedural	100%
4	Planning certificates processed in a timely manner	Average 10.7 planning certificate application	7 days
5	Planning certificates processed accurately	% audit of 20 files annually demonstrating legislative and	90%
6	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months

No	Service Level	Service Level Indicator	Service Level
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	Yes
8	Subdivision Certificates processed in a timely manner	Average time taken to release subdivision plan once all information	15 days
Compliance Services			
1	The keeping of companion animals is regulated through	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	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
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	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	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

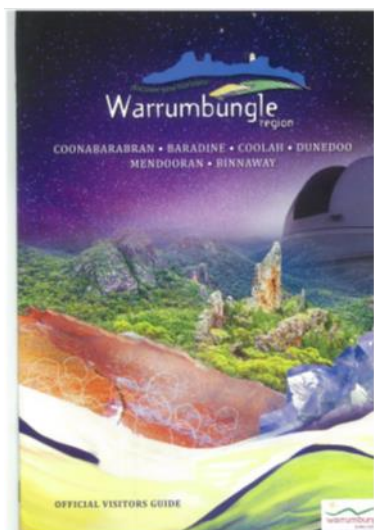
Tourism and Economic Development is responsible for growth and the maintenance of a healthy tourism industry and the growth of the commercial sectors within Warrumbungle Shire.

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							
21/22	79,470	-568,475	-88,200	-577,205	0	0	-577,205
22/23	81,059	-579,843	-10,000	-508,784	0	0	-508,784
23/24	82,681	-591,438	-10,000	-518,757	0	0	-518,757
24/25	84,334	-603,267	-10,000	-528,933	0	0	-528,933
Total:	327,544	-2,343,023	-118,200	2,133,679	0	0	2,133,679
Tourism and Economic Promotion							
21/22	0	-116,400	0	-116,400	0	0	-116,400
22/23	0	-118,718	0	-118,718	0	0	-118,718
23/24	0	-121,081	0	-121,081	0	0	-121,081
24/25	0	-123,492	0	-123,492	0	0	-123,492
Total:	0	-479,691	0	-479,691	0	0	-479,691

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 WHS 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	2021/22	2022/23	2023/24	2024/25	CSP Link
Tourism and Development Services					
VIC Capital allowance	10,000	10,000	10,000	10,000	LE3
Renovate and modernise the reception area of VIC - retile, bag,paint etc	40,000	-	-	-	LE3
Auto doors at VIC	19,000	-	-	-	LE3
Security surveillance outside VIC building	19,200	-	-	-	LE3
Total:	88,200	10,000	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

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Corp. & Comm. – Corporate & Community Services Management

Directorate: Corporate & Community Services

Branch: Corporate & Community 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 Executive Leadership Team, 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
21/22	53,984	-352,838	0	-298,854	0	0	-298,854
22/23	53,984	-359,894	0	-305,910	0	0	-305,910
23/24	53,984	-367,093	0	-313,109	0	0	-313,109
24/25	53,984	-374,434	0	-320,450	0	0	-320,450
Total:	215,936	-1,454,259	0	1,238,323	0	0	1,238,323

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 – 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%).

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
21/22	1,713,306	-1,226,462	-1,200,000	-713,156	0	0	-713,156
22/23	1,723,572	-1,251,036	-1,200,000	-727,464	0	0	-727,464
23/24	1,734,044	-1,276,103	-1,200,000	-742,059	0	0	-742,059
24/25	1,744,724	-1,301,675	-1,200,000	-756,951	0	0	-756,951
Total:	6,915,646	-5,055,276	-4,800,000	-2,939,630	0	0	-2,939,630

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

Corporate & Community Services –Community Services

Directorate: Corporate & Community Services

Branch: Community Services

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.

Children Services

Connect Five

Connect Five Children's Services is externally funded by the NSW Department of Education. Connect Five Children's Services provides regulated play sessions to families with children not yet attending school in nine (9) communities across three (3) Shires – Warrumbungle, Coonamble and Gilgandra. This start strong Pathways program aims to encourage families to enrol in Early childhood education services.



OOSH



Coonabarabran After School and Vacation Care 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 and extended hours during school holiday periods.

The service is funded by the Australian Department of Education, Skills & Employment, via the Child Care Subsidy Scheme (CCS).

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 Department of Education under ECEC National Law & Regulations, for a maximum of 57 children a day.



The Centre operates three (3) classrooms: Panda Room for 0-2 year old's. 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 - 5year old's 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 Wednesdays 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 old's who want to attend Preschool.

Over the course of the year this means that Yuluwirri Kids offers up to 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.

Other Community Services

Community Connections

The Targeted Early Intervention Community Connections 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.

Community Development

Council's Community Development Program provides assistance to communities across the Shire, including financial assistance to local level community organisations 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.

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. Warrumbungle Community Care provides brokerage services for homecare packages.

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
Community Services management							
21/22	81,000	-192,519	0	-111,519	0	0	-111,519
22/23	0	-185,150	0	-185,150	0	0	-185,150
23/24	0	-188,853	0	-188,853	0	0	-188,853
24/25	0	-192,630	0	-192,630	0	0	-192,630
Total:	81,000	-759,152	0	-678,152	0	0	-678,152
Community Transport							
21/22	358,388	-424,139	0	-65,751	0	-65,751	0
22/23	365,556	-432,708	0	-67,152	0	-67,152	0
23/24	372,867	-463,948	0	-91,081	0	-91,081	0
24/25	380,324	-473,319	0	-92,995	0	-92,995	0
Total:	1,477,135	-1,794,114	0	-316,980	0	-316,980	0
Aged Care Services							
21/22	191,413	-29,027	0	162,386	0	162,386	0
22/23	510	-29,608	0	-29,098	0	-29,098	0
23/24	520	-30,200	0	-29,680	0	-29,680	0
24/25	531	-30,805	0	-30,274	0	-30,274	0
Total:	192,974	-119,640	0	73,333	0	73,333	0
Meals On Wheels							
21/22	225,846	-248,250	0	-22,404	0	-22,404	0
22/23	230,363	-256,044	0	-25,681	0	-25,681	0
23/24	234,970	-260,935	0	-25,965	0	-25,965	0
24/25	239,670	-265,922	0	-26,252	0	-26,252	0
Total:	930,849	-1,031,151	0	-100,302	0	-100,302	0
Respite							
21/22	79,889	-92,791	0	-12,902	0	-12,902	0
22/23	81,487	-94,671	0	-13,184	0	-13,184	0
23/24	83,117	-96,589	0	-13,472	0	-13,472	0
24/25	84,779	-98,545	0	-13,766	0	-13,766	0
Total:	329,271	-382,596	0	-53,325	0	-53,325	0
Home Maintenance							
21/22	119,093	-138,061	0	-18,968	0	-18,968	0
22/23	121,475	-140,847	0	-19,372	0	-19,372	0
23/24	123,904	-143,686	0	-19,782	0	-19,782	0

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
24/25	126,382	-146,586	0	-20,204	0	-20,204	0
Total:	490,855	-569,180	0	-78,326	0	-78,326	0
Social Support							
21/22	147,773	-190,132	0	-42,359	0	-42,359	0
22/23	150,728	-193,961	0	-43,233	0	-43,233	0
23/24	153,743	-197,866	0	-44,123	0	-44,123	0
24/25	156,818	-201,851	0	-45,033	0	-45,033	0
Total:	609,062	-783,810	0	-174,748	0	-174,748	0
Community Development							
21/22	0	-150,000	0	150,000	0	0	-150,000
22/23	0	-150,000	0	150,000	0	0	-150,000
23/24	0	-150,000	0	150,000	0	0	-150,000
24/25	0	-150,000	0	150,000	0	0	-150,000
Total:	0	-600,000	0	600,000	0	0	-600,000
Libraries							
21/22	90,000	-726,682	0	636,682	0	0	-636,682
22/23	91,800	-728,215	0	636,415	0	0	-636,415
23/24	93,636	-729,779	0	636,143	0	0	-636,143
24/25	95,509	-731,374	0	635,865	0	0	-635,865
Total:	370,945	-2,916,050	0	2,545,105	0	0	-2,545,105
Yuluwirri Kids							
21/22	1,622,102	-1,622,103	0	-1	0	-1	0
22/23	1,654,544	-1,654,544	0	0	0	0	0
23/24	1,687,635	-1,687,634	0	1	0	1	0
24/25	1,721,388	-1,721,386	0	2	0	2	0
Total:	6,685,669	-6,685,667	0	1	0	1	0
Connect Five							
21/22	188,659	-217,959	0	-29,300	0	-29,300	0
22/23	192,432	-222,333	0	-29,901	0	-29,901	0
23/24	196,281	-226,796	0	-30,515	0	-30,515	0
24/25	200,206	-231,348	0	-31,142	0	-31,142	0
Total:	777,578	-898,436	0	-120,857	0	-120,857	0
Community Connections							
21/22	115,151	-137,641	0	-22,490	0	-22,490	0

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
22/23	117,454	-140,393	0	-22,939	0	-22,939	0
23/24	119,803	-143,202	0	-23,399	0	-23,399	0
24/25	122,199	-146,066	0	-23,867	0	-23,867	0
Total:	474,607	-567,302	0	-92,695	0	-92,695	0
OOSH							
21/22	81,471	-97,943	0	-16,472	0	-16,472	0
22/23	83,100	-99,902	0	-16,802	0	-16,802	0
23/24	84,762	-101,901	0	-17,139	0	-17,139	0
24/25	86,458	-103,938	0	-17,480	0	-17,480	0
Total:	335,792	-403,684	0	-67,892	0	-67,892	0

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
Aged & Disability Care Services	
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 WHS 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

Outcome	CSP Link
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
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 WHS	CC1
Community Connections	
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 WHS	CC2
Key Projects	
Community Connections	
Warrumbungle Shire Youth Action Groups	CC2

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
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
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

No	Service Level	Service Level Indicator	Service Level
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 WHS 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
Community Connections			
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

No	Service Level	Service Level Indicator	Service Level
4	The Service completes a Quality Improvement Plan and achieves a satisfactory ACECQA Assessment Rating	Satisfactory Assessment Rating	Satisfactory Assessment Rating
5	A WHS 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

Corporate & Community Services – Corporate Services

Directorate: Corporate & Community Services

Branch: Corporate Services

Council's Corporate Services Branch is responsible for ensuring that the organisation meets statutory reporting requirements; that appropriate levels of insurance are maintained; managing information including Council records and access to information; and the following activities:

Customer Services

Customer Service is responsible for 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.
- Document control including scanning, registration and allocation of all correspondence to responsible staff.
- Administration of the Service NSW agencies at Coonabarabran and Coolah.

Communications and IT

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.

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.



Risk Management

This section is responsible for Risk Management plans that are developed and implemented for Council to ensure liability is minimised.

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
Customer Services							
21/22	372,944	-761,534	0	-388,590	0	0	-388,590
22/23	378,508	-776,765	0	-398,257	0	0	-398,257
23/24	384,184	-792,298	0	-408,114	0	0	-408,114
24/25	389,974	-808,146	0	-418,172	0	0	-418,172
Total Customer Services							
	1,525,609	-3,138,743	0	-1,613,133	0	0	-1,613,133
Communications and IT							
21/22	836,163	-834,779	-260,000	-258,616	0	0	-258,616
22/23	852,886	-851,476	-90,000	-88,590	0	0	-88,590
23/24	869,944	-868,505	-35,000	-33,561	0	0	-33,561
24/25	887,343	-885,876	-310,000	-308,533	0	0	-308,533
Total Communications and IT							
	3,446,336	-3,440,636	-695,000	-689,300	0	0	-689,300
Risk Management							
21/22	351,740	-721,670	0	-369,930	0	0	-369,930
22/23	358,775	-757,004	0	-398,229	0	0	-398,229
23/24	365,950	-794,089	0	-428,139	0	0	-428,139
24/25	373,269	-833,013	0	-459,744	0	0	-459,744
Total Risk Management							
	1,449,734	-3,105,776	0	-1,656,042	0	0	-1,656,042
Total Corp. Serv.:	6,421,679	-9,685,155	-695,000	3,958,475	0	0	2,579,875

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
Communications and IT	
Promotion of internal and external communication	GF4

Ongoing Operations					CSP Link
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
Risk Management					
Risk Management including insurance and risk mitigation					GF8

Key Projects					CSP Link
Develop and implement Council's Communication Strategy					GF4
Communications & IT					
Replacement PCs	10,000	10,000	20,000	150,000	GF6
Microsoft Server Licenses & SA	-	-	7,500	-	GF6
Server Storage upgrade	-	-	-	100,000	GF6
MiTel Phone system replacement	150,000	-	-	-	GF6
InfoXpert (mobile & web portal modules)	-	-	7,500	-	GF6
Video Conferencing System	40,000	50,000	-	-	GF6
Antivirus Security Software	-	30,000	-	-	GF6
Printer Leases	60,000	-	-	60,000	GF6
Total:	260,000	90,000	35,000	310,000	

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
Communications and IT			
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

No	Service Level	Service Level Indicator	Service Level
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	Disaster Recovery implemented as per Business Continuity Plan	Disaster Recovery system implemented	Yes

Corporate & Community Services – Finance

Directorate: Corporate & Community 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, and Quarterly Budget Review Statements.

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
21/22	761,644	-1,444,223	0	-682,579	0	0	-682,579
22/23	764,712	-1,473,110	0	-708,398	0	0	-708,398
23/24	767,840	-1,502,573	0	-734,733	0	0	-734,733
24/25	771,032	-1,532,625	0	-761,593	0	0	-761,593
Total:	3,065,228	-5,952,531	0	2,887,303	0	0	2,887,303

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 OLG are met	Council's financial statements are not qualified and submitted to the OLG 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 OLG 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%

Corporate & Community Services – Supply Services

Directorate: Corporate & Community 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
21/22	5,000	-278,005	0	-273,005	0	0	-273,005
22/23	5,100	-283,563	0	-278,463	0	0	-278,463
23/24	5,202	-289,234	0	-284,032	0	0	-284,032
24/25	5,306	-295,017	0	-289,711	0	0	-289,711
Total:	20,608	-1,145,819	0	1,125,211	0	0	1,125,211

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

Business Arms of Council

Warrumbungle Water	100
Warrumbungle Sewer	105
Warrumbungle Waste	108

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 environmentally 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
21/22	6,658,847	-2,627,663	-3,353,952	677,232	-104,470	572,762	0
22/23	4,927,261	-2,677,221	-2,916,667	-666,627	-107,341	-773,968	0
23/24	4,805,763	-2,727,930	-1,728,000	349,833	-54,380	295,453	0
24/25	4,977,215	-2,781,919	-1,314,000	881,296	0	881,296	0
Total:	21,369,086	-10,814,733	-9,312,619	1,241,734	-266,191	975,543	0

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	PI7
Operation and maintenance of water treatment plants	PI7
Operation and maintenance of reservoirs and pumping stations and telemetry	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 Plan 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	2021/22	2022/23	2023/24	2024/25	CSP Link
Water - Baradine					
Mains Extension - Removal of Dead Ends	-	40,000	40,000	40,000	P17
Mains replacements - Baradine	75,000	75,000	30,000	30,000	P17
Meter Replacements - Baradine	25,000	25,000			P17
SSWP WQ Scoping Study - plant renewal	533,333	466,667			P17
Implementation of WLMP			60,000	60,000	P17
Mains Air Scouring	-	-	-	150,000	P17
Water - Baradine Total	633,333	606,667	130,000	280,000	
Water - Binnaway					
Meter Replacements - Binnaway	15,000	15,000	-	-	P17
Water Treatment Plant-Renewals	30,000				P17
Binnaway Groundwater Investigation					
Implementation of WLMP			65,000	65,000	
Mains Air Scouring			100,000		P17
Water main replacements/extensions - Binnaway	-	40,000	40,000	100,000	P17
Water - Binnaway Total	45,000	55,000	205,000	165,000	
Water - Coolah					
Meter Replacements - Coolah	25,000	-	-	-	P17

Capital Projects	2021/22	2022/23	2023/24	2024/25	CSP Link
Implementation of WLMP				90,000	P17
Mains Air Scouring		200,000			
Mains Replacement and extensions - Coolah	55,000	70,000	50,000	100,000	
Dedicated Rising Main extension to Wentworth Ave site		300,000			
Replacement of Martin St reservoir	-	-	800,000	-	P17
Secure abandoned well	10,000	-	-	-	P17
Water - Coolah Total	90,000	570,000	850,000	190,000	
Water - Coonabarabran					
Telemetry Upgrade Water (Council contribution only for proposed Grant funding- total\$ project \$750k)	385,619	-	-	-	P17
Coonabarabran Water Main Extension - Removal of Dead Ends	100,000	-	-	-	P17
Coonabarabran Water Main Rehabilitation	70,000	100,000	100,000	100,000	P17
4 yearly res. Inspections and cleans (shirewide)	-	150,000	-	-	P17
Meter Replacements - Coonabarabran	60,000	60,000	-	-	P17
Implementation of WLMP			110,000	110,000	P17
Water Treatment Plant Renewal	30,000	900,000	38,000	39,000	
Reservoir upgrades - internal structures (shire wide)	60,000	70,000	-	-	P17
Coonabarabran Groundwater pipeline (Council's contribution only to \$2.3m project)	1,510,000	-	-	-	P17
Shire wide PLC redundancy	15,000	-	-	-	P17
Water - Coonabarabran Total	2,230,619	1,280,000	248,000	249,000	
Water - Dunedoo					
Mains Replacements and extension - Dunedoo	85,000	100,000	80,000	90,000	P17
Meter replacements - Dunedoo	25,000	25,000	-	-	
Implementation of WLMP		130,000			
Mains Air Scouring				200,000	P17
Rising main rehab	100,000	-	-	-	P17
Water - Dunedoo Total	210,000	255,000	80,000	290,000	
Water - Mendooran					
Meter replacements - Mendooran	15,000	15,000	-	-	P17

Capital Projects	2021/22	2022/23	2023/24	2024/25	CSP Link
Water main replacements - Mendooran	-	50,000	75,000	100,000	
Mendooran Water main extensions	30,000	50,000	40,000	40,000	
Implementation of WLMP		35,000			
Mains Air Scouring			100,000	-	P17
Install Blend Tank	100,000	-	-	-	P17
Water - Mendooran Total	145,000	150,000	215,000	140,000	

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	Number of incorrect meter readings	< 20
5	Best practice water and sewer recommendations are	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	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
21/22	4,595,295	-1,486,684	-3,875,546	-766,935	181,007	-585,928	0
22/23	5,661,907	-1,516,419	-5,294,174	1,148,686	191,736	-956,950	0
23/24	3,380,428	-1,546,749	-1,647,776	185,903	0	185,903	0
24/25	2,361,999	-1,577,685	-293,354	490,960	0	490,960	0
Total:	15,999,629	-6,127,537	-11,110,850	1,238,758	372,743	-866,015	0

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	2021/22	2022/23	2023/24	2024/25	CSP Link
Sewer - Baradine					
Refurb Inlet Works		30,000			P17
Desludging of ponds		150,000			
Sewage Treatment Plant - Vacuum pumps renewal	25,000	-	-	-	P17
Sewer - Baradine Total	25,000	180,000	-	-	
Sewer - Binnaway					
Binnaway - Sewerage (Council contribution only to \$7.6m project) @25%	383,000	-	-	-	P17
Sewer - Binnaway Total	383,000	-	-	-	
Sewer - Coolah					
Coolah Sewage Treatment Plant Upgrade	628,935	1,936,724	1,347,776	-	P17
Sewer Mains Rehab - Coolah	-	70,000	80,000	140,000	P17
Sewer - Coolah Total	628,935	2,006,724	1,427,776	140,000	
Sewer - Coonabarabran					
Pump stations- renewal	60,000	60,000	60,000	-	P17
Sewer Mains rehab - Coonabarabran	200,000	70,000	80,000	160,000	P17
Telemetry Upgrade (All Towns) (Council Contribution only for 250k proj)	140,114	-	-	-	P17
Coonabarabran Sewage Treatment Plant Upgrade	1,000,000	1,100,000	-	-	P17
Sewer - Coonabarabran Total	1,400,114	1,230,000	140,000	3,354	
Sewer - Dunedoo					
Dunedoo Sewage Treatment Plant Upgrade	1,438,497	1,807,450	-	-	P17
Manhole rehab - Dunedoo	-	70,000	80,000	150,000	P17
Sewer - Dunedoo Total	1,438,497	1,877,450	80,000	150,000	

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 standalone 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
21/22	2,663,516	-2,494,754	-78,800	89,962	0	89,962	0
22/23	2,716,786	-2,544,648	-20,000	152,138	0	152,138	0
23/24	2,771,122	-2,595,540	-20,000	155,582	0	155,582	0
24/25	2,826,544	-2,647,447	-20,000	159,097	0	159,097	0
Total:	10,977,969	-10,282,389	-138,800	556,780	0	556,780	0

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	2021/22	2022/23	2023/24	2024/25	CSP Link
Waste Capital Allowance	20,000	20,000	20,000	20,000	PI8
EKA keys - waste transfer depots, works depot (30 keys)	8,800	-	-	-	PI8
Purchase Bale Press	50,000	-	-	-	PI8
Warrumbungle Waste Total	78,800	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	Amount of penalties imposed on Council by Regulators	\$0
5	WHS issues are minimised within the Waste Branch	Number of WHS incidents per annum	2