



Warrumbungle Shire Council

Operational Plan and Delivery Program

2014/15 – 2017/18

As endorsed by Warrumbungle Shire Council Resolution No 389/1314 (19 June 2014)



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Part 1: Introduction

1.1. A Profile of Warrumbungle Shire

Population:	9,588 (2011 Census)
Area:	12,380 square kilometres
Towns:	Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo, Mendooran
Villages:	Bugaldie, Kenebri, Merrygoen, Neilrex, Leadville, Cobbora, Uarbry, Ulamambri
State Seat:	Barwon
Federal Seat:	Parkes

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

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

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



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

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

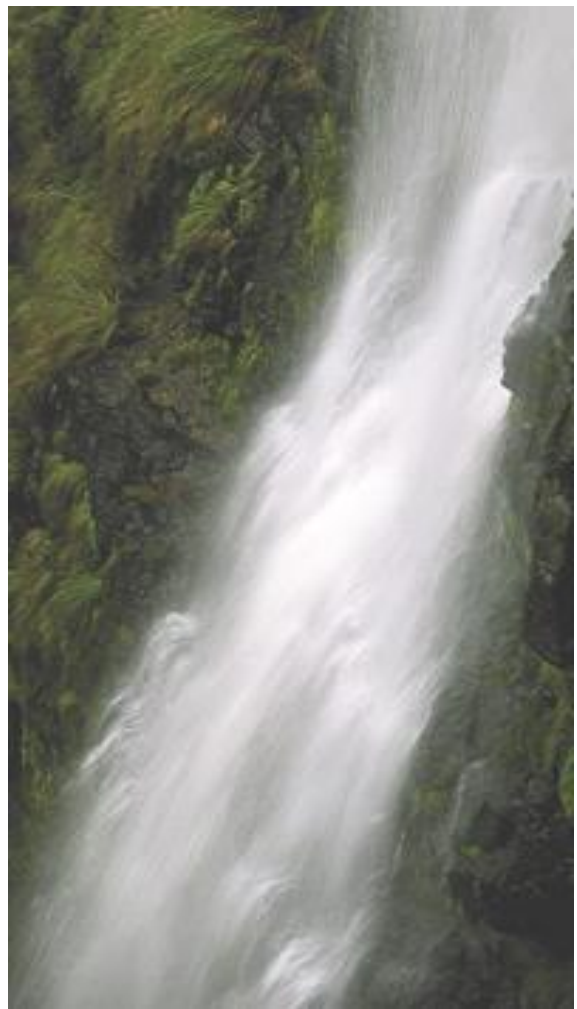
Siding Spring Observatory, located 25kms from Coonabarabran is the site of a number of internationally owned and operated optical telescopes where major research has recorded amazing truths of the universe, supporting Coonabarabran's claim to the name "Astronomy Capital of Australia".

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

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

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

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



1.2. Council's Vision, Mission and Values

Vision - Excellence in Local Government

Mission

We 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

1.3. Council's Charter

Section 8 of the Local Government Act 1993 contains a set of principles that are a guide to Council in carrying out its functions. A copy of this Charter is provided below:

- to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively
- to exercise community leadership
- to exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism
- to promote and to provide and plan for the needs of children
- to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development
- to have regard to the long term and cumulative effects of its decisions
- to bear in mind that it is the custodian and trustee of public assets and to effectively plan for, account for and manage the assets for which it is responsible
- to engage in long-term strategic planning on behalf of the local community
- to exercise its functions in a manner that is consistent with and promotes social justice principles of equity, access, participation and rights
- to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government
- to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants
- to keep the local community and the State government (and through it, the wider community) informed about its activities
- to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected
- to be a responsible employer.

1.4. What is an Operational Plan and Delivery Program?

In the 2011/12 Financial Year Council was for the first time required to operate under the DLG's new reporting framework for NSW local government known as the Integrated Planning and Reporting (IP&R) Framework. This new reporting framework replaced the former Management Plan and Social Plan with an integrated framework that includes a Community Strategic Plan, a Delivery Program, an Operational Plan and a Resourcing Strategy (see graphic representation below).

The IP&R Framework recognises that communities do not exist in isolation, and neither should Council's individual plans. The framework encourages councils to draw their various plans together, to understand how they interact and to get the maximum leverage from their efforts by planning holistically for the future.

The IP&R Framework also opens the way for councils and their communities to have important discussions about funding priorities, service levels and preserving local identity and to plan in partnership for a more sustainable future.

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 (2014/15 – 2017/18). 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 (2014/15) and also includes Council's Statement of Fees and Charges for the 2014/15 financial year.

Part 2: Council's Operational Plan & Delivery Program

2.1. 2014/15 Budget and Delivery Program Highlights

Introduction

Both Council's *Long Term Financial Plan 2012/13 to 2022/23* and the 2012/13 *TCorp Financial Sustainability of the New South Wales Local Government Sector* report have identified many financial challenges faced by Warrumbungle Shire Council and other similar sized rural Councils, with the TCorp Report which is an independent review of Council's finances, deeming Council's financial sustainability rating to be "weak" and outlook to be "negative". It is clear from both of these documents, one developed internally by Council staff, and one by an external agency that Council faces many challenges ahead.

Although Council has made considerable progress in addressing its long term financial position in the 2013/14 budget and performance in the previous financial year, 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 and declining population;
- Cost shifting by other levels of government;
- Difficulties recruiting and retaining staff in a competitive market;
- Revenue constraints such as rate pegging; and
- Council's reliance on grant funding.

It is under these constraints that the 2014/15 budget and 2014/15 -2017/18 Delivery Programs have both been prepared.

Note: the final impact of the 2014/15 Federal Budget has not yet been factored into this document as it is currently unknown.

Budget and Delivery Program Highlights

Features of Council's Budget and Delivery Program include:

- A **surplus cash budget of \$8k in the 2014/15 financial year**;
- A combined **cash surplus of \$445k** over the four years of the Delivery Program, although Council's cash at bank will decrease by **\$196k** over the four years as restricted assets are used to catch up on Council's asset backlog;
- An **accrual deficit of \$0.672m** in 2014/15 predominantly due to the quantum of depreciation on Council's extensive asset network. This accrual deficit will stay relatively constant over the four years of the Delivery Program;
- An **ambitious capital program over the four years of \$37.67m**;
- **Full cost recovery in the business arms of Council** as required by legislation;
- **Effective utilisation of LIRS funding** to complete capital works (replacement of the remaining timber bridges over the following two financial years) at an effective interest rate of between 1.8% and 2.8%.

Despite the challenges that Council faces, Council's four year Delivery Program will achieve the following:

- Construction of four (4) bridges on local roads to replace old timber bridges (\$920k);
- Construction of a bridge at Mow Creek (\$1m);
- Resealing of approximately 105 km of sealed roads (\$4.381m);
- Re-sheeting of approximately 130 km of unsealed roads (\$3.242m);
- Completion of the Yuluwirri Kids building extension (assuming the availability of grant funding (\$870k);
- Construction of the new RFS Fire Control Centre in Coonabarabran (assuming approval from the State Government) – estimated cost of \$3.15m;
- Completion of a crossing at Orana Road which is currently impassable (\$165k);
- Completion of approximately 23km of pavement re-construction and pavement widening at a cost of \$3.34m on Regional Roads;
- Completion of approximately 4.4km of pavement re-construction at a cost of \$884k on local roads;
- Construction of 11.1km and rehabilitation of 19.6km water and sewer mains at a total cost of \$2.761million;
- Construction and rehabilitation of reservoirs and treatment plants at a total cost of \$958m;
- Repair of the Timor Dam Fence and construction of access tracks at a cost of \$230k;
- Plant replacement of \$11.56m;
- Refurbishment of Baradine hall toilets as well as construction of disabled access at Coolah and in Baradine (\$89k);
- Construction of a memorial wall at Coonabarabran Cemetery and expansion of Coonabarabran Native Grove Cemetery;
- Construction of 1 km of new footpaths at a cost of \$130k and rehabilitation of 2.5km of existing footpaths at a cost of \$300k within towns across the Shire;
- Construction of 3.3 km of new K&G at a cost of \$500k and rehabilitation of 2.7km of existing K&G at a cost of \$400k within towns across the Shire;
- Construction and rehabilitation of culverts and drainage at a cost of \$639k;
- General rehabilitation of town streets including improving street lights, replacing bins, gardens construction of cycleways and planting of trees;
- Completion of a Council premises security audit (\$100k);
- Improvements to local ovals, parks and swimming pools (\$602k);
- Construction of shire entrance signs totaling \$60k.

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 local and regional roads, 97 bridges, an extensive network of culverts and other drainage assets, kerbs and gutters, footpaths, and quarries;
- Aged care, child care and youth development services, including Warrumbungle Community Care, Yuluwirri Kids, Castlereagh Family Day Care 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;
- 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;
- Support to agencies such as Banks to provide services locally;
- Health, environmental and emergency bush fire services.

2.2 Income Statement (2014/15 – 2017/18)

Income Statement

	2014/15	2015/16	2016/17	2017/18
Income from Continuing Operations	\$'000	\$'000	\$'000	\$'000
Rates and Annual Charges	11,289	11,667	12,056	12,458
User Charges and Fees	7,184	7,396	7,602	7,811
Interest & Investment Revenue	899	937	903	893
Other Revenues	1,089	881	902	926
Grants & Contributions	16,631	16,550	17,003	17,446
Gains/(Losses) from Disposal of Assets	59	48	59	50
Net Share in JVs	10	10	10	10
Total Income From Continuing Operations	37,161	37,489	38,535	39,594
Expenses from Continuing Operations				
Employee Benefits & On-Costs	13,931	14,290	14,792	15,315
Borrowing Costs	451	410	367	322
Materials & Contracts	6,963	7,228	7,431	7,623
Depreciation & Impairment	10,022	10,286	10,552	10,798
Other Expenses	6,466	6,621	6,784	6,945
Net Share of Interest in Joint Ventures	-	-	-	-
Net Losses from Disposal of Assets	-	-	-	-
Total Expenditure From Continuing Operations	37,833	38,836	39,925	41,003
Net Operating Result for the Year	(672)	(1,347)	(1,390)	(1,408)

2.3 2014/15 Operational Plan (Budget Numbers)

Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	(Surplus) / Deficit
General Revenue							
Rates Revenue	(7,270,245)	-	-	(7,270,245)	-	-	(7,270,245)
Interest Revenue	(415,000)	-	-	(415,000)	-	-	(415,000)
General Grants	(6,430,322)	-	-	(6,430,322)	-	-	(6,430,322)
Total General Revenue	(14,115,567)	-	-	(14,115,567)	-	-	(14,115,567)
Executive							
General Manager							
Management & Leadership	-	622,837	-	622,837	-	-	622,837
Governance	-	365,765	-	365,765	-	-	365,765
Total Executive	-	988,602	-	988,602	-	-	988,602
Technical Services							
Technical Services Management	-	130,940	-	130,940	-	-	130,940
Total Technical Services Management	-	130,940	-	130,940	-	-	130,940
Design Services							
Design Services Management	(3,600)	104,277	35,000	135,677	-	-	135,677
Emergency Services Management	-	85,141	-	85,141	-	-	85,141
Survey Investigation & Design	-	165,839	-	165,839	-	-	165,839
Asset Management	-	62,606	-	62,606	-	-	62,606
NSW Fire Brigade	-	43,344	-	43,344	-	-	43,344
Road Safety Officer	(53,982)	98,040	-	44,058	-	-	44,058
Total Design Services	(57,582)	559,247	35,000	536,665	-	-	536,665
Road Operations							
Road Operations Management	(96,035)	142,141	-	46,106	-	-	46,106
Regional Roads M&R	(2,560,650)	1,271,650	1,429,000	140,000	60,000	(200,000)	-
Local Roads M&R	(1,198,305)	2,684,033	1,565,000	3,050,728	426,604	(520,000)	2,957,332
Aerodromes	(5,000)	83,313	-	78,313	-	-	78,313
Streets Rural	-	32,114	-	32,114	-	-	32,114
RMCC & Other Road Contracts	(2,650,000)	2,450,000	-	(200,000)	-	-	(200,000)
Reseals	(441,300)	-	1,055,400	614,100	-	-	614,100
Private Works	(286,500)	178,588	-	(107,912)	-	-	(107,912)
Total Road Operations	(7,237,790)	6,841,840	4,049,400	3,653,450	486,604	(720,000)	3,420,053
Fleet Services							
Fleet Services Management	(84,350)	128,512	-	44,162	-	(44,162)	-
Plant And Equipment	(5,312,040)	2,718,571	2,335,000	(258,469)	-	258,469	-
Depots	-	124,762	-	124,762	-	(124,762)	-

Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	(Surplus) / Deficit
Workshops	-	44,130	-	44,130	-	(44,130)	-
Total Fleet Services	(5,396,390)	3,015,975	2,335,000	(45,415)	-	45,415	-
Urban Services							
Urban Services Management	(13,000)	197,681	-	184,681	-	-	184,681
Horticulture	(143,415)	815,302	50,000	721,888	-	-	721,888
Street Cleaning	-	238,100	-	238,100	-	-	238,100
Public Amenities	-	212,415	-	212,415	-	-	212,415
Ovals	(9,000)	309,383	148,000	448,383	-	-	448,383
Streets - Urban	(162,000)	523,023	585,000	946,023	-	-	946,023
Public Swimming Pools	(108,298)	654,020	69,000	614,723	-	-	614,723
Total Urban Services	(435,712)	2,949,924	852,000	3,366,212	-	-	3,366,213
Total Tech Services (Excluding Water/Sewer)	(13,127,475)	13,497,926	7,271,400	7,641,851	486,604	(674,585)	7,453,871
Development Services							
Development Services Management							
Development Services Management	-	341,978	-	341,978	-	-	341,978
Building Control	(58,000)	101,802	-	43,802	-	-	43,802
Environmental Health Services	(23,123)	94,882	-	71,759	-	-	71,759
Town Planning	(113,313)	114,463	-	1,150	-	-	1,150
Total Development Services Management	(194,435)	653,125	-	458,690	-	-	458,689
Regulatory Services							
Compliance Services	(35,316)	191,863	-	156,547	-	-	156,547
Noxious Weeds	-	97,375	-	97,375	-	-	97,375
Total Regulatory Services	(35,316)	289,238	-	253,922	-	-	253,922
Property & Risk							
Property & Risk	(621,560)	1,227,852	32,474	638,766	249,119		887,885
Cemetery Services	(87,500)	132,433	17,000	61,933	-	-	61,933
Medical Facilities	(68,730)	85,429	-	16,699	-	-	16,699
Public Halls	(61,758)	282,098	100,000	320,340	-	-	320,340
Total Property & Risk	(839,547)	1,727,811	149,474	1,037,738	249,119	-	1,286,857
Development & Tourism							
Tourism & Development Services	(81,700)	359,735	20,000	298,035	-	-	298,035
Tourism & Economic Promotion	-	40,423	-	40,423	-	-	40,423
Total Development & Tourism	(81,700)	400,158	20,000	338,458	-	-	338,458
Total Development Services	(1,150,999)	3,070,332	169,474	2,088,807	249,119	-	2,337,926

Warrumbungle Shire Council –Operational Plan and Delivery Program 2014/15 – 2017/18

Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	(Surplus) / Deficit
Corporate Services							
Corporate Services Management	-	198,282	-	198,282			198,282
Total Corporate Services Management	-	198,282	-	198,282	-	-	198,282
Administration & Customer Services							
Administration Services	(198,486)	728,667	-	530,181	-	-	530,181
Community Banking Agency	(99,000)	97,980	-	(1,020)	-	-	(1,020)
Total Administration & Customer Services	(297,486)	826,647	-	529,161	-	-	529,161
Bushfire & Emergency Services	(3,376,121)	2,546,241	1,155,600	325,720	-	-	325,720
Total Bushfire & Emergency Services	(3,376,121)	2,546,241	1,155,600	325,720	-	-	325,720
Finance	(695,886)	1,341,216	-	645,330	-	-	645,330
Total Finance	(695,886)	1,341,216	-	645,330	-	-	645,330
Communications & IT	(650,330)	1,129,003	63,820	542,493	-	-	542,493
Total Communications & IT	(650,330)	1,129,003	63,820	542,493	-	-	542,493
Human Resources							
HR Management	-	387,918	-	387,918	-	-	387,918
Payroll Services	(200,450)	234,584	-	34,134	-	-	34,134
OH&S and Risk Management	(91,683)	129,114	-	37,431	-	-	37,431
Learning & Development Services	(20,500)	357,134	-	336,634	-	-	336,634
Total HR	(312,634)	1,108,750	-	796,116	-	-	796,117
Children's And Community Services							
C&C Services Management	(1,000)	51,499	-	50,499	-	-	50,499
Connect 5	(196,392)	202,696	-	6,304	-	(6,304)	-
Family Day Care	(538,028)	544,736	9,500	16,208	-	(16,208)	-
Youth Development & Activities	(101,219)	119,314	-	18,095	-	(13,095)	5,000
OOSH & Vacation Care	(55,910)	60,217	-	4,307	-	(4,307)	-
Libraries	(56,955)	607,088	-	550,133	-	-	550,133
Community Development	-	80,000	-	80,000	-	-	80,000
Centrelink	-	-	-	-	-	-	-
Community Transport	(272,464)	249,016	50,000	26,552	-	(26,552)	-
Multiservice Outlet	(543,921)	495,240	45,000	(3,681)	-	3,681	-
Yuluwirri Kids	(1,293,501)	1,271,875	-	(21,626)	-	21,626	-
Total Children's And Community Services	(3,059,388)	3,681,680	104,500	726,792	-	(41,160)	685,632
Supply Services	-	392,745	-	392,745	-	-	392,745
Total Supply Services	-	392,745	-	392,745	-	-	392,745
Total Corporate Services	(8,391,845)	11,224,564	1,323,920	4,156,639	-	(41,160)	4,115,480

Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	(Surplus) / Deficit
Total General Fund	(36,785,886)	28,781,425	8,764,794	760,332	735,723	(715,745)	780,312
Warrumbungle Water	(3,283,410)	1,894,038	1,086,067	(303,305)	67,590	-	(235,715)
Warrumbungle Sewer	(1,437,255)	945,437	237,080	(254,739)	(128,129)	-	(382,868)
Warrumbungle Waste	(1,961,372)	1,952,038	-	(9,334)	-	-	(9,334)
Warrumbungle Quarries	(1,059,126)	899,222	-	(159,904)	-	-	(159,904)
Total Warrumbungle Shire Council	(44,527,050)	34,472,159	10,087,941	33,050	675,184	(715,745)	(7,509)

2.4 2015/16 to 2017/18 Delivery Program (Delivery Program Numbers)

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan (Receipts) or Payments	Restricted Assets	(Surplus)/ Deficit
2014/15							
General Revenue	(14,115,567)	-	-	(14,115,567)	-	-	(14,115,567)
Executive	-	988,602	-	988,602	-	-	988,602
Technical Services	(13,127,475)	13,497,926	7,271,400	7,641,851	486,604	(674,585)	7,453,871
Development Services	(1,150,999)	3,070,332	169,474	2,088,807	249,119	-	2,337,926
Corporate Services	(8,391,845)	11,224,564	1,323,920	4,156,639	-	(41,160)	4,115,480
Total General Fund	(36,785,886)	28,781,425	8,764,794	760,332	735,723	(715,745)	780,312
Warrumbungle Water	(3,283,410)	1,894,038	1,086,067	(303,305)	67,590	-	(235,715)
Warrumbungle Sewer	(1,437,255)	945,437	237,080	(254,739)	(128,129)	-	(382,868)
Warrumbungle Waste	(1,961,372)	1,952,038	-	(9,334)	-	-	(9,334)
Warrumbungle Quarry	(1,059,126)	899,222	-	(159,904)	-	-	(159,904)
Total WSC 2014/15:	(44,527,050)	34,472,159	10,087,941	33,050	675,184	(715,745)	(7,509)
2015/16							
General Revenue	(14,713,944)	-	-	(14,713,944)	-	-	(14,713,944)
Executive	-	1,010,117	-	1,010,117	-	-	1,010,117
Technical Services	(13,162,329)	14,110,194	7,224,328	8,172,193	511,141	(846,619)	7,836,716
Development Services	(1,179,774)	3,144,293	158,500	2,123,020	263,683	-	2,386,701
Corporate Services	(8,593,961)	11,235,853	1,533,637	4,175,530	-	(9,738)	4,165,793
Total General Fund	(37,650,007)	29,500,457	8,916,465	766,915	774,824	(856,357)	685,383
Warrumbungle Water	(2,827,811)	1,949,742	599,000	(279,070)	70,998	-	(208,072)
Warrumbungle Sewer	(1,475,639)	976,995	353,000	(145,645)	(135,723)	-	(281,368)
Warrumbungle Waste	(2,028,402)	2,012,340	-	(16,062)	-	-	(16,062)
Warrumbungle Quarry	(1,085,605)	923,375	-	(162,229)	-	-	(162,229)
Total WSC 2015/16:	(45,067,465)	35,362,909	9,868,465	163,909	710,099	(856,357)	17,652
2016/17							
General Revenue	(15,225,250)	-	-	(15,225,250)	-	-	(15,225,250)
Executive	-	1,042,259	-	1,042,259	-	-	1,042,259
Technical Services	(13,419,340)	14,501,672	6,042,921	7,125,253	539,034	466,926	8,131,212
Development Services	(1,209,268)	3,219,819	20,000	2,030,551	279,153	-	2,309,703
Corporate Services	(8,797,693)	11,548,379	1,608,290	4,358,976	-	(76,125)	4,282,851
Total General Fund	(38,651,551)	30,312,130	7,671,211	(668,211)	818,187	390,801	540,775
Warrumbungle Water	(2,925,504)	2,007,228	784,000	(134,276)	74,579	-	(59,697)
Warrumbungle Sewer	(1,515,175)	1,009,638	243,000	(262,537)	(143,768)	-	(406,305)
Warrumbungle Waste	(2,097,738)	2,074,580	-	(23,157)	-	-	(23,157)
Warrumbungle Quarry	(1,112,745)	948,195	-	(164,550)	-	-	(164,550)
Total WSC 2016/17:	(46,302,713)	36,351,772	8,698,211	(1,252,730)	748,998	390,801	(112,934)

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan (Receipts) or Payments	Restricted Assets	(Surplus)/ Deficit
2017/18							
General Revenue	(15,755,144)	-	-	(15,755,144)	-	-	(15,755,143)
Executive	-	1,075,463	-	1,075,463	-	-	1,075,463
Technical Services	(13,708,166)	14,904,310	6,433,137	7,629,281	567,470	116,055	8,312,806
Development Services	(1,239,500)	3,297,448	50,000	2,107,948	296,076	-	2,404,024
Corporate Services	(8,932,825)	11,852,685	1,465,021	4,384,880	-	(84,403)	4,300,476
Total General Fund	(39,635,635)	31,129,905	7,948,158	(557,571)	863,546	31,651	337,626
Warrumbungle Water	(3,026,603)	2,066,556	701,000	(259,047)	78,349	-	(180,698)
Warrumbungle Sewer	(1,555,892)	1,043,406	363,000	(149,486)	(152,290)	-	(301,776)
Warrumbungle Waste	(2,169,459)	2,138,824	-	(30,634)	-	-	(30,634)
Warrumbungle Quarry	(1,140,563)	973,701	-	(166,863)	-	-	(166,863)
Total WSC 2017/18:	(47,528,152)	37,352,393	9,012,158	(1,163,601)	789,605	31,651	(342,345)

Reconciliation to Income Statement

2014/15 2015/16 2016/17 2017/18

Total Cash (Surplus)/Deficit per above

(8) 18 (113) (342)

Add/Less:

Non Cash Items

Depreciation	10,022	10,286	10,552	10,798
Net share of JV not budgeted for (non-cash)	(10)	(10)	(10)	(10)
Remediation expenses not budgeted for (non cash)	-	-	-	-
Reversal of prior year impairment (non cash)	(82)	(24)	-	-
WDV of assets disposed (non cash)	800	800	800	800

Other

Capital Expenditure	(10,088)	(9,868)	(8,698)	(9,012)
Loan Movements	(675)	(710)	(749)	(790)
Restricted Assets	716	856	(390)	(32)
Roundings	(3)	(1)	(2)	(4)
Total to Reconcile to Income Statement	672	1,347	1,390	1,408

Total Deficit per Income Statement

(672) (1,347) (1,390) (1,408)

Variance

- - - -

Over the four years of the Delivery Program Council will accrue a combined surplus of \$445k (including restricted asset movements).

2.5 Revenue (Function View)

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
General Revenue				
Rates Revenue	(7,270,245)	(7,506,528)	(7,750,490)	(8,002,381)
Interest Revenue	(415,000)	(520,625)	(521,266)	(521,922)
General Grants	(6,430,322)	(6,686,791)	(6,953,494)	(7,230,840)
Total General Revenue	(14,115,567)	(14,713,944)	(15,225,250)	(15,755,144)
Executive				
General Manager		-	-	-
Management & Leadership	-	-	-	-
Governance	-	-	-	-
Total Executive		-	-	-
Technical Services				
Technical Services Management	-	-	-	-
Total Technical Services Management	-	-	-	-
Design Services	-	-	-	-
Design Services Management	(3,600)	(3,690)	(3,782)	(3,877)
Emergency Services Management	-	-	-	-
Survey Investigation & Design	-	-	-	-
Asset Management	-	-	-	-
NSW Fire Brigade	-	-	-	-
Road Safety Officer	(53,982)	(55,332)	(56,715)	(58,133)
Total Design Services	(57,582)	(59,022)	(60,498)	(62,010)
Road Operations	-	-	-	-
Road Operations Management	(96,035)	(98,436)	(100,897)	(103,419)
Regional Roads M&R	(2,560,650)	(2,614,666)	(2,670,033)	(2,726,784)
Local Roads M&R	(1,198,305)	(1,208,990)	(1,219,425)	(1,229,570)
Aerodromes	(5,000)	(5,125)	(5,253)	(5,384)
Streets Rural	-	-	-	-
RMCC & Other Road Contracts	(2,650,000)	(2,719,315)	(2,790,666)	(2,864,115)
Reseals	(441,300)	(452,333)	(463,641)	(475,232)
Private Works	(286,500)	(293,663)	(301,004)	(308,529)
Total Road Operations	(7,237,790)	(7,392,527)	(7,550,918)	(7,713,033)
Fleet Services	-	-	-	-
Fleet Services Management	(84,350)	(86,459)	(88,620)	(90,836)
Plant And Equipment	(5,312,040)	(5,424,841)	(5,540,462)	(5,658,974)
Depots	-	-	-	-

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
Workshops	-	-	-	-
Total Fleet Services	(5,396,390)	(5,511,300)	(5,629,082)	(5,749,809)
Urban Services	-	-	-	-
Urban Services Management	(13,000)	(13,325)	(13,658)	(14,000)
Horticulture	(143,415)	(25,550)	(26,189)	(26,844)
Street Cleaning	-	-	-	-
Public Amenities	-	-	-	-
Ovals	(9,000)	(9,225)	(9,456)	(9,692)
Streets - Urban	(162,000)	(40,375)	(15,759)	(16,153)
Public Swimming Pools	(108,298)	(111,005)	(113,780)	(116,625)
Total Urban Services	(435,712)	(199,480)	(178,842)	(183,313)
Total Tech Services (Excluding Water/Sewer)	(13,127,475)	(13,162,329)	(13,419,340)	(13,708,166)
Development Services				
Development Services Management	-	-	-	-
Development Services Management	-	-	-	-
Building Control	(58,000)	(59,450)	(60,936)	(62,460)
Environmental Health Services	(23,123)	(23,701)	(24,293)	(24,900)
Town Planning	(113,313)	(116,146)	(119,049)	(122,026)
Total Development Services Management	(194,435)	(199,296)	(204,279)	(209,386)
Regulatory Services	-	-	-	-
Compliance Services	(35,316)	(36,199)	(37,104)	(38,032)
Noxious Weeds	-	-	-	-
Total Regulatory Services	(35,316)	(36,199)	(37,104)	(38,032)
Property & Risk	-	-	-	-
Property & Risk	(621,560)	(637,099)	(653,026)	(669,352)
Cemetery Services	(87,500)	(89,688)	(91,930)	(94,228)
Medical Facilities	(68,730)	(70,448)	(72,209)	(74,015)
Public Halls	(61,758)	(63,301)	(64,884)	(66,506)
Total Property & Risk	(839,547)	(860,536)	(882,049)	(904,101)
Development & Tourism	-	-	-	-
Tourism & Development Services	(81,700)	(83,743)	(85,836)	(87,982)
Tourism & Economic Promotion	-	-	-	-
Total Development & Tourism	(81,700)	(83,743)	(85,836)	(87,982)
Total Development Services	(1,150,999)	(1,179,774)	(1,209,268)	(1,239,500)
Corporate Services				
Corporate Services Management	-	-	-	-
Total Corporate Services Management	-	-	-	-

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
Administration & Customer Services				
Administration Services	(198,486)	(203,448)	(208,534)	(213,748)
Community Banking Agency	(99,000)	(101,475)	(104,012)	(106,612)
Total Administration & Customer Services	(297,486)	(304,923)	(312,546)	(320,360)
Bushfire & Emergency Services	(3,376,121)	(3,518,681)	(3,584,736)	(2,725,339)
Total Bushfire & Emergency Services	(3,376,121)	(3,518,681)	(3,584,736)	(2,725,339)
Finance	(695,886)	(716,753)	(738,272)	(760,464)
Total Finance	(695,886)	(716,753)	(738,272)	(760,464)
Communications & IT	(650,330)	(666,588)	(683,253)	(700,334)
Total Communications & IT	(650,330)	(666,588)	(683,253)	(700,334)
Human Resources	-	-	-	-
HR Management	-	-	-	-
Payroll Services	(200,450)	(205,462)	(210,598)	(215,863)
OH&S and Risk Management	(91,683)	(102,963)	(105,537)	(108,175)
Learning & Development Services	(20,500)	(30,000)	(30,750)	(31,519)
Total HR	(312,634)	(338,425)	(346,885)	(355,557)
Children's And Community Services	-	-	-	-
C&C Services Management	(1,000)	(1,025)	(1,051)	(1,077)
Connect 5	(196,392)	(201,301)	(215,896)	(211,492)
Family Day Care	(538,028)	(551,478)	(565,265)	(579,397)
Youth Development & Activities	(101,219)	(103,749)	(106,343)	(109,002)
OOSH & Vacation Care	(55,910)	(57,748)	(59,647)	(61,609)
Libraries	(56,955)	(58,379)	(59,838)	(61,334)
Community Development	-	-	-	-
Centrelink	-	-	-	-
Community Transport	(272,464)	(293,050)	(300,376)	(307,886)
Multiservice Outlet	(543,921)	(456,021)	(464,601)	(476,016)
Yuluwirri Kids	(1,293,501)	(1,325,838)	(1,358,984)	(2,262,959)
Total Children's And Community Services	(3,059,388)	(3,048,590)	(3,132,001)	(4,070,772)
Supply Services	-	-	-	-
Total Supply Services	-	-	-	-
Total Corporate Services	(8,391,845)	(8,593,961)	(8,797,693)	(8,932,825)
Total General Fund	(36,785,886)	(37,650,007)	(38,651,551)	(39,635,635)
Warrumbungle Water	(3,283,410)	(2,827,811)	(2,925,504)	(3,026,603)
Warrumbungle Sewer	(1,437,255)	(1,475,639)	(1,515,175)	(1,555,892)
Warrumbungle Waste	(1,961,372)	(2,028,402)	(2,097,738)	(2,169,459)
Warrumbungle Quarries	(1,059,126)	(1,085,605)	(1,112,745)	(1,140,563)
Total Warrumbungle Shire Council	(44,527,050)	(45,067,465)	(46,302,713)	(47,528,152)

2.6 Expenditure (Function View)

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
General Revenue				
Rates Revenue	-	-	-	-
Interest Revenue	-	-	-	-
General Grants	-	-	-	-
Total General Revenue				
Executive				
General Manager				
Management & Leadership	622,837	645,048	668,064	691,913
Governance	365,765	365,069	374,195	383,550
Total Executive	988,602	1,010,117	1,042,259	1,075,463
Technical Services				
Technical Services Management	130,940	135,466	140,153	145,005
Total Technical Services Management	130,940	135,466	140,153	145,005
Design Services				
Design Services Management	104,277	107,578	110,988	114,511
Emergency Services Management	85,141	87,686	90,309	93,015
Survey Investigation & Design	165,839	171,693	177,758	184,042
Asset Management	62,606	64,866	67,208	69,636
NSW Fire Brigade	43,344	44,428	45,539	46,677
Road Safety Officer	98,040	101,282	104,634	108,101
Total Design Services	559,247	577,533	596,437	615,982
Road Operations				
Road Operations Management	142,141	146,407	150,806	155,342
Regional Roads M&R	1,271,650	1,585,666	1,641,033	1,697,783
Local Roads M&R	2,684,033	2,731,542	2,779,315	2,828,027
Aerodromes	83,313	85,878	88,524	91,255
Streets Rural	32,114	33,082	34,079	35,108
RMCC & Other Road Contracts	2,450,000	2,519,315	2,590,666	2,664,114
Reseals	-	-	-	-
Private Works	178,588	184,017	189,618	195,397
Total Road Operations	6,841,840	7,285,906	7,474,041	7,667,028
Fleet Services				
Fleet Services Management	128,512	132,913	137,468	142,183
Plant And Equipment	2,718,571	2,791,504	2,866,447	2,943,456
Depots	124,762	128,200	131,736	135,373

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
Workshops	44,130	45,302	46,506	47,743
Total Fleet Services	3,015,975	3,097,919	3,182,157	3,268,755
Urban Services				
Urban Services Management	197,681	204,310	211,167	218,260
Horticulture	815,302	840,966	867,468	894,836
Street Cleaning	238,100	245,795	253,748	261,967
Public Amenities	212,415	219,388	226,598	234,053
Ovals	309,383	319,174	329,286	339,730
Streets - Urban	523,023	539,043	555,574	572,632
Public Swimming Pools	654,020	644,694	665,045	686,062
Total Urban Services	2,949,924	3,013,369	3,108,885	3,207,541
Total Tech Services (Excluding Water/Sewer)	13,497,926	14,110,194	14,501,672	14,904,310
Development Services				
Development Services Management				
Development Services Management	341,978	353,810	366,061	378,746
Building Control	101,802	105,220	108,757	112,416
Environmental Health Services	94,882	98,234	101,708	105,306
Town Planning	114,463	118,299	122,268	126,373
Total Development Services Management	653,125	675,564	698,794	722,842
Regulatory Services				
Compliance Services	191,863	198,365	205,094	212,058
Noxious Weeds	97,375	99,809	102,305	104,862
Total Regulatory Services	289,238	298,175	307,399	316,920
Property & Risk				
Property & Risk	1,227,852	1,243,002	1,257,770	1,272,627
Cemetery Services	132,433	136,608	140,919	145,371
Medical Facilities	85,429	87,852	90,345	92,912
Public Halls	282,098	289,951	298,029	306,340
Total Property & Risk	1,727,811	1,757,412	1,787,063	1,817,250
Development & Tourism				
Tourism & Development Services	359,735	371,697	384,068	396,864
Tourism & Economic Promotion	40,423	41,446	42,495	43,571
Total Development & Tourism	400,158	413,143	426,563	440,435
Total Development Services	3,070,332	3,144,293	3,219,819	3,297,448
Corporate Services				
Corporate Services Management	198,282	205,357	212,688	220,284
Total Corporate Services Management	198,282	205,357	212,688	220,284

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
Administration & Customer Services				
Administration Services	728,667	753,971	780,173	807,306
Community Banking Agency	97,980	101,384	104,909	108,559
Total Administration & Customer Services	826,647	855,355	885,082	915,865
Bushfire & Emergency Services	2,546,241	2,611,279	2,677,995	2,746,433
Total Bushfire & Emergency Services	2,546,241	2,611,279	2,677,995	2,746,433
Finance	1,341,216	1,385,238	1,430,754	1,477,815
Total Finance	1,341,216	1,385,238	1,430,754	1,477,815
Communications & IT	1,129,003	985,221	1,012,063	1,039,659
Total Communications & IT	1,129,003	985,221	1,012,063	1,039,659
Human Resources				
HR Management	387,918	400,543	413,594	427,085
Payroll Services	234,584	186,742	167,373	147,275
OH&S and Risk Management	129,114	133,159	137,336	141,649
Learning & Development Services	357,134	367,131	377,418	388,003
Total HR	1,108,750	1,087,575	1,095,721	1,104,012
Children's And Community Services				
C&C Services Management	51,499	53,024	54,596	56,217
Connect 5	202,696	209,849	217,259	224,935
Family Day Care	544,736	560,260	576,244	592,701
Youth Development & Activities	119,314	109,180	112,873	116,694
OOSH & Vacation Care	60,217	62,406	64,676	67,029
Libraries	607,088	622,357	638,012	654,062
Community Development	80,000	80,000	80,000	80,000
Centrelink	-	-	-	-
Community Transport	249,016	236,500	244,669	242,641
Multiservice Outlet	495,240	449,326	462,433	468,475
Yuluwirri Kids	1,271,875	1,316,403	1,362,522	1,410,289
Total Children's And Community Services	3,681,680	3,699,305	3,813,283	3,913,043
Supply Services	392,745	406,522	420,793	435,574
Total Supply Services	392,745	406,522	420,793	435,574
Total Corporate Services	11,224,564	11,235,853	11,548,379	11,852,685
Total General Fund	28,781,425	29,500,457	30,312,130	31,129,905
Warrumbungle Water	1,894,038	1,949,742	2,007,228	2,066,556
Warrumbungle Sewer	945,437	976,995	1,009,638	1,043,406
Warrumbungle Waste	1,952,038	2,012,340	2,074,580	2,138,824
Warrumbungle Quarries	899,222	923,375	948,195	973,701
Total Warrumbungle Shire Council	34,472,159	35,362,909	36,351,772	37,352,393

2.7 Council's Suggested 2014/15 Capital Program

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
Corporate Services				
Bushfire and Emergency Services				
RFS - Enhancements	-	23,639	24,230	24,836
RFS - Fire Control Centre Coonabarabran	1,050,000	1,050,000	1,050,000	-
RFS - Vehicles	105,600	299,998	307,498	315,185
Bushfire and Emergency Services Total	1,155,600	1,373,637	1,381,728	340,021
Communications & IT				
GPS Handheld units	14,500	-	-	20,000
ARCGIS licence	10,670	-	15,000	-
Antivirus Security Software	12,000	-	-	50,000
Replacement PC/Tablet Devices	-	50,000	50,000	-
Replacement IT Server Hardware	-	50,000	50,000	50,000
Point to point WIFI for remote sights	26,650	-	-	30,000
Communications & IT Total	63,820	100,000	115,000	150,000
Family Support Services				
Connect 5				
Connect 5 Capital - Purchase of Vehicle	-	-	19,562	-
Connect 5 Total	-	-	19,562	-
Family Day Care				
FDC Replacement of Vehicle	9,500	-	10,000	-
Family Day Care Total	9,500	-	10,000	-
Family Support Services Total	9,500	-	29,562	-
Warrumbungle Community Care				
Community Transport				
Community Transport Capital	50,000	50,000	75,000	60,000
Community Transport Total	50,000	50,000	75,000	60,000
Multiservice Outlet				
MSO Capital Replacements	45,000	10,000	7,000	45,000
Multiservice Outlet Total	45,000	10,000	7,000	45,000
Warrumbungle Community Care Total	95,000	60,000	82,000	105,000
Yuluwirri Kids				
Yuluwirri Kids Building Extension	-	-	-	870,000
Yuluwirri Kids Total	-	-	-	870,000
Corporate Services Total	1,323,920	1,533,637	1,608,290	1,465,021

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
Development Services				
Tourism and Development Services				
Shire Entrance Signs	20,000	20,000	20,000	-
Tourism and Development Services Total	20,000	20,000	20,000	-
Property & Risk				
Council Offices & Other Property				
Coolah Air Conditioning	20,474	-	-	-
Disabled access Coolah Office	-	36,000	-	-
Mullaley Recreation Grounds Installation of Septic System	12,000	-	-	-
Council Offices & Other Property Total	32,474	36,000	-	-
Public Halls				
Hall Baradine – Refurbishment of Toilets	75,000	75,000	-	-
Hall Baradine - Disabled Access	-	27,500	-	-
Mendooran Hall - \$25,000 Stage Ceiling	25,000	-	-	-
Public Halls Total	100,000	102,500	-	-
Cemetery Services				
Memorial Wall at old Coonabarabran Cemetery	17,000	-	-	-
Coonabarabran Native Grove Cemetery Expansion	-	-	-	50,000
Total Cemetery Services	17,000	-	-	50,000
Property & Risk Total	149,474	138,500	-	50,000
Development Services Total	169,474	158,500	20,000	50,000

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
Technical Services				
Asset Design Services				
Design Projects Survey Equip-Cap	12,000	12,000	-	12,000
Design Services Software Upgrade	13,000	13,000	13,000	13,000
Laptop Computer - Traffic Counters	10,000	-	10,000	-
Electronic Scanning of Drawings	-	7,500	7,500	-
GPS Handheld units	-	2,000	-	-
Asset Design Services Total	35,000	34,500	30,500	25,000
Fleet Services				
Cricket Pitch Roller Coolah	15,000	-	-	-
Minor Plant Purchases	15,000	15,000	15,000	15,000
Plant & Equipment Purchases	2,305,000	2,845,000	1,965,000	2,350,000
Fleet Services Total	2,335,000	2,860,000	1,980,000	2,365,000
Road Operations				
Reseals				
Baradine Streets Reseals	17,700	18,100	18,500	18,963
Binnaway Streets Reseals	15,800	16,200	16,600	17,015
Coolah Streets Reseals	26,300	26,900	27,600	28,290
Coonabarabran Streets Reseals	84,100	86,200	88,300	90,508
Dunedoo Streets Reseals	23,600	24,200	24,800	25,420
Local Roads Reseals	430,800	441,500	452,600	463,915
Mendooran Streets Reseals	15,800	16,200	16,600	17,015
Regional Roads Reseals	441,300	452,300	463,600	475,190
Total Reseals	1,055,400	1,081,600	1,108,600	1,136,316
Local Roads				
Black Gully Bridge	200,000	-	-	-
Coolah Creek Rd Rehabilitation	120,000	120,000	120,000	-
Coonagoony Bridge	200,000	-	-	-
Local Roads Resheeting	790,000	803,728	823,821	823,821
Warkton Bridge	120,000	-	-	-
Box Bridge Road	-	52,500	-	-
Orana Road Crossing - Preliminary Works	15,000	150,000	-	-
Quia Road - Near Lake Edna	120,000	-	-	-
Bugaldie/Goorianawa Road (Just east of Baradine Road)	-	-	120,000	-

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
Mitchell Springs Erosion	-	-	80,000	-
Mount Hope Road (realignment)	-	-	45,000	45,000
Ross Crossing	-	400,000	-	-
Quaker Tommy - 10m wide strip	-	-	-	30,000
Flags Rockedgial Road	-	-	-	45,000
Intersection of Lockerbie Rd & Digilah Rd	-	-	-	45,000
Sandy Creek Road Widening	-	-	-	45,000
Rotherwood Road Rehabilitation	-	-	-	120,000
Wyuna Road - Causeway	-	-	45,000	-
Local Roads Total	1,565,000	1,526,228	1,233,821	1,153,821
Regional Roads				
Shoulder widening MR129 - Baradine Road (Coonamble)	-	169,000	-	-
Pavement widening and rehabilitation MR55 (Black Stump Way)	-	800,000	800,000	800,000
Shoulder widening MR396	169,000	-	169,000	-
Pavement Rehabilitation MR329 - Kenebri	260,000	-	-	-
Mow Creek Bridge	1,000,000	-	-	-
Shoulder widening MR129 - Purlewaugh Road	-	-	-	169,000
Regional Roads Total	1,429,000	969,000	969,000	969,000
Road Operations Total	4,049,400	3,576,828	3,311,421	3,259,137
Urban Services				
Horticulture				
Toilet Block Milling Park Dunedoo	50,000	-	-	-
Jorrock Park - table & shelter and water supply		15,000	-	-
Irrigation Masters Park	-	-	-	30,000
Horticulture Total	50,000	15,000	-	30,000
Ovals				
Coonabarabran Regional Netball/Basketball centre	138,000	-	-	-
Baradine Tennis Courts Resurfacing	10,000	-	-	-
Milling Park - Gardens	-	7,000	7,000	7,000
Milling Park (west) - Shelter and BBQ area seats	-	10,000	10,000	10,000
Ovals Total	148,000	17,000	17,000	17,000

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
Swimming Pools				
Dunedoo - Replace filter media	12,000	-	-	-
Mendooran - Investigate and repair leakage - toddlers pool	10,000	-	-	-
Concrete repairs - Coonabarabran Pool	15,000	-	-	-
Shade Shelter - Baradine Pool	32,000	-	-	-
Binnaway - Pump room rehabilitation	-	6,000	6,000	6,000
Replace Grouting - Dunedoo Main Pool	-	27,000	-	-
Coolah - Pump rehabilitation	-	10,000	10,000	10,000
Coolah - Shade shelter	-	15,000	-	-
Dunedoo - Pump Rehabilitation	-	10,000	10,000	10,000
Mendooran - Hot Water to showers	-	9,000	-	-
Coonabarabran Swimming Pool Maintenance and Repairs	-	-	30,000	30,000
Baradine - pump room rehabilitation	-	10,000	10,000	10,000
Swimming Pools Total	69,000	87,000	66,000	66,000
Town Streets - Baradine				
Kerb and guttering in Narren Street south of Macquarie Street	-	-	50,000	-
Kerb and Guttering Bligh Street between Narren and Liverpool	-	-	-	50,000
Baradine Streets - Streetlighting	-	-	-	8,000
Castlereagh Street, Narren to Darling, new K&G	-	60,000	-	-
Flood Plain Management	120,000	-	-	-
Liverpool Street Seal	-	-	-	50,000
Rehabilitation of footpath sections	10,000	10,000	10,000	10,000
Baradine Streets - Bins	2,000	-	-	-
Bligh Street, Between Narren & Darling, new K&G	-	-	-	50,000
Town Streets - Baradine Total	132,000	70,000	60,000	168,000
Town Streets - Binnaway				
Corry Bridge Western Approach	-	-	40,000	40,000
Binnaway Progress Association	5,000	5,000	5,000	5,000
Street Lights	8,000	-	-	-
Garbage bins, Renshaw Street	8,000	-	-	-
Footpath rehabilitation	5,000	5,000	5,000	5,000
Castlereagh Av - 42m (link) - Drainage	20,000	-	-	-
Railway Street (Napier St to Renshaw St- 240m - Drainage	15,000	35,000	35,000	-

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
K&G Railway Street Binnaway	-	80,000	-	-
Town Streets - Binnaway Total	61,000	125,000	85,000	50,000
Town Streets - Coolah				
Binnia/Booyamurra, Binnia/Campbell - intersection treatment.	40,000	-	-	-
Booyamurra Street, east of Binnia, rehabilitation	110,000	-	-	-
Footpath Rehabilitation - various locations	15,000	15,000	15,000	15,000
Pipe Drainage (location to be confirmed)	-	-	40,000	40,000
Black Stump toilets - painting	-	4,000	-	-
Black Stump toilets - new flooring	-	4,000	-	-
Town Streets - Coolah Total	165,000	23,000	55,000	55,000
Town Streets - Coonabarabran				
Belar Street Drainage Pipe & K&G	-	-	60,000	-
Dalgarno Street (John - Charles) rehabilitation	-	20,000	20,000	20,000
Pedestrian Access Mobility Plan for Shire	24,000	-	-	-
K&G Rehab. - John Street(Edwards St. to Cassilis St), west side	70,000	-	-	-
Cassilis Street Footpath /Neate Street/Edward Street - Preliminary Works	30,000	50,000	50,000	-
Cycleway - Newell Highway	60,000	-	-	-
Cycleway Mary Jane Cain Bridge	5,000	50,000	-	-
Street Trees - Centre Cowper Street edwards to Dalgarno	-	-	30,000	-
Rubbish Bins - Timor Park	-	6,000	-	-
John Street. K & G Rehabilitation	-	70,000	70,000	70,000
Crane Street Rehabilitation	-	-	60,000	50,000
Dalgarno Street, centre, west of John to Robertson	-	-	60,000	60,000
Street light program	-	-	-	8,000
Cowper Street, concreting of open channel	-	-	-	50,000
Street Trees - centre charles street edwards to Dalgarno	-	-	-	30,000
Cassilis Street, Robertson to Namoi, new footpath	-	-	-	40,000
Town Streets - Coonabarabran Total	189,000	196,000	350,000	328,000
Town Streets - Dunedoo				
Footpath Rehabilitation - various locations	10,000	10,000	10,000	10,000
Yarrow Street (Wallaroo St - Wargundy St) north side	-	-	50,000	-
Wargundy St (Bullinda St - Yarrow St) west side	-	-	-	50,000
Yarrow St at Bandulla, south side, dish drain	-	-	18,000	-

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
Bullinda St (Wallaroo St - Wargundy St) north side	-	50,000	-	-
Yarrow St at Bandulla, north side, dish drain	18,000	-	-	-
Wallaroo Street (Bullinda St - Mogimil St) - Drainage	-	150,000	-	-
Town Streets - Dunedoo Total	28,000	210,000	78,000	60,000
Town Streets – Mendooran				
Footpath Rehabilitation	10,000	10,000	10,000	10,000
Town Streets - Mendooran Total	10,000	10,000	10,000	10,000
Urban Services Total	852,000	753,000	721,000	784,000
Technical Services Total	7,271,400	7,224,328	6,042,921	6,433,137

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
Warrumbungle Water				
Water - Baradine				
Meter Replacements	5,000	5,000	5,000	-
Water Treatment Plant- Building Renovation	48,000	-	-	-
Water Treatment Plant- Improvements	40,000	30,000	-	30,000
Water Treatment Plant -Rehabilitation of Clarifier	200,000	-	-	-
Reservoir- Rehabilitation	-	50,000	-	-
Mains Replacement	-	25,000	25,000	25,000
Mains Extension - Removal of Dead Ends	-	-	50,000	50,000
Water - Baradine Total	293,000	110,000	80,000	105,000
Water - Binnaway				
Mains Replacement-David & Railway Sts, 570m	-	80,000	70,000	80,000
Meter Replacements	5,000	5,000	-	-
Binnaway Water Mains Replacement	-	-	80,000	-
Water Treatment Plant- Renewals	-	20,000	-	25,000
Water - Binnaway Total	5,000	105,000	150,000	105,000
Water - Coolah				
Mains Extension - removal of dead ends	50,000	40,000	40,000	40,000
Meter Replacements	4,800	5,000	5,000	5,000
Coolah Water Reservoirs Capital	-	-	30,000	30,000
Mains Replacement - Gilmore street	-	30,000	30,000	30,000
Water - Coolah Total	54,800	75,000	105,000	105,000
Water - Coonabarabran				
Mains Extensions (removal dead ends) - Arnold St, btwn Newell Hwy and Gunnedah Hill	-	-	100,000	-
Mains Extensions (removal dead ends) -Jubilee St, btwn Newell Hwy and Gunnedah Hill	100,000	-	-	-
Security Audit	100,000	-	-	-
Mains Replacement	54,267	70,000	70,000	70,000
Meter Replacements	7,000	10,000	10,000	10,000
Telemetry Software - Coonabarabran	3,000	3,000	3,000	3,000
Timor Dam Fence Repairs	230,000	-	-	-
Tools – Coonabarabran Water	3,000	3,000	3,000	3,000

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
Main Extension - Removal of Dead Ends	-	60,000	60,000	60,000
Mains Extension-Under Highway between Council depot & former Caltex site	-	-	60,000	-
Water - Coonabarabran Total	497,267	146,000	306,000	146,000
Water - Dunedoo				
Dunedoo Water minor Plant & Equipment	3,000	3,000	3,000	-
Mains Extension-Evans St, between Sullivan St and Nott St (430m)	50,000	50,000	-	-
Mains Replacement	-	50,000	50,000	50,000
Reservoirs-Rehabilitation	110,000	-	-	20,000
Water Treatment - Sodium Hypochlorite Pump Standby	5,000	5,000	5,000	-
Water Treatment – Hypochlorite closing	-	20,000	-	-
Mains Replacement - Bolaro St, Tallawang St to Merrygoen St (210m)	58,000	-	-	-
Meter Replacements	5,000	-	-	-
Mains Extension	-	-	50,000	50,000
Water - Dunedoo Total	231,000	128,000	108,000	120,000
Water - Mendooran				
Mains Extension	-	30,000	30,000	30,000
Meter Replacements	5,000	5,000	5,000	-
Main Replacement- from Merrygoen Creek to Reservoir	-	-	-	50,000
Merrygoen Creek Main Replacement	-	-	-	40,000
Water - Mendooran Total	5,000	35,000	35,000	120,000
Warrumbungle Water Total	1,086,067	599,000	784,000	701,000

Description	2014/15 Budget	2015/16 Delivery Program	2016/17 Delivery Program	2017/18 Delivery Program
Warrumbungle Sewer				
Sewer - Baradine				
Sewage Treatment Plant-Disinfection Plant-renewal	28,000	10,000	10,000	-
Sewage Treatment Plant -Vacuum pumps renewal	-	-	-	30,000
Sewer - Baradine Total	28,000	10,000	10,000	30,000
Sewer - Binnaway				
Binnaway Sewer Investigation	50,000	-	-	-
	50,000	-	-	-
Sewer - Coolah				
Mains Replacement/Rehabilitation	-	100,000	100,000	50,000
Sewage Treatment Plant-rehabilitation/upgrades	50,000	-	-	50,000
Sewer - Coolah Total	50,000	100,000	100,000	100,000
Sewer – Coonabarabran				
Mains-Relining various sections	94,080	130,000	100,000	100,000
Sewer camera replacement	12,000	-	-	-
Replace Steel sewer rods	3,000	3,000	3,000	3,000
Pump stations- renewal	-	60,000	30,000	30,000
Sewerage Treatment Plant Improvements	-	-	-	50,000
Sewer - Coonabarabran Total	109,080	193,000	133,000	183,000
Sewer – Dunedoo				
Pump Station -renewal	-	-	-	50,000
Mains-Relining various sections	-	50,000	-	-
Sewer - Dunedoo Total	-	50,000	-	50,000
Warrumbungle Sewer Total	237,080	353,000	243,000	363,000
Grand Total:	10,087,941	9,868,465	8,698,211	9,012,158

2.8 Balance Sheet

	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000
Assets				
Current Assets				
Cash and Cash Equivalents	11,902	12,532	13,033	13,412
Investments	1,476	-	-	-
Receivables	4,013	4,013	4,013	4,013
Inventories	536	536	536	536
Total Current Assets	17,927	17,081	17,582	17,961
Non-Current Assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	319	319	319	319
Property, Plant & Equipment	435,224	438,359	440,090	441,907
Investments Equity Method	269	279	289	299
Total Non-Current Assets	435,812	438,957	440,698	442,525
Total Assets	453,739	456,038	458,281	460,486
Current Liabilities				
Payables	2,395	2,395	2,395	2,395
Borrowings	710	749	790	832
Provisions	3,642	3,642	3,642	3,642
Total Current Liabilities	6,747	6,786	6,827	6,869
Non-Current Liabilities				
Payables	-	-	-	-
Borrowings	6,618	5,870	5,080	4,248
Provisions	1,222	1,222	1,222	1,222
Total Non-Current Liabilities	7,840	7,092	6,302	5,470
Total Liabilities	14,587	13,878	13,129	12,339
Net Assets	439,152	442,160	445,152	448,147
Retained Earnings	354,071	352,725	351,333	349,926
Revaluation Reserves	85,081	89,435	93,819	98,221
Total Equity	439,152	442,160	445,152	448,147

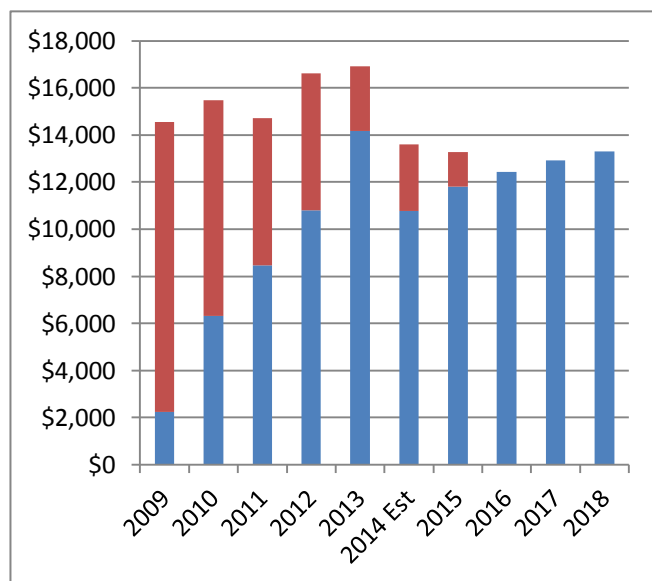
2.9 Cashflow Statement

	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities				
<u>Receipts</u>				
Rates and Annual Charges	11,289	11,667	12,056	12,458
User Charges and Fees	7,184	7,396	7,602	7,811
Interest & Investment Revenue	817	913	903	893
Other Revenues	2,023	1,814	1,836	1,859
Grants & Contributions	16,631	16,552	17,001	17,446
Bonds, Deposits & Retention amounts reduced				
<u>Payments</u>				
Employee Benefits & On-Costs	(13,931)	(14,291)	(14,792)	(15,314)
Materials & Contracts	(7,036)	(7,227)	(7,433)	(7,621)
Borrowing Costs	(451)	(410)	(367)	(322)
Other Expenses	(7,400)	(7,556)	(7,718)	(7,880)
Net Cash provided (or used in) Operating Activities	9,126	8,859	9,088	9,331
Cash Flows from Investing Activities				
<u>Receipts</u>				
Sale of Investment Securities	1,500	1500	-	-
Sale of Real Estate Assets	-	-	-	-
Sale of Infrastructure, PP&E	859	848	859	850
Deferred Debtors Receipts	-	-	-	-
<u>Payments</u>				
Purchase of Investment Securities	-	-	-	-
Purchase of Infrastructure, PP&E	(10,088)	(9,868)	(8,698)	(9,012)
Purchase of Real Estate Assets	-	-	-	-
Contributions Paid to JVs & Associates	-	-	-	-
Net Cash provided (or used in) Investing Activities	(7,729)	(7,520)	(7,839)	(8,162)
Cash Flows from Financing Activities				
<u>Receipts</u>				
Proceeds from Borrowings & Advances	-	-	-	-
<u>Payments</u>				
Repayment of Borrowings & Advances	(675)	(709)	(749)	(790)
Repayment of Finance Lease Liabilities	-			
Net Cash provided (or used in) Financing Activities	(675)	(709)	(749)	(790)
Net Increase/(Decrease) in Cash & Cash Equivalents	722	630	500	379
Cash & Cash Equivalents – Opening balance	11,180	11,902	12,532	13,033
Cash & Cash Equivalents – Closing balance	11,902	12,532	13,033	13,412

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:

Cash Balance



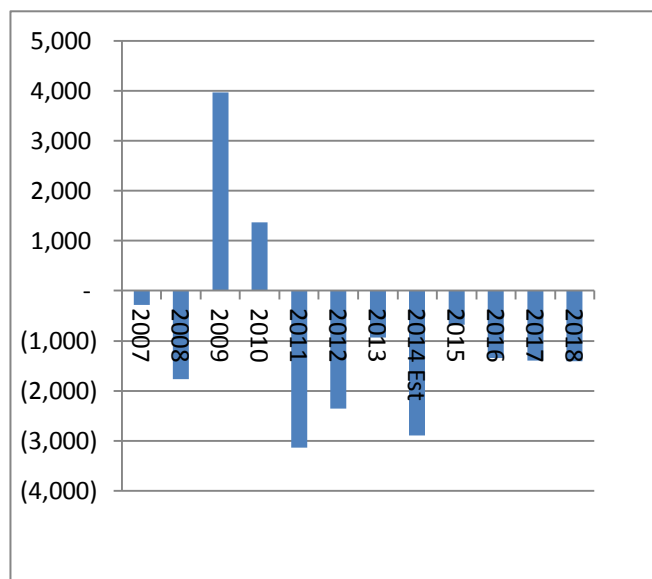
Description

This ratio shows Council's cash and investments balance. The blue section of the bar represents cash and cash equivalents, and the red section represents investments (currently all CFNs).

Comments

As can be seen from the chart to the right, Council's cash and investments balance is forecast to decrease from \$13.6m to \$13.4m during the Delivery Program period (a decrease of \$196k), as Council uses restricted assets to finalise the bridge replacements under the LIRS program.

Operating Surplus/(Deficit)



Description

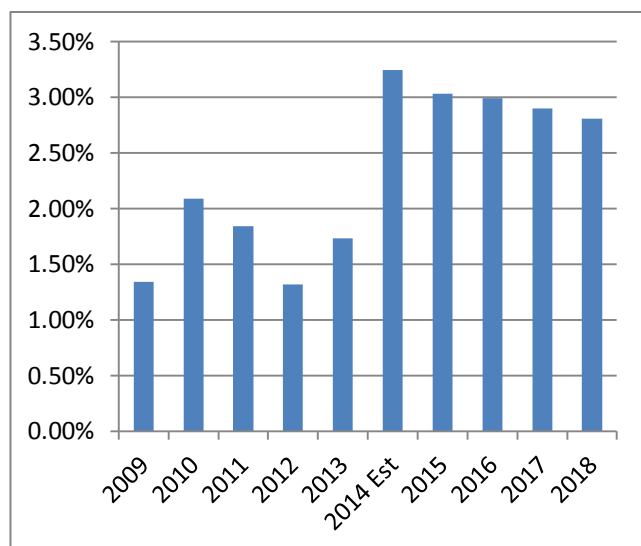
This ratio shows Council's operating surplus or deficit (which includes non-cash items such as depreciation). A negative number indicates a deficit.

Comments

Except for two years where Council received significant capital grant amounts, Council has recorded consistent deficits, with one of the major drivers of these deficits being depreciation expense on Council's extensive road and other asset network.

Council's deficit is expected to remain roughly constant over the Delivery Program at around \$1.3m.

Debt Service Ratio



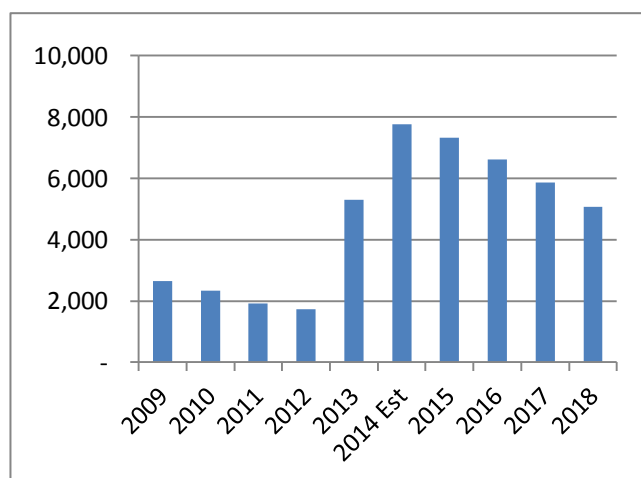
Description

This ratio assesses the impact of loan principal and interest repayments on the discretionary revenue of council. The DLG considers a ratio of less than 10% as satisfactory.

Comments

Council's Debt Service Ratio is forecast to increase in the 2013/14 financial year as Council takes out \$3.1m to fund the replacement of timber bridges under the LIRS scheme (round 2). Council is still well below the limit advised by Treasury for this ratio, and Council has in effect used loans to fast track \$5.3m worth of bridge replacements over the following three years (\$2.3m under LIRS Round 1 and \$3.1m under LIRS round 2).

Total Borrowings



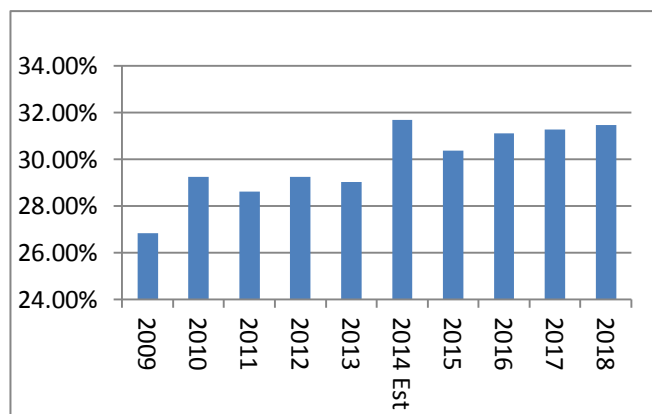
Description

This ratio shows Council's total level of borrowings, including loans and finance leases both current and non-current

Comments

As per the debt service ratio above, the increase in total borrowings is due to Council taking up two LIRS loans under the LIRS scheme which provides subsidised loans to Councils to replace infrastructure assets. Interest on the LIRS loans are subsidised by between 3 and 4% by the State Government meaning Council is effectively paying an interest rate below or roughly per inflation for these loans.

Rates and Annual Charges Coverage Ratio



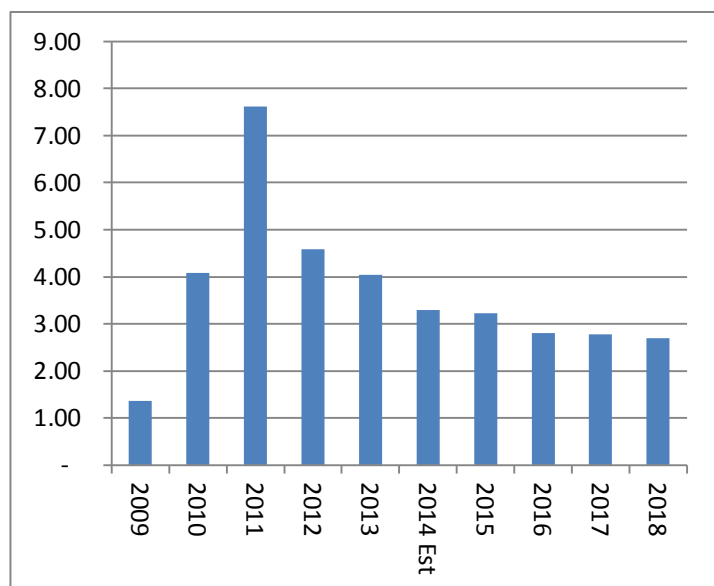
Description

This ratio assesses the degree of Council's dependence upon revenue from rates and annual charges and the security of Council's income.

Comments

Council, as with most other rural Councils is reliant on grant funding to fund its operations and rates and charges revenue represents only around 31% of Council's total revenue base. This percentage is expected to slowly increase over the four years of the Delivery Program.

Unrestricted Current Ratio



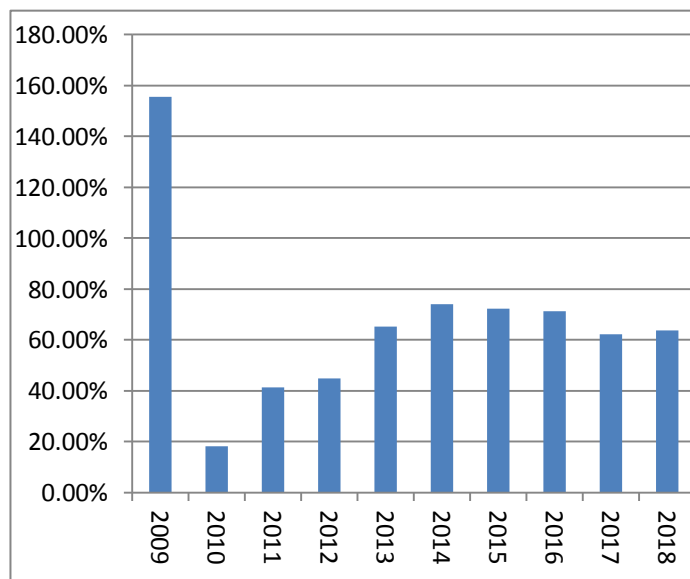
Description

This ratio assesses the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council. DLG considers a ratio of less than 1.5 as unsatisfactory, and > 2 as good

Comments

Council's unrestricted current ratio is expected to decrease slightly between 2014/15 and 2017/18, and will reach 2.7 by 2017/18. Part of this decline is due to Council more accurately capturing restricted asset related information.

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 between 56% and 84% over the last 3 years.

Comments

Council's renewals ratio is forecast to stay around 70% over the life of the Delivery Program.

Part 3: Delivery Program Outcomes by Activity

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

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

Section 1: Introduction to the activity

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

Section 2: Costing Summary

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

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

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							
13/14	(100)	200		100	-	(50)	50
14/15	(110)	110		-	-	-	-
15/16	(120)	120		-	-	-	-
16/17	(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 accross 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 grading being carried out with sufficient frequency	Frequency of grading (per year) by road category	Cat 1 = 1.5 Cat 2 = 1 Cat 3 = 0.33

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

Council Activities Grouped by Directorate and Branch

Executive

Management and Leadership

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Corporate Services	
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Executive Services

General Manager	43
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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 section is populated by the General Manager, Executive Assistant to General Manager and Personal Assistants to the Directors of Council.



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.

The Executive Assistant Special Projects provides support to the General Manager with day to day functions, arrangements for meeting attendance and travel, communication with staff and community. The role of the Personal Assistants within the Executive Services team is to provide direct support to Directors of Council. Council's General Manager Branch is also responsible for Council's project management function for all major projects, as well as private works.

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 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
Management and Leadership							
14/15	-	622,837	-	622,837	-	-	622,837
15/16	-	645,048	-	645,048	-	-	645,048
16/17	-	668,064	-	668,064	-	-	668,064
17/18	-	691,913	-	691,913	-	-	691,913
Total:	-	2,627,862	-	2,627,862	-	-	2,627,862
Governance							
14/15	-	365,765	-	365,765	-	-	365,765
15/16	-	365,069	-	365,069	-	-	365,069
16/17	-	374,195	-	374,195	-	-	374,195
17/18	-	383,550	-	383,550	-	-	383,550
Total:	-	1,488,579	-	1,488,579	-	-	1,488,579

What will we achieve with this money?

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

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

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Management and Leadership			
1	Advice and policy recommendations are provided to Council in relation to local government and relevant industry related legislation	Council is informed of Legislative changes within required timeframes.	Yes
2	Requirements under the Local Government Act, relevant regulations and the DLG's Integrated Planning and Reporting Framework are met.	Council Resolutions are implemented without undue delay, development and implementation of the Strategic Plan, IP &R Framework are met.	Yes
3	Staff performance and competency review processes are in place.	Annual reviews of all staff conducted as required by the Award or senior staff contracts.	98%
4	Economic development, business opportunities and grants are maximised for the shire area.	Revenue and income targets are met as per the Operational Plan.	Yes
5	Stakeholders and the community are informed of Councils 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

No	Service Level	Service Level Indicator	Service Level
8	Private works invoices are actioned promptly	Number of days post completion of job for private works invoices to be issued	5
9	Major capital projects (> \$50k) are managed within budget	Total variance over/under budget	10%
Governance			
1	Council is a financially sustainable organisation	Council's financial sustainability improves from the recent TCorp rating of weak-negative to at least sound-neutral by 2016	Yes
2	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
3	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
4	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
5	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
6	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

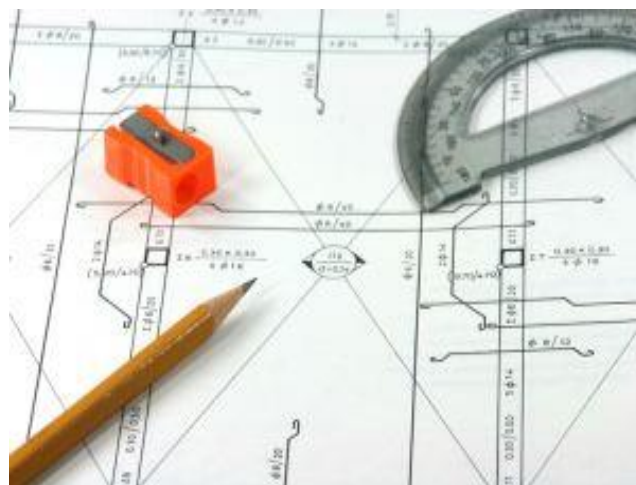
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Road Operations Management	
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Streets Rural	
Private Works	
Road Contracts & Private Works	61
Contracts Management (Includes Reseals)	
RMCC & Other Road Contracts	
Fleet Services	64
Fleet Service Management	
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Urban Services	67
Urban Services Management	
Horticulture	
Street Cleaning	
Public Amenities	
Ovals	
Streets- Urban	
Public Swimming Pools	

Technical Services – Technical Services Management

Directorate: Technical Services
Branch: Technical Services Management

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



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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
14/15	-	130,940	-	130,940	-	-	130,940
15/16	-	135,466	-	135,466	-	-	135,466
16/17	-	140,153	-	140,153	-	-	140,153
17/18	-	145,005	-	145,005	-	-	145,005
Total:	-	551,563	-	551,563	-	-	551,563

What will we achieve with this money?

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

Outcome	CSP Link
Key Projects	
Asset Management Improvement Project	GF5

How will we track our progress?

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

Technical Services – Design Services

Directorate: Technical Services

Branch: Design Services

The Design Services Branch is responsible for the following activities:

Design Services Management

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



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

Emergency Services Management

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

- Maintaining the Local Displan and all associated contact lists;
- Providing assistance to all Emergency Services organisations including VRA,SES,RFS and NSW Fire and Rescue;
- Providing funding to SES (Dunedoo), VRA (Coolah, Coonabarabran and Mendooran) and NSW F&R (Coolah, Coonabarabran, and Dunedoo);
- Assisting the LEMO in all Emergency Incidents;
- Providing GIS Mapping for use by Emergency Service Agencies;
- Maintaining the BRIMS database for Hazard Reduction requests and activities.



Survey Investigation and Design

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

Asset Management

The Asset Management area of Design Services, is responsible for all aspects of asset management, including ensuring asset information in the GIS system is up to date and accurate, conducting annual asset condition testing for all of Council's infrastructure assets, assessing and expanding on

Council's infrastructure assets, assessing and expanding on asset service levels, annual updating of the Asset Management Plan, ensuring new works are captured in GIS within one month of completion, developing and completing Council's critical assets register and Infrastructure Asset Risk Management policy, and assisting Finance in all asset accounting related queries.

NSW Fire Brigade

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



Road Safety Officer

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



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

Safety Strategic Plan and quarterly budget reporting and attendance at Council's Traffic Committee meetings.

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Design Services Management							
14/15	(3,600)	104,277	35,000	135,677	-	-	135,677
15/16	(3,690)	107,578	34,500	138,388	-	-	138,388
16/17	(3,782)	110,988	30,500	137,706	-	-	137,706
17/18	(3,877)	114,511	25,000	135,634	-	-	135,634
Total:	(14,949)	437,354	125,000	547,405	-	-	547,405

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
Emergency Services Management							
14/15	-	85,141	-	85,141	-	-	85,141
15/16	-	87,686	-	87,686	-	-	87,686
16/17	-	90,309	-	90,309	-	-	90,309
17/18	-	93,015	-	93,015	-	-	93,015
Total:	-	356,152	-	356,152	-	-	356,152
Survey Investigation and Design							
14/15	-	165,839	-	165,839	-	-	165,839
15/16	-	171,693	-	171,693	-	-	171,693
16/17	-	177,758	-	177,758	-	-	177,758
17/18	-	184,042	-	184,042	-	-	184,042
Total:	-	699,332	-	699,332	-	-	699,332
Asset Management							
14/15	-	62,606	-	62,606	-	-	62,606
15/16	-	64,866	-	64,866	-	-	64,866
16/17	-	67,208	-	67,208	-	-	67,208
17/18	-	69,636	-	69,636	-	-	69,636
Total:	-	264,316	-	264,316	-	-	264,316
NSW Fire Brigade							
14/15	-	43,344	-	43,344	-	-	43,344
15/16	-	44,428	-	44,428	-	-	44,428
16/17	-	45,539	-	45,539	-	-	45,539
17/18	-	46,677	-	46,677	-	-	46,677
Total:	-	179,988	-	179,988	-	-	179,988
Road Safety Officer							
14/15	(53,982)	98,040	-	44,058	-	-	44,058
15/16	(55,332)	101,282	-	45,950	-	-	45,950
16/17	(56,715)	104,634	-	47,919	-	-	47,919
17/18	(58,133)	108,101	-	49,968	-	-	49,968
Total:	(224,163)	412,058	-	187,895	-	-	187,895

What will we achieve with this money?

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

Outcome					CSP Link
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 complies with the Department of Local Government Act with the payment of Funds to the RFS, SES and NSW F&R					PI2
Road Safety Officer					
Completion of the approved road safety programs (100% RMS funding)					GF4
Effectively displaying Council's speed advisory sign					GF2
Identifying, submitting and developing road safety programs					GF4
Attending quarterly RSO meetings with RMS					GF4
Completion of a monthly report to RMS and Council					GF5
Raising the local profile of road safety issues and encouraging their inclusion in relevant Council plans					GF5
Ensuring completion of projects in the Action Plan is consistent with Government priorities					GF5
Completion of allocated Council projects					GF5
Key Projects					
Asset Management					
Development of a critical assets register and Infrastructure Asset Risk Management policy					PI5
Asset Management Improvement Project					PI5
Asset Inventory Stocktake Project					PI5
Segmentation of Local Roads Project					PI5
Road Safety Officer					
Graduated Licence Scheme (Separate 100% RMS funding)					GF4
Capital Projects	2014/15	2015/16	2016/17	2017/18	
Design Services Management					
Design Projects Survey Equipment	12,000	12,000	-	12,000	PI5
Design Services Software Upgrade	13,000	13,000	13,000	13,000	PI5
GPS Handheld units	-	2,000	-	-	PI5
Electronic Scanning of Drawings	-	7,500	7,500	-	PI5
Laptop Computer - Traffic Counters	10,000	-	10,000	-	PI5
Total:	34,500	34,500	30,500	25,000	

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 not 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 not complete within two months of project commencement	90%
2	Completion of site surveys and designs are accurate	% Design that meet specifications	95%
Asset Management			
1	Council is aware of the condition rating of all infrastructure assets under its control	Frequency of asset condition rating surveys	5 yearly
2	Council's AMP is up to date and relevant	Frequency of review and updating of Asset Management Plan	4 yearly
Road Safety Officer			
1	Approved Road Safety programs are completed	Programs completed on time	Yes
2	Council's Speed Advisory Sign trailer is effectively displayed	Number of days per quarter Speed Advisory Sign trailer is displayed	40
3	Meet the Road Safety Officer Program Guidelines	Funding objections of RSO funding are met	4 / 12
4	Local road safety issues are actively promoted	Number of road safety press releases in local newspapers per annum	8
5	Road toll is reduced as a result of RSO work	Trend in count in fatalities and injuries compared to previous years	Reduction
Emergency Services Management			
1	Emergency Services support is provided per state best practice via LEMC and LEMO	No-one dies in a fire/flood	99%
2	Effective support is provided to the LEMC and LEMO	Meetings are well attended	80%
3	Mapping is provided as required to the LEMC and EOC in a timely manner	Number of complaints from LEMC and EOC	None
4	Hazard Reduction guidelines suggested by the RFS are actively complied with	RFS or the public with regards to Hazard Reduction	None

Technical Services – Road Operations

Directorate: Technical Services

Branch: Road Operations

The Road Operations Branch is responsible for the following activities:

Road Operations Management

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



Regional Roads Maintenance and Repair

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

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

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



Local Roads Maintenance and Repair

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

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



Aerodromes

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

Village Streets

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

Private Works

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Road Operations Management							
14/15	(96,035)	142,141	-	46,106	-	-	46,106
15/16	(98,436)	146,407	-	47,972	-	-	47,972
16/17	(100,897)	150,806	-	49,909	-	-	49,909
17/18	(103,419)	155,342	-	51,923	-	-	51,923
Total:	(398,787)	594,696	-	195,910	-	-	195,910
Regional Roads Maintenance and Repair							
14/15	(2,560,650)	1,271,650	1,429,000	140,000	60,000	(200,000)	-
15/16	(2,614,666)	1,585,666	969,000	(60,000)	60,000	-	-
16/17	(2,670,033)	1,641,033	969,000	(60,000)	60,000	-	-
17/18	(2,726,784)	1,697,783	969,000	(60,000)	60,000	-	-
Total:	(10,262,942)	6,146,943	3,876,000	(40,000)	-	-	-

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
Local Roads Maintenance and Repair							
14/15	(1,198,305)	2,684,033	1,565,000	3,050,728	426,604	(520,000)	2,957,332
15/16	(1,208,990)	2,731,542	1,526,228	3,048,780	451,141	(400,000)	3,099,921
16/17	(1,219,425)	2,779,315	1,233,821	2,793,711	479,034	-	3,272,745
17/18	(1,229,570)	2,828,027	1,153,821	2,752,278	507,470	-	3,259,748
Total:	(4,856,290)	11,022,916	5,478,871	11,645,497	1,864,249	(920,000)	12,589,746
Aerodromes							
14/15	(5,000)	83,313	-	78,313	-	-	78,313
15/16	(5,125)	85,878	-	80,753	-	-	80,753
16/17	(5,253)	88,524	-	83,271	-	-	83,271
17/18	(5,384)	91,255	-	85,871	-	-	85,871
Total:	(20,763)	348,970	-	328,208	-	-	328,208
Village Streets							
14/15	-	32,114	-	32,114	-	-	32,114
15/16	-	33,082	-	33,082	-	-	33,082
16/17	-	34,079	-	34,079	-	-	34,079
17/18	-	35,108	-	35,108	-	-	35,108
Total:	-	134,383	-	134,383	-	-	134,383
Private Works							
14/15	(286,500)	178,588	-	(107,912)	-	-	(107,912)
15/16	(293,663)	184,017	-	(109,646)	-	-	(109,646)
16/17	(301,004)	189,618	-	(111,386)	-	-	(111,386)
17/18	(308,529)	195,397	-	(113,132)	-	-	(113,132)
Total:	(1,189,696)	747,620	-	(442,076)	-	-	(442,076)

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Road Operations Management	
Management of the Road Operations branch	PI3
Responsibility for WH&S issues within the Road Operations branch	GF8
Completion of the Road Operations capital program	PI3
Regional Roads Maintenance and Repair	
Roads maintenance, including patching, line marking, culvert maintenance, signs etc	PI3
Bridge, major culvert and causeway maintenance	PI3
Maintenance of shoulders, vegetation in the road reserve drainage etc	PI3
Slashing of road reserves	PI3
Regional Road related capital expansion and renewal projects (excluding reseals)	PI3
Local Roads Maintenance and Repair	
Maintenance of sealed Local Roads, including patching, culvert maintenance, signs etc	PI3
Grading of unsealed roads	PI3
Bridge, major culvert and causeway maintenance	PI3
Maintenance of shoulders, vegetation in the road reserve drainage etc on local roads	PI3
Slashing of road reserves	PI3

Outcome					CSP Link
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	2014/15	2015/16	2016/17	2017/18	
Regional Roads					
Shoulder widening MR129 - Baradine Road (Coonamble)	-	169,000	-	-	PI3
Pavement widening and rehabilitation MR55 (Black Stump Way)	-	800,000	800,000	800,000	PI3
Shoulder widening MR396	169,000	-	169,000	-	PI3
Pavement Rehabilitation MR329 - Kenebri	260,000	-	-	-	PI3
Mow Creek Bridge	1,000,000	-	-	-	PI3
Shoulder widening MR129 - Purlewaugh Road	-	-	-	169,000	PI3
Total:	1,429,000	969,000	969,000	969,000	
Local Roads					
Rotherwood Rd Rehabilitation	-	-	-	120,000	PI3
Flags Rockedgial Road	-	-	-	45,000	PI3
Warkton Bridge	120,000	-	-	-	PI3
Orana Road Crossing - Preliminary Works	15,000	150,000	-	-	PI3
Coonagoony Bridge	200,000	-	-	-	PI3
Black Gully Bridge	200,000	-	-	-	PI3
Coolah Creek Road Rehabilitation	-	120,000	120,000	-	PI3
Ross Crossing	-	400,000	-	-	PI3
Coolah Creek Rd Rehabilitation	120,000	-	-	-	PI3
Local Roads Resheeting	790,000	803,728	823,821	823,821	PI3
Bugaldie/Goorianawa Road (Just east of Baradine Road)		-	120,000		PI3
Quia Road - Near lake edna	120,000				PI3
Mitchell Springs Erosion		-	80,000		PI3
Intersection o Lockerbie Rd & Digilah Rd, Digilah Rd				45,000	PI3
Sandy Creek Road Widening				45,000	PI3
Box Bridge Road		52,500			PI3
Mount Hope Road (realignment)		-	45,000	45,000	PI3
Quaker Tommy - 10m wide strip	-		-	30,000	PI3
Wyuna Road			45,000		PI3
Total:	1,565,000	1,526,228	1,233,821	1,153,821	

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	Un-sealed roads are well maintained through grading being carried out with sufficient frequency	Frequency of grading (per year) by road category (cat) Category 1 = 549km Category 2 = 569km Category 3 = 419km	C1=1.5 C2=1 C3=0.33
5	Un-sealed roads are well maintained through re-sheeting being carried out with sufficient frequency	Time between re-sheeting by road category	Cat =12 Cat=15 Cat=20
6	Pot hole patching is carried out on a regular basis	Pot hole repair undertaken within no of day from notification	< 7
7	Roads within the network are inspected on a regular basis and inspection reports are used to inform the maintenance and repair schedule	Number of inspections per year (including condition rating) per road	4

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

Technical Services – Road Contracts and Private Works

Directorate: Technical Services

Branch: Road Contracts and Private Works

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

RMCC and Other Road Contracts

Council under contract with the RMS undertakes works on the State Road network on behalf of RMS. The scope of works carried out by Council includes general maintenance work, incident response work, reseals, heavy patching and work orders for construction/major re-construction work on the State Road network. State Roads are the major arterial roads that traverse through the shire, and include the Newell Highway, the Oxley Highway, the Golden Highway, the Castlereagh Highway and Main Road 334. Council is funded for this work by RMS.



Reseals

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
RMCC and Other Road Contracts							
14/15	(2,650,000)	2,450,000	-	(200,000)	-	-	(200,000)
15/16	(2,719,315)	2,519,315	-	(200,000)	-	-	(200,000)
16/17	(2,790,666)	2,590,666	-	(200,000)	-	-	(200,000)
17/18	(2,864,115)	2,664,114	-	(200,000)	-	-	(200,000)
Total:	11,024,095	10,224,096	-	(800,000)	-	-	(800,000)
Reseals							
14/15	(441,300)	-	1,055,400	614,100	-	-	614,100
15/16	(452,333)	-	1,081,600	629,268	-	-	629,268
16/17	(463,641)	-	1,108,600	644,959	-	-	644,959
17/18	(475,232)	-	1,136,316	661,084	-	-	661,084
Total:	(1,832,505)	-	4,381,916	2,549,411	-	-	2,549,411

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
Capital Projects	2014/15	2015/16	2016/17	2017/18	
Reseals					
Baradine Streets Reseals	17,700	18,100	18,500	18,963	PI3
Binnaway Streets Reseals	15,800	16,200	16,600	17,015	PI3
Coolah Streets Reseals	26,300	26,900	27,600	28,290	PI3
Coonabarabran Streets Reseals	84,100	86,200	88,300	90,508	PI3
Dunedoo Streets Reseals	23,600	24,200	24,800	25,420	PI3
Local Roads Reseals	430,800	441,500	452,600	463,915	PI3
Mendooran Streets Reseals	15,800	16,200	16,600	17,015	PI3
Regional Roads Reseals	441,300	452,300	463,600	475,190	PI3
Total:	1,055,400	1,081,600	1,108,600	1,136,316	

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	Read seals town streets are renewed with sufficient frequency	Time between reseals	20 years

Technical Services – Fleet Services

Directorate: Technical Services

Branch: Fleet Services

The Fleet Services Branch is responsible for the following activities:

Fleet Services Management

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



Plant and Equipment

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

Workshops

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Fleet Services Management							
14/15	(84,350)	128,512	-	44,162	-	(44,162)	-
15/16	(86,459)	132,913	-	46,454	-	(46,454)	-
16/17	(88,620)	137,468	-	48,848	-	(48,848)	-
17/18	(90,836)	142,183	-	51,348	-	(51,348)	-
Total:	(350,265)	541,076	-	190,811	-	(190,811)	-
Plant and Equipment							
14/15	(5,312,040)	2,718,571	2,335,000	(258,469)	-	258,469	-
15/16	(5,424,841)	2,791,504	2,860,000	226,663	-	(226,663)	-
16/17	(5,540,462)	2,866,447	1,980,000	(694,015)	-	694,015	-
17/18	(5,658,974)	2,943,456	2,365,000	(350,517)	-	350,517	-
Total:	(21,936,317)	(11,319,978)	(9,540,000)	(1,076,339)	-	1,076,339	-

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
Workshops							
14/15	-	44,130	-	44,130	-	(44,130)	-
15/16	-	45,302	-	45,302	-	(45,302)	-
16/17	-	46,506	-	46,506	-	(46,506)	-
17/18	-	47,743	-	47,743	-	(47,743)	-
Total:	-	183,680	-	183,680	-	(183,680)	-
Depots							
14/15	-	124,762	-	124,762	-	(124,762)	-
15/16	-	128,200	-	128,200	-	(128,200)	-
16/17	-	131,736	-	131,736	-	(131,736)	-
17/18	-	135,373	-	135,373	-	(135,373)	-
Total:	-	520,071	-	520,071	-	(520,071)	-

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					
	2014/15	2015/16	2016/17	2017/18	
Cricket Pitch Roller Coolah	15,000	-	-	-	GF6
Minor Plant Purchases	15,000	15,000	15,000	15,000	GF6
Plant and Equipment Purchases	2,305,000	2,845,000	1,965,000	2,350,000	GF6
Total:	2,335,000	2,860,000	1,980,000	2,365,000	

How will we track our progress?

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

Technical Services – Urban Services

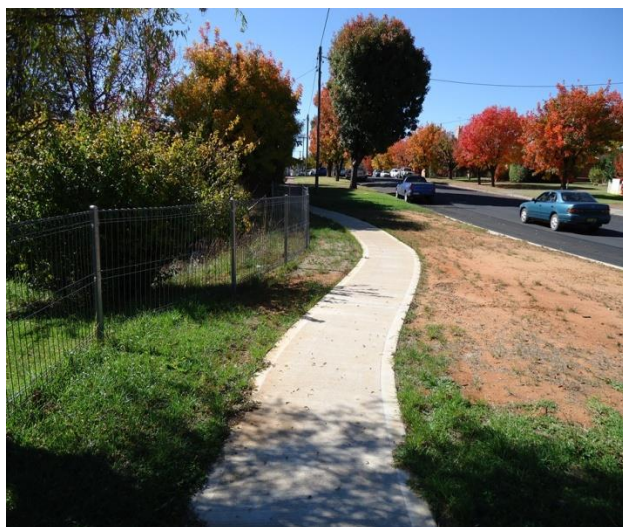
Directorate: Technical Services

Branch: Urban Services

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

Urban Services Management

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



Horticulture

The Horticulture activity of the Urban Services Branch is responsible for the 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.

The Horticulture activity is also responsible for keeping trees in a healthy, safe and tidy condition through monitoring the state of trees in the shire, and carrying out pruning and cleaning activities as required. This activity is also responsible for 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 the 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 Home Park.

Street Cleaning

The Street Cleaning activity is responsible for ensuring that all town streets and gutters are kept in a clean and tidy state. This activity is also responsible for cleaning parking areas.

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 and operation of these facilities is the responsibility of Council's Ovals activity. 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. The Public Amenities activity is responsible for ensuring that these public amenities are kept clean and tidy for the benefit of residents and visitors, and that Council adheres to a regular cleaning schedule for all toilet facilities under its control to meet the usage requirements of residents and visitors to the shire



Town Streets

Council's Town Streets activity is responsible for maintaining and enhancing town streets within the towns of Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo and Mendooran. Maintenance includes the maintenance of town streets, drainage and footpaths on town streets, and costs associated with the provision of street lighting. The Town Streets activity also includes all town streets related capital expenditure except for reseals. 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 Council's Public Swimming Pools activity. These pools are opened during the summer months and provide a venue for a wide range of recreational and sporting activities.

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Urban Service Management							
14/15	(13,000)	197,681	-	184,681	-	-	184,681
15/16	(13,325)	204,310	-	190,985	-	-	190,985
16/17	(13,658)	211,167	-	197,508	-	-	197,508
17/18	(14,000)	218,260	-	204,261	-	-	204,261
Total:	(53,983)	831,418	-	777,435	-	-	777,435
Horticulture							
14/15	(143,415)	815,302	50,000	721,888	-	-	721,888
15/16	(25,550)	840,966	165,000	980,416	-	-	980,416
16/17	(26,189)	867,468	-	841,279	-	-	841,279
17/18	(26,844)	894,836	30,000	897,992	-	-	897,992
Total:	(221,998)	3,418,571	245,000	3,441,574	-	-	3,441,574

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
Street Cleaning							
14/15	-	238,100	-	238,100	-	-	238,100
15/16	-	245,795	-	245,795	-	-	245,795
16/17	-	253,748	-	253,748	-	-	253,748
17/18	-	261,967	-	261,967	-	-	261,967
Total:	-	999,610	-	999,610	-	-	999,610
Ovals and Other Sporting Facilities							
14/15	(9,000)	309,383	148,000	448,383	-	-	448,383
15/16	(9,225)	319,174	17,000	326,949	-	-	326,949
16/17	(9,456)	329,286	17,000	336,831	-	-	336,831
17/18	(9,692)	339,730	17,000	347,038	-	-	347,038
Total:	(37,373)	1,297,574	199,000	1,459,201	-	-	1,459,201
Public Amenities							
14/15	-	212,415	-	212,415	-	-	212,415
15/16	-	219,388	-	219,388	-	-	219,388
16/17	-	226,598	-	226,598	-	-	226,598
17/18	-	234,053	-	234,053	-	-	234,053
Total:	-	892,454	-	892,454	-	-	892,454
Town Streets							
14/15	(162,000)	523,023	645,000	1,006,023	-	-	1,006,023
15/16	(40,375)	539,043	484,000	982,668	-	-	982,668
16/17	(15,759)	555,574	638,000	1,177,814	-	-	1,177,814
17/18	(16,153)	572,632	671,000	1,227,479	-	-	1,227,479
Total:	(234,288)	2,190,272	2,438,000	4,393,984	-	-	4,393,984
Swimming Pools							
14/15	(108,298)	654,020	69,000	614,723	-	-	614,723
15/16	(111,005)	644,694	87,000	620,689	-	-	620,689
16/17	(113,780)	665,045	66,000	617,265	-	-	617,265
17/18	(116,625)	686,062	66,000	635,437	-	-	635,437
Total:	(449,707)	2,649,821	288,000	2,488,114	-	-	2,488,114

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Urban Services Management	
Management of the Urban Services branch	RO1
Responsibility for WH&S issues within the Urban Services branch	GF8
Completion of the Urban Services capital program	PI5
Applying for external grant funding for Urban Services activities	GF5
Horticulture	
Mowing of parks/reserves	RU4
Other maintenance and upkeep of parks and reserves	RU4
Monitoring and maintenance of street trees	RU4
Grass cutting in town streets	RU4
Street Cleaning	
Cleaning of town streets and gutters in Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo and Mendooran	RU4

Outcome					CSP Link
Ovals and Other Sporting Facilities					
Operation and maintenance of ovals and other sporting grounds and recreational facilities					RO1
Mowing of ovals					RO1
Maintenance of structures on ovals such as grandstands etc					RO1
Management of public liability issues associated with ovals and other sporting facilities					RO1
Management of rental and usage income associated with ovals and sporting facilities					RO1
Dealing with queries/requests from the public in relation to ovals and other sporting facilities					RO1
Public Amenities					
Cleaning of amenities per the following amenities cleaning program: <ul style="list-style-type: none">CBD - Coonabarabran - DailyDavid Bell Park - Coonabarabran – DailyNeilson Park – Coonabarabran – DailyMcMaster Park – Coolah – 3 times a weekBlack Stump Rest Area – Coolah – 3 times a weekMilling Park – Dunedoo – DailyMendooran Park – 4 times a weekCamping area – Mendooran – 4 times a weekBaradine Lions Park – DailyBinnaway Len Guy Park - Daily					RU4
Town Streets					
Maintenance of town streets including road pavement, footpaths, kerbs and gutters, signage and culverts/drainage within town streets					RU4
Provision of street lighting in town streets					RU4
Completion of town street related capital works					PI4
Swimming Pools					
Operation of the six (6) swimming pools within the shire, including the provision of lifeguards					RO1
Maintenance of the six (6) pools within the shire					RO1
Water quality testing and water chlorination at the pools					RO1
Management of safety and public liability issues relating to the six (6) pools					RO1
Engagement and collaboration with local swimming clubs and other pool user groups					RO1
Capital Projects	2014/15	2015/16	2016/17	2017/18	
Horticulture					
Toilet Block Milling Park Dunedoo	50,000	-	-	-	RU4
Jorrock Park - table & shelter and water supply		15,000	-	-	RU4
Irrigation Masters Park	-	-	-	30,000	RU4
Total:	50,000	15,000	-	30,000	

Capital Projects	2014/15	2015/16	2016/17	2017/18	
Ovals					
Coonabarabran Regional Netball/Basketball centre	138,000	-	-	-	RO1
Baradine Tennis Courts Resurfacing	10,000	-	-	-	RO1
Milling Park - Gardens	-	7,000	7,000	7,000	RO1
Milling Park (west) - Shelter and BBQ area seats	-	10,000	10,000	10,000	RO1
Ovals Total	148,000	17,000	17,000	17,000	
Swimming Pools					
Dunedoo - Replace filter media	12,000	-	-	-	RO1
Mendooran - Investigate and repair leakage - toddlers pool	10,000	-	-	-	RO1
Concrete repairs - Coonabarabran Pool	15,000	-	-	-	RO1
Shade Shelter - Baradine Pool	32,000	-	-	-	RO1
Binnaway - Pump room rehabilitation	-	6,000	6,000	6,000	RO1
Replace Grouting - Dunedoo Main Pool	-	27,000	-	-	RO1
Coolah - Pump rehabilitation	-	10,000	10,000	10,000	RO1
Coolah - Shade shelter	-	15,000	-	-	RO1
Dunedoo - Pump Rehabilitation	-	10,000	10,000	10,000	RO1
Mendooran - Hot Water to showers	-	9,000	-	-	RO1
Coonabarabran Swimming Pool Maintenance and Repairs	-	-	30,000	30,000	RO1
Baradine - pump room rehabilitation	-	10,000	10,000	10,000	RO1
Total:	69,000	87,000	66,000	66,000	
Town Streets - Baradine					
Kerb and guttering in Narren Street south of Macquarie Street	-	-	50,000	-	RU4
Kerb and Guttering Bligh Street between Narren and Liverpool	-	-	-	50,000	RU4
Baradine Streets - Streetlighting	-	-	-	8,000	RU4
Castlereagh Street, Narren to Darling, new K&G	-	60,000	-	-	RU4
Flood Plain Management	120,000	-	-	-	RU4
Liverpool Street Seal	-	-	-	50,000	RU4
Rehabilitation of footpath sections	10,000	10,000	10,000	10,000	RU4
Baradine Streets - Bins	2,000	-	-	-	RU4
Bligh Street, Between Narren & Darling, new K&G	-	-	-	50,000	RU4
Total:	132,000	70,000	60,000	168,000	
Town Streets - Binnaway					
Corry Bridge Western Approach	-	-	40,000	40,000	RU4
Binnaway Progress Association	5,000	5,000	5,000	5,000	RU4
Street Lights	8,000	-	-	-	RU4
Garbage bins, Renshaw Street	8,000	-	-	-	RU4
Footpath rehabilitation	5,000	5,000	5,000	5,000	RU4
Castlereagh Av - 42m (link) - Drainage	20,000	-	-	-	RU4
Railway Street (Napier St to Renshaw St- 240m - Drainage	15,000	35,000	35,000	-	RU4
K&G Railway Street Binnaway	-	80,000	-	-	RU4
Total:	61,000	125,000	85,000	50,000	

Capital Projects	2014/15	2015/16	2016/17	2017/18	
Town Streets - Coolah					
Binnia/Booyamurra, Binnia/Campbell - intersection treatment.	40,000	-	-	-	RU4
Booyamurra Street, east of Binnia, rehabilitation	110,000	-	-	-	RU4
Footpath Rehabilitation - various locations	15,000	15,000	15,000	15,000	RU4
Pipe Drainage (location to be confirmed)	-	-	40,000	40,000	RU4
Black Stump toilets - painting	-	4,000	-	-	RU4
Black Stump toilets - new flooring	-	4,000	-	-	RU4
Total:	165,000	23,000	55,000	55,000	
Town Streets - Coonabarabran					
Belar Street Drainage Pipe & K&G	-	-	60,000	-	RU4
Dalgarno Street (John - Charles) rehabilitation	-	20,000	20,000	20,000	RU4
Pedestrian Access Mobility Plan for Shire	24,000	-	-	-	RU4
K&G Rehab. - John Street(Edwards St. to Cassilis St), west side	70,000	-	-	-	RU4
Cassilis Street Footpath /Neate Street/Edward Street - Preliminary Works	30,000	50,000	50,000	-	RU4
Cycleway - Newell Highway	60,000	-	-	-	RU4
Cycleway Mary Jane Cain Bridge	5,000	50,000	-	-	RU4
Street Trees - Centre Cowper Street Edwards to Dalgarno	-	-	30,000	-	RU4
Rubbish Bins - Timor Park	-	6,000	-	-	RU4
John Street. K & G Rehabilitation	-	70,000	70,000	70,000	RU4
Crane Street Rehabilitation	-	-	60,000	50,000	RU4
Dalgarno Street, centre, west of John to Robertson	-	-	60,000	60,000	RU4
Street light program	-	-	-	8,000	RU4
Cowper Street, concreting of open channel	-	-	-	50,000	RU4
Street Trees - centre Charles street Edwards to Dalgarno	-	-	-	30,000	RU4
Cassilis Street, Robertson to Namoi, new footpath	-	-	-	40,000	RU4
Total:	189,000	196,000	350,000	328,000	

Capital Projects	2014/15	2015/16	2016/17	2017/18	
Town Streets - Dunedoo					
Footpath Rehabilitation - various locations	10,000	10,000	10,000	10,000	RU4
Yarrow Street (Wallaroo St - Wargundy St) north side	-	-	50,000	-	RU4
Wargundy St (Bullinda St - Yarrow St) west side	-	-	-	50,000	RU4
Yarrow St at Bandulla, south side, dish drain	-	-	18,000	-	RU4
Bullinda St (Wallaroo St - Wargundy St) north side	-	50,000	-	-	RU4
Yarrow St at Bandulla, north side, dish drain	18,000	-	-	-	RU4
Wallaroo Street (Bullinda St - Mogimil St) - Drainage	-	150,000	-	-	RU4
Total:	28,000	210,000	78,000	60,000	
Town Streets - Mendooran					
Footpath Rehabilitation	10,000	10,000	10,000	10,000	RU4
Total:	10,000	10,000	10,000	10,000	

How will we track our progress?

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

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

Development Services

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Development Services – Development Services Management

Directorate: Development Services
Branch: Development Services Management

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

Development Services Management

Council's Development Services Management section is responsible for the effective management of all aspects of Council's regulatory and solid waste functions in an ever changing landscape.



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 certificates relating to existing buildings and deals with all building safety issues such as fire safety in existing buildings and all plumbing related matters including processing on-site sewage management systems.

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.

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 such as caravan park licencing. 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 149 zoning certificates, promoting heritage conservation and monitoring compliance with consents given and relevant legislation.



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							
14/15	-	341,978	-	341,978	-	-	341,978
15/16	-	353,810	-	353,810	-	-	353,810
16/17	-	366,061	-	366,061	-	-	366,061
17/18	-	378,746	-	378,746	-	-	378,746
Total:	-	1,440,596	-	1,440,596	-	-	1,440,596
Building Control							
14/15	(58,000)	101,802	-	43,802	-	-	43,802
15/16	(59,450)	105,220	-	45,770	-	-	45,770
16/17	(60,936)	108,757	-	47,821	-	-	47,821
17/18	(62,460)	112,416	-	49,957	-	-	49,957
Total:	(240,846)	428,195	-	187,349	-	-	187,349
Environmental Health Services							
14/15	(23,123)	94,882	-	71,759	-	-	71,759
15/16	(23,701)	98,234	-	74,534	-	-	74,534
16/17	(24,293)	101,708	-	77,415	-	-	77,415
17/18	(24,900)	105,306	-	80,406	-	-	80,406
Total:	(96,017)	400,130	-	304,114	-	-	304,114
Town Planning							
14/15	(113,313)	114,463	-	1,150	-	-	1,150
15/16	(116,146)	118,299	-	2,154	-	-	2,154
16/17	(119,049)	122,268	-	3,218	-	-	3,218
17/18	(122,026)	126,373	-	4,348	-	-	4,348
Total:	(470,534)	481,404	-	10,870	-	-	10,870

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Development Services Management	
Management of Development Services Division outcomes and workload	GF4
Management of Development Services Division staff and resources allocation	GF8
Interpret, counsel and advise the GM and Council on applicable statutes and policies	GF7
Actively communicate/network with industry peers, associations and organisations	GF1
Ensure Warrumbungle Waste services operations are operated as cost effectively as possible	PI8
Building Control	
Educate the local trades on new issues relating to the building industry.	RU1
Ensure all Part 4A certificates are processed in a reasonable time period and in accordance with legislation and best practice procedures.	GF4
Ensure all building certificates are accurate and processed efficiently.	GF4
Manage the safety of the built environment	RU1
Ensure processes and procedures meet best practice standards for building surveying.	GF4
Ensure all plumbing installations are carried out in accordance with legislation.	RU2
Carryout building and plumbing inspections in a timely and effective manner to ensure compliance with legal requirements.	RU2
Environmental Health Services	
Ensure all approvals are processed in a reasonable time period and in accordance with legislation and best practice procedures.	GF4
Educate and regulate the local food service and processing industry in accordance with Council's MOU with the Food Safety Authority.	GF4
Promptly respond and take appropriate action to incidents likely to cause harm to the environment.	RU3
Ensure that Council's State of the Environment Reporting is delivered.	NE1
Carryout an annual inspection of all high risk On-site sewage management systems.	P18
Assist other branches within council to achieve best practice environmental outcomes	NE1
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 149 zoning certificates are accurate and processed efficiently.	GF7
Ensure the shires heritage assets are effectively managed.	RU4
Key Projects	
Development Services Management	
Implement changes to waste management practices based on outcome of Waste Management Strategy	PI8
Building Control	
Annual inspections of all high risk residential accommodation properties.	RU4
Environmental Health Services	
Implement actions from the strategic plan of the Central West Councils Salinity and Water Quality Alliance.	NE4
Town Planning	
Develop a single shire wide DCP once the LEP is adopted.	RU1
Operate a local heritage fund each year.	RU1

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Development Services Management			
1	Development Services Directorate is financially responsible	Recurrent budget variance	Less than +/- 10%
2	Warrumbungle Waste is operated in a cost effective manner	% increase in waste services costs	Less than CPI
3	Capital and key projects are completed on time and within budget	Capital and key projects are completed on time and within budget	Yes
Building Control			
1	Structures do not pose a risk to the health and safety of occupants or the public	Inspections carried out from complaints received completed in <24hrs	100%
2	Local trades are well informed of changes to building legislation and codes	Email newsletter when new legislation or information available	Yes
3	Complying Development Certificate applications are processed within legislated timeframes	Average application processing time for Certificates for Sale or Property	21 days
4	Building Certificates processed within reasonable timeframes	Average application processing time	7 days
5	Complying Development Certificate applications and Building Certificates are processed effectively	% audit of 5 files demonstrating legislative and procedural compliance	90%
6	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
7	Plumbing installations meet statutory requirements and drainage diagrams provided	Number of properties audited per annum after inspection and installation complete	10
Environmental Health Services			
1	Comply with the MOU between Council and the Food Safety Authority	% of inspections conducted annually of Category 1 and 2 businesses	100%
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 processed within reasonable timeframes	Average approvals processing time – when all information is received from applicant	7 days
4	Approvals are processed accurately	% audit of 20 files demonstrating legislative and procedural compliance	80%
5	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
6	OSSMS do not pose a risk to public health or the environment	Inspections carried out from complaints within 3 days	95%
7	Sampling is carried out in partnership with NSW Health to ensure public water supplies meet drinking water guidelines	Frequency of sampling of town water supplies	Weekly

No	Service Level	Service Level Indicator	Service Level
Town Planning			
1	Council Planning instruments are relevant and effective	Frequency of review of planning instruments	Annual
2	Development applications processed in a timely manner	Average application processing time exclusive of stop the clock times	40 days
3	Development applications processed accurately	% audit of 20 files demonstrating legislative and procedural compliance	100%
4	Planning certificates processed in a timely manner	Average 149 certificate application processing time	7 days
5	Planning certificates processed accurately	% audit of 20 files demonstrating legislative and procedural compliance	90%
6	Heritage stock effectively managed	Heritage advisor service is maintained	Yes
7	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
8	Council has a single DCP to guide development across the shire	A single DCP that is relevant and compliant with the LEP and current practice advice from DP&I is available.	Yes
9	The Local Heritage fund is maintained	Number of different properties that benefit from the fund	5

Development Services – Regulatory Services

Directorate: Development Services

Branch: Regulatory Services

Council's Regulatory Services Branch is responsible for the following activities:

Compliance Services

Council's compliance activity 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 activity 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.



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.

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
Compliance Services							
14/15	(35,316)	191,863	-	156,547	-	-	156,547
15/16	(36,199)	198,365	-	162,166	-	-	162,166
16/17	(37,104)	205,094	-	167,990	-	-	167,990
17/18	(38,032)	212,058	-	174,027	-	-	174,027
Total:	(146,650)	807,380	-	660,730	-	-	660,730
Noxious Weeds							
14/15	-	97,375	-	97,375	-	-	97,375
15/16	-	99,809	-	99,809	-	-	99,809
16/17	-	102,305	-	102,305	-	-	102,305
17/18	-	104,862	-	104,862	-	-	104,862
Total:	-	404,351	-	404,351	-	-	404,351

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Compliance Services	
Provide education and regulation relating to the keeping of companion animals	NE5
Ensure roadways are kept free of unauthorised stock	PI3
Respond to nuisance complaints relating to the keeping of animals within urban areas.	NE5
Respond to complaints regarding overgrown private lands in urban areas	NE5
Maintain alcohol free zones throughout the urban areas of the shire.	CC2
Ensure all private swimming pools meet the requirements of pool safety legislation	RO3
Noxious Weeds	
Provide a noxious weeds control and education function throughout the shire.	NE5

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Compliance Services			
1	The keeping of companion animals is regulated through micro chipping	Number of public micro chipping days per year in each town	2
2	Roadways are kept largely free of straying stock through regular stock patrols (per agreed program) and timely responses to complaints	Notification from complaint response time	< 48 hours
3	The negative effects caused from the keeping of animals in urban areas is minimised	Response time for complaints	< 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 harbouring vermin)	Monthly
5	Alcohol free zones maintained in towns	Frequency of inspection of alcohol free zone signs	6 monthly
Noxious Weeds			
1	Noxious weeds are controlled throughout the Shire	Membership of Castlereagh Macquarie County Council is maintained	Yes

Development Services – Property and Risk

Directorate: Development Services

Branch: Property and Risk

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

Property and Risk

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

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

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

Cemetery Services

Council's Cemetery Services are responsible for the maintenance, internment and strategic planning for the ten (10) operational cemeteries in the shire. There are four (4) closed cemeteries within the shire, which are an integral part of the local history and as such need to be conserved appropriately. Cemeteries are Crown Land dedications desolved into the care of councils under Crown Lands legislation. Council must also comply with relevant legislation in relation to internment.



Medical Facilities

It is imperative that Council facilitate appropriate accommodation and work premises as an incentive to encourage medical professionals to move to the area. This ensures that 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 12 public halls which provide opportunities for community gatherings and events. These halls need to be managed and maintained to service the needs of the community. Some halls are overseen 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 community land.

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Property and Risk							
14/15	(621,560)	1,227,852	32,474	638,766	249,119	-	887,885
15/16	(637,099)	1,243,002	36,000	641,903	263,683	-	905,585
16/17	(653,026)	1,257,770	-	604,743	279,153	-	883,896
17/18	(669,352)	1,272,627	-	603,275	296,076	-	899,351
Total:	(2,581,037)	5,001,250	68,474	2,488,686	-	-	2,677,366
Cemetery Services							
14/15	(87,500)	132,433	17,000	61,933	-	-	61,933
15/16	(89,688)	136,608	-	46,920	-	-	46,920
16/17	(91,930)	140,919	-	48,989	-	-	48,989
17/18	(94,228)	145,371	50,000	101,143	-	-	101,143
Total:	(363,345)	555,330	67,000	258,985	-	-	258,985
Medical Facilities							
14/15	(68,730)	85,429	-	16,699	-	-	16,699
15/16	(70,448)	87,852	-	17,403	-	-	17,403
16/17	(72,209)	90,345	-	18,136	-	-	18,136
17/18	(74,015)	92,912	-	18,897	-	-	18,897
Total:	(285,402)	356,538	-	71,136	-	-	71,136
Public Halls							
14/15	(61,758)	282,098	100,000	320,340	-	-	320,340
15/16	(63,301)	289,951	102,500	329,149	-	-	329,149
16/17	(64,884)	298,029	-	233,145	-	-	233,145
17/18	(66,506)	306,340	-	239,834	-	-	239,834
Total:	(256,449)	1,176,417	202,500	1,122,468	-	-	1,122,468

What will we achieve with this money?

Outcome					CSP Link
Ongoing Operations					
Property and Risk					
Property management, maintenance and repair works					GF5
Public liaison on property matters and complaints					GF5
Oversee the security arrangements for all Council buildings					GF5
Ensure cleaning services to all internal business units and relevant community units					GF5
Maintenance of Council's property register and adherence to legislative requirements					GF4
Management of property services including leases, licences and legal compliance					GF4
Risk Management including insurance and risk mitigation					GF8
Crown Land management					RU4
Internal management reporting					GF4
Cemetery Services					
Maintenance of cemeteries					RU4
Compliance with relevant legislation					GF4
Strategic planning for the future growth needs of the shire					GF5
Dealing with the public in regard to internment are carried out professionally					GF4
Maintenance and management of historic cemeteries					RU4
Medical Facilities					
Effective management of domestic residences for medical practitioners					PI2
Property management of professional premises for service providers					GF8
Public Halls					
Effective management of public halls					GF5
Effective maintenance of public halls					GF5
Manage community expectations and access to the halls					CC3
Organisation of grant and other funding for updating fixtures and fittings					CC2
Maximising returns on public halls through promotion and advertising					GF6
Key Projects					
Property and Risk					
Completion of a Plan of Management for all council owned land					GF6
Capital Projects	2014/15	2015/16	2016/17	2017/18	
Council Offices & Other Property					
Coolah Air Conditioning	20,474	-	-	-	GF5
Disabled access Coolah Office	-	36,000	-	-	GF5
Mullaley Recreation Grounds Installation of Septic System	12,000	-	-	-	GF5
Total:	32,474	36,000	-	-	
Public Halls					
Hall Baradine – Refurbishment of Toilets	75,000	75,000	-	-	CC1
Hall Baradine - Disabled Access	-	27,500	-	-	CC1
Mendooran Hall - \$25,000 Stage Ceiling	25,000	-	-	-	CC1
Total:	100,000	102,500	-	-	
Cemetery Services					
Memorial Wall at old Coonabarabran Cemetery	17,000	-	-	-	CC1
Coonabarabran Native Grove Cemetery Expansion	-	-	-	50,000	CC1
Total:	17,000	-	-	50,000	

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Property and Risk			
1	Council residential properties are appropriately tenanted	Occupancy rate	80%
2	Maximum commercial rent returns on Council properties	Rent collected on all tenancies	98%
3	Cleaning all Council buildings to an acceptable standard	Meet cleaning schedule within timeframe	95%
4	Council Buildings and Assets are secured.	Security systems are in place and operated at designated buildings	Yes
5	Business Continuity Plan is kept up to date and reviewed periodically	Regular review and updating	12 monthly review
6	Grant opportunities and community involvement are utilised to expand the scope of works that can be completed on Council properties	Quantum of grant funding received per annum	\$25k
7	Condition of all properties are of the highest standard achievable	Condition Rating	Average
Cemetery Services			
1	All cemeteries are maintained within budget	As per schedule and timeframe	2 per year
2	All interments 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
4	Halls are available for public use	Consistent usage percentage over a calendar year	60%

Development Services – Tourism and Development Services

Directorate: Development Services

Branch: Development and Tourism

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

Tourism and Development Services

Tourism and Development Services is responsible for the daily operations of the Level 1 AVIC Accredited Coonabarabran Visitor Information Centre (VIC), maintenance of the building and grounds, and provision of information on Warrumbungle Shire to visitors and those intending to visit the shire.

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

The VIC is the public face of tourism for the shire and as such, is a stopping place for more than 70,000 of the 165,000 visitors each year to the shire.



Tourism and Economic Promotion

Tourism and Economic Promotion is the promotional arm for tourism and economic development within Warrumbungle Shire. The unit is located in the Coonabarabran VIC and is supported by a shire wide Tourism and Economic Development Advisory Committee involving tourism and business stakeholders plus community representatives.

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							
14/15	(81,700)	359,735	20,000	298,035	-	-	298,035
15/16	(83,743)	371,697	20,000	307,954	-	-	307,954
16/17	(85,836)	384,068	20,000	318,232	-	-	318,232
17/18	(87,982)	396,864	-	308,882	-	-	308,882
Total:	(339,261)	1,512,365	60,000	1,233,104	-	-	1,233,104
Tourism and Economic Promotion							
14/15	-	40,423	-	40,423	-	-	40,423
15/16	-	41,446	-	41,446	-	-	41,446
16/17	-	42,495	-	42,495	-	-	42,495
17/18	-	43,571	-	43,571	-	-	43,571
Total:	-	167,935	-	167,935	-	-	167,935

What will we achieve with this money?

Outcome					CSP Link
Ongoing Operations					
Tourism and Development Services					
Distribution of tourism information					LE3
Maintenance of an effective visitor information service					LE3
Provision of VIC support to outlying communities					LE3
Well presented building and grounds, meeting WH&S standards					RU4
Provision of a comprehensive range of retail products that are competitively priced to return appropriate profit					LE4
Recording and analysis of statistics on tourism to the shire					LE3
Support of the Tourism and Economic Development Advisory Committee					LE3
Tourism and Economic Promotion					
Implementation of a cost effective tourism and marketing campaign aligned to market research					LE3
Encourage key organisations to facilitate community economic development					LE3
Submission of bids for hosting conferences and special events					LE3
Establishment of a network of government and business agencies to facilitate business development					LE3
Promotion of business needs to stakeholders and Council					LE3
Actively promote the development and investment in Council owned land					LE3
Review and revise implementation of marketing strategies in partnership with the TED Committee.					LE3
Capital Projects		2014/15	2015/16	2016/17	2017/18
Tourism and Development Services					
Shire Entrance Signs		20,000	20,000	20,000	-
Total:		20,000	20,000	20,000	-

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 information and onsite visits 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 Services

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Corporate Services – Corporate Services Management

Directorate: Corporate Services

Branch: Corporate Services Management

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

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

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



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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
14/15	-	198,282	-	198,282	-	-	198,282
15/16	-	205,357	-	205,357	-	-	205,357
16/17	-	212,688	-	212,688	-	-	212,688
17/18	-	220,284	-	220,284	-	-	220,284
Total:	-	836,611	-	836,611	-	-	836,611

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Management of Corporate 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 Corporate 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
Key Projects	
Implementation of Disaster Recovery Plan	GF7

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	Corporate Services Directorate is financially responsible	Recurrent budget variance	Less than +/- 10%

Corporate Services – Administration & Customer Services

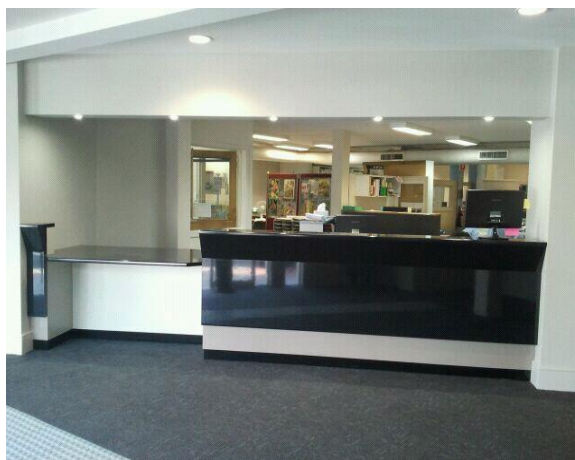
Directorate: Corporate Services

Branch: Administration & Customer Services

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

Administration and Customer Services

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



These services include the provision of:

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



Community Banking Agency

Council's Westpac In-store Agency, located in the Multi-purpose building in Dunedoo, is provided to meet the needs and expectations of the Dunedoo community with regard to Banking and Council facilities and services. This Agency ensures the local availability of products and services and minimises the risk of economic leakage to larger regional centres.

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Administration and Customer Services							
14/15	(198,486)	728,667	-	530,181	-	-	530,181
15/16	(203,448)	753,971	-	550,523	-	-	550,523
16/17	(208,534)	780,173	-	571,639	-	-	571,639
17/18	(213,748)	807,306	-	593,558	-	-	593,558
Total:	(824,216)	3,070,117	-	2,245,901	-	-	2,245,901
Community Banking Agency							
14/15	(99,000)	97,980	-	(1,020)	-	-	(1,020)
15/16	(101,475)	101,384	-	(91)	-	-	(91)
16/17	(104,012)	104,909	-	897	-	-	897
17/18	(106,612)	108,559	-	1,947	-	-	1,947
Total:	(411,099)	412,832	-	1,733	-	-	1,733

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Administration and Customer Services	
Effective and efficient delivery of Customer services, receipting and counter services	GF4
Preparation of statutory documentation	GF4
Preparation of correspondence and reports as required	GF4
Registration of correspondence into Council's document management system	GF4
Distribution of Business Papers and Minutes to Council, senior staff and the community including on Council's website	GF4
Recording of Council Resolutions at Council meetings	GF4
Promotion of internal and external communication	GF4
Community Banking Agency	
Provision of Westpac agency banking services to the Dunedoo community	LE4
Provision of Council front counter services to the Dunedoo community	GF8

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	Statutory reporting requirements are met	Statutory documents lodged with DLG within statutory deadlines	Yes

No	Service Level	Service Level Indicator	Service Level
4	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
Community Banking Agency			
1	Westpac agency outcome targets are met and quarterly assessment achieves satisfactory results	Satisfactory quarterly statistical and mystery shopping results	100%
2	Westpac agency in-store remains a viable fully funded service	Surplus/(Deficit)	Surplus

Corporate Services – Bushfire and Emergency Services

Directorate: Corporate Services Branch: Bushfire and Emergency Services

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



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

Council's responsibilities under the RFS agreement include:

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
14/15	(3,376,121)	2,546,241	1,155,600	325,720	-	-	325,720
15/16	(3,518,681)	2,611,279	1,373,637	466,235	-	-	466,235
16/17	(3,584,736)	2,677,995	1,381,728	474,988	-	-	474,988
17/18	(2,725,339)	2,746,433	340,021	361,115	-	-	361,115
Total:	(13,204,877)	10,581,949	4,250,986	1,628,058	-	-	1,628,058

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					
	2014/15	2015/16	2016/17	2017/18	
RFS - Enhancements	-	23,639	24,230	24,836	GF5
RFS - Fire Control Centre Coonabarabran	1,050,000	1,050,000	1,050,000	-	GF5
RFS - Vehicles	105,600	299,998	307,498	315,185	GF5
Total:	1,155,600	1,373,637	1,381,728	340,021	

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 Displan implemented as appropriate	Yes

Corporate Services - Finance

Directorate: Corporate Services Branch: Finance

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



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

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
14/15	(695,886)	1,341,216	-	645,330	-	-	645,330
15/16	(716,753)	1,385,238	-	668,485	-	-	668,485
16/17	(738,272)	1,430,754	-	692,482	-	-	692,482
17/18	(760,464)	1,477,815	-	717,352	-	-	717,352
Total:	(2,911,375)	5,635,024	-	2,723,649	-	-	2,723,649

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

Outcome	CSP Link
Bank reconciliation and management of investments for Council	GF8
Taxation requirements such as BAS and FBT	GF4
Internal management reporting	GF4
Key Projects	
General Ledger Project	GF4
Review of Finance System Project	GF4
Asset Management Improvement Project	GF8

How will we track our progress?

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

Corporate Services – Communications & IT

Directorate: Corporate Services

Branch: Communications & IT

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



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

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
14/15	(650,330)	1,129,003	63,820	542,493	-	-	542,493
15/16	(666,588)	985,221	100,000	418,633	-	-	418,633
16/17	(683,253)	1,012,063	115,000	443,810	-	-	443,810
17/18	(700,334)	1,039,659	150,000	489,324	-	-	489,324
Total:	(2,700,505)	4,165,945	428,820	1,894,260	-	-	1,894,260

What will we achieve with this money?

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

Outcome					CSP Link
Key Projects					
Develop and implement Council's Communication Strategy					GF4
Develop and implement Council's GIS Strategy					GF4
Capital Projects	2014/15	2015/16	2016/17	2017/18	
Communications & IT					
GPS Handheld units	14,500	-	-	20,000	GF6
ARCGIS licence	10,670	-	15,000	-	GF6
Antivirus Security Software	12,000	-	-	50,000	GF6
Replacement PC/Tablet Devices	-	50,000	50,000	-	GF6
Replacement IT Server Hardware	-	50,000	50,000	50,000	GF6
Point to point WIFI for remote sights	26,650	-	-	30,000	GF6
Total:	63,820	100,000	115,000	150,000	

How will we track our progress?

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

Corporate Services – Supply Services

Directorate: Corporate Services

Branch: Supply Services

Council's Supply Section is responsible for providing a cost effective and operationally efficient stores and procurement services to all internal stakeholders from its three stores: Coonabarabran, Coolah and Dunedoo. 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, and at the most advantageous price to Council.

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
14/15	-	392,745	-	392,745	-	-	392,745
15/16	-	406,522	-	406,522	-	-	406,522
16/17	-	420,793	-	420,793	-	-	420,793
17/18	-	435,574	-	435,574	-	-	435,574
Total:	-	1,655,633	-	1,655,633	-	-	1,655,633

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

Corporate Services – Human Resources

Directorate: Corporate Services

Branch: Human Resources

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

Human Resources Management

Human Resources provide a supportive framework to the organisation tasked with the responsibility of ensuring Council's Workforce Management Strategy is implemented and progress reported effectively.

Human Resources are responsible for all staff policy development, management and adherence including Equal Employment Opportunity. The unit ensures that Council attracts and retains high quality staff, issues relating to Industrial Relations between management, staff and unions are managed responsibly and within legislative requirements and ensures staff are supported and valued by Council.



Payroll Services

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

Workplace Health and Safety

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

Learning and Development

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

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

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
Human Resources Management							
14/15	-	387,918	-	387,918	-	-	387,918
15/16	-	400,543	-	400,543	-	-	400,543
16/17	-	413,594	-	413,594	-	-	413,594
17/18	-	427,085	-	427,085	-	-	427,085
Total:	-	1,629,140	-	1,629,140	-	-	1,629,140

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
Payroll Services							
14/15	(200,450)	234,584	-	34,134	-	-	34,134
15/16	(205,462)	186,742	-	(18,719)	-	-	(18,719)
16/17	(210,598)	167,373	-	(43,225)	-	-	(43,225)
17/18	(215,863)	147,275	-	(68,588)	-	-	(68,588)
Total:	(832,373)	735,975	-	(96,398)	-	-	(96,398)
Workplace Health and Safety							
14/15	(91,683)	129,114	-	37,431	-	-	37,431
15/16	(102,963)	133,159	-	30,196	-	-	30,196
16/17	(105,537)	137,336	-	31,799	-	-	31,799
17/18	(108,175)	141,649	-	33,474	-	-	33,474
Total:	(408,359)	541,258	-	132,900	-	-	132,900
Learning and Development							
14/15	(20,500)	357,134	-	336,634	-	-	336,634
15/16	(30,000)	367,131	-	337,131	-	-	337,131
16/17	(30,750)	377,418	-	346,668	-	-	346,668
17/18	(31,519)	388,003	-	356,484	-	-	356,484
Total:	(112,769)	1,489,685	-	1,376,916	-	-	1,376,916

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Human Resources Management	
Strategies implemented to ensure efficient recruitment and retention of staff	GF8
Fostering of positive relations between management, staff and unions	GF8
All HR policies and practices conform to Legislation and current Best Practice	GF4
Ensuring all policies and procedures within Council conform to EEO legislation	GF4
Payroll Services	
Provision of accurate and timely payroll services to all staff	GF4
Payment of superannuation contributions and termination payments	GF4
Workplace Health and Safety	
Reviewing of WH&S strategies, policies and practices	GF4
Implementation of an effective WH&S Program	GF4
Learning and Development	
Implementation of Learning and Development Plans	GF8
Provision of a range of traineeships and apprenticeship opportunities	LE2
Key Projects	
Implementation of the 2013/14 – 2016/17 Workforce Management Strategy	GF8

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Human Resources Management			
1	Efficient and effective recruitment of vacated positions	Time taken to fill vacated positions within the organisation structure	6 weeks
2	Relationships between management and unions remain positive	Percentage of industrial relations issues resolved with no breaches of government legislation	98%
3	Turnover of staff is kept to a minimum	Staff turnover ratios are managed to % of total staff	15%
4	All HR Policies are relevant and adhere to legislative requirements	Frequency of review and updating of policies	Annual
5	2013/14 – 2016/17 Workforce Management Strategy is adopted by Council	Workforce Management Strategy action plans are implemented within the recommended time frames	Yes
6	Content on Councils Intranet is up-to-date and accurate.	Daily monitoring	Yes
7	Staff kept informed via staff newsletter.	Number of staff newsletters per year	6
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	StateCover Safety Audit is completed on time and overall result is improved upon	Results of Audit	60%
3	Specific workers compensation injury trends are reported	Injuries are investigated and repeat injuries reported to Management	95%
4	WH&S Management Plan which takes into account the Echelon risk report developed and action plan completed and reviewed every twelve months	Action plan is completed within nominated time frames and reported to Council	Yes
5	WH&S practices lead to a reduction in the number of injuries and claims	Annual reduction in workers compensation premium	Yes
6	WH & S issues are minimised within the Technical Services Department	Number of WH&S incidents per annum	<5
Learning and Development			
1	Traineeships are offered to staff at a minimum level of Cert III	% of staff who possess minimum qualification requirements	90%

No	Service Level	Service Level Indicator	Service Level
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

Corporate Services – Children and Community Services

Directorate: Corporate Services

Branch: Children and Community Services

The Children and Community Services unit is responsible for achieving the objective of making our communities within the shire safe, harmonious and supportive bound by vibrant social and cultural interaction and a strong local identity. Providing support and assistance to those in need, volunteers, promoting community capacity building and community development. By facilitating harmonious and respectful relationships between our indigenous and non-indigenous communities and ensuring that our diverse community is reflected through a wide range of arts and cultural activities, festivals and events.

The unit is responsible for providing opportunities and developing support mechanisms to ensure that communities across the shire attract and retain young people and families to identify and address the causes and effects of economic and social disadvantage in communities across the shire so that smaller communities remain sustainable.



Warrumbungle Community Care

Warrumbungle Community Care provides services for the frail aged, people with a disability and their carers to assist them to continue living independently in their own homes. Warrumbungle Community Care is funded by Department of Health and Ageing and Family and Community Services, Ageing Disability and Homecare. Service activities provided by Warrumbungle Community Care include: Community Transport, Meals on Wheels, Home Maintenance Services, Social Support services and Respite.

Community Development

Community Development provides assistance to the smaller communities across the shire including financial assistance to the identified local level community organisation for the appointment of a part-time Development Coordinator. These Development Coordinators liaise with their individual communities to determine local needs and identify community based projects, and then generate grant funding to fund these projects.

Libraries

Council maintains a network of six (6) libraries across the shire with facilities in each town of the shire through its partnership with the Macquarie Regional Library service.

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 obtain social interaction. Close links have been forged with the schools in each town to help promote the library services



Yuluwirri Kids

Yuluwirri Kids Preschool and Long Day Care Centre is located in Coonabarabran and is a licensed Preschool and Long Day Care Service that complies with the Education and Care Services National Regulations under the Children (Education and Care Services) National Law (NSW) and the National Quality Standards. The curriculum is guided by The Early Years Learning Framework for Australia



Connect Five

Connect Five is a Mobile Children's Service operating in the Shires of Coonamble, Gilgandra and Warrumbungle to assist children 0-5 years to reach their full potential by providing support to them and their families

Family Day Care

Family Day Care is a childcare service providing quality childcare for children between the age of 6 weeks and 12 years in the private homes of experienced and registered Educators. Educators have been carefully selected and supervised, and operate under the Education and Care Services National Regulations. Castlereagh Family Day Care (CFDC) coordination unit services the Warrumbungle, Coonamble and Gilgandra shires, and provides Educator support, training and administration services from offices in Coonabarabran.



**Castlereagh
Family Day Care**

The coordination unit's role is to ensure Educators provide a quality home based Childcare Service to these local government areas, which is flexible in meeting the ever changing needs of the families, through the Educators individualised programming, which provides children with an environment that is inclusive, stimulating, safe, flexible and nurturing, encouraging children to further develop their skills and knowledge. The service is funded by the Australian Department of Education, Employment and Workplace Relations (DEEWR) via Child Care Benefit (CCB) and administration charges from parents and Educators. Castlereagh Family Day Care is also an In-Home Child Care Service Provider for NSW In-Home Care

Childcare Services (NSWIHCS). This is an educative In-Home Care brokerage model funded by the DEEWR. It is sponsored by the NSW Family Day Care Association Inc.

Youth Development and Activities

The Youth Development Program is responsible for encouraging, engaging and empowering community youth across the shire, for the continued enhancement of the long-term social, economic, and environmental conditions of their community.

Through local community youth led action, engagement of youth in community decision making processes, advocacy with and for young people relating to youth issues, identifying and addressing service gaps, connectivity between the community youth of the shire and working with young people at a community leadership level. The Youth Development program focusses on developing and building upon a culture of positive youth community capacity building.



The Youth Development Program works cohesively with the existing youth services across the shire, improving dialogue and best practice sharing between services, opening communication around service

delivery and addressing wider community youth issues holistically, breaking down barriers around community perceptions and access, and raising the positive profile of young people across the shire

OOSH

Coonabarabran After School Care (Out of School Hours/OOSH) operates five days a week from 3.00 to 5.30pm during school terms at St. Lawrence's School in Coonabarabran providing safe, caring, fun and affordable child care for Children enrolled in primary school.

The service is funded by the Australian Department of Education, Employment and Workplace Relations (DEEWR) via Child Care Benefit (CCB) and administration charges from parents.



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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Children's And Community Services management							
14/15	(1,000)	51,499	-	50,499	-	-	50,499
15/16	(1,025)	53,024	-	51,999	-	-	51,999
16/17	(1,051)	54,596	-	53,545	-	-	53,545
17/18	(1,077)	56,217	-	55,140	-	-	55,140
Total:	(4,153)	215,336	-	211,183	-	-	211,183
Community Transport							
14/15	(272,464)	249,016	50,000	26,552	-	(26,552)	-
15/16	(293,050)	236,500	50,000	(6,550)	-	6,550	-
16/17	(300,376)	244,669	75,000	19,293	-	(19,293)	-
17/18	(307,886)	242,641	60,000	(5,245)	-	5,245	-
Total:	(1,173,776)	972,826	235,000	34,050	-	(34,050)	-
Multiservice Outlet							
14/15	(543,921)	495,240	45,000	(3,681)	-	3,681	-
15/16	(456,021)	449,326	10,000	3,304	-	(3,304)	-
16/17	(464,601)	462,433	7,000	4,833	-	(4,833)	-
17/18	(476,016)	468,475	45,000	37,459	-	(37,459)	-
Total:	(1,940,558)	1,875,474	107,000	41,916	-	(41,916)	-
Community Development							
14/15	-	80,000	-	80,000	-	-	80,000
15/16	-	80,000	-	80,000	-	-	80,000
16/17	-	80,000	-	80,000	-	-	80,000
17/18	-	80,000	-	80,000	-	-	80,000
Total:	-	320,000	-	320,000	-	-	320,000
Libraries							
14/15	(56,955)	607,088	-	550,133	-	-	550,133
15/16	(58,379)	622,357	-	563,979	-	-	563,979
16/17	(59,838)	638,012	-	578,174	-	-	578,174
17/18	(61,334)	654,062	-	592,728	-	-	592,728
Total:	(236,507)	2,521,520	-	2,285,014	-	-	2,285,014

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
Yuluwirri Kids							
14/15	(1,293,501)	1,271,875	-	(21,626)	-	21,626	-
15/16	(1,325,838)	1,316,403	-	(9,435)	-	9,435	-
16/17	(1,358,984)	1,362,522	-	3,538	-	(3,538)	-
17/18	(2,262,959)	1,410,289	870,000	17,330	-	(17,330)	-
Total:	(6,241,282)	5,361,088	870,000	(10,193)	-	10,193	-
Connect Five							
14/15	(196,392)	202,696	-	6,304	-	(6,304)	-
15/16	(201,301)	209,849	-	8,547	-	(8,547)	-
16/17	(215,896)	217,259	19,562	20,925	-	(20,925)	-
17/18	(211,492)	224,935	-	13,443	-	(13,443)	-
Total:	(825,081)	854,739	19,562	49,219	-	(49,219)	-
Family Day Care							
14/15	(538,028)	544,736	9,500	16,208	-	(16,208)	-
15/16	(551,478)	560,260	-	8,782	-	(8,782)	-
16/17	(565,265)	576,244	10,000	20,978	-	(20,978)	-
17/18	(579,397)	592,701	-	13,304	-	(13,304)	-
Total:	(2,234,168)	2,273,941	19,500	59,273	-	(59,273)	-
Youth Development and Activities							
14/15	(101,219)	119,314	-	18,095	-	(13,095)	5,000
15/16	(103,749)	109,180	-	5,431	-	(431)	5,000
16/17	(106,343)	112,873	-	6,530	-	(1,530)	5,000
17/18	(109,002)	116,694	-	7,693	-	(2,693)	5,000
Total:	(420,313)	458,061	-	37,748	-	(17,749)	20,000
OOSH							
14/15	(50,140)	60,217	-	10,077	-	(10,077)	-
15/16	(51,778)	62,406	-	10,629	-	(10,629)	-
16/17	(53,469)	64,676	-	11,206	-	(11,206)	-
17/18	(55,217)	67,029	-	11,811	-	(11,811)	-
Total:	(210,604)	254,328	-	43,723	-	(43,723)	-

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Children's And Community Services Management	
Management of the Children's and Community Services Management Branch	GF8
Community Transport	
Community Transport Services -HACC	PI1
Community Transport Services -CTP	PI1
Community Transport –Health Related Transport	PI1
Multiservice Outlet	
Meals On Wheels	GF3
Respite Service	GF3
Social Support	GF3
Home Maintenance Service	GF3

Outcome	CSP Link
Community Development	
Ensure compliance with the Memorandum of Understanding for Development Co-ordinator funding	CC4
Employment of Development Coordinators in Coolah, Dunedoo, Mendooran, Binnaway and Baradine	CC6
Monitoring of revenue generated through Development Coordinator positions	GF5
Provision of support to Development Coordinators in each community	CC5
Sourcing of external grants to benefit the local community	GF6
Libraries	
Provide library services throughout the shire to service all age groups by maintaining membership of the MRL service	CC3
Ensure WH&S requirements at each location are met	CC3
Continue to review operations and hours to better meet demand	CC3
Yuluwirri Kids	
To provide a educational program and practice that is stimulating and engaging and enhances children's learning and development	CC1
To focus on the physical environment that is safe, suitable and provides a rich and diverse range of experiences that promote children's learning and development	CC1
The provision of qualified and experienced educators, and staff who are able to develop warm and respectful relationships with children, create safe and predictable environments and encourage children's active engagement in the learning program	CC1
To focus on relationships with children being responsive and respectful and promoting children's sense of security and belonging	CC1
To focus on collaborative relationships with families that are fundamental to achieving quality outcomes for children and community partnerships that are based on active communication, consultation and collaboration	CC1
To focus on effective leadership and management of the service that contributes to quality environments for children's learning and development	CC1
To focus on safeguarding and promoting children's health and safety	CC1
Connect Five	
Effective Management providing a cost effective service within the funding guidelines	CC1
Delivery of Children's Play Sessions within the targeted area to meet the needs of each community.	CC1
Operation of a Toy Library for members and community	CC1
Development of Parenting Skills	CC1
Partnerships in Service Delivery	CC1
Risk management WH&S	CC1
Family Day Care	
Register new Family Day Care Educators wherever possible	CC1
Provide support, guidance, assistance and monitoring of Educators who are registered with the Scheme	CC1
Provide regular home visits to each Educator and play-sessions in each town	CC1
Ensure the Service is accessible and fulfils the requirements of families and children	CC1
Ensure there is adequate access to appropriate and quality care	CC1
Ensure the Service meets National Quality Standard Ratings (ACECQA)	CC1
Ensure objectives and requirements of Funding Agreement are met	CC1
Provide In Home Care in accordance with NSW In Home Care Interim Standards	CC1
Risk Management and WH&S	GF8

Outcome					CSP Link
Youth Development and Activities					
Building relationships between community stakeholders for improved opportunities and outcomes for youth					CC2
Complete research and provide Information distribution to the community and community groups for promotion of grant funding opportunities and network with surrounding shire youth programs. Development of resource for promotion of youth services.					CC1
Development of strategies through Inter-agencies and meetings. Up-skilling services, organisations and agencies for improved connectivity across the shire.					CC2
Research funding and facilitation for skills development and training, youth programming and social skill development across shire.					CC1
Advocacy of youth issues and program ideas through community groups and services					CC1
Continued Integration with youth through new and existing community programs					CC1
Management of school holiday program					CC1
Management of National Youth Week activities across the shire					CC1
OOSH					
Effective Management providing a cost effective service within the funding guidelines					CC1
Delivery of After School Care to meet the needs of the Coonabarabran community.					CC1
Risk management WH&S					CC2
Key Projects					
Youth Development and Activities					
Warrumbungle Shire Youth Action Groups					CC2
Capital Projects	2014/15	2015/16	2016/17	2017/18	
Community Transport					
Renewal of Community Transport Fleet	50,000	50,000	75,000	60,000	GF8
Multiservice Outlet					
MSO Capital Replacements	45,000	10,000	7,000	45,000	GF8
Yuluwirri Kids building extension	-	-	-	870,000	GF8
Connect Five					
Replacement of Connect Five vehicle	-	-	19,562	-	GF8
Family Day Care					
Replacement of FDC vehicle	9,500	-	10,000	-	GF8

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	2800
2	Transport services provided to CTP Clients	Number of trips provided per annum	400
3	Transport services provided to Health Related Transport Clients	Number of trips provided per annum	40
4	Services are provided in line with Community Care Common Standards and HACC Guidelines	Number of action items completed from Action Plan	15

No	Service Level	Service Level Indicator	Service Level
Multiservice Outlet			
1	Social Support services provided to HACC clients	Number of services provided per annum	7,441
2	Meals Services provided to HACC clients	Number of meals provided per annum	12,188
3	Respite Services provided to HACC clients	Number of services provided per annum	1,557
4	Home Maintenance Services provided to HACC clients	Number of services provided per annum	2,392
5	Services are provided in line with Community Care Common Standards and HACC Guidelines	Number of action items completed from Action Plan	15
Yuluwirri Kids			
1	Scheme meets Quality Improvement Plan and ACECQA assessment Rating	Minimum assessment rating	Meets Assessment Rating
2	The service is well utilised by members of the community	Utilisation rate as a percentage of total capacity	95%
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	Capital extension project completed within the four year timeframe and is fully funded by external grants	Extension completed	Yes
5	Medium to long term needs of the community for child care services are addressed	Five (5) year business plan is complete	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: - 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 all funding agreements (NSW Dept. Human Services) are met	Annual acquittals and reports returned on time and meet with approval	Yes
2	Venues identified and licenced according to community requirements	Number of venues that are identified and licenced at any one time	9
3	Play sessions are provided to meet the emerging needs of the community	Number of play sessions per term	45
4	Play sessions are well patronised	Number of children attending per term	360
5	The resources in the Toy Library are clean and in good repair	Toys washed and cleaned on a fortnightly basis	Yes
6	The Toy Library is well utilised by the community	Number of items loaned per term	60

No	Service Level	Service Level Indicator	Service Level
7	A WH&S risk management program and healthy work environment for all staff and the public is fostered by the organisation	Number of incidents per term requiring medical assistance	None
8	The service meets the needs and expectations of the community	Survey results	Positive result
9	Policies and Procedures are met and maintained at all times	Policies and Procedures are reviewed and updated by all stakeholders and adhered to at all times	Yes
10	Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement	Level of surplus or deficit	Surplus
Family Day Care			
1	The number of registered Educators meet the needs of the Family Day Care service	Number of registered Educators	18
2	New Educators are registered and inducted including a thorough home safety audit (WHS)	New Educators are inducted and meet NSWFD standards	Yes
3	Educators are provided with supported home visits on a regular basis and regular contact outside of these visits via phone, email and mail outs	Number of monthly visits	1
4	Monthly play-sessions are provided in each town for Educators, with 90% of Educators attending.	% of Educators attending monthly play sessions in each town	90%
5	Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement	Level of surplus or deficit	Surplus
6	Requirements of all funding agreements (DEEWR) are met	Annual acquittals and reports returned on time and meet with approval	Yes
7	Coordination Unit, in conjunction with Educators ensures scheme meets all National Regulations and Quality Standards, gaining an appropriate rating during assessment	Minimum National Quality Standard (NQS) rating	Meeting NQS
8	Parents are provided with information about their child and are provided with relevant information about the service	Child reports sent to parents following coordination unit visits to Educators.	Yes
9	Provide support and visits to IHC families and Educators as per requirements	Frequency of eligibility review visits to each IHC family	6 monthly

No	Service Level	Service Level Indicator	Service Level
10	Policies and Procedures are met and maintained at all times by Coordination unit and Educators	Policies and Procedures are reviewed and updated by all stakeholders and adhered to at all times Monitored by coordination unit during home visits and play-sessions	Yes
11	Parents are provided with information about their child and are provided with relevant information about the service	Child reports sent to parents following coordination unit visits to Educators.	Yes
Youth Development			
1	Requirements and objectives of all funding agreements are met	Annual acquittals and reports returned on time and meet with approval	Yes
2	Delivery of Youth Action Group program across the shire	Number of young people engaged within Youth Action Groups	72
3	Delivery of cost effective and quality school holiday program	Number of young people and children engaged within program	225
4	Delivery of National Youth Week across the shire	Number of youth engaged in developing / managing activities	90
5	Enhance communities social infrastructure to support desired outcomes	Number of young people engaged within programs	1,600
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
7	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 all 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 days a week from 3.00pm to 5.30pm during school terms	Number of places booked per week	50
4	Scheme meets all National Regulations and Quality Standards, gaining an appropriate rating during assessment	Minimum National Quality Standard (NQS) rating	Meeting NQS
5	A WH&S risk management program and healthy work environment for all staff and the public is fostered by the organisation	Number of incidents per term requiring medical assistance	None
6	Service is sustainable in the long run	Level of surplus or deficit	Surplus
Community Development			
1	DCs are employed in Coolah, Dunedoo, Mendooran, Binnaway and Baradine	Funding MOU is signed and adopted by each community group	Yes
2	DCs 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
3	Council effectively pursues opportunities for community grants in Coonabarabran	Level of external grants sourced per annum for Coonabarabran over a four year period	100k

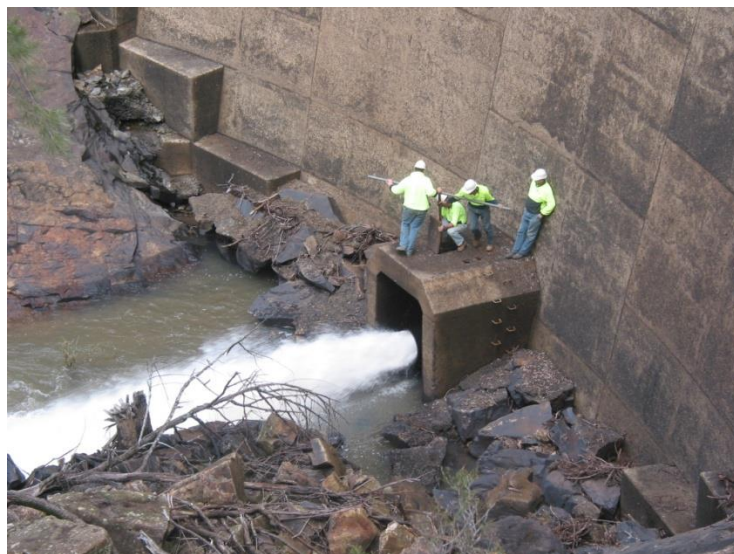
Business Arms of Council

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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	General Fund
14/15	(3,283,410)	1,894,038	1,126,067	(263,305)	67,590	-	(195,715)
15/16	(2,827,811)	1,949,742	599,000	(279,070)	70,998	-	(208,072)
16/17	(2,925,504)	2,007,228	784,000	(134,276)	74,579	-	(59,697)
17/18	(3,026,603)	2,066,556	701,000	(259,047)	78,349	-	(180,698)
Total:	(12,063,328)	7,917,564	3,210,067	(935,697)	291,516	-	(644,182)

What will we achieve with this money?

Outcome					CSP Link
Ongoing Operations					
Operation and maintenance of water mains, including hydrants and valves					P17
Operation and maintenance of water service connections including water meters					P17
Operation and maintenance of water treatment plants					P17
Operation and maintenance of reservoirs and pumping stations and telemetry system					P17
Key Projects					
Completion of best practice water and sewer recommendations					P17
Ongoing investigation of water quality issues in each of the towns					P17
Ongoing improvements to meter reading operation					P17
Capital Projects	2014/15	2015/16	2016/17	2017/18	
Water - Baradine					
Meter Replacements	5,000	5,000	5,000	-	P17
Water Treatment Plant- Building Renovation	48,000	-	-	-	P17
Water Treatment Plant- Improvements	40,000	30,000	-	30,000	P17

Capital Projects	2014/15	2015/16	2016/17	2017/18	
Water Treatment Plant -Rehabilitation of Clarifier	200,000	-	-	-	P17
Reservoir- Rehabilitation	-	50,000	-	-	P17
Mains Replacement	-	25,000	25,000	25,000	P17
Mains Extension - Removal of Dead Ends	-	-	50,000	50,000	P17
Total:	293,000	110,000	80,000	105,000	
Water - Binnaway					
Meter Replacements	5,000	5,000	-	-	P17
Mains Replacement-David & Railway Sts, 570m	-	-	80,000	-	P17
Water Treatment Plant- Renewals	-	20,000	-	25,000	P17
Binnaway Water Mains Replacement	-	80,000	70,000	80,000	P17
Total:	5,000	105,000	150,000	105,000	
Water - Coolah					
Mains Extension - removal of dead ends	50,000	40,000	40,000	40,000	P17
Meter Replacements	4,800	5,000	5,000	5,000	P17
Coolah Water Reservoirs Capital	-	-	30,000	30,000	P17
Mains Replacement - Gilmore street	-	30,000	30,000	30,000	P17
Total:	54,800	75,000	105,000	105,000	
Water - Coonabarabran					
Mains Extensions (removal dead ends) - Arnold St, btwn Newell Hwy and Gunnedah Hill	-	-	100,000	-	P17
Mains Extensions (removal dead ends) - Jubilee St, btwn Newell Hwy and Gunnedah Hill	100,000	-	-	-	P17
Security Audit	100,000	-	-	-	P17
Mains Replacement	54,267	70,000	70,000	70,000	P17
Meter Replacements	7,000	10,000	10,000	10,000	P17
Telemetry Software - Coonabarabran	3,000	3,000	3,000	3,000	P17
Timor Dam Fence Repairs	230,000	-	-	-	P17
Tools – Coonabarabran Water	3,000	3,000	3,000	3,000	P17
Main Extension - Removal of Dead Ends	-	60,000	60,000	60,000	P17
Mains Extension-Under Highway between Council depot & former Caltex site	-	-	60,000	-	P17
Total:	497,267	146,000	306,000	146,000	
Water - Dunedoo					
Dunedoo Water minor Plant & Equipment	3,000	3,000	3,000	-	P17
Mains Extension-Evans St, between Sullivan St and Nott St (430m)	50,000	50,000	-	-	P17
Mains Replacement	-	50,000	50,000	50,000	P17
Reservoirs-Rehabilitation	110,000	-	-	20,000	P17
Water Treatment - Sodium Hypochlorite Pump Standby	5,000	5,000	5,000	-	P17
Water Treatment – Hypochlorite closing	-	20,000	-	-	P17
Mains Replacement - Bolaro St, Tallawang St to Merrygoen St (210m)	58,000	-	-	-	P17

Capital Projects	2014/15	2015/16	2016/17	2017/18	
Meter Replacements	5,000	-	-	-	P17
Mains Extension	-	-	50,000	50,000	P17
Total:	231,000	128,000	108,000	120,000	
Water - Mendooran					
Mains Extension	-	30,000	30,000	30,000	P17
Meter Replacements	5,000	5,000	5,000	-	P17
Main Replacement- from Merrygoen Creek to Reservoir	-	-	-	50,000	P17
Merrygoen Creek Main Replacement	-	-	-	40,000	P17
Water - Mendooran Total	5,000	35,000	35,000	120,000	

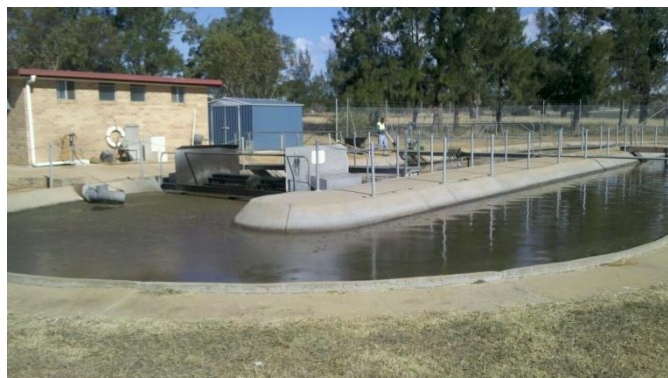
How will we track our progress?

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

Warrumbungle Sewer

Directorate: Business Arm of Council
Branch: Warrumbungle Sewer

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



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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
14/15	(1,437,255)	945,437	237,080	(254,739)	(128,129)	-	(382,868)
15/16	(1,475,639)	976,995	353,000	(145,645)	(135,723)	-	(281,368)
16/17	(1,515,175)	1,009,638	243,000	(262,537)	(143,768)	-	(406,305)
17/18	(1,555,892)	1,043,406	363,000	(149,486)	(152,290)	-	(301,776)
Total:	(5,983,962)	3,975,476	1,196,080	(812,406)	(559,910)	-	(1,372,317)

What will we achieve with this money?

Outcome					CSP Link
Ongoing Operations					
Preventative and breakdown maintenance of sewer mains and manholes					P17
Operation and maintenance of sewerage treatment plants					P17
Operation and maintenance of sewerage pumping stations					P17
Key Projects					
Binnaway sewer investigation					P17
Capital Projects	2014/15	2015/16	2016/17	2017/18	
Sewer - Baradine					
Sewage Treatment Plant-Disinfection Plant-renewal	28,000	10,000	10,000	-	P17
Sewage Treatment Plant -Vacuum pumps renewal	-	-	-	30,000	P17
Total:	28,000	10,000	10,000	30,000	
Sewer - Coolah					P17
Mains Replacement/Rehabilitation	-	100,000	100,000	50,000	P17

Capital Projects	2014/15	2015/16	2016/17	2017/18	
Sewage Treatment Plant-rehabilitation/upgrades	50,000	-	-	50,000	P17
Total:	50,000	100,000	100,000	100,000	
Sewer - Coonabarabran					
Mains-Relining various sections	94,080	130,000	100,000	100,000	P17
Sewer camera replacement	12,000	-	-	-	P17
Replace Steel sewer rods	3,000	3,000	3,000	3,000	P17
Pump stations- renewal	-	60,000	30,000	30,000	P17
Sewerage Treatment Plant Improvements	-	-	-	50,000	P17
Sewer - Coonabarabran Total	109,080	193,000	133,000	183,000	
Sewer - Dunedoo					P17
Pump Station -renewal	-	-	-	50,000	P17
Mains-Relining various sections	-	50,000	-	-	P17
Sewer - Dunedoo Total	-	50,000	-	50,000	
Sewer - Binnaway					
Binnaway Sewer Investigation	50,000	-	-	-	P17
Total:	50,000	-	-	-	

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 a pick-up service for general waste in the northern part of the Shire with the Southern waste pickups currently being provided by contract. Council currently carries out all of the 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. A second Material Handling Facility is located at Dunedoo for the same purpose. Council also currently maintains and operates six Waste Transfer Stations at Baradine, Binnaway, Mendooran, Coolah, Ulamambri and Dunedoo.

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
14/15	(1,961,372)	1,952,038	-	(9,334)	-	-	(9,334)
15/16	(2,028,402)	2,012,340	-	(16,062)	-	-	(16,062)
16/17	(2,097,738)	2,074,580	-	(23,157)	-	-	(23,157)
17/18	(2,169,459)	2,138,824	-	(30,634)	-	-	(30,634)
Total:	(8,256,970)	8,177,782	-	(79,188)	-	-	(79,188)

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

How will we track our progress?

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

Warrumbungle Quarry

Directorate: Business Arm of Council

Branch: Warrumbungle Quarry

Council has entered into a lease agreement with Boral to operate the basalt quarry south of Coonabarabran. The purpose of the operation is to produce aggregates for bitumen sealing and concrete production on a commercial basis.



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
14/15	(1,059,126)	899,222	-	(159,904)	-	-	(159,904)
15/16	(1,085,605)	923,375	-	(162,229)	-	-	(162,229)
16/17	(1,112,745)	948,195	-	(164,550)	-	-	(164,550)
17/18	(1,140,563)	973,701	-	(166,863)	-	-	(166,863)
Total:	(4,398,039)	3,744,493	-	(653,546)	-	-	(653,546)

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Drilling and blasting, screening and crushing of stone product	LE5
Sales of stone product	LE5
Key Projects	
Project to ensure all operations are compliant with Mine Safety Management Plan	LE5

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
1	Sales level of quarry product achieves a profit margin for Council	Level of surplus/deficit in quarry operations	Surplus
2	Production is in accordance with the Mine Safety Management Plan	Number of incidents of non-compliance with Mine Safety Management Plan	None

Appendix 1: Statement of Revenue Policy 2014/15

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A1.1 Introduction

Under Section 405 of the Local Government Act (1993), Council is required to include as part of its Operational Plan a statement of Council's Revenue Policy for the year covered by the Operational Plan.

The 2014/15 Budget reflects the following:

- Revenue (accrual basis) of \$37.161m;
- Expenditure (accrual basis) of \$37.833m
- An Operating result of (\$0.672m);
- A Capital Works Program of \$10.088m;
- No external borrowings for the year;
- A Consolidated Result (Excluding Depreciation and after inclusion of Capital Expenditure, loans and program transfers to and from Reserves – Restricted Assets) of \$8k surplus.

For more information on these estimates, see Part 2 of the Operational Plan and Delivery Program. In arriving at the results for the 2014/15 year the following major items are noted:

- The Minister for Local Government has allowed an increase of 2.3% for the 2014/15 year in the permissible ordinary rate;
- That Council accepts the full 2.3% offered by the Minister;
- Labour costs include a 3.25% award allowance for wage increases (effective July 2014);
- With the exception of some expenses incurred for profit making agencies, Goods and Services Tax payable on supplies have not been included in the budget as Council receives an input tax credit equivalent to the GST paid and is reclaimed.

Financial Projections

General financial projections for the 2014/15 to 2017/18 years have been incorporated into the Delivery Program which includes an income statement, balance sheet and cashflow statement for the four years. Statements for 2014/15 have also been included in the Operational Plan. The information and assumptions used in all financial projections were the best available at the time of preparation.

A1.2 Ordinary Rates

Council levies Rates and Charges in accordance with the provisions of the Local Government Act 1993 (hereafter the Act), and Council must make and levy an ordinary rate for each year on all rateable land in its area (s.494 of the Act). Council's current rating structure is determined in accordance with Section 497 of the Act being a rate based on land value, together with a Base Amount.

Per Section 514 of the Act, all rateable land must be categorised as either farmland, residential, business or mining. Council also has the option to create sub-categories within these categories. The following is a brief explanation of these categories. For more detailed information, please refer to Sections 514 to 519 of the NSW Local Government Act, 1993.

Category	Details
Residential	Land is categorised as residential if: <ul style="list-style-type: none"> the main use is for residential accommodation (but not as a hotel, motel, guesthouse, boarding house, lodging house or nursing home) it is vacant land zoned for residential purposes it is rural residential land
Farmland	Land is categorised as farmland if its main use is for commercial farming e.g. Grazing, animal feedlots, dairying, pig farming, poultry farming, beekeeping, forestry, oyster or fish farming, or growing crops for profit. Rural residential land is not categorised as farmland.
Business	Land is categorised as business if it cannot be categorised as farmland, residential or mining. The main land uses in the business category are commercial and industrial.
Mining	Land is categorised as mining if it is a parcel of rateable land valued as one assessment and its dominant use is for a coal mine or metalliferous mine.

Rate Pegging

Council is limited in its ability to raise rates above a certain percentage (as specified by the Minister and determined by IPART) per section 506 of the Local Government Act 1993. This limitation on Council's ability to determine its own level of rating revenue is commonly referred to as rate pegging.

On 2 December 2013, IPART announced that the rate peg amount for the 2014/15 financial year will be set at 2.3%. The rate peg amount for 2013/14 was set at 3.4% and the equivalent figure for the 2012/13 financial year was 3.6%. The rate peg is determined by IPART using a Local Government Cost Index and a productivity factor. The 2.3% rate peg for the 2014/15 financial year is the lowest increase in at least the last seven years. Council has determined to apply the full rate peg amount.

Ordinary Rates to be levied in the 2014/15 financial year

In accordance with Section 494 of the Act the following Ordinary Rates will be levied by Council for the 2014/15 financial year:

Description	No Prop	Ad Valorem	Base Rate	Sum of Valuation	Sum of Value	Base Rate %
Residential						
Baradine Residential	330	\$0.024123	\$172	\$3,208,320	\$134,154	42%
Binnaway Residential	246	\$0.012288	\$126	\$2,838,410	\$65,874	47%
Coolah Residential	389.5	\$0.013502	\$219	\$7,664,382	\$188,798	45%
Coonabarabran Residential	1,162	\$0.009264	\$253	\$43,970,000	\$701,324	42%
Dunedoo Residential	377	\$0.0069856	\$266	\$16,436,240	\$215,099	47%
Mendooran Residential	171	\$0.018682	\$188	\$2,007,390	\$69,650	46%
Cobbora Residential	13	\$0.004789	\$119	\$409,790	\$3,509	44%
Coolabah Estate Residential	58	\$0.004361	\$137	\$2,122,800	\$17,204	46%
Rural Residential	866	\$0.0074792	\$223	\$55,850,320	\$610,834	32%
Village Residential (1)	119	\$0.02225	\$114	\$817,320	\$31,751	43%
Village Residential (2)	96	\$0.014252	\$95	\$752,890	\$19,850	46%
Total: Residential	3,828	-	-	\$136,077,862	\$2,058,047	
Farmland						
Farmland	1,737	\$0.00432227	\$536	\$871,168,083	\$4,696,456	20%
Total: Farmland	1,737	-	-	\$871,168,083	\$4,696,456	
Business						
Baradine Business	36	\$0.033792	\$253	\$354,860	\$21,099	43%
Binnaway Business	22	\$0.022542	\$196	\$269,950	\$10,397	41%
Coolah Business	50.5	\$0.027025	\$350	\$780,978	\$38,760	46%
Coonabarabran Business	163	\$0.0298785	\$418	\$11,052,050	\$398,353	17%
Dunedoo Business	47	\$0.01128	\$317	\$1,549,040	\$32,372	46%
Mendooran Business	15	\$0.01703	\$191	\$253,660	\$7,185	40%
Business	38	\$0.024091	\$281	\$2,697,440	\$75,662	14%
Village Business (1)	5	\$0.06068	\$144	\$45,610	\$3,488	21%
Village Business (2)	2	\$0.06962	\$112	\$10,200	\$934	24%
Total: Business	379	-	-	\$15,623,788	\$588,250	
Mining						
Mining	-	\$0.2	\$10,000	-	-	-
Total: Mining	-	-	-	-	-	
Grand Total	5,944	-	-	\$1,022,869,733	\$7,342,753	

- Village 1 includes: Neilrex, Bugaldie, Ulamambri, Rocky Glen, Purlewaugh and Kenebri
- Village 2 includes: Merrygoen, Uarbry and Leadville

Pensioner Discount

The Local Government Act (Section 575) provides for a rebate to be granted to eligible pensioners in the amount of 50 % of their total rates and domestic waste charges, up to a maximum of \$250. A further discount not exceeding \$87.50 on water access and \$87.50 on sewer access charges is also available to eligible pensioners. A rebate to Council covering 55% of the pensioner discount amount is available in the form of a grant from the DLG.

Interest on Overdue Rates and Legal Fees

The Minister for Local Government has determined a maximum rate of interest to be charged on overdue rates and charges of 8.5%. In accordance with Section 566(3) of the Local Government Act, it is proposed that Council will charge the maximum interest rate allowed.

A1.3 Water Charges

Introduction

Council manages both water and sewer utilities which provide residents of the shire with water and sewer services. These utilities are run as separate business activities and are run per the principles of competitive neutrality which means they must be run at full cost recovery.

Council is authorised by Section 501 and Section 502 of the Local Government Act (1993) to make an annual charge for the connection to a water supply and for the consumption of water, measured on a volumetric basis, during the course of that financial year.

Council is authorised by Section 552 of the Local Government Act (1993) to make a charge for water supply on:

1. Land that is supplied with water from a water pipe of the Council; and
2. Land that is situated within 225 metres of a water pipe of the Council, whether the land has a frontage or not to the public road (if any) in which the water pipe is laid, and although the land is not actually supplied with water from any water pipe of the Council.

The Water Supply, Sewerage and Trade Waste Pricing Policy Guidelines (issued by the Department of Land and Water Conservation in December 2002) require that Councils to levy charges for water and sewerage by means of annual charges (for access to the reticulation system) and service charges (for utilisation).

The Best-Practice Management of Water Supply and Sewerage Guidelines 2007 require NSW local water utilities to achieve ongoing full cost recovery for their water supply and sewerage services. This is also a requirement of National Competition Policy and the National Water Initiative. Full cost recovery involves raising sufficient revenue to cover maintenance and administration costs as well as the cost of the depreciation of water supply infrastructure.

The best practice guide also requires smaller local water utilities (less than 4,000 connected properties) to raise at least 50% of residential revenue from water usage charges in order to better manage water resources.

Proposed Charges for the 2014/15 Financial Year

The suggested charges for the 2014/15 financial year are detailed in the table below:

Area	No	Access 2014/15	Consumption 2014/15
Mendooran	277	\$816	\$1.80
Other	3,072	\$360	\$1.80
Total:	3,351	-	-

Total water charges for the 2014/15 financial year including consumption - **\$2.653m**

A1.4 Sewerage Charges

Introduction

Council is authorised by Section 501 and Section 502 of the Local Government Act (1993) to make an annual charge for the connection to a sewer and a service charge for the discharge to the sewer. Best Practice Guidelines issued by the State also require that Council distinguish between residential and non-residential properties when establishing sewer charges.

Council's sewerage charges consist of a flat charge for residential properties (with a different rate for connected and not-connected properties), and a variable charge for non-residential properties. The non-residential charge consists of a consumption component which is based on water consumption and an access fee based on meter size. The total of these two charges (for non-residential properties) is then multiplied by a sewerage discharge factor which varies by property.

Suggested Charges for the 2014/15 Financial Year

The suggested charges for the 2014/15 financial year are detailed in the table below:

Type	No of charges	Access 2014/15
Residential		
Residential - Connected	2,077	\$458
Residential – Non-Connected	116	\$294
Non-Residential		
Non-Residential (Minimum)	-	\$458
Sewerage Access – 20mm	289	\$294
Sewerage Access – 25mm	9	\$459
Sewerage Access – 32mm	7	\$752
Sewerage Access – 40mm	29	\$1,174
Sewerage Access – 50mm	24	\$1,835
Sewerage Access – 80mm	3	\$4,697
Sewerage Access – 100mm	5	\$7,339
Not Connected (Minimum)	73	\$294
Non-residential Consumption		\$0.77

All non-residential properties will be levied a charge based on the size of the water meter and the volume of water passing through the water meter. This charge consists of an access and a usage portion both of which are adjusted by a sewerage discharge factor based on property usage.

The access charge in the table above is based on the size of the pipe and is calculated by adjusting the 20mm charge to the relevant diameter for the pipe size in question through the following:

$$\text{Access Charge} = \text{Access Charge 20mm} \times \text{Pipe Diameter squared} / 400$$

The Non-residential charge is modified by an assessment of the volume of water discharged to sewer, which is known as the Sewerage Discharge Factor (SDF). The charge is determined in accordance with the following formula:

$$\text{Bill} = \text{Sewerage Discharge Factor} \times (\text{Access Charge} + (\text{Consumption} \times \text{User Charge}))$$

The Sewerage Discharge Factors (SDF) is detailed in the table below:

Type of Non Residential Property	SDF (per kl)
All non-residential use other than specifically identified below	95%
Motel	85%
Hotel (pub)	100%
Caravan Park	50%
Schools	50%
Nursery	20%
Bowling Club	50%
Home Based Business	70%

Total sewer charges for the 2014/15 financial year including consumption - **\$1.324m**

The total minimum non-residential sewerage quarterly charge required is equal to the annual residential sewer connected charge divided by 4. For non-residential properties which have a 20mm sewer access charge and little or no consumption, an adjustment will be made on each quarterly water notice to equate to the minimum required.

A1.5 Waste Charges

The charges levied by Council for domestic waste services are made under the provisions of Section 504 of the Local Government Act (1993). The Act specifies that the Council cannot apply the income from ordinary rates towards the cost of providing domestic waste management services. The charges for domestic waste removal have been calculated so as to provide sufficient income to cover the reasonable cost expectations of providing the service.

Council levies a charge annually for a kerbside garbage service and kerbside recycling service. This charge is separately itemised on the rate notice and is levied on all properties within the defined scavenging area. Commercial properties are levied a separate annual charge for kerbside garbage collection and kerbside recycling services based on the number of services provided. The authority for commercial garbage removal charges are contained in Section 501 of the Local Government Act (1993)

A single weekly service is provided for kerbside garbage collection using 240 litre mobile containers which are available for purchase from Council. Additional weekly services are available on the basis of an additional annual charge.

As of the 2013/14 financial year, Council implemented a new method to finance its waste management functions with the adoption of the following charging structure:

- All rateable properties within Warrumbungle Shire Council area will be levied a waste management charge of \$100 per assessment regardless of whether a service is provided or not to reflect the costs incurred in providing transfer station, landfill and recycling services other than domestic waste management collection services. Note that all residents of the shire will be granted one free 240 litre MGB disposal and sorted recycling per visit.
- All non-domestic waste services (i.e. businesses etc. will be levied an additional charge of \$310 for the first service and \$205 for contribution to recycling collection services on top of the \$100 waste management levy.
- All occupied properties having available a domestic waste collection service within an urban area where the service is provided shall be levied an additional charge of \$310 per service for each assessment which will include provision of one weekly collection service for both recycling and general waste. Additional services are available at the same rate per annual service.
- Properties on the previous rural runs shall be given the opportunity to opt in or out of the provision of domestic waste services at the same rate as the urban ratepayers subject to no service being provided if the area proves not economical to operate.

The suggested charges for the 2014/15 financial year are summarised in the following table:

Description of Waste Service	Service Charge 2013/14	Service Charge 2014/15
Base Charge		
Waste Management Charge on all rateable properties	\$100	\$100
Additional Usage Charge – Domestic		
Domestic Waste Charge (Urban – Occupied)	\$300	\$310
Domestic Waste Charge (Urban – Vacant)	-	-

Description of Waste Service	Service Charge 2013/14	Service Charge 2014/15
Domestic Waste Charge (Rural Run – Used)	\$300	\$310
Domestic Waste Charge (Rural Run – Not used)	-	-
Additional Usage Charge – Non Domestic		
Non-Domestic Waste Service	\$300	\$310
Recycling Charge	\$200	\$205
Total:		

Note: As part of the \$100 waste management charge all residents of the shire will be granted one free 240 litre MGB disposal and sorted recycling per visit to the waste facilities.

Total waste charges for the 2014/15 financial year - **\$1.848m**

A1.6 Trade Waste Charges

Council recently adopted a Liquid Trade Waste Policy in accordance with State legislation and the NSW Office of Water's *Liquid Trade Waste Regulation Guidelines, April 2009*. Under the Policy businesses identified as discharging liquid trade waste must now gain formal Approval to discharge to Council's sewer, and will also be charged for the discharge of liquid trade waste.

A list of the fees and charges adopted by Council is included below. **In the 2014/15 financial year only the application fee and tankered waste charges will be charged. Commencing 1 July 2015 all relevant charges will apply including the annual fee, inspection fees and, where applicable, charges for the volume discharged.**

Liquid Trade Waste Classifications and Categories	Proposed 2014/15 Charges (incl GST)
Application for Approval to Discharge Trade Waste to Sewer	
- Concurrence Classification A	\$140.00
- Concurrence Classification B	\$140.00
- Concurrence Classification C	\$250.00
- Concurrence Classification S	\$250.00
Annual Trade Waste Fee	
Category 1 Discharger - per year	\$85.00
Category 2 2S Discharger - per year	\$85.00
Category 3 Discharger - per year	\$200.00
Re-Inspection Fee	
- per re-inspection	\$80.00
Trade Waste Usage Charge	
Category 1 Discharger with appropriate pre-treatment	Nil
Category 1 Discharger without appropriate pre-treatment - per kilolitre	\$1.60
Category 2 Discharger with appropriate pre-treatment - per kilolitre	\$1.60
Category 2 Discharger without appropriate pre-treatment - per kilolitre	\$14.50
Category 2S - see Tankered Trade Waste Charges below	
Category 3 - see Excess Mass Charges per kilogram below	
Food Waste Disposal Charge	
Based on \$23/bed in 2007/08, indexed. For existing dischargers only.	
- Food Waste Disposal Charge - per bed	\$24.00
Excess Mass Charges per kilogram	
Charges apply for large/industrial dischargers (Charging Category 3) for all wastes that exceed concentration of pollutants in domestic sewage. Formula	

Liquid Trade Waste Classifications and Categories	Proposed 2014/15 Charges (incl GST)
applies with pollutant rates of charges per kilogram (kg).	
Non Compliance Excess Mass Charges - per kilogram (kg)	
Applied where a discharge quality fails to comply with approved concentration limits of substances specified in approval conditions. Formula applies with pollutant rates of charges per kg.	
Tankered Waste Charges (Charging Category 2S) – per kilolitre (kL)	
- Chemical Toilet	\$16.00
- Septic Tank and Pan Waste Disposal Charge	
- Effluent	\$2.15
- Septage	\$22.00

A1.7 Other Fees and Charges

Council proposes to apply fees and user charges in respect of its regulatory functions and the services it provides.

Section 608(1) of the Act provides that Council may charge and recover an approved fee for any services it provides. Section 608(2) provides that the services for which an approved fee may be charged include the following services provided under the Act or any other Act or the regulations by the Council:

- supplying a service, product or commodity
- giving information
- providing a service in connection with the exercise of the Council's regulatory functions - including receiving an application for approval, granting an approval, making an inspection and issuing a certificate
- allowing admission to any building or enclosure

The actual fees and charges proposed to be applied by Council for 2014/15 are detailed in the Schedule of Fees and Charges included in this Revenue Policy document forming part of the Operational Plan. The document includes the details of each fee, charge or contribution.

Pricing Policy

Council is committed to providing a variety of goods and services which reflect concern for the individual and the wider community, and which meet the diverse needs of everyone who lives in, works in, or visits the Council area.

Council strives to attain the highest possible standards by making effective and efficient use of all resources, working in a spirit of team work and harmony amongst its Councillors, staff and community.

Council will ensure that charges are raised as equitably as possible, whilst considering those groups and individuals in the community who are unable to meet their own needs.

Council supports the user-pays principle in assessment and levying of fees and charges, whilst recognising the need for supplementing income in particular circumstances.

Council recognises the need to provide services for groups and members of the community that may not be able to afford a commercial rate of services.

Council will ensure that all rates, charges and fees are set so as to provide adequate cash flows to meet operating costs and to assist in the provision of funding capital works. Council will pursue all cost effective opportunities so as to maximise its revenue base and to seek an acceptable commercial rate of return on investments subject to community service obligations.

Council recognises the need to set prices for goods and services so as to provide the most effective level of service possible to our community.

Council recognises the need to set prices for goods and services so as to ensure resources are not wasted and can promote more efficient and effective investment in infrastructure and services.

Council's pricing policy in relation to any particular good or service may be found in the relevant section of this Revenue Policy.

Fees

Council provides a wide range of services to the community and has adopted a number of fees for these services. They have been set on the basis of the following categories:

- Community service
- Economic cost
- Nominal fee
- Regulatory charge
- User pays principle

Council has defined the categories as detailed below:

Community Services

The cost of the service is subsidised to provide for the community benefit.

Economic Cost

The cost of the service provided is estimated and the cost recovery is based upon the anticipated number of users.

Nominal Fee

Council adopts a minimal fee for record purposes only.

Regulatory Charge

Set by Government regulations.

User Pays Principle

Used where a specific individual cost can be isolated and charged to the user of that service.

A copy of the Schedule of Fees adopted by Council is attached. All fees have been calculated based on one or more of the abovementioned categories.

GST

Where GST is applicable, the GST column will have a yes. If the GST column is blank the fee is not subject to GST.

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Administration Services			
Section 603 Certificate Price Subject to change by DLG	70.00	70.00	
Casual Hirers Public Liability Insurance	142.00	150.00	Yes
Rating and Valuation Enquiry -per enquiry (written Advice)	8.00	8.00	
Photocopying (black and White) Minimum charge per copy - A4 + per 100 copies - A4 Minimum charge per copy - A3 + per 100 copies - A3	0.85 60.00 1.60 116.00	0.90 60.00 1.60 116.00	
Photocopying (Colour) Minimum charge per copy - A4 + per 100 copies - A4 Minimum charge per copy - A3 + per 100 copies - A3	1.40 110.00 2.70 215.00	1.50 110.00 2.70 215.00	
Laminating (Coolah Only) A4 A3	7.00 8.00	7.00 8.00	Yes Yes
Map Sales - Plain Small Large	13.00 16.50	13.00 16.50	
Fax Services <i>Transmission -per 3 pages</i> -minimum fee +per additional page (Australia only) <i>Receival</i> - per page	6.50 3.00 15.00	6.50 3.00 15.00	Yes Yes Yes

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Administration Services Continued...			
GIPA Act			
Application	30.00	30.00	
Internal Review processing fee - per hour	30.00	30.00	
Delivery Program (Photocopying charge)	14.00	15.00	
Interest on Overdue Rates Subject to change by DLG	9%	8.5%	
Cheques			
Dishonoured Cheque	33.00	35.00	
Replacement of lost cheque	6.50	6.50	
Stop payment fee	19.00	20.00	
Direct Payments			
Re-process EFT	19.00	20.00	
Otto / Sulo Bins	100.00	100.00	
<i>Replacement Parts -</i>			
Axle	7.00	8.00	
Lid	14.00	14.00	
Wheel	7.00	8.00	
Pin	1.00	4.00	
Additional Recycling Crate	20.00	20.00	
Late Collection Charge	30.00	30.00	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Environmental Services			
State of the Environment Report	35.00	35.00	
Development Control Plan	20.00	20.00	
Building Specification Booklets	20.00	25.00	Yes
Swimming Pools			
Compliance Certificate - Swimming Pools Act	70.00	70.00	Yes
Application for exemption - Section 22	70.00	70.00	
Swimming Pool Resuscitation Sign	40.00	40.00	
Council lodge pool on State Register	10.00	10.00	
Building Certificates			
Building Certificates S.149D Class 1 & 10	250.00	250.00	
Building Certificates S.149D Class 2-9	250.00 + 50 cents per m2 for buildings exceeding 200m2	250.00 + 50 cents per m2 for buildings exceeding 200m2	
Building Certificates for Unauthorised Work	250.00 + Minimum of DA/CDC/CC fees as applicable	250.00 + Minimum of DA/CDC/C C fees as applicable	
Additional Inspection Fee - per inspection	90.00	100.00	
Copy of building Certificate	20.00	20.00	
Sewerage & Drainage			
Condition report for an existing OSSMS (includes inspection)	165.00	165.00	
Plumbing and drainage inspection	100.00	100.00	
Plumbing & drainage permit - approval to connect	165.00	165.00	
Copy of Drainage Plan	40.00	40.00	
Caravan Parks/Camping Grounds			
<i>Annual Inspection Fees:</i>			
Camp Site - per site	5.00	5.00	
Villa/Caravan - Per Site	10.00	10.00	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Town Planning			
Administration Fee - per transaction	40.00	40.00	Yes
Acquisition of Deposited Plan – Per application		20.00	
Planning Certificates			
Section 149 (2)	53.00	53.00	
Price subject to change by DLG			
Section 149 (5) (must be purchased with 149(2)	80.00	80.00	
Price subject to change by DLG			
Urgency Fee (within 48 hours)	36.00	36.00	
Development Application			
Estimated Cost of Development			
Up to \$5,000	110.00	110.00	
\$5,001 - \$50,000			
Base Fee	170.00	170.00	
Plus per \$1,000 of cost	3.00	3.00	
\$50,001 - \$250,000			
Base Fee	352.00	352.00	
Plus per \$1,000 above \$50,000	3.00	3.00	
\$250,001 - \$500,000			
Base Fee	1,160.00	1,160.00	
Plus per \$1,000 above \$250,000	2.00	2.00	
\$500,001 - \$1 million			
Base Fee	1,745.00	1,745.00	
Plus per \$1,000 above \$500,000	1.00	1.00	
\$1 million - \$10 million			
Base Fee	2,615.00	2,615.00	
Plus per \$1,000 above \$1 million	1.00	1.00	
Over \$10 million			
Base Fee	15,875.00	15,875.00	
Plus per \$1,000 above \$10 million	1.00	1.00	
Development not involving the erection of a building, the carrying out of a work, subdivision or demolition of building work	220.00	220.00	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Town Planning Continued.....			
Subdivision Application - Stage 1 (DA)			
Administration fee	40.00	40.00	Yes
Subdivision involving new road	665.00	665.00	
<i>Plus per additional lot</i>	50.00	50.00	
Subdivision not involving new road	330.00	330.00	
<i>Plus per additional lot</i>	50.00	50.00	
Strata	330.00	330.00	
<i>Plus per additional lot</i>	50.00	50.00	
Subdivision Application - Stage 2			
Administration fee * <i>if not paid at Stage 1</i>	40.00	40.00	Yes
Subdivision Certificate/signing of linen plan	120.00	120.00	
Plus per additional lot	20.00	20.00	
Signing Section 88B instrument, Transfer, Grant Forms or other legal documents	150.00	150.00	
Development Proposal Advertising			
First Advertisement	285.00	285.00	
Subsequent Advertisements (each)	93.00	93.00	
Section 94 A Contributions			
Development with a proposed cost up to \$100,000	Nil	Nil	
Development with a proposed cost of development more than \$100,000 but no greater than \$200,000	0.5 percent of the proposed cost of carrying out of development	0.5 percent of the proposed cost of carrying out of development	
Development with a proposed cost of development more than \$200,000	1 percent of the proposed cost of carrying out of development	1 percent of the proposed cost of carrying out of development	
Integrated Development			
In addition to development Application Fee (separate fee charged by each government body to be consulted)	320.00 per authority	320.00 per authority	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Town Planning Continued.....			
Developer Contributions			
Roads and Traffic Facilities (former Coonabarabran Shire – Rural Additional Rural Residential/Lot Tenement)	3,386.00	3,395.00	
Designated Development			
In addition to development Application Fee (Maximum set by Environmental Planning and Assessment Act)	920.00	920.00	
Modification of Consent - Section 96			
Minor modification of Consent S96 (1) Correct Typographical error in Consent	70.00 Nil Lessor of 645.00 or 50% of original development application fee	70.00 Nil Lessor of 645.00 or 50% of original development application fee	
Modification of Consent S96(1A), S96AA(1), S96(2)			
Review of Determination of Consent -Section 82A			
Where the development application involves the erection of a dwelling house with an estimated value less than \$100,000	190.00	190.00	
All other development applications	50% of original development application fee	50% of original development application fee	
Other Town Planning Charges			
Section 88G - Conveyancing Act	35.00	35.00	
Preliminary Development/Planning enquiry	50.00	50.00	
Review of decision to reject development application - Section 82B	55.00	55.00	
Extension to Development Approval - Section 95A	50% of original development application fee	50% of original development application fee	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Building Services			
Construction Certificate			
Class 1 & 10 - (eg. Dwellings, Garages, Sheds, Swimming Pools)			
up to \$25,000 in value	330.00	330.00	Yes
\$25,001 to \$100,000 in value	440.00	440.00	Yes
greater than \$100,000 in value	660.00	660.00	Yes
Class 2-9 under \$50,000 in value	660.00	660.00	Yes
Class 2-9 \$50,001 - \$200,000	880.00	880.00	Yes
Class 2-9 \$200,001 - \$500,000	1,200.00	1,200.00	Yes
Class 2-9 over \$500,000	By Quotation	By Quotation	Yes
Additional class 2-9 fee where application is outside Council's Staff level of accreditation	At Cost	At Cost	Yes
Assessment of Alternative Solutions	250.00	250.00	Yes
Complying Development Certificate			
Administration Fee – per transaction		40.00	
Acquisition of Deposited Plan – per application		20.00	
Class 1 & 10 - (eg. Dwellings, Garages, Sheds, Swimming Pools)			
up to \$25,000 in value		420.00	Yes
\$25,001 to \$100,000 in value		600.00	Yes
greater than \$100,000 in value		1,160.00	Yes
Class 2-9 under \$50,000 in value		900.00	Yes
Class 2-9 \$50,001 - \$200,000		1,280.00	Yes
Class 2-9 \$200,001 - \$500,000		1,800.00	Yes
Class 2-9 over \$500,000		By Quotation	Yes
Additional class 2-9 fee where application is outside Council's Staff level of accreditation		At Cost	Yes
Assessment of Alternative Solutions	250.00	250.00	Yes

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Building Services Continued.....			
Appointment of Council as Principal Certifying Authority (PCA) Where council has issued the relevant construction certificate or complying development certificate. Where Council has not issued the relevant construction certificate or complying development certificate: Class 10 Class 1 Class 2-9 Registration of certificates issued by private certifier	Nil 250.00 600.00 1,800.00 36.00	Nil 250.00 600.00 1,800.00 36.00	
Inspection Fees Where Council is the Principal Certifying Authority Single Inspection <i>Inspection Package Fees (includes occupation certificate)</i> Dwellings Swimming Pools Garages/Sheds Additions/Renovations S68 Transportable/Relocatable Homes Where Council is not the Principal Certifying Authority Single Inspection	 100.00 250.00	 100.00 250.00	 Yes Yes
Occupation Certificate/Compliance Certificate For all classes of building	100.00	100.00	
Bushfire BAL Certificate	440.00	440.00	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Environmental Services			
Administration Fee - per transaction	40.00	40.00	Yes
Food Premises Inspections			
Routine Inspection	90.00	100.00	
Re-inspection non-compliant premises	180.00	125.00	
School Canteen and Non Profit Organisations	Nil	Nil	
Food Authority Notification on behalf of food business	30.00	30.00	
Improvement Notice	330.00	330.00	
Hairdresser/Barber Shops/Beautician Inspection			
Routine Inspection	90.00	90.00	
Re-Inspection non - compliant premises	180.00	125.00	
Environmental Incidents			
Incident Specific	Cost Recovery	Cost Recovery	
Non-Specific Inspections and Reports			
Note: Administration Fee Applicable			
Hourly Rate for field work	99.00	100.00	
Report	99.00	100.00	
Local Government Approvals - Section 68			
Administration Fee (per approval)	40.00	40.00	Yes
Transportable Dwellings (In addition to DA fee for use of dwelling)			
Value under \$100,000	440.00	440.00	
Value between \$100,001 & \$200,000	660.00	660.00	
Value over \$200,001	880.00	880.00	
Registered Moveable Dwelling eg. Caravan	165.00	165.00	
On-Site Sewerage Management System			
Approval to install or alter an On-site Sewerage Management System (OSSMS) (includes inspections and approval to operate)	165.00	165.00	
Approval to operate an existing OSSMS	50.00	50.00	
Other Section 68 Approvals			
Application for Footpath Occupation	165.00	165.00	
Not for Profit (School, Community Group)	Nil	Nil	
Commercial Market Stall	10.00	10.00	
Temporary Food Stalls	30.00	30.00	
Any other approval not elsewhere specified	165.00	165.00	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Environmental Services Continued...			
Modification of Approvals Modification of S68 Application - Minor Modification of S68 Application - Other	60.00 Lessor of \$164 or 50% of original fee	60.00 Lessor of \$164 or 50% of original fee	
Rural Address Number Installation	30.00	30.00	
Outstanding Notices - Local Government Act/Environmental Planning & Assessment Act <i>Note: No Administration Fee</i> S.121 ZP Certificate S.735 A Certificate S.608 Certificate	40.00 40.00 40.00	40.00 40.00 40.00	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Waste Management - Tipping Fees			
Domestic Waste			
Sorted Recyclable	No Charge	No Charge	
1 x 240 litre wheelie bin (per week)	No Charge	No Charge	
Additional 240 Litre wheelie bin		5.00	
Car, Wagon, Small Ute	5.00	5.00	Yes
Standard Ute, Box trailer	10.00	10.00	Yes
Dual axle trailer, light truck	25.00	25.00	Yes
Domestic green waste - small (car, wagon, small ute)	No Charge	No Charge	
Commercial Waste			
Sorted Recyclable	No Charge	No Charge	
Mixed general waste - per cubic metre	40.00	40.00	Yes
Green Waste - per cubic metre	10.00	10.00	Yes
Tyres			
Motor Cycle/Car Tyres - each	15.00	15.00	Yes
4x4 / light truck tries - each	25.00	25.00	Yes
Heavy truck tyres - each	45.00	45.00	Yes
Tractor Tyres - up to 1m in height - each	160.00	160.00	Yes
Heavy Earthmoving tyres - each	410.00	410.00	Yes
Shredded Tyres - per tonne	450.00	450.00	Yes
Building and Demolition			
Masonry building and demolition waste - per cubic metre	25.00	25.00	Yes
Clean fill material (VENM)	No charge	No charge	
Other building and demolition waste - per cubic metre	40.00	40.00	Yes
Asbestos / Fibreglass			
Burying Costs	Cost Recovery	Cost Recovery	Yes
Asbestos (Friable) per m3 plus burying costs	300.00	300.00	Yes
Asbestos (Non-friable) per m3 plus burying costs	100.00	100.00	Yes
Minimum Charge per m3 plus burying costs	80.00	80.00	Yes
Fibreglass per m3 plus burying costs	40.00	40.00	Yes
Dead Animal Waste			
Offal - per cubic metre	130.00	130.00	Yes
Large - eg. Cattle, horses etc- each	70.00	70.00	Yes
Medium - eg. sheep, calves, pigs etc - each	35.00	35.00	Yes
Small - eg. cats, dogs, possums etc - each	20.00	20.00	Yes

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Waste Management - Tipping Fees Continued...			
Other Items Refrigerators, freezers and air conditioning units containing refrigerant gases (CFCs) per unit	55.00	55.00	Yes
Mattresses - per item Refrigerators, freezers and air conditioning units having gas removed by licensed technician, used furniture, tools etc. Pesticide/Poison Drums- received under Drum Muster program	15.00 No Charge No Charge	15.00 No Charge No Charge	Yes
E-Waste eg. Computers, televisions etc. Waste Motor Oil Other item/s not listed elsewhere	No Charge No Charge By Assessment	No Charge No Charge By Assessment	Yes

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Companion Animals			
Companion Animal Registration <i>Lifetime fee for Micro-chipped dog or cat</i> <i>Fee subject to change by CPI % yearly – fees correct as of 1 January 214</i>			
Not desexed	150.00	182.00	
Desexed	40.00	49.00	
Pensioner Rates - desexed	15.00	19.00	
Registered Breeder	40.00	49.00	
Assistance Dog or Working Dog	Nil	Nil	
Companion Animal Micro chipping			
Each Animal	22.00	22.00	Yes
Litter of animals under 3 months	66.00	66.00	Yes
Pensioner rate - each animal	11.00	11.00	Yes
Companion Animal Impounding			
Release fee - 1st Offence	20.00	20.00	
Release fee - 2nd Offence (within 12 months)	30.00	30.00	
Maintenance / Sustenance fee per day	10.00	10.00	
Purchase of Companion Animal from Pound	Outstanding Fees	Outstanding Fees	
Destruction and Disposal Fee (Section 67)- Release fee plus maintenance	50.00	90.00	
Certificate of Compliance - Dangerous & restricted Dog enclosures - Clause 25	100.00	150.00	
Note : No after hours release for any impounded companion animal			
Stock Impounding			
Minimum impound fee on any one occasion	100.00	100.00	
Maximum impound fee on any one occasion	773.00	773.00	
Cattle, Horses, Pigs - per head	50.00	50.00	
Daily maintenance / sustenance	25.00	25.00	
Sheep, Goat - per head	25.00	25.00	
Daily maintenance / sustenance	8.00	8.00	
Note: Any loss, damage or cost attributed to the abandoning or trespassing of stock will be determined and recovered by Council.			
Note : No after hours release for any impounded companion animal			
Abandoned Vehicles			
Incident Specific	Cost recovery	Cost recovery	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Cemetery Fees			
Note: Weekend burials - If Council Staff or Contractors are unavailable on a weekend then the service will not be provided			
Administration Fee	41.00	45.00	Yes
General Cemetery - Purchase at time of burial			
General Cemetery Plot	410.00	425.00	Yes
Native Grove Plot	466.00	480.00	Yes
Memorial Garden Plaque	266.00	275.00	Yes
Columbarium Wall Niche	165.00	170.00	Yes
Cemetery Interment			
Infant/child under 12 years	235.00	245.00	Yes
All Other –			
Single Depth	815.00	840.00	Yes
Double Depth :			
1st Interment	815.00	840.00	Yes
2nd Interment	466.00	480.00	Yes
Weekend Interment	1,180.00	1,210.00	Yes
Exhumation of Human Remains	1,180.00	1,210.00	Yes
Prepaid Funeral reservation and interment	calculate using above fees	calculate using above fees	
Surrender Reservation			
Note: proof of purchase required			
% refund of original purchase price :			
General Cemetery Plot	50%	50%	
Memorial Garden Plaque	50%	50%	
Columbarium Wall Niche	50%	50%	
Private Cemeteries on Rural Land			
Note: DA required			
Registration of Private Cemetery	768.00	790.00	
Signing of Linen Plan	170.00	175.00	
Inspection of Area	170.00	175.00	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Public Swimming Pools			
Casual Admission Individuals per entry	2.50	3.00	Yes
Season Ticket Admission <i>Note: Family Tickets are for all immediate family members</i>			
Individual	77.00	80.00	Yes
Family	220.00	220.00	Yes
School Admission			
Student	2.50	3.00	Yes
Supervising teachers or assistants	Nil	Nil	
Pool Hire			
Swimming Clubs <i>Note: All swimming club members must have a current season ticket</i>			
Option One - High Volume User Daily training each weekday, carnivals and club championships. Unlimited after hours use when club lifeguard available	528.00	530.00	Yes
Option Two - Mid Volume User Two hours training per week and one carnival. Unlimited after hours use when club lifeguard available.	348.00	350.00	Yes
Option Three - Low Volume User Two hours training per week during regular opening hours with lane allocation determined by the lifeguard on duty. Unlimited after hours use when club lifeguard available	235.00	240.00	Yes
Qualified Coaches and Private Lane Hire During opening hours (2 hour session)	8.50	10.00	Yes

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Halls/Community Centres			
Coonabarabran Community Services Building			
Coonabarabran Arts Council Flix in the Stix (pa)	560.00	560.00	Yes
Interview / Meeting room - Business purposes (per meeting, per day)	17.00	26.00	Yes
Not for profit or community organisation	Nil	Nil	
Coolah Shire Hall			
Coolah District Development Group (per annum)	560.00	560.00	Yes
Hive Live (per annum)	560.00	560.00	Yes
<i>Note: Booking information for private, fundraising or commercial use - Pandora Art Gallery is available from the Coolah District Development Group</i>			
Administration Fee for <u>following</u> Hall/Room Bookings	40.00	45.00	Yes
Dunedoo Community Building, (Westpac/Library)			
Interview / Meeting room – Business purposes (per meeting per day)	25.38	26.00	Yes
Not for profit or community organisation	Nil	Nil	
Dunedoo Jubilee Hall (Fee includes practice and/or set up time)			
Whole Complex	73.00	75.00	Yes
Community Ongoing fundraising events	17.00	18.00	Yes
Mendooran Mechanics Institute (Fee includes practice and/or set up time)			
Whole Complex	73.00	75.00	Yes
Community Ongoing fundraising events	17.00	18.00	Yes
Binnaway Memorial Hall (Fee includes practice and/or set up time)			
Whole Complex	73.00	75.00	Yes
Community Ongoing fundraising events	17.00	18.00	Yes

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Halls/Community Centres continued...			
Coonabarabran Town Hall			
Administration Fee	40.00	45.00	Yes
Whole Complex	230.00	250.00	Yes
Main Hall only	175.00	180.00	Yes
Supper room or Courtyard only	73.00	75.00	Yes
Kitchen only		150.00	Yes
Kitchen only (Community Groups only)	17.00	18.00	Yes
Community ongoing fundraising events (<i>where no caretaker cleaning required</i>)	17.00	18.00	Yes
Public Liability Insurance	142.00	150.00	
\$20 million for irregular users Evidence of own policy required if applicable			
Local schools and community groups may access the following halls at no charge for activities and events e.g. School Awards nights, formals or practice sessions and Civic functions including Australia Day, Seniors Week Celebrations, National Sorry Day and NAIDOC Week. Other non for profit organisations will be at the discretion of the General Manager.			
Note : Evidence of Public Liability Insurance is required by Organisation coordinating event/activity			
A 25% discount for Conferences will apply after 2 days			
Security Bond (Cleaning Bond)	225.00	500.00	
Damages and Breakages			
Replacement and Repairs	At Cost	At Cost	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Halls/Community Centres continued...			
Coonabarabran Youth Club			
Fee listed are for those activities provided above and beyond those activities conducted at the Coonabarabran Youth Club by the Youth Club Committee Members			
Local schools may access the Youth Club facilities at no charge, however booking and liaison with the Youth Club Committee is still required.			
Other Community / Private Use	NA	NA	
Main Hall - Half Day / Session	60.00	62.00	Yes
Main Hall - Per Day	115.00	118.00	Yes
Kitchen	Not Available	Not Available	
Squash	Not Available	Not Available	
Note: All Council halls or Community Facilities- Non residential or itinerant retailer use is not permitted.			

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Sporting Ovals			
<p>Note: Schools are free for all activities at all Ovals Unless Inter-regional competition</p> <p>Coonabarabran Ovals No. 1,2 & 3</p> <p>All sports- regional games/other uses approved/social activities (for 1 or 3 ovals).</p> <p>All sports- carnivals/home games with gate entry, canteen, bar operation (for 1 or 3 ovals)</p> <p>All sports - all junior and senior training or local weekly games/competition with no gate entry and no Canteen.</p> <p>All sports - all junior and senior training or local weekly games/competition with gate entry and no Canteen.</p> <p>All sports - all junior and senior training or local weekly games/competition with no gate entry and Canteen.</p> <p>Use of night playing lights - per hour</p> <p>Cleaning Bond</p> <p>To be paid at start of each season (for seasonal users) for carnivals/one off events</p>	<p>143.00</p> <p>143.00</p> <p>Nil</p> <p></p> <p></p> <p>23.00</p> <p></p> <p>174.00</p>	<p>143.00</p> <p>143.00</p> <p>Nil</p> <p>143.00</p> <p>143.00</p> <p>25.00</p> <p></p> <p>190.00</p>	<p>Yes</p> <p>Yes</p> <p></p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p></p> <p>Yes</p>
<p>Netball and Basketball Courts - Coonabarabran</p> <p>All sports, other uses approved by Council or Social Activities</p> <p>All sports - Local carnivals/Home games with gate entry/canteen operating</p> <p>All sports - All junior and senior training or local weekly games/competition</p>	<p>87.00</p> <p>87.00</p> <p>Nil</p>	<p>90.00</p> <p>90.00</p> <p>Nil</p>	<p>Yes</p> <p>Yes</p> <p></p>

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Sporting Ovals Continued.....			
Binnaway and Baradine Ovals			
All sports - Regional games/other uses approved by Council or Social Activities	143.00	143.00	Yes
All sports - carnivals/home games with gate entry, canteen, bar operation.	143.00	143.00	Yes
All sports - All junior and senior training or local weekly games/competition with no gate entry and no Canteen	Nil	Nil	
Use of night playing lights - per hour	As negotiated with Baradine Rugby League Club	As negotiated with Baradine Rugby League Club	
Cleaning Bond To be paid at start of each season (for seasonal users) for carnivals/one off events	174.00		
Bowen Oval Coolah			
All sports - Regional games/other uses approved by Council or Social Activities	143.00	143.00	Yes
All sports - carnivals/home games with gate entry, canteen, bar operation.	143.00	143.00	Yes
All sports - All junior and senior training or local weekly games/competition with no gate entry	Nil	Nil	
Use of night playing lights - per hour	As negotiated with Coolah Sports Club	As negotiated with Coolah Sports Club	
Cleaning Bond To be paid at start of each season (for seasonal users) for carnivals/one off events	174.00	190.00	
Robertson Oval Dunedoo			
All sports - Regional games/other uses approved by Council or Social Activities	143.00	143.00	Yes
All sports - carnivals/home games with gate entry, canteen, bar operation.	143.00	143.00	Yes
Use of night playing lights - per hour	As negotiated Dunedoo Rugby League Club	As negotiated Dunedoo Rugby League Club	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Sporting Ovals Continued.....			
All sports - All junior and senior training or local weekly games/competition with no gate entry	Nil	Nil	
Cleaning Bond To be paid at start of each season (for seasonal users) for carnivals/one off events	174.00	190.00	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Water Services			
Standard connection within 18 metres of existing main - includes 20mm water meter and meter box	897.00	924.00	Yes
Meter reading check - refundable if reading incorrect	62.00	64.00	
Other Services	By Quotation	By Quotation	
Meter reading on request	62.00	64.00	
Volumetric testing of meter - Council test	225.00	232.00	
Volumetric testing of meter by meter supplier, includes certificate	275.00	283.00	
Water meter disconnection fee - 20mm	164.00	168.00	
Water meter disconnection fee - other than 20mm	At Cost	At Cost	
Water saving devices (for installation in toilet cistern) and installation by user	5.00	5.00	
Water Restriction device, installation by Council		100.00	
Water meter locking device incl. key and installation by Council		200.00	
Standpipe Sales			
<i>To be accessed at stand pipe at Councils depots</i>			
By Appointment - Between the business hours of 7.30am to 8.30am and 3.30pm and 4.30pm Monday to Friday	5.00 Access fee PLUS 3.00 per kilolitre	5.00 Access fee PLUS 3.00 per kilolitre	
If outside business hours - overtime rate of pay for staff member plus charge per kilolitre	Overtime Rate PLUS 3.00 per kilolitre	Overtime Rate PLUS 3.00 per kilolitre	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Water Services Continued.....			
Sewerage Services			
Installation of sewer junction less than 1.5m deep where main exists	1,000.00	1,030.00	
Installation of sewer junction greater than 1.5m deep where main exists	At Cost	At Cost	
Sewer Main Extension	At Cost	At Cost	
Tankered Waste Charges (Charging Category 2S) – Per KL			
- Chemical Toilet		16.00	
- Septic Tank and Pan Waste Disposal Charge			
• Effluent		2.15	
• Septage		22.00	
Liquid Trade Waste Application Fee, Classification A & B		140.00	
Liquid Trade Waste Application Fee, Classification C & S		250.00	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Technical Services			
Plan Printing			
Size A0 - per copy			
Paper	13.00	15.00	
Film	16.00	17.00	
Size A1 - per copy			
Paper	11.00	12.00	
Film	14.00	15.00	
Size A2 - per copy			
Paper	11.00	12.00	
Film	13.00	13.00	
Survey Control Information			
Locality Sketch Plans	6.00	6.00	
Survey Control Information	8.00	8.00	
Engineering Supervision fee - per hour	123.00	127.00	
Roads and Footpath Restoration Charges			
Telstra and Country Energy			
Bitumen			
up to 5m2 - per m2	93.00	96.00	
over 5m2 - per m2	87.00	90.00	
Minimum charge	410.00	422.00	
Concrete			
up to 5m2 - per m2	164.00	169.00	
over 5m2 - per m2	164.00	169.00	
Minimum charge	538.00	554.00	
Contribution to Works			
Footpath (foot paving) - NO charge of adjacent to properties	50% of cost	50% of cost	
Kerb and guttering	50% of cost	50% of cost	
Gutter crossing	50% of cost	50% of cost	
gutter crossing through kerb & guttering	At cost	At cost	
Driveway and concrete strip	By quotation	By quotation	
Sale of Road base - ex works - per m3	21.00	30.00	
Gravel, Sand and Aggregate			
Supply aggregate - Crushed per m3	At Cost	At Cost	
Supply Sand/Gravel mix - per m3	At Cost	At Cost	
Supply Sand	At Cost	At Cost	
Load only - Gravel pit - per m3	At Cost	At Cost	
<i>Materials 10% applies also to contractors</i>			
Road Opening Fees	At Cost	At Cost	
Road Closure Fees	At Cost	At Cost	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Aerodromes			
Coonabarabran Aerodrome			
Terminal usage - per week	NA	NA	
Hanger rent space first year of lease - per m2 increase per subsequent year (GST inclusive)	1.80 Plus CPI or 4.5%	1.90 Plus CPI or 4.5%	As determined
Landing and touchdown fees RAAF and British Aerospace	Donation	Donation	
Landing Fees – Commercial Aircraft		\$0.00	
Landing Fees – Aero club Activities and Events		\$0.00	
Landing Fees – Private		\$0.00	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Children Services			
Family Day Care			
New Educator Registration fee	55.00	60.00	
Educator Re-registration	25.00	30.00	
Educator Levy - per day worked	1.60	1.60	
Family enrolment fee - Once off	25.00	25.00	
Parent Levy - per child / per hour	0.60	0.70	
Connect 5			
Membership (includes Toy library)- per family / per term	10.00	10.00	
Fees to attend play sessions per family per session	2.00	2.00	
Snack Levy (\$1 per child per day)	-	1.00	
OOSH (After School Care)			
Enrolment	10.00	10.00	
Deposit = 2 weeks full fees			
Fee - Per Child / per day less 50% Child Care Tax Rebates for all only pat gap after CCB childcare Benefit	20.00	20.00	
Additional Children in family	15.00	15.00	
For Information regarding Service and Fees, Please Contact: Family Day Care ph 6849 2222 Connect 5 Ph 6849 2220 OOSH Ph 6849 2222			

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Yuluwirri Kids			
Annual Calender Year Enrolment Fee (per child)	30.00	30.00	
Early and Late Fee	\$1.00 per minute	\$1.20 per minute	
Long Day Care Fees - 0 to 5 Years			
Long Day Care - per day	75.00	77.00	
Note: Children can be enrolled in Long Day Care maximum of 5 days a week.			
Long Day Care Fees are subsidised by Child Care Benefit (CCB is a payment from the Australian Government that helps with the costs of Child Care) & Child Care Rebate (CCR is a payment from the Australian Government that helps working families with the cost of child care) Jobs, Education & Training (JET child care fee assistance supports activities for a limited time while you are working, training or studying so you can enter or re-enter the workforce).			
Preschool Fees - 3 to 5 years			
<i>(Please note these are full price preschool fees, please enquire for what our current funded preschool subsidised fees are)</i>			
Preschool - per day	35.00	38.00	
Preschool 2nd day - subsidy the year before school	20.00	20.00	
Preschool Health Care - subsidy	20.00	20.00	
Preschool Indigenous – subsidy	12.50	12.50	
Preschool – Non funded position		60.50	
Note: Children can be enrolled in Preschool as a maximum of 2 days a week. Excess of 2 days enrolment must then be Long Day Care Enrolment			
Working Families using registered care are entitled to CC			
Fees are subject to change with CPI increases and at the beginning of calendar and financial years.			
Working Families using registered care are entitled to CC			

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Yuluwirri Kids continued.....			
<p>To be eligible for a funded preschool place a child will need to be either:</p> <p>At least 4 years old on or before 31 July in that preschool year and not yet in compulsory schooling:</p> <p>Or</p> <p>At least 3 years old on or before 31 July and from a disadvantaged background (i.e. from a family holding a low-income health care card and/or Aboriginal)</p> <p>Services with spare capacity can continue to enrol children not eligible for a funded preschool place, however preschools are expected to give priority of access to children in their year prior to school and 3 year old children from disadvantaged backgrounds.</p> <p>Based on the information we currently have: our funded Subsidised Preschool fees for 2014 will commence in Term 1 as (subsidised fees are subject to change throughout the year)</p>			
Non funded preschool place per day		60.50	
Preschool (PRE) Funded Standard per day		27.50	
Preschool year before school (2 nd day) per day		12.50	
Low income Health Care Card Holder per day		12.50	
Indigenous per day		5.00	
<p>For Information regarding Services and Fees, Please Contact Yuluwirri Kids ph 6849 2184. For more information regarding Australian Government Services and programs designed to support families including the Child Care Benefit (CCB), the Child Care Rebate (CCR), jobs, Education and training (JET) Child Care Fee assistance, Child Care Service Support program, please see http://www.mychild.gov.au/pages/CCFactsheets.aspx</p>			

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Macquarie Regional Library			
Reservation fee	1.10	1.50	Yes
Overdue Fee	1.00	1.00	
Replacement Borrower Card	4.40	4.40	Yes
Temporary Borrower's Card	50.00	50.00	
Item Replacement processing charge per item (plus item replacement cost)	5.50	5.50	Yes
Inter Library Loan			
Per item loan	6.60	6.60	Yes
Possible additional fee from other libraries	16.50	17.50	Yes
Fast Track Service - additional fee for 24 hour response	16.50	17.50	Yes
Email - per hour	6.00	6.00	Yes
Photocopying			
Black & White - per A4 sheet	0.30	0.30	
Black & White - per A3 sheet	0.60	0.60	
Colour copy - per A4 sheet	2.20	2.20	Yes
Colour copy - per A3 sheet	3.30	3.30	Yes
Word Processing - per hour	6.00	6.00	Yes
Fax Services			
Fax - outgoing (Australia) - first page	4.40	4.40	Yes
Fax - outgoing (Australia) - additional pages	1.10	1.10	Yes
Fax - outgoing (O/S) - first page	11.00	11.00	Yes
Fax - outgoing (O/S) - additional pages	5.50	5.50	Yes
Fax - incoming - up to 10 pages	4.40	4.40	Yes
Fax - incoming - additional pages	0.55	0.55	
Digital Image Service (private use)			
TIFF/JPG 300 dpi image on CD	15.00	15.00	Yes
Postage and handling (if required)	10.00	10.00	Yes
JPG 300 dpi image via email	10.00	10.00	Yes
TIFF/JPG 300 dpi image on CD (Commercial use)	50.00	50.00	Yes
Postage & Handling (if required)	10.00	10.00	
Information research - per hour	35.00	35.00	Yes
Local and family history research - per hour	25.00	25.00	Yes
Library Bags - Nylon with @ your library logo	1.50	1.50	
Earphones & CD's	2.20	2.20	Yes
Thumb drives	5.50	10.00	Yes
Book Sale			
Adult Non Fiction	1.10	1.10	Yes
Adult Fiction	0.55	0.55	
Paperbacks and Magazines	0.25	0.25	
Junior Non Fiction	0.55	0.55	
Junior Fiction	0.55	0.55	

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Community Care			
Respite Respite Carer works in client's home	6.00 per hr or part thereof	7.00 per hr or part thereof	
Handyperson Service Lawn mowing and handyman. Service is provided to help keep clients safe in their homes. Is not for beautification. No weeding service. Cost of extras such as herbicides to be paid by client.	14.00 per hr with a limit of 4 hrs per month. 18.00 per hour Extra hrs of service (above limit of 4 hours per month)	15.00 per hr with a limit of 4 hrs per month. 20.00 per hour Extra hrs of service (above limit of 4 hours per month)	
Meals on Wheels Hot or frozen meal service dependant on location	Prices vary dependent on meal choices	Prices vary dependent on meal choices	
Social Support Local Transport	6.00	6.00	
Local Shopping	6.00	6.00	
Social Support Bus Trips from Coonabarabran (each Person)	7.00	8.00	
<i>Lunch and/or admission fees paid by clients</i>			
Social Support luncheons	Cost of meal paid by client	Cost of meal paid by client	
WAGS	2.00	2.00	
<i>Lunch paid for by participants</i>			
Transport			
Bus	Nil	Nil	
Carers Travel	20.00	25.00	
Clients	25.00	30.00	
General Public			

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Community Care Continued...			
Transport Continued....			
Local transport			
Community Car to Medical Appointment (Volunteer Driver)	6.00	6.00	
Community Car out of town Transport (Volunteer Driver)			
Per km Fee			
5-50km		20.00	
51-100km		30.00	
101-150km		35.00	
151-200km		40.00	
201-250km		45.00	
251-300km		50.00	
301-350km		55.00	
351-400km		60.00	
401-450km		65.00	
451-500km		70.00	
501-550km		75.00	
551-600km		80.00	
Please contact Warrumbungle Community Care for details on Transport and Meals on Wheels Fees			
Coonabarabran Office : 6849 2000		Coolah Office: 6375 5130	

A1.8 Private Works

Under Division 3 Section 67 Local Government Act 1993

In accordance with Section 67 of the Local Government Act 1993, Council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may lawfully be carried out on the land including the following types of work;

- Paving and road making
- Kerbing and guttering
- Fencing and ditching
- Tree planting and tree maintenance
- Grass planting and maintenance
- Waste collection
- Demolition and excavation
- Land clearing and tree felling
- Water, sewerage and drainage connections

Private Works Policy

The procedure for undertaking private works and recovering costs are set out in Council's Policy on Private Works. Under this policy private works are categorised into either external private works or internal private works. The procedures for internal private works relate to staff members and they are different to procedures for external private works

For external private works, Council will send an invoice to clients when payment is not received up front. Payment up front is required for minor works less than \$150 (excl GST) in value.

Private Works Pricing (Pricing Mechanism)

The determination of an invoice amount for Private Works listed above will be based on the following pricing factors:

1. Labour at direct cost plus oncost and overheads at a combined rate of 60.80%
2. Stores at direct cost plus overhead rate of 25%
3. Creditors at direct cost including freight plus overhead rate of 21%
4. Plant cost in accordance with 'Private Plant Hire Rates Schedule' and associated conditions below.

Estimates that are prepared to undertake Private Works will use a composite ready-reckoner for the purpose. This will share with the Pricing Mechanism the common element as to the total time involved and the range of equipment employed in the task. Estimates are not to be seen as a fixed price quote but rather as an indication of the full cost when pricing has been completed. The Invoice will be based on the Pricing Mechanism.

Council will hire out the following items of plant subject to the following conditions:

- Hire of plant is subject to Council's policy on Private Works;
- Hire of plant is subject to suitability of application and availability;
- Council has absolute discretion in relation to hiring of plant items;
- No Plant item will be hire without a Council Operator;
- The charge out rate will be based on the rates listed in the table (note: rates include labour costs for the operator):

Plant Type	Hourly Plant Rate 2013/14 (Excl. GST)	Hourly Plant Rate 2014/15 (Excl. GST)
Backhoe	117	135
Bobcat	117	119
Compressor & Tool	49	56
Excavator	156	162
Front End Loader	125	136
Grader	135	135
Mower Outfront	101	103
Mower Ride On	85	85
Minor Plant (Small)	49	51
Minor Plant (Large)	49	51
Road Roller	102	107
Slasher	18	18
Street Sweeper	128	133
Tractor	80	82

Appendix 2: Donations Policy

Warrumbungle Shire Council provides financial assistance or donations to community groups and individuals to encourage their development and growth within the shire.

The expected outcomes of this policy are as follows:

- Identification and support for community groups, organisations and individuals that contribute to the social, economic and / or environmental fabric of Warrumbungle Shire.
- Transparent process of application, assessment and determination of financial assistance.
- That financial assistance provided by Council complies with requirements of Section 356 of the Local Government Act 1993.

Financial assistance is provided across a broad range of activities and are grouped as follows;

- Sporting Clubs and Events
- Charity Groups
- Religious Properties
- Education Support
- Community Service Organisations
- Cultural Groups and Societies
- Youth Groups and Senior Citizens
- Individuals
- Community Hall Committees

Annual Donations

In accordance with Section 356 of the Local Government Act 1993 Council proposes to make the following Donations in 2014/2015.

Program Category Name of Organisation or Group	Assistance Type (see Note 1)
Sporting Clubs & Events	
Northern Inland Academy of Sport	(4) \$360
Binnaway Jockey Club	(4) \$1,000
Baradine Tennis Club (Catholic Church)	(2)
Neilrex Tennis Club	(4) \$700
Mendooran Turf Club	(4) \$1,000
Coonabarabran Jockey Club	(4) \$1,000
North West Equestrian Expo	(4) \$1,000
Baradine Golf Club (Rates Subsidy)	(4) \$500

Program Category Name of Organisation or Group	Assistance Type (see Note 1)
Charity Groups	
St Vincent de Paul – Coonabarabran	(2)
Religious Properties	
Baradine - Anglican Church - Catholic Church	(2)
Binnaway - Anglican Church - Catholic Church	(2)
Coonabarabran - Jehovah's Witnesses - New Life Centre (Assemblies of God) - Catholic Church - Anglican Church - Uniting Church - Presbyterian Church	(2)
Coolah - St Andrew's Anglican Church - St James Presbyterian Church - Sacred Heart Catholic Church	(2)
Dunedoo - All Saints Anglican Church - St David's Presbyterian Church - St Michael's Catholic Church	(2)
Mendooran - St Chad's Anglican Church - St Mary's Catholic Church	(2)
Education Support	
St Lawrence's Primary School - Coonabarabran	(4) \$70
St Johns Primary School - Baradine	(4) \$70
Baradine Central School	(4) \$70
Binnaway Central School	(4) \$70
Coonabarabran Primary School	(4) \$70
Coonabarabran High School	(4) \$70

Program Category Name of Organisation or Group	Assistance Type (see Note 1)
Coonabarabran TAFE	(4) \$70
Coolah Central School	(4) \$70
Coolah Sacred Heart Primary School	(4) \$70
Dunedoo Central School	(4) \$70
Dunedoo TAFE	(4) \$70
St Michael's School – Dunedoo	(4) \$70
Mendooran Central School	(4) \$70
Community Service Organisations	
Coonabarabran CWA	(1)
Baradine CWA	(1)
Mendooran CWA	(1)
Coolah Community Radio	(4) \$520
Baradine Masonic Lodge	(1)
BreastScreen Greater Western – (to and within Shire)	(5)
Healthy Harold Life Education Australia – (to and within Shire)	(5)
Dunedoo Three Rivers Community Radio	(4) \$520
Coonabarabran 2WCR FM Community Radio	(4) \$520
Baradine Men's Shed (Baradine Rusty Club) (Rates Subsidy)	(4) \$1,000
Coolah Men's Shed	(4) \$1,000
Cultural Groups & Societies	
Baradine School Band	(4) \$250
Coonabarabran Orbital Swing Band	(4) \$1,000

Program Category Name of Organisation or Group	Assistance Type (see Note 1)
Baradine Agricultural Show – Art Prize	(4) \$50
Binnaway Agricultural Show – Art Prize	(4) \$50
Warrumbungle Arts & Crafts – Expo	(5)
Warrumbungle Arts & Crafts – Coonabarabran – Acquisitive Prize	(4) \$1000
Dunedoo Lions Club – Arts Unlimited	(4) \$500
Coonabarabran PAI&H Association – Annual Show	(3)
Keep Australia Beautiful	(4) \$470
Dunedoo Bush Poetry	(4) \$500
Coonabarabran DPS Local & Family History Group	(4) \$500
Youth and Senior Groups	
Coolah Youth & Community Centre	(3)
Coonabarabran Boy Scouts Hall	(2)
Coonabarabran Girl Guides Hall	(2)
Individuals	
Kidney Dialysis Patients (excess water charge donated – limit equal to 350 kilolitres)	(4)
Community Halls	
Neilrex Hall Committee	(4) \$500
Leadville Hall Committee	(3)
Ulamambri Hall Committee	(3)

(Note 1)

The types and structure of financial assistance depends upon the type of activity being undertaken and may be one of the following types;

1. Donation of one half on the annual General Rate, Water Access Charge and Sewerage Access Charge
2. Donation of one half of the annual Water Access Charge and Sewerage Access Charge
3. Donation of the full annual Waste Collection Charge and Waste Management Charge
4. Monetary grant as provided
5. Operator and/or Plant Hire or Hall Hire

Council owned Properties, Facilities, Plant and Equipment and Halls

When Council considers donations for the waiver of fees and charges at Council owned halls, the fact of whether a fee is charged for entry to the Hall at the time will be a factor in determining the donation.

The donation will only be considered when a local charity or organisation within the shire financially benefits from the function. Functions specifically excluded are balls, weddings, parties, reunions, organisation presentation nights, conference (reduced fee already exists) and auction sales. Applications for the donation or refund of hall hire fees will be processed as part of the Financial Assistance Grants.

Council Owned Plant

When Council plant is used to carry out private work at the request of a local non-profit organisation, a donation equal to the plant hire may be made to the applicant subject to:

- a) The work is carried out at a time that does not adversely affect Council's work program
- b) The plant being operated by an approved Council operator
- c) The operator volunteering his/her services
- d) An appropriate hire agreement being executed by the applicant
- e) Appropriate insurance cover being arranged
- f) That any requests be referred to Council for approval as part of the Financial Assistance Grants.

Development Applications

Council will donate the equivalent amount of the development application costs in total only levied on works to be undertaken by community groups on Council-owned facilities with such funds to be provided from the Donation–Other Budget.

Financial Assistance Grants

Financial assistance requested in the form of a monetary grant must be made on Council's application form. There will be a cap of \$500 for Financial Assistance Grants. Where the monetary grant exceeds \$200 in one year the recipient of the financial assistance is required to provide a report to Council in a format prescribed by Council.

Assessment Criteria

Council will use the following general criteria when considering requests for financial assistance;

- Activities which address gaps in service or community development;
- Activities which promote community development in a multicultural context and seek to address issues of access and equity;
- Involvement from volunteers and self help initiatives which build upon Council's contribution;
- Consumer / use participation in management of services / activities
- Innovative and creative approaches to identified needs; and
- Activities, which use Council funding to attract further resources.

Council will give low priority to following types of requests for financial assistance;

- Activities/services which do not attempt to become self-supporting where the potential exists through fees or other feasible income – producing activities.
- Activities of a purely social nature, which do not address the needs of disadvantaged groups.

- Activities which are eligible for support from state- wide or regional parent bodies.
- Organisations, which have not observed accountability requirements for past Council assistance.

Other Financial Assistance	Amount Allocated
Financial Assistance Other	\$20,000

Council will consider applications for financial assistance at the ordinary meeting in each of the following months only:

- February
- August

Prior to these meeting dates Council will make a public call for applications for financial assistance. Financial assistance applications must be made on a form prescribed by Council.



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