



# **Warrumbungle Shire Council**

## **Operational Plan and Delivery Program**

### **2017/18 –2020/21**

**As endorsed by Council Resolution 310/1617**



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## Part 1: Introduction

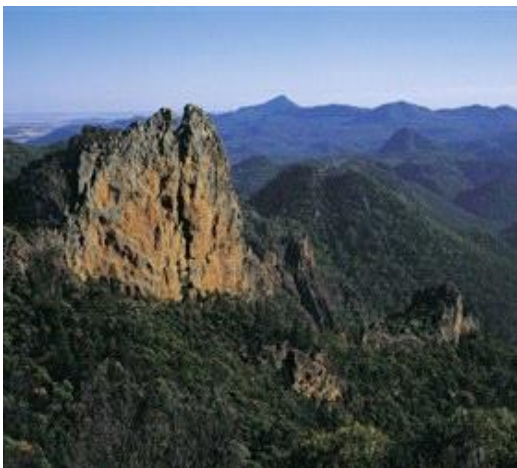
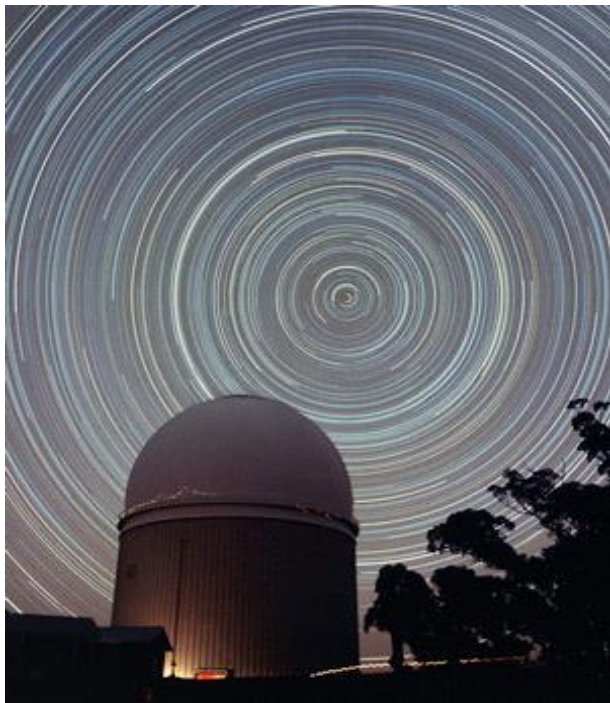
### 1.1. A Profile of Warrumbungle Shire

<b>Population:</b>	9,728 (2015 ABS Data)
<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 Guiding Principles

Section 8 of the Local Government Act 1993 contains a set of guiding principles these principles are abridged below:

### **8A Guiding principles for councils**

- (1) Exercise of functions generally
- (2) Decision-making
- (3) Community participation.

### **8B Principles of sound financial management**

The following principles of sound financial management apply to councils:

- (a) Council spending should be responsible and sustainable,
- (b) Councils should invest in responsible and sustainable infrastructure,
- (c) Councils should have effective financial and asset management,
- (d) Councils should have regard to achieving intergenerational equity.

### **8C Integrated planning and reporting principles that apply to councils**

The following principles for strategic planning apply to the development of the integrated planning and reporting framework by councils. Councils should:

- (a) identify and prioritise key local community needs and aspirations and consider regional priorities.
- (b) identify strategic goals to meet those needs and aspirations.
- (c) develop activities, and prioritise actions, to work towards the strategic goals.
- (d) ensure that the strategic goals and activities to work towards them may be achieved within council resources.
- (e) regularly review and evaluate progress towards achieving strategic goals.
- (f) maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- (g) collaborate with others to maximise achievement of strategic goals.
- (h) manage risks to the local community or area or to the council effectively and proactively.
- (i) make appropriate evidence-based adaptations to meet changing needs and circumstances.



## 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 (2017/18– 2020/21). 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 (2017/18) and also includes Council's Statement of Fees and Charges for the 2017/18 financial year.

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

### 2.1. 2017/18 Budget and Delivery Program Highlights

#### Introduction

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

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

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

It is under these constraints and considerations that the 2017/18 Operational Plan (budget) and 2018/19 -2020/21 Delivery Programs have both been prepared.



## Budget and Delivery Program Highlights

Features of Council's Budget and Delivery Program include:

- An unrestricted cash budget deficit of \$37.88k in the 2017/18 financial year;
- A combined unrestricted cash deficit of \$8.48k over the four years of the Delivery Program, and Council's cash at bank will increase by \$741k over the four years;
- An accrual surplus of \$2.5m in 2017/18 due to the receipt of previously unbudgeted capital grant monies, expected increases in fees and charges and operational efficiencies;
- An ambitious capital program over the four years of \$51.75m;

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

- Continued progress on Waste Water Plant renewals in Coonabarabran, Dunedoo and Coolah (\$5.4m)
- Resealing of approximately 106 km of sealed roads (\$3.2m);
- Re-sheeting of approximately 205 km of unsealed roads (\$3.6m);
- Completion of approximately 47.8km of pavement re-construction, pavement widening and shoulder widening at a cost of \$8.94 m on Regional Roads;
- Completion of approximately 16.9km of pavement re-construction at a cost of \$3.55m on local roads;
- Sewer Mains relining worth \$773k
- Construction and rehabilitation of reservoirs and treatment plants (\$600k);
- Operating Plant replacement of \$11.8m;
- Refurbishment of Goolhi , Coonabarabran and Binnaway Halls (\$295k);
- Further expansion of Coonabarabran Native Grove Cemetery (\$50k);
- Construction and rehabilitation of footpaths within towns across the Shire (\$860k);
- Rehabilitation of existing K&G within towns across the Shire (\$465k);
- Construction and rehabilitation of flood & drainage assets at a cost of \$692k;
- Improvements to local ovals, parks and swimming pools (\$580k);
- Footpath renewal and expansion (\$435k);

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

- Transport services including the management, and maintenance of over 2,600 km of roads, 128 bridges and bridge sized culverts, an extensive network of culverts and other drainage assets, kerbs and gutters, footpaths, and quarries;
- Aged care, child care and youth 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;
- General rehabilitation of town streets including improving street lights, replacing bins, gardens construction of cycleways and planting of trees;
- Promotion of economic development and tourism within the Shire;
- Provision of water, sewerage and waste services to the residents of the Shire;
- Town planning, regulatory services, town beautification and environmental management;
- Emergency services;
- Library services;
- Road safety programs;
- Management of Public Cemeteries;
- Provision of ovals, and other sport and recreation facilities including pools and parks;
- Health, environmental and emergency bush fire services.

## Fit for the Future

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

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

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

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

To this end Council has implemented a process whereby "Improvement Action Plan" (IAPs) documents are prepared, reviewed and considered by Council prior to being recommended for implementation. 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.

Unfortunately, the deterioration in local government funding environment due to the changes to FAGs, imposed statutory limitations and Grant Funding (due to higher competition, the growing need for co contribution 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.

## 2.2 Income Statement (2017/18 – 2019/20)

	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	12,148	12,735	13,386	14,075
User Charges and Fees	7,273	7,622	7,862	8,100
Interest & Investment Revenue	482	494	510	526
Other Revenues	962	986	1,010	1,035
Grants & Contributions (Operational)	18,024	16,761	17,233	17,722
Grants & Contributions (Capital)	2,090	2,079	1,746	1,817
Gains/(Losses) from Disposal of Assets	297	300	302	305
<b>Total Income From Continuing Operations</b>	<b>41,276</b>	<b>40,977</b>	<b>42,049</b>	<b>43,580</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	14,997	15,471	15,685	16,105
Borrowing Costs	277	260	219	176
Materials & Contracts	5,310	4,935	4,979	5,048
Depreciation & Impairment	10,437	10,594	10,753	10,914
Other Expenses	7,751	7,826	7,989	8,158
Net Share of Interest in Joint Ventures	-	-	-	-
<b>Total Expenditure From Continuing Operations</b>	<b>38,772</b>	<b>39,086</b>	<b>39,625</b>	<b>40,401</b>
<b>Net Operating Result for the Year</b>	<b>2,504</b>	<b>1,891</b>	<b>2,424</b>	<b>3,179</b>

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

## 2.3 2017/18 Operational Plan (Budget Numbers)

Description	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Exp.	Capital Exp.	Net Cost to Council	Loan Payments	RA M'ment	(Surplus) / Deficit
<b>General Revenue</b>							
Rates Revenue	(7,750,673)	-	-	(7,750,673)	-	-	(7,750,673)
Interest Revenue	(322,875)	-	-	(322,875)	-	-	(322,875)
General Grants	(6,597,272)	-	-	(6,597,272)	-	-	(6,597,272)
<b>Total General Revenue</b>	<b>(14,670,820)</b>	<b>-</b>	<b>-</b>	<b>(14,670,820)</b>	<b>-</b>	<b>-</b>	<b>(14,670,820)</b>
<b>Executive</b>							
<b>General Manager</b>							
Management And Leadership	(119,428)	368,206	-	248,778	-	-	248,778
Governance	(100,838)	357,527	-	256,689	-	-	256,689
Cobbora Transition Fund	-	-	-	-	-	-	-
<b>Total Executive</b>	<b>(220,266)</b>	<b>725,733</b>	<b>-</b>	<b>505,467</b>	<b>-</b>	<b>-</b>	<b>505,467</b>
<b>Technical Services</b>							
<b>Technical Services Management</b>	-	157,251	-	157,251	-	-	157,251
<b>Total Technical Services Management</b>	<b>-</b>	<b>157,251</b>	<b>-</b>	<b>157,251</b>	<b>-</b>	<b>-</b>	<b>157,251</b>
<b>Design Services</b>							
Design Services Management	-	89,581	-	89,581	-	-	89,581
Emergency Services Management	-	96,896	-	96,896	-	-	96,896
Survey Investigation And Design	-	202,952	32,500	235,452	-	-	235,452
Asset Management	-	74,611	-	74,611	-	-	74,611
NSW Fire Brigade	-	44,521	-	44,521	-	-	44,521
Road Safety Officer	(48,133)	104,163	-	56,030	-	-	56,030
<b>Total Design Services</b>	<b>(48,133)</b>	<b>612,724</b>	<b>32,500</b>	<b>597,091</b>	<b>-</b>	<b>-</b>	<b>597,091</b>
<b>Road Operations</b>							
Road Operations Management	(119,034)	412,427	-	293,393	-	-	293,393
Regional Roads M&R	(3,188,000)	1,046,888	2,166,993	25,881	53,845	(79,726)	-
Local Roads M&R	(3,453,271)	2,746,241	2,326,802	1,619,772	508,672	-	2,128,444
Aerodromes	(5,673)	86,638	-	80,965	-	-	80,965
Village Streets	-	-	-	-	-	-	-
RMCC And Other Road Contracts	(2,222,722)	2,022,722	-	(200,000)	-	-	(200,000)
Reseals	-	-	761,126	761,126	-	-	761,126
Private Works	(132,038)	110,032	-	(22,006)	-	-	(22,006)
<b>Total Road Operations</b>	<b>(9,120,738)</b>	<b>6,424,948</b>	<b>5,254,921</b>	<b>2,559,131</b>	<b>562,517</b>	<b>(79,726)</b>	<b>3,041,922</b>
<b>Fleet Services</b>							
Fleet Services Management	(91,090)	304,566	-	213,476	-	(213,476)	-
Plant And Equipment	(5,715,585)	2,058,700	3,394,010	(262,875)	-	262,875	-
Depots	-	73,989	-	73,989	-	(73,989)	-
Workshops	-	58,558	-	58,558	-	(58,558)	-
<b>Total Fleet Services</b>	<b>(5,806,675)</b>	<b>2,495,813</b>	<b>3,394,010</b>	<b>83,148</b>	<b>-</b>	<b>(83,148)</b>	<b>-</b>

Description	Revenue	Recurrent Exp.	Capital Exp.	Net Cost to Council	Loan Payments	RA M'ment	(Surplus) / Deficit
<b>Urban Services</b>							
Urban Services Management	(14,840)	186,844	-	172,004	-	-	172,004
Horticulture	-	526,443	10,000	536,443	-	-	536,443
Street Cleaning	-	285,342	-	285,342	-	-	285,342
Public Amenities	-	297,164	-	297,164	-	-	297,164
Ovals	(12,047)	350,906	156,000	494,859	-	-	494,859
Town Streets	-	618,138	1,002,000	1,620,138	-	-	1,620,138
Public Swimming Pools	(126,075)	687,471	156,000	717,396	-	-	717,396
<b>Total Urban Services</b>	<b>(152,962)</b>	<b>2,952,308</b>	<b>1,324,000</b>	<b>4,123,346</b>	<b>-</b>	<b>-</b>	<b>4,123,346</b>
<b>Total Tech Services (Excluding Water/Sewer)</b>	<b>(15,128,508)</b>	<b>12,643,044</b>	<b>10,005,431</b>	<b>7,519,967</b>	<b>562,517</b>	<b>(162,874)</b>	<b>7,919,610</b>
<b>Development Services</b>							
<b>Development Services Management</b>							
Development Services Management	(15,375)	292,939	-	277,564	-	-	277,564
Building Control	(67,650)	166,391	-	98,741	-	-	98,741
Environmental Health Services	(15,000)	88,184	-	73,184	-	-	73,184
Town Planning	(172,750)	177,274	-	4,524	-	-	4,524
<b>Total Development Services Management</b>	<b>(270,775)</b>	<b>724,788</b>	<b>-</b>	<b>454,013</b>	<b>-</b>	<b>-</b>	<b>454,013</b>
<b>Regulatory Services</b>							
Compliance Services	(39,890)	247,781	20,000	227,891	-	-	227,891
Noxious Weeds	-	102,305	-	102,305	-	-	102,305
<b>Total Regulatory Services</b>	<b>(39,890)</b>	<b>350,086</b>	<b>20,000</b>	<b>330,196</b>	<b>-</b>	<b>-</b>	<b>330,196</b>
<b>Property And Risk</b>				-			-
Property And Risk	(867,462)	1,568,739	-	701,277	296,076	-	997,353
Cemetery Services	(91,045)	179,341	50,000	138,296	-	-	138,296
Medical Facilities	(78,061)	52,513	-	(25,548)	-	-	(25,548)
Public Halls	(25,042)	190,352	100,000	265,310	-	-	265,310
<b>Total Property And Risk</b>	<b>(1,061,610)</b>	<b>1,990,945</b>	<b>150,000</b>	<b>1,079,335</b>	<b>296,076</b>	<b>-</b>	<b>1,375,411</b>
<b>Development And Tourism</b>							
Tourism And Development Services	(47,200)	410,878	41,000	404,678	-	-	404,678
Tourism And Economic Promotion	-	147,916	-	147,916	-	-	147,916
<b>Total Development And Tourism</b>	<b>(47,200)</b>	<b>558,794</b>	<b>41,000</b>	<b>552,594</b>	<b>-</b>	<b>-</b>	<b>552,594</b>
<b>Total Development Services</b>	<b>(1,419,475)</b>	<b>3,624,613</b>	<b>211,000</b>	<b>2,416,138</b>	<b>296,076</b>	<b>-</b>	<b>2,712,214</b>



Description	Revenue	Recurrent Exp.	Capital Exp.	Net Cost to Council	Loan Payments	RA M'tment	(Surplus) / Deficit
<b>Corporate And Community Services</b>							
<b>Corporate Services</b>							
Corporate Services Management	(43,783)	205,725	-	161,942	-	-	161,942
Administration Services	(315,227)	1,076,401	-	761,174	-	-	761,174
Finance	(1,133,736)	1,601,285	-	467,549	-	-	467,549
HR Management	(153,262)	390,476	-	237,214	-	-	237,214
Payroll Services	(47,113)	(116,562)	-	(163,675)	-	-	(163,675)
WH&S And Risk Management	(95,594)	174,920	-	79,326	-	-	79,326
Learning And Development Services	(102,783)	450,965	-	348,182	-	-	348,182
Communications And IT	(751,981)	999,097	115,000	362,116	-	-	362,116
Supply Services	-	337,634	-	337,634	-	-	337,634
<b>Total Corporate Services</b>	<b>(2,643,479)</b>	<b>5,119,941</b>	<b>115,000</b>	<b>2,591,462</b>	<b>-</b>	<b>-</b>	<b>2,591,462</b>
<b>Corporate and Comm Services Other</b>							
Community Banking Agency	-	-	-	-	-	-	-
Bushfire And Emergency Services	(3,895,995)	3,834,268	340,021	278,294	-	-	278,294
<b>Total Corporate And Comm Services</b>	<b>(3,895,995)</b>	<b>3,834,268</b>	<b>340,021</b>	<b>278,294</b>	<b>-</b>	<b>-</b>	<b>278,294</b>
<b>Children's And Community Services</b>							
Children's And Community Services Management	(1,025)	79,440	-	78,415	-	-	78,415
Connect 5	(206,216)	200,725	-	(5,491)	-	5,491	-
Family Day Care	(419,283)	373,019	-	(46,264)	-	46,264	-
Youth Development	(105,949)	242,758	-	136,809	-	(86,809)	50,000
OOSH	(54,325)	63,825	-	9,500	-	(9,500)	-
Libraries	(73,643)	610,280	-	536,637	-	-	536,637
Community Development	-	150,000	-	150,000	-	-	150,000
Community Transport	(339,362)	296,721	167,725	125,084	-	(125,084)	-
Multiservice Outlet	(652,837)	699,067	22,575	68,805	-	(68,805)	-
Yuluwirri Kids	(1,462,064)	1,347,328	-	(114,736)	-	114,736	-
<b>Total Children's And Community Services</b>	<b>(3,314,704)</b>	<b>4,063,163</b>	<b>190,300</b>	<b>938,759</b>	<b>-</b>	<b>(123,707)</b>	<b>815,052</b>
<b>Total Corporate And Comm Services</b>	<b>(9,854,178)</b>	<b>13,017,372</b>	<b>645,321</b>	<b>3,808,515</b>	<b>-</b>	<b>(123,707)</b>	<b>3,684,808</b>
<b>Total General Fund</b>	<b>(41,293,247)</b>	<b>30,010,762</b>	<b>10,861,752</b>	<b>(428,733)</b>	<b>858,593</b>	<b>(286,581)</b>	<b>151,280</b>
<b>Warrumbungle Water</b>	<b>(3,146,702)</b>	<b>2,249,521</b>	<b>644,500</b>	<b>(252,681)</b>	<b>78,205</b>	<b>174,476</b>	<b>-</b>
<b>Warrumbungle Sewer</b>	<b>(2,469,671)</b>	<b>1,261,100</b>	<b>2,108,733</b>	<b>900,162</b>	<b>(152,290)</b>	<b>(747,872)</b>	<b>-</b>
<b>Warrumbungle Waste</b>	<b>(2,024,824)</b>	<b>2,028,728</b>	<b>50,000</b>	<b>53,904</b>	<b>-</b>	<b>(53,904)</b>	<b>-</b>
<b>Warrumbungle Quarry</b>	<b>(915,853)</b>	<b>760,375</b>	<b>-</b>	<b>(155,478)</b>	<b>42,080</b>	<b>-</b>	<b>(113,398)</b>
<b>Warrumbungle TRRRC</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Warrumbungle Shire Council</b>	<b>(49,850,297)</b>	<b>36,310,486</b>	<b>13,664,985</b>	<b>125,174</b>	<b>826,588</b>	<b>(913,880)</b>	<b>37,882</b>
<b>FFF Adjustments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total General Fund</b>	<b>(49,850,297)</b>	<b>36,310,486</b>	<b>13,664,985</b>	<b>125,174</b>	<b>826,588</b>	<b>(913,880)</b>	<b>37,882</b>

## 2.4 2017/18 to 2020/21 Delivery Program (DP Numbers)

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan (Receipts) or Payments	Restricted Assets	(Surplus )/ Deficit
<b>2017/18</b>							
General Revenue	(14,670,820)	-	-	(14,670,820)	-	-	(14,670,820)
Executive	(220,266)	725,733	-	505,467	-	-	505,467
Technical Services	(15,128,508)	12,643,044	10,005,431	7,519,967	562,517	(162,874)	7,919,610
Development Services	(1,419,475)	3,624,613	211,000	2,416,138	296,076	-	2,712,214
Corporate Services	(9,854,178)	13,017,372	645,321	3,808,515	-	(123,707)	3,684,808
<b>Total General Fund</b>	<b>(41,293,247)</b>	<b>30,010,762</b>	<b>10,861,752</b>	<b>(420,733)</b>	<b>858,593</b>	<b>(286,581)</b>	<b>151,280</b>
Warrumbungle Water	(3,146,702)	2,249,521	644,500	(252,681)	78,205	174,476	-
Warrumbungle Sewer	(2,469,671)	1,261,100	2,108,733	900,162	(152,290)	(747,872)	-
Warrumbungle Waste	(2,024,824)	2,028,728	50,000	53,904	-	(53,904)	-
Warrumbungle Quarry	(915,853)	760,375	-	(155,478)	42,080	-	(113,398)
<b>Total General Fund</b>	<b>(8,557,050)</b>	<b>6,299,724</b>	<b>2,803,233</b>	<b>545,907</b>	<b>(32,005)</b>	<b>(627,300)</b>	<b>(113,398)</b>
<b>FFF Adjustments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total WSC 2017/18:</b>	<b>(49,850,297)</b>	<b>36,310,486</b>	<b>13,664,985</b>	<b>125,174</b>	<b>826,588</b>	<b>(913,880)</b>	<b>37,882</b>
<b>2018/19</b>							
General Revenue	(15,094,492)	-	-	(15,094,492)	-	-	(15,094,492)
Executive	(225,773)	739,115	-	513,342	-	-	513,342
Technical Services	(13,605,762)	12,783,983	8,314,823	7,493,044	588,872	327,200	8,409,116
Development Services	(1,427,607)	3,555,321	213,000	2,340,714	313,879	-	2,654,593
Corporate Services	(10,168,932)	13,455,522	611,336	3,897,926	-	(87,038)	3,810,888
<b>Total General Fund</b>	<b>(40,522,566)</b>	<b>30,533,941</b>	<b>9,139,159</b>	<b>(849,466)</b>	<b>902,751</b>	<b>240,162</b>	<b>293,447</b>
Warrumbungle Water	(3,301,315)	2,294,019	711,873	(295,423)	82,324	213,099	-
Warrumbungle Sewer	(2,524,183)	1,290,637	2,242,840	1,009,294	(161,317)	(847,977)	-
Warrumbungle Waste	(2,075,445)	2,072,332	-	(3,113)	-	3,113	-
Warrumbungle Quarry	(938,749)	772,616	-	(166,133)	43,486	-	(122,647)
<b>Total General Fund</b>	<b>(8,839,692)</b>	<b>6,429,604</b>	<b>2,954,713</b>	<b>544,625</b>	<b>(35,507)</b>	<b>(631,765)</b>	<b>(122,647)</b>
<b>FFF Adjustments</b>	<b>(384,760)</b>	<b>(299,214)</b>	<b>500,000</b>	<b>(183,974)</b>	<b>-</b>	<b>-</b>	<b>(183,974)</b>
<b>Total WSC 2018/19:</b>	<b>(49,747,018)</b>	<b>36,664,331</b>	<b>12,593,872</b>	<b>(488,815)</b>	<b>867,244</b>	<b>(391,603)</b>	<b>(13,174)</b>

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan (Receipts) or Payments	Restricted Assets	(Surplus )/ Deficit
<b>2019/20</b>							
General Revenue	(15,570,682)	-	-	(15,570,682)	-	-	(15,570,682)
Executive	(231,417)	752,807	-	521,390	-	-	521,390
Technical Services	(13,806,427)	13,020,109	8,298,043	7,511,725	615,417	473,670	8,600,812
Development Services	(1,460,518)	3,627,387	200,000	2,366,869	332,122	-	2,698,991
Corporate Services	(10,412,950)	13,752,301	382,235	3,721,586	-	60,140	3,781,726
<b>Total General Fund</b>	<b>(41,481,994)</b>	<b>31,152,604</b>	<b>8,880,278</b>	<b>(1,449,112)</b>	<b>947,539</b>	<b>533,810</b>	<b>32,237</b>
Warrumbungle Water	(3,468,443)	2,339,533	812,794	(316,116)	86,423	229,693	-
Warrumbungle Sewer	(2,252,293)	1,320,910	1,400,252	468,869	(170,879)	(297,990)	-
Warrumbungle Waste	(2,127,330)	2,116,950	-	(10,380)	-	10,380	-
Warrumbungle Quarry	(962,218)	785,108	-	(177,110)	44,871	-	(132,239)
<b>Total General Fund</b>	<b>(8,810,284)</b>	<b>6,562,501</b>	<b>2,213,046</b>	<b>(34,737)</b>	<b>(39,585)</b>	<b>(57,917)</b>	<b>(132,239)</b>
<b>FFF Adjustments</b>	<b>(664,492)</b>	<b>(536,480)</b>	<b>1,250,000</b>	<b>49,028</b>	<b>-</b>	<b>-</b>	<b>49,028</b>
<b>Total WSC 2019/20:</b>	<b>(50,956,770)</b>	<b>37,178,625</b>	<b>12,343,324</b>	<b>(1,434,821)</b>	<b>907,954</b>	<b>475,893</b>	<b>(50,974)</b>
<b>2020/21</b>							
General Revenue	(16,062,837)	-	-	(16,062,837)	-	-	(16,062,837)
Executive	(237,202)	766,812	-	529,610	-	-	529,610
Technical Services	(14,012,020)	13,261,555	9,003,129	8,252,664	644,599	505,039	9,402,302
Development Services	(1,494,215)	3,701,205	190,000	2,396,990	351,885	-	2,748,875
Corporate Services	(10,662,917)	14,056,416	417,235	3,810,734	-	59,352	3,870,086
<b>Total General Fund</b>	<b>(42,469,191)</b>	<b>31,785,988</b>	<b>9,610,364</b>	<b>(1,072,839)</b>	<b>996,484</b>	<b>564,391</b>	<b>488,036</b>
Warrumbungle Water	(3,642,664)	2,385,913	812,794	(443,957)	90,837	353,120	-
Warrumbungle Sewer	(2,387,597)	1,351,940	1,524,679	489,022	(181,007)	(308,015)	-
Warrumbungle Waste	(2,180,514)	2,162,610	-	(17,904)	-	17,904	-
Warrumbungle Quarry	(986,273)	797,787	-	(188,486)	46,459	-	(142,027)
<b>Total General Fund</b>	<b>(9,197,048)</b>	<b>6,698,250</b>	<b>2,337,473</b>	<b>(161,325)</b>	<b>(43,711)</b>	<b>63,009</b>	<b>(142,027)</b>
<b>FFF Adjustments</b>	<b>(957,794)</b>	<b>(553,469)</b>	<b>1,200,000</b>	<b>(311,263)</b>	<b>-</b>	<b>-</b>	<b>(311,263)</b>
<b>Total WSC 2020/21:</b>	<b>(52,624,033)</b>	<b>37,930,769</b>	<b>13,147,837</b>	<b>(1,545,427)</b>	<b>952,773</b>	<b>627,400</b>	<b>34,746</b>

Reconciliation to Income Statement  
Total Cash (Surplus)/Deficit per above

2017/18	2018/19	2019/20	2020/21
37,882	(13,174)	(50,974)	34,746

Add/Less:

#### Non Cash Items

Depreciation	10,437,201	10,593,759	10,752,665	10,913,955
WDV of assets disposed (non cash)	600,000	600,000	600,000	600,000

#### Other

Capital Expenditure	(13,664,985)	(12,593,872)	(12,343,324)	(13,147,837)
Loan Movements	(826,588)	(867,244)	(907,954)	(952,773)
Restricted Assets	913,880	391,603	(475,893)	(627,400)
Rounding	-	11	13	(10)

<b>Total Per Reconciliation</b>	<b>(2,502,610)</b>	<b>(1,888,917)</b>	<b>(2,425,466)</b>	<b>(3,179,319)</b>
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<b>Total Surplus per Income Statement</b>	<b>(2,502,610)</b>	<b>(1,888,917)</b>	<b>(2,425,466)</b>	<b>(3,179,319)</b>
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Variance

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Over the four years of the Delivery Program Council will accrue a combined cash surplus of \$466k.

## 2.5 Revenue (Function View)

Description	2017/18 DP	2018/19	2019/20	2020/21
<b>General Revenue</b>				
Rates Revenue	(7,750,673)	(7,903,763)	(8,098,706)	(8,298,523)
Interest Revenue	(322,875)	(330,947)	(339,220)	(347,701)
General Grants	(6,597,272)	(6,859,782)	(7,132,756)	(7,416,613)
<b>Total General Revenue</b>	<b>(14,670,820)</b>	<b>(15,094,492)</b>	<b>(15,570,682)</b>	<b>(16,062,837)</b>
<b>Executive</b>				
<b>General Manager</b>				
Management And Leadership	(119,428)	(122,414)	(125,474)	(128,611)
Governance	(100,838)	(103,359)	(105,943)	(108,591)
Cobbora Transition Fund	-	-	-	-
<b>Total Executive</b>	<b>(220,266)</b>	<b>(225,773)</b>	<b>(231,417)</b>	<b>(237,202)</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	(48,133)	(49,336)	(50,570)	(51,834)
<b>Total Design Services</b>	<b>(48,133)</b>	<b>(49,336)</b>	<b>(50,570)</b>	<b>(51,834)</b>
<b>Road Operations</b>				
Road Operations Management	(119,034)	(122,010)	(125,060)	(128,187)
Regional Roads M&R	(3,188,000)	(3,257,700)	(3,329,143)	(3,402,371)
Local Roads M&R	(3,453,271)	(1,716,468)	(1,698,440)	(1,680,604)
Aerodromes	(5,673)	(5,815)	(5,960)	(6,109)
Village Streets	-	-	-	-
RMCC And Other Road Contracts	(2,222,722)	(2,278,290)	(2,335,247)	(2,393,628)
Reseals	-	-	-	-
Private Works	(132,038)	(135,339)	(138,722)	(142,190)
<b>Total Road Operations</b>	<b>(9,120,738)</b>	<b>(7,515,622)</b>	<b>(7,632,572)</b>	<b>(7,753,089)</b>
<b>Fleet Services</b>				
Fleet Services Management	(91,090)	(93,367)	(95,701)	(98,094)
Plant And Equipment	(5,715,585)	(5,790,651)	(5,866,877)	(5,944,280)
Depots	-	-	-	-
Workshops	-	-	-	-
<b>Total Fleet Services</b>	<b>(5,806,675)</b>	<b>(5,884,018)</b>	<b>(5,962,578)</b>	<b>(6,042,374)</b>

Description	2017/18 DP	2018/19	2019/20	2020/21
<b>Urban Services</b>				
Urban Services Management	(14,840)	(15,211)	(15,592)	(15,981)
Horticulture	-	-	-	-
Street Cleaning	-	-	-	-
Public Amenities	-	-	-	-
Ovals	(12,047)	(12,348)	(12,657)	(12,973)
Town Streets	-	-	-	-
Public Swimming Pools	(126,075)	(129,227)	(132,458)	(135,769)
<b>Total Urban Services</b>	<b>(152,962)</b>	<b>(156,786)</b>	<b>(160,707)</b>	<b>(164,723)</b>
<b>Total Tech Services (Excluding Water/Sewer)</b>	<b>(15,128,508)</b>	<b>(13,605,762)</b>	<b>(13,806,427)</b>	<b>(14,012,020)</b>
<b>Development Services</b>				
<b>Development Services Management</b>				
Development Services Management	(15,375)	(15,759)	(16,153)	(16,557)
Building Control	(67,650)	(69,342)	(71,074)	(72,852)
Environmental Health Services	(15,000)	(15,375)	(15,759)	(16,153)
Town Planning	(172,750)	(177,069)	(181,495)	(186,034)
<b>Total Development Services Management</b>	<b>(270,775)</b>	<b>(277,545)</b>	<b>(284,481)</b>	<b>(291,596)</b>
<b>Regulatory Services</b>				
Compliance Services	(39,890)	(40,887)	(41,909)	(42,957)
Noxious Weeds	-	-	-	-
<b>Total Regulatory Services</b>	<b>(39,890)</b>	<b>(40,887)</b>	<b>(41,909)</b>	<b>(42,957)</b>
<b>Property And Risk</b>				
Property And Risk	(867,462)	(861,793)	(880,562)	(899,757)
Cemetery Services	(91,045)	(93,321)	(95,654)	(98,046)
Medical Facilities	(78,061)	(80,013)	(82,013)	(84,063)
Public Halls	(25,042)	(25,668)	(26,310)	(26,967)
<b>Total Property And Risk</b>	<b>(1,061,610)</b>	<b>(1,060,795)</b>	<b>(1,084,539)</b>	<b>(1,108,833)</b>
<b>Development And Tourism</b>				
Tourism And Development Services	(47,200)	(48,380)	(49,589)	(50,829)
Tourism And Economic Promotion	-	-	-	-
<b>Total Development And Tourism</b>	<b>(47,200)</b>	<b>(48,380)</b>	<b>(49,589)</b>	<b>(50,829)</b>
<b>Total Development Services</b>	<b>(1,419,475)</b>	<b>(1,427,607)</b>	<b>(1,460,518)</b>	<b>(1,494,215)</b>

Description	2017/18 DP	2018/19	2019/20	2020/21
<b>Corporate And Community Services</b>				
<b>Corporate Services</b>				
Corporate Services Management	(43,783)	(44,878)	(46,000)	(47,150)
Administration Services	(315,227)	(323,108)	(331,185)	(339,464)
Finance	(1,133,736)	(1,263,479)	(1,295,066)	(1,327,442)
HR Management	(153,262)	(157,094)	(161,021)	(165,046)
Payroll Services	(47,113)	(48,291)	(49,498)	(50,736)
WH&S And Risk Management	(95,594)	(97,984)	(100,433)	(102,944)
Learning And Development Services	(102,783)	(105,353)	(107,986)	(110,686)
Communications And IT	(751,981)	(751,981)	(763,260)	(774,706)
Supply Services	-	-	-	-
<b>Total Corporate Services</b>	<b>(2,643,479)</b>	<b>(2,792,168)</b>	<b>(2,854,449)</b>	<b>(2,918,174)</b>
<b>Corporate and Comm Services Other</b>				
Community Banking Agency	-	-	-	-
Bushfire And Emergency Services	(3,895,995)	(3,985,888)	(4,085,536)	(4,187,675)
<b>Total Corporate And Comm Services</b>	<b>(3,895,995)</b>	<b>(3,985,888)</b>	<b>(4,085,536)</b>	<b>(4,187,675)</b>
<b>Children's And Community Services</b>				
Children's And Community Services Management	(1,025)	(1,051)	(1,077)	(1,104)
Connect 5	(206,216)	(211,372)	(216,656)	(222,072)
Family Day Care	(419,283)	(423,067)	(430,963)	(439,017)
Youth Development	(105,949)	(108,598)	(111,313)	(114,095)
OOSH	(54,325)	(55,684)	(57,075)	(58,502)
Libraries	(73,643)	(75,484)	(77,371)	(79,305)
Community Development	-	-	-	-
Community Transport	(339,362)	(347,846)	(356,542)	(365,456)
Multiservice Outlet	(652,837)	(669,158)	(685,887)	(703,034)
Yuluwirri Kids	(1,462,064)	(1,498,616)	(1,536,081)	(1,574,483)
<b>Total Children's And Community Services</b>	<b>(3,314,704)</b>	<b>(3,390,876)</b>	<b>(3,472,965)</b>	<b>(3,557,068)</b>
<b>Total Corporate And Comm Services</b>	<b>(9,854,178)</b>	<b>(10,168,932)</b>	<b>(10,412,950)</b>	<b>(10,662,917)</b>
<b>Total General Fund</b>	<b>(41,293,247)</b>	<b>(40,522,566)</b>	<b>(41,481,994)</b>	<b>(42,469,191)</b>
<b>Warrumbungle Water</b>	<b>(3,146,702)</b>	<b>(3,301,315)</b>	<b>(3,468,443)</b>	<b>(3,642,664)</b>
<b>Warrumbungle Sewer</b>	<b>(2,469,671)</b>	<b>(2,524,183)</b>	<b>(2,252,293)</b>	<b>(2,387,597)</b>
<b>Warrumbungle Waste</b>	<b>(2,024,824)</b>	<b>(2,075,445)</b>	<b>(2,127,330)</b>	<b>(2,180,514)</b>
<b>Warrumbungle Quarry</b>	<b>(915,853)</b>	<b>(938,749)</b>	<b>(962,218)</b>	<b>(986,273)</b>
<b>Warrumbungle TRRRC</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Warrumbungle Shire Council</b>	<b>(49,850,297)</b>	<b>(49,362,258)</b>	<b>(50,292,278)</b>	<b>(51,666,239)</b>
<b>FFF Adjustments</b>	<b>-</b>	<b>(384,760)</b>	<b>(664,492)</b>	<b>(957,794)</b>
<b>Total Warrumbungle Shire Council</b>	<b>(49,850,297)</b>	<b>(49,747,018)</b>	<b>(50,956,770)</b>	<b>(52,624,033)</b>



## 2.6 Expenditure (Function View)

Description	2017/18 DP	2018/19	2019/20	2020/21
<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	368,206	377,374	386,784	396,438
Governance	357,527	361,741	366,023	370,374
Cobbora Transition Fund	-	-	-	-
<b>Total Executive</b>	<b>725,733</b>	<b>739,115</b>	<b>752,807</b>	<b>766,812</b>
<b>Technical Services</b>				
<b>Technical Services Management</b>	157,251	160,859	164,621	168,609
<b>Total Technical Services Management</b>	<b>157,251</b>	<b>160,859</b>	<b>164,621</b>	<b>168,609</b>
<b>Design Services</b>				
Design Services Management	89,581	91,503	93,466	95,478
Emergency Services Management	96,896	98,131	99,397	100,698
Survey Investigation And Design	202,952	208,175	213,538	219,043
Asset Management	74,611	76,469	78,375	80,334
NSW Fire Brigade	44,521	44,521	44,521	44,521
Road Safety Officer	104,163	106,571	109,038	111,569
<b>Total Design Services</b>	<b>612,724</b>	<b>625,370</b>	<b>638,335</b>	<b>651,643</b>
<b>Road Operations</b>				
Road Operations Management	412,427	324,888	331,079	337,404
Regional Roads M&R	1,046,888	1,065,735	1,085,012	1,104,602
Local Roads M&R	2,746,241	2,801,081	2,833,097	2,865,578
Aerodromes	86,638	88,539	90,486	92,477
Village Streets	-	-	-	-
RMCC And Other Road Contracts	2,022,722	2,062,228	2,102,582	2,143,806
Reseals	-	-	-	-
Private Works	110,032	112,169	114,351	116,581
<b>Total Road Operations</b>	<b>6,424,948</b>	<b>6,454,640</b>	<b>6,556,607</b>	<b>6,660,448</b>
<b>Fleet Services</b>				
Fleet Services Management	304,566	312,270	320,172	328,280
Plant And Equipment	2,058,700	2,084,841	2,126,801	2,169,842
Depots	73,989	74,986	75,998	77,022
Workshops	58,558	59,436	60,328	61,234
<b>Total Fleet Services</b>	<b>2,495,813</b>	<b>2,531,533</b>	<b>2,583,299</b>	<b>2,636,378</b>

Description	2017/18 DP	2018/19	2019/20	2020/21
<b>Urban Services</b>				
Urban Services Management	186,844	191,016	195,291	199,672
Horticulture	526,443	533,238	545,182	557,408
Street Cleaning	285,342	291,302	297,398	303,635
Public Amenities	297,164	303,761	310,514	317,435
Ovals	350,906	358,128	365,518	373,073
Town Streets	618,138	631,108	644,376	657,949
Public Swimming Pools	687,471	703,028	718,968	735,305
<b>Total Urban Services</b>	<b>2,952,308</b>	<b>3,011,581</b>	<b>3,077,247</b>	<b>3,144,477</b>
<b>Total Tech Services (Excluding Water/Sewer)</b>	<b>12,643,044</b>	<b>12,783,983</b>	<b>13,020,109</b>	<b>13,261,555</b>
<b>Development Services</b>				
<b>Development Services Management</b>				
Development Services Management	292,939	300,260	307,771	315,481
Building Control	166,391	170,247	174,198	178,249
Environmental Health Services	88,184	90,269	92,409	94,607
Town Planning	177,274	181,370	185,567	189,871
<b>Total Development Services Management</b>	<b>724,788</b>	<b>742,146</b>	<b>759,945</b>	<b>778,208</b>
<b>Regulatory Services</b>				
Compliance Services	247,781	253,758	259,886	266,172
Noxious Weeds	102,305	102,305	102,305	102,305
<b>Total Regulatory Services</b>	<b>350,086</b>	<b>356,063</b>	<b>362,191</b>	<b>368,477</b>
<b>Property And Risk</b>				
Property And Risk	1,568,739	1,557,621	1,586,843	1,616,750
Cemetery Services	179,341	183,555	187,876	192,304
Medical Facilities	52,513	53,594	54,700	55,833
Public Halls	190,352	193,491	196,684	199,935
<b>Total Property And Risk</b>	<b>1,990,945</b>	<b>1,988,261</b>	<b>2,026,103</b>	<b>2,064,822</b>
<b>Development And Tourism</b>				
Tourism And Development Services	410,878	420,256	429,862	439,712
Tourism And Economic Promotion	147,916	48,595	49,286	49,986
<b>Total Development And Tourism</b>	<b>558,794</b>	<b>468,851</b>	<b>479,148</b>	<b>489,698</b>
<b>Total Development Services</b>	<b>3,624,613</b>	<b>3,555,321</b>	<b>3,627,387</b>	<b>3,701,205</b>

Description	2017/18 DP	2018/19	2019/20	2020/21
<b>Corporate And Community Services</b>				
<b>Corporate Services</b>				
Corporate Services Management	205,725	211,074	216,568	222,212
Administration Services	1,076,401	1,104,468	1,133,290	1,162,888
Finance	1,601,285	1,638,840	1,677,337	1,716,804
HR Management	390,476	399,597	408,945	418,530
Payroll Services	(116,562)	163,826	162,794	161,655
WH&S And Risk Management	174,920	179,371	183,939	188,627
Learning And Development Services	450,965	459,719	468,661	477,793
Communications And IT	999,097	1,016,080	1,033,380	1,051,001
Supply Services	337,634	346,276	355,147	364,255
<b>Total Corporate Services</b>	<b>5,119,941</b>	<b>5,519,251</b>	<b>5,640,061</b>	<b>5,763,765</b>
<b>Corporate and Comm Services Other</b>				
Community Banking Agency	-	-	-	-
Bushfire And Emergency Services	3,834,268	3,840,616	3,933,354	4,028,365
<b>Total Corporate And Comm Services</b>	<b>3,834,268</b>	<b>3,840,616</b>	<b>3,933,354</b>	<b>4,028,365</b>
<b>Children's And Community Services</b>				
Children's And Community Services Management	79,440	80,588	81,760	82,961
Connect 5	200,725	205,965	211,348	216,875
Family Day Care	373,019	380,022	387,167	394,462
Youth Development	242,758	199,090	204,195	209,434
OOSH	63,825	65,578	67,382	69,236
Libraries	610,280	611,502	612,749	614,018
Community Development	150,000	150,000	150,000	150,000
Community Transport	296,721	303,719	310,896	318,253
Multiservice Outlet	699,067	715,883	733,125	750,817
Yuluwirri Kids	1,347,328	1,383,308	1,420,264	1,458,230
<b>Total Children's And Community Services</b>	<b>4,063,163</b>	<b>4,095,655</b>	<b>4,178,886</b>	<b>4,264,286</b>
<b>Total Corporate And Comm Services</b>	<b>13,017,372</b>	<b>13,455,522</b>	<b>13,752,301</b>	<b>14,056,416</b>
<b>Total General Fund</b>	<b>30,010,762</b>	<b>30,533,941</b>	<b>31,152,604</b>	<b>31,785,988</b>
<b>Warrumbungle Water</b>	2,249,521	2,294,019	2,339,533	2,385,913
<b>Warrumbungle Sewer</b>	1,261,100	1,290,637	1,320,910	1,351,940
<b>Warrumbungle Waste</b>	2,028,728	2,072,332	2,116,950	2,162,610
<b>Warrumbungle Quarry</b>	760,375	772,616	785,108	797,787
<b>Warrumbungle TRRRC</b>	-	-	-	-
<b>Total Warrumbungle Shire Council</b>	<b>36,310,486</b>	<b>36,963,545</b>	<b>37,715,105</b>	<b>38,484,238</b>
<b>FFF Adjustments</b>	-	(299,214)	(536,480)	(553,469)
<b>Total Warrumbungle Shire Council</b>	<b>36,310,486</b>	<b>36,664,331</b>	<b>37,178,625</b>	<b>37,930,769</b>

## 2.7 Council's Suggested 2017/18 Capital Program

Description	2017/18 Budget	2018/19 (Delivery Program)	2019/20 (Delivery Program)	2020/21 (Delivery Program)
<b>Corporate Services</b>				
Finance				
<b>Finance Total</b>	-	-	-	-
<b>Bushfire and Emergency Services</b>				
RFS - Enhancements	24,836	25,457	26,093	26,093
RFS - Vehicles	315,185	323,065	331,142	331,142
<b>Bushfire and Emergency Services Total</b>	<b>340,021</b>	<b>348,522</b>	<b>357,235</b>	<b>357,235</b>
<b>Communications &amp; IT</b>				
Antivirus Security Software	30,000	-	-	-
GPS Handheld units	15,000	-	-	-
Point to point Wi-Fi for remote sights	20,000	-	-	-
Replacement IT Server Hardware	10,000	100,000	10,000	10,000
Replacement PCs	40,000	15,000	15,000	50,000
<b>Communications &amp; IT Total</b>	<b>115,000</b>	<b>115,000</b>	<b>25,000</b>	<b>60,000</b>
<b>Family Support Services</b>				
Connect 5				
Connect 5 Capital - Purchase of Vehicle	-	16,125	-	-
<b>Connect 5 Total</b>	-	<b>16,125</b>	-	-
<b>Family Day Care</b>				
FDC Replacement of Vehicle	-	11,288	-	-
<b>Family Day Care Total</b>	-	<b>11,288</b>	-	-
<b>Family Support Services Total</b>	-	<b>27,413</b>	-	-
<b>Warrumbungle Community Care</b>				
<b>Community Transport</b>				
Community Transport Capital	167,725	98,363	-	-
<b>Community Transport Total</b>	<b>167,725</b>	<b>98,363</b>	-	-
<b>Multiservice Outlet</b>				
MSO Capital Replacements	22,575	22,038	-	-
<b>Multiservice Outlet Total</b>	<b>22,575</b>	<b>22,038</b>	-	-
<b>Warrumbungle Community Care Total</b>	<b>190,300</b>	<b>120,401</b>	-	-
<b>Yuluwirri Kids</b>				
<b>Yuluwirri Kids Total</b>	-	-	-	-
<b>Corporate Services Total</b>	<b>645,321</b>	<b>611,336</b>	<b>382,235</b>	<b>417,235</b>
<b>Cobbora Transition Fund</b>				
Three River Retirement Village	-	-	-	-
<b>Cobbora Transition Fund Total</b>	-	-	-	-

Description	2017/18 Budget	2018/19 (Delivery Program)	2019/20 (Delivery Program)	2020/21 (Delivery Program)
<b>Development Services</b>				
<b>Tourism and Development Services</b>				
Re-carpet Exhibition Space	8,000	-	-	-
Re-Paint Toilet Block	15,000	-	-	-
Split system air con in ex& recep space	18,000	-	-	-
Repaint of VIC Building (external)+replace K&G	-	18,000	-	-
Renovate Retail Area	-	-	10,000	-
<b>Tourism and Development Services Total</b>	<b>41,000</b>	<b>18,000</b>	<b>10,000</b>	<b>-</b>
<b>Regulatory Services</b>				
Upgrade of Dog Pound	20,000	-	-	-
<b>Regulatory Services Total</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Warrumbungle Waste</b>				
Bin Rollout (240l Bins)	50,000	-	-	-
<b>Warrumbungle Waste Total</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property &amp; Risk</b>				
<b>Council Offices &amp; Other Property</b>				
Coonabarabran Community Care - Replace Carpet	-	-	50,000	50,000
Coonabarabran Office - Recarpet older section	-	-	50,000	50,000
Coolah Office - Recarpet	-	-	50,000	50,000
Coolah Depot - Toilet Refurb	-	-	20,000	20,000
Mendooran Depot - Toilet Refurb	-	-	20,000	20,000
<b>Council Offices &amp; Other Property Total</b>	<b>-</b>	<b>-</b>	<b>190,000</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	-	-
<b>Public Halls Total</b>	<b>100,000</b>	<b>195,000</b>	<b>-</b>	<b>-</b>
<b>Cemetery Services</b>				
Coonabarabran Native Grove Cemetery Expansion	50,000	-	-	-
<b>Total Cemetery Services</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property &amp; Risk Total</b>	<b>150,000</b>	<b>195,000</b>	<b>190,000</b>	<b>190,000</b>
<b>Development Services Total</b>	<b>261,000</b>	<b>213,000</b>	<b>200,000</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	10,000
<b>Asset Design Services Total</b>	<b>32,500</b>	<b>25,000</b>	<b>35,000</b>	<b>35,000</b>

Description	2017/18 Budget	2018/19 (Delivery Program)	2019/20 (Delivery Program)	2020/21 (Delivery Program)
<b>Fleet Services</b>				
Minor Plant Purchases	15,000	20,000	20,000	20,000
Plant & Equipment Purchases	3,224,010	2,930,000	2,815,000	2,815,000
Traffic lights	30,000	-	-	-
Changeover (plant 30) light vehicle	35,000	-	-	-
New bobcat	90,000	-	-	-
<b>Fleet Services Total</b>	<b>3,394,010</b>	<b>2,950,000</b>	<b>2,835,000</b>	<b>2,835,000</b>
<b>Road Operations</b>				
<b>Reseals</b>				
Baradine Streets Reseals	18,963	19,437	19,923	19,923
Binnaway Streets Reseals	17,015	17,440	17,876	17,876
Coolah Streets Reseals	28,290	28,997	29,722	29,722
Coonabarabran Streets Reseals	90,508	92,771	95,090	95,090
Dunedoo Streets Reseals	25,420	26,056	26,707	26,707
Local Roads Reseals	563,915	575,513	587,401	700,000
Mendooran Streets Reseals	17,015	17,440	17,876	17,876
<b>Total Reseals</b>	<b>761,126</b>	<b>777,654</b>	<b>794,595</b>	<b>907,194</b>
<b>Local Roads</b>				
Coolah Creek Road Rehabilitation	-	-	-	140,000
Local Roads Resheeting	750,000	900,000	900,000	1,000,000
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	60,000	-	-	-
Gentle Annie Rd Unsealed Rd Pavement Rehab	250,000	-	-	-
Neilrex Rd Unsealed Rd Pavement Rehab	-	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 - Capital Grant Funded	86,802	500,000	500,000	850,000
Wool Rd Rehabilitation	-	-	-	142,642
Coolah Neilrex Rd - sight distance improvement	-	-	-	59,434
Bridge over Todd's Crossing, Terridgerie Creek Baradine	400,000	-	-	-
Upgrade Munns Road Baradine (sealing of 600m and Cement causeway Michomi Creek)	250,000	-	-	-
<b>Local Roads Total</b>	<b>2,326,802</b>	<b>1,550,000</b>	<b>1,780,000</b>	<b>2,192,076</b>



Description	2017/18 Budget	2018/19 (Delivery Program)	2019/20 (Delivery Program)	2020/21 (Delivery Program)
<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	647,070	663,247	679,828	696,824
Shoulder widening MR129 - Baradine Road (Coonamble)	-	-	-	169,000
Vinegaroy Road Rehab between Cambawarr and Wyandra	169,000	-	-	-
Other Pavement Rehab	550,923	578,922	607,620	637,035
<b>Regional Roads Total</b>	<b>2,166,993</b>	<b>2,211,169</b>	<b>2,256,448</b>	<b>2,302,859</b>
<b>Aerodrome</b>				
<b>Aerodrome Total</b>	-	-	-	-
<b>Road Operations Total</b>	<b>5,254,921</b>	<b>4,538,823</b>	<b>4,831,043</b>	<b>5,402,129</b>
<b>Urban Services</b>				
<b>Horticulture</b>				
Electric BBQ & Shelter in Lions Park	-	-	-	20,000
Mendooran Park - Connection of existing irrigation to town Water supply	10,000	-	-	-
Electric BBQ & Shelter in Bell Park	-	20,000	-	-
<b>Horticulture Total</b>	<b>10,000</b>	<b>20,000</b>	-	<b>20,000</b>
<b>Ovals</b>				
Coonabarabran Netball Courts	100,000	-	-	-
Robertson Oval - Seat Replacement	6,000	-	-	-
Reseal of Roads within Coonabarabran Sporting Complex; Approximately 9000m2	50,000	-	-	-
<b>Ovals Total</b>	<b>156,000</b>	-	-	-
<b>Swimming Pools</b>				
Baradine - Painting External Building stage 1 & 2	6,000	-	-	-
C'Bran Pool Maintenance and Repairs	-	5,000	-	-
C'Bran Rainwater Tank & Pump for Irrigation	5,000	-	-	-
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	-	-
Coolah Replace filter media	-	15,000	-	-
Coolah Install BBQ Area & Shade Cover	-	8,000	-	-
Coolah Chemical Control Dosing Unit	-	2,500	-	-
C'Bran Replace BBQ area	-	6,000	-	-
Dunedoo Pump Rehabilitation	-	10,000	-	-

Description	2017/18 Budget	2018/19 (Delivery Program)	2019/20 (Delivery Program)	2020/21 (Delivery Program)
<b>Swimming Pools cont.</b>				
Dunedoo Chemical Dosing Unit	-	2,500	-	-
Dunedoo Large Trees to be Removed	-	3,500	-	-
Various Projects - TBA	-	-	81,000	81,000
Install 2 x 32000ltr water tanks at Baradine, Coona, Coolah, and Dunedoo pools (to comply with LTW guidelines)	60,000	-	-	-
Improvements to Mendooran Swimming Pool - Disabled Access to the Pool and Disabled Toilets	15,000	-	-	-
<b>Swimming Pools Total</b>	<b>156,000</b>	<b>56,000</b>	<b>81,000</b>	<b>81,000</b>
<b>Town Streets - Baradine</b>				
Baradine District Progress Association Main street Gardens	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
Street Trees	5,000	5,000	5,000	5,000
Flood Levee Design	20,000	-	-	-
Flood Levee Construction	-	20,000	20,000	20,000
Lachlan Street, between Narren Street and Liverpool (North and South)	-	-	-	60,000
<b>Town Streets - Baradine Total</b>	<b>58,000</b>	<b>150,000</b>	<b>105,000</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	-	40,000	-	-
Street Trees	-	6,000	-	-
Railway St Binnaway K&G	55,000	-	-	-
Renshaw St / Railway St pipe renewal	-	20,000	-	-
Norman Street/Yeubla Street, pipe drainage system	-	-	-	20,000
Renshaw St stormwater drainage	30,000	-	-	-
<b>Town Streets - Binnaway Total</b>	<b>140,000</b>	<b>81,000</b>	<b>15,000</b>	<b>35,000</b>
<b>Town Streets - Coolah</b>				
Footpath Rehabilitation	30,000	30,000	30,000	35,000
Pavement Rehabilitation (Various Locations)	70,000	70,000	70,000	70,000
Street light program	8,000	-	-	-
Street Trees	-	7,000	7,000	7,000
Pipe Drainage Goddard St, Binnia St and Martin St	45,000	35,000	40,000	-
<b>Town Streets - Coolah Total</b>	<b>153,000</b>	<b>142,000</b>	<b>147,000</b>	<b>112,000</b>

Description	2017/18 Budget	2018/19 (Delivery Program)	2019/20 (Delivery Program)	2020/21 (Delivery Program)
<b>Town Streets - Coonabarabran</b>				
Cassilis Street Footpath /Neate Street/Edward Street - Preliminary Works	-	-	-	50,000
Cowper Street, concreting of open channel	-	-	-	50,000
Cassilis Street, Robertson to Namoi, new footpath	40,000	-	-	-
Crane Street Rehabilitation	50,000	30,000	-	-
Dalgarno St (John - Cowper) Footpath Rehabilitation	20,000	-	-	-
Dalgarno St, centre medium, west of John to Robertson	-	50,000	-	50,000
John Street. K & G Rehabilitation	70,000	-	70,000	-
Street Trees - centre Charles st Edwards to Dalgarno	30,000	-	-	-
Footpath Rehabilitation (general)	-	40,000	40,000	40,000
Street Trees	-	30,000	30,000	30,000
Barker St Drainage pipe	20,000	-	-	-
Newell Hwy Opposite Yuluwirri Kids Pipe Design	6,000	-	-	-
Newell Hwy Opposite Yuluwirri Kids Pipe Construction	-	-	15,000	20,000
<b>Town Streets - Coonabarabran Total</b>	<b>236,000</b>	<b>150,000</b>	<b>155,000</b>	<b>240,000</b>
<b>Town Streets - Dunedoo</b>				
Footpath Rehabilitation	20,000	20,000	20,000	20,000
Underground Pipe drainage Wargundy Street	-	65,000	-	-
Street Trees	-	-	7,000	7,000
Wallaroo St Dunedoo	350,000	-	-	-
Drainage Study Wargundy St	15,000	-	-	-
<b>Town Streets - Dunedoo Total</b>	<b>385,000</b>	<b>85,000</b>	<b>27,000</b>	<b>27,000</b>
<b>Town Streets – Mendooran</b>				
Bandulla Street, Traffic Calming	-	50,000	-	-
Footpath rehabilitation - various sections	30,000	30,000	30,000	35,000
Street Trees	-	6,000	6,000	6,000
Cobra St Pipe Drainage	-	31,000	31,000	-
Cobra Street - Kerb and Guttering	-	-	-	70,000
<b>Town Streets - Mendooran Total</b>	<b>30,000</b>	<b>117,000</b>	<b>67,000</b>	<b>111,000</b>
<b>Urban Services Total</b>	<b>1,324,000</b>	<b>801,000</b>	<b>597,000</b>	<b>731,000</b>
<b>Technical Services Total</b>	<b>10,005,431</b>	<b>8,314,823</b>	<b>8,298,043</b>	<b>9,003,129</b>
<b>Warrumbungle Water</b>				
<b>Water - Baradine</b>				
Meter Replacements - Baradine	5,000	-	-	-
Water Treatment Plant- Improvements	-	33,942	30,000	30,000
Mains Replacement (Namoi st-Walker to Wellington st)	42,000	-	-	-
Replacement of Water Tower Kenebri	50,000	50,000	-	-
<b>Water - Baradine Total</b>	<b>97,000</b>	<b>83,942</b>	<b>30,000</b>	<b>30,000</b>

Description	2017/18 Budget	2018/19 (Delivery Program)	2019/20 (Delivery Program)	2020/21 (Delivery Program)
<b>Water - Binnaway</b>				
Meter Replacements - Binnaway	5,000	-	-	-
Water Treatment Plant- Renewals	-	11,314	-	-
Remove dead ends Andy's lane to Castlereagh st	17,000	-	-	-
Re-locate services-Renshaw st	25,000	-	-	-
Main Extension - Innest St (between Quandong and Frater St)	12,000	-	-	-
Main Extension between Castlereagh st and Ulinda st	70,000	-	-	-
Water Main Rehabilitation - Napier Street - 420m	-	79,199	-	-
<b>Water - Binnaway Total</b>	<b>129,000</b>	<b>90,513</b>	<b>-</b>	<b>-</b>
<b>Water - Coolah</b>				
Mains Extension - removal of dead ends	-	56,570	57,985	57,985
Mains Extension - removal of dead ends Cunningham St (Campbell to Gilmore)	15,000	-	-	-
Mains Extension - removal of dead ends Central Lane to Martin St	15,000	-	-	-
Mains Extension - removal of dead ends Lane behind shops Eastern side to Martin St	10,000	-	-	-
Meter Replacements - Coolah	5,000	-	-	-
Mains Replacement	-	28,285	28,992	28,992
<b>Water - Coolah Total</b>	<b>45,000</b>	<b>84,855</b>	<b>86,977</b>	<b>86,977</b>
<b>Water - Coonabarabran</b>				
Mains Replacement	-	147,083	150,760	150,760
Mains Replacement Camp St (Anne to Namoi St)	50,000	-	-	-
Meter Replacements - Coonabarabran	5,000	-	-	-
Timor Dam Fence & Dead Water storage	160,000	-	-	-
Tools – Coonabarabran Water	5,000	-	-	-
Main Extension - Removal of Dead Ends (Timor Rd to Eden St)	50,000	-	-	-
Water Main Extension - Removal of Dead Ends	-	124,455	278,326	278,326
Fencing of Reservoir Site - Oxley Highway	-	11,314	11,597	11,597
Water Main Rehabilitation	-	79,199	81,179	81,179
Water Treatment Plant Improvements	-	33,942	34,791	34,791
Water Main Rehabilitation - George Street	-	-	81,179	81,179
<b>Water - Coonabarabran Total</b>	<b>270,000</b>	<b>395,993</b>	<b>637,832</b>	<b>637,832</b>
<b>Water - Dunedoo</b>				
Mains Extension-Evans St, between Sullivan St and Nott St (430m)	-	56,570	57,985	57,985
Mains Replacement - Wargundy Street	50,000	-	-	-
<b>Water - Dunedoo Total</b>	<b>50,000</b>	<b>56,570</b>	<b>57,985</b>	<b>57,985</b>

Description	2017/18 Budget	2018/19 (Delivery Program)	2019/20 (Delivery Program)	2020/21 (Delivery Program)
<b>Water - Mendooran</b>				
Mains Extension - River St to Brambil to Napierst	30,000	-	-	-
Mains Extension - River St to Farnell to Abbott St	18,500	-	-	-
Replace Water Meters	5,000	-	-	-
<b>Water - Mendooran Total</b>	<b>53,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Warrumbungle Water Total</b>	<b>644,500</b>	<b>711,873</b>	<b>812,794</b>	<b>812,794</b>
<b>Warrumbungle Sewer</b>				
<b>Sewer - Baradine</b>				
Pot servicing	20,000	-	-	-
Sewage Treatment Plant -Vacuum pumps renewal	-	-	23,194	23,194
Effluent Reuse- Pivot Irrigator replacement	-	226,282	-	-
<b>Sewer - Baradine Total</b>	<b>20,000</b>	<b>226,282</b>	<b>23,194</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>				
Mains Relining	60,000	-	-	-
Smoke Testing	50,000	-	-	-
Sewage Treatment Plant - upgrade peripherals	-	56,570	57,985	57,985
Coolah Sewage Treatment Plant Upgrade	215,510	1,296,646	30,866	-
<b>Sewer - Coolah Total</b>	<b>325,510</b>	<b>1,353,216</b>	<b>88,851</b>	<b>57,985</b>
<b>Sewer – Coonabarabran</b>				
Mains-Relining various sections	100,000	158,397	197,148	197,148
Pump stations- renewal	30,000	33,943	34,790	34,790
Sewage Treatment Plant - upgrade peripherals	-	56,570	57,985	57,985
Mains Replacement/Rehab	-	56,570	57,985	57,985
Smoke Testing	60,000	-	-	-
Coonabarabran Sewage Treatment Plant Upgrade	218,021	235,846	940,299	1,095,592
<b>Sewer - Coonabarabran Total</b>	<b>408,021</b>	<b>541,326</b>	<b>1,288,207</b>	<b>1,443,500</b>
<b>Sewer – Dunedoo</b>				
Smoke Testing	50,000	-	-	-
Mains-Relining various sections	60,000	-	-	-
Dunedoo Sewage Treatment Plant Upgrade	1,245,202	122,016	-	-
<b>Sewer - Dunedoo Total</b>	<b>1,355,202</b>	<b>122,016</b>	<b>-</b>	<b>-</b>
<b>Warrumbungle Sewer Total</b>	<b>2,108,733</b>	<b>2,242,840</b>	<b>1,400,252</b>	<b>1,524,679</b>
<b>FFF Adjustments</b>	<b>-</b>	<b>500,000</b>	<b>1,250,000</b>	<b>1,200,000</b>
<b>Grand Total:</b>	<b>13,664,985</b>	<b>12,593,872</b>	<b>12,343,324</b>	<b>13,147,837</b>

## 2.8 Balance Sheet

<b>Assets</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Current Assets</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Cash and Cash Equivalents	10,031	9,652	10,179	10,772
Investments	-	-	-	-
Receivables	5,030	5,030	5,030	5,030
Inventories	893	893	893	893
<b>Total Current Assets</b>	<b>15,954</b>	<b>15,575</b>	<b>16,102</b>	<b>16,695</b>
<b>Non-Current Assets</b>				
Investments	-	-	-	-
Receivables	10	10	10	10
Inventories	299	299	299	299
Property, Plant & Equipment	512,625	519,105	525,180	531,904
Investments Equity Method	294	294	294	294
Intangibles	353	353	353	353
<b>Total Non-Current Assets</b>	<b>513,581</b>	<b>520,061</b>	<b>526,136</b>	<b>532,860</b>
<b>Total Assets</b>	<b>529,535</b>	<b>535,636</b>	<b>542,238</b>	<b>549,555</b>
<b>Current Liabilities</b>				
Payables	2,707	2,707	2,707	2,707
Borrowings	867	908	953	999
Provisions	4,860	4,860	4,860	4,860
<b>Total Current Liabilities</b>	<b>8,434</b>	<b>8,475</b>	<b>8,520</b>	<b>8,566</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Borrowings	4,777	3,869	2,916	1,917
Provisions	2,590	2,590	2,590	2,590
<b>Total Non-Current Liabilities</b>	<b>7,367</b>	<b>6,459</b>	<b>5,506</b>	<b>4,507</b>
<b>Total Liabilities</b>	<b>15,801</b>	<b>14,934</b>	<b>14,026</b>	<b>13,073</b>
<b>Net Assets</b>	<b>513,734</b>	<b>520,702</b>	<b>528,212</b>	<b>536,482</b>
Retained Earnings	414,569	416,456	418,882	422,061
Revaluation Reserves	99,165	104,246	109,330	114,421
<b>Total Equity</b>	<b>513,734</b>	<b>520,702</b>	<b>528,212</b>	<b>536,482</b>



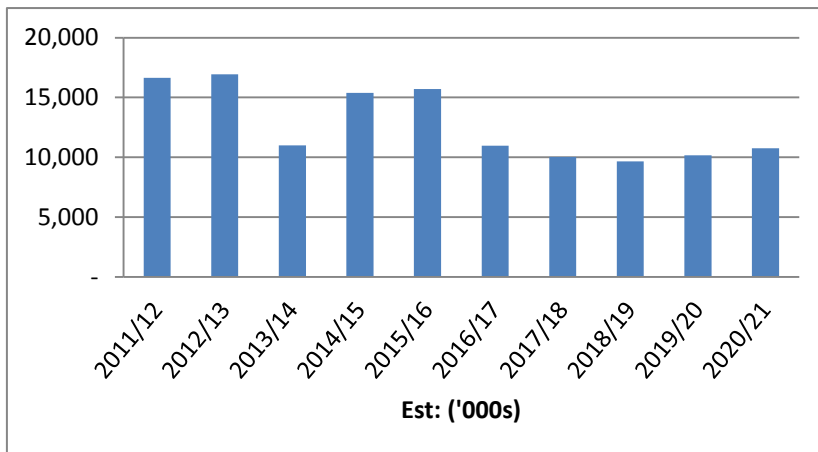
## 2.9 Cash flow Statement

<b>Cash Flows from Operating Activities</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b><u>Receipts</u></b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Rates and Annual Charges	12,148	12,733	13,386	14,072
User Charges and Fees	7,274	7,621	7,862	8,103
Interest & Investment Revenue	482	494	510	526
Other Revenues	961	987	1,011	1,037
Grants & Contributions	20,115	18,840	18,981	19,539
<b><u>Payments</u></b>				
Employee Benefits & On-Costs	(14,997)	(15,472)	(15,685)	(16,107)
Materials & Contracts	(5,310)	(4,936)	(4,981)	(5,048)
Borrowing Costs	(277)	(260)	(219)	(176)
Other Expenses	(7,751)	(7,825)	(7,989)	(8,158)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>12,645</b>	<b>12,182</b>	<b>12,876</b>	<b>13,788</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	897	900	902	905
Deferred Debtors Receipts	-	-	-	-
<b><u>Payments</u></b>				
Purchase of Investment Securities	-	-	-	-
Purchase of Infrastructure, PP&E	(13,665)	(12,594)	(12,343)	(13,148)
Purchase of Real Estate Assets	-	-	-	-
Contributions Paid to JVs & Associates	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(12,768)</b>	<b>(11,694)</b>	<b>(11,441)</b>	<b>(12,243)</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	(827)	(867)	(908)	(953)
Repayment of Finance Lease Liabilities	-	-	-	-
<b>Net Cash provided (or used in) Financing Activities</b>	<b>(827)</b>	<b>(867)</b>	<b>(908)</b>	<b>(953)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(950)</b>	<b>(379)</b>	<b>527</b>	<b>592</b>
Cash & Cash Equivalents – Opening balance	10,981	10,031	9,652	10,180
<b>Cash &amp; Cash Equivalents – Closing balance</b>	<b>10,031</b>	<b>9,652</b>	<b>10,179</b>	<b>10,772</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



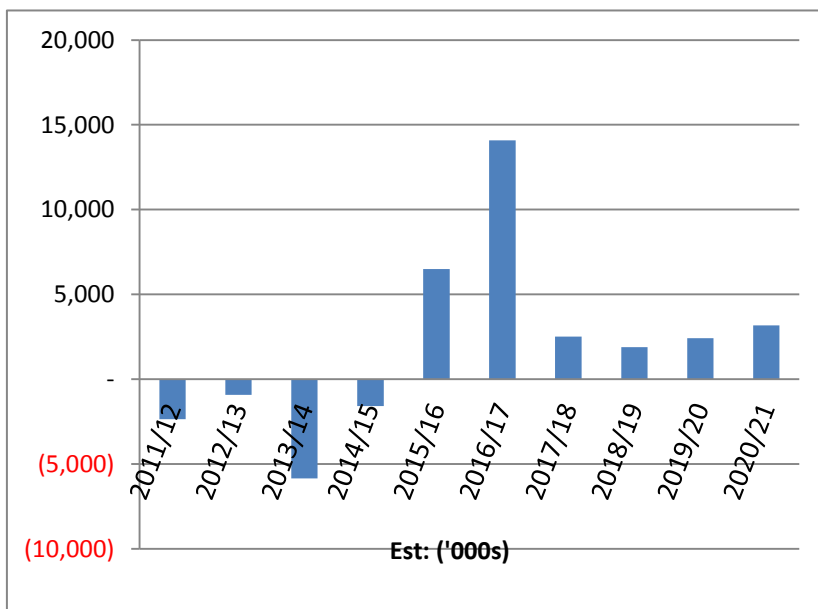
#### Description

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 \$10.981m in 2016/17 to \$10.772m during the Delivery Program period.

### Operating Surplus/(Deficit)



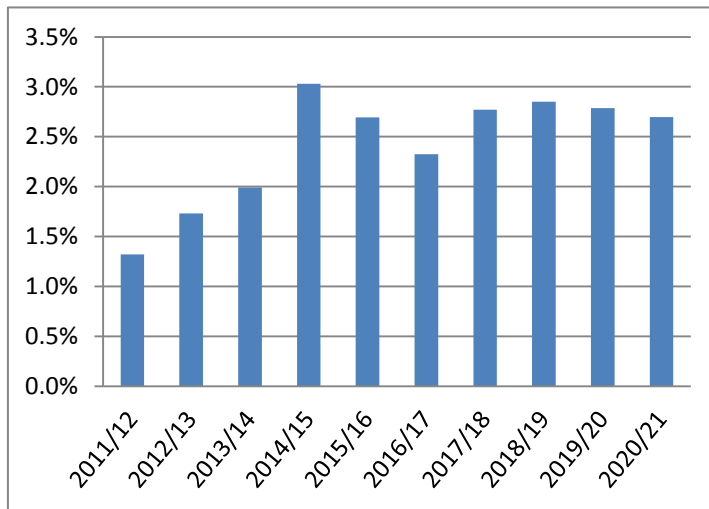
#### Description

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 (\$9.998m). The 2017/18 financial year is expected to generate a surplus of \$2.504m, a decrease from 2016/17 as the result of reduced Capital grant monies. The subsequent year is forecast to generate a smaller surplus of \$1.891m which slowly increases to \$3.179m in the final year.

## Debt Service Ratio



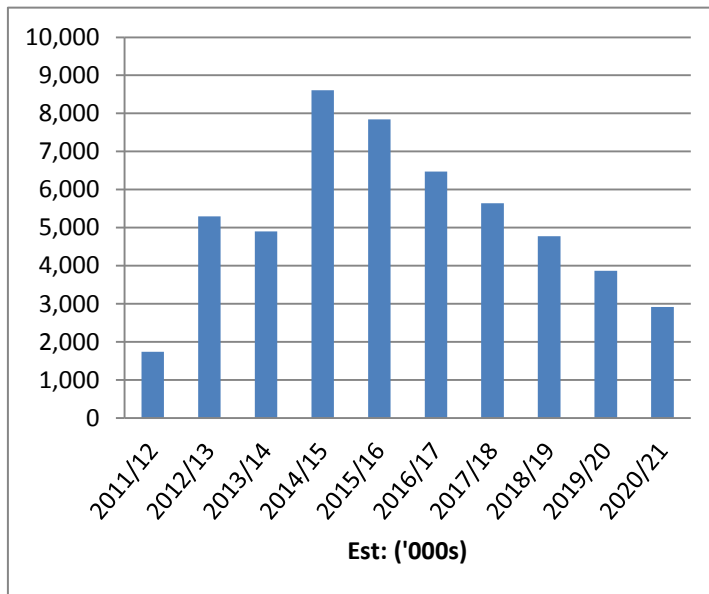
### Description

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 2014/15. The ratio remains consistent during the Delivery Program period with the exception of a slight increase in FY 2018/19 as the result of the decrease in Revenue. Overall, it remains well below the limit advised by Treasury.

## Total Borrowings



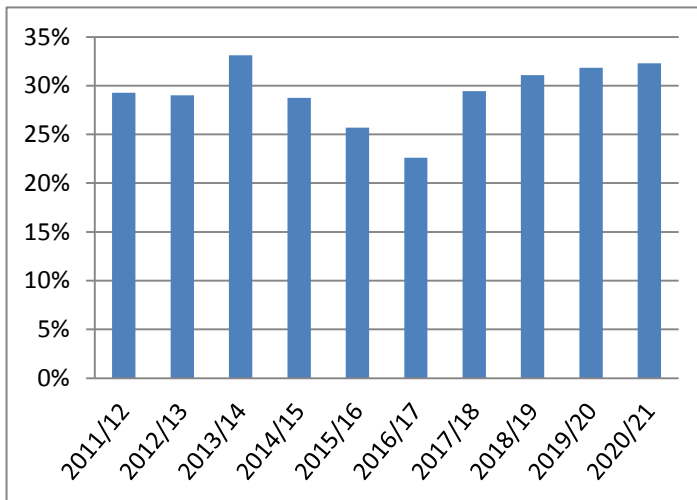
### Description

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



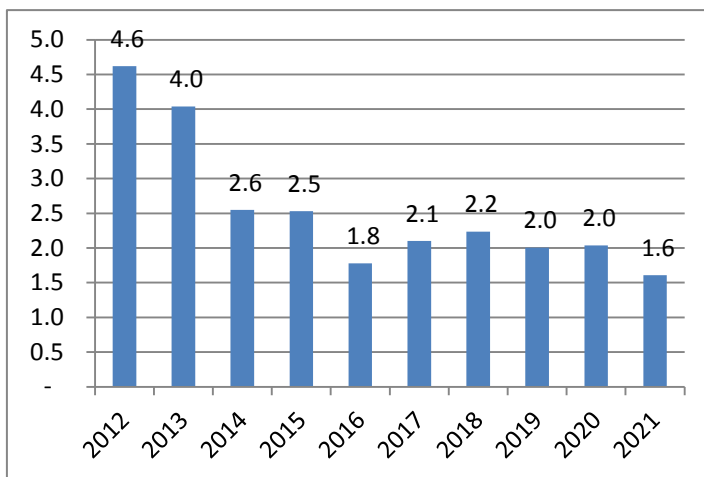
### Description

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 31% 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



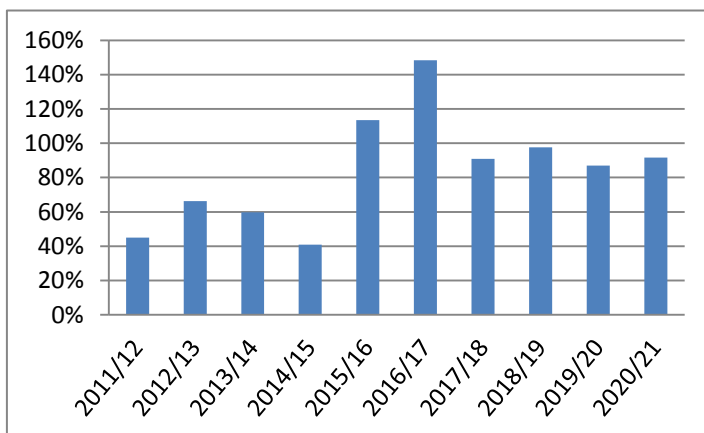
### Description

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 with the exception of 2020/21.

### Building and Infrastructure Renewals Ratio



### Description

This ratio assesses the rate at which building and infrastructure assets are being renewed relative to the rate at which they are depreciating. A ratio of less than 100% is unsatisfactory, although the NSW mean has ranged between 56% and 84% over the last 3 years.

### Comments

Council's renewals ratio is forecasted to peak at 148% in 2016/17 while it falls to 91% in 2017/18. Council's DP shows consistent Renewals ratios averaging over 92% 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:

	How much does this activity cost?				How is it funded?		
Year	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<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 across three columns:

- Service level – This describes the level of service;
- Service level indicator – This describes the measure that can be used to measure the level of service;
- Service level – This is the actual service level that will be provided given current budget constraints.

An example of a service level is provided below.

No	Service Level	Service Level Indicator	Service Level
<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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# Executive Services

**General Manager**

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**Management and Leadership**

**Governance**

## 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>							
17/18	(119,428)	368,206	-	248,778	-	-	248,778
18/19	(122,414)	377,374	-	254,960	-	-	254,960
19/20	(125,474)	386,784	-	261,310	-	-	261,310
20/21	(128,611)	396,438	-	267,827	-	-	267,827
<b>Total:</b>	<b>(495,927)</b>	<b>1,528,802</b>	<b>-</b>	<b>1,032,875</b>	<b>-</b>	<b>-</b>	<b>1,032,875</b>
<b>Governance</b>							
17/18	(100,838)	357,527	-	256,689	-	-	256,689
18/19	(103,359)	361,741	-	258,382	-	-	258,382
19/20	(105,943)	366,023	-	260,080	-	-	260,080
20/21	(108,591)	370,374	-	261,783	-	-	261,783
<b>Total:</b>	<b>(418,731)</b>	<b>1,455,665</b>	<b>-</b>	<b>1,036,934</b>	<b>-</b>	<b>-</b>	<b>1,036,934</b>

**What will we achieve with this money?**

<b>Outcome</b>	<b>CSP Link</b>
<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

<b>Outcome</b>	<b>CSP Link</b>
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 Council's activities and decisions.	The number of publications and media opportunities per month to promote/discuss Council activities and issues in a public forum in accordance with Council's Communications Policy	>5
6	Appropriate networking opportunities are maintained including regional stakeholder groups and individuals.	Relevant linkages established and maintained to Council satisfaction.	Yes
7	Private works are effectively managed and actively pursued	Maximum days taken for private works requests to be completed	14
8	Private works invoices are actioned promptly	Number of days post completion of job for private works invoices to be issued	5
9	Major capital projects (> \$50k) are managed within budget	Total variance over/under budget	10%

No	Service Level	Service Level Indicator	Service Level
<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>48</b>
Technical Services Management	
<b>Design Services</b>	<b>50</b>
Design Project Management	
Emergency Services management	
Survey Investigation and Design	
Asset Management	
NSW Fire Brigade	
Road Safety Officer	
<b>Road Operations</b>	<b>56</b>
Road Operations Management	
Regional Roads M&R	
Local Roads M&R	
Aerodromes	
Streets Rural	
Private Works	
<b>Road Contracts &amp; Private Works</b>	<b>63</b>
Contracts Management (Includes Reseals)	
RMCC & Other Road Contracts	
<b>Fleet Services</b>	<b>65</b>
Fleet Service Management	
Plant and Equipment	
Workshops	
<b>Urban Services</b>	<b>69</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
17/18	-	157,251	-	157,251	-	-	157,251
18/19	-	160,859	-	160,859	-	-	160,859
19/20	-	164,621	-	164,621	-	-	164,621
20/21	-	168,609	-	168,609	-	-	168,609
<b>Total:</b>	-	<b>651,340</b>	-	<b>651,340</b>	-	-	<b>651,340</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 Display and all associated contact lists;
- Providing assistance to all Emergency Services organisations including VRA, SES, RFS and NSW Fire and Rescue;
- Providing funding to SES (Dunedoo), VRA (Coolah, Coonabarabran and Mendooran) and NSW F&R (Coolah, Coonabarabran, and Dunedoo);
- Assisting the LEMO in all Emergency Incidents;
- Providing GIS Mapping for use by Emergency Service Agencies;
- Maintaining the BRIMS database for Hazard Reduction requests and activities.



#### Survey Investigation and Design

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

#### Asset Management

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



### NSW Fire Brigade

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

### Road Safety Officer

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

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



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



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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Design Services Management</b>							
17/18	-	89,581	-	89,581	-	-	89,581
18/19	-	91,503	-	91,503	-	-	91,503
19/20	-	93,466	-	93,466	-	-	93,466
20/21	-	95,478	-	95,478	-	-	95,478
<b>Total:</b>	-	<b>370,028</b>	-	<b>370,028</b>	-	-	<b>370,028</b>
<b>Emergency Services Management</b>							
17/18	-	96,896	-	96,896	-	-	96,896
18/19	-	98,131	-	98,131	-	-	98,131
19/20	-	99,397	-	99,397	-	-	99,397
20/21	-	100,698	-	100,698	-	-	100,698
<b>Total:</b>	-	<b>395,122</b>	-	<b>395,122</b>	-	-	<b>395,122</b>
<b>Survey Investigation and Design</b>							
17/18	-	202,952	32,500	235,452	-	-	235,452
18/19	-	208,175	25,000	233,175	-	-	233,175
19/20	-	213,538	35,000	248,538	-	-	248,538
20/21	-	219,043	35,000	254,043	-	-	254,043
<b>Total:</b>	-	<b>843,708</b>	<b>127,500</b>	<b>971,208</b>	-	-	<b>971,208</b>
<b>Asset Management</b>							
17/18	-	74,611	-	74,611	-	-	74,611
18/19	-	76,469	-	76,469	-	-	76,469
19/20	-	78,375	-	78,375	-	-	78,375
20/21	-	80,334	-	80,334	-	-	80,334
<b>Total:</b>	-	<b>309,789</b>	-	<b>309,789</b>	-	-	<b>309,789</b>
<b>NSW Fire Brigade</b>							
17/18	-	44,521	-	44,521	-	-	44,521
18/19	-	44,521	-	44,521	-	-	44,521
19/20	-	44,521	-	44,521	-	-	44,521
20/21	-	44,521	-	44,521	-	-	44,521
<b>Total:</b>	-	<b>178,084</b>	-	<b>178,084</b>	-	-	<b>178,084</b>
<b>Road Safety Officer</b>							
17/18	(48,133)	104,163	-	56,030	-	-	56,030
18/19	(49,336)	106,571	-	57,235	-	-	57,235
19/20	(50,570)	109,038	-	58,468	-	-	58,468
20/21	(51,834)	111,569	-	59,735	-	-	59,735
<b>Total:</b>	<b>(199,873)</b>	<b>431,341</b>	-	<b>231,468</b>	-	-	<b>231,468</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 compiles 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

<b>Capital Projects</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>CSP Link</b>
<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	10,000	PI5
<b>Total:</b>	<b>32,500</b>	<b>25,000</b>	<b>35,000</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 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 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, Cobbora, Craboon, Kenebri, Leadville, Merrygoen, Neilrex, Purlawaugh, Uarbry, Ulamambri and Weetaliba. Maintenance items associated with the Village Streets activity include the maintenance of village streets, and costs associated with the provision of street lighting. The maintenance and enhancement of streets in the six (6) towns of the shire falls under the Urban Streets activity in Urban Services.

### **Private Works**

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Road Operations Management</b>							
17/18	(119,034)	412,427	-	293,393	-	-	293,393
18/19	(122,010)	324,888	-	202,878	-	-	202,878
19/20	(125,060)	331,079	-	206,019	-	-	206,019
20/21	(128,187)	337,404	-	209,217	-	-	209,217
<b>Total:</b>	<b>(494,291)</b>	<b>1,405,798</b>	<b>-</b>	<b>911,507</b>	<b>-</b>	<b>-</b>	<b>911,507</b>
<b>Regional Roads Maintenance and Repair</b>							
17/18	(3,188,000)	1,046,888	2,166,993	25,881	53,845	(79,726)	-
18/19	(3,257,700)	1,065,735	2,211,169	19,204	56,081	(75,285)	-
19/20	(3,329,143)	1,085,012	2,256,448	12,317	58,292	(70,609)	-
20/21	(3,402,371)	1,104,602	2,302,859	5,090	60,867	(65,957)	-
<b>Total:</b>	<b>(13,177,214)</b>	<b>4,302,237</b>	<b>8,937,469</b>	<b>62,492</b>	<b>229,085</b>	<b>(291,577)</b>	<b>-</b>
<b>Local Roads Maintenance and Repair</b>							
17/18	(3,453,271)	2,746,241	2,326,802	1,619,772	508,672	-	2,128,444
18/19	(1,716,468)	2,801,081	1,550,000	2,634,613	532,791	-	3,167,404
19/20	(1,698,440)	2,833,097	1,780,000	2,914,657	557,125	-	3,471,782
20/21	(1,680,604)	2,865,578	2,192,076	3,377,050	583,732	-	3,960,782
<b>Total:</b>	<b>(8,548,783)</b>	<b>11,245,997</b>	<b>7,848,878</b>	<b>10,546,092</b>	<b>2,182,320</b>	<b>-</b>	<b>12,728,412</b>
<b>Aerodromes</b>							
17/18	(5,673)	86,638	-	80,965	-	-	80,965
18/19	(5,815)	88,539	-	82,724	-	-	82,724
19/20	(5,960)	90,486	-	84,526	-	-	84,526
20/21	(6,109)	92,477	-	86,368	-	-	86,368
<b>Total:</b>	<b>(23,557)</b>	<b>358,140</b>	<b>-</b>	<b>334,583</b>	<b>-</b>	<b>-</b>	<b>334,583</b>
<b>Village Streets</b>							
17/18	-	-	-	-	-	-	-
18/19	-	-	-	-	-	-	-
19/20	-	-	-	-	-	-	-
20/21	-	-	-	-	-	-	-
<b>Total:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Private Works</b>							
17/18	(132,038)	110,032	-	(22,006)	-	-	(22,006)
18/19	(135,339)	112,169	-	(23,170)	-	-	(23,170)
19/20	(138,722)	114,351	-	(24,371)	-	-	(24,371)
20/21	(142,190)	116,581	-	(25,609)	-	-	(25,609)
<b>Total:</b>	<b>(548,289)</b>	<b>453,133</b>	<b>-</b>	<b>(95,156)</b>	<b>-</b>	<b>-</b>	<b>(95,156)</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, Purlewaugh, 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	2017/18	2018/19	2019/20	2020/21	CSP Link
<b>Local Roads</b>					
Coolah Creek Road Rehabilitation	-	-	-	140,000	PI3
Local Roads Resheeting	750,000	900,000	900,000	1,000,000	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	60,000	-	-	-	PI3
Gentle Annie Rd Unsealed Rd Pavement Rehab	250,000	-	-	-	PI3
Neilrex Rd Unsealed Rd Pavement Rehab	-	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 ( east of Baradine Road)	-	-	140,000	-	PI3
Dandry Road - New Causeway	-	-	50,000	-	PI3
Pavement Rehab - Various sections - Capital Grant Funded	86,802	500,000	500,000	850,000	PI3
Wool Rd Rehabilitation	-	-	-	142,642	PI3
Coolah Neilrex Rd - sight distance improvement	-	-	-	59,434	PI3
Bridge over Todd's Crossing, Terridgerie Creek Baradine	400,000	-	-	-	PI3
Upgrade Munns Road Baradine (sealing of 600m and Cement causeway Michomi Creek)	250,000	-	-	-	PI3
<b>Total:</b>	<b>2,326,802</b>	<b>1,550,000</b>	<b>1,780,000</b>	<b>2,192,076</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	647,070	663,247	679,828	696,824	PI3
Shoulder widening MR129 - Baradine Road (Coonamble)	-	-	-	169,000	PI3
Vinegaroy Road Rehab between Cambawarr and Wyandra	169,000	-	-	-	PI3
Other Pavement Rehab	550,923	578,922	607,620	637,035	PI3
<b>Total:</b>	<b>2,166,993</b>	<b>2,211,169</b>	<b>2,256,448</b>	<b>2,302,859</b>	
<b>Aerodromes</b>					PI3
<b>Aerodromes Total</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>							
17/18	(2,222,722)	2,022,722	-	(200,000)	-	-	(200,000)
18/19	(2,278,290)	2,062,228	-	(216,062)	-	-	(216,062)
19/20	(2,335,247)	2,102,582	-	(232,665)	-	-	(232,665)
20/21	(2,393,628)	2,143,806	-	(249,822)	-	-	(249,822)
<b>Total:</b>	<b>(9,229,887)</b>	<b>8,331,338</b>	<b>-</b>	<b>(898,549)</b>	<b>-</b>	<b>-</b>	<b>(898,549)</b>
<b>Reseals</b>							
17/18	-	-	761,126	761,126	-	-	761,126
18/19	-	-	777,654	777,654	-	-	777,654
19/20	-	-	794,595	794,595	-	-	794,595
20/21	-	-	907,194	907,194	-	-	907,194
<b>Total:</b>	<b>-</b>	<b>-</b>	<b>3,240,569</b>	<b>3,240,569</b>	<b>-</b>	<b>-</b>	<b>3,240,569</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	2017/18	2018/19	2019/20	2020/21	CSP Link
<b>Reseals</b>					
Baradine Streets Reseals	18,963	19,437	19,923	19,923	PI3
Binnaway Streets Reseals	17,015	17,440	17,876	17,876	PI3
Coolah Streets Reseals	28,290	28,997	29,722	29,722	PI3
Coonabarabran Streets Reseals	90,508	92,771	95,090	95,090	PI3
Dunedoo Streets Reseals	25,420	26,056	26,707	26,707	PI3
Local Roads Reseals	563,915	575,513	587,401	700,000	PI3
Mendooran Streets Reseals	17,015	17,440	17,876	17,876	PI3
<b>Total:</b>	<b>761,126</b>	<b>777,654</b>	<b>794,595</b>	<b>907,194</b>	

## How will we track our progress?

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

## Technical Services – Fleet Services

**Directorate:** Technical Services

**Branch:** Fleet Services

The Fleet Services Branch is responsible for the following activities:

### **Fleet Services Management**

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



### **Plant and Equipment**

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

### **Workshops**

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

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

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>Fleet Services Management</b>							
17/18	(91,090)	304,566	-	213,476	-	(213,476)	-
18/19	(93,367)	312,270	-	218,903	-	(218,903)	-
19/20	(95,701)	320,172	-	224,471	-	(224,471)	-
20/21	(98,094)	328,280	-	230,186	-	(230,186)	-
<b>Total:</b>	<b>(378,252)</b>	<b>1,265,288</b>	<b>-</b>	<b>887,036</b>	<b>-</b>	<b>(887,036)</b>	<b>-</b>
<b>Plant and Equipment</b>							
17/18	(5,715,585)	2,058,700	3,394,010	(262,875)	-	262,875	-
18/19	(5,790,651)	2,084,841	2,950,000	(755,810)	-	755,810	-
19/20	(5,866,877)	2,126,801	2,835,000	(905,076)	-	905,076	-
20/21	(5,944,280)	2,169,842	2,835,000	(939,438)	-	939,438	-
<b>Total:</b>	<b>(23,317,393)</b>	<b>8,440,184</b>	<b>12,014,010</b>	<b>(2,863,199)</b>	<b>-</b>	<b>2,863,199</b>	<b>-</b>
<b>Depots</b>							
17/18	-	73,989	-	73,989	-	(73,989)	-
18/19	-	74,986	-	74,986	-	(74,986)	-
19/20	-	75,998	-	75,998	-	(75,998)	-
20/21	-	77,022	-	77,022	-	(77,022)	-
<b>Total:</b>	<b>-</b>	<b>301,995</b>	<b>-</b>	<b>301,995</b>	<b>-</b>	<b>(301,995)</b>	<b>-</b>
<b>Workshops</b>							
17/18	-	58,558	-	58,558	-	(58,558)	-
18/19	-	59,436	-	59,436	-	(59,436)	-
19/20	-	60,328	-	60,328	-	(60,328)	-
20/21	-	61,234	-	61,234	-	(61,234)	-
<b>Total:</b>	<b>-</b>	<b>239,556</b>	<b>-</b>	<b>239,556</b>	<b>-</b>	<b>(239,556)</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	2017/18	2018/19	2019/20	2020/21	CSP Link
Minor Plant Purchases	15,000	20,000	20,000	20,000	GF6
Plant & Equipment Purchases	3,224,010	2,930,000	2,815,000	2,815,000	GF6
Traffic lights	30,000	-	-	-	GF6
Changeover (plant 30) light vehicle	35,000	-	-	-	GF6
New bobcat	90,000	-	-	-	GF6
<b>Total:</b>	<b>3,394,010</b>	<b>2,950,000</b>	<b>2,835,000</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 Services Management</b>							
17/18	(14,840)	186,844	-	172,004	-	-	172,004
18/19	(15,211)	191,016	-	175,805	-	-	175,805
19/20	(15,592)	195,291	-	179,699	-	-	179,699
20/21	(15,981)	199,672	-	183,691	-	-	183,691
<b>Total:</b>	<b>(61,624)</b>	<b>772,823</b>	<b>-</b>	<b>711,199</b>	<b>-</b>	<b>-</b>	<b>711,199</b>
<b>Horticulture</b>							
17/18	-	526,443	10,000	536,443	-	-	536,443
18/19	-	533,238	20,000	553,238	-	-	553,238
19/20	-	545,182	-	545,182	-	-	545,182
20/21	-	557,408	20,000	577,408	-	-	577,408
<b>Total:</b>	<b>-</b>	<b>2,162,271</b>	<b>50,000</b>	<b>2,212,271</b>	<b>-</b>	<b>-</b>	<b>2,212,271</b>
<b>Street Cleaning</b>							
17/18	-	285,342	-	285,342	-	-	285,342
18/19	-	291,302	-	291,302	-	-	291,302
19/20	-	297,398	-	297,398	-	-	297,398
20/21	-	303,635	-	303,635	-	-	303,635
<b>Total:</b>	<b>-</b>	<b>1,177,677</b>	<b>-</b>	<b>1,177,677</b>	<b>-</b>	<b>-</b>	<b>1,177,677</b>
<b>Ovals and Other Sporting Facilities</b>							
17/18	(12,047)	350,906	156,000	494,859	-	-	494,859
18/19	(12,348)	358,128	-	345,780	-	-	345,780
19/20	(12,657)	365,518	-	352,861	-	-	352,861
20/21	(12,973)	373,073	-	360,100	-	-	360,100
<b>Total:</b>	<b>(50,025)</b>	<b>1,447,625</b>	<b>156,000</b>	<b>1,553,600</b>	<b>-</b>	<b>-</b>	<b>1,553,600</b>
<b>Public Amenities</b>							
17/18	-	297,164	-	297,164	-	-	297,164
18/19	-	303,761	-	303,761	-	-	303,761
19/20	-	310,514	-	310,514	-	-	310,514
20/21	-	317,435	-	317,435	-	-	317,435
<b>Total:</b>	<b>-</b>	<b>1,228,874</b>	<b>-</b>	<b>1,228,874</b>	<b>-</b>	<b>-</b>	<b>1,228,874</b>
<b>Town Streets</b>							
17/18	-	618,138	1,002,000	1,620,138	-	-	1,620,138
18/19	-	631,108	725,000	1,356,108	-	-	1,356,108
19/20	-	644,376	516,000	1,160,376	-	-	1,160,376
20/21	-	657,949	630,000	1,287,949	-	-	1,287,949
<b>Total:</b>	<b>-</b>	<b>2,551,571</b>	<b>2,873,000</b>	<b>5,424,571</b>	<b>-</b>	<b>-</b>	<b>5,424,571</b>

Year	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Swimming Pools</b>							
17/18	(126,075)	687,471	156,000	717,396	-	-	717,396
18/19	(129,227)	703,028	56,000	629,801	-	-	629,801
19/20	(132,458)	718,968	81,000	667,510	-	-	667,510
20/21	(135,769)	735,305	81,000	680,536	-	-	680,536
<b>Total:</b>	<b>(523,529)</b>	<b>2,844,772</b>	<b>374,000</b>	<b>2,695,243</b>	<b>-</b>	<b>-</b>	<b>2,695,243</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	2017/18	2018/19	2019/20	2020/21	CSP Link
<b>Horticulture</b>					
Electric BBQ & Shelter in Lions Park	-	-	-	20,000	RU4
Mendooran Park - Connection of existing irrigation to town Water supply	10,000	-	-	-	RU4
Electric BBQ & Shelter in Bell Park	-	20,000	-	-	RU4
<b>Horticulture Total</b>	<b>10,000</b>	<b>20,000</b>	<b>-</b>	<b>20,000</b>	
<b>Ovals</b>					
Coonabarabran Netball Courts	100,000	-	-	-	RO1
Robertson Oval - Seat Replacement	6,000	-	-	-	RO1
Reseal of Roads within Coonabarabran Sporting Complex; Approximately 9000m2	50,000	-	-	-	RO1
<b>Ovals Total</b>	<b>156,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Swimming Pools</b>					
Baradine - Painting External Building stage 1 & 2	6,000	-	-	-	RO1
C'Bran Pool Maintenance and Repairs	-	5,000	-	-	RO1
C'Bran Rainwater Tank & Pump for Irrigation	5,000	-	-	-	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
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

Capital Projects	2017/18	2018/19	2019/20	2020/21	CSP Link
<b>Swimming Pools cont.</b>					
C"Brn 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	81,000	RO1
Install 2 x 32000ltr water tanks at Baradine, Coona, Coolah, and Dunedoo pools (to comply with LTW guidelines)	60,000	-	-	-	RO1
Improvements to Mendooran Swimming Pool - Disabled Access to the Pool and Disabled Toilets	15,000	-	-	-	RO1
<b>Swimming Pools Total</b>	<b>156,000</b>	<b>56,000</b>	<b>81,000</b>	<b>81,000</b>	
<b>Town Streets - Baradine</b>					
Baradine District Progress Association Main street Gardens	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
Street Trees	5,000	5,000	5,000	5,000	RU4
Flood Levee Design	20,000	-	-	-	RU4
Flood Levee Construction	-	20,000	20,000	20,000	RU4
Lachlan Street, between Narren Street and Liverpool (North and South)	-	-	-	60,000	RU4
<b>Town Streets - Baradine Total</b>	<b>58,000</b>	<b>150,000</b>	<b>105,000</b>	<b>105,000</b>	



Capital Projects	2017/18	2018/19	2019/20	2020/21	CSP Link
<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	-	40,000	-	-	RU4
Street Trees	-	6,000	-	-	RU4
Railway St Binnaway K&G	55,000	-	-	-	RU4
Renshaw St / Railway St pipe renewal	-	20,000	-	-	RU4
Norman Street/Yeubla Street, pipe drainage system	-	-	-	20,000	RU4
Renshaw St stormwater drainage	30,000	-	-	-	RU4
<b>Town Streets - Binnaway Total</b>	<b>140,000</b>	<b>81,000</b>	<b>15,000</b>	<b>35,000</b>	
<b>Town Streets - Coolah</b>					
Footpath Rehabilitation	30,000	30,000	30,000	35,000	RU4
Pavement Rehabilitation (Various Locations)	70,000	70,000	70,000	70,000	RU4
Street light program	8,000	-	-	-	RU4
Street Trees	-	7,000	7,000	7,000	RU4
Pipe Drainage Goddard St, Binnia St and Martin St	45,000	35,000	40,000	-	RU4
<b>Town Streets - Coolah Total</b>	<b>153,000</b>	<b>142,000</b>	<b>147,000</b>	<b>112,000</b>	
<b>Town Streets - Coonabarabran</b>					
Cassilis Street Footpath /Neate Street/Edward Street - Preliminary Works	-	-	-	50,000	RU4
Cowper Street, concreting of open channel	-	-	-	50,000	RU4
Cassilis Street, Robertson to Namoi, new footpath	40,000	-	-	-	RU4
Crane Street Rehabilitation	50,000	30,000	-	-	RU4
Dalgarno St (John - Cowper) Footpath Rehabilitation	20,000	-	-	-	RU4
Dalgarno St, centre medium, west of John to Robertson	-	50,000	-	50,000	RU4
John Street. K & G Rehabilitation	70,000	-	70,000	-	RU4
Street Trees - centre Charles st Edwards to Dalgarno	30,000	-	-	-	RU4
Footpath Rehabilitation (general)	-	40,000	40,000	40,000	RU4
Street Trees	-	30,000	30,000	30,000	RU4

Capital Projects	2017/18	2018/19	2019/20	2020/21	CSP Link
<b>Town Streets – Coonabarabran cont.</b>					
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	20,000	RU4
<b>Town Streets - Coonabarabran Total</b>	<b>236,000</b>	<b>150,000</b>	<b>155,000</b>	<b>240,000</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
Sealing Wallaroo st fr Bulinda to Talbragar / Adelyne st	-	-	-	-	RU4
Street Trees	-	-	7,000	7,000	RU4
Wallaroo St Dunedoo	350,000	-	-	-	RU4
Drainage Study Wargundy St	15,000	-	-	-	RU4
<b>Town Streets - Dunedoo Total</b>	<b>385,000</b>	<b>85,000</b>	<b>27,000</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	35,000	RU4
Street Trees	-	6,000	6,000	6,000	RU4
Cobra St Pipe Drainage	-	31,000	31,000	-	RU4
Cobra Street - Kerb and Guttering	-	-	-	70,000	RU4
<b>Town Streets - Mendooran Total</b>	<b>30,000</b>	<b>117,000</b>	<b>67,000</b>	<b>111,000</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

<b>Development Services Management</b>	<b>80</b>
Development Services Management	
Building Control	
Environmental Health Services	
Town Planning	
<b>Regulatory Services</b>	<b>84</b>
Compliance Services	
Noxious Weeds	
<b>Property and Risk</b>	<b>90</b>
Property and Risk	
Cemetery Services	
Medical Facilities	
Public Halls	
<b>Development and Tourism</b>	<b>96</b>
Tourism and Development Services	
Community Development	
Tourism and Economic Promotion	

## Development Services – Development Services Management

**Directorate:** Development Services

**Department:** Development Services Management

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

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

### Noxious Weeds

The department is also responsible for noxious weeds.

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



### Heritage

Council's Development department is responsible for the management of heritage throughout the Shire including the appointment of the Local Heritage Advisor and the yearly allocations of the Local Heritage Fund.

## 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>							
17/18	(15,375)	292,939	-	277,564	-	-	277,564
18/19	(15,759)	300,260	-	284,501	-	-	284,501
19/20	(16,153)	307,771	-	291,618	-	-	291,618
20/21	(16,557)	315,481	-	298,924	-	-	298,924
<b>Total:</b>	<b>(63,844)</b>	<b>1,216,451</b>	<b>-</b>	<b>1,152,607</b>	<b>-</b>	<b>-</b>	<b>1,152,607</b>
<b>Noxious Weeds</b>							
17/18	-	102,305	-	102,305	-	-	102,305
18/19	-	102,305	-	102,305	-	-	102,305
19/20	-	102,305	-	102,305	-	-	102,305
20/21	-	102,305	-	102,305	-	-	102,305
<b>Total:</b>	<b>-</b>	<b>409,220</b>	<b>-</b>	<b>409,220</b>	<b>-</b>	<b>-</b>	<b>409,220</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
Ensure the shires heritage assets are effectively managed.	RU4
<b>Noxious Weeds</b>	
Provide a noxious weeds control and education function throughout the shire.	NE5
<b>Key Projects</b>	
<b>Development Services Management</b>	
Implement changes to waste management practices based on outcome of Waste Management Strategy	PI8
Operate a local heritage fund each year.	RU1



## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<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>Heritage</b>			
1	Heritage stock effectively managed	Heritage advisor service is maintained	Yes
2	The Local Heritage fund is maintained	Number of different properties that benefit from the fund annually	5
<b>Noxious Weeds</b>			
1	Noxious weeds are controlled throughout the Shire	Membership of Castlereagh Macquarie County Council is maintained	Yes

## Development Services – Regulatory Services

**Directorate:** Development Services

**Branch:** Regulatory Services

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

### Building Control

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

The building control function processes all construction certificates, complying development certificates and occupation certificates for new building works. The branch is also responsible for the issue of building 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. Health premises are inspected to ensure compliance, these include tattoo shops, body piercing and skin penetration premises.

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

The environmental health function of Council processes all applications for approval under the Public Health Act and the health related issues approved under the Local Government Act. 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.

### Compliance Services

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

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Building Control</b>							
17/18	(67,650)	166,391	-	98,741	-	-	98,741
18/19	(69,342)	170,247	-	100,905	-	-	100,905
19/20	(71,074)	174,198	-	103,124	-	-	103,124
20/21	(72,852)	178,249	-	105,397	-	-	105,397
<b>Total:</b>	<b>(280,918)</b>	<b>689,085</b>	<b>-</b>	<b>408,167</b>	<b>-</b>	<b>-</b>	<b>408,167</b>
<b>Environmental Health Services</b>							
17/18	(15,000)	88,184	-	73,184	-	-	73,184
18/19	(15,375)	90,269	-	74,894	-	-	74,894
19/20	(15,759)	92,409	-	76,650	-	-	76,650
20/21	(16,153)	94,607	-	78,454	-	-	78,454
<b>Total:</b>	<b>(62,287)</b>	<b>365,469</b>	<b>-</b>	<b>303,182</b>	<b>-</b>	<b>-</b>	<b>303,182</b>
<b>Town Planning</b>							
17/18	(172,750)	177,274	-	4,524	-	-	4,524
18/19	(177,069)	181,370	-	4,301	-	-	4,301
19/20	(181,495)	185,567	-	4,072	-	-	4,072
20/21	(186,034)	189,871	-	3,837	-	-	3,837
<b>Total:</b>	<b>(717,348)</b>	<b>734,082</b>	<b>-</b>	<b>16,734</b>	<b>-</b>	<b>-</b>	<b>16,734</b>
<b>Compliance Services</b>							
17/18	(39,890)	247,781	20,000	227,891	-	-	227,891
18/19	(40,887)	253,758	-	212,871	-	-	212,871
19/20	(41,909)	259,886	-	217,977	-	-	217,977
20/21	(42,957)	266,172	-	223,215	-	-	223,215
<b>Total:</b>	<b>(165,643)</b>	<b>1,027,597</b>	<b>20,000</b>	<b>881,954</b>	<b>-</b>	<b>-</b>	<b>881,954</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
<b>Building Control</b>	
Assist local trades on new issues relating to the building industry.	RU1
Ensure all Part 4A certificates are processed in a reasonable time period and in accordance with legislation and best practice procedures.	GF4
Ensure all building certificates are accurate and processed efficiently.	GF4
Manage the safety of the built environment	RU1
Ensure processes and procedures meet best practice standards for building surveying.	GF4
Ensure all plumbing installations are carried out in accordance with legislation.	RU2
Carryout building and plumbing inspections in a timely and effective manner to ensure compliance with legal requirements.	RU2
<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
Ensure installations of OSSMS comply with relevant standards	P18
<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
<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>Key Projects</b>	
<b>Building Control</b>	
Annual inspections to identify illegal dwellings	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>	
Review the current LEP	RU1
Review the current Section 94A Contributions Plan	RU1

Outcome	CSP Link
<b>Compliance</b>	
Ensure tourist/visitor accommodation swimming pool barriers are compliant with legislation	
Ensure swimming pool barrier compliance certificates are issued for houses that are leased or sold as per legislation	

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<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	10 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 6 files annually demonstrating legislative and procedural compliance	90%
6	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
<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 for OSSMS processed within reasonable timeframes	Average approvals processing time – once all information is received from applicant	7 days
4	Approvals are processed accurately	% audit of 20 files annually demonstrating legislative and procedural compliance	80%
5	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
6	OSSMS do not pose a risk to public health or the environment	Inspections carried out from complaints received within 3 days	100%
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 annually 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 annually demonstrating legislative and procedural compliance	90%
6	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
7	Council has a single DCP to guide development across the shire	A single DCP that is relevant and compliant with the LEP and current practice advice from DP&I is available.	Yes
8	Subdivision Certificates processed in a timely manner	Average time taken to release subdivision plan once all information and conditions met	15 days
<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	< 2 hours
3	The negative effects caused from the keeping of animals in urban areas is minimised	Response time from when complaint is received	< 48 hours
4	Private land within urban areas does not pose a safety issue from overgrown vegetation	Frequency of inspection of all urban areas (including instigating actions to keep land vegetation from harbouring vermin)	Monthly
5	Alcohol free zones maintained in towns	Frequency of inspection of alcohol free zone signs	6 monthly



## 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 devolved 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 10 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 land.

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Property and Risk</b>							
17/18	(867,462)	1,568,739	-	701,277	296,076	-	997,353
18/19	(861,793)	1,557,621	-	695,828	313,879	-	1,009,707
19/20	(880,562)	1,586,843	190,000	896,281	332,122	-	1,228,403
20/21	(899,757)	1,616,750	190,000	906,993	351,885	-	1,258,878
<b>Total:</b>	<b>(3,509,574)</b>	<b>6,329,953</b>	<b>380,000</b>	<b>3,200,379</b>	<b>1,293,962</b>	<b>-</b>	<b>4,494,341</b>
<b>Cemetery Services</b>							
17/18	(91,045)	179,341	50,000	138,296	-	-	138,296
18/19	(93,321)	183,555	-	90,234	-	-	90,234
19/20	(95,654)	187,876	-	92,222	-	-	92,222
20/21	(98,046)	192,304	-	94,258	-	-	94,258
<b>Total:</b>	<b>(378,066)</b>	<b>743,076</b>	<b>50,000</b>	<b>415,010</b>	<b>-</b>	<b>-</b>	<b>415,010</b>
<b>Medical Facilities</b>							
17/18	(78,061)	52,513	-	(25,548)	-	-	(25,548)
18/19	(80,013)	53,594	-	(26,419)	-	-	(26,419)
19/20	(82,013)	54,700	-	(27,313)	-	-	(27,313)
20/21	(84,063)	55,833	-	(28,230)	-	-	(28,230)
<b>Total:</b>	<b>(324,150)</b>	<b>216,640</b>	<b>-</b>	<b>(107,510)</b>	<b>-</b>	<b>-</b>	<b>(107,510)</b>
<b>Public Halls</b>							
17/18	(25,042)	190,352	100,000	265,310	-	-	265,310
18/19	(25,668)	193,491	195,000	362,823	-	-	362,823
19/20	(26,310)	196,684	-	170,374	-	-	170,374
20/21	(26,967)	199,935	-	172,968	-	-	172,968
<b>Total:</b>	<b>(103,987)</b>	<b>780,462</b>	<b>295,000</b>	<b>971,475</b>	<b>-</b>	<b>-</b>	<b>971,475</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

<b>Capital Projects</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>CSP Link</b>
<b>Council Offices &amp; Other Property</b>					
Coonabarabran Community Care - Replace Carpet	-	-	50,000	50,000	GF5
Coonabarabran Office - Recarpet older section	-	-	50,000	50,000	GF5
Coolah Office - Recarpet	-	-	50,000	50,000	GF5
Coolah Depot - Toilet Refurb	-	-	20,000	20,000	GF5
Mendooran Depot - Toilet Refurb	-	-	20,000	20,000	GF5
<b>Council Offices &amp; Other Property Total</b>	<b>-</b>	<b>-</b>	<b>190,000</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 Furniture Renewal	50,000	-	-	-	CC1
Coonabarabran Town Hall - Kitchen Refurb	-	100,000	-	-	CC1
Goolhi Hall - Toilet Refurb	-	15,000	-	-	CC1
<b>Public Halls Total</b>	<b>100,000</b>	<b>195,000</b>	<b>-</b>	<b>-</b>	
<b>Cemetery Services</b>					
Coonabarabran Native Grove Cemetery Expansion	50,000	-	-	-	CC1
<b>Total Cemetery Services</b>	<b>50,000</b>	<b>-</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>							
17/18	(47,200)	410,878	41,000	404,678	-	-	404,678
18/19	(48,380)	420,256	18,000	389,876	-	-	389,876
19/20	(49,589)	429,862	10,000	390,273	-	-	390,273
20/21	(50,829)	439,712	-	388,883	-	-	388,883
<b>Total:</b>	<b>(195,998)</b>	<b>1,700,708</b>	<b>69,000</b>	<b>1,573,710</b>	<b>-</b>	<b>-</b>	<b>1,573,710</b>
<b>Tourism and Economic Promotion</b>							
17/18	-	147,916	-	147,916	-	-	147,916
18/19	-	48,595	-	48,595	-	-	48,595
19/20	-	49,286	-	49,286	-	-	49,286
20/21	-	49,986	-	49,986	-	-	49,986
<b>Total:</b>	<b>-</b>	<b>295,783</b>	<b>-</b>	<b>295,783</b>	<b>-</b>	<b>-</b>	<b>295,783</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>					
Re-carpet Exhibition Space	8,000	-	-	-	LE3
Re-Paint Toilet Block	15,000	-	-	-	LE3
Split system air con in exh. & recep. space	18,000	-	-	-	LE3
Repaint of VIC Building (external)+replace K&G	-	18,000	-	-	LE3
Renovate Retail Area	-	-	10,000	-	
<b>Total:</b>	<b>41,000</b>	<b>18,000</b>	<b>10,000</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

<b>Corporate &amp; Community Services Management</b>	<b>100</b>
Corporate & Community Services Management	
<b>Administration and Customer Services</b>	<b>102</b>
Administration Services	
<b>Bushfire and Emergency Services</b>	<b>104</b>
Bushfire and Emergency Services	
<b>Finance</b>	<b>107</b>
Finance	
Services NSW	
<b>Communications and IT</b>	<b>109</b>
Communications and IT	
	<b>112</b>
<b>Supply Services</b>	
Supply Services	<b>114</b>
<b>Human Resources</b>	
Human Resources Management	
Payroll Services	
Workplace Health and Safety	
Learning and Development Services	
<b>Children's and Community Services</b>	<b>118</b>
C & S Services Management	
Connect 5	
Family Day Care	
Youth Development & Activities	
OOSH & Vacation Care	
Libraries	
Community Development	
Community Transport	
Multiservice outlet	
Yuluwirri Kids	

## 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
17/18	(43,783)	205,725	-	161,942	-	-	161,942
18/19	(44,878)	211,074	-	166,196	-	-	166,196
19/20	(46,000)	216,568	-	170,568	-	-	170,568
20/21	(47,150)	222,212	-	175,062	-	-	175,062
<b>Total:</b>	<b>(181,811)</b>	<b>855,579</b>	<b>-</b>	<b>673,768</b>	<b>-</b>	<b>-</b>	<b>673,768</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.
- Administration of the Coonabarabran Services NSW Outlet



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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Administration and Customer Services</b>							
17/18	(315,227)	1,076,401	-	761,174	-	-	761,174
18/19	(323,108)	1,104,468	-	781,360	-	-	781,360
19/20	(331,185)	1,133,290	-	802,105	-	-	802,105
20/21	(339,464)	1,162,888	-	823,424	-	-	823,424
<b>Total:</b>	<b>(1,308,984)</b>	<b>4,477,047</b>	<b>-</b>	<b>3,168,063</b>	<b>-</b>	<b>-</b>	<b>3,168,063</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
17/18	(3,895,995)	3,834,268	340,021	278,294	-	-	278,294
18/19	(3,985,888)	3,840,616	348,522	203,250	-	-	203,250
19/20	(4,085,536)	3,933,354	357,235	205,053	-	-	205,053
20/21	(4,187,675)	4,028,365	357,235	197,925	-	-	197,925
<b>Total:</b>	<b>(16,155,094)</b>	<b>15,636,603</b>	<b>1,403,013</b>	<b>884,522</b>	<b>-</b>	<b>-</b>	<b>884,522</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	2017/18	2018/19	2019/20	2020/21	CSP Link
RFS - Enhancements	24,836	25,457	26,093	26,093	GF5
RFS - Vehicles	315,185	323,065	331,142	331,142	GF5
<b>Total:</b>	<b>340,021</b>	<b>348,522</b>	<b>357,235</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 Display implemented as appropriate	Yes

## Corp. & Comm. Services - Finance

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

**Branch:** Finance

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



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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
17/18	(1,133,736)	1,601,285	-	467,549	-	-	467,549
18/19	(1,263,479)	1,638,840	-	375,361	-	-	375,361
19/20	(1,295,066)	1,677,337	-	382,271	-	-	382,271
20/21	(1,327,442)	1,716,804	-	389,362	-	-	389,362
<b>Total:</b>	<b>(5,019,723)</b>	<b>6,634,266</b>	<b>-</b>	<b>1,614,543</b>	<b>-</b>	<b>-</b>	<b>1,614,543</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
17/18	(751,981)	999,097	115,000	362,116	-	-	362,116
18/19	(751,981)	1,016,080	115,000	379,099	-	-	379,099
19/20	(763,260)	1,033,380	25,000	295,120	-	-	295,120
20/21	(774,706)	1,051,001	60,000	336,295	-	-	336,295
<b>Total:</b>	<b>(3,041,928)</b>	<b>4,099,558</b>	<b>315,000</b>	<b>1,372,630</b>	<b>-</b>	<b>-</b>	<b>1,372,630</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	2017/18	2018/19	2019/20	2020/21	CSP Link
<b>Communications &amp; IT</b>					
Antivirus Security Software	30,000	-	-	-	GF6
GPS Handheld units	15,000	-	-	-	GF6
Point to point Wi-Fi for remote sights	20,000	-	-	-	GF6
Replacement IT Server Hardware	10,000	100,000	10,000	10,000	GF6
Replacement PCs	40,000	15,000	15,000	50,000	GF6
<b>Total:</b>	<b>115,000</b>	<b>115,000</b>	<b>25,000</b>	<b>60,000</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 Council's website to be monitored daily	Number of new items per week	>2
7	Accurate GIS data on all Council assets is compiled for use by Council staff	Compilation of accurate GIS data is completed within a 1.5 year timeframe	Yes
8	New asset additions are captured in Council's GIS system	Frequency of updating of asset information	6 monthly
9	Disaster Recovery implemented as per Business Continuity Plan	Disaster Recovery system implemented	Yes

## Corp. & Comm. Services – Supply Services

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

**Branch:** Supply Services

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



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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
17/18	-	337,634	-	337,634	-	-	337,634
18/19	-	346,276	-	346,276	-	-	346,276
19/20	-	355,147	-	355,147	-	-	355,147
20/21	-	364,255	-	364,255	-	-	364,255
<b>Total:</b>	-	<b>1,403,312</b>	-	<b>1,403,312</b>	-	-	<b>1,403,312</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

## 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>							
17/18	(153,262)	390,476	-	237,214	-	-	237,214
18/19	(157,094)	399,597	-	242,503	-	-	242,503
19/20	(161,021)	408,945	-	247,924	-	-	247,924
20/21	(165,046)	418,530	-	253,484	-	-	253,484
<b>Total:</b>	<b>(636,423)</b>	<b>1,617,548</b>	<b>-</b>	<b>981,125</b>	<b>-</b>	<b>-</b>	<b>981,125</b>
<b>Payroll Services</b>							
17/18	(47,113)	(116,562)	-	(163,675)	-	-	(163,675)
18/19	(48,291)	163,826	-	115,535	-	-	115,535
19/20	(49,498)	162,794	-	113,296	-	-	113,296
20/21	(50,736)	161,655	-	110,919	-	-	110,919
<b>Total:</b>	<b>(195,638)</b>	<b>371,713</b>	<b>-</b>	<b>176,075</b>	<b>-</b>	<b>-</b>	<b>176,075</b>
<b>Workplace Health and Safety</b>							
17/18	(95,594)	174,920	-	79,326	-	-	79,326
18/19	(97,984)	179,371	-	81,387	-	-	81,387
19/20	(100,433)	183,939	-	83,506	-	-	83,506
20/21	(102,944)	188,627	-	85,683	-	-	85,683
<b>Total:</b>	<b>(396,955)</b>	<b>726,857</b>	<b>-</b>	<b>329,902</b>	<b>-</b>	<b>-</b>	<b>329,902</b>
<b>Learning and Development</b>							
17/18	(102,783)	450,965	-	348,182	-	-	348,182
18/19	(105,353)	459,719	-	354,366	-	-	354,366
19/20	(107,986)	468,661	-	360,675	-	-	360,675
20/21	(110,686)	477,793	-	367,107	-	-	367,107
<b>Total:</b>	<b>(426,808)</b>	<b>1,857,138</b>	<b>-</b>	<b>1,430,330</b>	<b>-</b>	<b>-</b>	<b>1,430,330</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 – 2017/18 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 – 2017/18 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 - 5year 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>							
17/18	(1,025)	79,440	-	78,415	-	-	78,415
18/19	(1,051)	80,588	-	79,537	-	-	79,537
19/20	(1,077)	81,760	-	80,683	-	-	80,683
20/21	(1,104)	82,961	-	81,857	-	-	81,857
<b>Total:</b>	<b>(4,257)</b>	<b>324,749</b>	<b>-</b>	<b>320,492</b>	<b>-</b>	<b>-</b>	<b>320,492</b>
<b>Community Transport</b>							
17/18	(339,362)	296,721	167,725	125,084	-	(125,084)	-
18/19	(347,846)	303,719	98,363	54,236	-	(54,236)	-
19/20	(356,542)	310,896	-	(45,646)	-	45,646	-
20/21	(365,456)	318,253	-	(47,203)	-	47,203	-
<b>Total:</b>	<b>(1,409,206)</b>	<b>1,229,589</b>	<b>266,088</b>	<b>86,471</b>	<b>-</b>	<b>(86,471)</b>	<b>-</b>
<b>Multiservice Outlet</b>							
17/18	(652,837)	699,067	22,575	68,805	-	(68,805)	-
18/19	(669,158)	715,883	22,038	68,763	-	(68,763)	-
19/20	(685,887)	733,125	-	47,238	-	(47,238)	-
20/21	(703,034)	750,817	-	47,783	-	(47,783)	-
<b>Total:</b>	<b>(2,710,916)</b>	<b>2,898,892</b>	<b>44,613</b>	<b>232,589</b>	<b>-</b>	<b>(232,589)</b>	<b>-</b>
<b>Community Development</b>							
17/18	-	150,000	-	150,000	-	-	150,000
18/19	-	150,000	-	150,000	-	-	150,000
19/20	-	150,000	-	150,000	-	-	150,000
20/21	-	150,000	-	150,000	-	-	150,000
<b>Total:</b>	<b>-</b>	<b>600,000</b>	<b>-</b>	<b>600,000</b>	<b>-</b>	<b>-</b>	<b>600,000</b>
<b>Libraries</b>							
17/18	(73,643)	610,280	-	536,637	-	-	536,637
18/19	(75,484)	611,502	-	536,018	-	-	536,018
19/20	(77,371)	612,749	-	535,378	-	-	535,378
20/21	(79,305)	614,018	-	534,713	-	-	534,713
<b>Total:</b>	<b>(305,803)</b>	<b>2,448,549</b>	<b>-</b>	<b>2,142,746</b>	<b>-</b>	<b>-</b>	<b>2,142,746</b>
<b>Yuluwirri Kids</b>							
17/18	(1,462,064)	1,347,328	-	(114,736)	-	114,736	-
18/19	(1,498,616)	1,383,308	-	(115,308)	-	115,308	-
19/20	(1,536,081)	1,420,264	-	(115,817)	-	115,817	-
20/21	(1,574,483)	1,458,230	-	(116,253)	-	116,253	-
<b>Total:</b>	<b>(6,071,244)</b>	<b>5,609,130</b>	<b>-</b>	<b>(462,114)</b>	<b>-</b>	<b>462,114</b>	<b>-</b>

Year	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Connect Five</b>							
17/18	(206,216)	200,725	-	(5,491)	-	5,491	-
18/19	(211,372)	205,965	16,125	10,718	-	(10,718)	-
19/20	(216,656)	211,348	-	(5,308)	-	5,308	-
20/21	(222,072)	216,875	-	(5,197)	-	5,197	-
<b>Total:</b>	<b>(856,316)</b>	<b>834,913</b>	<b>16,125</b>	<b>(5,278)</b>	<b>-</b>	<b>5,278</b>	<b>-</b>
<b>Family Day Care</b>							
17/18	(419,283)	373,019	-	(46,264)	-	46,264	-
18/19	(423,067)	380,022	11,288	(31,757)	-	31,757	-
19/20	(430,963)	387,167	-	(43,796)	-	43,796	-
20/21	(439,017)	394,462	-	(44,555)	-	44,555	-
<b>Total:</b>	<b>(1,712,330)</b>	<b>1,534,670</b>	<b>11,288</b>	<b>(166,372)</b>	<b>-</b>	<b>166,372</b>	<b>-</b>
<b>Youth Development and Activities</b>							
17/18	(105,949)	242,758	-	136,809	-	(86,809)	50,000
18/19	(108,598)	199,090	-	90,492	-	(90,492)	-
19/20	(111,313)	204,195	-	92,882	-	(92,882)	-
20/21	(114,095)	209,434	-	95,339	-	(95,339)	-
<b>Total:</b>	<b>(439,955)</b>	<b>855,477</b>	<b>-</b>	<b>415,522</b>	<b>-</b>	<b>(365,522)</b>	<b>50,000</b>
<b>OOSH</b>							
17/18	(54,325)	63,825	-	9,500	-	(9,500)	-
18/19	(55,684)	65,578	-	9,894	-	(9,894)	-
19/20	(57,075)	67,382	-	10,307	-	(10,307)	-
20/21	(58,502)	69,236	-	10,734	-	(10,734)	-
<b>Total:</b>	<b>(225,586)</b>	<b>266,021</b>	<b>-</b>	<b>40,435</b>	<b>-</b>	<b>(40,435)</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
<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



Outcome	CSP Link
<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
<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	2017/18	2018/19	2019/20	2020/21	CSP Link
<b>Community Transport</b>					
Community Transport Capital	167,725	98,363	-	-	GF8
<b>Total:</b>	<b>167,725</b>	<b>98,363</b>	<b>-</b>	<b>-</b>	
<b>Connect Five</b>					
Connect 5 Capital - Purchase of Vehicle	-	16,125	-	-	GF8
<b>Total:</b>	<b>-</b>	<b>16,125</b>	<b>-</b>	<b>-</b>	
<b>Family Day Care</b>					
FDC Replacement of Vehicle	-	11,288	-	-	GF8
<b>Total:</b>	<b>-</b>	<b>11,288</b>	<b>-</b>	<b>-</b>	
<b>Multiservice Outlet</b>					
MSO Capital Replacements	22,575	22,038	-	-	GF8
<b>Total:</b>	<b>22,575</b>	<b>22,038</b>	<b>-</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
9	Provide support and visits to IHC families and Educators as per requirements	Frequency of eligibility review visits to each IHC family	6 monthly

No	Service Level	Service Level Indicator	Service Level
<b>Family Day Care Cont.</b>			
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

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## Warrumbungle Water

**Directorate:** Business Arm of Council

**Branch:** Warrumbungle Water

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



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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
17/18	(3,146,702)	2,249,521	644,500	(252,681)	78,205	174,476	-
18/19	(3,301,315)	2,294,019	711,873	(295,423)	82,324	213,099	-
19/20	(3,468,443)	2,339,533	812,794	(316,116)	86,423	229,693	-
20/21	(3,642,664)	2,385,913	812,794	(443,957)	90,837	353,120	-
<b>Total:</b>	<b>(13,559,124)</b>	<b>9,268,986</b>	<b>2,981,961</b>	<b>(1,308,177)</b>	<b>337,789</b>	<b>970,388</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 - Baradine	5,000	-	-	-	P17
Water Treatment Plant-Improvements	-	33,942	30,000	30,000	P17
Mains Replacement (Namoi st-Walker to Wellington st)	42,000	-	-	-	P17
Replacement of Water Tower Kenebri	50,000	50,000	-	-	P17
<b>Water - Baradine Total</b>	<b>97,000</b>	<b>83,942</b>	<b>30,000</b>	<b>30,000</b>	
<b>Water - Binnaway</b>					
Meter Replacements - Binnaway	5,000	-	-	-	P17
Water Treatment Plant-Renewals	-	11,314	-	-	P17
Remove dead ends Andy's lane to Castlereagh st	17,000	-	-	-	P17
Re-locate services-Renshaw st	25,000	-	-	-	P17
Main Extension - Innest St (between Quandong and Frater St)	12,000	-	-	-	P17
Main Extension between Castlereagh st and Ulinda st	70,000	-	-	-	P17
Water Main Rehabilitation - Napier Street - 420m	-	79,199	-	-	P17
<b>Water - Binnaway Total</b>	<b>129,000</b>	<b>90,513</b>	<b>-</b>	<b>-</b>	
<b>Water - Coolah</b>					
Mains Extension - removal of dead ends	-	56,570	57,985	57,985	P17
Mains Extension - removal of dead ends Cunningham St (Campbell to Gilmore)	15,000	-	-	-	P17
Mains Extension - removal of dead ends Central Lane to Martin St	15,000	-	-	-	P17
Mains Extension - removal of dead ends Lane behind shops Eastern side to Martin St	10,000	-	-	-	P17
Meter Replacements - Coolah	5,000	-	-	-	P17
Mains Replacement	-	28,285	28,992	28,992	P17
<b>Water - Coolah Total</b>	<b>45,000</b>	<b>84,855</b>	<b>86,977</b>	<b>86,977</b>	

Capital Projects	2017/18	2017/18	2018/19	2019/20	CSP Link
<b>Water - Coonabarabran</b>					
Mains Replacement	-	147,083	150,760	150,760	P17
Mains Replacement Camp St (anne to namoi St)	50,000	-	-	-	P17
Meter Replacements - Coonabarabran	5,000	-	-	-	P17
Timor Dam Fence & Dead Water storage	160,000	-	-	-	P17
Tools – Coonabarabran Water	5,000	-	-	-	P17
Main Extension - Removal of Dead Ends (Timor rd to Eden St)	50,000	-	-	-	P17
Water Main Extension - Removal of Dead Ends	-	124,455	278,326	278,326	P17
Fencing of Reservoir Site - Oxley Highway	-	11,314	11,597	11,597	P17
Water Main Rehabilitation	-	79,199	81,179	81,179	P17
Water Treatment Plant Improvements	-	33,942	34,791	34,791	P17
Water Main Rehabilitation - George Street	-	-	81,179	81,179	P17
<b>Water - Coonabarabran Total</b>	<b>270,000</b>	<b>395,993</b>	<b>637,832</b>	<b>637,832</b>	
<b>Water - Dunedoo</b>					
Mains Extension-Evans St, between Sullivan St and Nott St (430m)	-	56,570	57,985	57,985	P17
Mains Replacement - Wargundy Street	50,000	-	-	-	P17
<b>Water - Dunedoo Total</b>	<b>50,000</b>	<b>56,570</b>	<b>57,985</b>	<b>57,985</b>	
<b>Water - Mendooran</b>					
Mains Extension - River St to Brambil to Napierst	30,000	-	-	-	P17
Mains Extension - River St to Farnell to Abbott St	18,500	-	-	-	P17
Replace Water Meters	5,000	-	-	-	P17
<b>Water - Mendooran Total</b>	<b>53,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## How will we track our progress?

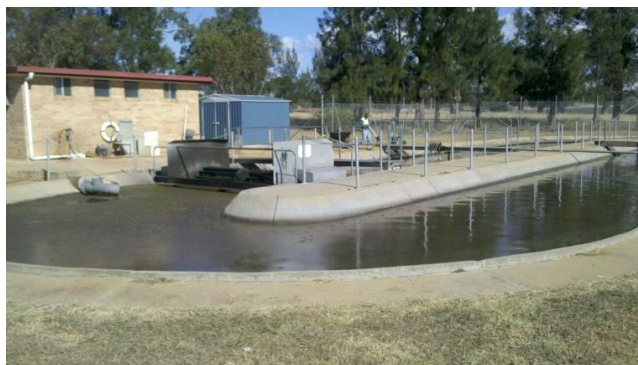
No	Service Level	Service Level Indicator	Service Level
1	Quality potable water is supplied to connected properties	Water quality meets criteria established by Australian Drinking Water Guidelines.	Yes
2	Water supply to connected properties is continuous and there is no disruption due to broken water 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
17/18	(2,469,671)	1,261,100	2,108,733	900,162	(152,290)	(747,872)	-
18/19	(2,524,183)	1,290,637	2,242,840	1,009,294	(161,317)	(847,977)	-
19/20	(2,252,293)	1,320,910	1,400,252	468,869	(170,879)	(297,990)	-
20/21	(2,387,597)	1,351,940	1,524,679	489,022	(181,007)	(308,015)	-
<b>Total:</b>	<b>(9,633,744)</b>	<b>5,224,587</b>	<b>7,276,504</b>	<b>2,867,347</b>	<b>(665,493)</b>	<b>(2,201,854)</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>					
Pot servicing	20,000	-	-	-	P17
Sewage Treatment Plant - Vacuum pumps renewal	-	-	23,194	23,194	P17
Effluent Reuse- Pivot Irrigator replacement	-	226,282	-	-	P17
<b>Sewer - Baradine Total</b>	<b>20,000</b>	<b>226,282</b>	<b>23,194</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>					
Mains Relining	60,000	-	-	-	P17
Smoke Testing	50,000	-	-	-	P17
Sewage Treatment Plant - upgrade peripherals	-	56,570	57,985	57,985	P17
Coolah Sewage Treatment Plant Upgrade	215,510	1,296,646	30,866	-	P17
<b>Sewer - Coolah Total</b>	<b>325,510</b>	<b>1,353,216</b>	<b>88,851</b>	<b>57,985</b>	
<b>Sewer – Coonabarabran</b>					
Mains-Relining various sections	100,000	158,397	197,148	197,148	P17
Replace Steel sewer rods	-	-	-	-	P17
Pump stations- renewal	30,000	33,943	34,790	34,790	P17
Sewage Treatment Plant - upgrade peripherals	-	56,570	57,985	57,985	P17
Mains Replacement/Rehab	-	56,570	57,985	57,985	P17
Smoke Testing	60,000	-	-	-	P17
Coonabarabran Sewage Treatment Plant Upgrade	218,021	235,846	940,299	1,095,592	P17
<b>Sewer - Coonabarabran Total</b>	<b>408,021</b>	<b>541,326</b>	<b>1,288,207</b>	<b>1,443,500</b>	
<b>Sewer – Dunedoo</b>					
Pump Station -renewal	-	-	-	-	P17
Smoke Testing	50,000	-	-	-	P17
Mains-Relining various sections	60,000	-	-	-	P17
Dunedoo Sewage Treatment Plant Upgrade	1,245,202	122,016	-	-	P17
<b>Sewer - Dunedoo Total</b>	<b>1,355,202</b>	<b>122,016</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 all pick-up services for both general waste and recycling pickups throughout the Shire with Council labour. The recycling service is currently conducted using a mixture of 60l crates and 240l wheelie bins. Council is planning to change all crates to 240l wheelie bins before the end of the year.



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
17/18	(2,024,824)	2,028,728	50,000	53,904	-	(53,904)	-
18/19	(2,075,445)	2,072,332	-	(3,113)	-	3,113	-
19/20	(2,127,330)	2,116,950	-	(10,380)	-	10,380	-
20/21	(2,180,514)	2,162,610	-	(17,904)	-	17,904	-
<b>Total:</b>	<b>(8,408,113)</b>	<b>8,380,620</b>	<b>50,000</b>	<b>22,507</b>	<b>-</b>	<b>(22,507)</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
17/18	(915,853)	760,375	-	(155,478)	42,080	-	(113,398)
18/19	(938,749)	772,616	-	(166,133)	43,486	-	(122,647)
19/20	(962,218)	785,108	-	(177,110)	44,871	-	(132,239)
20/21	(986,273)	797,787	-	(188,486)	46,459	-	(142,027)
<b>Total:</b>	<b>(3,803,093)</b>	<b>3,115,886</b>	<b>-</b>	<b>(687,207)</b>	<b>176,896</b>	<b>-</b>	<b>(510,311)</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 2017/18

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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 2017/18 Budget reflects the following:

- Revenue (accrual basis) of \$41.28m;
- Expenditure (accrual basis) of \$38.77m;
- An Operating result of \$2.504m;
- A Capital Works Program of \$13.66m;
- A Consolidated Result (Excluding Depreciation and after inclusion of Capital Expenditure, loans and program transfers to and from Reserves – Restricted Assets) of \$37.88k Deficit.

For more information on these estimates, see Part 2 of the Operational Plan and Delivery Program. In arriving at the results for the 2017/18 year the following major items are noted:

- The Minister for Local Government has allowed an increase of 1.5% for the 2017/18 year in the permissible ordinary rate;
- That Council accepts the full 1.5% offered by the Minister;
- Labour costs include a 2.8% award allowance for wage increases (effective July 2017);
- 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 2017/18 to 2020/21 years have been incorporated into the Delivery Program which includes an income statement, balance sheet and cash flow statement for the four years. Statements for 2017/18 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 29 November 2016, IPART announced that the rate peg amount for the 2017/18 financial year will be set at 1.5%. The rate peg is determined by IPART using a Local Government Cost Index and a productivity factor. The 1.5% rate peg for the 2017/18 financial year is the lowest increase in at least the last ten years. Council has determined to apply the full rate peg amount.

### Ordinary Rates to be levied in the 2017/18 financial year

In accordance with Section 494 of the Act the following Ordinary Rates will be levied by Council for the 2017/18 financial year:

Description	No Prop	Ad Valorem	Base Rate	Sum of Valuation	Sum of Value	Base Rate %
<b>Residential</b>						
Baradine Residential	331	\$0.024858	\$182	\$3,414,040	\$145,108	42%
Binnaway Residential	247	\$0.012700	\$133	\$2,828,360	\$68,771	48%
Coolah Residential	391	\$0.013800	\$232	\$10,981,180	\$242,248	37%
Coonabarabran Residential	1,174	\$0.009573	\$268	\$44,209,870	\$737,844	43%
Dunedoo Residential	380	\$0.007188	\$282	\$15,478,400	\$218,413	49%
Mendooran Residential	167	\$0.019307	\$199	\$2,332,510	\$78,267	42%
Cobbora Residential	13	\$0.004940	\$126	\$408,290	\$3,655	45%
Coolabah Est. Residential	58	\$0.004502	\$145	\$2,122,800	\$17,967	47%
Rural Residential	875	\$0.007731	\$236	\$56,513,460	\$643,428	32%
Village 1 Residential	120	\$0.022940	\$121	\$816,150	\$33,242	44%
Village 2 Residential	94	\$0.014645	\$101	\$750,090	\$20,479	46%
<b>Total: Residential</b>	<b>3,850</b>			<b>\$139,855,150</b>	<b>\$2,209,422</b>	
<b>Farmland</b>						
Farmland	1,746	\$0.004007	\$564	\$1,001,502,520	\$4,997,394	20%
<b>Total: Farmland</b>	<b>1,746</b>			<b>\$1,001,502,520</b>	<b>\$4,997,394</b>	
<b>Business</b>						
Baradine Business	33	\$0.034920	\$268	\$348,470	\$21,013	42%
Binnaway Business	21	\$0.023257	\$208	\$263,200	\$10,489	42%
Coolah Business	50	\$0.027018	\$370	\$1,042,490	\$46,666	40%
Coonabarabran Business	160	\$0.031155	\$443	\$10,551,350	\$399,607	18%
Dunedoo Business	48	\$0.011620	\$336	\$1,599,640	\$34,716	46%
Mendooran Business	14	\$0.017580	\$203	\$268,610	\$7,564	38%
General Business	39	\$0.025034	\$298	\$1,655,760	\$53,072	22%
Village 1 Business	5	\$0.063000	\$154	\$45,610	\$3,643	21%
Village 2 Business	2	\$0.072300	\$119	\$10,200	\$975	24%
<b>Total: Business</b>	<b>372</b>			<b>\$15,785,330</b>	<b>\$577,746</b>	
<b>Mining</b>						
Mining	-	\$0.230000	\$-	\$-	\$-	0%
<b>Total: Mining</b>	<b>-</b>			<b>\$-</b>	<b>\$-</b>	
<b>Grand Total</b>	<b>5,968</b>			<b>\$1,157,143,000</b>	<b>\$7,784,563</b>	

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

## Pensioner Discount

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

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	\$167,531	\$92,142
Domestic Waste	\$117,326	\$64,529
Water Access	\$82,296	\$45,263
Sewer Access	\$63,255	\$34,790
<b>Total:</b>	<b>\$430,408</b>	<b>\$236,724</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 7.5%. 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 \$22.9k based on PY actuals).

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 \$132k in the 2017/18 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:

- Land that is supplied with water from a water pipe of the Council; and
- 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.

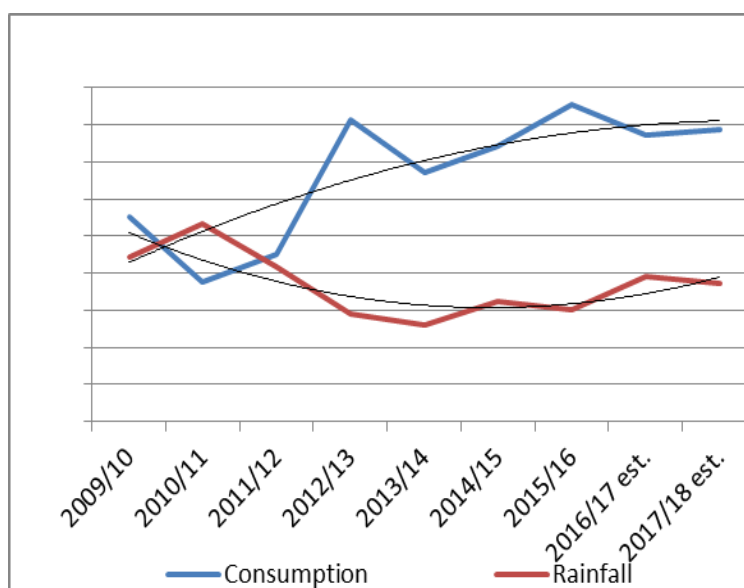
### Proposed Charges for the 2017/18 Financial Year

The suggested charges for the 2017/18 financial year are detailed in the table below:

Area	No	Access 2016/17	Consumption 2016/17	Access 2017/18	Consumption 2017/18
Mendooran	272	\$816	1.95	\$816	\$2.05
Other	3,073	\$375	1.95	\$399	\$2.05
<b>Total:</b>	<b>3,345</b>				

The 2017/18 usage charge represents a roughly 5% increase over the prior year charge, while the access charge has also been increased by 5%. 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 very reasonable when compared to neighbouring Councils and the State median (\$2.26/kL).

Council's forecast water access and usage revenue for the 2017/18 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 787,700 kl in the 2017/18 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 (in the short term) - the 11% increase in water prices between 2011/12 and 2012/13 actually resulted in a 26% increase in water consumption. This inverse relationship between rainfall and consumption can be seen over the last 7 years.

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 2017/18	Total Revenue
Access - Mendooran	272	\$816	\$221,952
Access - Other	3,073	\$399	\$1,226,127
<b>Total Access:</b>	<b>3,345</b>		<b>\$1,448,079</b>
Consumption	787,700	\$2.05	\$1,614,785
<b>Total:</b>			<b>\$3,062,864</b>

### Comparative Pricing

Council has compared water pricing with the state average (per the 2014/15 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 \$2.26 per kL in 2015/16, well above the proposed figure for the 2017/18 budget.

## 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 2017/18 Financial Year

The suggested charges for the 2017/18 financial year are detailed in the table below:

Type	No of charges	2016-17 Access	2017-18 Access	Revenue 2017/18
Residential - Connected	2,005	498	505	1,013,467
Residential – Non-Connected	116	319	324	37,560
<b>Total Residential (Access only):</b>	<b>2,121</b>			<b>1,051,027</b>
Non-Residential (Minimum)	-	486	493	-
Sewerage Access – 20mm	289	312	317	91,521
Sewerage Access – 25mm	9	487	494	4,449
Sewerage Access – 32mm	7	798	810	5,670
Sewerage Access – 40mm	29	1,246	1,265	36,685
Sewerage Access – 50mm	24	1,947	1,976	47,424
Sewerage Access – 80mm	3	4,984	5,059	15,177
Sewerage Access – 100mm	5	7,788	7,905	39,525
Not Connected (Minimum)	72	312	317	22,801
<b>Total Non-Residential Access:</b>	<b>438</b>			<b>263,251</b>
Non-residential Consumption		\$ 0.85	\$ 0.86	127,890
<b>Total:</b>	<b>2,559</b>		-	<b>1,442,168</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:

1. 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.
2. 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.
3. 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.
4. 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 2017/18 financial year are summarised in the following table:

Description of Waste Service	2016/17 Service Charge	2017/18 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>2017/18 Charges</b>
<b>Application for Approval to Discharge Trade Waste to Sewer</b>	
- Concurrence Classification A	154.00
- Concurrence Classification B	154.00
- Concurrence Classification C	277.00
- Concurrence Classification S	277.00
<b>Annual Trade Waste Fee</b>	
Category 1 Discharger - per year	92.00
Category 2 2S Discharger - per year	92.00
Category 3 Discharger - per year	210.00
<b>Re-Inspection Fee</b>	
- per re-inspection	87.00
<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	26.00



Liquid Trade Waste Classifications and Categories	2017/18 Charges
<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	0.75
- Ammonia (as N )	2.22
- Arsenic	74.00
- Barium	37.00
- Biochemical Oxygen Demand (BOD)	0.75
- Boron	0.75
- Bromine	14.86
- Cadmium	343.00
- Chlorinated Hydrocarbons	37.50
- Chlorinated Phenolics	1,486.00
- Chlorine	1.50
- Chromium	25.10
- Cobalt	15.20
- Copper	15.20
- Cyanide	73.80
- Fluoride	3.74
- Flormaldehyde	1.52
- Oil & Grease (Total O&G)	1.35
- Herbicides/defoliants	736.00
- Iron	1.50
- Lead	35.90
- Lithium	7.50
- Manganese	7.50
- Mercaptans	74.30
- Mercury	2,455.00
- Methylene Blue Active Substances (MBAS)	0.75
- Molybdenum	0.75
- Nickel	24.60
- Nitrogen* (Total Kjeldahl Nitrogen* - Ammonia) as N	0.20
- Organoarsenic Compounds	736.00
- Pesticides general (excludes organochlorines and organophosphates)	736.00

<b>Liquid Trade Waste Classifications and Categories</b>	<b>2017/18 Charges</b>
- Petroleum Hydrocarbons (non-flammable)	2.50
- Phenolic Compounds (non-Chlorinated)	7.50
- Phosphorus (Total P)	1.50
- Polynuclear Aromatic Hydrocarbons	15.00
- Selenium	51.80
- Silver	1.40
- Sulphate (SO <sub>4</sub> )	0.16
- Sulphide	1.50
- Sulphite	1.66
- Suspended Solids (SS)	0.97
- Thiosulphate	0.30
- Tin	7.40
- Total Dissolved Solids	0.06
- Uranium	7.40
- Zinc	15.00
<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>Tankered Waste Charges (Charging Category 2S) – per kilolitre (kL)</b>	
- Chemical Toilet	18.50
Septic Tank and Pan Waste Disposal Charge	
- Effluent	3.10
- Septage	27.00

## 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>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
<b>Baradine</b>	20,000	20,000	20,000	20,000	16,000
Flood levee design	20,000	-	-	-	-
Flood levee construction	-	20,000	20,000	20,000	16,000
<b>Binnaway</b>	-	20,000	-	20,000	20,000
Renshaw Street / Railway Street pipe renewal	-	20,000	-	-	-
Norman Street/Yeubla Street, pipe drainage system	-	-	-	20,000	20,000
<b>Coolah</b>	45,000	35,000	40,000	-	-
Pipe drainage Goddard St, Binnia St, Martin St	45,000	35,000	40,000	-	-
<b>Coonabarabran</b>	26,000	-	15,000	66,000	70,000
Cowper Street, concreting of open channel	-	-	-	46,000	70,000
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>	15,000	-	-	-	-
Drainage study and design, Wargundy Street	15,000	-	-	-	-
<b>Mendooran</b>	-	31,000	31,000	-	-
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>

Note- Renshaw Street drainage project will now be funded by Developer Contributions.

## 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 2017/18 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 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Administration Services</b>				
<b>Section 603 Certificate</b>				
Price Subject to change by OLG	75.00	80.00	7%	
<b>Casual Hirers Public Liability Insurance</b>	160.00	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	0.90	0.90	-	
+ per 100 copies - A4	62.00	62.00	-	
Minimum charge per copy - A3	1.70	1.70	-	
+ per 100 copies - A3	118.00	118.00	-	
<b>Photocopying (Colour)</b>				
Minimum charge per copy - A4	1.70	1.70	-	
+ per 100 copies - A4	115.00	115.00	-	
Minimum charge per copy - A3	2.90	2.90	-	
+ per 100 copies - A3	225.00	225.00	-	
<b>Laminating (Coolah Only)</b>				
A4	7.50	7.50	-	Yes
A3	8.50	8.50	-	Yes
<b>Fax Services</b>				
<i>Transmission -per 3 pages</i>				
-minimum fee	6.60	6.60	-	Yes
+per additional page (Australia only)	3.20	3.20	-	Yes
<i>Receival</i>				
- per page	15.50	15.50	-	Yes



Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	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)	16.00	17.00	13%	
<b>Interest on Overdue Rates</b>				
Subject to change by OLG	8.50%	9.00%	6%	
<b>Cheques</b>				
Dishonoured Cheque	35.00	35.00	-	
Replacement of lost cheque	6.50	6.5	-	
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	8.50	6%	
Lid	25.00	25.00	-	
Wheel	8.00	8.50	6%	
Pin	5.00	5.50	10%	
Additional Recycling Crate	20.00	21.00	5%	
Late Collection Charge	30.00	32.00	7%	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Environmental Services</b>				
State of the Environment Report	40.00	40.00	-	
Development Control Plan	25.00	25.00	-	
Building Specification Booklets	30.00	30.00	-	Yes
<b>Swimming Pools</b>				
Compliance Certificate – first inspection		150		
Compliance Certificate – second inspection		100		
Application for exemption - Section 22	75.00	70.00	-7%	
Swimming Pool Resuscitation Sign	45.00	45.00	-	Yes
Council lodge pool on State Register	10.00	10.00	-	
Inspection of Tourist / Visitor Accommodation		150.00		
<b>Building Certificates</b>				
Building Certificates S.149D Class 1 & 10 (per building)	250.00	250.00	-	
Building Certificates S.149D Class 2 - 9 not exceeding 200m <sup>2</sup>	250.00	250.00	-	
Exceeding 200m <sup>2</sup> but not exceeding 2000m <sup>2</sup>	50 cents per m2 for buildings exceeding 200m2	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 m2 over 2000m2	1,165.00 + 75 cents per m <sup>2</sup> over 2000m <sup>2</sup>	-	
Building Certificates for Unauthorised Work	265.00 + Minimum of DA/CDC/CC fees as applicable	250.00 + minimum of DA/CDC/ CC fees as applicable	-6%	
Additional Inspection Fee - per inspection	90.00	90.00	-	
Copy of Building Certificate	13.00	13.00	-	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Sewerage &amp; Drainage</b>				
Condition report for an existing OSSMS (includes inspection)	175	200	14%	
Plumbing and drainage inspection	105	130	24%	
Plumbing & drainage permit - approval to connect	175	200	14%	
Copy of Drainage Plan	41	41	-	
<b>Caravan Parks/Camping Grounds</b>				
<i>Annual Inspection Fees:</i>				
Minimum Inspection Fee plus per site		110.00 plus per site		
Camp Site - per site	5	5	-	
Villa/Caravan - Per Site	10	10	-	
<b>Town Planning</b>				
Administration Fee - per transaction	50	50	-	Yes
Acquisition of Deposited Plan – Per application	21	30	43%	
Admin Fee To Notify Adjoining Land Owners	50	50	-	
Dwelling Entitlement Search (Vacant Land) – written response	50	60	20%	
Existing Dwelling Entitlement Search – written response		60		
<b>Planning Certificates</b>				
Section 149 (2) Price subject to change by OLG	53	53	-	
Section 149 (5) ( must be purchased with 149(2) Price subject to change by OLG	80	80	-	
Urgency Fee (within 48 business hours)	50	50	-	
<b>Development Application</b>				
<b>Estimated Cost of Development</b>				
<b>Up to \$5,000</b>	110	110	-	
<b>\$5,001 - \$50,000</b>				
Base Fee	170	170	-	
Plus per \$1,000 of cost	3	3	-	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Town Planning Continued.....</b>				
<b>\$50,001 - \$250,000</b>				
Base Fee	352.00	352.00	-	
Plus per \$1,000 above \$50,000	3.64	3.64	-	
<b>\$250,001 - \$500,000</b>				
Base Fee	1,160.00	1,160.00	-	
Plus per \$1,000 above \$250,000	2.34	2.34	-	
<b>\$500,001 - \$1 million</b>				
Base Fee	1,745.00	1,745.00	-	
Plus per \$1,000 above \$500,000	1.64	1.64	-	
<b>\$1 million - \$10 million</b>				
Base Fee	2,615.00	2,615.00	-	
Plus per \$1,000 above \$1 million	1.44	1.44	-	
<b>Over \$10 million</b>				
Base Fee	15,875.00	15,875.00	-	
Plus per \$1,000 above \$10 million	1.19	1.19	-	
<b>Fee for dwelling house – Construction cost under \$100,000</b>				
The maximum fee payable for development involving the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less		455.00		
Development not involving the erection of a building, the carrying out of a work, subdivision or demolition of building work	230.00	285.00	24%	
<b>Subdivision Application - Stage 1 (DA)</b>				
Administration fee	50	50	-	Yes
Subdivision involving new road	665	665	-	
<i>Plus per additional lot</i>	65	65	-	
Subdivision not involving new road	330	330	-	
<i>Plus per additional lot</i>	53	53	-	
Strata	330	330	-	
<i>Plus per additional lot</i>	65	65	-	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Town Planning Continued.....</b>				
<b>Subdivision Application - Stage 2</b> Administration fee <i>* if not paid at Stage 1</i>	50	50	-	Yes
Subdivision Certificate/signing of linen plan	120	120	-	
Plus per additional lot	20	20	-	
Signing Section 88B instrument, Transfer, Grant Forms or other legal documents	150	150	-	
Section 88G - Conveyancing Act	35	35	-	
<b>Development Proposal Advertising</b>				
First Advertisement	285	285	-	
Subsequent Advertisements (each)	93	93	-	
<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% 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% of the proposed cost of carrying out of development	-	
<b>Integrated Development</b>				
Additional Fees – An additional processing fee is payable in respect of an application for integrated development		140 maximum		
In addition to development Application Fee (separate fee charged by each government body to be consulted)	320.00 per authority	320.00 per authority	-	
<b>Developer Contributions</b>				
Roads and Traffic Facilities (former Coonabarabran Shire – Rural Additional Rural Residential/Lot Tenement)	3,595.00	3,595.00	-	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Designated Development</b>				
In addition to development Application Fee (Maximum set by Environmental Planning and Assessment Act)	920	920	-	
<b>Modification of Consent - Section 96</b>				
Minor modification of Consent S96 (1)	71	71	-	
Correct Typographical error in Consent	Nil	Nil	-	
Modification of Consent S96(1A), S96AA(1)	Lessor of 645.00 or 50% of original development application fee	Lessor of 645.00 or 50% of original development application fee	-	
<b>Modification of Consent S96(2)</b>				
If the fee for the original application as less than \$100		50% of that fee		
If the fee for the original application was \$100 or more				
An application with respect to a development application that does not involve the erection for a building, the carrying out of a work or the demolition of a work or building		50% of the fee for the original development application		
An application with respect to a development application that involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less		190		
An application with respect to any other development application as set out in the table in Clause 258 of the Environmental Planning and Assessment Regulation		See clause 258 of Regulations		
<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	200	190	-5%	
Development application that does not involve the erection of a building, the carrying out of work or the demolition of a work or building	50% of original development application fee	50% of the fee for the original development application	-	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Town Planning Continued.....</b>				
In the case of a request with respect to any other development application set out in the Table under Clause 257 of the Environmental Planning and Assessment Regulations		See Clause 257 of Regulations		
<b>Review of Decision to Reject Development Application – Section 82B</b>				
If estimated cost of the development is less than \$100,000	55	55	-	
If estimated cost of the development is \$100,000 or more and less than or equal to \$1,000,000	150	150	-	
If estimated cost of the development is more than \$1,000,000	250	250	-	
<b>Review of Modification Application</b>				
An application under Section 96AB for a review of a decision		50% of the fee that was payable		
Extension to Development Approval - Section 95A	50% of original development application fee	50% of original development application fee	-	
<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 of work	-	
Long Service Commission	19.8	19.8	-	
<b>Construction Certificate</b>				
<b>Class 1 &amp; 10</b> - (e.g. Dwellings, Garages, Sheds, Swimming Pools)				
up to \$25,000 in value	360	360	-	Yes
\$25,001 to \$100,000 in value	460	460	-	Yes
greater than \$100,000 in value	720	720	-	Yes
<b>Class 2-9</b> under \$50,000 in value	720	720	-	Yes
<b>Class 2-9</b> \$50,001 - \$200,000	975	975	-	Yes
<b>Class 2-9</b> \$200,001 - \$500,000	1,335.00	1,335.00	-	Yes
<b>Class 2-9</b> over \$500,000	By Quotation	By Quotation		Yes



Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Building Services Continued.....</b>				
Additional class 2-9 fee where application is outside Council's Staff level of accreditation	At Cost	At Cost		Yes
Assessment of Alternative Solutions	515	515	-	Yes
<b>Complying Development Certificate</b>				
Administration Fee – per transaction	50	50	-	
Acquisition of Deposited Plan – per application	21	30	43%	
<b>Class 1 &amp; 10</b> - (e.g. Dwellings, Garages, Sheds, Swimming Pools)				
up to \$25,000 in value	460	460	-	Yes
\$25,001 to \$100,000 in value	665	665	-	Yes
greater than \$100,000 in value	1,335.00	1,335.00	-	Yes
<b>Class 2-9</b> under \$50,000 in value	975	975	-	Yes
<b>Class 2-9</b> \$50,001 - \$200,000	1,385.00	1,385.00	-	Yes
<b>Class 2-9</b> \$200,001 - \$500,000	1,955.00	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	515	515	-	Yes
Inspection of Alternative Solutions	820	820	-	Yes
<b>Appointment of Council as Principal Certifying Authority (PCA)</b>				
Where council has issued the relevant construction certificate or complying development certificate.	Nil	Nil		
Where Council has not issued the relevant construction certificate or complying development certificate:				
Class 10	280	300	7%	Yes
Class 1	675	700	4%	Yes
Class 2-9	2035	2,100.00	3%	Yes
Registration of certificates issued by private certifier	36	36	-	
<b>Inspection Fees</b>				
Where Council is the Principal Certifying Authority				
Single Inspection	125	125	-	Yes

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Inspection Package Fees (includes occupation certificate)</b>				
Dwellings	665	665	-	Yes
Swimming Pools	255	255	-	Yes
Garages/Sheds	255	255	-	Yes
Additions/Renovations	460	460	-	Yes
S68 Transportable/Relocatable Homes	360	360	-	Yes
Where Council is not the Principal Certifying Authority				
Single Inspection	310	310	-	Yes
<b>Occupation Certificate/Compliance Certificate</b>				
For all classes of building	125	125	-	
<b>Bushfire</b>				
BAL Certificate (not available)	450	NA	-	
<b>Environmental Services</b>				
Administration Fee - per transaction	50	50	-	Yes
<b>Food Premises Inspections</b>				
Routine Inspection	110	150	36%	
Re-inspection non-compliant premises	135	170	26%	
School Canteen and Non Profit Organisations	Nil	Nil		
Food Authority Notification on behalf of food business	35	50	43%	
Improvement Notice	350	400	14%	
<b>Hairdresser/Barber Shops/Beautician Inspection</b>				
Routine Inspection	100	100	-	
Re-Inspection non - compliant premises	135	150	11%	
<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	110	150	36%	
Report	110	150	36%	
<b>Local Government Approvals - Section 68</b>				
Administration Fee (per approval )	50	50	-	Yes
<b>Transportable Dwellings ( In addition to DA fee for use of dwelling)</b>				
Value under \$100,000	465	465	-	
Value between \$100,001 & \$200,000	700	700	-	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Environmental Services Continued .....</b>				
Value over \$200,001	935	935	-	
Registered Moveable Dwelling e.g. Caravan	175	175	-	
<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)	170	250	47%	
Approval to operate an existing OSSMS	50	125	150%	
<b>Other Section 68 Approvals</b>				
Application for Footpath Occupation	170	170	-	
Locally or Warrumbungle Shire based not for profit (school, Community Group)	Nil	Nil	-	
Commercial Market Stall	15	20	33%	
Temporary Food Stalls	35	40	14%	
Connect into Council water supply		175		
Connect into Council sewer system		175		
Connect Stormwater connection		175		
Approval to Operate a Caravan Park		200		
Any other approval not elsewhere specified	175	175	-	
<b>Modification of Approvals</b>				
Modification of S68 Application - Minor	60	60	-	
Modification of S68 Application - Other	Lessor of \$169 or 50% of original fee	Lessor of \$100 or 50% of original fee		
<b>Rural Address Number</b>				
Installation	35	35	-	
<b>Outstanding Notices - Local Government Act/Environmental Planning &amp; Assessment Act</b>				
<b>Note: No Administration Fee</b>				
S.121 ZP Certificate	45	50	11%	
S.735 A Certificate	45	50	11%	
S.608 Certificate	45	50	11%	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Waste Management - Tipping Fees</b>				
<b>Domestic Waste</b>				
Sorted Recyclables only	No Charge	No Charge		
1 x 240 litre wheelie bin (per week)	No Charge	No Charge		
Additional 240 Litre wheelie bin	6	6	-	Yes
Car, Wagon, Small Ute	6	6	-	Yes
Standard Ute, Box trailer	12	12	-	Yes
Dual axle trailer, light truck	28	28	-	Yes
Domestic green waste - small (car, wagon, small ute)	No Charge	No Charge		
<b>Commercial Waste</b>				
Sorted Recyclables only	No Charge	No Charge		
Mixed general waste - per cubic metre	51	51	-	Yes
Green Waste - per cubic metre	16	16	-	Yes
<b>Tyres</b>				
Motor Cycle/Car Tyres - each	17	20	18%	Yes
4x4 / light truck tyres - each	27	30	11%	Yes
Heavy truck tyres - each	47	50	6%	Yes
Tractor Tyres - up to 1m in height - each	170	180	6%	Yes
Heavy Earthmoving tyres - each	435	450	3%	Yes
Shredded Tyres - per tonne	475	500	5%	Yes
<b>Building and Demolition</b>				
Masonry building and demolition waste - per cubic metre	27	27	-	Yes
Clean fill material (VENM)	No Charge	No Charge		
Other building and demolition waste - per cubic metre	42	42	-	Yes
<b>Asbestos / Fibreglass</b>				
Burying Costs	Cost Recovery	Cost Recovery		Yes
Asbestos (Friable) per m3 plus burying costs	410	410	-	Yes
Asbestos (Non-friable) per m3 plus burying costs	205	205	-	Yes
Minimum Charge per m3 plus burying costs	105	105	-	Yes
Fibreglass per m3 plus burying costs	51	51	-	Yes
<b>Dead Animal Waste</b>				
Offal - per cubic metre	140	140	-	Yes
Large - e.g. Cattle, horses etc.- each	80	80	-	Yes
Medium - e.g. sheep, calves, pigs etc. - each	40	40	-	Yes
Small - e.g. cats, dogs, possums etc. - each	25	25	-	Yes

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Waste Management - Tipping Fees Continued...</b>				
<b>Other Items</b> Refrigerators, freezers and air conditioning units containing refrigerant gases (CFCs) per unit	81	84	4%	Yes
Mattresses - per item	17	20	18%	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 e.g. Computers, televisions etc.	No Charge	No Charge		
Waste Motor Oil	No Charge	No Charge		
Other item/s not listed elsewhere	By Assessment	By Assessment		Yes
<b>Buyback Price</b>				
Large Item	4	5	25%	Yes
Small Item	2	2	-	Yes

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	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</i> <i>– fees correct as of 21 April 2016</i>				
Not desexed	192	201	5%	
Desexed	52	55	6%	
Pensioner Rates - desexed	22	23	5%	
Registered Breeder	52	55	6%	
Assistance Dog or Working Dog	Nil	Nil	-	
<b>Companion Animal Micro chipping</b>				
Each Animal	36	36	-	Yes
Litter of animals under 3 months	102	102	-	Yes
Pensioner rate - each animal	18	18	-	Yes
<b>Companion Animal Impounding</b>				
Release fee - 1st Offence	41	45	10%	
Release fee - 2nd Offence (within 12 months)	71	75	6%	
Maintenance / Sustenance fee per day	16	20	25%	
Animal requiring special care and costs		Cost Recovery		
Purchase of Companion Animal from Pound	Outstanding Fees	Outstanding Fees		
Destruction and Disposal Fee (Section 67) - (Release fee plus maintenance)	97	97	-	
Certificate of Compliance - Dangerous & restricted Dog enclosures - Clause 25	160	150	-6%	
<b>Note : No after hours release for any impounded companion animal</b>				
<b>Stock Impounding</b>				
Minimum impound fee on any one occasion	115.00	120.00	4%	
Maximum impound fee on any one occasion	825.00	850.00	3%	
Cattle, Horses, Pigs - per head	56.00	56.00	-	
Daily maintenance / sustenance	26.00	26.00	-	
Sheep, Goat - per head	26.00	26.00	-	
Daily maintenance / sustenance	11.00	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 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	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	47.00	48.00	2%	Yes
<b>General Cemetery - Purchase at time of burial</b>				
General Cemetery Plot	510.00	520.00	2%	Yes
Native Grove Plot	580.00	590.00	2%	Yes
Memorial Garden Plaque	330.00	335.00	2%	Yes
Columbarium Wall Niche	200.00	205.00	3%	Yes
<b>Cemetery Internment</b>				
Infant under 3 years	290.00	295.00	2%	Yes
Single Depth	1,010.00	1030.00	2%	Yes
<b>Double Depth :</b>				
1st Internment	1,010.00	1030.00	2%	Yes
2nd Internment	580.00	590.00	2%	Yes
Weekend Internment	1,460.00	1485.00	2%	Yes
Exhumation of Human Remains	1,460.00	1485.00	2%	Yes
Prepaid Funeral reservation and internment	calculate using above fees	Calculated using above fees		
Special request double internments on old sites are to be done at cost (hand digging, removal of headstone & slabs)		Cost Recovery		
<b>Surrender Reservation</b>				
<b>Note: proof of purchase required</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>Note: DA required</b>				
Registration of Private Cemetery	950.00	965.00	2%	
Signing of Linen Plan	200.00	205.00	3%	
Inspection of Area	200.00	205.00	3%	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Warrumbungle Shire Council Halls</b>				
<b>Booking Fee for <u>all</u> the following Halls</b>	47	48	2%	Yes
<b>Administration Contribution</b> <i>(this fee is waived with proof of own \$20million Public Liability Risk Insurance)</i>	160	160	0%	Yes
<b>Bond, Damages and Breakages</b>				
Security & Cleaning Bond for Halls <i>(reimbursed if hall is left in same condition as hired)</i>	520	525	1%	Yes
Replacement and Repairs	At Cost	At Cost		
<b>Binnaway Memorial Hall</b>				
Whole Complex	82	85	4%	Yes
Local or Warrumbungle Shire based not for profit groups <i>(no cleaning required)*</i>	21	22	5%	Yes
<b>Coonabarabran Town Hall</b>				
Whole Complex	260	265	2%	Yes
Main Hall only	190	195	3%	Yes
Supper room or Courtyard only	90	95	6%	
Kitchen only	160	165	3%	Yes
Kitchen only (Local or Warrumbungle Shire based( community not for profit groups)*	22	22	0%	Yes
Local or Warrumbungle Shire based not for profit groups <i>(no cleaning required)*</i>	21	22	5%	Yes
<b>Dunedoo Jubilee Hall</b>				
Whole Complex	155	160	3%	Yes
Main Hall only	100	105	5%	Yes
Kitchen only	60	65	8%	Yes
Local or Warrumbungle Shire based not for profit groups <i>(no cleaning required)*</i>	21	22	5%	
<b>Mendooran Mechanics Institute</b>				
Whole Complex	82	85	4%	Yes
Local or Warrumbungle Shire based not for profit groups <i>(no cleaning required)*</i>			5%	
Fee for all halls includes practice and/or set up time	21	22	5%	



Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<p>Local schools may access the following 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.</p> <p><b>Note: Evidence of Public Liability Insurance is still required.</b></p> <p>A 25% discount for conferences will apply after 2 days</p> <p>*Is to be authorised annually at the General Manager's discretion</p>				
<b>Warrumbungle Shire Council Halls cont.</b>				
<p><b>Coonabarabran Sports and Recreational Hall</b></p> <p>Local Schools or 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 Daily use</p> <p>Recreational Rooms Daily use</p> <p>Main Hall - Half Day / Session</p> <p>Main Hall - Per Day</p> <p>Kitchen</p> <p>Squash</p> <p>*Is to be authorised annually at the General Managers discretion.</p> <p><b>Note:</b> In all the above facility and all Council halls - non residential, itinerant retailer or businesses "for profit" retail use is not permitted.</p>	<p>30</p> <p>30</p> <p>70</p> <p>140</p> <p>50</p> <p>Not Available</p>	<p>31</p> <p>31</p> <p>72</p> <p>142</p> <p>50</p> <p>Not Available</p>	<p>3%</p> <p>3%</p> <p>3%</p> <p>1%</p> <p>0%</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Warrumbungle Shire Council Community Meeting Rooms</b>				
<b>Booking Fee for <u>all</u> the following Halls</b>	47	48	2%	Yes
<b>Coonabarabran Children's Services Facility</b> Per Session Local or Warrumbungle Shire based not for profit groups ( <i>no cleaning required</i> )*	10 Nil	10 Nil	0%	Yes
<b>Coonabarabran Community Services Building</b> Per Session Local or Warrumbungle Shire based not for profit groups( <i>no cleaning required</i> )*	28 Nil	29 Nil	4%	Yes
<b>Coolah School of Arts Meeting Room</b> Per Session Local or Warrumbungle Shire based not for profit groups( <i>no cleaning required</i> )*		29 Nil		Yes
<b>Dunedoo Old Bank Building</b> Old Managers Office Interview Room - Business      Local or Warrumbungle based not for profit groups( <i>no cleaning required</i> )*	28      Nil	29      Nil	4%	Yes
<b>Garden Meeting Room – Business</b> Per session Local and Warrumbungle Shire based not for profit groups ( <i>no cleaning required</i> )*	28 Nil	29 Nil	4%	Yes

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Community LED Sign (per week)</b>				
Community Group# – Local*	2.5	2.5	-	Yes
Community Group# - Other	5	5	-	Yes
Business - Local*	5	5	-	Yes
Business - Other	10	10	-	Yes
Government Agencies - Local*	10	10	-	Yes
Government Agencies - Other	20	20	-	Yes
* Local – town of placement and surrounding villages #Community Groups may seek fee waiver by written request to the General Manager				
<b>Mendooran Community Centre</b>				
Interview / Meeting room - Business	28	29	4%	Yes
Casual Medical Specialist Rooms (per day)	40	40	0%	Yes
Local or Warrumbungle Shire based not for profit groups ( <i>no cleaning required</i> )* For single multiple bookings the administration fee is only paid per booking application.	Nil	Nil		
*Is to be authorised annually at the General Manager's discretion				
<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	150	150	0%	Yes
Small Hall and Kitchen	100	100	0%	Yes
Kitchen only or Small Hall Only	50	50	0%	Yes
Cleaning Bond	250	250	0%	Yes
<b>Community Services Building, Coonabarabran</b>				
Flix in the Stix Theatre and Supper room - Coonabarabran Arts Council (per annum)	560	560	0%	Yes

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<p><b>Shire Hall Coolah</b> Coolah District Development Group (per annum)</p> <p><b>Note:</b> Booking information for private, fundraising or commercial use - Pandora Art Gallery is available from the Coolah District Development Group.</p> <p>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.</p>	550	550	0%	Yes

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Sporting Ovals</b>				
<b>Note: Schools are free for all activities at all Ovals Unless Inter-regional competition</b>				
<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).	155	160	3%	Yes
All sports- (CARNIVALS) -home games <b>with</b> gate entry and/or canteen and/or bar operation ( for 1 or 3 ovals)	155	160	3%	Yes
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b>without</b> gate entry fee or Canteen or bar operation.	Nil	Nil	-	
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b>with</b> gate entry and/or canteen and/or bar operation.	155	160	3%	Yes
Use of night playing lights - per hour	27	28	4%	Yes
<b>Cleaning Bond</b> (SEASONAL USERS ONLY) To be paid at start of each season (for seasonal users) for carnivals/one off events	205	211	3%	Yes
<b>Netball and Basketball Courts - Coonabarabran</b> All sports (REGIONAL) - games or social activities or other uses approved by Council	95	100	5%	Yes
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b>with</b> gate entry and/or canteen and/or bar operation.	95	100	5%	Yes
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b>without</b> gate entry fee or Canteen or bar operation.	Nil	Nil	-	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Sporting Ovals Continued.....</b>				
<b>Binnaway and Baradine Ovals</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	155          155          Nil          As negotiated with Binnaway Rugby League Club	160          160          Nil          211	3%          3%          -          3%	Yes          Yes          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	205	211	3%	Yes
<b>Baradine Oval</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	155          155          155          As negotiated with Baradine Rugby League Club	160          160          160          211	3%          3%          3%          3%	Yes          Yes          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	205	211	3%	Yes

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Sporting Ovals Continued.....</b>				
<b>Bowen Oval Coolah</b>				
All sports (REGIONAL) – games or social activities or other uses approved by Council.	155	160	3%	Yes
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b>with</b> gate entry and/or canteen and/or bar operation.	155	160	3%	Yes
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b>without</b> gate entry fee or Canteen or bar operation.	Nil	Nil	-	
Use of night playing lights - per hour	As negotiated with Coolah 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	205	211	3%	Yes
<b>Robertson Oval Dunedoo</b>				
All sports (REGIONAL) – games or social activities or other uses approved by Council.	155	160	3%	Yes
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b>with</b> gate entry and/or canteen and/or bar operation.	155	160	3%	Yes
All sports (LOCAL) - all junior and senior training or local weekly games/competition <b>without</b> gate entry fee or Canteen or bar operation.	Nil	Nil	-	
Use of night playing lights - per hour	As negotiated with Dunedoo 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	205	211	3%	Yes

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Technical Services</b>				
<b>Public Swimming Pools</b>				
<b>Casual Admission</b>				
Individuals per entry	3	3	-	Yes
<b>Season Ticket Admission</b>				
<i><b>Note:</b> Family Tickets are for all dependent family members</i>				
Individual	85	85	-	Yes
Family	230	235	2%	Yes
<b>School Admission</b>				
Student	3	3	-	Yes
Supervising teachers or assistants	Nil	Nil	-	
<b>Pool Hire</b>				
<b>Swimming Clubs</b>				
<i><b>Note:</b> All swimming club members, excluding Dolphins, must have a current season ticket. (Dolphins as per agreement with Swimming Club)</i>				
<b>Option One - High Volume User</b>	560	575	3%	Yes
Carnivals, club championships, and 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				
<b>Option Two - Mid Volume User</b>	370	380	3%	Yes
One carnival, and 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.				
<b>Option Three - Low Volume User</b>	260	270	4%	Yes
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				
<b>Qualified Coaches and Private Lane Hire</b>				
During opening hours (2 hour session)	10	11	10%	Yes



Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Technical Services cont.</b>				
<b>Water Services</b>				
Standard connection within 18 metres of existing main - includes 20mm water meter and meter box	1,000.00	1,025.00	3%	
Complex Connection (which can include disturbing footpaths, roads etc.)	By Quotation			
Other services and extensions	By Quotation			
Meter reading check - refundable if reading incorrect	69	71	3%	
Meter reading on request	69	71	3%	
Volumetric testing of meter - Council test	250	258	3%	
Volumetric testing of meter by meter supplier, includes certificate	305	313	3%	
Water meter disconnection fee - 20mm	180	185	3%	
Water meter disconnection fee - other than 20mm	At Cost			
Water saving devices (for installation in toilet cistern) and installation by user	6	6.2	3%	Yes
Water Restriction device, installation or removal by Council	108.00	111	3%	
Water meter locking device incl. key and installation by Council	215	220	2%	
<b>Standpipe Sales</b> <i>To be accessed at stand pipe at Councils depots</i>				
<b>By Appointment</b> - Between the business hours of 7.30am to 8.30am and 3.30pm and 4.30pm Monday to Friday	8.00 Access fee PLUS 4.10 per kilolitre			

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
Technical Services cont.				
If outside business hours - overtime rate of pay for staff member plus charge per kilolitre	Overtime Rate PLUS 4.10 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.				
<a href="http://www.health.nsw.gov.au/environment/water/Pages/drinkwater-watercarters.aspx">Further information can be sought on the NSW Health website (including a template QAP): 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> ; <i>NSW Guidelines for Water Carters</i> 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>				
<b>Sewerage Services</b>				
Installation of sewer junction less than 1.5m deep where main exists	1,110.00	1,138.00	3%	
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	150	154	3%	
Concurrence Classification C & S	270	277	3%	
<b>Annual Trade Waste Fee</b>				
Category 1 Discharger – per year	90	92	2%	
Category 2 2S Discharger – per year	90	92	2%	
Category 3 Discharger – per year	205	210	2%	
Re-Inspection Fee	85	87	2%	
<b>Trade Waste Usage Charge</b>				
Category 1 Discharger with appropriate pre-treatment	Nil	Nil	-	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Technical Services Continued</b>				
Category 1 Discharger without appropriate pre-treatment-per kl	2	2	-	
Category 2 Discharger with appropriate pre-treatment per kl	2	2	-	
Category 2 Discharger without appropriate pre-treatment-per kl	15	15	-	
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 2007/2008, indexed. For Existing dischargers only				
Food Waste Disposal Charge – per bed	25	25.6	2%	
<b>Tankered Waste Charges (Charging Category 2S) – Per kl</b>				
- Chemical Toilet	18	18.5	3%	
<i>Septic Tank and Pan Waste Disposal Charge</i>				
Effluent	3	3.1	3%	
Septage	25	27	8%	
<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	0.75	3%	
Ammonia (as N)	2.17	2.22	2%	
Arsenic	72	74	3%	
Barium	36	37	3%	
Biochemical Oxygen Demand (BOD)	0.73	0.75	3%	
Boron	0.73	0.75	3%	
Bromine	14.5	14.86	2%	
Cadmium	335	343	2%	
Chlorinated Hydrocarbons	36.6	37.5	2%	
Chlorinated Phenolic	1,450.00	1,486.00	2%	
Chlorine	1.5	1.5	-	
Chromium	24.5	25.1	2%	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
Cobalt	14.8	15.2	3%	
Copper	14.8	15.2	3%	
Cyanide	72	73.8	3%	
Fluoride	3.65	3.74	2%	
Formaldehyde	1.48	1.52	3%	
Oil & Grease (total O&G)	1.32	1.35	2%	
Herbicides/defoliant	718	736	3%	
Iron	1.5	1.5	-	
Lead	35	35.9	3%	
Lithium	7.3	7.5	3%	
Manganese	7.3	7.5	3%	
Mercaptans	72.5	74.3	2%	
Mercury	2,395.00	2,455	3%	
Methylene Blue Active Substances (MBAS)	0.73	0.75	3%	
Molybdenum	0.73	0.75	3%	
Nickel	24	24.6	3%	
Nitrogen (total Kjeldahl Nitrogen – Ammonia) as N	0.2	0.2	-	
Organoarsenic Compounds	718	736	3%	
Pesticides general (excludes organochlorines & organophosphates)	718	736	3%	
Petroleum Hydrocarbons (non-flammable)	2.4	2.5	4%	
Phenolic Compounds (non-Chlorinated)	7.3	7.5	3%	
Phosphorus (Total P)	1.5	1.5	-	
Polynuclear Aromatic Hydrocarbons	14.6	15	3%	
<b>Excess Mass Charges per Kilogram</b>				
Selenium	50.5	51.8	3%	
Silver	1.35	1.38	2%	
Sulphate (SO <sub>4</sub> )	0.16	0.16	-	
Sulphide	1.5	1.5	-	
Sulphite	1.62	1.66	2%	
Suspended Solids (SS)	0.95	0.97	2%	
Thiosulphate	0.3	0.3	-	
Tin	7.2	7.4	3%	
Total Dissolved Solids	0.06	0.06	-	
Uranium	7.2	7.4	3%	
Zinc	14.6	15	3%	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Technical Services Continued</b>				
<b>Non Compliance Charges</b>  Non Compliance Ph Charge Value of coefficient K in equation 3 of TW Policy  <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.	0.38	0.38	-	
<a href="http://www.warrumbungle.nsw.gov.au/technical-services/water-and-sewer">Note regarding Liquid Trade Waste activities: 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/technical-services/water-and-sewer">http://www.warrumbungle.nsw.gov.au/technical-services/water-and-sewer</a> as 'WSC Trade Waste Policy January 2014'):</a> <b>SCHEDULE 12 – Penalty notice offences</b> (p.51 in Council's Policy for Liquid Trade Waste Regulation)				
<a href="#">Offence under Local Government Act 1993</a> Section 626 (3)-carry out without prior approval of council an activity specified in item 4 of Part C (Management of waste) of the Table to section 68  Section 627 (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 section 68, carry out the activity otherwise than in accordance with the terms of that approval	330	338	2%	
	330	338	2%	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Technical Services Continued</b>				
<b>Plan Printing</b>				
Size A0 - per copy				
Paper	18	18	-	
Film	20	21	5%	
Size A1 - per copy				
Paper	15	15	-	
Film	18	18	-	
Size A2 - per copy				
Paper	15	15	-	
Film	16	16	-	
<b>Plan Printing – Canon IPF755 – Coolah Office Only</b>				
Black & White Plans – per print				
A2 (420mm x 594mm)	1.5	2	33%	
A1 (594mm x 841mm)	2.3	2.4	4%	
B1 (707mm x 1000mm)	3.25	3.33	2%	
A0 (841mm x 1189mm)	4	4.1	2%	
Colour Posters – per print				
A2 (420mm x 594mm)	10	10	-	
A1 (594mm x 841mm)	20	21	5%	
B1 (707mm x 1000mm)	29	30	3%	
A0 (841mm x 1189mm)	30	31	3%	
<b>Survey Control Information</b>				
Locality Sketch Plans	8	8	-	
Survey Control Information	10	10	-	
Engineering Supervision fee - per hour	150	154	3%	
<b>Roads and Footpath Restoration Charges</b>				
<b>Telstra and Country Energy</b>				
<b>Bitumen</b>				
up to 5m2 - per m2	99	101	2%	
over 5m2 - per m2	93	95	2%	
Minimum charge	435	446	3%	
<b>Concrete</b>				
up to 5m2 - per m2	174	178	2%	
over 5m2 - per m2	174	178	2%	
Minimum charge	570	584	2%	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Technical Services Continued</b>				
<b>Contribution to Works</b>				
Footpath – adjacent residential properties	Nil	Nil	-	
Footpath – adjacent commercial properties	50% of cost	50% of cost	-	
Kerb and guttering	50% of cost	50% of cost	-	
Gutter crossing	50% of cost	50% of cost	-	
gutter crossing through kerb & guttering	At Cost	At Cost	-	
Driveway and concrete strip	By Quotation	By Quotation		
Sale of Road base - ex works - per m3	By Quotation	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)	2	2.1	5%	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 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Children's and Community Services</b>				
<b>Castlereagh Family Day Care</b>				
New Educator Registration Fee	100	150	50%	
Educator Re-registration Fee	30	50	67%	
Educator Levy – per day worked	4	4	-	
Family enrolment fee – one-off	25	25	-	
Discounted Family Enrolment Fee – the discounted Family Enrolment Fee is available for a designated period at the commencement of each calendar year	15	15	-	
Parent Levy - per child / per hour	1	1	-	
<b>For Information regarding Castlereagh Family Day Care Fees &amp; Charges call (02) 6849 2220</b>				
<b>Connect Five Children's Services</b>				
Membership (includes Toy library) – per family / per term	10	10	-	
Fees to attend play sessions per family per session	2	2	-	
<b>For Information regarding Connect Five Children's Services Fees &amp; Charges call (02) 6849 2226.</b>				
<b>Coonabarabran After School and Vacation Care (OOSH)</b>				
Enrolment Fee	10	25	150%	
Deposit = 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	25	25	-	
Permanent Booking Fee Additional Children in family: per child / per day	20	20	-	
Casual 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.	28	28	-	
Casual Fee Additional Children in Family: per child / per day	25	25	-	



Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
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	0.5	0.5	-	
For information regarding Coonabarabran After School and Vacation Care Fees & Charges call (02) 6849 2220				

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Yuluwirri Kids – Coonabarabran Preschool and Long Day Care Centre</b>				
<b>Annual Calendar Year Enrolment Fee (per child)</b>	30	30	-	
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	77	-	
<b>Long Day Care School Holiday Fees</b>				
Long Day Care – per day		45		
Note: Children can be enrolled in Long Day Care maximum of 5 days a week.				
<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).</b>				
<b>Preschool Fees – 3 to 5 years</b>				
Please note these are full priced Preschool fees and ongoing subsidies places. Please contact Yuluwirri Kids to enquire about other subsidised Preschool fees.				
Preschool - per day	38	38	-	
Preschool 2nd day – subsidy the year before school	20	20	-	
Preschool Health Care – subsidy	20	20	-	
Preschool Indigenous – subsidy	12.5	12.5	-	
Preschool – Non funded position	60.5	60.5	-	
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.				
<b>To be eligible for a funded preschool place a child needs to be:</b> <b>At least (4) years old on or before 31 July in that preschool year and not yet in compulsory schooling; or</b> <b>At least three (3) years old on or before 31 July and from a disadvantaged background (i.e. From a family holding low-income health care card and / or Aboriginal)</b> <b>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> <b>For further information regarding services and fees &amp; charges contact Yuluwirri Kids on 6849 2184.</b> <a href="http://www.mychild.gov.au/pages/CCFactsheets.aspx">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.</a>				
<b>For more information regarding Yuluwirri Kids – Coonabarabran Preschool and Long Day Care Centre Fees &amp; Charges call (02) 6849 2184.</b>				

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Macquarie Regional Library</b>				
Reservation Fee	1.5	1.5	-	Yes
Overdue Fee	1	1	-	
Replacement Borrower Card	4.4	4.4	-	Yes
Temporary Borrower's Card	50	50	-	
Item Replacement – processing charge per item (plus item replacement cost)	5.5	5.5	-	Yes
<b>Inter Library Loan</b>				
Per item loan	6.6	6.6	-	Yes
Possible additional fee from other libraries	16.5	16.5	-	Yes
Fast Track Service - additional fee for 24 hour response	16.5	16.5	-	Yes
Email - per hour	6	6	-	Yes
<b>Photocopying</b>				
Black & White - per A4 sheet	0.3	0.3	-	Yes
Black & White - per A3 sheet	0.6	0.6	-	Yes
Colour copy - per A4 sheet	1.1	1.1	-	Yes
Colour copy - per A3 sheet	2.2	2.2	-	Yes
Word Processing - per hour	6	6	-	Yes
Fax - outgoing (Australia) - first page	5	5	-	Yes
Fax - outgoing (Australia) - additional pages	1.25	1.25	-	Yes
Fax - outgoing (O/S) - first page	10	10	-	Yes
Fax - outgoing (O/S) - additional pages	2.5	2.5	-	Yes
Fax - incoming - up to 10 pages	5	5	-	Yes
Fax - incoming - additional pages	1.25	1.25	-	Yes
<b>Digital Image Service ( private use)</b>				
TIFF/JPG 300 dpi image on CD	15	15	-	Yes
Postage and handling ( if required)	10	10	-	Yes
JPG 300 dpi image via email	10	10	-	Yes
TIFF/JPG 300 dpi image on CD (Commercial use)	50	50	-	Yes
Postage & Handling (if required)	10	10	-	Yes
Information research - per hour	35	35	-	Yes
Local and family history research - per hour	25	25	-	Yes
Library Bags - Nylon with @ your library logo	2	2	-	Yes
Earphones & CD's	2.5	2.5	-	Yes
Thumb drives	10	10	-	Yes

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Macquarie Regional Library cont.</b>				
<b>Book Sale</b>				
Adult Non Fiction	1.1	1.1	-	Yes
Adult Fiction	0.55	0.55	-	Yes
Paperbacks and Magazines	0.25	0.25	-	Yes
Junior Non Fiction	0.55	0.55	-	Yes
Junior Fiction	0.55	0.55	-	Yes
<b>Warrumbungle Community Care</b>				
<b>Respite</b> Respite Care care provided in client's home.	8.00 per hr or part thereof	8.00 per hr 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.	16.50 per hr with a limit of 4 hrs per month. 22.00 per hour extra hrs of service (above limit of 4 hours per month)	15.00 per hour with a limit of 4 hours per month. 20.00 per hour for extra hours of service (above limit of 4 hours per month)	-9%	
<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	7	7	-	
Local Shopping	7	7	-	
Social Support Bus Trips – per person	9	9	-	
Lunch and / or admission fees paid by clients				
Social Support Luncheons	Cost of meal paid by client	Cost of meal paid by client		
<b>WAGS</b> Lunch and other activities paid for by participants	2	2	-	
<b>Transport</b>				
<b>Bus</b>				
Clients	27	27	-	
General Public	33	33	-	

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
<b>Warrumbungle Community Care cont.</b>				
<b>Local Transport</b>				
Local Transport (Volunteer Driver)	7	7	-	
<b>Out of Town Transport</b>				
Out of Town Transport (Volunteer Driver)				
Per km Fee				
5-50km	20	20	-	
51-100km	30	30	-	
101-150km	35	35	-	
151-200km	40	40	-	
201-250km	45	45	-	
251-300km	50	50	-	
301-350km	55	55	-	
351-400km	60	60	-	
401-450km	65	65	-	
451-500km	70	70	-	
501-550km	75	75	-	
551-600km	80	80	-	
<b>Home Care Packages</b>				
Care Recipient Contribution – 17.50% of pension - per day		17.50%		
Administration Fee	15% of the monthly Home Care Package income			
Case Management and Care Coordination	15% of the maximum Subsidy and Care Recipient Contribution			
Direct Service Delivery – Services delivered by a Community Support Worker (Monday – Friday in hours) – per hour		49.00		
Direct Service Delivery – Services delivered by a Community Support Worker (Monday – Friday after hours) – per hour – per hour		60.00		
Direct Service Delivery – Services delivered by a Community Support Worker (Saturday) – per hour		65.00		

Description	Actual 2016/17 GST Inclusive	Actual 2017/18 GST Inclusive	Changes	GST
Direct Service Delivery – Services delivered by a Community Support Worker (Sunday) – per hour		75.00		
Direct Service Delivery – Services delivered by a Community Support Worker (Public Holiday) – per hour		125.00		
Home Maintenance – labour only. Materials are to be paid for by the Care Recipient.	As per Direct Service Delivery			
Meals on Wheels	Per Meal plus Delivery			
Social Support	Per Activity			
Travel to provide service	Travel to provide services is included in the hourly rate for services provided within a 10km radius of the Service. Services requiring travel outside this radius will be charged at a rate \$1.10 per kilometer.			
Transport	Transport requested as part of service provision, eg. shopping, medical appointments etc. is charged at a rate of \$1.10 per kilometre.			
Other services, such as the purchase of equipment, may be provided. These services will be charged at a rate consistent with the other Fees and Charges for Home Care Packages.				
The National Disability Insurance Scheme (NDIS) will commence in Warrumbungle Shire on 1 July 2017. Fees and Charges for Warrumbungle Community Care services under the National Disability Insurance Scheme (NDIS) will be in line with Fees and Charges outlined in the <a href="#">NDIS Price Guide for VIC / NSW / QLD / TAS</a> .				
<b>For further information regarding Services, Fees &amp; Charges contact Warrumbungle Community Care on: Coonabarabran Office – (02) 6849 2130 or Coolah Office – (02) 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
2. Stores at direct cost plus overhead rate
3. Creditors at direct cost including freight plus overhead rate
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	2016/17 Plant Cost (per hr)	2017/18 Plant Cost (per hr)	Changes
Backhoe	97.66	99.12	1%
Skid Steer Loader (Bobcat)	97.61	99.07	1%
Track Loader	153.2	155.5	2%
Compressor & Tool	71.23	72.3	2%
Excavator	124.21	126.07	1%
Excavator (Small - Plant 92)	93.89	95.3	2%
Forklift	11.57	11.74	1%
Front End Loader	96.87	98.32	1%
Fuel Trailer	2.59	2.63	2%
Graders	83.08	84.33	2%
Light Motor Vehicle	12.89	13.08	1%
Prime Mover	105.91	107.5	2%
Minor Plant (Large)	16.94	17.19	1%
Minor Plant (Small)	11.59	11.76	1%
Mowers Outfront	64.37	65.34	2%
Mowers Ride On	20.06	20.36	1%
Road Rollers	68.48	69.51	2%
Roadbroom	49.94	50.69	2%
Street Sweeper	95.5	96.93	1%
Tipper Truck Gvm < 8T	39.16	39.75	2%
Tipper Truck Gvm > 20T	70.43	71.49	2%
Tipper Truck Gvm 8 - 10T	43.8	44.46	2%
Tractors	42.87	43.51	1%
Trailer Dean	32.75	33.24	1%
Trailer Light	5.33	5.41	2%
Trencher (Ditch Witch)	58.76	59.64	1%
Truck Maintenance (Patching)	81.77	83	2%
Truck Water Cart	66.12	67.11	1%
<b>Combinations</b>			
Tractor / Slasher	61.1	62.02	2%
Tractor / Post Hole Digger	73.57	74.67	1%
Low Loader + Prime Mover	154.62	156.94	2%



Staff Grade	2016/17 Staff Cost (per hr)	2017/18 Staff Cost (per hr)	Changes
1	38.33	39.29	3%
2	39.15	40.13	3%
3	40.02	41.02	2%
4	41.02	42.05	3%
5	42.35	43.41	3%
6	43.83	44.93	3%
7	45.44	46.58	3%
8	47.47	48.66	3%
9	49.5	50.74	3%
10	51.53	52.82	3%
11	53.9	55.25	3%

Note: figures above include all oncosts and other costs associated with the job.

^ Staff costs include private works on-costs of 60.8% to recoup employee leave and other liabilities as well as admin fees.

^ All staff costs are at step three at the 38hrs per week outdoor staff rate.

^ Plant costs are private works rates and include an additional 2% admin fee.

^ See overtime adjustment factors for salaries below

Cost of inventory items needs to be sourced from Stores

- Note: staff should add 15% onto the cost of inventory items if large in value

#### Overtime Adjustment Factor (salaries only)

Saturday first 2 hrs pre 12pm	1.5
Saturday post 12pm or post first 2 hrs	2
Sunday	2

## 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 2017/2018.

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
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
<b>Charity Groups</b>	
St Vincent de Paul – Coonabarabran	(2)

<b>Program Category</b>	<b>Assistance Type</b>
<b>Name of Organisation or Group</b>	<b>(see Note 1)</b>
<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 - 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
Coolah Sacred Heart Primary School	(4) \$70
Dunedoo Central School	(4) \$70
Dunedoo TAFE	(4) \$70

<b>Program Category</b>	<b>Assistance Type</b>
<b>Name of Organisation or Group</b>	<b>(see Note 1)</b>
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 Rusty Club (Baradine Men's Shed – Rates Subsidy)	(4) \$1,000
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
Coolah Rock'n at the Racecourse	(4) \$1,000
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;

- Donation of one half on the annual General Rate, Water Access Charge and Sewerage Access Charge
- Donation of one half of the annual Water Access Charge and Sewerage Access Charge
- Donation of the full annual Waste Collection Charge and Waste Management Charge
- Monetary grant as provided
- 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:

- The work is carried out at a time that does not adversely affect Council's work program
- The plant being operated by an approved Council operator
- The operator volunteering his/her services
- An appropriate hire agreement being executed by the applicant
- Appropriate insurance cover being arranged
- 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.



### **Warrumbungle Shire Council**

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