



# Warrumbungle Shire Council

## Operational Plan and Delivery Program

### 2016/17 – 2019/20

As Endorsed by Council Resolution 323/1516



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## Part 1: Introduction

### 1.1. A Profile of Warrumbungle Shire

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

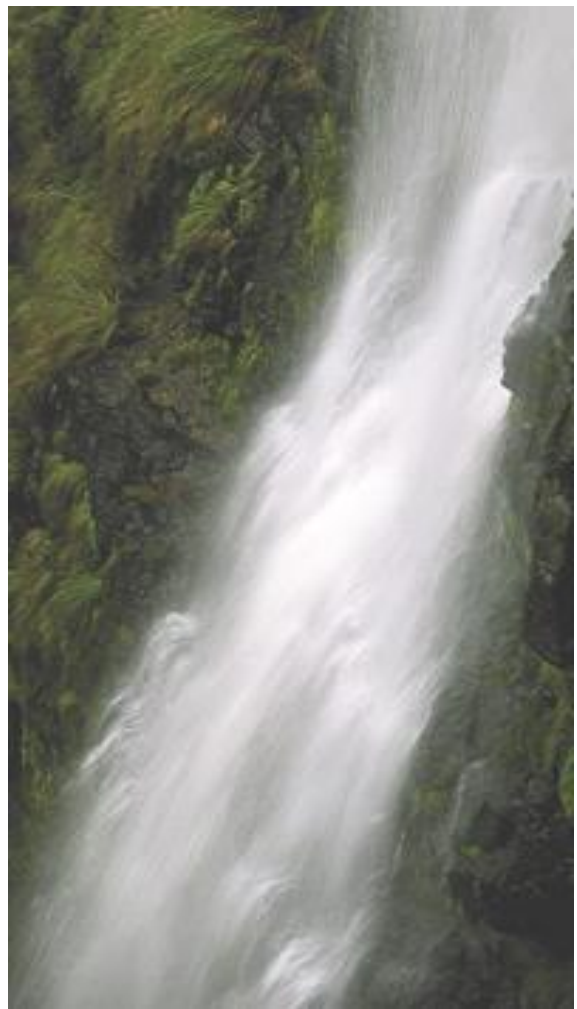
Siding Spring Observatory, located 25kms from Coonabarabran is the site of a number of internationally owned and operated optical telescopes where major research has recorded amazing truths of the universe, supporting Coonabarabran's claim to the name "Astronomy Capital of Australia".

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 (2016/17– 2019/20). 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 (2016/17) and also includes Council's Statement of Fees and Charges for the 2016/17 financial year.

## Part 2: Council's Operational Plan & Delivery Program

### 2.1. 2016/17 Budget and Delivery Program Highlights

#### Introduction

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

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

- The fact that Warrumbungle Shire Council is a sparsely populated rural local government area (LGA) with a large transport infrastructure network and no corresponding economies of scale;
- An ageing 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.
- Freezing of Federal Assistance Grants (FAGS) by the Commonwealth.

It is under these constraints and considerations that the 2016/17 Operational Plan (budget) and 2017/18 - 2019/20 Delivery Programs have both been prepared.

#### Budget and Delivery Program Highlights

Features of Council's Budget and Delivery Program include:

- An unrestricted cash budget surplus of \$19.08k in the 2016/17 financial year;
- A combined unrestricted cash surplus of \$105.01k over the four years of the Delivery Program, although Council's cash at bank will decrease by \$1.1m over the four years as restricted assets are used to catch up on Council's asset backlog;
- An accrual surplus of \$8.936m in 2016/17 predominately due to the receipt of substantial capital grant monies;
- An ambitious capital program over the four years of \$51.67m;

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

- Progress on the new RFS Fire Control Centre in Coonabarabran estimated cost of \$3.05m;
- Construction of Allison Bridge (\$2.1 m)
- Resealing of approximately 106 km of sealed roads (\$3.2m);
- Re-sheeting of approximately 194 km of unsealed roads (\$3.4m);



- Completion of approximately 12km of pavement re-construction, pavement widening and shoulder widening at a cost of \$2.244 m on Regional Roads;
- Completion of approximately 13.2km of pavement re-construction at a cost of \$2.78m on local roads;
- Construction and rehabilitation of over 23km of water and sewer mains at a total cost of \$2.7m;
- Sewer Mains relining of \$556k
- Water & Sewer Telemetry work \$506k
- Construction and rehabilitation of reservoirs and treatment plants at a total cost of \$1.8m including replacement of water treatment clarifier in Baradine (\$961k);
- Plant replacement of \$11.5m;
- Refurbishment of Mendooran Hall, Goolhi Hall, Coonabarabran Hall and Binnaway Hall as well as Coolah VRA Shed and construction of disabled access in Coolah and Baradine (\$413k);
- Expansion of Coonabarabran Native Grove Cemetery (\$50k);
- Construction and rehabilitation of footpaths at a cost of \$600k within towns across the Shire;
- Rehabilitation of existing K&G at a cost of \$200k within towns across the Shire;
- Construction and rehabilitation of culverts and drainage at a cost of \$354k;
- Flood Levee design and construction (\$80k);
- General rehabilitation of town streets including improving street lights, replacing bins, gardens construction of cycleways and planting of trees;
- Improvements to local ovals, parks and swimming pools (\$923k);
- Construction of shire entrance signs (\$20k).
- New Mechanical Recycling Facility at a cost of \$200k

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, over 97 bridges and bridge sized culverts, an extensive network of culverts and other drainage assets, kerbs and gutters, footpaths, and quarries;
- Aged care, child care and youth 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;
- Health, environmental and emergency bush fire services.

## Fit for the Future

Over the last four years (post Council completing its Long Term Financial Plan as part of the IP&R journey), Council has made significant progress in improving and stabilizing its financial performance and position, and prior to the 2013/14 decision to pause indexation of the Financial Assistance Grants (FAGs) Council was starting to make real headway in its effort to become financially sustainable.

Unfortunately, a worsening funding environment due to the changes to FAGs, imposed statutory limitations and lower Grant Funding (due to higher competition and reduced availability) on Council revenue means that Council must now cut harder and faster or seek new revenue to improve its financial performance going forward.

On 10 September 2014 the release of the Fit for the Future (FFF) reform package was announced by the OLG, giving Council a further impetus to continue with actions it had carried out to date to improve its financial performance. The Fit for the Future (FFF) reform package required Council to submit a proposal by 30 June 2015 on how Council plans to become “Fit for the Future”. Council’s plan was received and assessed by IPART and deemed notionally “Not Fit” on financial grounds. Although this is not an ideal outcome it supports Council’s opinion that the Shire has the size and capacity to remain stand alone and this was reflected in IPART’s opinion as Warrumbungle was not recommended for amalgamation but to remain stand alone. IPART’s conclusion also reinforces Council’s efforts in pursuing financial improvement.

Although Council currently does not meet all of the Fit for the Future benchmarks (despite improvements over recent years), Council sees the FFF process as a perfect opportunity (and sounding board) in moving forward and further improving Council’s financial performance and position. To this end Council has implemented a process whereby “Improvement Action Plan” (IAPs) documents are prepared, reviewed and considered by Council prior to being recommended for implementation. Some of these adopted IAPs have already been incorporated directly into the budget, while others are separately identified as further FFF adjustments due to the difficulty in allocating certain savings to the relevant area at this point in time.

## 2.2 Income Statement (2016/17 – 2019/20)

	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	11,924	12,222	12,782	13,365
User Charges and Fees	7,095	7,369	7,558	7,751
Interest & Investment Revenue	516	529	542	555
Other Revenues	904	927	950	974
Grants & Contributions (Operational)	18,414	16,359	16,818	17,294
Grants & Contributions (Capital)	7,847	1,277	1,287	1,296
Gains/(Losses) from Disposal of Assets	285	287	289	292
<b>Total Income From Continuing Operations</b>	<b>46,985</b>	<b>38,970</b>	<b>40,226</b>	<b>41,527</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	15,050	15,332	15,686	15,915
Borrowing Costs	322	277	236	195
Materials & Contracts	5,246	5,168	5,165	5,213
Depreciation & Impairment	9,584	9,824	10,069	10,321
Other Expenses	7,847	8,007	8,172	8,342
Net Share in JVs	-	-	-	-
<b>Total Expenditure From Continuing Operations</b>	<b>38,049</b>	<b>38,608</b>	<b>39,328</b>	<b>39,986</b>
<b>Net Operating Result for the Year</b>	<b>8,936</b>	<b>362</b>	<b>898</b>	<b>1,541</b>

The above figures include Fit for the Future adjustments per Council's improvement action plan document.

## 2.3 2016/17 Operational Plan (Budget Numbers)

	Cost of Council Activities				Funding of Activities		
Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Payments	RA Movement	(Surplus) / Deficit
<b>General Revenue</b>							
Rates Revenue	(7,623,678)	-	-	(7,623,678)	-	-	(7,623,678)
Interest Revenue	(315,000)	-	-	(315,000)	-	-	(315,000)
General Grants	(6,430,594)	-	-	(6,430,594)	-	-	(6,430,594)
<b>Total General Revenue</b>	<b>(14,369,272)</b>	<b>-</b>	<b>-</b>	<b>(14,369,272)</b>	<b>-</b>	<b>-</b>	<b>(14,369,272)</b>
<b>Executive</b>							
<b>General Manager</b>							
Management And Leadership	(116,515)	385,427	-	268,912	-	-	268,912
Governance	(65,957)	369,982	-	304,025	-	-	304,025
Cobbora Transition Fund	(1,837,500)	-	1,837,500	-	-	-	-
<b>Total Executive</b>	<b>(2,019,972)</b>	<b>755,409</b>	<b>1,837,500</b>	<b>572,937</b>	<b>-</b>	<b>-</b>	<b>572,937</b>
<b>Technical Services</b>							
<b>Technical Services Management</b>	-	146,318	-	146,318	-	-	146,318
<b>Total Technical Services Management</b>	<b>-</b>	<b>146,318</b>	<b>-</b>	<b>146,318</b>	<b>-</b>	<b>-</b>	<b>146,318</b>
<b>Design Services</b>							
Design Services Management	-	92,450	-	92,450	-	-	92,450
Emergency Services Management	-	109,647	-	109,647	-	-	109,647
Survey Investigation And Design	-	122,617	42,500	165,117	-	-	165,117
Asset Management	-	68,881	-	68,881	-	-	68,881
NSW Fire Brigade	-	44,521	-	44,521	-	-	44,521
Road Safety Officer	(56,715)	108,197	-	51,482	-	-	51,482
<b>Total Design Services</b>	<b>(56,715)</b>	<b>546,313</b>	<b>42,500</b>	<b>532,098</b>	<b>-</b>	<b>-</b>	<b>532,098</b>
<b>Road Operations</b>							
Road Operations Management	(116,131)	283,682	-	167,551	-	-	167,551
Regional Roads M&R	(5,750,080)	1,471,375	4,344,971	66,266	51,698	(117,964)	-
Local Roads M&R	(3,923,147)	2,572,680	3,657,997	2,307,530	485,360	-	2,792,890
Aerodromes	(5,535)	111,022	20,000	125,487	-	-	125,487
RMCC And Other Road Contracts	(2,000,000)	1,849,997	-	(150,003)	-	-	(150,003)
Private Works	(270,000)	220,000	-	(50,000)	-	-	(50,000)
<b>Total Road Operations</b>	<b>(12,064,893)</b>	<b>6,508,756</b>	<b>8,022,968</b>	<b>2,466,831</b>	<b>537,058</b>	<b>(117,964)</b>	<b>2,885,925</b>

# Warrumbungle Shire Council –Operational Plan and Delivery Program 2016/17 – 2019/20

	Cost of Council Activities				Funding of Activities		
Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Payments	RA Movement	(Surplus) / Deficit
<b>Fleet Services</b>							
Fleet Services Management	(88,868)	408,284	-	319,416	-	(319,416)	-
Plant And Equipment	(5,641,660)	2,288,087	2,530,000	(823,573)	-	704,630	(118,943)
Depots	-	88,521	-	88,521	-	(88,521)	-
Workshops	-	44,922	-	44,922	-	(44,922)	-
<b>Total Fleet Services</b>	<b>(5,730,528)</b>	<b>2,829,814</b>	<b>2,530,000</b>	<b>(370,714)</b>	<b>-</b>	<b>251,771</b>	<b>(118,943)</b>
<b>Urban Services</b>							
Urban Services Management	(14,478)	170,637	-	156,159	-	-	156,159
Horticulture	-	758,985	133,000	891,985	-	(55,000)	836,985
Street Cleaning	-	283,202	-	283,202	-	-	283,202
Public Ammenities	-	249,391	-	249,391	-	-	249,391
Ovals	(11,753)	355,412	238,000	581,659	-	(129,250)	452,409
Town Streets	(255,000)	503,275	1,266,500	1,514,775	-	(30,000)	1,484,775
Public Swimming Pools	(123,000)	623,098	148,000	648,098	-	(55,000)	593,098
<b>Total Urban Services</b>	<b>(404,231)</b>	<b>2,944,000</b>	<b>1,785,500</b>	<b>4,325,269</b>	<b>-</b>	<b>(269,250)</b>	<b>4,056,019</b>
<b>Total Tech Services (Excluding Water/Sewer)</b>	<b>(18,256,367)</b>	<b>12,975,201</b>	<b>12,380,968</b>	<b>7,099,802</b>	<b>537,058</b>	<b>(135,443)</b>	<b>7,501,417</b>
<b>Development Services</b>							
<b>Development Services Management</b>							
Development Services Management	(15,000)	278,738	-	263,738	-	-	263,738
Building Control	(86,000)	123,882	-	37,882	-	-	37,882
Environmental Health Services	(35,000)	75,969	-	40,969	-	-	40,969
Town Planning	(195,000)	151,328	-	(43,672)	-	-	(43,672)
<b>Total Development Services Management</b>	<b>(331,000)</b>	<b>629,917</b>	<b>-</b>	<b>298,917</b>	<b>-</b>	<b>-</b>	<b>298,917</b>
<b>Regulatory Services</b>							
Compliance Services	(38,307)	204,576	-	166,269	-	-	166,269
Noxious Weeds	-	102,305	-	102,305	-	-	102,305
<b>Total Regulatory Services</b>	<b>(38,307)</b>	<b>306,881</b>	<b>-</b>	<b>268,574</b>	<b>-</b>	<b>-</b>	<b>268,574</b>

# Warrumbungle Shire Council –Operational Plan and Delivery Program 2016/17 – 2019/20

	Cost of Council Activities				Funding of Activities		
Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Payments	RA Movement	(Surplus) / Deficit
<b>Property And Risk</b>							
Property And Risk	(814,491)	1,417,400	77,100	680,009	279,153	-	959,162
Cemetery Services	(91,750)	176,771	-	85,021	-	-	85,021
Medical Facilities	(68,800)	59,887	-	(8,913)	-	-	(8,913)
Public Halls	(64,700)	263,157	70,000	268,457	-	(30,000)	238,457
<b>Total Property And Risk</b>	<b>(1,039,741)</b>	<b>1,917,215</b>	<b>147,100</b>	<b>1,024,574</b>	<b>279,153</b>	<b>(30,000)</b>	<b>1,273,727</b>
<b>Development And Tourism</b>							
Tourism And Development Services	(49,993)	370,288	27,000	347,295	-	-	347,295
Tourism And Economic Promotion	-	47,819	-	47,819	-	-	47,819
<b>Total Development And Tourism</b>	<b>(49,993)</b>	<b>418,107</b>	<b>27,000</b>	<b>395,114</b>	<b>-</b>	<b>-</b>	<b>395,114</b>
<b>Total Development Services</b>	<b>(1,459,041)</b>	<b>3,272,120</b>	<b>174,100</b>	<b>1,987,179</b>	<b>279,153</b>	<b>(30,000)</b>	<b>2,236,332</b>
<b>Corporate And Community Services</b>							
<b>Corp. &amp; Comm. Services</b>							
Corp. & Comm. Services Management	(42,715)	212,698	-	169,983	-	-	169,983
Administration Services	(277,040)	963,015	-	685,975	-	-	685,975
Finance	(1,212,365)	1,566,769	-	354,404	-	-	354,404
HR Management	(145,051)	366,356	-	221,305	-	-	221,305
Payroll Services	(45,964)	216,768	-	170,804	-	-	170,804
WH&S And Risk Management	(83,506)	163,949	-	80,443	-	-	80,443
Learning And Development Services	(91,601)	401,921	-	310,320	-	-	310,320
Communications And IT	(1,040,871)	1,080,600	493,350	533,079	-	-	533,079
Supply Services	-	408,923	50,000	458,923	-	-	458,923
<b>Total Corp. &amp; Comm. Services</b>	<b>(2,939,113)</b>	<b>5,380,999</b>	<b>543,350</b>	<b>2,985,236</b>	<b>-</b>	<b>-</b>	<b>2,985,236</b>
<b>Corporate and Comm Services Other</b>							
Bushfire And Emergency Services	(4,930,920)	3,836,476	1,611,400	516,956	-	-	516,956
<b>Total Corporate And Comm Services</b>	<b>(4,930,920)</b>	<b>3,836,476</b>	<b>1,611,400</b>	<b>516,956</b>	<b>-</b>	<b>-</b>	<b>516,956</b>



# Warrumbungle Shire Council –Operational Plan and Delivery Program 2016/17 – 2019/20

	Cost of Council Activities				Funding of Activities		
Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Payments	RA Movement	(Surplus) / Deficit
<b>Children's And Community Services</b>							
Childrens And Community Services Management	(1,000)	64,200	-	63,200	-	-	63,200
Connect 5	(201,186)	201,243	-	57	-	(57)	-
Family Day Care	(411,632)	396,224	-	(15,408)	-	15,408	-
Youth Development	(103,365)	104,619	-	1,254	-	1,246	2,500
OOSH	(53,000)	52,097	-	(903)	-	903	-
Libraries	(71,847)	661,346	-	589,499	-	-	589,499
Community Development	-	96,000	-	96,000	-	-	96,000
Community Transport	(331,085)	254,128	118,000	41,043	-	(41,043)	-
Multiservice Outlet	(626,914)	582,186	-	(44,728)	-	44,728	-
Yuluwirri Kids	(1,426,404)	1,390,611	-	(35,793)	-	35,793	-
<b>Total Children's And Community Services</b>	<b>(3,226,433)</b>	<b>3,802,654</b>	<b>118,000</b>	<b>694,221</b>	<b>-</b>	<b>56,978</b>	<b>751,199</b>
<b>Total Corporate And Comm Services</b>	<b>(11,096,466)</b>	<b>13,020,129</b>	<b>2,272,750</b>	<b>4,196,413</b>	<b>-</b>	<b>56,978</b>	<b>4,253,391</b>
<b>Total General Fund</b>	<b>(47,201,118)</b>	<b>30,022,859</b>	<b>16,665,318</b>	<b>(512,941)</b>	<b>816,211</b>	<b>(108,465)</b>	<b>194,805</b>
<b>Warrumbungle Water</b>	<b>(3,609,568)</b>	<b>2,334,477</b>	<b>2,140,000</b>	<b>864,909</b>	<b>74,689</b>	<b>(939,598)</b>	<b>-</b>
<b>Warrumbungle Sewer</b>	<b>(1,616,167)</b>	<b>1,336,475</b>	<b>493,000</b>	<b>213,308</b>	<b>(143,768)</b>	<b>(69,540)</b>	<b>-</b>
<b>Warrumbungle Waste</b>	<b>(2,021,261)</b>	<b>1,889,308</b>	<b>320,000</b>	<b>188,047</b>	<b>-</b>	<b>(188,047)</b>	<b>-</b>
<b>Warrumbungle Quarry</b>	<b>(1,010,588)</b>	<b>961,016</b>	<b>-</b>	<b>(49,572)</b>	<b>40,720</b>	<b>-</b>	<b>(8,852)</b>
<b>Total Warrumbungle Shire Council</b>	<b>(55,458,702)</b>	<b>36,544,135</b>	<b>19,618,318</b>	<b>703,751</b>	<b>787,852</b>	<b>(1,305,650)</b>	<b>185,953</b>
<b>FFF Adjustments</b>	<b>-</b>	<b>(205,040)</b>	<b>-</b>	<b>(205,040)</b>	<b>-</b>	<b>-</b>	<b>(205,040)</b>
<b>Total General Fund</b>	<b>(55,458,702)</b>	<b>36,339,095</b>	<b>19,618,318</b>	<b>498,711</b>	<b>787,852</b>	<b>(1,305,650)</b>	<b>(19,087)</b>

## 2.4 2016/17 to 2019/20 Delivery Program (DP Numbers)

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan (Receipts) or Payments	Restricted Assets	(Surplus )/ Deficit
<b>2016/17</b>							
General Revenue	(14,369,272)	-	-	(14,369,272)	-	-	(14,369,272)
Executive	(2,019,972)	755,409	1,837,500	572,937	-	-	572,937
Technical Services	(18,256,367)	12,975,201	12,380,968	7,099,802	537,058	(135,443)	7,501,417
Development Services	(1,459,041)	3,272,120	174,100	1,987,179	279,153	(30,000)	2,236,332
Corporate Services	(11,096,466)	13,020,129	2,272,750	4,196,413	-	56,978	4,253,391
<b>Total General Fund</b>	<b>(47,201,118)</b>	<b>30,022,859</b>	<b>16,665,318</b>	<b>(512,941)</b>	<b>816,211</b>	<b>(108,465)</b>	<b>194,805</b>
Warrumbungle Water	(3,609,568)	2,334,477	2,140,000	864,909	74,689	(939,598)	-
Warrumbungle Sewer	(1,616,167)	1,336,475	493,000	213,308	(143,768)	(69,540)	-
Warrumbungle Waste	(2,021,261)	1,889,308	320,000	188,047	-	(188,047)	-
Warrumbungle Quarry	(1,010,588)	961,016	-	(49,572)	40,720	-	(8,852)
<b>Total General Fund</b>	<b>(8,257,584)</b>	<b>6,521,276</b>	<b>2,953,000</b>	<b>1,216,692</b>	<b>(28,359)</b>	<b>(1,197,185)</b>	<b>(8,852)</b>
<b>FFF Adjustments</b>	<b>-</b>	<b>(205,040)</b>	<b>-</b>	<b>(205,040)</b>	<b>-</b>	<b>-</b>	<b>(205,040)</b>
<b>Total WSC 2016/17:</b>	<b>(55,458,702)</b>	<b>36,339,095</b>	<b>19,618,318</b>	<b>498,711</b>	<b>787,852</b>	<b>(1,305,650)</b>	<b>(19,087)</b>
<b>2017/18</b>							
General Revenue	(14,823,455)	-	-	(14,823,455)	-	-	(14,823,455)
Executive	(187,034)	769,186	-	582,152	-	-	582,152
Technical Services	(13,389,070)	13,209,742	7,990,507	7,811,179	562,517	(253,802)	8,119,894
Development Services	(1,451,787)	3,335,159	150,000	2,033,372	296,076	-	2,329,448
Corporate Services	(9,898,129)	13,304,729	500,171	3,906,771	-	133,772	4,040,543
<b>Total General Fund</b>	<b>(39,749,475)</b>	<b>30,618,816</b>	<b>8,640,678</b>	<b>(489,981)</b>	<b>858,593</b>	<b>(120,030)</b>	<b>248,583</b>
Warrumbungle Water	(2,971,033)	2,380,492	701,000	110,459	78,205	(188,664)	-
Warrumbungle Sewer	(1,646,676)	1,367,874	363,000	84,198	(152,290)	68,092	-
Warrumbungle Waste	(2,071,793)	1,934,735	-	(137,058)	-	137,058	-
Warrumbungle Quarry	(1,035,853)	976,814	-	(59,039)	42,080	-	(16,959)
<b>Total General Fund</b>	<b>(7,725,355)</b>	<b>6,659,915</b>	<b>1,064,000</b>	<b>(1,440)</b>	<b>(32,005)</b>	<b>16,486</b>	<b>(16,959)</b>
<b>FFF Adjustments</b>	<b>-</b>	<b>(590,296)</b>	<b>400,000</b>	<b>(190,296)</b>	<b>-</b>	<b>-</b>	<b>(190,296)</b>
<b>Total WSC 2017/18:</b>	<b>(47,474,830)</b>	<b>36,688,435</b>	<b>10,104,678</b>	<b>(681,717)</b>	<b>826,588</b>	<b>(103,544)</b>	<b>41,328</b>
<b>2018/19</b>							
General Revenue	(15,292,791)	-	-	(15,292,791)	-	-	(15,292,791)
Executive	(191,710)	783,267	-	591,557	-	-	591,557
Technical Services	(13,585,033)	13,452,809	7,750,071	7,617,847	588,872	10,417	8,217,136
Development Services	(1,485,309)	3,392,555	195,000	2,102,246	323,441	-	2,425,687
Corporate Services	(10,135,384)	13,596,294	611,336	4,072,246	-	35,108	4,107,354
<b>Total General Fund</b>	<b>(40,690,227)</b>	<b>31,224,925</b>	<b>8,556,407</b>	<b>(908,895)</b>	<b>912,313</b>	<b>45,525</b>	<b>48,943</b>
Warrumbungle Water	(3,045,309)	2,428,069	661,873	44,633	82,324	(126,957)	-
Warrumbungle Sewer	(1,668,093)	1,400,059	588,332	320,298	(170,879)	(149,419)	-
Warrumbungle Waste	(2,123,587)	1,981,311	-	(142,276)	-	142,276	-
Warrumbungle Quarry	(1,061,749)	992,942	-	(68,807)	43,486	-	(25,321)
<b>Total General Fund</b>	<b>(7,898,738)</b>	<b>6,802,381</b>	<b>1,250,205</b>	<b>153,848</b>	<b>(45,069)</b>	<b>(134,100)</b>	<b>(25,321)</b>
<b>FFF Adjustments</b>	<b>-</b>	<b>(1,004,270)</b>	<b>900,000</b>	<b>(104,270)</b>	<b>-</b>	<b>-</b>	<b>(104,270)</b>
<b>Total WSC 2018/19:</b>	<b>(48,588,965)</b>	<b>37,023,036</b>	<b>10,706,612</b>	<b>(859,317)</b>	<b>867,244</b>	<b>(88,575)</b>	<b>(80,648)</b>

# Warrumbungle Shire Council –Operational Plan and Delivery Program 2016/17 – 2019/20

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan (Receipts) or Payments	Restricted Assets	(Surplus )/ Deficit
<b>2019/20</b>							
General Revenue	(15,777,808)	-	-	(15,777,808)	-	-	(15,777,808)
Executive	(196,502)	797,666	-	601,164	-	-	601,164
Technical Services	(13,785,822)	13,701,298	7,727,447	7,642,923	615,417	167,707	8,426,047
Development Services	(1,519,620)	3,460,835	190,000	2,131,215	342,250	-	2,473,465
Corporate Services	(10,378,408)	13,895,093	382,235	3,898,920	-	186,890	4,085,810
<b>Total General Fund</b>	<b>(41,658,160)</b>	<b>31,854,892</b>	<b>8,299,682</b>	<b>(1,503,586)</b>	<b>957,667</b>	<b>354,597</b>	<b>(191,322)</b>
Warrumbungle Water	(3,121,441)	2,476,719	812,794	168,072	86,423	(254,495)	-
Warrumbungle Sewer	(1,698,968)	1,433,043	429,087	163,162	(181,007)	17,845	-
Warrumbungle Waste	(2,176,676)	2,029,079	-	(147,597)	-	147,597	-
Warrumbungle Quarry	(1,088,292)	1,009,401	-	(78,891)	44,871	-	(34,020)
<b>Total General Fund</b>	<b>(8,085,377)</b>	<b>6,948,242</b>	<b>1,241,881</b>	<b>104,746</b>	<b>(49,713)</b>	<b>(89,053)</b>	<b>(34,020)</b>
<b>FFF Adjustments</b>	<b>-</b>	<b>(1,521,268)</b>	<b>1,700,000</b>	<b>178,732</b>	<b>-</b>	<b>-</b>	<b>178,732</b>
<b>Total WSC 2019/20:</b>	<b>(49,743,537)</b>	<b>37,281,866</b>	<b>11,241,563</b>	<b>(1,220,108)</b>	<b>907,954</b>	<b>265,544</b>	<b>(46,610)</b>

Reconciliation to Income Statement	2016/17	2017/18	2018/19	2019/20
Total Cash (Surplus)/Deficit per above	(19,087)	41,328	(80,648)	(46,610)
<i>Add/(Less):</i>				
<b><u>Non Cash Items</u></b>				
Depreciation	9,584,150	9,823,754	10,069,348	10,321,081
WDV of assets disposed (non cash)	600,000	600,000	600,000	600,000
<b><u>Others</u></b>				
Capital Expenditure	(19,618,318)	(10,104,678)	(10,706,612)	(11,241,563)
Loan Movements	(787,851)	(826,588)	(867,244)	(907,954)
Restricted Assets	1,305,650	103,544	88,575	(265,544)
<b>Total Per Reconciliation</b>	<b>(8,935,456)</b>	<b>(362,641)</b>	<b>(896,581)</b>	<b>(1,540,590)</b>
<b>Total Surplus per Income Statement</b>	<b>(8,935,457)</b>	<b>(362,685)</b>	<b>(896,578)</b>	<b>(1,540,596)</b>
<b>Rounding</b>	<b>1</b>	<b>44</b>	<b>(3)</b>	<b>7</b>
<b>Variances</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Over the four years of the Delivery Program Council will accrue a combined cash surplus of \$105k.

## 2.5 Revenue (Function View)

Description	2016/17	2017/18	2018/19	2019/20
<b>General Revenue</b>				
Rates Revenue	(7,623,678)	(7,814,270)	(8,009,627)	(8,209,867)
Interest Revenue	(315,000)	(322,875)	(330,947)	(339,220)
General Grants	(6,430,594)	(6,686,310)	(6,952,217)	(7,228,721)
<b>Total General Revenue</b>	<b>(14,369,272)</b>	<b>(14,823,455)</b>	<b>(15,292,791)</b>	<b>(15,777,808)</b>
<b>Executive</b>				
<b>General Manager</b>				
Management And Leadership	(116,515)	(119,428)	(122,414)	(125,474)
Governance	(65,957)	(67,606)	(69,296)	(71,028)
Cobbora Transition Fund	(1,837,500)	-	-	-
<b>Total Executive</b>	<b>(2,019,972)</b>	<b>(187,034)</b>	<b>(191,710)</b>	<b>(196,502)</b>
<b>Technical Services</b>				
<b>Technical Services Management</b>	-	-	-	-
<b>Total Technical Services Management</b>	-	-	-	-
<b>Design Services</b>				
Design Services Management	-	-	-	-
Emergency Services Management	-	-	-	-
Survey Investigation And Design	-	-	-	-
Asset Management	-	-	-	-
NSW Fire Brigade	-	-	-	-
Road Safety Officer	(56,715)	(58,133)	(59,586)	(61,076)
<b>Total Design Services</b>	<b>(56,715)</b>	<b>(58,133)</b>	<b>(59,586)</b>	<b>(61,076)</b>
<b>Road Operations</b>				
Road Operations Management	(116,131)	(119,034)	(122,010)	(125,060)
Regional Roads M&R	(5,750,080)	(3,188,000)	(3,257,700)	(3,329,143)
Local Roads M&R	(3,923,147)	(1,716,468)	(1,698,440)	(1,680,604)
Aerodromes	(5,535)	(5,673)	(5,815)	(5,961)
RMCC And Other Road Contracts	(2,000,000)	(2,050,000)	(2,101,250)	(2,153,781)
Reseals	-	-	-	-
Private Works	(270,000)	(276,750)	(283,669)	(290,760)
<b>Total Road Operations</b>	<b>(12,064,893)</b>	<b>(7,355,925)</b>	<b>(7,468,884)</b>	<b>(7,585,309)</b>
<b>Fleet Services</b>				
Fleet Services Management	(88,868)	(91,090)	(93,367)	(95,701)
Plant And Equipment	(5,641,660)	(5,715,585)	(5,790,651)	(5,866,877)
Depots	-	-	-	-
Workshops	-	-	-	-
<b>Total Fleet Services</b>	<b>(5,730,528)</b>	<b>(5,806,675)</b>	<b>(5,884,018)</b>	<b>(5,962,578)</b>

Description	2016/17	2017/18	2018/19	2019/20
<b>Urban Services</b>				
Urban Services Management	(14,478)	(14,840)	(15,211)	(15,591)
Horticulture	-	-	-	-
Street Cleaning	-	-	-	-
Public Amenities	-	-	-	-
Ovals	(11,753)	(12,047)	(12,348)	(12,657)
Town Streets	(255,000)	(15,375)	(15,759)	(16,153)
Public Swimming Pools	(123,000)	(126,075)	(129,227)	(132,458)
<b>Total Urban Services</b>	<b>(404,231)</b>	<b>(168,337)</b>	<b>(172,545)</b>	<b>(176,859)</b>
<b>Total Tech Services (Excluding Water/Sewer)</b>	<b>(18,256,367)</b>	<b>(13,389,070)</b>	<b>(13,585,033)</b>	<b>(13,785,822)</b>
<b>Development Services</b>				
<b>Development Services Management</b>				
Development Services Management	(15,000)	(15,375)	(15,759)	(16,153)
Building Control	(86,000)	(88,150)	(90,355)	(92,612)
Environmental Health Services	(35,000)	(35,875)	(36,772)	(37,691)
Town Planning	(195,000)	(199,875)	(204,874)	(209,994)
<b>Total Development Services Management</b>	<b>(331,000)</b>	<b>(339,275)</b>	<b>(347,760)</b>	<b>(356,450)</b>
<b>Regulatory Services</b>				
Compliance Services	(38,307)	(39,265)	(40,246)	(41,252)
Noxious Weeds	-	-	-	-
<b>Total Regulatory Services</b>	<b>(38,307)</b>	<b>(39,265)</b>	<b>(40,246)</b>	<b>(41,252)</b>
<b>Property And Risk</b>				
Property And Risk	(814,491)	(832,122)	(850,151)	(868,586)
Cemetery Services	(91,750)	(94,044)	(96,395)	(98,805)
Medical Facilities	(68,800)	(70,520)	(72,283)	(74,090)
Public Halls	(64,700)	(25,318)	(25,950)	(26,600)
<b>Total Property And Risk</b>	<b>(1,039,741)</b>	<b>(1,022,004)</b>	<b>(1,044,779)</b>	<b>(1,068,081)</b>
<b>Development And Tourism</b>				
Tourism And Development Services	(49,993)	(51,243)	(52,524)	(53,837)
Tourism And Economic Promotion	-	-	-	-
<b>Total Development And Tourism</b>	<b>(49,993)</b>	<b>(51,243)</b>	<b>(52,524)</b>	<b>(53,837)</b>
<b>Total Development Services</b>	<b>(1,459,041)</b>	<b>(1,451,787)</b>	<b>(1,485,309)</b>	<b>(1,519,620)</b>
<b>Corporate And Community Services</b>				
<b>Corporate Services</b>				
Corporate Services Management	(42,715)	(43,783)	(44,877)	(45,999)
Administration Services	(277,040)	(283,966)	(291,066)	(298,341)
Finance	(1,212,365)	(1,242,675)	(1,273,741)	(1,305,585)
HR Management	(145,051)	(148,677)	(152,394)	(156,204)
Payroll Services	(45,964)	(47,113)	(48,291)	(49,498)

Description	2016/17	2017/18	2018/19	2019/20
WH&S And Risk Management	(83,506)	(85,594)	(87,734)	(89,927)
Learning And Development Services	(91,601)	(93,891)	(96,239)	(98,645)
Communications And IT	(1,040,871)	(751,981)	(763,260)	(774,706)
Supply Services	-	-	-	-
<b>Total Corporate Services</b>	<b>(2,939,113)</b>	<b>(2,697,680)</b>	<b>(2,757,602)</b>	<b>(2,818,905)</b>
<b>Corporate and Comm Services Other</b>				
Bushfire And Emergency Services	(4,930,920)	(3,895,995)	(3,993,394)	(4,093,229)
<b>Total Corporate And Comm Services</b>	<b>(4,930,920)</b>	<b>(3,895,995)</b>	<b>(3,993,394)</b>	<b>(4,093,229)</b>
<b>Children's And Community Services</b>				
Children's And Community Services Management	(1,000)	(1,025)	(1,051)	(1,077)
Connect 5	(201,186)	(206,216)	(211,371)	(216,655)
Family Day Care	(411,632)	(419,283)	(427,085)	(435,043)
Youth Development	(103,365)	(105,949)	(108,598)	(111,313)
OOSH	(53,000)	(54,325)	(55,684)	(57,075)
Libraries	(71,847)	(73,643)	(75,484)	(77,371)
Community Development	-	-	-	-
Community Transport	(331,085)	(339,362)	(347,847)	(356,542)
Multiservice Outlet	(626,914)	(642,587)	(658,652)	(675,117)
Yuluwirri Kids	(1,426,404)	(1,462,064)	(1,498,616)	(1,536,081)
<b>Total Children's And Community Services</b>	<b>(3,226,433)</b>	<b>(3,304,454)</b>	<b>(3,384,388)</b>	<b>(3,466,274)</b>
<b>Total Corporate And Comm Services</b>	<b>(11,096,466)</b>	<b>(9,898,129)</b>	<b>(10,135,384)</b>	<b>(10,378,408)</b>
<b>Total General Fund</b>	<b>(47,201,118)</b>	<b>(39,749,475)</b>	<b>(40,690,227)</b>	<b>(41,658,161)</b>
<b>Warrumbungle Water</b>	<b>(3,609,568)</b>	<b>(2,971,033)</b>	<b>(3,045,309)</b>	<b>(3,121,441)</b>
<b>Warrumbungle Sewer</b>	<b>(1,616,167)</b>	<b>(1,646,676)</b>	<b>(1,668,093)</b>	<b>(1,698,968)</b>
<b>Warrumbungle Waste</b>	<b>(2,021,261)</b>	<b>(2,071,793)</b>	<b>(2,123,587)</b>	<b>(2,176,676)</b>
<b>Warrumbungle Quarry</b>	<b>(1,010,588)</b>	<b>(1,035,853)</b>	<b>(1,061,749)</b>	<b>(1,088,292)</b>
<b>Total Warrumbungle Shire Council</b>	<b>(55,458,702)</b>	<b>(47,474,830)</b>	<b>(48,588,965)</b>	<b>(49,743,538)</b>



## 2.6 Expenditure (Function View)

Description	2016/17	2017/18	2018/19	2019/20
<b>General Revenue</b>				
Rates Revenue	-	-	-	-
Interest Revenue	-	-	-	-
General Grants	-	-	-	-
<b>Total General Revenue</b>	-	-	-	-
<b>Executive</b>				
<b>General Manager</b>				
Management And Leadership	385,427	394,782	404,377	414,218
Governance	369,982	374,404	378,890	383,448
Cobbora Transition Fund	-	-	-	-
<b>Total Executive</b>	<b>755,409</b>	<b>769,186</b>	<b>783,267</b>	<b>797,666</b>
<b>Technical Services</b>				
<b>Technical Services Management</b>	146,318	149,540	152,838	156,216
<b>Total Technical Services Management</b>	<b>146,318</b>	<b>149,540</b>	<b>152,838</b>	<b>156,216</b>
<b>Design Services</b>				
Design Services Management	92,450	94,541	96,683	98,880
Emergency Services Management	109,647	111,078	112,543	114,044
Survey Investigation And Design	122,617	125,618	128,696	131,854
Asset Management	68,881	70,633	72,432	74,280
NSW Fire Brigade	44,521	44,521	44,521	44,521
Road Safety Officer	108,197	110,757	113,381	116,073
<b>Total Design Services</b>	<b>546,313</b>	<b>557,148</b>	<b>568,256</b>	<b>579,652</b>
<b>Road Operations</b>				
Road Operations Management	283,678	289,725	295,921	302,274
Regional Roads M&R	1,471,375	1,497,896	1,525,009	1,552,716
Local Roads M&R	2,572,680	2,594,958	2,620,747	2,646,817
Aerodromes	111,022	113,256	115,536	117,869
RMCC And Other Road Contracts	1,850,000	1,888,379	1,927,633	1,967,779
Private Works	220,000	223,846	227,765	231,759
<b>Total Road Operations</b>	<b>6,508,755</b>	<b>6,608,060</b>	<b>6,712,612</b>	<b>6,819,214</b>
<b>Fleet Services</b>				
Fleet Services Management	408,287	418,442	428,854	439,531
Plant And Equipment	2,288,087	2,333,861	2,380,781	2,428,875
Depots	88,521	89,705	90,906	92,124
Workshops	44,922	45,600	46,287	46,984
<b>Total Fleet Services</b>	<b>2,829,817</b>	<b>2,887,608</b>	<b>2,946,828</b>	<b>3,007,514</b>

Description	2016/17	2017/18	2018/19	2019/20
<b>Urban Services</b>				
Urban Services Management	170,637	174,286	178,024	181,852
Horticulture	758,985	775,626	792,671	810,122
Street Cleaning	283,202	289,204	295,345	301,628
Public Amenities	249,391	254,952	260,647	266,477
Ovals	355,412	362,899	370,557	378,393
Town Streets	503,275	513,386	523,722	534,289
Public Swimming Pools	623,098	637,035	651,312	665,943
<b>Total Urban Services</b>	<b>2,944,000</b>	<b>3,007,388</b>	<b>3,072,278</b>	<b>3,138,704</b>
<b>Total Tech Services (Excluding Water/Sewer)</b>	<b>12,975,203</b>	<b>13,209,744</b>	<b>13,452,812</b>	<b>13,701,300</b>
<b>Development Services</b>				
<b>Development Services Management</b>				
Development Services Management	278,738	285,727	292,898	300,260
Building Control	123,882	126,871	129,934	133,079
Environmental Health Services	75,969	77,804	79,693	81,629
Town Planning	151,328	154,742	158,239	161,821
<b>Total Development Services Management</b>	<b>629,917</b>	<b>645,144</b>	<b>660,764</b>	<b>676,789</b>
<b>Regulatory Services</b>				
Compliance Services	204,580	209,553	214,656	219,885
Noxious Weeds	102,305	102,305	102,305	102,305
<b>Total Regulatory Services</b>	<b>306,885</b>	<b>311,858</b>	<b>316,961</b>	<b>322,190</b>
<b>Property And Risk</b>				
Property And Risk	1,417,400	1,440,864	1,457,734	1,484,487
Cemetery Services	176,771	180,924	185,178	189,541
Medical Facilities	59,887	61,013	62,160	63,331
Public Halls	263,157	267,817	272,565	277,410
<b>Total Property And Risk</b>	<b>1,917,215</b>	<b>1,950,618</b>	<b>1,977,637</b>	<b>2,014,769</b>
<b>Development And Tourism</b>				
Tourism And Development Services	370,288	379,020	387,963	397,135
Tourism And Economic Promotion	47,819	48,523	49,234	49,956
<b>Total Development And Tourism</b>	<b>418,107</b>	<b>427,543</b>	<b>437,197</b>	<b>447,091</b>
<b>Total Development Services</b>	<b>3,272,124</b>	<b>3,335,163</b>	<b>3,392,559</b>	<b>3,460,839</b>

Description	2016/17	2017/18	2018/19	2019/20
<b>Corporate And Community Services</b>				
<b>Corporate Services</b>				
Corporate Services Management	212,698	218,181	223,811	229,591
Administration Services	963,012	987,818	1,013,285	1,039,430
Finance	1,566,769	1,603,813	1,641,790	1,680,729
HR Management	366,356	375,031	383,923	393,039
Payroll Services	216,768	218,865	221,021	223,234
WH&S And Risk Management	163,949	167,744	171,634	175,619
Learning And Development Services	401,921	409,573	417,383	425,360
Communications And IT	1,080,600	1,098,917	1,117,567	1,136,560
Supply Services	408,923	419,352	430,056	441,047
<b>Total Corporate Services</b>	<b>5,380,996</b>	<b>5,499,294</b>	<b>5,620,470</b>	<b>5,744,609</b>
<b>Corporate and Comm Services Other</b>				
Bushfire And Emergency Services	3,836,476	3,927,874	4,021,498	4,117,399
<b>Total Corporate And Comm Services</b>	<b>3,836,476</b>	<b>3,927,874</b>	<b>4,021,498</b>	<b>4,117,399</b>
<b>Children's And Community Services</b>				
Children's And Community Services Management	64,200	65,175	66,170	67,191
Connect 5	201,243	206,497	211,888	217,427
Family Day Care	396,224	403,542	411,005	418,619
Youth Development	104,619	107,178	109,796	112,488
OOSH	52,097	53,519	54,978	56,477
Libraries	661,346	663,019	664,722	666,454
Community Development	96,000	96,000	96,000	96,000
Community Transport	254,127	260,055	266,138	272,376
Multiservice Outlet	582,186	595,399	608,911	622,773
Yuluwirri Kids	1,390,611	1,427,173	1,464,715	1,503,275
<b>Total Children's And Community Services</b>	<b>3,802,653</b>	<b>3,877,557</b>	<b>3,954,323</b>	<b>4,033,080</b>
<b>Total Corporate And Comm Services</b>	<b>13,020,125</b>	<b>13,304,725</b>	<b>13,596,291</b>	<b>13,895,088</b>
<b>Total General Fund</b>	<b>30,022,861</b>	<b>30,618,818</b>	<b>31,224,928</b>	<b>31,854,893</b>
<b>Warrumbungle Water</b>	<b>2,334,474</b>	<b>2,380,488</b>	<b>2,428,066</b>	<b>2,476,715</b>
<b>Warrumbungle Sewer</b>	<b>1,336,475</b>	<b>1,367,874</b>	<b>1,400,059</b>	<b>1,433,043</b>
<b>Warrumbungle Waste</b>	<b>1,889,306</b>	<b>1,934,733</b>	<b>1,981,309</b>	<b>2,029,077</b>
<b>Warrumbungle Quarry</b>	<b>961,016</b>	<b>976,814</b>	<b>992,942</b>	<b>1,009,401</b>
<b>Total Warrumbungle Shire Council</b>	<b>36,544,132</b>	<b>37,278,727</b>	<b>38,027,305</b>	<b>38,803,129</b>
<b>FFF Adjustments</b>	<b>(205,037)</b>	<b>(590,292)</b>	<b>(1,004,269)</b>	<b>(1,521,263)</b>
<b>Total Warrumbungle Shire Council</b>	<b>36,339,095</b>	<b>36,688,435</b>	<b>37,023,036</b>	<b>37,281,866</b>

## 2.7 Council's Suggested 2016/17 Capital Program

Description	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)	2019/20 (Delivery Program)
<b>Corporate Services</b>				
<b>Finance</b>				
WHS - Chemical Storage For Legislative Compliance	50,000	-	-	-
<b>Finance Total</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Bushfire and Emergency Services</b>				
RFS - Enhancements	87,000	24,836	25,457	26,093
RFS - Fire Control Center Coonabarabran	500,000	-	-	-
RFS - Vehicles	924,400	315,185	323,065	331,142
RFS - Mowrock Station	50,000	-	-	-
RFS - Weetaliba Station	50,000	-	-	-
<b>Bushfire and Emergency Services Total</b>	<b>1,611,400</b>	<b>340,021</b>	<b>348,522</b>	<b>357,235</b>
<b>Communications &amp; IT</b>				
Antivirus Security Software	-	30,000	-	-
Authority Asset Management Software (70% Innovation Grant funded)	208,000	-	-	-
Blue point Integration	10,000	-	-	-
GPS Handheld units	-	15,000	-	-
InfoXpert (mobile & web portal modules)	7,350	-	-	-
Point to point wifi Coolah-Coona Office	208,000	-	-	-
Point to point wifi for remote sights	-	20,000	-	-
Replacement IT Server Hardware	20,000	10,000	100,000	10,000
Replacement PCs	40,000	40,000	15,000	15,000
<b>Communications &amp; IT Total</b>	<b>493,350</b>	<b>115,000</b>	<b>115,000</b>	<b>25,000</b>
<b>Family Support Services</b>				
<b>Connect 5</b>				
Connect 5 Capital - Purchase of Vehicle	-	-	16,125	-
<b>Connect 5 Total</b>	<b>-</b>	<b>-</b>	<b>16,125</b>	<b>-</b>
<b>Family Day Care</b>				
FDC Replacement of Vehicle	-	-	11,288	-
<b>Family Day Care Total</b>	<b>-</b>	<b>-</b>	<b>11,288</b>	<b>-</b>
<b>Family Support Services Total</b>	<b>-</b>	<b>-</b>	<b>27,413</b>	<b>-</b>
<b>Warrumbungle Community Care</b>				
<b>Community Transport</b>				
Community Transport Capital	98,000	22,575	98,363	-
Trips Program	20,000	-	-	-
<b>Community Transport Total</b>	<b>118,000</b>	<b>22,575</b>	<b>98,363</b>	<b>-</b>
<b>Multiservice Outlet</b>				
MSO Capital Replacements	-	22,575	22,038	-
<b>Multiservice Outlet Total</b>	<b>-</b>	<b>22,575</b>	<b>22,038</b>	<b>-</b>
<b>Warrumbungle Community Care Total</b>	<b>118,000</b>	<b>45,150</b>	<b>120,401</b>	<b>-</b>
<b>Corporate Services Total</b>	<b>2,272,750</b>	<b>500,171</b>	<b>611,336</b>	<b>382,235</b>

Description	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)	2019/20 (Delivery Program)
<b>Cobbora Transition Fund</b>				
<b>Three River Retirement Village</b>				
Three River Retirement Village	1,837,500	-	-	-
<b>Cobbora Transition Fund Total</b>	<b>1,837,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Development Services</b>				
<b>Tourism and Development Services</b>				
Shire Entrance Signs	20,000	-	-	-
Re Carpet Exhibition Space	7,000	-	-	-
<b>Tourism and Development Services Total</b>	<b>27,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property &amp; Risk</b>				
<b>Council Offices &amp; Other Property</b>				
Disabled access Coolah Office	30,000	-	-	-
Coonabarabran Community Care - Replace Carpet	-	-	-	50,000
Coonabarabran Office - Recarpet older section	-	-	-	50,000
Coolah Office - Recarpet	-	-	-	50,000
Coolah Depot - Toilet Refurb	-	-	-	20,000
Mendooran Depot - Toilet Refurb	-	-	-	20,000
Timor Rock WC build	25,000	-	-	-
Mullaley Recreation Grounds Upgrade intersection	20,000	-	-	-
Baradine- installation of Carport	2,100	-	-	-
<b>Council Offices &amp; Other Property Total</b>	<b>77,100</b>	<b>-</b>	<b>-</b>	<b>190,000</b>
<b>Public Halls</b>				
Binnaway Hall Roof Replacement	-	-	80,000	-
Binnaway Hall Stage Refurb	-	50,000	-	-
Coonabarabran Hall Furniture Renewal	-	50,000	-	-
Coonabarabran Town Hall - Kitchen Refurb	-	-	100,000	-
Goolhi Hall - Toilet Refurb	-	-	15,000	-
Mendooran Hall - Stage and Kitchen Refurb	30,000	-	-	-
VRA Shed Coolah	40,000	-	-	-
<b>Public Halls Total</b>	<b>70,000</b>	<b>100,000</b>	<b>195,000</b>	<b>-</b>
<b>Cemetery Services</b>				
Coonabarabran Native Grove Cemetery Expansion	-	50,000	-	-
<b>Total Cemetery Services</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>
<b>Property &amp; Risk Total</b>	<b>147,100</b>	<b>150,000</b>	<b>195,000</b>	<b>190,000</b>
<b>Development Services Total</b>	<b>174,100</b>	<b>150,000</b>	<b>195,000</b>	<b>190,000</b>
<b>Technical Services</b>				
<b>Asset Design Services</b>				
Design Projects Survey Equip-Cap	12,000	12,000	12,000	12,000
Design Services Software Upgrade	13,000	13,000	13,000	13,000
Laptop Computer - Traffic Counters	7,500	-	-	10,000
GPS Handheld units	10,000	-	-	-
<b>Asset Design Services Total</b>	<b>42,500</b>	<b>25,000</b>	<b>25,000</b>	<b>35,000</b>
<b>Fleet Services</b>				
Minor Plant Purchases	15,000	15,000	20,000	20,000
Plant & Equipment Purchases	2,515,000	3,175,000	2,930,000	2,815,000
<b>Fleet Services Total</b>	<b>2,530,000</b>	<b>3,190,000</b>	<b>2,950,000</b>	<b>2,835,000</b>

Description	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)	2019/20 (Delivery Program)
<b>Road Operations</b>				
<b>Reseals</b>				
Baradine Streets Reseals	48,500	18,963	19,437	19,923
Binnaway Streets Reseals	46,600	17,015	17,440	17,876
Coolah Streets Reseals	57,600	28,290	28,997	29,722
Coonabarabran Streets Reseals	118,300	90,508	92,771	95,090
Dunedoo Streets Reseals	54,800	25,420	26,056	26,707
Local Roads Reseals	535,537	563,915	575,513	587,401
Mendooran Streets Reseals	16,600	17,015	17,440	17,876
<b>Total Reseals</b>	<b>877,937</b>	<b>761,126</b>	<b>777,654</b>	<b>794,595</b>
<b>Local Roads</b>				
Flags Rockedgial Road	-	45,000	-	-
Local Roads Re-sheeting	750,000	871,250	893,031	915,357
Mia Mia Road - Causeway Rehabilitation	60,000	-	-	-
Napier Lane - Causeway Rehabilitation (Garrawilla)	60,000	-	-	-
Napier Lane - Causeway Rehabilitation (Mt Warwick)	60,000	-	-	-
Neilrex Rd Pavement Rehabilitation	-	-	-	140,000
Quia Road (Near lake edna) Causeway Rehabilitation	60,000	-	-	-
Gentle Annie Rd Unsealed Rd Pavement Rehab	250,000	-	-	-
Neilrex Rd Unsealed Rd Pavement Rehab	200,000	-	150,000	-
Quai Rd Rehabilitation	200,000	-	-	-
Rotherwood Rd Rehabilitation	150,000	-	-	-
Turee Vale Road Rehabilitation	150,000	-	-	-
Wyuna Road - Extension of seal	200,000	-	-	-
Angus Road - New Causeway	-	-	-	50,000
Bugaldie/Goorianawa Road ( east of Baradine Road)	-	-	-	140,000
Dandry Road - New Causeway	-	-	-	50,000
Pavement Rehab - Various sections	-	500,000	500,000	500,000
Piambra Rd	300,000	-	-	-
Beni Crossing Road near Dennykymine Road	190,060	-	-	-
Lawson Park Rd	150,000	-	-	-
<b>Local Roads Total</b>	<b>2,780,060</b>	<b>1,416,250</b>	<b>1,543,031</b>	<b>1,795,357</b>
<b>Regional Roads</b>				
Pavement Rehabilitation and Widening on MR7519	-	-	169,000	169,000
Pavement widening and rehabilitation MR55 (Black Stump Way)	800,000	800,000	800,000	800,000
Regional Roads Reseals	615,891	650,131	684,386	701,495
Shoulder widening/rehab MR129 - Baradine Road (Coonamble)	-	169,000	-	-
Shoulder widening/rehab MR129 (Purlewaugh Road)	135,015	-	-	-
Shoulder widening/rehab, safety barrier - MR129 (Baradine Road)	525,065	-	-	-
Allison Bridge	2,100,000	-	-	-
Shoulder widening/rehab MR618	169,000	-	-	-
<b>Regional Roads Total</b>	<b>4,344,971</b>	<b>1,619,131</b>	<b>1,653,386</b>	<b>1,670,495</b>



Description	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)	2019/20 (Delivery Program)
<b>Aerodromes</b>				
Repainting of Coona terminal building	20,000	-	-	-
<b>Aerodromes Total</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Road Operations Total</b>	<b>8,022,968</b>	<b>3,796,507</b>	<b>3,974,071</b>	<b>4,260,447</b>
<b>Urban Services</b>				
<b>Horticulture</b>				
Milling Park - Irrigation System	35,000	-	-	-
Soft fall under playground equipment (Coolah)	20,000	-	-	-
Electric BBQ & Shelter in Bell Park	-	-	20,000	-
Softfall Upgrade - Len Guy Park	20,000	-	-	-
Baradine - Lions Park Shade renewal	10,000	-	-	-
Baradine - Wheelchair Access path...Lions Park (internal)	15,000	-	-	-
Baradine - Wheelchair Access path...Lions Park (from Darling St)	8,000	-	-	-
Coolah - Wheelchair Access path...McMasters Park (internal)	25,000	-	-	-
<b>Horticulture Total</b>	<b>133,000</b>	<b>-</b>	<b>20,000</b>	<b>-</b>
<b>Ovals</b>				
Netball Courts Coonabarabran	200,000	100,000	-	-
Robertson Oval - Seat Replacement	-	6,000	-	-
Bowen Oval	8,000	-	-	-
Robertson Oval - Amenities refurbishment (Canteen & Toilets)	30,000	-	-	-
<b>Ovals Total</b>	<b>238,000</b>	<b>106,000</b>	<b>-</b>	<b>-</b>
<b>Swimming Pools</b>				
Baradine Shade Structure	40,000	-	-	-
Baradine Painting External Building stage 1 & 2	11,500	6,000	-	-
Baradine Upgrade Kiosk & Hot water System	1,500	-	-	-
Coolah Rain Tank & Pump for Irrigation	4,000	-	-	-
Coolah Lighting over main pool	20,000	-	-	-
Solar project to heat pool	43,000	-	-	-
C'Bran Pool Repairs	15,000	-	5,000	-
C'Bran R'water Tank & Pump for Irrigation Stage 1 & 2	7,000	5,000	-	-
Mendooran Upgrade to S/Club Room	1,000	-	-	-
Baradine - Pump Room rehabilitation	-	10,000	-	-
Binnaway Main Pool Ladders X 6	-	8,000	-	-
Binnaway Removal of Large Pine Tree	-	3,000	-	-
Coolah Disable Chair Lift	-	10,000	-	-
C'Bran Regulator & Injector (Dosing System)	-	3,000	-	-
Dunedoo Awning over canteen area	-	4,000	-	-
Dunedoo Roof Modifications Amenities Block (Polycarbon)	-	30,000	-	-
Mendooran Chemical Dosing Units	-	2,000	500	-
Baradine Rainwater Tank and Pump for Irrigation	-	-	3,000	-

Description	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)	2019/20 (Delivery Program)
Coolah Replace filter media	-	-	15,000	-
Coolah Install BBQ Area & Shade Cover	-	-	8,000	-
Coolah Chemical Control Dosing Unit	-	-	2,500	-
C"Brn Replace BBQ area	-	-	6,000	-
Dunedoo Pump Rehabilitation	-	-	10,000	-
Dunedoo Chemical Dosing Unit	-	-	2,500	-
Dunedoo Large Trees to be Removed	-	-	3,500	-
Various Projects - TBA	-	-	-	81,000
Install 2 x 32000ltr water tanks at Baradine, Coona, Coolah, and Dunedoo pools (to comply with LTW guidelines)	-	60,000	-	-
Dunedoo pool - improvement	5,000	-	-	-
<b>Swimming Pools Total</b>	<b>148,000</b>	<b>141,000</b>	<b>56,000</b>	<b>81,000</b>
<b>Town Streets - Baradine</b>				
Baradine District Progress Association Main street Gardens	5,000	5,000	5,000	-
Baradine Streets – Street lighting	-	8,000	-	-
Kerb and Guttering Bligh Street between Narren and Darling	-	-	50,000	-
Kerb and guttering in Narren Street and Liverpool	-	-	-	60,000
Kerb and guttering in Narren Street south of Macquarie Street	-	-	50,000	-
Rehabilitation of footpath sections	20,000	20,000	20,000	20,000
Renewal of Bins	2,500	-	-	-
Street Trees	-	5,000	5,000	5,000
Flood Levee Design	20,000	20,000	-	-
Flood Levee Construction	-	-	20,000	20,000
<b>Town Streets - Baradine Total</b>	<b>47,500</b>	<b>58,000</b>	<b>150,000</b>	<b>105,000</b>
<b>Town Streets - Binnaway</b>				
Corry Bridge Western Approach	-	40,000	-	-
Binnaway Progress Association	5,000	5,000	5,000	5,000
Footpath rehabilitation	10,000	10,000	10,000	10,000
Bullinda Street, New Kerb and Guttering	55,000	-	40,000	-
Street Trees	-	-	6,000	-
Shared path, Caravan Park to Renshaw street	50,000	-	-	-
Renshaw St / Railway St pipe renewal	-	-	20,000	-
Renshaw St stormwater drainage	-	30,000	-	-
<b>Town Streets - Binnaway Total</b>	<b>120,000</b>	<b>85,000</b>	<b>81,000</b>	<b>15,000</b>

Description	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)	2019/20 (Delivery Program)
<b>Town Streets - Coolah</b>				
Pavement Rehabilitation (Various Locations)	-	70,000	70,000	70,000
Footpath Rehabilitation	30,000	30,000	30,000	30,000
Street light program	-	8,000	-	-
Street Trees	-	-	7,000	7,000
Booyamurra Street K&G	55,000	-	-	-
Drainage Study, Bowen Oval, Goddard & Martin St	16,000	-	-	-
Pipe Drainage Goddard St, Binnia St and Martin St	-	45,000	35,000	40,000
Shared Path - Goddard Street, to MPS	180,000	-	-	-
<b>Town Streets - Coolah Total</b>	<b>281,000</b>	<b>153,000</b>	<b>142,000</b>	<b>147,000</b>
<b>Town Streets - Coonabarabran</b>				
Cassilis Street, Robertson to Namoi, new footpath	-	40,000	-	-
Crane Street Rehabilitation	-	50,000	30,000	-
Dalgarno St (John - Cowper) Footpath Rehabilitation	20,000	20,000	-	-
Dalgarno St, centre medium, west of John to Robertson	-	-	50,000	-
John Street. K & G Rehabilitation	20,000	70,000	-	70,000
Street Trees - centre Charles st Edwards to Dalgarno	-	30,000	-	-
Street Trees - Centre Cowper St Edwards to Dalgarno	30,000	-	-	-
Footpath Rehabilitation (general)	-	-	40,000	40,000
Street Trees	-	-	30,000	30,000
Asphalt Cassilis/John St (front of Council Chambers)	10,000	-	-	-
Belar Street & Merebene St Drainage Pipe	70,000	-	-	-
Barker St Drainage pipe	-	20,000	-	-
Newell Hwy Opposite Yuluwirri Kids Pipe Design	-	6,000	-	-
Newell Hwy Opposite Yuluwirri Kids Pipe Construction	-	-	-	15,000
Shared Path, Edward St, Newell Highway to Neate st	250,000	-	-	-
<b>Town Streets - Coonabarabran Total</b>	<b>400,000</b>	<b>236,000</b>	<b>150,000</b>	<b>155,000</b>
<b>Town Streets - Dunedoo</b>				
Footpath Rehabilitation	20,000	20,000	20,000	20,000
Underground Pipe drainage Wargundy Street	-	-	65,000	-
Yarrow St at Bandulla, south side, dish drain	18,000	-	-	-
Sealing Wallaroo st fr Bulinda to Talbragar / Adelyne st	-	35,000	-	-
Street Trees	-	-	-	7,000
Wallaroo St Dunedoo	350,000	100,000	-	-
Drainage Study Wargundy St	-	15,000	-	-
<b>Town Streets - Dunedoo Total</b>	<b>388,000</b>	<b>170,000</b>	<b>85,000</b>	<b>27,000</b>

Description	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)	2019/20 (Delivery Program)
<b>Town Streets – Mendooran</b>				
Bandulla Street, Traffic Calming	-	-	50,000	-
Footpath rehabilitation - various sections	30,000	30,000	30,000	30,000
Street Trees	-	-	6,000	6,000
Cobra St Pipe Drainage	-	-	31,000	31,000
<b>Town Streets - Mendooran Total</b>	<b>30,000</b>	<b>30,000</b>	<b>117,000</b>	<b>67,000</b>
<b>Urban Services Total</b>	<b>1,785,500</b>	<b>979,000</b>	<b>801,000</b>	<b>597,000</b>
<b>Technical Services Total</b>	<b>12,380,968</b>	<b>7,990,507</b>	<b>7,750,071</b>	<b>7,727,447</b>
<b>Warrumbungle Water</b>				
<b>Water - Baradine</b>				
Meter Replacements	5,000	-	-	-
Water Treatment Plant- Improvements	-	30,000	33,942	30,000
Mains Replacement	80,000	-	-	-
Mains Extension - Removal of Dead Ends	50,000	50,000	-	-
Water Treatment Clarifier	961,000	-	-	-
<b>Water - Baradine Total</b>	<b>1,096,000</b>	<b>80,000</b>	<b>33,942</b>	<b>30,000</b>
<b>Water - Binnaway</b>				
Meter Replacements	5,000	-	-	-
Water Treatment Plant- Renewals	-	25,000	11,314	-
Mains Replacement-David & Railway St, 570m	70,000	80,000	-	-
Water Main Rehabilitation - Napier Street - 420m	-	-	79,199	-
<b>Water - Binnaway Total</b>	<b>75,000</b>	<b>105,000</b>	<b>90,513</b>	<b>-</b>
<b>Water - Coolah</b>				
Mains Extension - removal of dead ends	40,000	40,000	56,570	57,985
Meter Replacements	5,000	5,000	-	-
Standby pumps	5,000	-	-	-
Coolah Water Reservoirs Capital	-	30,000	-	-
Mains Replacement - Gilmore Street	30,000	30,000	-	-
Mains Replacement	60,000	95,000	28,285	28,992
<b>Water - Coolah Total</b>	<b>140,000</b>	<b>200,000</b>	<b>84,855</b>	<b>86,977</b>
<b>Water - Coonabarabran</b>				
Mains Extensions (removal dead ends) - Arnold St, between Newell Hwy and Gunnedah Hill	100,000	-	-	-
Mains Replacement	50,000	50,000	147,083	150,760
Meter Replacements	10,000	10,000	-	-
Timor Dam Fence Repairs	160,000	-	-	-
Tools – Coonabarabran Water	3,000	3,000	-	-
Main Extension - Removal of Dead Ends	60,000	60,000	-	-
Mains Extension-Under Highway Council depot/caltex	60,000	-	-	-

Description	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)	2019/20 (Delivery Program)
Water Main Extension - Removal of Dead Ends	-	-	124,455	278,326
Fencing of Reservoir Site - Oxley Highway	-	-	11,314	11,597
Telemetry Software – coona	3,000	3,000	-	-
Telemetry Upgrade Water (All towns)	300,000	-	-	-
Water Main Rehabilitation	-	-	79,199	81,179
Water Treatment Plant Improvements	-	-	33,942	34,791
Water Main Rehabilitation - George Street	-	-	-	81,179
<b>Water - Coonabarabran Total</b>	<b>746,000</b>	<b>126,000</b>	<b>395,993</b>	<b>637,832</b>
<b>Water - Dunedoo</b>				
Dunedoo Water minor Plant & Equipment	3,000	-	-	-
Reservoirs-Rehabilitation	-	20,000	-	-
Reservoir Roof	50,000	50,000	-	-
Mains Ext-Evans St, btwn Sullivan St & Nott St (430m)	-	-	56,570	57,985
<b>Water - Dunedoo Total</b>	<b>53,000</b>	<b>70,000</b>	<b>56,570</b>	<b>57,985</b>
<b>Water – Mendooran</b>				
Mains Extension	30,000	30,000	-	-
Main Replacement- from Merrygoen Creek to Reservoir	-	50,000	-	-
Merrygoen Creek Main Replacement	-	40,000	-	-
<b>Water - Mendooran Total</b>	<b>30,000</b>	<b>120,000</b>	<b>-</b>	<b>-</b>
<b>Warrumbungle Water Total</b>	<b>2,140,000</b>	<b>701,000</b>	<b>661,873</b>	<b>812,794</b>
<b>Warrumbungle Sewer</b>				
<b>Sewer - Baradine</b>				
Sewage Treatment Plant-Disinfection Plant- renewal	10,000	-	-	-
Sewage Treatment Plant -Vacuum pumps renewal	-	30,000	-	23,194
Effluent Reuse- Pivot Irrigator replacement	-	-	226,282	-
<b>Sewer - Baradine Total</b>	<b>10,000</b>	<b>30,000</b>	<b>226,282</b>	<b>23,194</b>
<b>Sewer - Binnaway</b>				
<b>Sewer - Binnaway Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Sewer - Coolah</b>				
Sewage Treatment Plant-rehabilitation/upgrades	-	50,000	56,570	57,985
<b>Sewer - Coolah Total</b>	<b>-</b>	<b>50,000</b>	<b>56,570</b>	<b>57,985</b>
<b>Sewer - Coonabarabran</b>				
Mains Relining – Various Sections	100,000	100,000	158,397	197,148
Replace Steel sewer rods	3,000	3,000	-	-
Pump stations- renewal	30,000	30,000	33,943	34,790
Sewerage Treatment Plant Improvements	-	50,000	56,570	57,985
Mains Replacement/Rehab	100,000	50,000	56,570	57,985
Telemetry Upgrade Sewer (All towns)	200,000	-	-	-
Re-keying sewer sites	50,000	-	-	-
<b>Sewer - Coonabarabran Total</b>	<b>483,000</b>	<b>233,000</b>	<b>305,480</b>	<b>347,908</b>

Description	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)	2019/20 (Delivery Program)
<b>Sewer – Dunedoo</b>				
Pump Station -renewal	-	50,000	-	-
<b>Sewer - Dunedoo Total</b>	-	<b>50,000</b>	-	-
<b>Warrumbungle Sewer Total</b>	<b>493,000</b>	<b>363,000</b>	<b>588,332</b>	<b>429,087</b>
<b>Warrumbungle Waste</b>				
Mechanical Recycling Facility	200,000	-	-	-
Cost of bins	100,000	-	-	-
Additional Landfill Cells - Coona	20,000	-	-	-
<b>Warrumbungle Waste Total</b>	<b>320,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Pre FFF Total:</b>	<b>19,618,318</b>	<b>9,704,678</b>	<b>9,806,612</b>	<b>9,541,563</b>
<b>FFF Adjustments</b>	<b>-</b>	<b>400,000</b>	<b>900,000</b>	<b>1,700,000</b>
<b>Grand Total:</b>	<b>19,618,318</b>	<b>10,104,678</b>	<b>10,706,612</b>	<b>11,241,563</b>



## 2.8 Balance Sheet

	2016/17	2017/18	2018/19	2019/20
<b>Assets</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Current Assets</b>				
Cash and Cash Equivalents	9,608	9,462	9,455	9,767
Investments	-	-	-	-
Receivables	4,487	4,487	4,487	4,487
Inventories	822	822	822	822
<b>Total Current Assets</b>	<b>14,917</b>	<b>14,771</b>	<b>14,764</b>	<b>15,076</b>
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	344	344	344	344
Property, Plant & Equipment	513,455	518,216	523,335	528,740
Investments Equity Method	296	296	296	296
Intangibles	472	472	472	472
<b>Total Non-Current Assets</b>	<b>514,567</b>	<b>519,328</b>	<b>524,447</b>	<b>529,852</b>
<b>Total Assets</b>	<b>529,484</b>	<b>534,099</b>	<b>539,211</b>	<b>544,928</b>
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Payables	2,378	2,378	2,378	2,378
Borrowings	827	867	908	953
Provisions	4,023	4,023	4,023	4,023
<b>Total Current Liabilities</b>	<b>7,228</b>	<b>7,268</b>	<b>7,309</b>	<b>7,354</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Borrowings	5,644	4,777	3,869	2,916
Provisions	2,127	2,127	2,127	2,127
<b>Total Non-Current Liabilities</b>	<b>7,771</b>	<b>6,904</b>	<b>5,996</b>	<b>5,043</b>
<b>Total Liabilities</b>	<b>14,999</b>	<b>14,172</b>	<b>13,305</b>	<b>12,397</b>
<b>Net Assets</b>	<b>514,485</b>	<b>519,927</b>	<b>525,906</b>	<b>532,531</b>
Retained Earnings	410,941	411,303	412,201	413,742
Revaluation Reserves	103,544	108,624	113,705	118,789
<b>Total Equity</b>	<b>514,485</b>	<b>519,927</b>	<b>525,906</b>	<b>532,531</b>

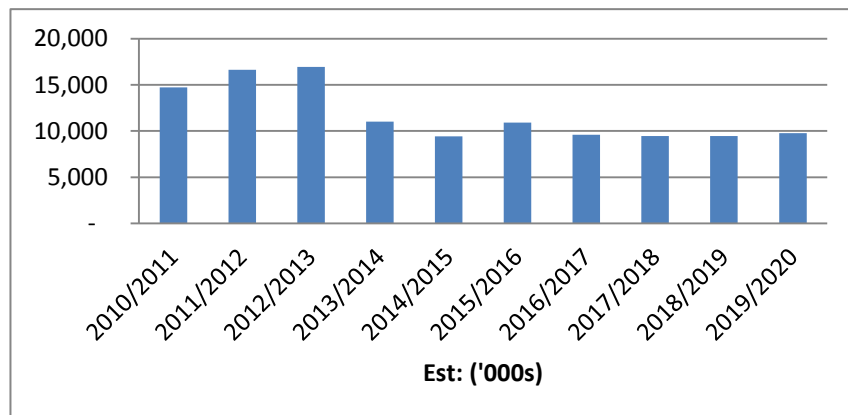
## 2.9 Cash flow Statement

	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>				
<b><u>Receipts</u></b>				
Rates and Annual Charges	11,924	12,222	12,782	13,365
User Charges and Fees	7,095	7,369	7,558	7,750
Interest & Investment Revenue	515	529	541	556
Other Revenues	904	927	950	975
Grants & Contributions	26,262	17,636	18,106	18,589
<b><u>Payments</u></b>				
Employee Benefits & On-Costs	(15,050)	(15,332)	(15,686)	(15,915)
Materials & Contracts	(5,246)	(5,168)	(5,165)	(5,213)
Borrowing Costs	(322)	(277)	(236)	(195)
Other Expenses	(7,847)	(8,007)	(8,172)	(8,342)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>18,235</b>	<b>9,899</b>	<b>10,678</b>	<b>11,570</b>
<b>Cash Flows from Investing Activities</b>				
<b><u>Receipts</u></b>				
Sale of Investment Securities	-	-	-	-
Sale of Real Estate Assets	-	-	-	-
Sale of Infrastructure, PP&E	885	887	889	892
Deferred Debtors Receipts	-	-	-	-
<b><u>Payments</u></b>				
Purchase of Investment Securities	-	-	-	-
Purchase of Infrastructure, PP&E	(19,618)	(10,105)	(10,707)	(11,242)
Purchase of Real Estate Assets	-	-	-	-
Contributions Paid to JVs & Associates	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(18,733)</b>	<b>(9,218)</b>	<b>(9,818)</b>	<b>(10,350)</b>
<b>Cash Flows from Financing Activities</b>				
<b><u>Receipts</u></b>				
Proceeds from Borrowings & Advances	-	-	-	-
<b><u>Payments</u></b>				
Repayment of Borrowings & Advances	(788)	(827)	(867)	(908)
Repayment of Finance Lease Liabilities	-	-	-	-
<b>Net Cash provided (or used in) Financing Activities</b>	<b>(788)</b>	<b>(827)</b>	<b>(867)</b>	<b>(908)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(1,286)</b>	<b>(146)</b>	<b>(7)</b>	<b>312</b>
Cash & Cash Equivalents – Opening balance	10,894	9,608	9,462	9,455
<b>Cash &amp; Cash Equivalents - End of Year</b>	<b>9,608</b>	<b>9,462</b>	<b>9,455</b>	<b>9,767</b>

## 2.10 Key Performance Ratios

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

### Cash and Investments Balance



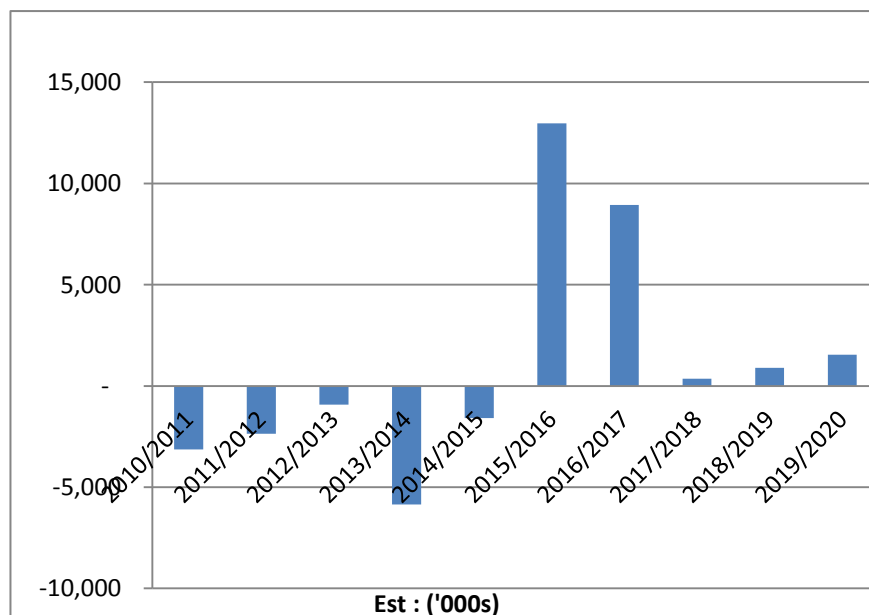
#### Description

This ratio shows Council's cash and investments balance.

#### Comments

As can be seen from the chart to the right, Council's cash and investments balance is forecast to decrease from \$10.894m in 2015/16 to \$9.762m during the Delivery Program period.

### Operating Surplus/(Deficit)



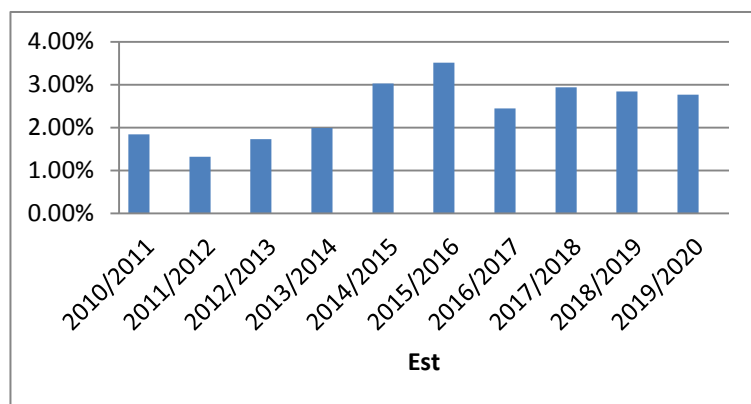
#### Description

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

#### Comments

Council is expected to record a combined surplus over the four years (\$11.737m). The 2016/2017 financial year is expected to generate a surplus of \$8.936m, a decrease from 2015/16 as the result of reduced Capital grant monies. The subsequent year is forecast to generate a smaller surplus of \$362k which slowly increases to \$1.541m in the final year.

## Debt Service Ratio



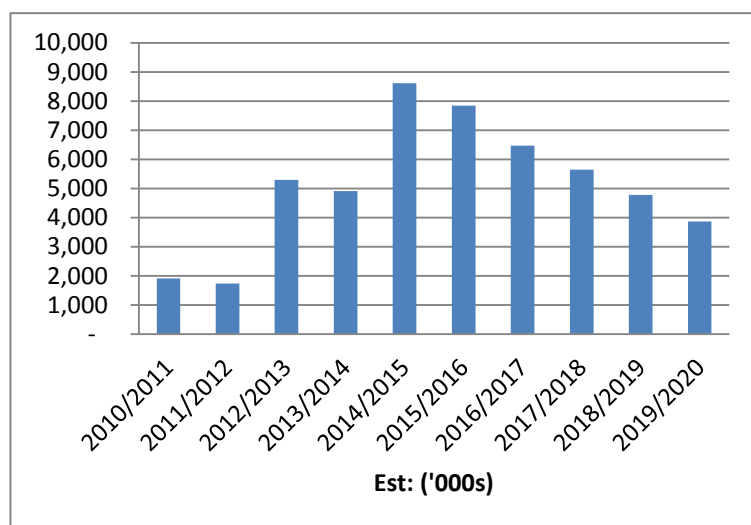
### Description

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

### Comments

Council's Debt Service Ratio is forecast to stabilise after significant increase in 2015/16. The ratio remains consistent during the Delivery Program period with the exception of a slight increase in FY 2017/18 as the result of the decrease in Revenue. Overall, it remains well below the limit advised by Treasury.

## Total Borrowings



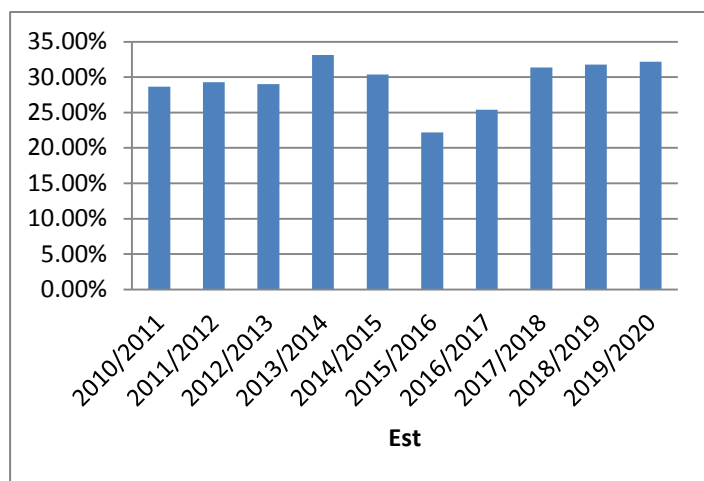
### Description

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, there was an increase in total due to Council taking up two LIRS loans under the LIRS scheme which provides subsidised loans to Councils to replace infrastructure assets and the Quarry Loan. Subsequently, the ratio gradually drops from 2015/16 onwards as Council is paying off the loans. 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



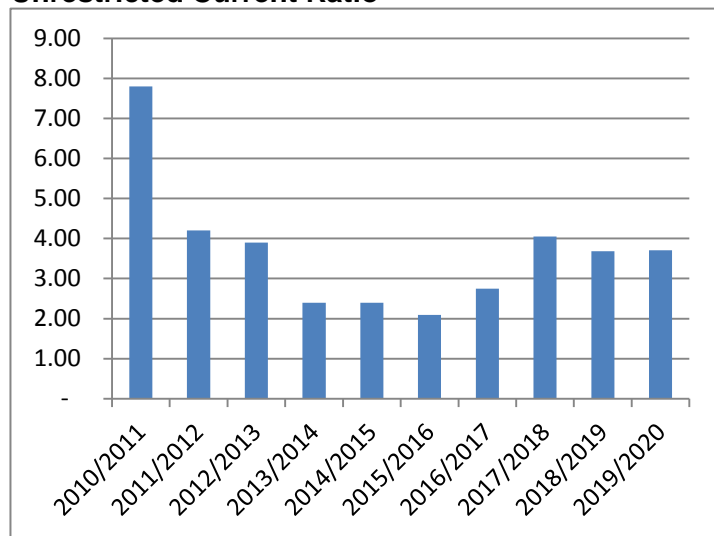
### Description

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 30% of Council's total revenue base (average over four years of the Delivery Program). This percentage is expected to slowly increase over the four years of the Delivery Program. This ratio is inversely affected by Grant funding so as Grant funding increases then this ratio worsens albeit that the actual amount may rise.

## Unrestricted Current Ratio



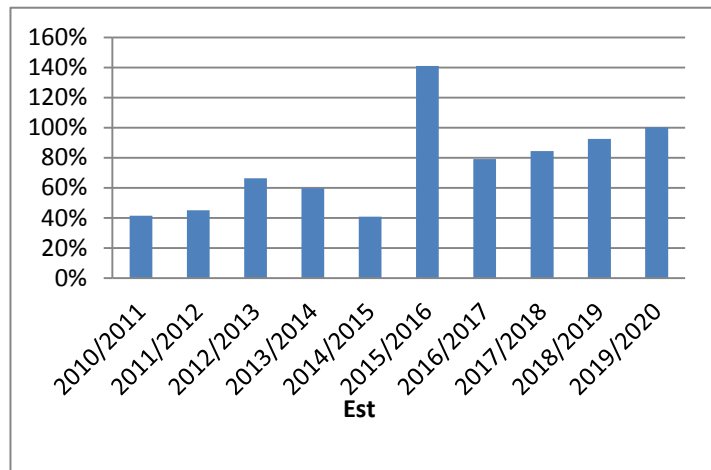
### Description

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

### Comments

Council's unrestricted current ratio is expected to increase over the life of the DP, staying well over 2.0.

## 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 peaked at 141% in 2015/16 while it falls to 79% in 2016/17. Council's DP shows an improving Renewals ratio averaging over 100% for the OP/DP.

## 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
<b>Sample Activity</b>							
15/16	(100)	200		100	-	(50)	50
16/17	(110)	110		-	-	-	-
17/18	(120)	120		-	-	-	-
18/19	(130)	30	300	200	(200)	-	-
<b>Total:</b>	<b>(460)</b>	<b>460</b>	<b>300</b>	<b>300</b>	<b>(200)</b>	<b>(50)</b>	<b>50</b>

### 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
<b>Sample Activity</b>			
1	Un-sealed roads are well maintained through re-sheeting being carried out with sufficient frequency	Time between re-sheeting by road category	Cat 1 = 12 Cat 2 = 15 Cat 3 = 20

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

# Council Activities Grouped by Directorate and Branch

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#### Business Arms of Council

# Executive Services

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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 and Project Manager.



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.

Council's Project Manager 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
<b>Management and Leadership</b>							
16/17	(116,515)	385,427	-	268,912	-	-	268,912
17/18	(119,428)	394,782	-	275,354	-	-	275,354
18/19	(122,414)	404,377	-	281,963	-	-	281,963
19/20	(125,474)	414,218	-	288,744	-	-	288,744
<b>Total:</b>	<b>(483,831)</b>	<b>1,598,804</b>	<b>-</b>	<b>1,114,973</b>	<b>-</b>	<b>-</b>	<b>1,114,973</b>
<b>Governance</b>							
16/17	(65,957)	369,982	-	304,025	-	-	304,025
17/18	(67,606)	374,404	-	306,798	-	-	306,798
18/19	(69,296)	378,890	-	309,594	-	-	309,594
19/20	(71,028)	383,448	-	312,420	-	-	312,420
<b>Total:</b>	<b>(273,887)</b>	<b>1,506,724</b>	<b>-</b>	<b>1,232,837</b>	<b>-</b>	<b>-</b>	<b>1,232,837</b>
<b>Cobbora Transition Fund</b>							
16/17	(1,837,500)	-	1,837,500	-	-	-	-
17/18	-	-	-	-	-	-	-
18/19	-	-	-	-	-	-	-
19/20	-	-	-	-	-	-	-
<b>Total:</b>	<b>(1,837,500)</b>	<b>-</b>	<b>1,837,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
<b>Management and Leadership</b>	
Support Council and the Mayor in carrying out duties and provide advice on policy matters	CC6
Facilitate the flow of required information between staff and Council	GF4
Ensure development and implementation of the Community Strategic Plan, Delivery Program and Operational Plan within required timeframes	GF4
Ensure Council is informed of progress against service level targets	GF4
Ensure adequate Information Technology and Records systems are in place	GF5
Ensure Resourcing Strategy including the Asset Management Plan, Long Term Financial Plan and Workforce Management Strategy is appropriate to achieving the Delivery Program outcomes	GF7
Ensure the organisation meets all due diligence requirements for Workplace Health and Safety legislation resulting in equitable work practices and a safe work environment	GF8
Manage the staff, learning and development systems, ensuring associated formal delegations are in place	GF8
Responsible for the effective management and reporting to Council of all financial aspects of the organisation, including revenue management processes that maximise Council's income	GF6
Lead a culture of customer service excellence, ensuring contact with the public is professional, courteous and timely	GF2
Develop and maintain Council's contacts with community, governmental and business bodies and functions providing leadership by being visible and positive	GF7
High level professional knowledge of the external environment that may impact on and/or be utilised to Council's advantage	GF5
High level project management	GF5
<b>Governance</b>	
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
<b>Key Projects</b>	
<b>Management and Leadership</b>	
Cobbora Coal Mine	LE5
Boral Quarry	LE4
<b>Governance</b>	
Negotiate and implement Voluntary Planning Agreement (VPA) with wind farm development	LE5
Department of Planning negotiations for amendment to LEP relating to land owned by Cobbora Holdings Co.	LE5
Review organisational structure	GF4

### How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Management and Leadership</b>			
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



No	Service Level	Service Level Indicator	Service Level
6	Appropriate networking opportunities are maintained including regional stakeholder groups and individuals.	Relevant linkages established and maintained to Council satisfaction.	Yes
7	Private works are effectively managed and actively pursued	Maximum days taken for private works requests to be completed	14
8	Private works invoices are actioned promptly	Number of days post completion of job for private works invoices to be issued	5
9	Major capital projects (> \$50k) are managed within budget	Total variance over/under budget	10%
<b>Governance</b>			
1	Council plays an influential role within the wider region and is a strong advocate for local interests	Membership and participation in LGNSW, OROC, Mining Related Councils and other regional groupings is maintained with reports provided to Council	Yes
2	Council is known as a professional and well respected Council body and the decision making process is transparent and corruption resistant.	Number of times per annum that each Councillor attends professional development or training events	2
3	Council's decision making processes is open and enables community input	Business papers are available to the public (via Council's website, libraries and offices) three (3) business days before Council meetings and minutes published within five (5) business days of the meeting	Yes
4	Opportunities are provided in a variety of forums for all stakeholders to contribute to Council's decision making process	Number of advisory and community consultation meetings held annually	20
5	The future direction of Council is effectively managed through the IP&R process with input from the community	Council's decisions are based on social, economic, environmental and community priorities in the Community Strategic Plan	Yes

# Technical Services

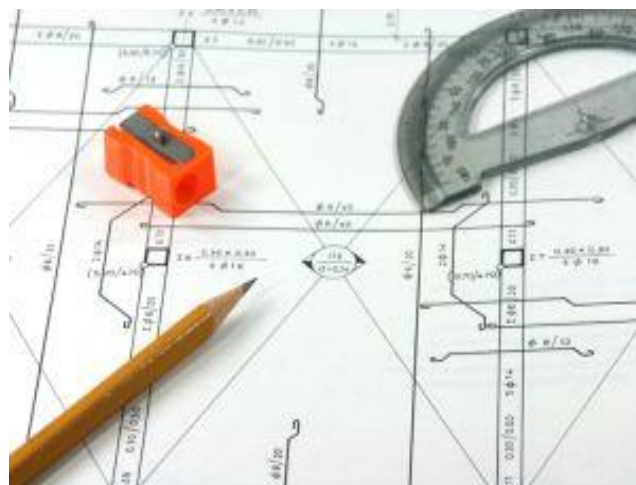
<b>Technical Services Management</b>	<b>49</b>
Technical Services Management	
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Design Project Management	
Emergency Services management	
Survey Investigation and Design	
Asset Management	
NSW Fire Brigade	
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<b>Road Operations</b>	<b>57</b>
Road Operations Management	
Regional Roads M&R	
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Aerodromes	
Streets Rural	
Private Works	
<b>Road Contracts &amp; Private Works</b>	<b>64</b>
Contracts Management (Includes Reseals)	
RMCC & Other Road Contracts	
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Workshops	
<b>Urban Services</b>	<b>71</b>
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
16/17	-	146,318	-	146,318	-	-	146,318
17/18	-	149,540	-	149,540	-	-	149,540
18/19	-	152,838	-	152,838	-	-	152,838
19/20	-	156,216	-	156,216	-	-	156,216
<b>Total:</b>	-	<b>604,912</b>	-	<b>604,912</b>	-	-	<b>604,912</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
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
<b>Key Projects</b>	
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

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
<b>Design Services Management</b>							
16/17	-	92,450	-	92,450	-	-	92,450
17/18	-	94,541	-	94,541	-	-	94,541
18/19	-	96,683	-	96,683	-	-	96,683
19/20	-	98,880	-	98,880	-	-	98,880
<b>Total:</b>	-	<b>382,554</b>	-	<b>382,554</b>	-	-	<b>382,554</b>
<b>Emergency Services Management</b>							
16/17	-	109,647	-	109,647	-	-	109,647
17/18	-	111,078	-	111,078	-	-	111,078
18/19	-	112,543	-	112,543	-	-	112,543
19/20	-	114,044	-	114,044	-	-	114,044
<b>Total:</b>	-	<b>447,312</b>	-	<b>447,312</b>	-	-	<b>447,312</b>
<b>Survey Investigation and Design</b>							
16/17	-	122,617	42,500	165,117	-	-	165,117
17/18	-	125,618	25,000	150,618	-	-	150,618
18/19	-	128,696	25,000	153,696	-	-	153,696
19/20	-	131,854	35,000	166,854	-	-	166,854
<b>Total:</b>	-	<b>508,785</b>	<b>127,500</b>	<b>636,285</b>	-	-	<b>636,285</b>
<b>Asset Management</b>							
16/17	-	68,881	-	68,881	-	-	68,881
17/18	-	70,633	-	70,633	-	-	70,633
18/19	-	72,432	-	72,432	-	-	72,432
19/20	-	74,280	-	74,280	-	-	74,280
<b>Total:</b>	-	<b>286,226</b>	-	<b>286,226</b>	-	-	<b>286,226</b>
<b>NSW Fire Brigade</b>							
16/17	-	44,521	-	44,521	-	-	44,521
17/18	-	44,521	-	44,521	-	-	44,521
18/19	-	44,521	-	44,521	-	-	44,521
19/20	-	44,521	-	44,521	-	-	44,521
<b>Total:</b>	-	<b>178,084</b>	-	<b>178,084</b>	-	-	<b>178,084</b>



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
<b>Road Safety Officer</b>							
16/17	(56,715)	108,197	-	51,482	-	-	51,482
17/18	(58,133)	110,757	-	52,624	-	-	52,624
18/19	(59,586)	113,381	-	53,795	-	-	53,795
19/20	(61,076)	116,073	-	54,997	-	-	54,997
<b>Total:</b>	<b>(235,510)</b>	<b>448,408</b>	<b>-</b>	<b>212,898</b>	<b>-</b>	<b>-</b>	<b>212,898</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
<b>Design Services Management</b>	
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
<b>Emergency Services Management</b>	
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
<b>Survey Investigation and Design</b>	
Completion of site surveys	GF5
Completion of designs	GF5
Completion of set-out works	GF5
<b>Asset Management</b>	
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
<b>NSW Fire Brigade</b>	
Council complies with the Department of Local Government Act with the payment of Funds to the RFS, SES and NSW F&R	PI2
<b>Road Safety Officer</b>	
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
<b>Key Projects</b>	
<b>Asset Management</b>	
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
<b>Road Safety Officer</b>	
Graduated Licence Scheme (Separate 100% RMS funding)	GF4

Capital Projects	2016/17	2017/18	2018/19	2019/20	CSP Link
<b>Design Services Management</b>					
Design Projects					
Survey Equip-Cap	12,000	12,000	12,000	12,000	PI5
Design Services					
Software Upgrade	13,000	13,000	13,000	13,000	PI5
Laptop Computer -					
Traffic Counters	7,500	-	-	10,000	PI5
GPS Handheld					
units	10,000	-	-	-	PI5
<b>Total:</b>	<b>42,500</b>	<b>25,000</b>	<b>25,000</b>	<b>35,000</b>	

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Design Services Management</b>			
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%
<b>Survey Investigation and Design</b>			
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%
<b>Asset Management</b>			
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
<b>Road Safety Officer</b>			
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
<b>Emergency Services Management</b>			
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?

How much do these activities cost?					How are they funded?		
Year	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Road Operations Management</b>							
16/17	(116,131)	283,682	-	167,551	-	-	167,551
17/18	(119,034)	289,729	-	170,695	-	-	170,695
18/19	(122,010)	295,925	-	173,915	-	-	173,915
19/20	(125,060)	302,278	-	177,218	-	-	177,218
<b>Total:</b>	<b>(482,235)</b>	<b>1,171,614</b>	<b>-</b>	<b>689,379</b>	<b>-</b>	<b>-</b>	<b>689,379</b>
<b>Regional Roads Maintenance and Repair</b>							
16/17	(5,750,080)	1,471,375	4,344,971	66,266	51,698	(117,964)	-
17/18	(3,188,000)	1,497,896	1,619,131	(70,973)	53,845	17,128	-
18/19	(3,257,700)	1,525,009	1,653,386	(79,305)	56,081	23,224	-
19/20	(3,329,143)	1,552,716	1,670,495	(105,932)	58,292	47,640	-
<b>Total:</b>	<b>(15,524,923)</b>	<b>6,046,996</b>	<b>9,287,983</b>	<b>(189,944)</b>	<b>219,916</b>	<b>(29,972)</b>	<b>-</b>
<b>Local Roads Maintenance and Repair</b>							
16/17	(3,923,147)	2,572,680	3,657,997	2,307,530	485,360	-	2,792,890
17/18	(1,716,468)	2,594,958	2,177,376	3,055,866	508,672	-	3,564,538
18/19	(1,698,440)	2,620,747	2,320,685	3,242,992	532,791	-	3,775,783
19/20	(1,680,604)	2,646,817	2,589,952	3,556,165	557,125	-	4,113,290
<b>Total:</b>	<b>(9,018,659)</b>	<b>10,435,202</b>	<b>10,746,010</b>	<b>12,162,553</b>	<b>2,083,948</b>	<b>-</b>	<b>14,246,501</b>
<b>Aerodromes</b>							
16/17	(5,535)	111,022	20,000	125,487	-	-	125,487
17/18	(5,673)	113,256	-	107,583	-	-	107,583
18/19	(5,815)	115,536	-	109,721	-	-	109,721
19/20	(5,961)	117,869	-	111,908	-	-	111,908
<b>Total:</b>	<b>(22,984)</b>	<b>457,683</b>	<b>20,000</b>	<b>454,699</b>	<b>-</b>	<b>-</b>	<b>454,699</b>
<b>Village Streets</b>							
16/17	-	-	-	-	-	-	-
17/18	-	-	-	-	-	-	-
18/19	-	-	-	-	-	-	-
19/20	-	-	-	-	-	-	-
<b>Total:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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
<b>Private Works</b>							
16/17	(270,000)	220,000	-	(50,000)	-	-	(50,000)
17/18	(276,750)	223,846	-	(52,904)	-	-	(52,904)
18/19	(283,669)	227,765	-	(55,904)	-	-	(55,904)
19/20	(290,760)	231,759	-	(59,001)	-	-	(59,001)
<b>Total:</b>	<b>(1,121,179)</b>	<b>903,370</b>	<b>-</b>	<b>(217,809)</b>	<b>-</b>	<b>-</b>	<b>(217,809)</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
<b>Road Operations Management</b>	
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
<b>Regional Roads Maintenance and Repair</b>	
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
<b>Local Roads Maintenance and Repair</b>	
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
<b>Outcome</b>	<b>CSP Link</b>
Local Road related capital expansion and renewal projects (excluding reseals)	PI3
<b>Aerodromes</b>	
Maintenance and operations of the Coonabarabran, Coolah and Baradine aerodromes	PI3
<b>Village Streets</b>	
Maintenance and enhancement of village streets in Bugaldie, Cobborah, Craboon, Kenebri, Leadville, Merrygoen, Neilrex, Purlawaugh, Uarbry, Ulamambri and Weetaliba	RU4
Provision of street lighting in villages	RU4
<b>Private Works</b>	
Completion of private works for residents and businesses within the shire	LE4



Capital Projects	2016/17	2017/18	2018/19	2019/20	CSP Link
<b>Local Roads</b>					
Flags Rockedgial Road	-	45,000	-	-	PI3
Local Roads Resheeting	750,000	871,250	893,031	915,357	PI3
Mia Mia Road - Causeway Rehabilitation	60,000	-	-	-	PI3
Napier Lane - Causeway Rehabilitation (Garrawilla)	60,000	-	-	-	PI3
Napier Lane - Causeway Rehabilitation (Mt Warwick)	60,000	-	-	-	PI3
Neilrex Rd Pavement Rehabilitation	-	-	-	140,000	PI3
Quia Road (Near lake edna) Causeway Rehabilitation	60,000	-	-	-	PI3
Gentle Annie Rd Unsealed Rd Pavement Rehab	250,000	-	-	-	PI3
Neilrex Rd Unsealed Rd Pavement Rehab	200,000	-	150,000	-	PI3
Quai Rd Rehabilitation	200,000	-	-	-	PI3
Rotherwood Rd Rehabilitation	150,000	-	-	-	PI3
Turee Vale Road Rehabilitation	150,000	-	-	-	PI3
Wyuna Road - Extension of seal	200,000	-	-	-	PI3
Angus Road - New Causeway	-	-	-	50,000	PI3
Bugaldie/Goorianawa Road (Just east of Baradine Road)	-	-	-	140,000	PI3
Dandry Road - New Causeway	-	-	-	50,000	PI3
Pavement Rehab - Various sections -	-	500,000	500,000	500,000	PI3
Piambra Rd	300,000	-	-	-	PI3
Beni Crossing Road near Dennykymine Road	190,060	-	-	-	PI3
Lawson Park Rd	150,000	-	-	-	PI3
<b>Total:</b>	<b>2,780,060</b>	<b>1,416,250</b>	<b>1,543,031</b>	<b>1,795,357</b>	
<b>Regional Roads</b>					
Pavement Rehabilitation and Widening on MR7519	-	-	169,000	169,000	PI3
Pavement widening and rehabilitation MR55 (Black Stump Way)	800,000	800,000	800,000	800,000	PI3
Regional Roads Reseals	615,891	650,131	684,386	701,495	PI3
Shoulder widening/rehab MR129 - Baradine Road (Coonamble)	-	169,000	-	-	PI3
Shoulder widening/rehab MR129 (Purlewaugh Road)	135,015	-	-	-	PI3
Shoulder widening/rehab, safety barrier - MR129 (Baradine Road)	525,065	-	-	-	PI3
Allison Bridge	2,100,000	-	-	-	PI3
Shoulder widening/rehab MR618	169,000	-	-	-	PI3
<b>Total:</b>	<b>4,344,971</b>	<b>1,619,131</b>	<b>1,653,386</b>	<b>1,670,495</b>	
<b>Aerodromes</b>					PI3
Repainting of Coona terminal building	20,000	-	-	-	PI3
<b>Aerodromes Total</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Regional Roads Maintenance and Repair</b>			
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
<b>Local Roads Maintenance and Repair</b>			
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) Total Length Category 1 Roads = 549km Total Length Category 2 Roads = 569km Total Length Category 3 Roads = 419km	C1= Once every 15 months C2= Once every 3 years C3= Once every 5 Years
5	Un-sealed roads are well maintained through re-sheeting being carried out with sufficient frequency	Time between re-sheeting by road category	Cat 1 =12 Cat 2 =15 Cat 3 =20
6	Pot hole patching is carried out on a regular basis	Pot hole repair undertaken within no of day from notification	< 7
7	Roads within the network are inspected on a regular basis and inspection reports are used to inform the maintenance and repair schedule	Number of inspections per year (including condition rating) per road	4

No	Service Level	Service Level Indicator	Service Level
8	Slashing of roadsides is carried out on a regular basis	Annual program subject to seasonal conditions	< 5
9	Road drainage systems working satisfactorily	Annual number of incidents of pavement damage or road closure due to lack of maintenance on drainage systems	< 5
10	Emergency assistance calls on Local Roads are addressed in a timely manner	Time for assistance from callouts	< 6hrs
<b>Aerodromes</b>			
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
<b>RMCC And Other Road Contracts</b>							
16/17	(2,000,000)	1,850,000	-	(150,000)	-	-	(150,000)
17/18	(2,050,000)	1,888,379	-	(161,621)	-	-	(161,621)
18/19	(2,101,250)	1,927,633	-	(173,617)	-	-	(173,617)
19/20	(2,153,781)	1,967,779	-	(186,002)	-	-	(186,002)
<b>Total:</b>	<b>(8,305,031)</b>	<b>7,633,791</b>	<b>-</b>	<b>(671,240)</b>	<b>-</b>	<b>-</b>	<b>(671,240)</b>
<b>Reseals</b>							
16/17	-	-	-	-	-	-	-
17/18	-	-	-	-	-	-	-
18/19	-	-	-	-	-	-	-
19/20	-	-	-	-	-	-	-
<b>Total:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
<b>Road Contracts Management</b>	
Management of RMCC and other road contracts	PI3
Management of the reseals program	PI3
<b>RMCC and Other Road Contracts</b>	
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
<b>Reseals</b>	
Resealing of Regional Roads	PI3
Resealing of rural Local Roads	PI3
Resealing of town streets	PI3

Capital Projects	2016/17	2017/18	2018/19	2019/20	CSP Link
<b>Reseals</b>					
Baradine Streets Reseals	48,500	18,963	19,437	19,923	PI3
Binnaway Streets Reseals	46,600	17,015	17,440	17,876	PI3
Coolah Streets Reseals	57,600	28,290	28,997	29,722	PI3
Coonabarabran Streets Reseals	118,300	90,508	92,771	95,090	PI3
Dunedoo Streets Reseals	54,800	25,420	26,056	26,707	PI3
Local Roads Reseals	535,537	563,915	575,513	587,401	PI3
Mendooran Streets Reseals	16,600	17,015	17,440	17,876	PI3
<b>Total:</b>	<b>877,937</b>	<b>761,126</b>	<b>777,654</b>	<b>794,595</b>	

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Reseals</b>			
<b>1</b>	Condition rating seals on Regional and Local Roads (including town streets) meet standard	% of road seal asset condition rating $\geq$ average	60%
<b>2</b>	Road seals on Regional Roads are renewed with sufficient frequency	Time between reseals	20 years
<b>3</b>	Road seals on Rural Local Roads are renewed with sufficient frequency	Time between reseals	20 years
<b>4</b>	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
<b>Fleet Services Management</b>							
16/17	(88,868)	408,287	-	319,419	-	(319,419)	-
17/18	(91,090)	418,442	-	327,352	-	(327,352)	-
18/19	(93,367)	428,854	-	335,487	-	(335,487)	-
19/20	(95,701)	439,531	-	343,830	-	(343,830)	-
<b>Total:</b>	<b>(369,026)</b>	<b>1,695,114</b>	<b>-</b>	<b>1,326,088</b>	<b>-</b>	<b>(1,326,088)</b>	<b>-</b>
<b>Plant and Equipment</b>							
16/17	(5,641,660)	2,288,087	2,530,000	(823,573)	-	823,573	-
17/18	(5,715,585)	2,333,861	3,190,000	(191,724)	-	191,724	-
18/19	(5,790,651)	2,380,781	2,950,000	(459,870)	-	459,870	-
19/20	(5,866,877)	2,428,875	2,835,000	(603,002)	-	603,002	-
<b>Total:</b>	<b>(23,014,773)</b>	<b>9,431,604</b>	<b>11,505,000</b>	<b>(2,078,169)</b>	<b>-</b>	<b>2,078,169</b>	<b>-</b>
<b>Depots</b>							
16/17	-	88,521	-	88,521	-	(88,521)	-
17/18	-	89,705	-	89,705	-	(89,705)	-
18/19	-	90,906	-	90,906	-	(90,906)	-
19/20	-	92,124	-	92,124	-	(92,124)	-
<b>Total:</b>	<b>-</b>	<b>361,256</b>	<b>-</b>	<b>361,256</b>	<b>-</b>	<b>(361,256)</b>	<b>-</b>
<b>Workshops</b>							
16/17	-	44,922	-	44,922	-	(44,922)	-
17/18	-	45,600	-	45,600	-	(45,600)	-
18/19	-	46,287	-	46,287	-	(46,287)	-
19/20	-	46,984	-	46,984	-	(46,984)	-
<b>Total:</b>	<b>-</b>	<b>183,793</b>	<b>-</b>	<b>183,793</b>	<b>-</b>	<b>(183,793)</b>	<b>-</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
<b>Fleet Services Management</b>	
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
<b>Plant and Equipment</b>	
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
<b>Workshops</b>	
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
<b>Key Projects</b>	
<b>Plant and Equipment</b>	
Upgrade to radio communications network	P14

Capital Projects	2016/17	2017/18	2018/19	2019/20	
Minor Plant Purchases	15,000	15,000	20,000	20,000	GF6
Plant & Equipment Purchases	2,515,000	3,175,000	2,930,000	2,815,000	GF6
<b>Total:</b>	<b>2,530,000</b>	<b>3,190,000</b>	<b>2,950,000</b>	<b>2,835,000</b>	

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Fleet Services Management</b>			
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%
<b>Plant and Equipment</b>			
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
<b>Workshops</b>			
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
<b>Urban Service Management</b>							
16/17	(14,478)	170,637	-	156,159	-	-	156,159
17/18	(14,840)	174,286	-	159,446	-	-	159,446
18/19	(15,211)	178,024	-	162,813	-	-	162,813
19/20	(15,591)	181,852	-	166,261	-	-	166,261
<b>Total:</b>	<b>(60,120)</b>	<b>704,799</b>	<b>-</b>	<b>644,679</b>	<b>-</b>	<b>-</b>	<b>644,679</b>
<b>Horticulture</b>							
16/17	-	758,985	133,000	891,985	-	(55,000)	836,985
17/18	-	775,626	-	775,626	-	-	775,626
18/19	-	792,671	20,000	812,671	-	-	812,671
19/20	-	810,122	-	810,122	-	-	810,122
<b>Total:</b>	<b>-</b>	<b>3,137,404</b>	<b>153,000</b>	<b>3,290,404</b>	<b>-</b>	<b>(55,000)</b>	<b>3,235,404</b>
<b>Street Cleaning</b>							
16/17	-	283,202	-	283,202	-	-	283,202
17/18	-	289,204	-	289,204	-	-	289,204
18/19	-	295,345	-	295,345	-	-	295,345
19/20	-	301,628	-	301,628	-	-	301,628
<b>Total:</b>	<b>-</b>	<b>1,169,379</b>	<b>-</b>	<b>1,169,379</b>	<b>-</b>	<b>-</b>	<b>1,169,379</b>
<b>Ovals and Other Sporting Facilities</b>							
16/17	(11,753)	355,412	238,000	581,659	-	(129,250)	452,409
17/18	(12,047)	362,899	106,000	456,852	-	-	456,852
18/19	(12,348)	370,557	-	358,209	-	-	358,209
19/20	(12,657)	378,393	-	365,736	-	-	365,736
<b>Total:</b>	<b>(48,805)</b>	<b>1,467,261</b>	<b>344,000</b>	<b>1,762,456</b>	<b>-</b>	<b>(129,250)</b>	<b>1,633,206</b>
<b>Public Amenities</b>							
16/17	-	249,391	-	249,391	-	-	249,391
17/18	-	254,952	-	254,952	-	-	254,952
18/19	-	260,647	-	260,647	-	-	260,647
19/20	-	266,477	-	266,477	-	-	266,477
<b>Total:</b>	<b>-</b>	<b>1,031,467</b>	<b>-</b>	<b>1,031,467</b>	<b>-</b>	<b>-</b>	<b>1,031,467</b>

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
<b>Town Streets</b>							
16/17	(255,000)	503,275	1,266,500	1,514,775	-	(30,000)	1,484,775
17/18	(15,375)	513,386	732,000	1,230,011	-	-	1,230,011
18/19	(15,759)	523,722	725,000	1,232,963	-	-	1,232,963
19/20	(16,153)	534,289	516,000	1,034,136	-	-	1,034,136
<b>Total:</b>	<b>(302,287)</b>	<b>2,074,672</b>	<b>3,239,500</b>	<b>5,011,885</b>	<b>-</b>	<b>(30,000)</b>	<b>4,981,885</b>
<b>Swimming Pools</b>							
16/17	(123,000)	623,098	148,000	648,098	-	(55,000)	593,098
17/18	(126,075)	637,035	141,000	651,960	-	-	651,960
18/19	(129,227)	651,312	56,000	578,085	-	-	578,085
19/20	(132,458)	665,943	81,000	614,485	-	-	614,485
<b>Total:</b>	<b>(510,760)</b>	<b>2,577,388</b>	<b>426,000</b>	<b>2,492,628</b>	<b>-</b>	<b>(55,000)</b>	<b>2,437,628</b>



## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
<b>Urban Services Management</b>	
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
<b>Horticulture</b>	
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
<b>Street Cleaning</b>	
Cleaning of town streets and gutters in Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo and Mendooran	RU4
<b>Outcome</b>	<b>CSP Link</b>
<b>Ovals and Other Sporting Facilities</b>	
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
<b>Public Amenities</b>	
Cleaning of amenities per the following amenities cleaning program: <ul style="list-style-type: none"> <li>• CBD - Coonabarabran - Daily</li> <li>• David Bell Park - Coonabarabran – Daily</li> <li>• Neilson Park – Coonabarabran – Daily</li> <li>• McMaster Park – Coolah – 3 times a week</li> <li>• Black Stump Rest Area – Coolah – 3 times a week</li> <li>• Milling Park – Dunedoo – Daily</li> <li>• Mendooran Park – 4 times a week</li> <li>• Camping area – Mendooran – 4 times a week</li> <li>• Baradine Lions Park – Daily</li> <li>• Binnaway Len Guy Park - Daily</li> </ul>	RU4
<b>Town Streets</b>	
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
<b>Swimming Pools</b>	
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	2016/17	2017/18	2018/19	2019/20	CSP Link
<b>Horticulture</b>					
Milling Park - Irrigation System	35,000	-	-	-	RU4
Soft fall under playground equipment (Coolah)	20,000	-	-	-	RU4
Electric BBQ & Shelter in Bell Park	-	-	20,000	-	RU4
Softfall Upgrade - Len Guy Park	20,000	-	-	-	RU4
Baradine - Lions Park Shade renewal	10,000	-	-	-	RU4
Baradine - Wheelchair Access path...Lions Park (internal)	15,000	-	-	-	RU4
Baradine - Wheelchair Access path...Lions Park (from Darling St)	8,000	-	-	-	RU4
Coolah - Wheelchair Access path...McMasters Park (internal)	25,000	-	-	-	RU4
<b>Horticulture Total</b>	<b>133,000</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	
<b>Ovals</b>					
Netball Courts Coonabarabran	200,000	100,000	-	-	RO1
Robertson Oval - Seat Replacement	-	6,000	-	-	RO1
Bowen Oval	8,000	-	-	-	RO1
Robertson Oval - Amenities refurbishment (Canteen & Toilets)	30,000	-	-	-	RO1
<b>Ovals Total</b>	<b>238,000</b>	<b>106,000</b>	<b>-</b>	<b>-</b>	
<b>Swimming Pools</b>					
Baradine Shade Structure	40,000	-	-	-	RO1
Baradine Painting External Building stage 1 & 2	11,500	6,000	-	-	RO1
Baradine Upgrade Kiosk & Hot water System	1,500	-	-	-	RO1
Coolah Rain Tank & Pump for Irrigation	4,000	-	-	-	RO1
Coolah Lighting over main pool	20,000	-	-	-	RO1
Solar project to heat pool	43,000	-	-	-	RO1
C'Bran Pool Repairs	15,000	-	5,000	-	RO1
C'Bran Rainwater Tank & Pump for Irrigation Stage 1 & 2	7,000	5,000	-	-	RO1
Mendooran Upgrades to S/Club Room	1,000	-	-	-	RO1
Baradine - Pump Room rehabilitation	-	10,000	-	-	RO1
Binnaway Main Pool Ladders X 6	-	8,000	-	-	RO1
Binnaway Removal of Large Pine Tree	-	3,000	-	-	RO1
Coolah Disable Chair Lift	-	10,000	-	-	RO1
C'Bran Regulator & Injector (Dosing System)	-	3,000	-	-	RO1

Capital Projects	2016/17	2017/18	2018/19	2019/20	CSP Link
Dunedoo Awning over canteen area	-	4,000	-	-	RO1
Dunedoo Roof Modifications Amenities Block (Polycarbon)	-	30,000	-	-	RO1
Mendooran Chemical Dosing Units	-	2,000	500	-	RO1
Baradine Rainwater Tank and Pump for Irrigation	-	-	3,000	-	RO1
Coolah Replace filter media	-	-	15,000	-	RO1
Coolah Install BBQ Area & Shade Cover	-	-	8,000	-	RO1
Coolah Chemical Control Dosing Unit	-	-	2,500	-	RO1
C"Bran Replace BBQ area	-	-	6,000	-	RO1
Dunedoo Pump Rehabilitation	-	-	10,000	-	RO1
Dunedoo Chemical Dosing Unit	-	-	2,500	-	RO1
Dunedoo Large Trees to be Removed	-	-	3,500	-	RO1
Various Projects - TBA	-	-	-	81,000	RO1
Install 2 x 32000ltr water tanks at Baradine, Coona, Coolah, and Dunedoo pools (to comply with LTW guidelines)	-	60,000	-	-	RO1
Dunedoo pool - improvement	5,000	-	-	-	RO1
<b>Swimming Pools Total</b>	<b>148,000</b>	<b>141,000</b>	<b>56,000</b>	<b>81,000</b>	
<b>Town Streets - Baradine</b>					
Baradine District Progress Association Main street Gardens	5,000	5,000	5,000	-	RU4
Baradine Streets – Street lighting	-	8,000	-	-	RU4
Kerb and Guttering Bligh Street between Narren and Darling	-	-	50,000	-	RU4
Kerb and guttering in Narren Street and Liverpool	-	-	-	60,000	RU4
Kerb and guttering in Narren Street south of Macquarie Street	-	-	50,000	-	RU4
Rehabilitation of footpath sections	20,000	20,000	20,000	20,000	RU4
Renewal of Bins	2,500	-	-	-	RU4
Street Trees	-	5,000	5,000	5,000	RU4
Flood Levee Design	20,000	20,000	-	-	RU4
Flood Levee Construction	-	-	20,000	20,000	RU4
<b>Town Streets - Baradine Total</b>	<b>47,500</b>	<b>58,000</b>	<b>150,000</b>	<b>105,000</b>	
<b>Town Streets - Binnaway</b>					
Corry Bridge Western Approach	-	40,000	-	-	RU4
Binnaway Progress Association	5,000	5,000	5,000	5,000	RU4
Footpath rehabilitation	10,000	10,000	10,000	10,000	RU4
Bullinda Street, New Kerb and Guttering	55,000	-	40,000	-	RU4

Capital Projects	2016/17	2017/18	2018/19	2019/20	CSP Link
Street Trees	-	-	6,000	-	RU4
Shared path, Caravan Park to Renshaw street	50,000	-	-	-	RU4
Renshaw St / Railway St pipe renewal	-	-	20,000	-	RU4
Renshaw St stormwater drainage	-	30,000	-	-	RU4
<b>Town Streets - Binnaway Total</b>	<b>120,000</b>	<b>85,000</b>	<b>81,000</b>	<b>15,000</b>	
<b>Town Streets - Coolah</b>					
Footpath Rehabilitation - various locations	30,000	30,000	30,000	30,000	RU4
Pavement Rehabilitation (Various Locations)	-	70,000	70,000	70,000	RU4
Street light program	-	8,000	-	-	RU4
Street Trees	-	-	7,000	7,000	RU4
Booyamurra Street K&G	55,000	-	-	-	RU4
Drainage Study, Bowen Oval, Goddard & Martin St	16,000	-	-	-	RU4
Pipe Drainage Goddard St, Binnia St and Martin St	-	45,000	35,000	40,000	RU4
Shared Path - Goddard Street, to MPS	180,000	-	-	-	RU4
<b>Town Streets - Coolah Total</b>	<b>281,000</b>	<b>153,000</b>	<b>142,000</b>	<b>147,000</b>	
<b>Town Streets - Coonabarabran</b>					
Cassilis Street, Robertson to Namoi, new footpath	-	40,000	-	-	RU4
Crane Street Rehabilitation	-	50,000	30,000	-	RU4
Dalgarno Street (John - Cowper) Footpath Rehabilitation	20,000	20,000	-	-	RU4
Dalgarno Street, centre medium, west of John to Robertson	-	-	50,000	-	RU4
John Street. K & G Rehabilitation	20,000	70,000	-	70,000	RU4
Street Trees - centre Charles street Edwards to Dalgarno	-	30,000	-	-	RU4
Street Trees - Centre Cowper Street Edwards to Dalgarno	30,000	-	-	-	RU4
Footpath Rehabilitation (general)	-	-	40,000	40,000	RU4
Street Trees	-	-	30,000	30,000	RU4
Asphalt Cassilis/John Streets (front of Council Chambers)	10,000	-	-	-	RU4
Belar Street & Merebene St Drainage Pipe	70,000	-	-	-	RU4

Capital Projects	2016/17	2017/18	2018/19	2019/20	CSP Link
Barker St Drainage pipe	-	20,000	-	-	RU4
Newell Hwy Opposite Yuluwirri Kids Pipe Design	-	6,000	-	-	RU4
Newell Hwy Opposite Yuluwirri Kids Pipe Construction	-	-	-	15,000	RU4
Shared Path, Edward Street, Newell Highway to Neate street	250,000	-	-	-	RU4
<b>Town Streets - Coonabarabran Total</b>	<b>400,000</b>	<b>236,000</b>	<b>150,000</b>	<b>155,000</b>	
<b>Town Streets - Dunedoo</b>					
Footpath Rehabilitation	20,000	20,000	20,000	20,000	RU4
Underground Pipe drainage Wargundy Street	-	-	65,000	-	RU4
Yarrow St at Bandulla, south side, dish drain	18,000	-	-	-	RU4
Sealing of Wallaroo street from Bulinda to Talbragar / Adelyne streets	-	35,000	-	-	RU4
Street Trees	-	-	-	7,000	RU4
Wallaroo St Dunedoo	350,000	100,000	-	-	RU4
Drainage Study Wargundy St	-	15,000	-	-	RU4
<b>Town Streets - Dunedoo Total</b>	<b>388,000</b>	<b>170,000</b>	<b>85,000</b>	<b>27,000</b>	
<b>Town Streets – Mendooran</b>					
Bandulla Street, Traffic Calming	-	-	50,000	-	RU4
Footpath rehabilitation - various sections	30,000	30,000	30,000	30,000	RU4
Street Trees	-	-	6,000	6,000	RU4
Cobra St Pipe Drainage	-	-	31,000	31,000	RU4
<b>Town Streets - Mendooran Total</b>	<b>30,000</b>	<b>30,000</b>	<b>117,000</b>	<b>67,000</b>	

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Parks, Reserves, Ovals and Gardens</b>			
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: <ul style="list-style-type: none"> <li>- Coonabarabran CBD – daily</li> <li>- Coonabarabran residential – monthly</li> <li>- Other towns CBD – weekly (by hand)</li> <li>- Other towns residential – 6 weekly</li> </ul>	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
<b>Town Streets</b>			
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
<b>Public Swimming Pools</b>			
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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<b>Development Services Management</b>	
<b>Building Control</b>	
<b>Environmental Health Services</b>	
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<b>Regulatory Services</b>	<b>89</b>
<b>Compliance Services</b>	
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<b>Property and Risk</b>	
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<b>Tourism and Development Services</b>	
<b>Community Development</b>	
<b>Tourism and Economic Promotion</b>	

## 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
<b>Development Services Management</b>							
16/17	(15,000)	278,738	-	263,738	-	-	263,738
17/18	(15,375)	285,727	-	270,352	-	-	270,352
18/19	(15,759)	292,898	-	277,139	-	-	277,139
19/20	(16,153)	300,260	-	284,107	-	-	284,107
<b>Total:</b>	<b>(62,287)</b>	<b>1,157,623</b>	<b>-</b>	<b>1,095,336</b>	<b>-</b>	<b>-</b>	<b>1,095,336</b>
<b>Building Control</b>							
16/17	(86,000)	123,882	-	37,882	-	-	37,882
17/18	(88,150)	126,871	-	38,721	-	-	38,721
18/19	(90,355)	129,934	-	39,579	-	-	39,579
19/20	(92,612)	133,079	-	40,467	-	-	40,467
<b>Total:</b>	<b>(357,117)</b>	<b>513,766</b>	<b>-</b>	<b>156,649</b>	<b>-</b>	<b>-</b>	<b>156,649</b>
<b>Environmental Health Services</b>							
16/17	(35,000)	75,969	-	40,969	-	-	40,969
17/18	(35,875)	77,804	-	41,929	-	-	41,929
18/19	(36,772)	79,693	-	42,921	-	-	42,921
19/20	(37,691)	81,629	-	43,938	-	-	43,938
<b>Total:</b>	<b>(145,338)</b>	<b>315,095</b>	<b>-</b>	<b>169,757</b>	<b>-</b>	<b>-</b>	<b>169,757</b>

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
<b>Town Planning</b>							
16/17	(195,000)	151,328	-	(43,672)	-	-	(43,672)
17/18	(199,875)	154,742	-	(45,133)	-	-	(45,133)
18/19	(204,874)	158,239	-	(46,635)	-	-	(46,635)
19/20	(209,994)	161,821	-	(48,173)	-	-	(48,173)
<b>Total:</b>	<b>(809,743)</b>	<b>626,130</b>	<b>-</b>	<b>(183,613)</b>	<b>-</b>	<b>-</b>	<b>(183,613)</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
<b>Development Services Management</b>	
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
<b>Building Control</b>	
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
<b>Environmental Health Services</b>	
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
<b>Town Planning</b>	
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
<b>Key Projects</b>	
<b>Development Services Management</b>	
Implement changes to waste management practices based on outcome of Waste Management Strategy	PI8
<b>Building Control</b>	
Annual inspections of all high risk residential accommodation properties.	RU4
<b>Environmental Health Services</b>	
Implement actions from the strategic plan of the Central West Councils Salinity and Water Quality Alliance.	NE4
<b>Town Planning</b>	
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
<b>Development Services Management</b>			
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
<b>Building Control</b>			
1	Structures do not pose a risk to the health and safety of occupants or the public	Inspections carried out from complaints received completed in <24hrs	100%
2	Local trades are well informed of changes to building legislation and codes	Distributed newsletter when new legislation or information is available	Yes
3	Complying Development Certificate applications are processed within legislated timeframes	Average application processing time	21 days
4	Building Certificates processed within reasonable timeframes	Average application processing time for Certificate for Sale of Property	7 days
5	Complying Development Certificate applications and Building Certificates are processed effectively	% audit of 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 files <u>audited per annum</u> after inspection and installation complete	10
<b>Environmental Health Services</b>			
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 per annum 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
<b>Town Planning</b>			
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 per annum 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 per annum 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
10	Subdivision Certificates processed in a timely manner	Average time taken to release subdivision plan when all information and conditions met	15 days



## 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
<b>Compliance Services</b>							
16/17	(38,307)	204,580	-	166,273	-	-	166,273
17/18	(39,265)	209,553	-	170,288	-	-	170,288
18/19	(40,246)	214,656	-	174,410	-	-	174,410
19/20	(41,252)	219,885	-	178,633	-	-	178,633
<b>Total:</b>	<b>(159,070)</b>	<b>848,674</b>	<b>-</b>	<b>689,604</b>	<b>-</b>	<b>-</b>	<b>689,604</b>

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
<b>Noxious Weeds</b>							
16/17	-	102,305	-	102,305	-	-	102,305
17/18	-	102,305	-	102,305	-	-	102,305
18/19	-	102,305	-	102,305	-	-	102,305
19/20	-	102,305	-	102,305	-	-	102,305
<b>Total:</b>	-	409,220	-	409,220	-	-	409,220

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
<b>Compliance Services</b>	
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
<b>Noxious Weeds</b>	
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
<b>Compliance Services</b>			
1	The keeping of companion animals is regulated through micro chipping	Number of public micro chipping days per year in each town	2
2	Roadways are kept largely free of straying stock through regular stock patrols (per agreed program) and timely responses to complaints	Response time from when complaint is received	< 48 hours
3	The negative effects caused from the keeping of animals in urban areas is minimised	Response time from when complaint is received	< 48 hours
4	Private land within urban areas does not pose a safety issue from overgrown vegetation	Frequency of inspection of all urban areas (including instigating actions to keep land vegetation from harbouring vermin)	Monthly
5	Alcohol free zones maintained in towns	Frequency of inspection of alcohol free zone signs	6 monthly
<b>Noxious Weeds</b>			
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?

How much do these activities cost?					How are they funded?		
Year	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Property and Risk</b>							
16/17	(814,491)	1,417,400	77,100	680,009	279,153	-	959,162
17/18	(832,122)	1,440,864	-	608,742	296,076	-	904,818
18/19	(850,151)	1,457,734	-	607,583	323,441	-	931,024
19/20	(868,586)	1,484,487	190,000	805,901	342,250	-	1,148,151
<b>Total:</b>	<b>(3,365,350)</b>	<b>5,800,485</b>	<b>267,100</b>	<b>2,702,235</b>	<b>1,240,920</b>	<b>-</b>	<b>3,943,155</b>
<b>Cemetery Services</b>							
16/17	(91,750)	176,771	-	85,021	-	-	85,021
17/18	(94,044)	180,924	50,000	136,880	-	-	136,880
18/19	(96,395)	185,178	-	88,783	-	-	88,783
19/20	(98,805)	189,541	-	90,736	-	-	90,736
<b>Total:</b>	<b>(380,994)</b>	<b>732,414</b>	<b>50,000</b>	<b>401,420</b>	<b>-</b>	<b>-</b>	<b>401,420</b>
<b>Medical Facilities</b>							
16/17	(68,800)	59,887	-	(8,913)	-	-	(8,913)
17/18	(70,520)	61,013	-	(9,507)	-	-	(9,507)
18/19	(72,283)	62,160	-	(10,123)	-	-	(10,123)
19/20	(74,090)	63,331	-	(10,759)	-	-	(10,759)
<b>Total:</b>	<b>(285,693)</b>	<b>246,391</b>	<b>-</b>	<b>(39,302)</b>	<b>-</b>	<b>-</b>	<b>(39,302)</b>
<b>Public Halls</b>							
16/17	(64,700)	263,157	70,000	268,457	-	(30,000)	238,457
17/18	(25,318)	267,817	100,000	342,499	-	-	342,499
18/19	(25,950)	272,565	195,000	441,615	-	-	441,615
19/20	(26,600)	277,410	-	250,810	-	-	250,810
<b>Total:</b>	<b>(142,568)</b>	<b>1,080,949</b>	<b>365,000</b>	<b>1,303,381</b>	<b>-</b>	<b>(30,000)</b>	<b>1,273,381</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
<b>Property and Risk</b>	
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
<b>Cemetery Services</b>	
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
<b>Medical Facilities</b>	
Effective management of domestic residences for medical practitioners	PI2
Property management of professional premises for service providers	GF8
<b>Public Halls</b>	
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
<b>Key Projects</b>	
<b>Property and Risk</b>	
Completion of a Plan of Management for all council owned land	GF6



Capital Projects	2016/17	2017/18	2018/19	2019/20	CSP Link
<b>Council Offices &amp; Other Property</b>					
Disabled access Coolah Office	30,000	-	-	-	GF5
Coonabarabran Community Care - Replace Carpet	-	-	-	50,000	GF5
Coonabarabran Office - Recarpet older section	-	-	-	50,000	GF5
Coolah Office - Recarpet	-	-	-	50,000	GF5
Coolah Depot - Toilet Refurb	-	-	-	20,000	GF5
Mendooran Depot - Toilet Refurb	-	-	-	20,000	GF5
Timor Rock WC build	25,000	-	-	-	GF5
Mullaley Recreation Grounds Upgrade intersection	20,000	-	-	-	GF5
Baradine- installation of Carport	2,100	-	-	-	GF5
<b>Council Offices &amp; Other Property Total</b>	<b>77,100</b>	<b>-</b>	<b>-</b>	<b>190,000</b>	
<b>Public Halls</b>					
Binnaway Hall Roof Replacement	-	-	80,000	-	CC1
Binnaway Hall Stage Refurb	-	50,000	-	-	CC1
Coonabarabran Hall Funiture Renewal	-	50,000	-	-	CC1
Coonabarabran Town Hall - Kitchen Refurb	-	-	100,000	-	CC1
Goolhi Hall - Toilet Refurb	-	-	15,000	-	CC1
Mendooran Hall - Stage and Kitchen Refurb	30,000	-	-	-	CC1
VRA Shed Coolah	40,000	-	-	-	CC1
<b>Public Halls Total</b>	<b>70,000</b>	<b>100,000</b>	<b>195,000</b>	<b>-</b>	
<b>Cemetery Services</b>					
Coonabarabran Native Grove Cemetery Expansion	-	50,000	-	-	CC1
<b>Total Cemetery Services</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Property and Risk</b>			
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
<b>Cemetery Services</b>			
1	All cemeteries are maintained within budget	As per schedule and timeframe	2 per year
2	All internments are dealt with professionally	Council meets legislative requirements	Yes
<b>Medical Facilities</b>			
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
<b>Public Halls</b>			
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

## 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 visitor information service to 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
<b>Tourism and Development Services</b>							
16/17	(49,993)	370,288	27,000	347,295	-	-	347,295
17/18	(51,243)	379,020	-	327,777	-	-	327,777
18/19	(52,524)	387,963	-	335,439	-	-	335,439
19/20	(53,837)	397,135	-	343,298	-	-	343,298
<b>Total:</b>	<b>(207,597)</b>	<b>1,534,406</b>	<b>27,000</b>	<b>1,353,809</b>	<b>-</b>	<b>-</b>	<b>1,353,809</b>
<b>Tourism and Economic Promotion</b>							
16/17	-	47,819	-	47,819	-	-	47,819
17/18	-	48,523	-	48,523	-	-	48,523
18/19	-	49,234	-	49,234	-	-	49,234
19/20	-	49,956	-	49,956	-	-	49,956
<b>Total:</b>	<b>-</b>	<b>195,532</b>	<b>-</b>	<b>195,532</b>	<b>-</b>	<b>-</b>	<b>195,532</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
<b>Tourism and Development Services</b>	
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
<b>Tourism and Economic Promotion</b>	
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	2016/17	2017/18	2018/19	2019/20	CSP Link
<b>Tourism and Development Services</b>					
Shire Entrance Signs	20,000	-	-	-	LE3
Re Carpet Exhibition Space	7,000	-	-	-	LE3
<b>Total:</b>	<b>27,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## How will we track our progress?

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

# Corporate & Community Services

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<b>Bushfire and Emergency Services</b>	
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<b>Finance</b>	
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<b>Multiservice outlet</b>	
<b>Yuluwirri Kids</b>	

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

**Directorate:** Corp. & Comm. Services

**Branch:** C & C Services Management

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



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

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
16/17	(42,715)	212,698	-	169,983	-	-	169,983
17/18	(43,783)	218,181	-	174,398	-	-	174,398
18/19	(44,877)	223,811	-	178,934	-	-	178,934
19/20	(45,999)	229,591	-	183,592	-	-	183,592
<b>Total:</b>	<b>(177,374)</b>	<b>884,281</b>	<b>-</b>	<b>706,907</b>	<b>-</b>	<b>-</b>	<b>706,907</b>



## What will we achieve with this money?

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

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

## How will we track our progress?

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

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

**Directorate:** Corp. & Comm. Services

**Branch:** Administration & Customer Services

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

### Administration and Customer Services

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



These services include the provision of:

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

## 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
<b>Administration and Customer Services</b>							
16/17	(277,040)	963,012	-	685,972	-	-	685,972
17/18	(283,966)	987,818	-	703,852	-	-	703,852
18/19	(291,066)	1,013,285	-	722,219	-	-	722,219
19/20	(298,341)	1,039,430	-	741,089	-	-	741,089
<b>Total:</b>	<b>(1,150,413)</b>	<b>4,003,545</b>	<b>-</b>	<b>2,853,132</b>	<b>-</b>	<b>-</b>	<b>2,853,132</b>

## What will we achieve with this money?

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

## How will we track our progress?

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

## Corp. & Comm. Services – Bushfire & Emergency Services

**Directorate:** Corp. & Comm. Services

**Branch:** Bushfire and Emergency Services

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



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

Council's responsibilities under the RFS agreement include:

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
16/17	(4,930,920)	3,836,476	1,611,400	516,956	-	-	516,956
17/18	(3,895,995)	3,927,874	340,021	371,900	-	-	371,900
18/19	(3,993,394)	4,021,498	348,522	376,626	-	-	376,626
19/20	(4,093,229)	4,117,399	357,235	381,405	-	-	381,405
<b>Total:</b>	<b>(16,913,538)</b>	<b>15,903,247</b>	<b>2,657,178</b>	<b>1,646,887</b>	<b>-</b>	<b>-</b>	<b>1,646,887</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
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	2016/17	2716/18	2018/19	2019/20	CSP Link
RFS - Enhancements	87,000	24,836	25,457	26,093	GF5
RFS - Fire Control Center Coonabarabran	500,000	-	-	-	GF5
RFS - Vehicles	924,400	315,185	323,065	331,142	GF5
RFS - Mowrock Station	50,000	-	-	-	GF5
RFS - Weetaliba Station	50,000	-	-	-	GF5
<b>Total:</b>	<b>1,611,400</b>	<b>340,021</b>	<b>348,522</b>	<b>357,235</b>	

## 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

## Corp. & Comm. Services - Finance

**Directorate:** Corp. & Comm.  
Services

**Branch:** Finance

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



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

### 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
16/17	(1,212,365)	1,566,769	-	354,404	-	-	354,404
17/18	(1,242,675)	1,603,813	-	361,138	-	-	361,138
18/19	(1,273,741)	1,641,790	-	368,049	-	-	368,049
19/20	(1,305,585)	1,680,729	-	375,144	-	-	375,144
<b>Total:</b>	<b>(5,034,366)</b>	<b>6,493,101</b>	<b>-</b>	<b>1,458,735</b>	<b>-</b>	<b>-</b>	<b>1,458,735</b>



## What will we achieve with this money?

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

## How will we track our progress?

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



## Corp. & Comm. Services – Communications & IT

**Directorate:** Corp. & Comm. Services

**Branch:** Communications & IT

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



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

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
16/17	(1,040,871)	1,080,600	493,350	533,079	-	-	533,079
17/18	(751,981)	1,098,917	115,000	461,936	-	-	461,936
18/19	(763,260)	1,117,567	115,000	469,307	-	-	469,307
19/20	(774,706)	1,136,560	25,000	386,854	-	-	386,854
<b>Total:</b>	<b>(3,330,818)</b>	<b>4,433,644</b>	<b>748,350</b>	<b>1,851,176</b>	<b>-</b>	<b>-</b>	<b>1,851,176</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
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
<b>Key Projects</b>	
Develop and implement Council's Communication Strategy	GF4
Develop and implement Council's GIS Strategy	GF4

Capital Projects	2016/17	2017/18	2018/19	2019/20	CSP Link
<b>Communications &amp; IT</b>					
Antivirus Security Software	-	30,000	-	-	GF6
Authority Asset Management Software (70% Innovation Grant funded)	208,000	-	-	-	GF6
Blue point Integration	10,000	-	-	-	GF6
GPS Handheld units	-	15,000	-	-	GF6
InfoXpert (mobile & web portal modules)	7,350	-	-	-	GF6
Point to point Wi-Fi Coolah-Coona Office	208,000	-	-	-	GF6
Point to point Wi-Fi for remote sights	-	20,000	-	-	GF6
Replacement IT Server Hardware	20,000	10,000	100,000	10,000	GF6
Replacement PCs	40,000	40,000	15,000	15,000	GF6
<b>Total:</b>	<b>493,350</b>	<b>115,000</b>	<b>115,000</b>	<b>25,000</b>	

## 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 Councils website to be monitored daily	Number of new items per week	>2
7	Accurate GIS data on all Council assets is compiled for use by Council staff	Compilation of accurate GIS data is completed within a 1.5 year timeframe	Yes
8	New asset additions are captured in Council's GIS system	Frequency of updating of asset information	6 monthly
9	Disaster Recovery implemented as per Business Continuity Plan	Disaster Recovery system implemented	Yes

## Corp. & Comm. Services – Supply Services

**Directorate:** Corp. & Comm. Services

**Branch:** Supply Services

Council's Supply Section is responsible for providing 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
16/17	-	408,923	50,000	458,923	-	-	458,923
17/18	-	419,352	-	419,352	-	-	419,352
18/19	-	430,056	-	430,056	-	-	430,056
19/20	-	441,047	-	441,047	-	-	441,047
<b>Total:</b>	-	<b>1,699,378</b>	<b>50,000</b>	<b>1,749,378</b>	-	-	<b>1,749,378</b>

### What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
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
<b>Key Projects</b>	
Implementation of uniform store codes for purchasing and control	GF4

Outcome					CSP Link
Capital Projects	2016/17	2017/18	2018/19	2019/20	
WHS - Chemical Storage For Legislative Compliance	50,000	-	-	-	GF4

## How will we track our progress?

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

## Corp. & Comm. Services – Human Resources

### Directorate: Corp. & Comm. Services

#### Branch: Human Resources

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

#### Human Resources Management

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

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



#### Payroll Services

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

#### Workplace Health and Safety

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

#### Learning and Development

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

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

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
<b>Human Resources Management</b>							
16/17	(145,051)	366,356	-	221,305	-	-	221,305
17/18	(148,677)	375,031	-	226,354	-	-	226,354
18/19	(152,394)	383,923	-	231,529	-	-	231,529
19/20	(156,204)	393,039	-	236,835	-	-	236,835
<b>Total:</b>	<b>(602,326)</b>	<b>1,518,349</b>	<b>-</b>	<b>916,023</b>	<b>-</b>	<b>-</b>	<b>916,023</b>
<b>Payroll Services</b>							
16/17	(45,964)	216,768	-	170,804	-	-	170,804
17/18	(47,113)	218,865	-	171,752	-	-	171,752
18/19	(48,291)	221,021	-	172,730	-	-	172,730
19/20	(49,498)	223,234	-	173,736	-	-	173,736
<b>Total:</b>	<b>(190,866)</b>	<b>879,888</b>	<b>-</b>	<b>689,022</b>	<b>-</b>	<b>-</b>	<b>689,022</b>
<b>Workplace Health and Safety</b>							
16/17	(83,506)	163,949	-	80,443	-	-	80,443
17/18	(85,594)	167,744	-	82,150	-	-	82,150
18/19	(87,734)	171,634	-	83,900	-	-	83,900
19/20	(89,927)	175,619	-	85,692	-	-	85,692
<b>Total:</b>	<b>(346,761)</b>	<b>678,946</b>	<b>-</b>	<b>332,185</b>	<b>-</b>	<b>-</b>	<b>332,185</b>
<b>Learning and Development</b>							
16/17	(91,601)	401,921	-	310,320	-	-	310,320
17/18	(93,891)	409,573	-	315,682	-	-	315,682
18/19	(96,239)	417,383	-	321,144	-	-	321,144
19/20	(98,645)	425,360	-	326,715	-	-	326,715
<b>Total:</b>	<b>(380,376)</b>	<b>1,654,237</b>	<b>-</b>	<b>1,273,861</b>	<b>-</b>	<b>-</b>	<b>1,273,861</b>



## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
<b>Human Resources Management</b>	
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
<b>Payroll Services</b>	
Provision of accurate and timely payroll services to all staff	GF4
Payment of superannuation contributions and termination payments	GF4
<b>Workplace Health and Safety</b>	
Reviewing of WH&S strategies, policies and practices	GF4
Implementation of an effective WH&S Program	GF4
<b>Learning and Development</b>	
Implementation of Learning and Development Plans	GF8
Provision of a range of traineeships and apprenticeship opportunities	LE2
<b>Key Projects</b>	
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
<b>Human Resources Management</b>			
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	4

No	Service Level	Service Level Indicator	Service Level
<b>Payroll Services</b>			
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
<b>Workplace Health and Safety</b>			
1	All Safety Policies are relevant and adhere to legislative requirements	Frequency of review and updating of policies	Annual
2	State Cover Safety Audit is completed on time and overall result is improved upon	Results of Audit	60%
3	Specific workers compensation injury trends are reported	Injuries are investigated and repeat injuries reported to Management	95%
4	WH&S Management Plan which takes into account the Echelon risk report developed and action plan completed and reviewed every twelve months	Action plan is completed within nominated time frames and reported to Council	Yes
5	WH&S practices lead to a reduction in the number of injuries and claims	Annual reduction in workers compensation premium	Yes
6	WH & S issues are minimised within the Technical Services Department	Number of WH&S incidents per annum	<5
<b>Learning and Development</b>			
1	Traineeships are offered to staff at a minimum level of Cert III	% of staff who possess minimum qualification requirements	90%
2	Skills analysis are undertaken and Learning and Development plans are completed on an annual basis	Percentage of plans completed by February each year	98%
3	Staff are provided with an adequate number of training hours including information on new legislation	Minimum number of training courses attended per staff member per annum	1
4	All Contractors are given the opportunity to attend training with other Council Staff at their own expense	Income received by Council for Contractor training.	Yes
5	Staff performance and competency review process are in place	Revenue and income targets are met as per the Operational Plan	Yes
6	Staff Performance and competency review processes are in place	Annual reviews of all staff conducted as required by the Award or senior staff contracts	98%
7	Department Staff have appropriate skills to meet organisational needs	All Staff have individual training plans	Yes

## Corp. & Comm. Services – Children & Community Services

**Directorate:** Corp. & Comm. Services

**Branch:** Children and Community Services

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

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

### Warrumbungle Community Care

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

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

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

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



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

### Community Development

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

## Libraries

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

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



## Yuluwirri Kids



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

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

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

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

## Connect Five

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



## Castlereagh Family Day Care

Castlereagh Family Day Care provides education and care to over 91 families and 122 children and is the only Family Day Care service located within the three Shires it services, being Warrumbungle Shire (covering the towns of Coonabarabran, Coolah, Baradine, Binnaway, Mendooran and Dunedoo), Coonamble Shire (Coonamble and Gulargambone) and Gilgandra Shire. Castlereagh Family Day Care is an established service and has been operating for 23 years.

Warrumbungle Shire Council is the Coordination Unit for the Family Day Care Scheme across the three (3) Shires. The Coordination Unit's role is to ensure Educators provide a quality home based Childcare Service which is flexible in meeting the ever changing needs of the families. This is achieved by providing support for Educators to complete individualised programming which provides



children with an environment that is inclusive, stimulating, safe, flexible, nurturing and encourages children to further develop their skills and knowledge. The service is funded by the Australian Government Department of Education as well as 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 Australia Government and sponsored by the NSW Family Day Care Association Incorporated.

### Youth Development Program

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



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

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

### OOSH

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



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

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



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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Children's And Community Services management</b>							
16/17	(1,000)	64,200	-	63,200	-	-	63,200
17/18	(1,025)	65,175	-	64,150	-	-	64,150
18/19	(1,051)	66,170	-	65,119	-	-	65,119
19/20	(1,077)	67,191	-	66,114	-	-	66,114
<b>Total:</b>	<b>(4,153)</b>	<b>262,736</b>	<b>-</b>	<b>258,583</b>	<b>-</b>	<b>-</b>	<b>258,583</b>
<b>Community Transport</b>							
16/17	(331,085)	254,127	118,000	41,042	-	(41,044)	-
17/18	(339,362)	260,055	22,575	(56,731)	-	56,731	-
18/19	(347,847)	266,138	98,363	16,653	-	(16,655)	-
19/20	(356,542)	272,376	-	(84,166)	-	84,166	-
<b>Total:</b>	<b>(1,374,836)</b>	<b>1,052,696</b>	<b>238,938</b>	<b>(83,202)</b>	<b>-</b>	<b>83,202</b>	<b>-</b>
<b>Multiservice Outlet</b>							
16/17	(626,914)	582,186	-	(44,728)	-	44,728	-
17/18	(642,587)	595,399	22,575	(24,613)	-	24,613	-
18/19	(658,652)	608,911	22,038	(27,703)	-	27,703	-
19/20	(675,117)	622,773	-	(52,344)	-	52,344	-
<b>Total:</b>	<b>(2,603,270)</b>	<b>2,409,269</b>	<b>44,613</b>	<b>(149,388)</b>	<b>-</b>	<b>149,388</b>	<b>-</b>
<b>Community Development</b>							
16/17	-	96,000	-	96,000	-	-	96,000
17/18	-	96,000	-	96,000	-	-	96,000
18/19	-	96,000	-	96,000	-	-	96,000
19/20	-	96,000	-	96,000	-	-	96,000
<b>Total:</b>	<b>-</b>	<b>384,000</b>	<b>-</b>	<b>384,000</b>	<b>-</b>	<b>-</b>	<b>384,000</b>
<b>Libraries</b>							
16/17	(71,847)	661,346	-	589,499	-	-	589,499
17/18	(73,643)	663,019	-	589,376	-	-	589,376
18/19	(75,484)	664,722	-	589,238	-	-	589,238
19/20	(77,371)	666,455	-	589,084	-	-	589,084
<b>Total:</b>	<b>(298,345)</b>	<b>2,655,542</b>	<b>-</b>	<b>2,357,197</b>	<b>-</b>	<b>-</b>	<b>2,357,197</b>

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
<b>Yuluwirri Kids</b>							
16/17	(1,426,404)	1,390,611	-	(35,793)	-	35,793	-
17/18	(1,462,064)	1,427,173	-	(34,891)	-	34,891	-
18/19	(1,498,616)	1,464,715	-	(33,901)	-	33,901	-
19/20	(1,536,081)	1,503,275	-	(32,806)	-	32,806	-
<b>Total:</b>	<b>(5,923,165)</b>	<b>5,785,774</b>	<b>-</b>	<b>(137,391)</b>	<b>-</b>	<b>137,391</b>	<b>-</b>
<b>Connect Five</b>							
16/17	(201,186)	201,243	-	57	-	(57)	-
17/18	(206,216)	206,497	-	281	-	(281)	-
18/19	(211,371)	211,888	16,125	16,642	-	(16,642)	-
19/20	(216,655)	217,427	-	772	-	(772)	-
<b>Total:</b>	<b>(835,428)</b>	<b>837,055</b>	<b>16,125</b>	<b>17,752</b>	<b>-</b>	<b>(17,752)</b>	<b>-</b>
<b>Family Day Care</b>							
16/17	(411,632)	396,224	-	(15,408)	-	15,408	-
17/18	(419,283)	403,542	-	(15,741)	-	15,741	-
18/19	(427,085)	411,005	11,288	(4,792)	-	4,792	-
19/20	(435,043)	418,619	-	(16,424)	-	16,424	-
<b>Total:</b>	<b>(1,693,043)</b>	<b>1,629,390</b>	<b>11,288</b>	<b>(52,365)</b>	<b>-</b>	<b>52,365</b>	<b>-</b>
<b>Youth Development and Activities</b>							
16/17	(103,365)	104,619	-	1,254	-	1,246	2,500
17/18	(105,949)	107,178	-	1,229	-	1,271	2,500
18/19	(108,598)	109,796	-	1,198	-	1,302	2,500
19/20	(111,313)	112,488	-	1,175	-	1,325	2,500
<b>Total:</b>	<b>(429,225)</b>	<b>434,081</b>	<b>-</b>	<b>4,856</b>	<b>-</b>	<b>5,144</b>	<b>10,000</b>
<b>OOSH</b>							
16/17	(53,000)	52,097	-	(903)	-	903	-
17/18	(54,325)	53,519	-	(806)	-	806	-
18/19	(55,684)	54,978	-	(706)	-	706	-
19/20	(57,075)	56,477	-	(598)	-	598	-
<b>Total:</b>	<b>(220,084)</b>	<b>217,071</b>	<b>-</b>	<b>(3,013)</b>	<b>-</b>	<b>3,013</b>	<b>-</b>



## What will we achieve with this money?

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

Outcome	CSP Link
<b>Community Development</b>	
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
<b>Libraries</b>	
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
<b>Yuluwirri Kids</b>	
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
<b>Connect Five</b>	
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
<b>Family Day Care</b>	
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
<b>Youth Development and Activities</b>	
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
<b>OOSH</b>	
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
<b>Key Projects</b>	
<b>Youth Development and Activities</b>	
Warrumbungle Shire Youth Action Groups	CC2

Capital Projects	2016/17	2017/18	2018/19	2019/20	CSP Link
<b>Community Transport</b>					
Community Transport Capital	98,000	22,575	98,363	-	GF8
Trips Program	20,000	-	-	-	GF8
<b>Total:</b>	<b>118,000</b>	<b>22,575</b>	<b>98,363</b>	<b>-</b>	
<b>Connect Five</b>					
Connect 5 Capital - Purchase of Vehicle	-	-	16,125	-	GF8
<b>Total:</b>	<b>-</b>	<b>-</b>	<b>16,125</b>	<b>-</b>	
<b>Family Day Care</b>					
FDC Replacement of Vehicle	-	-	11,288	-	GF8
<b>Total:</b>	<b>-</b>	<b>-</b>	<b>11,288</b>	<b>-</b>	
<b>Multiservice Outlet</b>					
MSO Capital Replacements	-	22,575	22,038	-	GF8
<b>Total:</b>	<b>-</b>	<b>22,575</b>	<b>22,038</b>	<b>-</b>	
<b>Yuluwirri Kids</b>					
<b>Total:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## How will we track our progress?

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

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

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

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

# Business Arms of Council

Warrumbungle Water	131
Warrumbungle Sewer	135
Warrumbungle Waste	138
Warrumbungle Quarry	140



## 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
16/17	(3,609,568)	2,334,474	2,140,000	864,906	74,689	(939,595)	-
17/18	(2,971,033)	2,380,488	701,000	110,455	78,205	(188,660)	-
18/19	(3,045,309)	2,428,066	661,873	44,630	82,324	(126,954)	-
19/20	(3,121,441)	2,476,715	812,794	168,069	86,423	(254,492)	-
<b>Total:</b>	<b>(12,747,351)</b>	<b>9,619,744</b>	<b>4,315,667</b>	<b>1,188,060</b>	<b>321,641</b>	<b>(1,509,701)</b>	<b>-</b>

### What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
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
<b>Key Projects</b>	
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	2017/18	2017/18	2018/19	2019/20	CSP Link
<b>Water - Baradine</b>					
Meter Replacements	5,000	-	-	-	P17
Water Treatment Plant- Improvements	-	30,000	33,942	30,000	P17
Mains Replacement	80,000	-	-	-	P17
Mains Extension - Removal of Dead Ends	50,000	50,000	-	-	P17
Water Treatment Clarifier	961,000	-	-	-	P17
<b>Water - Baradine Total</b>	<b>1,096,000</b>	<b>80,000</b>	<b>33,942</b>	<b>30,000</b>	
<b>Water - Binnaway</b>					
Meter Replacements	5,000	-	-	-	P17
Water Treatment Plant- Renewals	-	25,000	11,314	-	P17
Mains Replacement-David & Railway Sts, 570m	70,000	80,000	-	-	P17
Water Main Rehabilitation - Napier Street - 420m	-	-	79,199	-	P17
<b>Water - Binnaway Total</b>	<b>75,000</b>	<b>105,000</b>	<b>90,513</b>	<b>-</b>	
<b>Water - Coolah</b>					
Mains Extension - removal of dead ends	40,000	40,000	56,570	57,985	P17
Meter Replacements	5,000	5,000	-	-	P17
Standby pumps	5,000	-	-	-	P17
Coolah Water Reservoirs Capital	-	30,000	-	-	P17
Mains Replacement - Gilmore st	30,000	30,000	-	-	P17
Mains Replacement	60,000	95,000	28,285	28,992	P17
<b>Water - Coolah Total</b>	<b>140,000</b>	<b>200,000</b>	<b>84,855</b>	<b>86,977</b>	
<b>Water - Coonabarabran</b>					
Mains Extensions (removal dead ends) - Arnold St, btwn Newell Hwy and Gunnedah Hill	100,000	-	-	-	P17
Mains Replacement	50,000	50,000	147,083	150,760	P17
Meter Replacements	10,000	10,000	-	-	P17
Timor Dam Fence Repairs	160,000	-	-	-	P17
Tools – Coonabarabran Water	3,000	3,000	-	-	P17
Main Extension - Removal of Dead Ends	60,000	60,000	-	-	P17
Mains Extension-Under Highway between Council depot & former Caltex site	60,000	-	-	-	P17

Capital Projects	2017/18	2017/18	2018/19	2019/20	CSP Link
Water Main Extension - Removal of Dead Ends	-	-	124,455	278,326	P17
Fencing of Reservoir Site - Oxley Highway	-	-	11,314	11,597	P17
Water Main Rehabilitation	-	-	79,199	81,179	P17
Water Treatment Plant Improvements	-	-	33,942	34,791	P17
Telemetry Software - Coona	3,000	3,000	-	-	P17
Telemetry Upgrade Water (All towns)	300,000	-	-	-	P17
Water Main Rehabilitation - George Street	-	-	-	81,179	P17
<b>Water - Coonabarabran Total</b>	<b>746,000</b>	<b>126,000</b>	<b>395,993</b>	<b>637,832</b>	
<b>Water - Dunedoo</b>					
Dunedoo Water minor Plant & Equipment	3,000	-	-	-	P17
Reservoirs-Rehabilitation	-	20,000	-	-	P17
Reservoir Roof	50,000	50,000	-	-	P17
Mains Extension-Evans St, between Sullivan St and Nott St (430m)	-	-	56,570	57,985	P17
<b>Water - Dunedoo Total</b>	<b>53,000</b>	<b>70,000</b>	<b>56,570</b>	<b>57,985</b>	
<b>Water - Mendooran</b>					
Mains Extension	30,000	30,000	-	-	P17
Main Replacement- from Merrygoen Creek to Reservoir	-	50,000	-	-	P17
Merrygoen Creek Main Replacement	-	40,000	-	-	P17
<b>Water - Mendooran Total</b>	<b>30,000</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	

## How will we track our progress?

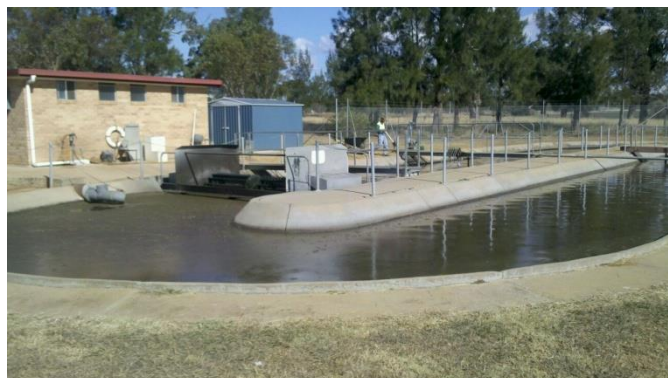
No	Service Level	Service Level Indicator	Service Level
1	Quality potable water is supplied to connected properties	Water quality meets criteria established by Australian Drinking Water Guidelines.	Yes
2	Water supply to connected properties is continuous and there is no disruption due to broken water 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
16/17	(1,616,167)	1,336,475	493,000	213,308	(143,768)	(69,540)	-
17/18	(1,646,676)	1,367,874	363,000	84,198	(152,290)	68,092	-
18/19	(1,668,093)	1,400,059	588,332	320,298	(170,879)	(149,419)	-
19/20	(1,698,968)	1,433,043	429,087	163,162	(181,007)	17,845	-
<b>Total:</b>	<b>(6,629,904)</b>	<b>5,537,451</b>	<b>1,873,419</b>	<b>780,966</b>	<b>(647,944)</b>	<b>(133,022)</b>	<b>-</b>

### What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
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
<b>Key Projects</b>	
Binnaway sewer investigation	P17

Capital Projects	2016/17	2017/18	2018/19	2019/20	CSP Link
<b>Sewer - Baradine</b>					
Sewage Treatment Plant-Disinfection Plant- renewal	10,000	-	-	-	P17
Sewage Treatment Plant -Vacuum pumps renewal	-	30,000	-	23,194	P17
Effluent Reuse- Pivot Irrigator replacement	-	-	226,282	-	P17
<b>Sewer - Baradine Total</b>	<b>10,000</b>	<b>30,000</b>	<b>226,282</b>	<b>23,194</b>	
<b>Sewer - Binnaway</b>					
<b>Sewer - Binnaway Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Sewer - Coolah</b>					
Sewage Treatment Plant-rehabilitation/upgrades	-	50,000	56,570	57,985	P17
<b>Sewer - Coolah Total</b>	<b>-</b>	<b>50,000</b>	<b>56,570</b>	<b>57,985</b>	
<b>Sewer – Coonabarabran</b>					
Mains-Relining various sections	100,000	100,000	158,397	197,148	P17
Replace Steel sewer rods	3,000	3,000	-	-	P17
Pump stations- renewal	30,000	30,000	33,943	34,790	P17
Sewerage Treatment Plant Improvements	-	50,000	56,570	57,985	P17
Mains Replacement/Rehab	100,000	50,000	56,570	57,985	P17
Telemetry Upgrade Sewer (All towns)	200,000	-	-	-	P17
Re-keying sewer sites	50,000	-	-	-	P17
<b>Sewer - Coonabarabran Total</b>	<b>483,000</b>	<b>233,000</b>	<b>305,480</b>	<b>347,908</b>	
<b>Sewer – Dunedoo</b>					
Pump Station -renewal	-	50,000	-	-	P17
<b>Sewer - Dunedoo Total</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	

## 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
16/17	(2,021,261)	1,889,306	320,000	188,045	-	(188,045)	-
17/18	(2,071,793)	1,934,733	-	(137,060)	-	137,060	-
18/19	(2,123,587)	1,981,309	-	(142,278)	-	142,278	-
19/20	(2,176,676)	2,029,077	-	(147,599)	-	147,599	-
<b>Total:</b>	<b>(8,393,317)</b>	<b>7,834,425</b>	<b>320,000</b>	<b>(238,892)</b>	<b>-</b>	<b>238,892</b>	<b>-</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
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
<b>Key Projects</b>	
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
16/17	(1,010,588)	961,016	-	(49,572)	40,720	-	(8,852)
17/18	(1,035,853)	976,814	-	(59,039)	42,080	-	(16,959)
18/19	(1,061,749)	992,942	-	(68,807)	43,486	-	(25,321)
19/20	(1,088,292)	1,009,401	-	(78,891)	44,871	-	(34,020)
<b>Total:</b>	<b>(4,196,482)</b>	<b>3,940,173</b>	<b>-</b>	<b>(256,309)</b>	<b>171,157</b>	<b>-</b>	<b>(85,152)</b>

### What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
Drilling and blasting, screening and crushing of stone product	LE5
Sales of stone product	LE5
<b>Key Projects</b>	
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 2016/17

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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 2016/17 Budget reflects the following:

- Revenue (accrual basis) of \$55.459m;
- Expenditure (accrual basis) of \$36.339m;
- An Operating result of \$8.936m;
- A Capital Works Program of \$19.618m;
- A Consolidated Result (Excluding Depreciation and after inclusion of Capital Expenditure, loans and program transfers to and from Reserves – Restricted Assets) of \$19.087k Surplus.

For more information on these estimates, see Part 2 of the Operational Plan and Delivery Program

In arriving at the results for the 2016/17 year the following major items are noted:

- The Minister for Local Government has allowed an increase of 1.8% for the 2016/17 year in the permissible ordinary rate;
- That Council accepts the full 1.8% offered by the Minister;
- Labour costs include a 2.8% award allowance for wage increases (effective July 2016);
- 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 2016/17 to 2019/20 years have been incorporated into the Delivery Program which includes an income statement, balance sheet and cashflow statement for the four years. Statements for 2016/17 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"> <li>the main use is for residential accommodation (but not as a hotel, motel, guesthouse, boarding house, lodging house or nursing home)</li> <li>it is vacant land zoned for residential purposes</li> <li>it is rural residential land</li> </ul>
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 7 December 2015, IPART announced that the rate peg amount for the 2016/17 financial year will be set at 1.8%. The rate peg is determined by IPART using a Local Government Cost Index and a productivity factor. The 1.8% rate peg for the 2016/17 financial year is the lowest increase in at least the last nine years. Council has determined to apply the full rate peg amount.

### Ordinary Rates to be levied in the 2016/17 financial year

In accordance with Section 494 of the Act the following Ordinary Rates will be levied by Council for the 2016/17 financial year:

Description	No Prop	Ad Valorem	Base Rate	Sum of Valuation	Sum of Value	Base Rate %
<b>Residential</b>						
Baradine Residential	330	\$0.02451340	\$179	\$3,380,740	\$141,943	42%
Binnaway Residential	246	\$0.01246300	\$131	\$2,821,610	\$67,392	48%
Coolah Residential	392	\$0.01373350	\$228	\$10,861,640	\$238,544	37%
Coonabarabran Residential	1,170	\$0.00939196	\$264	\$44,137,600	\$723,419	43%
Dunedoo Residential	379	\$0.00707060	\$277	\$15,473,400	\$214,389	49%
Mendooran Residential	167	\$0.01894640	\$196	\$2,319,390	\$76,676	43%
Cobbora Residential	13	\$0.00484950	\$124	\$408,290	\$3,592	45%
Coolabah Estate Residential	58	\$0.00443620	\$142	\$2,122,800	\$17,653	47%
Rural Residential	868	\$0.00762792	\$232	\$57,013,040	\$636,268	32%
Village 1 Residential	120	\$0.02254260	\$119	\$816,150	\$32,678	44%
Village 2 Residential	95	\$0.01443130	\$99	\$758,590	\$20,352	46%
<b>Total: Residential</b>	<b>3,838</b>			<b>\$140,113,250</b>	<b>\$2,172,906</b>	
<b>Farmland</b>						
Farmland	1,742	\$0.00442613	\$555	\$891,710,990	\$4,913,639	20%
<b>Total: Farmland</b>	<b>1,742</b>			<b>\$891,710,990</b>	<b>\$4,913,639</b>	
<b>Business</b>						
Baradine Business	33	\$0.03426800	\$264	\$348,470	\$20,653	42%
Binnaway Business	22	\$0.02281800	\$205	\$269,950	\$10,670	42%
Coolah Business	50	\$0.02749570	\$364	\$1,006,190	\$45,866	40%
Coonabarabran Business	164	\$0.03055490	\$436	\$10,650,600	\$396,932	18%
Dunedoo Business	47	\$0.01140360	\$331	\$1,552,840	\$33,265	47%
Mendooran Business	15	\$0.01726400	\$200	\$282,210	\$7,872	38%
General Business	38	\$0.024618902	\$293	\$1,649,760	\$51,749	22%
Village 1 Business	5	\$0.06195700	\$151	\$45,610	\$3,581	21%
Village 2 Business	2	\$0.07107000	\$117	\$10,200	\$959	24%
<b>Total: Business</b>	<b>376</b>			<b>\$15,815,830</b>	<b>\$571,547</b>	
<b>Mining</b>						
Mining	-	\$0.20000000	\$-	\$10,000	\$-	0%
<b>Total: Mining</b>	<b>-</b>			<b>-</b>	<b>-</b>	
<b>Grand Total</b>	<b>5,956</b>			<b>\$1,047,640,070</b>	<b>\$7,658,092</b>	

- Village 1 includes: Neilrex, Bugaldie, Ulamambri, Rocky Glen, Purlawaugh 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.

Council has forecast the total discount provided to pensioners for rates, domestic waste, water and sewerage access services, as well as the DLG 55% rebate based on prior year actuals. Details are per the table below:

Type	Pensioner Rebate Amount	DLG Grant (55%)
Rates	\$182,762	\$100,519
Domestic Waste	\$115,592	\$63,575
Water Access	\$81,080	\$44,593
Sewer Access	\$62,320	\$34,275
<b>Total:</b>	<b>\$441,754</b>	<b>\$242,962</b>

## Interest on Overdue Rates and Legal Fees

The Minister for Local Government has not yet announced the maximum rate of interest to be charged on overdue rates. Council has assumed a rate of 8.0%. In accordance with Section 566(3) of the Local Government Act, it is proposed that Council will charge the maximum interest rate allowed (forecast interest \$67k).

Council also recoups legal fees associated with its debt recovery efforts from non-paying rate payers. Council has assumed that legal fees associated with rates will be \$120k in the 2016/17 financial year. A similar amount has been booked as a revenue item.

## 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 4000 connected properties) to raise at least 50% of residential revenue from water usage charges in order to better manage water resources.

Council's suggested water charges must therefore:

- Achieve full cost recovery for Council's water business (including depreciation);
- Move towards raising more than 50% of revenue from usage charges.

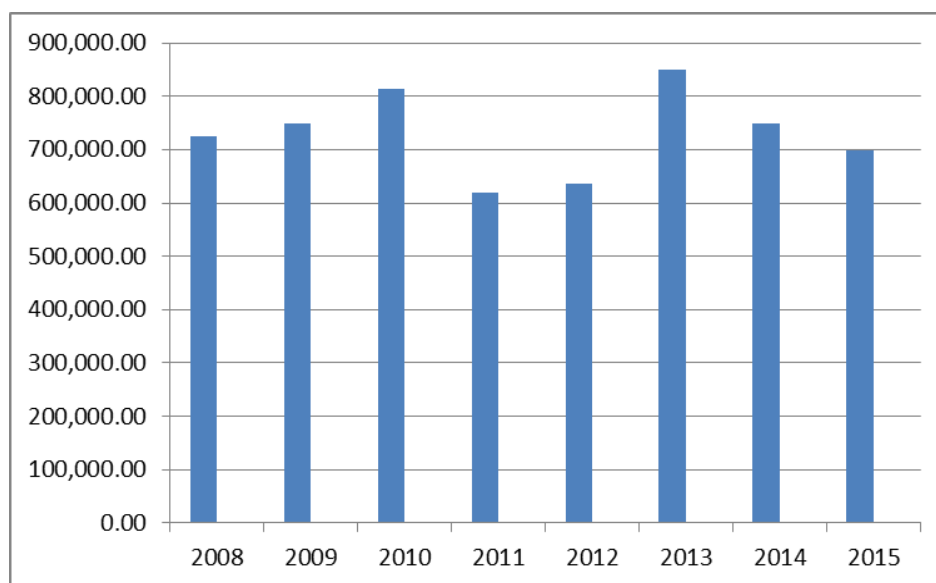
### Proposed Charges for the 2016/17 Financial Year

The suggested charges for the 2016/17 financial year are detailed in the table below:

Area	No	Access 2015/16	Consumption 2015/16	Access 2016/17	Consumption 2016/17
Mendooran	272	\$816	1.90	\$816	\$1.95
Other	3,072	\$364	1.90	\$375	\$1.95
<b>Total:</b>	<b>3,345</b>				

The 2016/17 usage charge represents a roughly 2.6% increase over the prior year charge, while the access charge has been increased by a bit over 3%. It should be noted that the user charges were raised by 5.8% in 2014/15 and Council's suggested access and usage charges are reasonable when compared to neighbouring Councils.

Council's forecast water access and usage revenue for the 2016/17 financial year is dependent on both the number of users (i.e. number of assessments) as well as the forecast consumption for the year. Council has forecast water consumption of 738,000 kl in the 2016/17 financial year (see consumption forecast below for details).



As can be seen from the table above, water consumption varies significantly from year to year. Factors that would normally affect water consumption include water pricing and weather, although from the information above it appears that water consumption in the Shire is relatively price inelastic - the 11% increase in water prices between 2011/12 and 2012/13 actually resulted in a 26% increase in water consumption. This increase is most likely due to the hot spring and summer in the 2012 calendar year compared to 2011.

Council's forecast for the number of assessments is from the current number of assessments in the water module of Council's Finance system. Details of the forecast water access and usage revenue can be found in the table below:

Area	No of Assessments / consumption	Rate 2016/17	Total Revenue
Access - Mendooran	272	\$816	\$221,952
Access - Other	3,073	\$375	\$1,152,375
<b>Total Access:</b>	<b>3,345</b>		<b>\$1,374,327</b>
Consumption	738,000	\$1.95	\$1,439,100
<b>Total:</b>			<b>\$1,439,100</b>

### Comparative Pricing

Council has compared water pricing with the state average (per the 2013/14 NSW Water Supply and Sewerage Performance Monitoring Report published by DPI) in order to gauge whether current pricing is adequate and competitive with neighbouring water utilities. The state-wide weighted median residential water consumption charge has increase to \$2.13 per kl in 2013/14, well above the proposed figure for the 2016/17 budget. The average (unweighted) was roughly \$1.60 per kl in 12/13 which was exactly per WSC's rate for that financial year.

## 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 2016/17 Financial Year

The suggested charges for the 2016/17 financial year are detailed in the table below:

Type	No of charges	2015-16 Access	2016-17 Access	Revenue 2016/17
Residential - Connected	2,073	469	498	\$1,031,713
Residential – Non-Connected	116	301	319	\$37,052
<b>Total Residential (Access only):</b>	<b>2,189</b>			<b>\$1,068,765</b>
Type	No of charges	2015-16 Access	2016-17 Access	Revenue 2016/17
Non-Residential (Minimum)		458	486	
Sewerage Access – 20mm	289	294	312	\$90,164
Sewerage Access – 25mm	9	459	487	\$4,384
Sewerage Access – 32mm	7	752	798	\$5,586
Sewerage Access – 40mm	29	1,174	1,246	\$36,129
Sewerage Access – 50mm	24	1,835	1,947	\$46,734
Sewerage Access – 80mm	3	4,697	4,984	\$14,953
Sewerage Access – 100mm	5	7,339	7,788	\$38,940
Not Connected (Minimum)	72	294	312	\$22,463
<b>Total Non-Residential Access:</b>	<b>438</b>			<b>\$259,352</b>
Non-residential Consumption		0.77	0.85	\$139,696
<b>Total:</b>				<b>\$1,467,813</b>

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 is based on the size of the pipe (see table above) and is calculated by adjusting the 20mm charge to the relevant diameter for the pipe size in question through the following formula (rounded down):

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

The Non-residential charge (both consumption and access) 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%

## 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 \$325 for the first service and \$210 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 \$325 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 2016/17 financial year are summarised in the following table:

Description of Waste Service	2015/16 Service Charge	2016/17 Service Charge	No.	Total
<b>Base Charge</b>				
Waste Management Charge on all rateable properties	\$100	\$100	6,091	\$609,100
<b>Additional Usage Charge – Domestic</b>				
Domestic Waste Charge Used (incl rural run)	\$325	\$325	3,009	\$977,925
Domestic Waste Charge Un-used (incl rural run)	-	-	-	
<b>Additional Usage Charge – Non Domestic</b>				
Non-Domestic Waste Service	\$325	\$325	742	\$241,150
Recycling Charge	\$210	\$210	340	\$71,400
<b>Total:</b>			<b>10,182</b>	<b>\$1,899,575</b>

**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.



## A1.6 Liquid Trade Waste Charges

Council's Liquid Trade Waste Policy was adopted 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.

<b>Liquid Trade Waste Classifications and Categories</b>	<b>2016/17 Charges</b>
<b>Application for Approval to Discharge Trade Waste to Sewer</b>	
- Concurrence Classification A	150.00
- Concurrence Classification B	150.00
- Concurrence Classification C	270.00
- Concurrence Classification S	270.00
<b>Annual Trade Waste Fee</b>	
Category 1 Discharger - per year	90.00
Category 2 2S Discharger - per year	90.00
Category 3 Discharger - per year	205.00
<b>Re-Inspection Fee</b>	
- per re-inspection	85.00
<b>Trade Waste Usage Charge</b>	
Category 1 Discharger with appropriate pre-treatment	Nil
Category 1 Discharger without appropriate pre-treatment - per kilolitre	2.00
Category 2 Discharger with appropriate pre-treatment - per kilolitre	2.00
Category 2 Discharger without appropriate pre-treatment - per kilolitre	15.00
Category 2S - see Tankered Trade Waste Charges below	
Category 3 - see Excess Mass Charges per kilogram below	
<b>Food Waste Disposal Charge</b>	
Based on \$23/bed in 2007/08, indexed. For existing dischargers only.	
- Food Waste Disposal Charge - per bed	25.00
<b>Excess Mass Charges per kilogram</b>	
Charges apply for large/industrial dischargers (Charging Category 3) for all wastes that exceed concentration of pollutants in domestic sewage. Formula applies with pollutant rates of charges per kilogram (kg).	
-Aluminium	0.73

Liquid Trade Waste Classifications and Categories	2016/17 Charges
- Ammonia (as N )	2.17
- Arsenic	72.00
- Barium	36.00
- Biochemical Oxygen Demand (BOD)	0.73
- Boron	0.73
- Bromine	14.50
- Cadmium	335.00
- Chlorinated Hydrocarbons	36.60
- Chlorinated Phenolics	1,450.00
- Chlorine	1.50
- Chromium	24.50
- Cobalt	14.80
- Copper	14.80
- Cyanide	72.00
- Fluoride	3.65
- Flormaldehyde	1.48
- Oil & Grease (Total O&G)	1.32
- Herbicides/defoliants	718.00
- Iron	1.50
- Lead	35.00
- Lithium	7.30
- Manganese	7.30
- Mercaptans	72.50
- Mercury	2,395.00
- Methylene Blue Active Substances (MBAS)	0.73
- Molybdenum	0.73
- Nickel	24.00
- Nitrogen* (Total Kjeldahl Nitrogen* - Ammonia) as N	0.20
- Organoarsenic Compounds	718.00
- Pesticides general (excludes organochlorines and organophosphates)	718.00
- Petroleum Hydrocarbons (non-flammable)	2.40
- Phenolic Compounds (non-Chlorinated)	7.30
- Phosphorus (Total P)	1.50
- Polynuclear Aromatic Hydrocarbons	14.60
- Selenium	50.50
- Silver	1.35
- Sulphate (SO4)	0.16
- Sulphide	1.50
- Sulphite	1.62
- Suspended Solids (SS)	0.95
- Thiosulphate	0.30
- Tin	7.20
- Total Dissolved Solids	0.06
- Uranium	7.20
- Zinc	14.60

Liquid Trade Waste Classifications and Categories	2016/17 Charges
<b>Non Compliance Charges</b>	
Non-compliance pH charge	
- Value of coefficient K in equation 3 of Trade Waste Policy	0.38
<b>Non Compliance Excess Mass Charges - per kilogram (kg)</b>	
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.	
<b>Tankerred Waste Charges (Charging Category 2S) – per kilolitre (kL)</b>	
- Chemical Toilet	18.00
Septic Tank and Pan Waste Disposal Charge	
- Effluent	3.00
- Septage	25.00

## A1.7 Storm Water Levy

Council has implemented a stormwater levy to fund stormwater projects that Council is currently unable to fund from General Fund due to funding limitations. This stormwater levy was introduced and is made under Section 496A of the Local Government Act 1993. Land within an urban area rated as either residential or business for rating purposes (except vacant land) will be charged an annual levy for Council to provide a stormwater management service. Within Warrumbungle Shire Council there are a total of 3,828 assessments rated as residential and 379 assessments rated as business.

In accordance with the Local Government (General) Regulation 2005, Section 125AA, the maximum annual charge for stormwater management services levied in respect of a parcel of rateable land is for land categorised as urban residential land at \$25 and for businesses up to \$25 per 350m<sup>2</sup>.

The stormwater levy helps Council's improve the management of the quality and quantity of stormwater that flows off a parcel of a privately owned land and also includes a service to manage the re-use of stormwater for any purpose.

Council will accrue additional revenue of \$105,175 per annum for expenditure for stormwater management (assuming each business and residential assessment is charged a flat \$25 per assessment).

Income from this charge could only be spent on the following items, and would need to relate to new or additional stormwater management services:

- Planning, constructions and maintenance of drainage systems, including pipes, channels, retarding basins and waters receiving urban stormwater;
- Planning, construction and maintenance of stormwater treatment measures, including gross pollutant traps and constructed wetlands;
- Planning, construction and maintenance of stormwater harvesting and reuse projects;
- Planning and undertaking of community and industry stormwater pollution education campaigns;
- Inspection of commercial and industrial premises for stormwater pollution prevention;
- Cleaning up of stormwater pollution incidents (charge can fund a proportion);
- Water quality and aquatic ecosystems health monitoring of waterways, to assess the effectiveness of stormwater pollution controls (charge can fund a proportion); and monitoring of flows in drains and creeks, to assess the effectiveness for flow management (flooding) controls (charge can fund a proportion); and
- Non-permanent staff specifically appointed to work on stormwater management projects.

Funding from the charge would not be able to be spent on the following activities which do not relate to the stormwater management from eligible land:

- Parks and garden activities;
- Riparian restoration or management;
- Bushcare (unless proposed activity specifically relates to stormwater impacts on bushland);
- Street sweeping;
- Kerb and guttering (unless dealing with flooding from a private land); and
- Permanent staff positions.

This levy will be utilised to fund the following program of activity:

<b>Drainage Project - Description</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Baradine</b>					
Flood levee design	20,000	20,000	-	-	-
Flood levee construction	-	-	20,000	20,000	16,000
<b>Binnaway</b>					
Renshaw Street / Railway Street pipe renewal	-	-	20,000	-	-
Norman Street/Yeubla Street, pipe drainage system	-	-	-	-	20,000
<b>Coolah</b>					
Drainage Study, Bowen Oval, Goddard & Martin St	16,000	-	-	-	-
Pipe drainage Goddard Street, Binnia Street Martin St	-	45,000	35,000	40,000	-
<b>Coonabarabran</b>					
Belar Street, Merebene Street Drainage Pipe	70,000	-	-	-	-
Cowper Street, concreting of open channel	-	-	-	-	20,000
Barker Street drainage pipe	-	20,000	-	-	-
Newell Highway opposite Yuluwirri Kids, design	-	6,000	-	-	-
Newell Highway opposite Yuluwirri Kids, pipe drainage	-	-	-	15,000	20,000
<b>Dunedoo</b>					
Drainage study and design, Wargundy Street	-	15,000	-	-	-
Pipe drainage construction, Wargundy Street	-	-	-	-	30,000
<b>Mendooran</b>					
Cobra Street pipe drainage	-	-	31,000	31,000	-
<b>Total</b>	<b>106,000</b>	<b>106,000</b>	<b>106,000</b>	<b>106,000</b>	<b>106,000</b>

## A1.8 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 2016/17 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 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Administration Services</b>			
<b>Section 603 Certificate</b> Price Subject to change by DLG	75.00	77.10	
<b>Casual Hirers Public Liability Insurance</b>	155.00	160.00	Yes
<b>Rating and Valuation Enquiry</b> -per enquiry (written Advice)	8.00	8.00	
<b>Photocopying (black and White)</b> Minimum charge per copy - A4 + per 100 copies - A4 Minimum charge per copy - A3 + per 100 copies - A3	0.90 61.00 1.65 117.00	0.90 62.00 1.70 118.00	
<b>Photocopying (Colour)</b> Minimum charge per copy - A4 + per 100 copies - A4 Minimum charge per copy - A3 + per 100 copies - A3	1.60 112.00 2.80 220.00	1.70 115.00 2.90 225.00	
<b>Laminating (Coolah Only)</b> A4 A3	7.50 8.50	7.50 8.50	Yes Yes
<b>Fax Services</b> <i>Transmission -per 3 pages</i> -minimum fee +per additional page (Australia only)  <i>Receival</i> - per page	6.60 3.20  15.50	6.60 3.20  15.50	Yes Yes  Yes

Description	Actual 2015/16GST Inclusive	Actual 2016/17GS T Inclusive	GST
<b>Administration Services Continued...</b>			
<b>GIPA Act</b>			
Application	30.00	30.00	
Internal Review processing fee - per hour	30.00	30.00	
<b>Delivery Plan</b> (Photocopying charge)	15.00	16.00	
<b>Interest on Overdue Rates</b> Subject to change by DLG	8.5%	9.0%	
<b>Cheques</b>			
Dishonoured Cheque	35.00	35.00	
Replacement of lost cheque	6.50	6.50	
Stop payment fee	20.00	20.00	
<b>Direct Payments</b>			
Re-process EFT	20.00	20.00	
<b>Otto / Sulo Bins</b>	100.00	100.00	
<i>Replacement Parts -</i>			
Axle	8.00	8.00	
Lid	25.00	25.00	
Wheel	8.00	8.00	
Pin	5.00	5.00	
Additional Recycling Crate	20.00	20.00	
Late Collection Charge	30.00	30.00	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Environmental Services</b>			
<b>State of the Environment Report</b>	36.00	40.00	
<b>Development Control Plan</b>	21.00	25.00	
<b>Building Specification Booklets</b>	26.00	30.00	Yes
<b>Swimming Pools</b>			
Compliance Certificate - Swimming Pools Act	72.00	75.00	Yes
Application for exemption - Section 22	72.00	75.00	
Swimming Pool Resuscitation Sign	41.00	45.00	
Council lodge pool on State Register	11.00	10.00	
<b>Building Certificates</b>			
Building Certificates S.149D Class 1 & 10	256.00	250.00	
Building Certificates S.149D Class 2-9 not exceeding 2000m <sup>2</sup>	256.00	250.00	
	50 cents per m <sup>2</sup> for buildings exceeding 200m <sup>2</sup>		
Building Certificates S 149D Class 2-9 Exceeding 2000m <sup>2</sup>		1,165.00 + 75 cents per m <sup>2</sup> over 2000m <sup>2</sup>	
Building Certificates for Unauthorised Work	256.00 + Minimum of DA/CDC/CC fees as applicable	265.00 + Minimum of DA/CDC/C C fees as applicable	
Additional Inspection Fee - per inspection	102.00	90.00	
Copy of building Certificate	21.00	13.00	
<b>Sewerage &amp; Drainage</b>			
Condition report for an existing OSSMS (includes inspection)	169.00	175.00	
Plumbing and drainage inspection	102.00	105.00	
Plumbing & drainage permit - approval to connect	169.00	175.00	
Copy of Drainage Plan	41.00	41.00	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Caravan Parks/Camping Grounds</b> <i>Annual Inspection Fees:</i> Camp Site - per site Villa/Caravan - Per Site	5.00 10.00	5.00 10.00	
<b>Town Planning</b>			
Administration Fee - per transaction Acquisition of Deposited Plan – Per application Admin Fee To Notify Adjoining Land Owners Dwelling Entitlement Search	50.00 21.00 50.00 50.00	50.00 21.00 50.00 50.00	Yes
<b>Planning Certificates</b> Section 149 (2) Price subject to change by DLG Section 149 (5) ( must be purchased with 149(2) Price subject to change by DLG Urgency Fee (within 48 hours)	53.00  80.00 50.00	53.00  80.00 50.00	
<b>Development Application (Includes Planning Reform Fee cost of works over \$50,000)</b>  <b>Estimated Cost of Development</b>  Up to \$5,000  <b>\$5,001 - \$50,000</b> Base Fee Plus per \$1,000 of cost <b>\$50,001 - \$250,000</b> Base Fee Plus per \$1,000 above \$50,000 <b>\$250,001 - \$500,000</b> Base Fee Plus per \$1,000 above \$250,000 <b>\$500,001 - \$1 million</b> Base Fee Plus per \$1,000 above \$500,000 <b>\$1 million - \$10 million</b> Base Fee Plus per \$1,000 above \$1 million <b>Over \$10 million</b> Base Fee Plus per \$1,000 above \$10 million	113.00  175.00 3.00 363.00 3.00 1,195.00 2.00 1,798.00 1.00 2,694.00 1.00 16,351.00 1.00	110.00  170.00 3.00 352.00 3.64 1,160.00 2.34 1,745.00 1.64 2,615.00 1.44 15,875.00 1.19	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Town Planning Continued.....</b>			
Development not involving the erection of a building, the carrying out of a work, subdivision or demolition of building work	227.00	230.00	
<b>Subdivision Application - Stage 1 (DA)</b>			
Administration fee	50.00	50.00	Yes
Subdivision involving new road	685.00	665.00	
<i>Plus per additional lot</i>	51.00	65.00	
Subdivision not involving new road	340.00	330.00	
<i>Plus per additional lot</i>	51.00	53.00	
Strata	340.00	330.00	
<i>Plus per additional lot</i>	51.00	65.00	
<b>Subdivision Application - Stage 2</b>			
Administration fee * <i>if not paid at Stage 1</i>	50.00	50.00	Yes
Subdivision Certificate/signing of linen plan	124.00	120.00	
Plus per additional lot	21.00	20.00	
Signing Section 88B instrument, Transfer, Grant Forms or other legal documents	154.00	150.00	
<b>Development Proposal Advertising</b>			
First Advertisement	294.00	285.00	
Subsequent Advertisements (each)	96.00	93.00	
<b>Section 94 A Contributions</b>			
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	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Town Planning Continued.....</b>			
<b>Integrated Development</b>			
In addition to development Application Fee ( separate fee charged by each government body to be consulted)	330.00 per authority	320.00 per authority	
<b>Developer Contributions</b>			
Roads and Traffic Facilities (former Coonabarabran Shire – Rural Additional Rural Residential/Lot Tenement)	3,497.00	3,595.00	
<b>Designated Development</b>			
In addition to development Application Fee (Maximum set by Environmental Planning and Assessment Act)	947.00	920.00	
<b>Modification of Consent - Section 96</b>			
Minor modification of Consent S96 (1) Correct Typographical error in Consent	72.00 Nil Lessor of 645.00 or 50% of original development application fee	71.00 Nil Lessor of 645.00 or 50% of original development application fee	
Modification of Consent S96(1A), S96AA(1), S96(2)			
<b>Review of Determination of Consent -Section 82A</b>			
Where the development application involves the erection of a dwelling house with an estimated value less than \$100,000	195.00	200.00	
All other development applications	50% of original development application fee	50% of original development application fee	
<b>Other Town Planning Charges</b>			
Section 88G - Conveyancing Act	36.00	35.00	
Preliminary Development/Planning enquiry	51.00	52.00	
Review of decision to reject development application - Section 82B	57.00		
If estimated cost of the development is less than \$100,000	55.00	55.00	
If estimated cost of the development is \$100,000 or more and less than or equal to \$1,000,000	150.00	150.00	
If estimated cost of the development is more than \$1,000,000	250.00	250.00	
Extension to Development Approval - Section 95A	50% of original development application fee	50% of original development application fee	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Building Services</b>			
<b>Long Service Levy</b> To be charged for projects valued at \$25,000 & over	35% of Value	35% of Value	
Long Service Commission	19.80	19.80	
<b>Construction Certificate</b>			
<b>Class 1 &amp; 10</b> - (eg. Dwellings, Garages, Sheds, Swimming Pools)			
up to \$25,000 in value	350.00	360.00	Yes
\$25,001 to \$100,000 in value	450.00	460.00	Yes
greater than \$100,000 in value	700.00	720.00	Yes
<b>Class 2-9</b> under \$50,000 in value	700.00	720.00	Yes
<b>Class 2-9</b> \$50,001 - \$200,000	950.00	975.00	Yes
<b>Class 2-9</b> \$200,001 - \$500,000	1,300.00	1,335.00	Yes
<b>Class 2-9</b> 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	500.00	515.00	Yes
<b>Complying Development Certificate</b>			
Administration Fee – per transaction	50.00	50.00	
Acquisition of Deposited Plan – per application	21.00	21.00	
<b>Class 1 &amp; 10</b> - (eg. Dwellings, Garages, Sheds, Swimming Pools)			
up to \$25,000 in value	450.00	460.00	Yes
\$25,001 to \$100,000 in value	650.00	665.00	Yes
greater than \$100,000 in value	1,300.00	1,335.00	Yes
<b>Class 2-9</b> under \$50,000 in value	950.00	975.00	Yes
<b>Class 2-9</b> \$50,001 - \$200,000	1,350.00	1,385.00	Yes
<b>Class 2-9</b> \$200,001 - \$500,000	1,900.00	1,955.00	Yes
<b>Class 2-9</b> 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	500.00	515.00	
Inspection of Alternative Solutions	800.00	820.00	



Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Building Services Continued.....</b>			
<b>Appointment of Council as Principal Certifying Authority (PCA)</b> 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 – Where council has issued the relevant construction certificate or complying development certificate.	Nil   275.00 660.00 1,980.00  37.00	Nil   280.00 675.00 2,035.00  36.00	   Yes Yes Yes  
<b>Inspection Fees</b>  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	   120.00       300.00	   125.00       310.00	   Yes       Yes
<b>Occupation Certificate/Compliance Certificate</b> For all classes of building	120.00	125.00	
<b>Bushfire</b> BAL Certificate	440.00	450.00	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Environmental Services</b>			
Administration Fee - per transaction	50.00	50.00	Yes
<b>Food Premises Inspections</b>			
Routine Inspection	105.00	110.00	
Re-inspection non-compliant premises	130.00	135.00	
School Canteen and Non Profit Organisations	Nil	Nil	
Food Authority Notification on behalf of food business	35.00	35.00	
Improvement Notice	340.00	350.00	
<b>Hairdresser/Barber Shops/Beautician Inspection</b>			
Routine Inspection	95.00	100.00	
Re-Inspection non - compliant premises	130.00	135.00	
<b>Environmental Incidents</b>			
Incident Specific	Cost Recovery	Cost Recovery	
<b>Non-Specific Inspections and Reports</b>			
<b>Note:</b> Administration Fee Applicable			
Hourly Rate for field work	105.00	110.00	
Report	105.00	110.00	
<b>Local Government Approvals - Section 68</b>			
Administration Fee (per approval )	50.00	50.00	Yes
<b>Transportable Dwellings ( In addition to DA fee for use of dwelling)</b>			
Value under \$100,000	455.00	465.00	
Value between \$100,001 & \$200,000	680.00	700.00	
Value over \$200,001	910.00	935.00	
Registered Moveable Dwelling eg. Caravan	170.00	175.00	
<b>On-Site Sewerage Management System</b>			
Approval to install or alter an On-site Sewerage Management System (OSSMS) (includes inspections and approval to operate)	165.00	170.00	
Approval to operate an existing OSSMS	50.00	50.00	
<b>Other Section 68 Approvals</b>			
Application for Footpath Occupation	165.00	170.00	
Locally or Warrumbungle Shire Based not for profit (School, Community Group)	Nil	Nil	
Commercial Market Stall	15.00	15.00	
Temporary Food Stalls	35.00	35.00	
Any other approval not elsewhere specified	170.00	175.00	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Environmental Services Continued...</b>			
<b>Modification of Approvals</b> Modification of S68 Application - Minor Modification of S68 Application - Other	60.00 Lessor of \$164 or 50% of original fee	60.00 Lessor of \$169 or 50% of original fee	
<b>Rural Address Number</b> Installation	35.00	35.00	
<b>Outstanding Notices - Local Government Act/Environmental Planning &amp; Assessment Act</b> <b>Note: No Administration Fee</b> S.121 ZP Certificate S.735 A Certificate S.608 Certificate	45.00 45.00 45.00	45.00 45.00 45.00	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Waste Management - Tipping Fees</b>			
<b>Domestic Waste</b>			
Sorted Recyclable	No Charge	No Charge	
1 x 240 litre wheelie bin (per week)	No Charge	No Charge	
Additional 240 Litre wheelie bin	5.50	6.00	
Car, Wagon, Small Ute	5.50	6.00	Yes
Standard Ute, Box trailer	11.00	12.00	Yes
Dual axle trailer, light truck	27.00	28.00	Yes
Domestic green waste - small (car, wagon, small ute)	No Charge	No Charge	
<b>Commercial Waste</b>			
Sorted Recyclable	No Charge	No Charge	
Mixed general waste - per cubic metre	50.00	51.00	Yes
Green Waste - per cubic metre	15.00	16.00	Yes
<b>Tyres</b>			
Motor Cycle/Car Tyres - each	16.00	17.00	Yes
4x4 / light truck tries - each	26.00	27.00	Yes
Heavy truck tyres - each	46.00	47.00	Yes
Tractor Tyres - up to 1m in height - each	165.00	170.00	Yes
Heavy Earthmoving tyres - each	425.00	435.00	Yes
Shredded Tyres - per tonne	465.00	475.00	Yes
<b>Building and Demolition</b>			
Masonry building and demolition waste - per cubic metre	26.00	27.00	Yes
Clean fill material (VENM)	No Charge	No Charge	
Other building and demolition waste - per cubic metre	41.00	42.00	Yes
<b>Asbestos / Fibreglass</b>			
Burying Costs	Cost Recovery	Cost Recovery	Yes
Asbestos (Friable) per m3 plus burying costs	400.00	410.00	Yes
Asbestos (Non-friable) per m3 plus burying costs	200.00	205.00	Yes
Minimum Charge per m3 plus burying costs	100.00	105.00	Yes
Fibreglass per m3 plus burying costs	50.00	51.00	Yes
<b>Dead Animal Waste</b>			
Offal - per cubic metre	135.00	140.00	Yes
Large - eg. Cattle, horses etc- each	75.00	80.00	Yes
Medium - eg. sheep, calves, pigs etc - each	36.00	40.00	Yes
Small - eg. cats, dogs, possums etc - each	21.00	25.00	Yes

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Waste Management - Tipping Fees Continued...</b>			
<b>Other Items</b>			
Refrigerators, freezers and air conditioning units containing refrigerant gases (CFCs) per unit	80.00	81.00	Yes
Mattresses - per item	16.00	17.00	Yes
Refrigerators, freezers and air conditioning units having gas removed by licensed technician, used furniture, tools etc.	No Charge	No Charge	
Pesticide/Poison Drums- received under Drum Muster program	No Charge	No Charge	
E-Waste eg. Computers, televisions etc. Waste Motor Oil	No Charge No Charge	No Charge No Charge	Yes
Other item/s not listed elsewhere	By Assessment	By Assessment	
Buyback Price			
- Large Item	N/A	4.00	Yes
- Small Item	N/A	2.00	Yes

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Companion Animals</b>			
<b>Companion Animal Registration</b> <i>Lifetime fee for Micro-chipped dog or cat</i> <i>Fee subject to change by CPI % yearly – fees correct as of 21 April 2016</i>			
Not desexed	192.00	192.00	
Desexed	52.00	52.00	
Pensioner Rates - desexed	22.00	22.00	
Registered Breeder	52.00	52.00	
Assistance Dog or Working Dog	Nil	Nil	
<b>Companion Animal Micro chipping</b>			
Each Animal	35.00	36.00	Yes
Litter of animals under 3 months	100.00	102.00	Yes
Pensioner rate - each animal	17.00	18.00	Yes
<b>Companion Animal Impounding</b>			
Release fee - 1st Offence	40.00	41.00	
Release fee - 2nd Offence (within 12 months)	70.00	71.00	
Maintenance / Sustenance fee per day	15.00	16.00	
Purchase of Companion Animal from Pound	Outstanding Fees	Outstanding Fees	
Destruction and Disposal Fee (Section 67)- Release fee plus maintenance	95.00	97.00	
Certificate of Compliance - Dangerous & restricted Dog enclosures - Clause 25	155.00	160.00	
<b>Note : No after hours release for any impounded companion animal</b>			
<b>Stock Impounding</b>			
Minimum impound fee on any one occasion	110.00	115.00	
Maximum impound fee on any one occasion	800.00	825.00	
Cattle, Horses, Pigs - per head	55.00	56.00	
Daily maintenance / sustenance	25.00	26.00	
Sheep, Goat - per head	25.00	26.00	
Daily maintenance / sustenance	10.00	11.00	
<b>Note : Any loss, damage or cost attributed to the abandoning or trespassing of stock will be determined and recovered by Council.</b>			
<b>Note : No after hours release for any impounded companion animal</b>			
<b>Abandoned Vehicles</b>			
Incident Specific	Cost recovery	Cost recovery	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Cemetery Fees</b>			
<b>Note: Weekend burials - If Council Staff or Contractors are unavailable on a weekend then the service will not be provided</b>			
Administration Fee	46.00	47.00	Yes
<b>General Cemetery - Purchase at time of burial</b>			
General Cemetery Plot	470.00	510.00	Yes
Native Grove Plot	530.00	580.00	Yes
Memorial Garden Plaque	300.00	330.00	Yes
Columbarium Wall Niche	185.00	200.00	Yes
<b>Cemetery Internment</b>			
Infant under 3 years	270.00	290.00	Yes
Single Depth	925.00	1,010.00	Yes
<b>Double Depth :</b>			
1st Internment	925.00	1,010.00	Yes
2nd Internment	530.00	580.00	Yes
Weekend Internment	1,330.00	1,460.00	Yes
Exhumation of Human Remains	1,330.00	1,460.00	Yes
Prepaid Funeral reservation and internment	calculate using above fees	calculate using above fees	
<b>Surrender Reservation</b>			
<b><i>Note: proof of purchase required</i></b>			
<b>% refund of original purchase price :</b>			
General Cemetery Plot	50%	50%	
Memorial Garden Plaque	50%	50%	
Memorial Garden Plaque	50%	50%	
Columbarium Wall Niche	50%	50%	
<b>Private Cemeteries on Rural Land</b>			
<b><i>Note: DA required</i></b>			
Registration of Private Cemetery	870.00	950.00	
Signing of Linen Plan	190.00	200.00	
Inspection of Area	190.00	200.00	



Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Public Swimming Pools</b>			
<b>Casual Admission</b> Individuals per entry	3.00	3.00	Yes
<b>Season Ticket Admission</b> <i>Note: Family Tickets are for all immediate family members</i>			
Individual	80.00	85.00	Yes
Family	220.00	230.00	Yes
<b>School Admission</b>			
Student	3.00	3.00	Yes
Supervising teachers or assistants	Nil	Nil	
<b>Pool Hire</b>			
<b>Swimming Clubs</b> <i>Note: All swimming club members must have a current season ticket</i>			
<b>Option One - High Volume User</b> Daily training each weekday, carnivals and club championships. Unlimited after hours use when club lifeguard available	545.00	560.00	Yes
<b>Option Two - Mid Volume User</b> Two hours training per week and one carnival. Unlimited after hours use when club lifeguard available.	360.00	370.00	Yes
<b>Option Three - Low Volume User</b> 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	250.00	260.00	Yes
<b>Qualified Coaches and Private Lane Hire</b> During opening hours (2 hour session)	10.00	10.00	Yes

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Warrumbungle Shire Council Halls</b>			
<b>Booking Fee for <u>all</u> the following Halls</b>	46.00	47.00	Yes
<b>Administration Contribution</b> ( <i>this fee is waived with proof of own \$20million Public Liability Risk Insurance</i> )	155.00	160.00	Yes
<b>Bond, Damages and Breakages</b>			
Security & Cleaning Bond for Halls ( <i>reimbursed if hall is left in same condition as hired</i> )	510.00	520.00	Yes
Replacement and Repairs	At Cost	At Cost	
<b>Binnaway Memorial Hall</b>			
Whole Complex	80.00	82.00	Yes
Locally or Warrumbungle Shire based not for profit groups ( <i>no cleaning required</i> )*	20.00	21.00	Yes
<b>Coonabarabran Town Hall</b>			
Whole Complex	255.00	260.00	Yes
Main Hall only	185.00	190.00	Yes
Supper room or Courtyard only	80.00	90.00	
Kitchen only	155.00	160.00	Yes
Kitchen only (Locally or Warrumbungle Shire Based not for profit groups )	20.00	22.00	Yes
Locally or Warrumbungle Shire based not for profit groups ( <i>no cleaning required</i> )*	20.00	21.00	Yes
<b>Dunedoo Jubilee Hall</b>			
Whole Complex	150.00	155.00	Yes
Main Hall only		100.00	Yes
Kitchen only		60.00	Yes
Locally or Warrumbungle Shire based not for profit groups ( <i>no cleaning required</i> )*	20.00	21.00	Yes
<b>Mendooran Mechanics Institute</b>			
Whole Complex	80.00	82.00	Yes
Locally or Warrumbungle Shire based not for profit groups ( <i>no cleaning required</i> )*	20.00	21.00	Yes
Fee for all halls includes practice and/02 set up time			
Local schools may access the halls at no charge for school related activities e.g. Award night, Formals or practice sessions. Coonabarabran Town Hall, Binnaway Memorial Hall, Dunedoo Jubilee Hall, Mendooran Mechanics Institute.			
<b>Note: Evidence of Public Liability Insurance is still required.</b>			

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
A 25% discount for conferences will apply after 2 days			
*Is to be authorised annually at the General Manager's discretion			
<p><b>Coonabarabran Sports and Recreational Hall</b></p> <p>Local schools and Warrumbungle Shire based not for profit groups may access the CSR Hall facilities at no charge, if no cleaning is required.</p> <p>Groups wishing to use the facility for no charge need to make an application in writing to the General Manager.</p> <p>Mezzanine Level</p> <p>Daily Use 30.00 Yes</p> <p>Half Day/Session 15.00 Yes</p> <p>Recreational Rooms</p> <p>Daily Use 30.00 Yes</p> <p>Half Day/Session 15.00 Yes</p> <p>Main Hall –</p> <p>Daily Use 125.00 140.00 Yes</p> <p>Half Day / Session 62.00 70.00 Yes</p> <p>Kitchen 50.00 Yes</p> <p>Squash Courts Not Available</p> <p><b>Note:</b> In the above facility and all Council halls- non residential,</p> <p>Itinerant retailer or businesses for profit - use is not permitted.</p>			

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Warrumbungle Shire Council Community Facilities</b>			
<b>Coonabarabran Children's Services Facility</b> Per Session Locally or Warrumbungle Shire based not for profit group*	10.00 Nil	10.00 Nil	Yes
<b>Coonabarabran Community Services Building</b> Per Session Locally or Warrumbungle Shire Based not for profit group*	27.00 Nil	28.00 Nil	Yes
<b>Dunedoo Old Bank Building</b> Old Managers Office Interview Room - Business Locally or Warrumbungle Shire Based not for profit group*	27.00 Nil	28.00 Nil	Yes
<b>Garden Meeting Room – Business</b> Locally or Warrumbungle Shire based not for profit group*	27.00 Nil	28.00 Nil	Yes
<b>Dunedoo Community Sign (per week)</b> Community Group# – Local* Community Group# - Other Business - Local* Business - Other Government Agencies - Local* Government Agencies - Other  * Local – Dunedoo and Leadville #Community Groups may seek fee waiver by written request to the General Manager	Nil Nil Nil Nil Nil Nil Nil	2.50 5.00 5.00 10.00 10.00 20.00	Yes Yes Yes Yes Yes Yes
<b>Mendooran Community Centre</b> Interview / Meeting room - Business Casual Medical Specialist Rooms (per day) Locally or Warrumbungle Shire based Not for Profit group*  For single multiple bookings the administration fee is only paid per booking application *Is to be authorised annually at the General Managers discretion.	27.00 27.00 Nil	28.00 40.00 Nil	Yes Yes
<b>Warrumbungle Shire Halls Under Licence</b>			
<b>Baradine Hall</b> Baradine Hall is booked through the Baradine Hall Committee a sub-committee of the Baradine Development Group  Main Hall – Per Day Small Hall and Kitchen Kitchen only or Small Hall Only	150.00 100.00 50.00	150.00 100.00 50.00	Yes Yes Yes

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Warrumbungle Shire Council Community Facilities Cont...</b>			
Cleaning Bond	250.00	250.00	Yes
<b>Community Services Building, Coonabarabran</b> Flix in the Stix Theatre and Supper room - Coonabarabran Arts Council (per annum)	560.00	560.00	Yes
<b>Shire Hall Coolah</b> Coolah District Development Group (per annum) <i><b>Note:</b> Booking information for private, fundraising or commercial use - Pandora Art Gallery is available from the Coolah District Development Group.</i>  Any request for fee waiving for any Hall or Meeting Room must be submitted in writing to the General Manager Warrumbungle Shire Council and will address on individual merit at the General Manager's discretion.	500.00	550.00	Yes
<b>Sporting Ovals</b>			
<i><b>Note: Schools are free for all activities at all Ovals Unless Inter-regional competition</b></i>  <b>Coonabarabran Ovals No. 1,2 &amp; 3</b>  All sports (REGIONAL) – games or social activities or other uses approved by Council (for 1 or 3 ovals).  All sports- (CARNIVALS) -home games <u>with</u> gate entry and/or canteen and/or bar operation ( for 1 or 3 ovals)  All sports (LOCAL) - all junior and senior training or local weekly games/competition <u>without</u> gate entry fee or Canteen or bar operation.  All sports (LOCAL) - all junior and senior training or local weekly games/competition <u>with</u> gate entry and/or canteen and/or bar operation.  Use of night playing lights - per hour  <b>Cleaning Bond</b> (SEASONAL USERS ONLY) To be paid at start of each season (for seasonal users) for carnivals/one off events	150.00  150.00  Nil  150.00  26.00  200.00	155.00  155.00  Nil  155.00  27.00  205.00	Yes  Yes   Yes  Yes  Yes

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Sporting Ovals Continued.....</b>			
<b>Netball and Basketball Courts - Coonabarabran</b>			
All sports (REGIONAL) - games or social activities or other uses approved by Council	93.00	95.00	Yes
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b><u>with</u></b> gate entry and/or canteen and/or bar operation.	93.00	95.00	Yes
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b><u>without</u></b> gate entry fee or Canteen or bar operation.	Nil	Nil	
<b>Binnaway and Baradine Ovals</b>			
All sports (REGIONAL) – games or social activities or other uses approved by Council.	150.00	155.00	Yes
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b><u>with</u></b> gate entry and/or canteen and/or bar operation.	150.00	155.00	Yes
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b><u>without</u></b> gate entry fee or Canteen or bar operation.	Nil	Nil	
Use of night playing lights - per hour	As negotiated with Binnaway Rugby League Club		
<b>Cleaning Bond</b> (SEASONAL USERS ONLY) To be paid at start of each season (for seasonal users) for carnivals/one off events	195.00	205.00	
<b>Baradine Oval</b>			
All sports (REGIONAL) – games or social activities or other uses approved by Council.	150.00	155.00	Yes
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b><u>with</u></b> gate entry and/or canteen and/or bar operation.	150.00	155.00	Yes
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b><u>without</u></b> gate entry fee or Canteen or bar operation.	150.00	155.00	Yes
Use of night playing lights - per hour	As negotiated with Baradine Rugby League Club		

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Sporting Ovals Continued.....</b>			
<b>Cleaning Bond</b> (SEASONAL USERS ONLY) To be paid at start of each season (for seasonal users) for carnivals/one off events	195.00	205.00	Yes
<b>Bowen Oval Coolah</b>  All sports (REGIONAL) – games or social activities or other uses approved by Council.  All sports (LOCAL) - all junior and senior training or local weekly games/competition <u>with</u> gate entry and/or canteen and/or bar operation.  All sports (LOCAL) - all junior and senior training or local weekly games/competition <u>without</u> gate entry fee or Canteen or bar operation.  Use of night playing lights - per hour	150.00  150.00  Nil	155.00  155.00  Nil	Yes  Yes
<b>Cleaning Bond</b> (SEASONAL USERS ONLY) To be paid at start of each season (for seasonal users) for carnivals/one off events	200.00	205.00	Yes
<b>Robertson Oval Dunedoo</b>  All sports (REGIONAL) – games or social activities or other uses approved by Council.  All sports (LOCAL) - all junior and senior training or local weekly games/competition <u>with</u> gate entry and/or canteen and/or bar operation.  All sports (LOCAL) - all junior and senior training or local weekly games/competition <u>without</u> gate entry fee or Canteen or bar operation.  Use of night playing lights - per hour	150.00  150.00  Nil	155.00  155.00  Nil	Yes  Yes
<b>Cleaning Bond</b> (SEASONAL USERS ONLY) To be paid at start of each season (for seasonal users) for carnivals/one off events	200.00	205.00	Yes



Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
Technical Services			
Water Services			
Standard connection within 18 metres of existing main - includes 20mm water meter and meter box	970.00	1,000.00	
Complex Connection (which can include disturbing footpaths, roads etc.)	By Quotation		
Other services and extensions	By Quotation		
Meter reading check - refundable if reading incorrect	67.00	69.00	
Meter reading on request	67.00	69.00	
Volumetric testing of meter - Council test	244.00	250.00	
Volumetric testing of meter by meter supplier, includes certificate	297.00	305.00	
Water meter disconnection fee - 20mm	176.00	180.00	
Water meter disconnection fee - other than 20mm	At Cost	At Cost	
Water saving devices (for installation in toilet cistern) and installation by user	5.50	6.00	Yes
Water Restriction device, installation by Council	105.00	108.00	
Water meter locking device incl. key and installation by Council	210.00	215.00	
Standpipe Sales			
To be accessed at stand pipe at Councils depots			
By Appointment - Between the business hours of 7.30am to 8.30am and 3.30pm and 4.30pm Monday to Friday	6.00 Access fee PLUS 4.00 per kilolitre		
If outside business hours - overtime rate of pay for staff member plus charge per kilolitre	Overtime Rate PLUS 4.00 per kilolitre		
<b>Note for Drinking Water Carters:</b> To comply with the <i>Public Health Act 2010</i> and the <i>Public Health Regulations 2012</i> drinking water carters must develop and adhere to a Quality Assurance Program QAP (a copy of which must be provided to the local Public Health Unit) and keep for at least 6 months records of: the name of the water supplier from which the water carter received the drinking water; the name and address of each person to whom the water carter supplies water; the place, date, time and volume of water supplied to that person; details of any substances other than drinking water transported in any water tank used by the water carter and; the dates on which any water tank used by the water carter is cleaned. Further information can be sought on the NSW Health website (including a template QAP): <a href="http://www.health.nsw.gov.au/environment/water/Pages/drinkwater-watercarters.aspx">http://www.health.nsw.gov.au/environment/water/Pages/drinkwater-watercarters.aspx</a> The Information Bulletin <i>Private Water Supplies and Water Carters</i> is available here: <a href="http://www0.health.nsw.gov.au/policies/ib/2013/pdf/IB2013_003.pdf">http://www0.health.nsw.gov.au/policies/ib/2013/pdf/IB2013_003.pdf</a> ; NSW Guidelines for Water Carters are available here: <a href="http://www.health.nsw.gov.au/environment/Publications/nsw-guidelines-for-water-carters.pdf">http://www.health.nsw.gov.au/environment/Publications/nsw-guidelines-for-water-carters.pdf</a>			

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Technical Services Continued</b>			
<b>Sewerage Services</b>			
Installation of sewer junction less than 1.5m deep where main exists	1,081.00	1,110.00	
Installation of sewer junction greater than 1.5m deep where main exists	At Cost	At Cost	
Sewer Main Extension	At Cost	At Cost	
<b>Liquid Trade Waste Classifications and Categories</b>			
<b>Application for Approval to Discharge Trade Waste to Sewer</b>			
Concurrence Classification A & B	147.00	150.00	
Concurrence Classification C & S	262.00	270.00	
<b>Annual Trade Waste Fee</b>			
Category 1 Discharger – per year	85.00	90.00	
Category 2 2S Discharger – per year	85.00	90.00	
Category 3 Discharger – per year	200.00	205.00	
Re-Inspection Fee	80.00	85.00	
<b>Trade Waste Usage Charge</b>			
Category 1 Discharger with appropriate pre-treatment	Nil	Nil	
Category 1 Discharger without appropriate pre-treatment-per kL	1.60	2.00	
Category 2 Discharger with appropriate pre-treatment-per kL	1.60	2.00	
Category 2 Discharger without appropriate pre-treatment-per kL	14.50	15.00	
Category 2S – see tTankered Trade Waste Charges below			
Category 3 – see Excess Mass Charges per Kilogram below			
<b>Food Waste Disposal Charge</b>			
Based on \$23/bed in 2007/2008, indexed. For Existing dischargers only			
Food Waste Disposal Charge – per bed	24.00	25.00	
<b>Tankered Waste Charges (Charging Category 2S) – Per kL</b>			
- Chemical Toilet	17.00	18.00	
<i>Septic Tank and Pan Waste Disposal Charge</i>			
Effluent	2.25	3.00	
Septage	23.00	25.00	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Technical Services Continued</b>			
<b>Excess Mass Charges per Kilogram</b>			
Charges apply for large/industrial dischargers (Charging Category 3) for all wastes that exceed concentration of pollutants in domestic sewage. Formula applies with pollutant rates of charges per kilogram (kg).			
Aluminium	0.73	0.73	
Ammonia (as N)	2.17	2.17	
Arsenic	72.00	72.00	
Barium	36.00	36.00	
Biochemical Oxygen Demand (BOD)	0.73	0.73	
Boron	0.73	0.73	
Bromine	14.50	14.50	
Cadmium	335.00	335.00	
Chlorinated Hydrocarbons	36.60	36.60	
Chlorinated Phenolics	1,450.00	1,450.00	
Chlorine	1.50	1.50	
Chromium	24.50	24.50	
Cobalt	14.80	14.80	
Copper	14.80	14.80	
Cyanide	72.00	72.00	
Fluoride	3.65	3.65	
Formaldehyde	1.48	1.48	
Oil & Grease (total O&G)	1.32	1.32	
Herbicides/defoliants	718.00	718.00	
Iron	1.50	1.50	
Lead	35.00	35.00	
Lithium	7.30	7.30	
Manganese	7.30	7.30	
Mercaptans	72.50	72.50	
Mercury	2,395.00	2,395.00	
Methylene Blue Active Substances (MBAS)	0.73	0.73	
Molybdenum	0.73	0.73	
Nickel	24.00	24.00	
Nitrogen (total Kjeldahl Nitrogen – Ammonia) as N	0.20	0.20	
Organoarsenic Compounds	718.00	718.00	
Pesticides general (excludes organochlorines & organophosphates)	718.00	718.00	
Petroleum Hydrocarbons (non-flammable)	2.40	2.40	
Phenolic Compounds (non-Chlorinated)	7.30	7.30	
Phosphorus (Total P)	1.50	1.50	
Polynuclear Aromatic Hydrocarbons	14.60	14.60	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Technical Services Continued</b>			
<b>Excess Mass Charges per Kilogram</b>			
Selenium	50.50	50.50	
Silver	1.35	1.35	
Sulphate (SO4)	0.16	0.16	
Sulphide	1.50	1.50	
Sulphite	1.62	1.62	
Suspended Solids (SS)	0.95	0.95	
Thiosulphate	0.30	0.30	
Tin	7.20	7.20	
Total Dissolved Solids	0.06	0.06	
Uranium	7.20	7.20	
Zinc	14.60	14.60	
<b>Non Compliance Charges</b>			
Non Compliance Ph Charge			
Value of coefficient K in equation 3 of Trade Waste Policy	0.38	0.38	
<b>Non Compliance Excess Mass Charges – Per Kilogram (kg)</b>			
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.			
<p><b>Note regarding Liquid Trade Waste activities:</b> Penalties apply as per Schedule 12 of Council's Policy for Liquid Trade Waste Regulation (policy available on Council's webpage <a href="http://www.warrumbungle.nsw.gov.au/business/ex-liquid-trade-waste/liquid-trade-waste">http://www.warrumbungle.nsw.gov.au/business/ex-liquid-trade-waste/liquid-trade-waste</a> as 'WSC Trade Waste Policy January 2014'):</p> <p><b>SCHEDULE 12 – Penalty notice offences</b> (p.51 in Council's Policy for Liquid Trade Waste Regulation)</p> <p>Offence under <a href="#">Local Government Act 1993</a></p> <p><a href="#">Section 626</a> (3)-carry out without prior approval of council an activity specified in item 4 of Part C (Management of waste) of the Table to <a href="#">section 68</a></p> <p><a href="#">Section 627</a> (3)-having obtained the council's approval to the carrying out of an activity specified in item 4 of Part C (Management of waste) of the Table to <a href="#">section 68</a>, carry out the activity otherwise than in accordance with the terms of that approval</p>		330.00  330.00	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Technical Services Continued</b>			
<b>Plan Printing</b>			
Size A0 - per copy			
Paper	16.00	18.00	
Film	18.00	20.00	
Size A1 - per copy			
Paper	13.00	15.00	
Film	16.00	18.00	
Size A2 - per copy			
Paper	13.00	15.00	
Film	14.00	16.00	
<b>Plan Printing – Canon IPF755 – Coolah Office Only</b>			
Black & White Plans – per print			
A2 (420mm x 594mm)		1.50	
A1 (594mm x 841mm)		2.30	
B1 (707mm x 1000mm)		3.25	
A0 (841mm x 1189mm)		4.00	
Colour Posters – per print			
A2 (420mm x 594mm)		10.00	
A1 (594mm x 841mm)		20.00	
B1 (707mm x 1000mm)		29.00	
A0 (841mm x 1189mm)		30.00	
<b>Survey Control Information</b>			
Locality Sketch Plans	7.00	8.00	
Survey Control Information	9.00	10.00	
Engineering Supervision fee - per hour	130.00	150.00	
<b>Roads and Footpath Restoration Charges</b>			
<b>Telstra and Country Energy</b>			
<b>Bitumen</b>			
up to 5m2 - per m2	99.00	99.00	
over 5m2 - per m2	93.00	93.00	
Minimum charge	435.00	435.00	
<b>Concrete</b>			
up to 5m2 - per m2	174.00	174.00	
over 5m2 - per m2	174.00	174.00	
Minimum charge	570.00	570.00	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Technical Services Continued</b>			
<b>Contribution to Works</b>			
Footpath – adjacent residential properties		Nil	
Footpath – adjacent commercial properties		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	31.00	By Quotation	
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	
<b>Aerodromes</b>			
<b>Coonabarabran Aerodrome</b>			
Terminal usage - per week	NA	NA	
Hanger rent space first year of lease - per m2 increase per subsequent year ( GST inclusive)	1.95	2.00	As determined
Landing and touchdown fees RAAF and British Aerospace	Donation	Donation	
Landing Fees – Commercial Aircraft	Nil	Nil	
Landing Fees – Aero club Activities and Events	Nil	Nil	
Landing Fees – Private	Nil	Nil	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Children Services</b>			
<b>Family Day Care</b>			
New Educator Registration fee	60.00	100.00	
Educator Re-registration	30.00	30.00	
Educator Levy - per day worked	2.50	4.00	
Family enrolment fee - Once off	25.00	25.00	
Discounted Family Enrolment Fee – the discounted Family Enrolment Fee is available for a designated period at the commencement of each calendar year	15.00	15.00	
Parent Levy - per child / per hour	1.00	1.00	
<b>For Information regarding Family Day Care Fees &amp; Charges, Contact Castlereagh Family Day Care on 6849 2220.</b>			
<b>Connect 5</b>			
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	
<b>For Information regarding Connect 5 Fees &amp; Charges, Contact Connect 5 on 6849 2226.</b>			
<b>OOSH (After School Care)</b>			
Enrolment	10.00	10.00	
Deposit = Two (2) weeks full fees	2 weeks fees	2 weeks fees	
Permanent Booking Fee: - Per Child / Per Day The Child Care Benefit(CCB) may reduce fees by up to 50% for eligible families. Eligible families are only required to pay the gap after the CCB has been applied.	20.00	25.00	
Permanent booking Fee: - Additional Children in family – Per Child, Per Day	16.00	20.00	
Casual Booking Fee: Per Child/Per Day The Child Care Benefit (CCB) may reduce fees by up to 50% for eligible families. Eligible families are only required to pay the gap after the CCB has been applied.	26.00	28.00	
Casual fee – Additional Children in Family	21.00	25.00	
Bus Fee – per day, per child, for each day that the child/children catch the bus to OOSH. Paid at the end of each Term.	0.50	0.50	



Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>For Information regarding Coonabarabran Out of School Hours of Care Fees &amp; Charges, Contact Coonabarabran OOSH on 6849 2222.</b>			
<b>Yuluwirri Kids</b>			
<b>Annual Calendar Year Enrolment Fee (per child)</b>	30.00	30.00	
Early and Late Fee	\$1.00 per minute	\$1.00 per minute	
<b>Long Day Care Fees - 0 to 5 Years</b>			
Long Day Care - per day	77.00	77.00	
Note: Children can be enrolled in Long Day Care maximum of 5 days a week.			
<p><b>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 ) &amp; Child Care Rebate (CCR is a payment from the Australian Government that helps working families with the cost of child care) Jobs, Education &amp; 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). 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 three (3) year old children from disadvantaged backgrounds.</b></p> <p><b>For further information regarding services and fees &amp; charges contact Yuluwirri Kids on 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; and Child Care Service Support Program, check out <a href="http://www.mychild.gov.au/pages/CCFactsheets.aspx">http://www.mychild.gov.au/pages/CCFactsheets.aspx</a>.</b></p>			

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Preschool Fees - 3 to 5 years</b>			
Preschool - per day	38.00	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	60.50	
Note: Children can be enrolled in Preschool a maximum of two (2) days per week. Parents requiring their children to be enrolled more than two (2) days per week need to enrol in Long Day Care for additional days.			

**To be eligible for a funded preschool place a child needs to be:**

- At least (4) years old on or before 31 July in that preschool year and not yet in compulsory schooling; or
- At least three (3) years old on or before 31 July and from a disadvantaged background (ie. From a family holding low-income health care card and / or Aboriginal)

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 three (3) year old children from disadvantaged backgrounds.

For further information regarding services and fees & charges contact Yuluwirri Kids on 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; and Child Care Service Support Program, check out <http://www.mychild.gov.au/pages/CCFactsheets.aspx>.

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Macquarie Regional Library</b>			
Reservation fee	1.50	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
<b>Inter Library Loan</b>			
Per item loan	6.60	6.60	Yes
Possible additional fee from other libraries	17.50	16.50	Yes
Fast Track Service - additional fee for 24 hour response	17.50	16.50	Yes
Email - per hour	6.00	6.00	Yes
<b>Photocopying</b>			
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	1.10	Yes
Colour copy - per A3 sheet	3.30	2.20	Yes
Word Processing - per hour	6.00	6.00	Yes
<b>Fax Services</b>			
Fax - outgoing (Australia) - first page	4.40	5.00	Yes
Fax - outgoing (Australia) - additional pages	1.10	1.25	Yes
Fax - outgoing (O/S) - first page	11.00	10.00	Yes
Fax - outgoing (O/S) - additional pages	5.50	2.50	Yes
Fax - incoming - up to 10 pages	4.40	5.00	Yes
Fax - incoming - additional pages	0.55	1.25	
<b>Digital Image Service ( private use)</b>			
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	2.00	
Earphones & CD's	2.20	2.50	Yes
Thumb drives	10.00	10.00	Yes
<b>Book Sale</b>			
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 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Community Care</b>			
<b>Respite</b> Respite Carer works in client's home	7.00 per hour or part thereof	8.00 per hour or part thereof	
<b>Handyperson Service</b> 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.	15.00 per hour with a limit of 4 hours per month. 20.00 per hour Extra hours of service (above limit of 4 hours per month)	16.50 per hour with a limit of 4 hours per month. 22.00 per hour Extra hours of service (above limit of 4 hours per month)	
<b>Meals on Wheels</b> Hot or frozen meal service dependant on location	Prices vary dependent on meal choices		
<b>Social Support</b> Local Transport Local Shopping Social Support Bus Trips from Coonabarabran (each Person) <b><i>Lunch and/or admission fees paid by clients</i></b> Social Support luncheons	6.00 6.00 8.00  Cost of meal paid by client  2.00	7.00 7.00 9.00  Cost of meal paid by client  2.00	
<b>WAGS</b> <i>Lunch Paid for by participants</i>			
<b><i>Lunch paid for by participants</i></b>			
<b>Transport</b>  <b>Bus</b>  Carers Travel Clients General Public	   Nil 25.00 30.00	   Nil 27.00 33.00	

Description	Actual 2015/16GST Inclusive	Actual 2016/17GST Inclusive	GST
<b>Community Care Continued...</b>			
<b>Transport</b>			
<b>Bus</b>			
Carers Travel	Nil	Nil	
Clients	25.00	27.00	
General Public	30.00	33.00	
<b>Local transport</b>			
Community Car to Medical Appointment ( Volunteer Driver)	6.00	7.00	
Community Car out of town Transport (Volunteer Driver)			
Per km Fee			
5-50km	20.00	20.00	
51-100km	30.00	30.00	
101-150km	35.00	35.00	
151-200km	40.00	40.00	
201-250km	45.00	45.00	
251-300km	50.00	50.00	
301-350km	55.00	55.00	
351-400km	60.00	60.00	
401-450km	65.00	65.00	
451-500km	70.00	70.00	
501-550km	75.00	75.00	
551-600km	80.00	80.00	
<b>For further information regarding Services, Fees &amp; Charges contact Warrumbungle Community Care on : Coonabarabran Office – 6849 2130 Coolah Office – 6378 5130</b>			

## A1.9 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 2015/16 (Excl. GST)	Hourly Plant Rate 2016/17 (Excl. GST)
Backhoe	138	142
Bobcat	136	140
Compressor & Tool	57	59
Excavator	165	170
Front End Loader	138	142
Grader	135	139
Mower Out-front	105	108
Mower Ride On	85	87
Minor Plant (Small)	52	53
Minor Plant (Large)	52	53
Road Roller	109	112
Slasher	18	19
Street Sweeper	136	140
Tractor	84	86



## 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 2016/2017.

Program Category	Assistance Type
Name of Organisation or Group	(see Note 1)
<b>Sporting Clubs &amp; Events</b>	
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	Assistance Type (see Note 1)
<b>Name of Organisation or Group</b>	
<b>Charity Groups</b>	
St Vincent de Paul – Coonabarabran	(2)
<b>Religious Properties</b>	
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 - Assembly of God Church - Uniting Church - Seventh Day Adventist 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)
<b>Education Support</b>	
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
Coonabarabran TAFE	(4) \$70
Coolah Central School	(4) \$70

<b>Program Category</b>	<b>Assistance Type</b>
<b>Name of Organisation or Group</b>	<b>(see Note 1)</b>
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
<b>Community Service Organisations</b>	
Coonabarabran CWA	(1)
Baradine CWA	(1)
Mendooran CWA	(1)
Coolah Community Radio	(4) \$520
Baradine Masonic Lodge	(1)
Breast Screen 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
<b>Cultural Groups &amp; Societies</b>	
Baradine School Band	(4) \$250
Coonabarabran Orbital Swing Band	(4) \$1,000
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
<b>Youth and Senior Groups</b>	
Coolah Youth & Community Centre	(3)
Coonabarabran Boy Scouts Hall	(2)
Coonabarabran Girl Guides Hall	(2)
<b>Individuals</b>	
Kidney Dialysis Patients (excess water charge donated – limit equal to 350 kilolitres)	(4)
<b>Community Halls</b>	
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 Financial Assistance–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 / user 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.