



# **Warrumbungle Shire Council**

## **Operational Plan and Delivery Program**

**2013/14 – 2016/17**



Endorsed by Warrumbungle Shire Council Resolution No 409/1213 (20 June 2013)

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## Part 1: Introduction

### 1.1. A Profile of Warrumbungle Shire

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

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

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

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



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

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

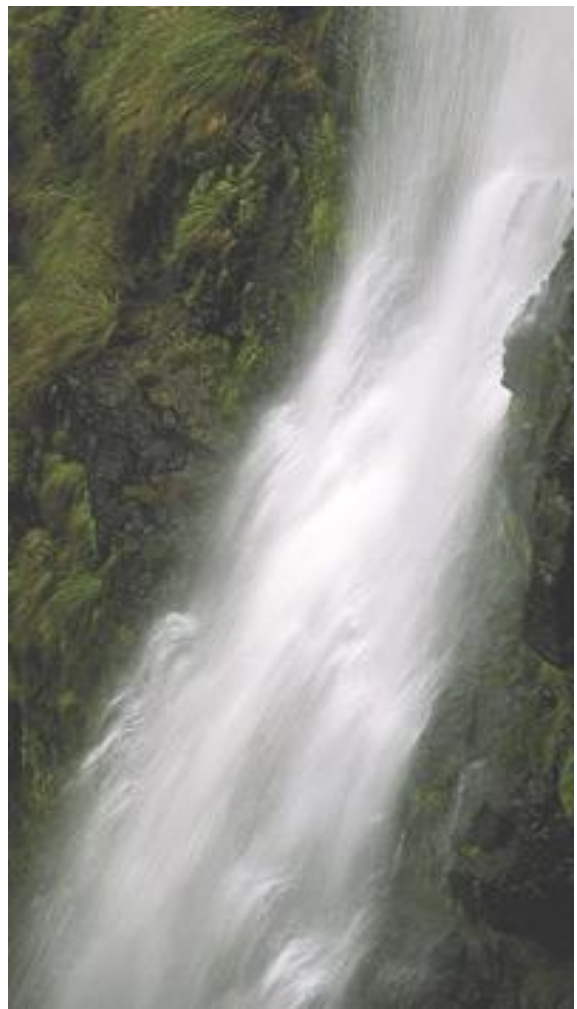
Siding Spring Observatory, located 25kms from Coonabarabran is the site of a number of internationally owned and operated optical telescopes where major research has recorded amazing truths of the universe, supporting Coonabarabran's claim to the name "Astronomy Capital of Australia".

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

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

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

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



## 1.2. Council's Vision, Mission and Values

### Vision - Excellence in Local Government

#### Mission

We will provide:

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

#### Values

##### Honesty

Frank and open discussion, taking responsibility for our actions

##### Integrity

Behaving in accordance with our values

##### Fairness

Consideration of the facts and a commitment to two way communication

##### Compassion

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

##### Respect

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

##### Transparency

Open and honest interactions with each other and our community

##### Passion

Achievement of activities with energy, enthusiasm and pride

##### Trust

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

##### Opportunity

To be an enviable workplace creating pathways for staff development

## 1.3. Council's Charter

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

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



## 1.4. What is an Operational Plan and Delivery Program?

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

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

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

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



### Delivery Program

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

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be. It is designed as the single point of reference for all principal activities undertaken by Council during its term of office and details all projects and deliverables to be achieved over the following four years (2013/14 – 2016/17). 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 (2013/14) and also includes Council's Statement of Fees and Charges for the 2013/14 financial year.

Per the practice of many other Councils, Warrumbungle Shire Council has combined its Delivery Program and Operational Plan into one document this financial year.

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

### 2.1. 2013/14 Budget and Delivery Program Highlights

#### Introduction

Both Council's *Long Term Financial Plan 2011/12 to 2021/22* and the recently released *TCorp Financial Sustainability of the New South Wales Local Government Sector* report have identified many financial challenges faced by Warrumbungle Shire Council and other similar sized rural Councils, with the TCorp Report which is an independent review of Council's finances, deeming Council's financial sustainability rating to be "weak" and outlook to be "negative".

It is clear from both of these documents, one developed internally by Council staff, and one by an external agency that Council faces many challenges ahead. Many of these challenges relate to external factors that are beyond Council's control, including:

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

Despite these concerns, Council has choices available to improve its financial performance and future sustainability and is in the envious position of holding significant cash assets. This means that Council has time to reverse the current trend. However, a significant cash balance is no reason for complacency and instigating action now to reduce Council's costs, improve efficiencies and increase revenue will accrue over the years and ensure a better result than rushed cuts to services in ten years time.

It is under these constraints that the 2013/14 budget and 2013/14 -2016/17 Delivery Programs have both been prepared.

#### Budget Highlights

Features of Council's 2013/14 budget include:

- A **balanced cash budget (\$206k surplus)**;
- An **accrual deficit of \$2.906m** predominantly due to the quantum of depreciation on Council's extensive asset network;
- **Total recurrent expenditure excluding depreciation of \$27.224m** representing a \$35k increase over 2011/12 actuals;
- **Total revenue of \$34.643m** representing a \$333k increase over 2011/12 actuals;
- A total **revenue increase of \$1.783m** once the extra quarter of FAGs revenue received in 2011/12 is backed out;
- An **ambitious capital program of \$10.204m focused more on renewal of Council's existing assets than expansion**;
- **Full cost recovery in the business arms of Council** as required by legislation;
- **Effective utilisation of LIRS funding** to complete capital works (replacement of seven timber bridges over the following two financial years) at an effective interest rate of between 1.8 and 2.8%.



This budget represents an improvement over prior years, and if achieved will represent a considerable step in improving Council's financial future.

### Delivery Program Highlights

Significant features and deliverables of the 2013/14 – 2016/17 Delivery Program include:

- A combined **cash surplus of \$880k** over the four years of the Delivery Program;
- A forecast **increase in Council's cash and investments balance of \$1.227m** over the same period;
- Completion of **\$34.9m worth of capital works** over the four years;
- **Completion of Council's Timber Bridge Replacement Program** with the use of LIRS funding resulting in Council having no more timber bridges within the shire as at 30 June 2016;

Council has prepared a conservative and responsible budget and in order to achieve a balanced budget and the replacement of bridges within the shire, Council has temporarily halted the sealing of unsealed roads while Council improves its financial situation. This decision will be reviewed as further revenue sources are identified and funds can be made available for discretionary capital expansion works without affecting Council's core level of service.

Another significant feature of this Delivery Program compared to previous years is the inclusion of clearly articulated measurable service levels and outcomes for each Council activity. These service levels and outcomes (including the capital program) will form the basis of deliverables that Council will be measured upon on a quarterly basis as part of the QBRs process (2013/14 deliverables only), bi-annually in the Delivery Program Progress reports and in the last year of the new Council's term of office in the End of Term Report.

TCorp have defined financial sustainability in local government as:

***"A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community"***

Council has now set a balanced four year Delivery Program based on clearly defined service levels, representing the first step in Council's journey to long term financial sustainability.

## 2.2 Income Statement (2013/14 – 2016/17)

### Income Statement

	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>				
Rates and Annual Charges	11,122	11,488	11,865	12,255
User Charges and Fees	6,278	6,648	7,002	7,253
Interest & Investment Revenue	1,139	1,087	1,026	989
Other Revenues	872	825	895	864
Grants & Contributions	15,173	16,108	15,569	15,922
Gains/(Losses) from Disposal of Assets	59	90	65	64
<b>Total Income From Continuing Operations</b>	<b>34,643</b>	<b>36,246</b>	<b>36,422</b>	<b>37,347</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits & On-Costs	13,080	13,169	13,608	14,078
Borrowing Costs	504	466	426	384
Materials & Contracts	8,631	8,786	9,040	9,292
Depreciation & Impairment	10,275	10,532	10,795	11,065
Other Expenses	5,022	5,099	5,191	5,380
Net Share in JVs	37	37	37	37
<b>Total Expenditure From Continuing Operations</b>	<b>37,549</b>	<b>38,089</b>	<b>39,097</b>	<b>40,236</b>
<b>Net Operating Result for the Year</b>	<b>(2,906)</b>	<b>(1,843)</b>	<b>(2,675)</b>	<b>(2,889)</b>

## 2.3 2013/14 Operational Plan (Budget Numbers)

Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	(Surplus )/ Deficit
<b>General Revenue</b>							
Rates Revenue	(7,094,184)	-	-	(7,094,184)	-	-	(7,094,184)
Interest Revenue (general fund)	(415,292)	-	-	(415,292)	-	-	(415,292)
General Grants	(3,655,117)	-	-	(3,655,117)	-	-	(3,655,117)
<b>Total General Revenue</b>	<b>(11,164,593)</b>	<b>-</b>	<b>-</b>	<b>(11,164,593)</b>	<b>-</b>	<b>-</b>	<b>(11,164,593)</b>
<b>Executive</b>							
<b>General Manager</b>							
Management & Leadership	-	555,127	-	555,127	-	-	555,127
Governance	-	360,001	-	360,001	-	-	360,001
<b>Total GM</b>	<b>-</b>	<b>915,128</b>	<b>-</b>	<b>915,128</b>	<b>-</b>	<b>-</b>	<b>915,128</b>
<b>Human Resources</b>							
HR Management	-	362,093	-	362,093	-	-	362,093
Payroll Services	(97,375)	193,849	-	96,474	-	-	96,474
OH&S and Risk Management	(20,000)	118,553	-	98,553	-	-	98,553
Learning & Development Services	(20,000)	374,936	-	354,936	-	-	354,936
<b>Total HR</b>	<b>(137,375)</b>	<b>1,049,431</b>	<b>-</b>	<b>912,056</b>	<b>-</b>	<b>-</b>	<b>912,056</b>
<b>Total Executive</b>	<b>(137,375)</b>	<b>1,964,559</b>	<b>-</b>	<b>1,827,184</b>	<b>-</b>	<b>-</b>	<b>1,827,184</b>
<b>Technical Services</b>							
<b>Technical Services Management</b>	<b>-</b>	<b>109,919</b>	<b>-</b>	<b>109,919</b>	<b>-</b>	<b>-</b>	<b>109,919</b>
<b>Total Technical Services Mngmnt</b>	<b>-</b>	<b>109,919</b>	<b>-</b>	<b>109,919</b>	<b>-</b>	<b>-</b>	<b>109,919</b>
<b>Design Services</b>							
Design Services Management	(3,600)	154,435	30,000	180,835	-	-	180,835
Emergency Services Management	-	86,476	-	86,476	-	-	86,476
Survey Investigation & Design	-	152,074	-	152,074	-	-	152,074
Asset Management	-	59,559	-	59,559	-	-	59,559
NSW Fire Brigade	-	42,287	-	42,287	-	-	42,287
Road Safety Officer	(52,104)	97,983	-	45,879	-	-	45,879
<b>Total Design Services</b>	<b>(55,704)</b>	<b>592,814</b>	<b>30,000</b>	<b>567,110</b>	<b>-</b>	<b>-</b>	<b>567,110</b>
<b>Road Operations</b>							
Road Operations Management	-	202,418	-	202,418	-	-	202,418
Regional Roads M&R	(2,471,500)	1,442,500	969,000	(60,000)	60,000	-	-
Local Roads M&R	(2,514,149)	2,488,942	3,250,000	3,224,793	(2,683,799)	-	540,994
Aerodromes	(7,000)	92,405	-	85,405	-	-	85,405
Streets Rural	-	25,564	-	25,564	-	-	25,564
Private Works (Works Services)	(191,000)	120,000	-	(71,000)	-	-	(71,000)
<b>Total Road Operations</b>	<b>(5,183,649)</b>	<b>4,371,829</b>	<b>4,219,000</b>	<b>3,407,180</b>	<b>(2,623,799)</b>	<b>-</b>	<b>783,381</b>
<b>Road Contracts &amp; Private Works</b>							
Contract Management	(10,000)	50,000	-	40,000	-	-	40,000
RMCC & Other Road Contracts	(2,165,000)	1,975,000	-	(190,000)	-	-	(190,000)
Reseals	(1,029,500)	-	1,029,500	-	-	-	-
<b>Total Contracts &amp; Private Works</b>	<b>(3,204,500)</b>	<b>2,025,000</b>	<b>1,029,500</b>	<b>(150,000)</b>	<b>-</b>	<b>-</b>	<b>(150,000)</b>
<b>Fleet Services</b>							
Fleet Services Management	(81,700)	121,442	-	39,742	-	-	39,742
Plant And Equipment	(5,135,000)	2,700,849	2,265,000	(169,151)	-	-	(169,151)
Workshops	-	45,850	-	45,850	-	-	45,850
<b>Total Fleet Services</b>	<b>(5,216,700)</b>	<b>2,868,141</b>	<b>2,265,000</b>	<b>(83,559)</b>	<b>-</b>	<b>-</b>	<b>(83,559)</b>
<b>Urban Services</b>							
Urban Services Management	-	162,991	-	162,991	-	-	162,991
Horticulture	(4,531)	828,148	160,000	983,617	-	-	983,617

# Warrumbungle Shire Council –Operational Plan and Delivery Program 2013/14 – 2016/17

Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	(Surplus )/ Deficit
Street Cleaning	-	240,713	-	240,713	-	-	240,713
Public Amenities	-	197,991	-	197,991	-	-	197,991
Ovals	(12,950)	303,593	95,000	385,643	-	-	385,643
Streets - Urban	(508,000)	531,726	688,300	712,026	-	-	712,026
Public Swimming Pools	(95,900)	607,076	72,000	583,176	-	-	583,176
<b>Total Urban Services</b>	<b>(621,381)</b>	<b>2,872,238</b>	<b>1,015,300</b>	<b>3,266,157</b>	<b>-</b>	<b>-</b>	<b>3,266,157</b>
<b>Total Tech Services</b>	<b>(14,281,934)</b>	<b>12,839,941</b>	<b>8,558,800</b>	<b>7,116,807</b>	<b>(2,623,799)</b>	<b>-</b>	<b>4,493,008</b>
<b>Environment &amp; Community Services</b>							
<b>E&amp;C Services Management</b>							
E&C Services Management	(1,000)	314,810	-	313,810	-	-	313,810
Building Control	(54,500)	225,565	-	171,065	-	-	171,065
Environmental Health Services	(10,000)	91,030	-	81,030	-	-	81,030
Libraries	(60,041)	575,499	-	515,458	-	-	515,458
Town Planning	(164,000)	114,252	-	(49,748)	-	-	(49,748)
<b>Total E&amp;C Services Management</b>	<b>(289,541)</b>	<b>1,321,156</b>	<b>-</b>	<b>1,031,615</b>	<b>-</b>	<b>-</b>	<b>1,031,615</b>
<b>Family Support Services</b>							
Connect 5	(189,387)	192,062	-	2,675	-	(2,675)	-
Family Day Care	(671,214)	662,100	-	(9,114)	-	9,114	-
Youth Development & Activities	(112,550)	116,320	-	3,770	-	-	3,770
OOSH & Vacation Care	(50,140)	39,447	-	(10,693)	-	10,693	-
<b>Total Family Support Services</b>	<b>(1,023,291)</b>	<b>1,009,929</b>	<b>-</b>	<b>(13,362)</b>	<b>-</b>	<b>17,132</b>	<b>3,770</b>
<b>Regulatory Services</b>							
Compliance Services	(31,400)	162,328	-	130,928	-	-	130,928
Noxious Weeds	-	98,123	-	98,123	-	-	98,123
<b>Total Regulatory Services</b>	<b>(31,400)</b>	<b>260,451</b>	<b>-</b>	<b>229,051</b>	<b>-</b>	<b>-</b>	<b>229,051</b>
<b>Warrumbungle Community Care</b>							
Centrelink	(34,114)	34,114	-	-	-	-	-
Community Transport	(308,745)	216,471	75,000	(17,274)	-	17,274	-
Multiservice Outlet	(505,008)	493,884	5,000	(6,124)	-	6,124	-
<b>Total Warrumbungle Comm Care</b>	<b>(847,867)</b>	<b>744,469</b>	<b>80,000</b>	<b>(23,398)</b>	<b>-</b>	<b>23,398</b>	<b>-</b>
Yuluwirri Kids	(1,212,366)	1,229,467	-	17,101	-	(17,101)	-
<b>Total Yuluwirri Kids</b>	<b>(1,212,366)</b>	<b>1,229,467</b>	<b>-</b>	<b>17,101</b>	<b>-</b>	<b>(17,101)</b>	<b>-</b>
<b>Total E&amp;C Services</b>	<b>(3,404,465)</b>	<b>4,565,472</b>	<b>80,000</b>	<b>1,241,007</b>	<b>-</b>	<b>23,429</b>	<b>1,264,436</b>
<b>Corporate Services</b>							
<b>Corporate Services Management</b>	-	193,023	-	<b>193,023</b>			193,023
<b>Total Corporate Services Mngmnt</b>	<b>-</b>	<b>193,023</b>	<b>-</b>	<b>193,023</b>	<b>-</b>	<b>-</b>	<b>193,023</b>
<b>Admin &amp; Customer Services</b>							
Administration Services	(55,266)	701,050	-	645,784	-	-	645,784
Community Banking Agency	(88,000)	87,104	-	(896)	-	-	(896)
<b>Total Admin &amp; Customer Services</b>	<b>(143,266)</b>	<b>788,154</b>	<b>-</b>	<b>644,888</b>	<b>-</b>	<b>-</b>	<b>644,888</b>
<b>Bushfire &amp; Emergency Services</b>	<b>(2,609,246)</b>	<b>2,506,936</b>	<b>448,042</b>	<b>345,732</b>	<b>-</b>	<b>-</b>	<b>345,732</b>
<b>Total Bushfire &amp; Emergency Svcs</b>	<b>(2,609,246)</b>	<b>2,506,936</b>	<b>448,042</b>	<b>345,732</b>	<b>-</b>	<b>-</b>	<b>345,732</b>
<b>Finance</b>	<b>(724,250)</b>	<b>1,387,101</b>	<b>-</b>	<b>662,851</b>	<b>-</b>	<b>-</b>	<b>662,851</b>
<b>Total Finance</b>	<b>(724,250)</b>	<b>1,387,101</b>	<b>-</b>	<b>662,851</b>	<b>-</b>	<b>-</b>	<b>662,851</b>
<b>Communications &amp; IT</b>	<b>(736,840)</b>	<b>1,086,920</b>	<b>12,916</b>	<b>362,996</b>	<b>-</b>	<b>-</b>	<b>362,996</b>
<b>Total Communications &amp; IT</b>	<b>(736,840)</b>	<b>1,086,920</b>	<b>12,916</b>	<b>362,996</b>	<b>-</b>	<b>-</b>	<b>362,996</b>
<b>Property &amp; Risk</b>							
Property & Risk	(417,585)	1,127,292	70,000	779,707	236,805		1,016,512
Cemetery Services	(85,000)	134,645	-	49,645	-	-	49,645
Medical Facilities	(73,597)	100,051	-	26,454	-	-	26,454
Public Halls	(55,350)	262,448	100,000	307,098	-	-	307,098
<b>Total Property &amp; Risk</b>	<b>(631,532)</b>	<b>1,624,436</b>	<b>170,000</b>	<b>1,162,904</b>	<b>236,805</b>	<b>-</b>	<b>1,399,709</b>

Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	(Surplus )/ Deficit
<b>Development &amp; Tourism</b>							
Tourism & Development Services	(82,750)	353,169	20,000	290,419	-	-	290,419
Community Development	-	80,000	-	80,000	-	-	80,000
Tourism & Economic Promotion	-	50,075	-	50,075	-	-	50,075
<b>Total Development &amp; Tourism</b>	<b>(82,750)</b>	<b>483,244</b>	<b>20,000</b>	<b>420,494</b>	<b>-</b>	<b>-</b>	<b>420,494</b>
<b>Supply Services</b>	<b>(26,315)</b>	<b>378,108</b>	<b>-</b>	<b>351,793</b>	<b>-</b>	<b>-</b>	<b>351,793</b>
<b>Total Supply Services</b>	<b>(26,315)</b>	<b>378,108</b>	<b>-</b>	<b>351,793</b>	<b>-</b>	<b>-</b>	<b>351,793</b>
<b>Total Corporate Services</b>	<b>(4,954,199)</b>	<b>8,447,922</b>	<b>650,958</b>	<b>4,144,681</b>	<b>236,805</b>	<b>-</b>	<b>4,381,486</b>
<b>Total General Fund</b>	<b>(33,942,566)</b>	<b>27,817,894</b>	<b>9,289,758</b>	<b>3,165,086</b>	<b>(2,386,994)</b>	<b>23,429</b>	<b>801,521</b>
<b>Warrumbungle Water</b>	<b>(2,969,046)</b>	<b>1,860,592</b>	<b>721,000</b>	<b>(387,454)</b>	<b>37,614</b>	<b>-</b>	<b>(349,840)</b>
<b>Warrumbungle Sewer</b>	<b>(1,446,726)</b>	<b>913,493</b>	<b>193,000</b>	<b>(340,233)</b>	<b>(120,959)</b>	<b>-</b>	<b>(461,192)</b>
<b>Warrumbungle Waste</b>	<b>(1,915,463)</b>	<b>1,763,557</b>	<b>-</b>	<b>(151,906)</b>	<b>4,655</b>	<b>-</b>	<b>(147,251)</b>
<b>Warrumbungle Quarries</b>	<b>(919,200)</b>	<b>869,546</b>	<b>-</b>	<b>(49,654)</b>	<b>-</b>	<b>-</b>	<b>(49,654)</b>
<b>Total Warrumbungle Shire Council</b>	<b>(41,193,001)</b>	<b>33,225,082</b>	<b>10,203,758</b>	<b>2,235,839</b>	<b>(2,465,684)</b>	<b>23,429</b>	<b>(206,416)</b>

## Reconciliation to Income Statement

## Revenue

## Expenditure

Total Cash Revenue/Expenditure (per above)

(41,193,001)

33,225,082

Add/Less:

**Non Cash Items**

Depreciation	-	10,275,000
Net share of JV not budgeted for (non-cash)	-	37,000
Remediation expenses not budgeted for (non cash)	-	25,000
Reversal of py impairment not included above (non cash)	(263,000)	-
WDV of assets disposed not included above (non cash)	800,000	-

**Internal Charges (to back out)**

Plant income internal charge	4,250,000	(4,250,000)
IT internal Charge	736,840	(736,840)
Other internal charges (year end journal)	333,611	(333,611)
Internal Rent	37,200	(37,200)
Other internal charges (built into on-costs)	348,631	(348,631)
Sewer Loan (internal)	77,778	(77,778)
Insurance Charges (internal)	228,516	(228,516)

**Other**

Rounding	425	(506)
<b>Total</b>	<b>(34,643,000)</b>	<b>37,549,000</b>

Total Revenue / Expenditure per Income Statement

(34,643,000)

37,549,000

Variance

-

-

## 2.4 Delivery Program 2013/14 – 2016/17 (Summary)

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan (Receipts) or Payments	Restricted Assets	(Surplus )/ Deficit
<b>2013/14</b>							
General Revenue	(11,164,593)	-	-	<b>(11,164,593)</b>	-	-	<b>(11,164,593)</b>
Executive	(137,375)	1,964,559	-	<b>1,827,184</b>	-	-	<b>1,827,184</b>
Technical Services	(14,281,934)	12,839,941	8,558,800	<b>7,116,807</b>	(2,623,799)	-	<b>4,493,008</b>
E&C Services	(3,404,465)	4,565,472	80,000	<b>1,241,007</b>	-	23,429	<b>1,264,436</b>
Corporate Services	(4,954,199)	8,447,922	650,958	<b>4,144,681</b>	236,805	-	<b>4,381,486</b>
<b>Total General Fund</b>	<b>(33,942,566)</b>	<b>27,817,894</b>	<b>9,289,758</b>	<b>3,165,086</b>	<b>(2,386,994)</b>	<b>23,429</b>	<b>801,521</b>
Warrumbungle Water	(2,969,046)	1,860,592	721,000	(387,454)	37,614	-	<b>(349,840)</b>
Warrumbungle Sewer	(1,446,726)	913,493	193,000	(340,233)	(120,959)	-	<b>(461,192)</b>
Warrumbungle Waste	(1,915,463)	1,763,557	-	(151,906)	4,655	-	<b>(147,251)</b>
Warrumbungle Quarry	(919,200)	869,546	-	(49,654)	-	-	<b>(49,654)</b>
<b>Total WSC 2013/14:</b>	<b>(41,193,001)</b>	<b>33,225,082</b>	<b>10,203,758</b>	<b>2,235,839</b>	<b>(2,465,684)</b>	<b>23,429</b>	<b>(206,416)</b>
<b>2014/15</b>							
General Revenue	(11,556,759)	-	-	(11,556,759)	-	-	<b>(11,556,759)</b>
Executive	(141,540)	1,827,568	-	1,686,028	-	-	<b>1,686,028</b>
Technical Services	(14,706,144)	13,087,995	6,662,025	5,043,876	500,870	-	<b>5,544,746</b>
E&C Services	(4,304,239)	4,692,268	1,033,173	1,421,202	-	(71,759)	<b>1,349,443</b>
Corporate Services	(5,007,421)	8,509,149	649,244	4,150,972	250,842	-	<b>4,401,814</b>
<b>Total General Fund</b>	<b>(35,716,103)</b>	<b>28,116,980</b>	<b>8,344,442</b>	<b>745,319</b>	<b>751,712</b>	<b>(71,759)</b>	<b>1,425,272</b>
Warrumbungle Water	(2,819,030)	1,905,193	634,000	(279,837)	39,617	-	<b>(240,220)</b>
Warrumbungle Sewer	(1,508,657)	937,985	343,000	(227,672)	(128,129)	-	<b>(355,801)</b>
Warrumbungle Waste	(1,966,385)	1,799,095	-	(167,290)	-	-	<b>(167,290)</b>
Warrumbungle Quarry	(1,042,180)	891,735	-	(150,445)	-	-	<b>(150,445)</b>
<b>Total WSC 2014/15:</b>	<b>(43,052,355)</b>	<b>33,650,988</b>	<b>9,321,442</b>	<b>(79,925)</b>	<b>663,200</b>	<b>(71,759)</b>	<b>511,516</b>
<b>2015/16</b>							
General Revenue	(11,958,745)	-	-	(11,958,745)	-	-	<b>(11,958,745)</b>
Executive	(145,832)	1,892,052	-	1,746,220	-	-	<b>1,746,220</b>
Technical Services	(15,002,679)	13,436,107	6,512,628	4,946,056	527,002	-	<b>5,473,058</b>
E&C Services	(3,532,286)	4,813,378	90,000	1,371,092	-	9,247	<b>1,380,339</b>
Corporate Services	(5,183,334)	8,721,259	490,725	4,028,650	265,709	-	<b>4,294,359</b>
<b>Total General Fund</b>	<b>(35,822,876)</b>	<b>28,862,796</b>	<b>7,093,353</b>	<b>133,273</b>	<b>792,711</b>	<b>9,247</b>	<b>935,231</b>
Warrumbungle Water	(2,963,146)	1,951,142	584,000	(428,004)	41,618	-	<b>(386,386)</b>
Warrumbungle Sewer	(1,573,598)	963,200	273,000	(337,398)	(135,723)	-	<b>(473,121)</b>
Warrumbungle Waste	(2,018,595)	1,852,083	-	(166,512)	-	-	<b>(166,512)</b>
Warrumbungle Quarry	(1,118,235)	914,493	-	(203,742)	-	-	<b>(203,742)</b>
<b>Total WSC 2015/16:</b>	<b>(43,496,450)</b>	<b>34,543,714</b>	<b>7,950,353</b>	<b>(1,002,383)</b>	<b>698,606</b>	<b>9,247</b>	<b>(294,530)</b>



	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan (Receipts) or Payments	Restricted Assets	(Surplus )/ Deficit)
<b>2016/17</b>							
General Revenue	(12,303,353)	-	-	(12,303,353)	-	-	<b>(12,303,353)</b>
Executive	(150,257)	2,055,531	-	1,905,274	-	-	<b>1,905,274</b>
Technical Services	(15,306,192)	13,793,011	5,997,321	4,484,140	554,683	-	<b>5,038,823</b>
E&C Services	(3,599,505)	4,952,231	116,562	1,469,288	-	(57,627)	<b>1,411,661</b>
Corporate Services	(5,259,645)	8,930,931	502,493	4,173,779	281,459	-	<b>4,455,238</b>
<b>Total General Fund</b>	<b>(36,618,952)</b>	<b>29,731,704</b>	<b>6,616,376</b>	<b>(270,872)</b>	<b>836,142</b>	<b>(57,627)</b>	<b>507,643</b>
Warrumbungle Water	(3,071,998)	1,998,153	559,000	(514,845)	43,941	-	<b>(470,904)</b>
Warrumbungle Sewer	(1,641,695)	989,160	293,000	(359,535)	(143,768)	-	<b>(503,303)</b>
Warrumbungle Waste	(2,072,125)	1,906,563	-	(165,562)	-	-	<b>(165,562)</b>
Warrumbungle Quarry	(1,196,190)	937,835	-	(258,355)	-	-	<b>(258,355)</b>
<b>Total WSC 2016/17:</b>	<b>(44,600,960)</b>	<b>35,563,415</b>	<b>7,468,376</b>	<b>(1,569,169)</b>	<b>736,315</b>	<b>(57,627)</b>	<b>(890,481)</b>

Reconciliation to Income Statement	2013/14	2014/15	2015/16	2016/17
<b>Total Cash (Surplus)/Deficit per above</b>	<b>(206,416)</b>	<b>511,516</b>	<b>(294,530)</b>	<b>(890,481)</b>
Add/Less:				
<b><u>Non Cash Items</u></b>				
Depreciation	10,275,000	10,531,875	10,795,172	11,065,051
Net share of JV not budgeted for (non-cash)	37,000	37,000	37,000	37,000
Remediation expenses not budgeted for (non cash)	25,000	25,000	25,000	25,000
Reversal of prior year impairment (non cash)	(263,000)	(150,000)	(29,000)	-
WDV of assets disposed (non cash)	800,000	800,000	800,000	800,000
<b><u>Other</u></b>				
Capital Expenditure	(10,203,758)	(9,321,442)	(7,950,353)	(7,468,376)
Loan Movements	2,465,684	(663,200)	(698,606)	(736,315)
Restricted Assets	(23,429)	71,759	(9,247)	57,627
Roundings	(81)	492	(436)	(506)
<b>Total to Reconcile to Income Statement</b>	<b>2,906,000</b>	<b>1,843,000</b>	<b>2,675,000</b>	<b>2,889,000</b>
<b>Total Deficit per Income Statement</b>	<b>(2,906,000)</b>	<b>(1,843,000)</b>	<b>(2,675,000)</b>	<b>(2,889,000)</b>
<b>Variance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Over the four years of the Delivery Program Council will accrue a combined surplus of \$880k (including restricted asset movements).

## 2.5 Revenue Details

Description	Revenue Budget 2012/13	Revenue Budget 2013/14	Revenue Budget 2014/15	Revenue Budget 2015/16	Revenue Budget 2016/17
<b>General Revenue</b>					
Rates Revenue	(6,956,037)	(7,094,184)	(7,324,744)	(7,562,799)	(7,808,590)
Interest Revenue (general fund)	(399,942)	(415,292)	(484,792)	(554,292)	(556,292)
General Grants	(3,587,050)	(3,655,117)	(3,747,223)	(3,841,654)	(3,938,471)
<b>Total General Revenue</b>	<b>(10,943,029)</b>	<b>(11,164,593)</b>	<b>(11,556,759)</b>	<b>(11,958,745)</b>	<b>(12,303,353)</b>
<b>Executive</b>					
<b>General Manager</b>					
Management & Leadership	-	-	-	-	-
Governance	-	-	-	-	-
<b>Total GM</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Human Resources</b>					
HR Management	(5,208)	-	-	-	-
Payroll Services	-	(97,375)	(100,540)	(103,806)	(107,181)
OH&S and Risk Management	(40,000)	(20,000)	(20,500)	(21,013)	(21,538)
Learning & Development Services	(21,500)	(20,000)	(20,500)	(21,013)	(21,538)
<b>Total HR</b>	<b>(66,708)</b>	<b>(137,375)</b>	<b>(141,540)</b>	<b>(145,832)</b>	<b>(150,257)</b>
<b>Total Executive</b>	<b>(66,708)</b>	<b>(137,375)</b>	<b>(141,540)</b>	<b>(145,832)</b>	<b>(150,257)</b>
<b>Technical Services</b>					
<b>Technical Services Management</b>	-	-	-	-	-
<b>Total Technical Services Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Design Services</b>					
Design Services Management	(8,502)	(3,600)	(3,690)	(3,782)	(3,877)
Emergency Services Management	-	-	-	-	-
Survey Investigation & Design	-	-	-	-	-
Asset Management	-	-	-	-	-
NSW Fire Brigade	-	-	-	-	-
Road Safety Officer	(42,018)	(52,104)	(53,406)	(54,741)	(56,110)
<b>Total Design Services</b>	<b>(50,520)</b>	<b>(55,704)</b>	<b>(57,096)</b>	<b>(58,523)</b>	<b>(59,987)</b>
<b>Road Operations</b>					
Road Operations Management	(4,615)	-	-	-	-
Regional Roads M&R	(2,402,400)	(2,471,500)	(2,533,288)	(2,596,619)	(2,661,535)
Local Roads M&R	(2,850,764)	(2,514,149)	(2,727,402)	(2,744,829)	(2,762,161)
Aerodromes	(5,600)	(7,000)	(7,175)	(7,356)	(7,538)
Streets Rural	-	-	-	-	-
Private Works (Works Services)	(191,600)	(191,000)	(286,500)	(293,663)	(301,004)
<b>Total Road Operations</b>	<b>(5,454,979)</b>	<b>(5,183,649)</b>	<b>(5,554,365)</b>	<b>(5,642,467)</b>	<b>(5,732,238)</b>
<b>Road Contracts &amp; Private Works</b>					
Contract Management	(10,731)	(10,000)	(10,250)	(10,506)	(10,769)
RMCC & Other Road Contracts	(2,330,000)	(2,165,000)	(2,219,125)	(2,274,603)	(2,331,468)
Reseals	(1,004,300)	(1,029,500)	(1,055,400)	(1,081,600)	(1,108,600)
<b>Total Contracts &amp; Private Works</b>	<b>(3,345,031)</b>	<b>(3,204,500)</b>	<b>(3,284,775)</b>	<b>(3,366,709)</b>	<b>(3,450,837)</b>
<b>Fleet Services</b>					
Fleet Services Management	(30,001)	(81,700)	(83,743)	(85,836)	(87,982)
Plant And Equipment	(4,315,664)	(5,135,000)	(5,243,250)	(5,354,156)	(5,467,785)
Workshops	-	-	-	-	-
<b>Total Fleet Services</b>	<b>(4,345,665)</b>	<b>(5,216,700)</b>	<b>(5,326,993)</b>	<b>(5,439,992)</b>	<b>(5,555,767)</b>
<b>Urban Services</b>					
Urban Services Management	(8,615)	-	-	-	-
Horticulture	-	(4,531)	(4,644)	(4,760)	(4,879)

# Warrumbungle Shire Council –Operational Plan and Delivery Program 2013/14 – 2016/17

Description	Revenue Budget 2012/13	Revenue Budget 2013/14	Revenue Budget 2014/15	Revenue Budget 2015/16	Revenue Budget 2016/17
Street Cleaning	-	-	-	-	-
Public Amenities	-	-	-	-	-
Ovals	(12,540)	(12,950)	(13,273)	(13,605)	(13,946)
Streets - Urban	(802,700)	(508,000)	(356,700)	(365,618)	(374,758)
Public Swimming Pools	(66,600)	(95,900)	(108,298)	(111,005)	(113,780)
<b>Total Urban Services</b>	<b>(890,455)</b>	<b>(621,381)</b>	<b>(482,915)</b>	<b>(494,988)</b>	<b>(507,363)</b>
<b>Total Tech Services</b>	<b>(14,086,650)</b>	<b>(14,281,934)</b>	<b>(14,706,144)</b>	<b>(15,002,679)</b>	<b>(15,306,192)</b>
<b>Environment &amp; Community Services</b>					
<b>E&amp;C Services Management</b>					
E&C Services Management	(2,000)	(1,000)	(1,000)	(1,000)	(1,000)
Building Control	(70,000)	(54,500)	(58,000)	(62,500)	(68,000)
Environmental Health Services	(6,000)	(10,000)	(10,500)	(11,000)	(11,500)
Libraries	(58,577)	(60,041)	(61,542)	(63,081)	(64,658)
Town Planning	(96,900)	(164,000)	(116,001)	(125,000)	(134,000)
<b>Total E&amp;C Services Management</b>	<b>(233,477)</b>	<b>(289,541)</b>	<b>(247,043)</b>	<b>(262,581)</b>	<b>(279,158)</b>
<b>Family Support Services</b>					
Connect 5	(185,780)	(189,387)	(196,392)	(201,301)	(206,334)
Family Day Care	(638,700)	(671,214)	(678,788)	(695,758)	(713,152)
Youth Development & Activities	(94,906)	(112,550)	(113,432)	(102,192)	(104,716)
OOSH & Vacation Care	(19,369)	(50,140)	(50,140)	(50,140)	(50,140)
<b>Total Family Support Services</b>	<b>(938,755)</b>	<b>(1,023,291)</b>	<b>(1,038,752)</b>	<b>(1,049,391)</b>	<b>(1,074,342)</b>
<b>Regulatory Services</b>					
Compliance Services	(29,595)	(31,400)	(32,310)	(33,233)	(34,168)
Noxious Weeds	-	-	-	-	-
<b>Total Regulatory Services</b>	<b>(29,595)</b>	<b>(31,400)</b>	<b>(32,310)</b>	<b>(33,233)</b>	<b>(34,168)</b>
<b>Warrumbungle Community Care</b>					
Centrelink	(28,908)	(34,114)	(34,967)	(35,841)	(36,737)
Community Transport	(186,575)	(308,745)	(314,302)	(319,960)	(325,719)
Multiservice Outlet	(506,892)	(505,008)	(543,921)	(526,744)	(533,731)
<b>Total Warrumbungle Community Care</b>	<b>(722,375)</b>	<b>(847,867)</b>	<b>(893,190)</b>	<b>(882,545)</b>	<b>(896,187)</b>
Yuluwirri Kids	(2,016,055)	(1,212,366)	(2,092,944)	(1,304,536)	(1,315,650)
<b>Total Yuluwirri Kids</b>	<b>(2,016,055)</b>	<b>(1,212,366)</b>	<b>(2,092,944)</b>	<b>(1,304,536)</b>	<b>(1,315,650)</b>
<b>Total E&amp;C Services</b>	<b>(3,940,257)</b>	<b>(3,404,465)</b>	<b>(4,304,239)</b>	<b>(3,532,286)</b>	<b>(3,599,505)</b>
<b>Corporate Services</b>					
<b>Corporate Services Management</b>	(262,593)	-	-	-	-
<b>Total Corporate Services Management</b>	<b>(262,593)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Admin &amp; Customer Services</b>					
Administration Services	(69,878)	(55,266)	(56,550)	(57,964)	(59,508)
Community Banking Agency	(86,867)	(88,000)	(90,200)	(92,455)	(94,766)
<b>Total Admin &amp; Customer Services</b>	<b>(156,745)</b>	<b>(143,266)</b>	<b>(146,750)</b>	<b>(150,419)</b>	<b>(154,274)</b>
<b>Bushfire &amp; Emergency Services</b>	(2,490,565)	(2,609,246)	(2,674,477)	(2,741,339)	(2,809,873)
<b>Total Bushfire &amp; Emergency Services</b>	<b>(2,490,565)</b>	<b>(2,609,246)</b>	<b>(2,674,477)</b>	<b>(2,741,339)</b>	<b>(2,809,873)</b>
<b>Finance</b>	(122,188)	(724,250)	(742,341)	(760,885)	(779,892)
<b>Total Finance</b>	<b>(122,188)</b>	<b>(724,250)</b>	<b>(742,341)</b>	<b>(760,885)</b>	<b>(779,892)</b>
<b>Communications &amp; IT</b>	(730,950)	(736,840)	(749,214)	(767,944)	(787,142)
<b>Total Communications &amp; IT</b>	<b>(730,950)</b>	<b>(736,840)</b>	<b>(749,214)</b>	<b>(767,944)</b>	<b>(787,142)</b>
<b>Property &amp; Risk</b>					
Property & Risk	(492,801)	(417,585)	(427,245)	(437,788)	(448,594)
Cemetery Services	(85,000)	(85,000)	(87,125)	(89,303)	(91,536)
Medical Facilities	(63,531)	(73,597)	(75,437)	(77,323)	(79,256)
Public Halls	(31,450)	(55,350)	(41,109)	(42,136)	(43,190)
<b>Total Property &amp; Risk</b>	<b>(672,782)</b>	<b>(631,532)</b>	<b>(630,916)</b>	<b>(646,550)</b>	<b>(662,576)</b>

Description	Revenue Budget 2012/13	Revenue Budget 2013/14	Revenue Budget 2014/15	Revenue Budget 2015/16	Revenue Budget 2016/17
<b>Development &amp; Tourism</b>					
Tourism & Development Services	(36,939)	(82,750)	(36,750)	(88,550)	(37,550)
Community Development	-	-	-	-	-
Tourism & Economic Promotion	-	-	-	-	-
<b>Total Development &amp; Tourism</b>	<b>(36,939)</b>	<b>(82,750)</b>	<b>(36,750)</b>	<b>(88,550)</b>	<b>(37,550)</b>
<b>Supply Services</b>	(115,000)	(26,315)	(26,973)	(27,647)	(28,338)
<b>Total Supply Services</b>	<b>(115,000)</b>	<b>(26,315)</b>	<b>(26,973)</b>	<b>(27,647)</b>	<b>(28,338)</b>
<b>Total Corporate Services</b>	<b>(4,587,762)</b>	<b>(4,954,199)</b>	<b>(5,007,421)</b>	<b>(5,183,334)</b>	<b>(5,259,645)</b>
<b>Total General Fund</b>	<b>(33,624,406)</b>	<b>(33,942,566)</b>	<b>(35,716,103)</b>	<b>(35,822,876)</b>	<b>(36,618,952)</b>
<b>Warrumbungle Water</b>	(2,864,431)	(2,969,046)	(2,819,030)	(2,963,146)	(3,071,998)
<b>Warrumbungle Sewer</b>	(1,340,300)	(1,446,726)	(1,508,657)	(1,573,598)	(1,641,695)
<b>Warrumbungle Waste</b>	(1,688,155)	(1,915,463)	(1,966,385)	(2,018,595)	(2,072,125)
<b>Warrumbungle Quarries</b>	-	(919,200)	(1,042,180)	(1,118,235)	(1,196,190)
<b>Total Warrumbungle Shire Council</b>	<b>(39,517,292)</b>	<b>(41,193,001)</b>	<b>(43,052,355)</b>	<b>(43,496,450)</b>	<b>(44,600,960)</b>

## 2.6 Expenditure Details

Description	Expenditure Budget 2012/13	Expenditure Budget 2013/14	Expenditure Budget 2014/15	Expenditure Budget 2015/16	Expenditure Budget 2016/17
<b>General Revenue</b>					
Rates Revenue	-	-	-	-	-
Interest Revenue (general fund)	-	-	-	-	-
General Grants	-	-	-	-	-
<b>Total General Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Executive</b>					
<b>General Manager</b>					
Management & Leadership	557,665	555,127	572,525	590,472	608,985
Governance	418,401	360,001	344,585	351,846	442,289
<b>Total GM</b>	<b>976,066</b>	<b>915,128</b>	<b>917,110</b>	<b>942,318</b>	<b>1,051,274</b>
<b>Human Resources</b>					
HR Management	358,330	362,093	372,628	383,476	394,643
Payroll Services	362,249	193,849	30,939	45,596	74,799
OH&S and Risk Management	125,655	118,553	121,985	125,517	129,154
Learning & Development Services	290,077	374,936	384,906	395,145	405,661
<b>Total HR</b>	<b>1,136,311</b>	<b>1,049,431</b>	<b>910,458</b>	<b>949,734</b>	<b>1,004,257</b>
<b>Total Executive</b>	<b>2,112,377</b>	<b>1,964,559</b>	<b>1,827,568</b>	<b>1,892,052</b>	<b>2,055,531</b>
<b>Technical Services</b>					
<b>Technical Services Management</b>	145,700	109,919	113,095	116,364	119,730
<b>Total Technical Services Management</b>	<b>145,700</b>	<b>109,919</b>	<b>113,095</b>	<b>116,364</b>	<b>119,730</b>
<b>Design Services</b>					
Design Services Management	131,200	154,435	158,068	162,842	167,762
Emergency Services Management	90,972	86,476	88,891	91,375	93,930
Survey Investigation & Design	172,501	152,074	96,788	99,699	102,699
Asset Management	70,326	59,559	61,435	63,371	65,368
NSW Fire Brigade	40,400	42,287	43,344	44,428	45,539
Road Safety Officer	95,982	97,983	100,892	103,889	106,976
<b>Total Design Services</b>	<b>601,381</b>	<b>592,814</b>	<b>549,418</b>	<b>565,604</b>	<b>582,274</b>
<b>Road Operations</b>					
Road Operations Management	322,091	202,418	191,729	197,224	202,879
Regional Roads M&R	1,371,273	1,442,500	1,504,287	1,567,620	1,632,535
Local Roads M&R	2,966,230	2,488,942	2,495,927	2,532,241	2,568,792
Aerodromes	91,710	92,405	95,011	97,693	100,452
Streets Rural	27,896	25,564	26,182	26,915	27,669
Private Works (Works Services)	120,000	120,000	180,000	185,194	190,540
<b>Total Road Operations</b>	<b>4,899,200</b>	<b>4,371,829</b>	<b>4,493,136</b>	<b>4,606,887</b>	<b>4,722,867</b>
<b>Road Contracts &amp; Private Works</b>					
Contract Management	195,781	50,000	51,392	52,824	54,297
RMCC & Other Road Contracts	2,150,000	1,975,000	2,027,473	2,081,358	2,136,694
Reseals	-	-	-	-	-
<b>Total Contracts &amp; Private Works</b>	<b>2,345,781</b>	<b>2,025,000</b>	<b>2,078,865</b>	<b>2,134,182</b>	<b>2,190,991</b>
<b>Fleet Services</b>					
Fleet Services Management	115,009	121,442	125,180	129,035	133,009
Plant And Equipment	2,476,030	2,700,849	2,770,664	2,843,357	2,917,979
Workshops	39,913	45,850	47,038	48,256	49,506
<b>Total Fleet Services</b>	<b>2,630,952</b>	<b>2,868,141</b>	<b>2,942,882</b>	<b>3,020,648</b>	<b>3,100,494</b>
<b>Urban Services</b>					
Urban Services Management	147,364	162,991	167,805	172,762	177,870
Horticulture	838,941	828,148	827,010	850,769	875,231

# Warrumbungle Shire Council –Operational Plan and Delivery Program 2013/14 – 2016/17

Description	Expenditure Budget 2012/13	Expenditure Budget 2013/14	Expenditure Budget 2014/15	Expenditure Budget 2015/16	Expenditure Budget 2016/17
Street Cleaning	259,970	240,713	247,742	254,980	262,433
Public Amenities	206,054	197,991	203,880	209,946	216,196
Ovals	282,762	303,593	312,069	320,791	329,767
Streets - Urban	569,266	531,726	529,321	544,242	559,591
Public Swimming Pools	606,345	607,076	622,772	638,932	655,567
<b>Total Urban Services</b>	<b>2,910,702</b>	<b>2,872,238</b>	<b>2,910,599</b>	<b>2,992,422</b>	<b>3,076,655</b>
<b>Total Tech Services</b>	<b>13,533,716</b>	<b>12,839,941</b>	<b>13,087,995</b>	<b>13,436,107</b>	<b>13,793,011</b>
<b>Environment &amp; Community Services</b>					
<b>E&amp;C Services Management</b>					
E&C Services Management	396,728	314,810	323,751	332,966	342,476
Building Control	213,125	225,565	232,624	239,905	247,416
Environmental Health Services	83,821	91,030	93,827	96,711	99,684
Libraries	548,673	575,499	589,291	603,429	617,922
Town Planning	109,406	114,252	117,700	121,253	124,915
<b>Total E&amp;C Services Management</b>	<b>1,351,753</b>	<b>1,321,156</b>	<b>1,357,193</b>	<b>1,394,264</b>	<b>1,432,413</b>
<b>Family Support Services</b>					
Connect 5	186,410	192,062	197,974	204,072	210,284
Family Day Care	636,302	662,100	679,868	698,120	716,871
Youth Development & Activities	99,906	116,320	117,692	106,969	110,023
OOSH & Vacation Care	19,369	39,447	40,686	41,964	43,282
<b>Total Family Support Services</b>	<b>941,987</b>	<b>1,009,929</b>	<b>1,036,220</b>	<b>1,051,125</b>	<b>1,080,460</b>
<b>Regulatory Services</b>					
Compliance Services	174,133	162,328	164,315	168,930	173,677
Noxious Weeds	90,235	98,123	103,029	108,181	113,590
<b>Total Regulatory Services</b>	<b>264,368</b>	<b>260,451</b>	<b>267,344</b>	<b>277,111</b>	<b>287,267</b>
<b>Warrumbungle Community Care</b>					
Centrelink	28,908	34,114	34,967	35,841	36,737
Community Transport	133,236	216,471	222,701	229,116	235,719
Multiservice Outlet	475,777	493,884	508,411	523,375	538,791
<b>Total Warrumbungle Community Care</b>	<b>637,921</b>	<b>744,469</b>	<b>766,079</b>	<b>788,332</b>	<b>811,247</b>
Yuluwirri Kids	1,145,305	1,229,467	1,265,432	1,302,546	1,340,844
<b>Total Yuluwirri Kids</b>	<b>1,145,305</b>	<b>1,229,467</b>	<b>1,265,432</b>	<b>1,302,546</b>	<b>1,340,844</b>
<b>Total E&amp;C Services</b>	<b>4,341,334</b>	<b>4,565,472</b>	<b>4,692,268</b>	<b>4,813,378</b>	<b>4,952,231</b>
<b>Corporate Services</b>					
<b>Corporate Services Management</b>	186,835	193,023	199,046	205,259	211,666
<b>Total Corporate Services Management</b>	<b>186,835</b>	<b>193,023</b>	<b>199,046</b>	<b>205,259</b>	<b>211,666</b>
<b>Admin &amp; Customer Services</b>					
Administration Services	630,550	701,050	706,579	728,350	750,799
Community Banking Agency	102,044	87,104	89,526	92,024	94,601
<b>Total Admin &amp; Customer Services</b>	<b>732,594</b>	<b>788,154</b>	<b>796,105</b>	<b>820,374</b>	<b>845,400</b>
<b>Bushfire &amp; Emergency Services</b>	2,487,076	2,506,936	2,569,759	2,634,158	2,700,172
<b>Total Bushfire &amp; Emergency Services</b>	<b>2,487,076</b>	<b>2,506,936</b>	<b>2,569,759</b>	<b>2,634,158</b>	<b>2,700,172</b>
<b>Finance</b>	1,281,910	1,387,101	1,409,352	1,450,837	1,493,559
<b>Total Finance</b>	<b>1,281,910</b>	<b>1,387,101</b>	<b>1,409,352</b>	<b>1,450,837</b>	<b>1,493,559</b>
<b>Communications &amp; IT</b>	880,509	1,086,920	1,044,509	1,072,084	1,100,397
<b>Total Communications &amp; IT</b>	<b>880,509</b>	<b>1,086,920</b>	<b>1,044,509</b>	<b>1,072,084</b>	<b>1,100,397</b>
<b>Property &amp; Risk</b>					
Property & Risk	1,050,458	1,127,292	1,107,722	1,115,180	1,122,367
Cemetery Services	131,731	134,645	138,544	142,557	146,689
Medical Facilities	67,183	100,051	102,681	105,382	108,159
Public Halls	276,103	262,448	269,510	276,047	282,763
<b>Total Property &amp; Risk</b>	<b>1,525,475</b>	<b>1,624,436</b>	<b>1,618,457</b>	<b>1,639,166</b>	<b>1,659,978</b>



Description	Expenditure Budget 2012/13	Expenditure Budget 2013/14	Expenditure Budget 2014/15	Expenditure Budget 2015/16	Expenditure Budget 2016/17
<b>Development &amp; Tourism</b>					
Tourism & Development Services	360,514	353,169	357,243	367,615	378,301
Community Development	80,000	80,000	80,000	80,000	80,000
Tourism & Economic Promotion	50,000	50,075	44,878	49,910	47,169
<b>Total Development &amp; Tourism</b>	<b>490,514</b>	<b>483,244</b>	<b>482,121</b>	<b>497,525</b>	<b>505,470</b>
<b>Supply Services</b>	428,124	378,108	389,800	401,856	414,289
<b>Total Supply Services</b>	<b>428,124</b>	<b>378,108</b>	<b>389,800</b>	<b>401,856</b>	<b>414,289</b>
<b>Total Corporate Services</b>	<b>8,013,037</b>	<b>8,447,922</b>	<b>8,509,149</b>	<b>8,721,259</b>	<b>8,930,931</b>
<b>Total General Fund</b>	<b>28,000,464</b>	<b>27,817,894</b>	<b>28,116,980</b>	<b>28,862,796</b>	<b>29,731,704</b>
<b>Warrumbungle Water</b>	1,655,258	1,860,592	1,905,193	1,951,142	1,998,153
<b>Warrumbungle Sewer</b>	835,527	913,493	937,985	963,200	989,160
<b>Warrumbungle Waste</b>	1,699,180	1,763,557	1,799,095	1,852,083	1,906,563
<b>Warrumbungle Quarries</b>	-	869,546	891,735	914,493	937,835
<b>Total Warrumbungle Shire Council</b>	<b>32,190,429</b>	<b>33,225,082</b>	<b>33,650,988</b>	<b>34,543,714</b>	<b>35,563,415</b>

## 2.7 Council's Four Year Capital Program

Details of Council's four year capital program are provided below:

Description	2013/14	2014/15	2015/16	2016/17
<b>Corporate Services</b>				
<b>Bushfire and Emergency Services</b>				
RFS - Enhancements	22,500	23,063	23,639	24,230
RFS – Fire Control Centre Coonabarabran	140,000	143,500	147,088	150,765
RFS - Vehicles	285,542	292,681	299,998	307,498
<b>Bushfire and Emergency Services Total</b>	<b>448,042</b>	<b>459,244</b>	<b>470,725</b>	<b>482,493</b>
<b>Communications &amp; IT</b>				
Increase in storage capacity SAN	12,916	-	-	-
<b>Communications &amp; IT Total</b>	<b>12,916</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Tourism and Development Services</b>				
Shire Entrance Signs	20,000	20,000	20,000	20,000
<b>Tourism and Development Services Total</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Property &amp; Risk</b>				
<b>Council Offices &amp; Other Property</b>				
Air-conditioning/Heating Coolah Office	-	50,000	-	-
Disabled access Coolah Office	20,000	-	-	-
Dunedoo Depot Capital-Underground Storage	-	20,000	-	-
Security Audit	50,000	-	-	-
<b>Council Offices &amp; Other Property Total</b>	<b>70,000</b>	<b>70,000</b>	<b>-</b>	<b>-</b>
<b>Public Halls</b>				
Hall Baradine – Refurbishment of Toilets	75,000	75,000		
Mendooran Hall - \$25,000 Stage Ceiling	-	25,000	-	-
Powerhouse Museum arts funding	25,000	-	-	-
<b>Public Halls Total</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>
<b>Property &amp; Risk Total</b>	<b>170,000</b>	<b>170,000</b>	<b>-</b>	<b>-</b>
<b>Corporate Services Total</b>	<b>650,958</b>	<b>649,244</b>	<b>490,725</b>	<b>502,493</b>
<b>Environmental and Community Services</b>				
<b>Family Support Services</b>				
<b>Connect 5</b>				
Connect 5 Capital – Purchase of vehicle	-	18,673	-	19,562
<b>Connect 5 Total</b>	<b>-</b>	<b>18,673</b>	<b>-</b>	<b>19,562</b>
<b>Family Day Care</b>				
Family Day Care – Purchase of vehicle	-	9,500	-	10,000
<b>Family Day Care Total</b>	<b>-</b>	<b>9,500</b>	<b>-</b>	<b>10,000</b>
<b>Family Support Services Total</b>	<b>-</b>	<b>28,173</b>	<b>-</b>	<b>29,562</b>
<b>Warrumbungle Community Care</b>				
<b>Community Transport</b>				
Community Transport Capital	75,000	90,000	80,000	80,000
<b>Multiservice Outlet</b>				
MSO Capital Replacements	5,000	45,000	10,000	7,000
<b>Warrumbungle Community Care Total</b>	<b>80,000</b>	<b>135,000</b>	<b>90,000</b>	<b>87,000</b>
<b>Yuluwirri Kids</b>				
Yuluwirri Kids Building Extensions	-	870,000	-	-
<b>Yuluwirri Kids Total</b>	<b>-</b>	<b>870,000</b>	<b>-</b>	<b>-</b>
<b>Environmental and Community Services Total</b>	<b>80,000</b>	<b>1,033,173</b>	<b>90,000</b>	<b>116,562</b>

Description	2013/14	2014/15	2015/16	2016/17
<b>Technical Services</b>				
<b>Asset Design Services</b>				
<b>Design Services Management</b>				
Design Projects Survey Equip-Cap	12,000	12,000	12,000	12,000
Design Services Software Upgrade	18,000	18,000	18,000	18,000
<b>Asset Design Services Total</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>
<b>Fleet Services</b>				
<b>Plant and Equipment</b>				
Minor Plant Purchases	15,000	15,000	15,000	15,000
Plant and Equipment Purchases	2,250,000	2,485,000	2,465,000	2,270,000
<b>Fleet Services Total</b>	<b>2,265,000</b>	<b>2,500,000</b>	<b>2,480,000</b>	<b>2,285,000</b>
<b>Road Contracts</b>				
<b>Reseals</b>				
Baradine Streets Reseals	17,200	17,700	18,100	18,500
Binnaway Streets Reseals	15,400	15,800	16,200	16,600
Coolah Streets Reseals	25,600	26,300	26,900	27,600
Coonabarabran Streets Reseals	82,000	84,100	86,200	88,300
Dunedoo Streets Reseals	23,100	23,600	24,200	24,800
Local Roads Reseals	420,300	430,800	441,500	452,600
Mendooran Streets Reseals	15,400	15,800	16,200	16,600
Regional Roads Reseals	430,500	441,300	452,300	463,600
<b>Road Contracts Total</b>	<b>1,029,500</b>	<b>1,055,400</b>	<b>1,081,600</b>	<b>1,108,600</b>
<b>Road Operations</b>				
<b>Local Roads</b>				
Aerodrome Bridge Baradine	250,000	-	-	-
Baradine Creek Bridge	1,500,000	-	-	-
Black Gully Bridge	-	200,000	-	-
Borambitty Road - Crest	25,000	-	-	-
Coolah Creek Road Rehabilitation	110,000	-	110,000	-
Coonagoony Bridge	-	200,000	-	-
Flags Rockedgial Road	-	-	-	55,200
Kenebri Bridge	600,000	-	-	-
Local Roads Re-sheeting	765,000	784,125	803,728	823,821
Ross Crossing	-	-	400,000	-
Warkton Bridge	-	120,000	-	-
Wool Road Rehabilitation	-	-	-	110,000
Box Ridge Road – Replace Causeway	-	52,500	-	-
Coolah Neilrex Road – Realignment	-	-	47,300	-
Wyuna Road – Causeway	-	-	-	49,700
<b>Local Roads Total</b>	<b>3,250,000</b>	<b>1,356,625</b>	<b>1,361,028</b>	<b>1,038,721</b>
<b>Regional Roads</b>				
MR7519 Capital works	-	-	169,000	-
MR55 Pavement widening and rehabilitation	800,000	800,000	800,000	800,000
MR396 Shoulder widening	-	169,000	-	-
MR129 Pavement Rehabilitation	169,000	-	-	169,000
<b>Regional Roads Total</b>	<b>969,000</b>	<b>969,000</b>	<b>969,000</b>	<b>969,000</b>
<b>Road Operations Total</b>	<b>4,219,000</b>	<b>2,325,625</b>	<b>2,330,028</b>	<b>2,007,721</b>

Description	2013/14	2014/15	2015/16	2016/17
<b>Urban Services</b>				
<b>Horticulture</b>				
Binnaway Progress Association	5,000	5,000	5,000	5,000
Milling Park Playground equipment upgrade	70,000	-	-	-
Mendooran Park Toilets	35,000	-	-	-
Bell Park Electric BBQ and Shelter	-	-	18,000	-
Dunedoo Milling Park – Toilet Block	50,000	50,000	-	-
Masters Park Irrigation	-	25,000	-	-
Lions Park Electric BBQ and Shelter	-	-	18,000	-
Jorrock Park Table, Shelter and water supply	-	-	15,000	-
<b>Horticulture Total</b>	<b>160,000</b>	<b>80,000</b>	<b>56,000</b>	<b>5,000</b>
<b>Ovals</b>				
Bowen Oval - Turf wicket	8,000	-	-	-
Oval Grandstand Rehabilitation - Baradine	40,000	-	-	-
Oval Grandstand Rehab ilitation - Binnaway	47,000	-	-	-
<b>Ovals Total</b>	<b>95,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Swimming Pools</b>				
Concrete repairs - Coonabarabran Pool	20,000	15,000	15,000	15,000
Pool Cover – Coolah Pool	12,000	-	-	-
Leak prevention and general painting - Baradine Pool	40,000	-	-	-
Shade Shelter - Baradine Pool	-	23,000	-	-
Replace grouting – Dunedoo Main Pool	-	27,000	-	-
<b>Swimming Pools Total</b>	<b>72,000</b>	<b>65,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Town Streets - Baradine</b>				
Castlereagh Street, Narren to Darling, new K&G	-	60,000	-	-
Flood Plain Management	120,000	-	-	-
Narren Street, South of Macquarie, K&G	-	-	50,000	-
Lachlan Street, between Narren & Liverpool, K&G	-	-	-	50,000
Liverpool Street Seal	-	25,000	25,000	-
Rehabilitation of footpath sections	10,300	10,000	10,000	10,000
Walker Street, West of Narren new K&G	30,000	-	-	-
Bligh Street, Between Narren & Darling, new K&G	-	50,000	-	-
<b>Town Streets - Baradine Total</b>	<b>160,300</b>	<b>145,000</b>	<b>85,000</b>	<b>60,000</b>
<b>Town Streets - Binnaway</b>				
Corry Bridge, Western approach	-	40,000	40,000	40,000
David Street, new K&G	60,000	-	-	-
Footpath rehabilitation	-	5,000	5,000	5,000
Renshaw & Bullinda St intersection “dip” Traffic calm	-	8,000	-	-
Castlereagh Avenue – Drainage 42m (link)	-	20,000	-	-
Railway St, Napier to Renshaw, Drainage 420m (link)	-	-	35,000	35,000
<b>Town Streets - Binnaway Total</b>	<b>60,000</b>	<b>73,000</b>	<b>80,000</b>	<b>80,000</b>
<b>Town Streets - Coolah</b>				
Binnia Street, new kerb blisters and K&G rehab	46,000	-	-	-
Binnia/Booyamurra: Binnia/Campbell, intersection	-	70,000	-	-
Booyamurra Street, east of Binnia, rehabilitation	110,000	-	-	-
Footpath Rehabilitation - various locations	20,000	15,000	15,000	15,000
Pipe Drainage – location to be confirmed	-	40,000	40,000	40,000
<b>Town Streets - Coolah Total</b>	<b>176,000</b>	<b>125,000</b>	<b>55,000</b>	<b>55,000</b>

Description	2013/14	2014/15	2015/16	2016/17
<b>Town Streets - Coonabarabran</b>				
Belar Street Drainage Pipe & K&G	-	45,000	-	-
Cowper Street – Concreting open channel	-	-	60,000	50,000
Dalgarno Street (John-Charles) rehabilitation	-	20,000	20,000	20,000
Dalgarno Street east of John, footpath rehabilitation	45,000	-	-	-
Dalgarno Street west of John, K&G rehabilitation	70,000	-	-	60,000
John Street (Edward to Cassilis), west side K&G rehab	-	60,000	60,000	-
Namoi Street K&G	-	-	-	60,000
Cycleway - Newell Highway	120,000	-	-	-
Street light programme	-	-	-	8,000
Dow's Lane	-	40,000	40,000	-
Crane Street rehabilitation	-	-	-	60,000
<b>Town Streets - Coonabarabran Total</b>	<b>235,000</b>	<b>165,000</b>	<b>180,000</b>	<b>258,000</b>
<b>Town Streets - Dunedoo</b>				
Bullinda Street (Wallaroo to Wargundy), north side	-	-	50,000	-
Dish drain, Tucklan Street at Wallaroo, west side	22,000	-	-	-
Footpath Rehabilitation - various locations	20,000	10,000	10,000	10,000
Wargundy Street Underground pipe drainage	-	60,000	-	-
Wargundy Street (Bullinda to Yarrow), west side	-	-	-	55,000
Yarrow Street at Bandulla, north side	-	18,000	-	-
Yarrow Street at Bandulla, south side	-	-	-	18,000
Yarrow Street (Wallaroo to Wargundy), north side	-	-	50,000	-
<b>Town Streets - Dunedoo Total</b>	<b>42,000</b>	<b>88,000</b>	<b>110,000</b>	<b>83,000</b>
<b>Town Streets - Mendooran</b>				
Footpath Rehabilitation	15,000	10,000	10,000	10,000
<b>Town Streets - Mendooran Total</b>	<b>15,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Urban Services Total</b>	<b>1,015,300</b>	<b>751,000</b>	<b>591,000</b>	<b>566,000</b>
<b>Technical Services Total</b>	<b>8,558,800</b>	<b>6,662,025</b>	<b>6,512,628</b>	<b>5,997,321</b>
<b>Warrumbungle Water</b>				
<b>Water - Baradine</b>				
Mains Extension –Removal of dead ends	-	-	50,000	50,000
Mains Replacement	-	-	25,000	25,000
Meter Replacements	5,000	5,000	5,000	-
Water Treatment Plant- Building Renovation	50,000	-	-	-
Water Treatment Plant- Improvements	-	40,000	30,000	-
Water Treatment Plant -Rehabilitation of Clarifier	95,000	-	-	-
Reservoir Rehabilitation	-	50,000	-	-
<b>Water - Baradine Total</b>	<b>150,000</b>	<b>95,000</b>	<b>110,000</b>	<b>75,000</b>
<b>Water - Binnaway</b>				
Mains Replacement	-	-	80,000	70,000
Mains Replacement – David & Railway Sts, 570m	-	80,000	-	-
Meter Replacements	5,000	5,000	-	-
Water Treatment Plant – Renewals	-	20,000	-	25,000
Mains Replacement – Napier St, 420m	60,000	-	-	-
<b>Water - Binnaway Total</b>	<b>65,000</b>	<b>105,000</b>	<b>80,000</b>	<b>95,000</b>
<b>Water - Coolah</b>				
Coolah Water Reservoirs Capital	-	-	-	30,000
Mains Extension - removal of dead ends	50,000	40,000	40,000	40,000
Mains Replacement	-	-	30,000	30,000

Description	2013/14	2014/15	2015/16	2016/17
Meter Replacement	5,000	5,000	5,000	5,000
Water Treatment– Sodium Hypochlorite Pumpstandby	-	5,000	5,000	5,000
<b>Water - Coolah Total</b>	<b>55,000</b>	<b>50,000</b>	<b>80,000</b>	<b>110,000</b>
<b>Water - Coonabarabran</b>				
Mains Extensions (removal dead ends)	-	-	60,000	60,000
Mains Extensions (removal dead ends) -Arnold St, btwn Newell Hwy and Gunnedah Hill	-	100,000	-	-
Mains Extensions (removal dead ends) - Robertson and John st (230m)	60,000	-	-	-
Mains Extensions (removal dead ends) -Jubilee St, btwn Newell Hwy and Gunnedah Hill	100,000	-	-	-
Mains Extensions under Highway between Council depot & former Caltex site	-	60,000	-	-
Mains Replacement	70,000	70,000	70,000	70,000
Meter Replacements	10,000	10,000	10,000	10,000
Telemetry Software – Coonabarabran	-	3,000	3,000	3,000
Tools – Coonabarabran Water	-	3,000	3,000	3,000
<b>Water - Coonabarabran Total</b>	<b>240,000</b>	<b>246,000</b>	<b>146,000</b>	<b>146,000</b>
<b>Water - Dunedoo</b>				
Dunedoo Water minor Plant & Equipment	-	3,000	3,000	3,000
Mains Extension	-	-	-	50,000
Mains Extension-Evans St, between Sullivan and Bullinda St (660m)	50,000	-	-	-
Mains Replacement	-	50,000	50,000	50,000
Mains Replacement-Wargundy St, between Bolaro and Nott St (430m)	-	-	50,000	-
Meter Replacements	5,000	-	-	-
Reservoirs-Rehabilitation	61,000	30,000	30,000	-
Water Treatment – Hypochlorite closing	-	20,000	-	-
Mains Replacement - Bolaro St, Tallawang St to Merrygoen St (210m)	60,000	-	-	-
<b>Water - Dunedoo Total</b>	<b>176,000</b>	<b>103,000</b>	<b>133,000</b>	<b>103,000</b>
<b>Water - Mendooran</b>				
Mains Extension	-	30,000	30,000	30,000
Meter Replacements	5,000	5,000	5,000	-
Water Pressure Project	30,000	-	-	-
<b>Water - Mendooran Total</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>30,000</b>
<b>Warrumbungle Water Total</b>	<b>721,000</b>	<b>634,000</b>	<b>584,000</b>	<b>559,000</b>
<b>Warrumbungle Sewer</b>				
<b>Sewer - Baradine</b>				
Sewage Treatment Plant-Disinfection Plant-renewal	10,000	10,000	10,000	10,000
<b>Sewer - Baradine Total</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Sewer - Coolah</b>				
Mains Replacement/Rehabilitation	-	100,000	100,000	50,000
Sewage Treatment Plant-rehabilitation/upgrades	25,000	50,000	-	50,000
<b>Sewer - Coolah Total</b>	<b>25,000</b>	<b>150,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Sewer - Coonabarabran</b>				
Mains-Relining various sections	130,000	130,000	100,000	100,000
Pump station renewals	-	-	60,000	30,000



Description	2013/14	2014/15	2015/16	2016/17
Sewage Treatment Plant Improvements	-	-	-	50,000
Replace Steel sewer rods	3,000	3,000	3,000	3,000
<b>Sewer - Coonabarabran Total</b>	<b>133,000</b>	<b>133,000</b>	<b>163,000</b>	<b>183,000</b>
<b>Sewer - Dunedoo</b>				
Mains-Relining various sections	-	50,000	-	-
Sewage Treatment Plant-upgrade and renewal	25,000	-	-	-
<b>Sewer - Dunedoo Total</b>	<b>25,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>
<b>Warrumbungle Sewer Total</b>	<b>193,000</b>	<b>343,000</b>	<b>273,000</b>	<b>293,000</b>
<b>Grand Total:</b>	<b>10,203,758</b>	<b>9,321,442</b>	<b>7,950,353</b>	<b>7,468,376</b>

## 2.8 Balance Sheet

<b>Assets</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
<b>Current Assets</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Cash and Cash Equivalents	10,464	11,380	13,185	14,019
Investments	1,334	1,472	-	-
Receivables	2,085	2,085	2,085	2,085
Inventories	587	587	587	587
<b>Total Current Assets</b>	<b>14,470</b>	<b>15,524</b>	<b>15,857</b>	<b>16,691</b>
<b>Non-Current Assets</b>				
Investments	1,487	-	-	-
Receivables	-	-	-	-
Inventories	463	463	463	463
Property, Plant & Equipment	461,445	466,356	469,706	472,355
Investments Equity Method	249	212	175	138
<b>Total Non-Current Assets</b>	<b>463,644</b>	<b>467,031</b>	<b>470,344</b>	<b>472,956</b>
<b>Total Assets</b>	<b>478,114</b>	<b>482,555</b>	<b>486,201</b>	<b>489,647</b>
<b>Current Liabilities</b>				
Payables	2,159	2,159	2,159	2,159
Borrowings	663	699	736	776
Provisions	3,446	3,446	3,446	3,446
<b>Total Current Liabilities</b>	<b>6,268</b>	<b>6,304</b>	<b>6,341</b>	<b>6,381</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Borrowings	7,073	6,374	5,638	4,862
Provisions	1,341	1,366	1,391	1,416
<b>Total Non-Current Liabilities</b>	<b>8,414</b>	<b>7,740</b>	<b>7,029</b>	<b>6,278</b>
<b>Total Liabilities</b>	<b>14,682</b>	<b>14,044</b>	<b>13,370</b>	<b>12,659</b>
<b>Net Assets</b>	<b>463,432</b>	<b>468,511</b>	<b>472,831</b>	<b>476,988</b>
Retained Earnings	352,786	350,943	348,268	345,379
Revaluation Reserves	110,646	117,568	124,563	131,609
<b>Total Equity</b>	<b>463,432</b>	<b>468,511</b>	<b>472,831</b>	<b>476,988</b>

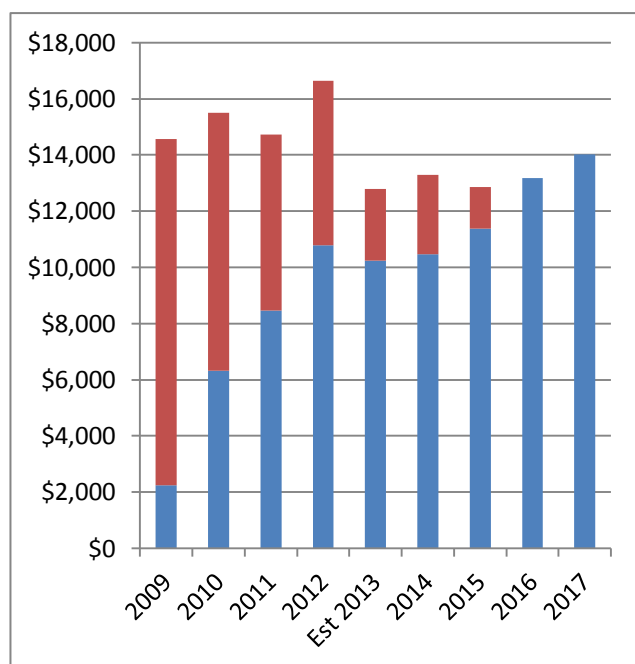
## 2.9 Cashflow Statement

	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>				
<b><u>Receipts</u></b>				
Rates and Annual Charges	11,122	11,488	11,865	12,255
User Charges and Fees	6,278	6,648	7,002	7,253
Interest & Investment Revenue	876	937	996	989
Other Revenues	1,805	1,757	1,829	1,796
Grants & Contributions	15,173	16,108	15,569	15,922
<b><u>Payments</u></b>				
Employee Benefits & On-Costs	(13,080)	(13,169)	(13,608)	(14,078)
Materials & Contracts	(8,629)	(8,786)	(9,040)	(9,291)
Borrowing Costs	(504)	(466)	(425)	(382)
Other Expenses	(5,931)	(6,007)	(6,099)	(6,290)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>7,110</b>	<b>8,510</b>	<b>8,089</b>	<b>8,174</b>
<b>Cash Flows from Investing Activities</b>				
<b><u>Receipts</u></b>				
Sale of Investment Securities	-	1,500	1,500	-
Sale of Real Estate Assets	-	-	-	-
Sale of Infrastructure, PP&E	859	890	865	864
Deferred Debtors Receipts	-	-	-	-
<b><u>Payments</u></b>				
Purchase of Investment Securities	-	-	-	-
Purchase of Infrastructure, PP&E	(10,204)	(9,321)	(7,950)	(7,468)
Purchase of Real Estate Assets	-	-	-	-
Contributions Paid to JVs & Associates	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(9,345)</b>	<b>(6,931)</b>	<b>(5,585)</b>	<b>(6,604)</b>
<b>Cash Flows from Financing Activities</b>				
<b><u>Receipts</u></b>				
Proceeds from Borrowings & Advances	3,100	-	-	-
<b><u>Payments</u></b>				
Repayment of Borrowings & Advances	(630)	(663)	(699)	(736)
Repayment of Finance Lease Liabilities	(5)	-	-	-
<b>Net Cash provided (or used in) Financing Activities</b>	<b>2,465</b>	<b>(663)</b>	<b>(699)</b>	<b>(736)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>230</b>	<b>916</b>	<b>1,805</b>	<b>834</b>
Cash & Cash Equivalents – Opening balance	10,234	10,464	11,380	13,185
<b>Cash &amp; Cash Equivalents – Closing balance</b>	<b>10,464</b>	<b>11,380</b>	<b>13,185</b>	<b>14,019</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:

### Cash Balance



#### Description

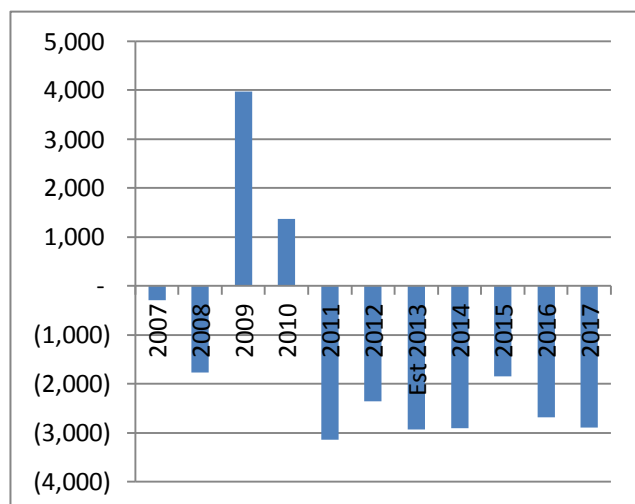
This ratio shows Council's cash and investments balance. The blue section of the bar represents cash and cash equivalents, and the red section represents investments (currently all CFNs).

#### Comments

As can be seen from the chart to the right, Council's cash and investments balance is forecast to increase from \$12.792m to \$14.019m during the Delivery Program period, representing an increase of \$1.227m of which \$445k relates to the reversal of prior year impairments on investments. As at 30 June 2016 all of Council's investments will have matured and the funds re-invested as term deposits.

The reason for the decline in Council's cash balance between 2011/12 and 2012/13 is Council is the assumption that Council will finally catch up on \$5.7m worth of capital works that were delayed in previous years due to natural disasters.

### Operating Surplus/(Deficit)



#### Description

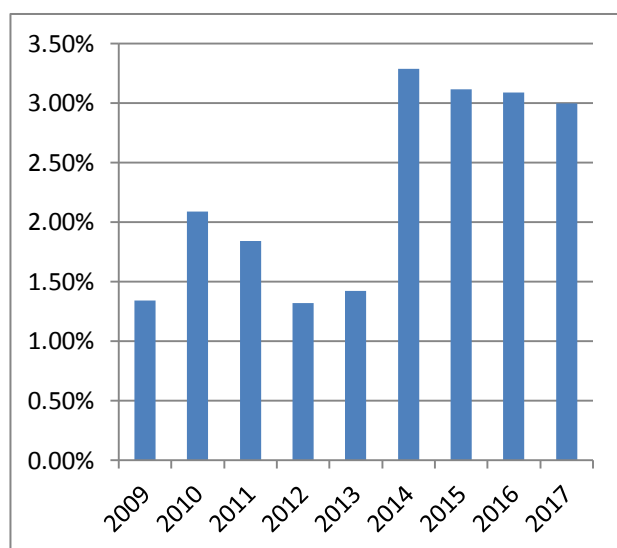
This ratio shows Council's operating surplus or deficit (which includes non-cash items such as depreciation). A negative number indicates a deficit.

#### Comments

Except for two years where Council received significant capital grant amounts, Council has recorded consistent deficits, with one of the major drivers of these deficits being depreciation expense on Council's extensive road and other asset network. These depreciation assumptions will be assessed which may provide opportunities for adjustments in the future.

Council's deficit is expected to remain roughly constant over the delivery program once one off capital grants in 2014/15 are excluded.

## Debt Service Ratio



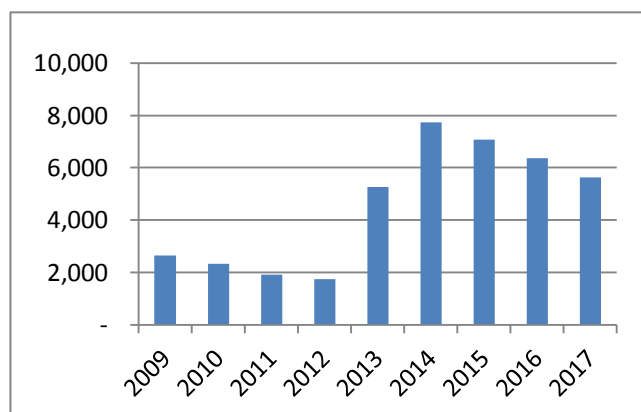
### Description

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

### Comments

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

## Total Borrowings



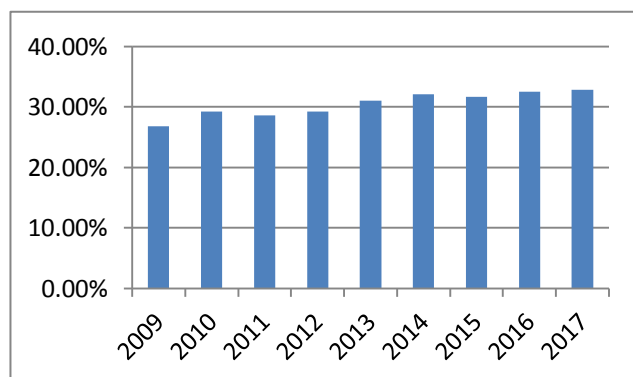
### Description

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

### Comments

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

## Rates and Annual Charges Coverage Ratio



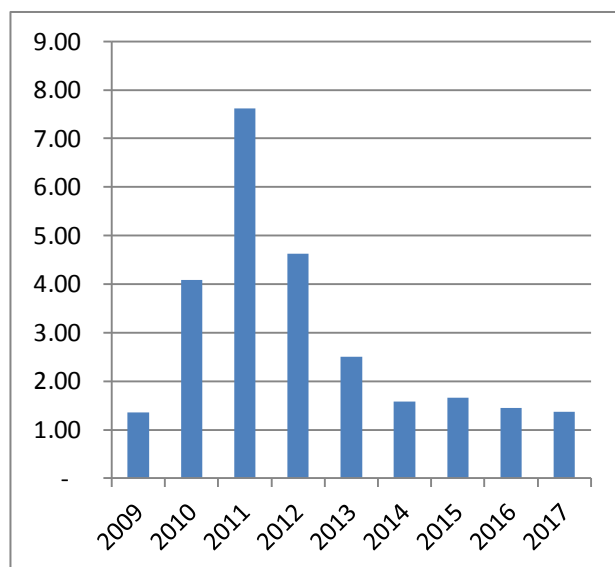
### Description

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

### Comments

Council, as with most other rural Councils is reliant on grant funding to fund its operations and rates and charges revenue represents only around 32% of Council's total revenue base. This percentage is expected to slowly increase over the four years of the Delivery Program.

## Unrestricted Current Ratio



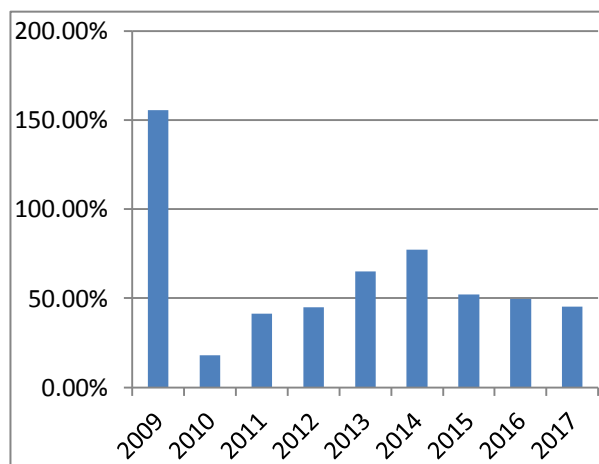
### Description

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

### Comments

Council's unrestricted current ratio is expected to decrease slightly between 2013/14 and 2016/17, and will reach 1.36 by 2016/17 (the same ratio as Council had in the 2008/09 financial year). Part of this decline is due to Council more accurately capturing restricted asset related information.

## Building and Infrastructure Renewals Ratio



### Description

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

### Comments

Council's renewals ratio is forecast to increase in 2012/13 due to Council catching up on its significant capital backlog. The ratio is then forecast to increase further to 77% in 2013/14 as Council replaces a significant part of its timber bridge network then falling back down to around 50% in the later years of the Delivery Program as capex is reduced to fund the repayment of the accelerated capital works on timber bridges. The average for the four years of the Delivery Program is 56%.



## Part 3: Delivery Program Outcomes by Activity

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

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

### Section 1: Introduction to the activity

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

### Section 2: Costing Summary

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Sample Activity</b>							
13/14	(100)	200		100	-	(50)	50
14/15	(110)	110		-	-	-	-
15/16	(120)	120		-	-	-	-
16/17	(130)	30	300	200	(200)	-	-
<b>Total:</b>	<b>(460)</b>	<b>460</b>	<b>300</b>	<b>300</b>	<b>(200)</b>	<b>(50)</b>	<b>50</b>

### Section 3: Outcomes

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

- Ongoing Operations – This category includes items such as administration work, road maintenance, park cleaning etc that are of an ongoing nature (i.e. happen each year);
- Key Projects – This category includes key one off projects (excluding capital works) that a particular activity will deliver such as a review of the waste business;
- Capital Projects – This category includes any capital expenditure items such as the construction of roads or buildings.

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

## Section 4: Service Levels

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

Each service level is set out accross three columns:

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

An example of a service level is provided below.

No	Service Level	Service Level Indicator	Service Level
<b>Sample Activity</b>			
1	Un-sealed roads are well maintained through grading being carried out with sufficient frequency	Frequency of grading (per year) by road category	Cat 1 = 1.5 Cat 2 = 1 Cat 3 = 0.33

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

## Council Activities Grouped by Directorate and Branch

### Executive Services

Management and Leadership	37	HR Management	41	WH&S and Risk Management	41
Governance	37	Payroll Services	41	Learning and Development	41

### Technical Services

Technical Services Management	45
Design Project Management	47
Emergency Services Mngmntt	47
Survey Investigation and Design	47
Asset Management	47
NSW Fire Brigade	47
Road Safety Officer	47
Road Operations Management	52
Regional Roads M&R	52
Local Roads M&R	52
Aerodromes	52
Streets Rural	52
Private Works	52
Contracts Management	58
RMCC & Other Road Contracts	58
Fleet Service Management	61
Plant and Equipment	61
Workshops	61
Urban Services Management	64
Horticulture	64
Street Cleaning	64
Public Amenities	64
Ovals	64
Streets- Urban	64
Public Swimming Pools	64

### Environmental and Community Services

E&C Services Management	72
Building Control	72
Environmental Health Services	72
Libraries	72
Town Planning	72
Connect 5	78
Family Day Care	78
Youth Development and Activities	78
OOSH and Vacation Care	78
Compliance Services	83
Noxious Weeds	83
Centrelink	85
Community Transport	85
Multiservice Outlet	85
Yuluwirri Kids	88

### Corporate Services

Corporate Services Management	91
Administration Services	93
Community Banking Agency	93
Bushfire & Emergency Services	95
Finance	97
Communications and IT	99
Property and Risk	101
Cemetery Services	101
Medical Facilities	101
Public Halls	101
Tourism & Development Services	105
Community Development	105
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### Business Arms of Council

Warrumbungle Water	111	Warrumbungle Sewer	114
Warrumbungle Waste	116	Warrumbungle Quarry	118

# Executive Services

<b>General Manager</b>	<b>37</b>
Management and Leadership	
Governance	
<b>Human Resources</b>	<b>41</b>
Human Resources Management	
Payroll Services	
Workplace Health and Safety	
Learning and Development Services	

## Executive Services – Management and Leadership

### Directorate: Executive Services

### Branch: General Manager

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

#### Management and Leadership

Council's General Manager branch is responsible for all aspects in relation to management and leadership of the organisation. The section is populated by the General Manager, Executive Assistant to General Manager and Personal Assistants to the Directors of Council.



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

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

The Executive Assistant Special Projects provides support to the General Manager with day to day functions, arrangements for meeting attendance and travel, communication with staff and community. The role of the Personal Assistants within the Executive Services team is to provide direct support to Directors of Council.

#### 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>							
13/14	-	555,127	-	555,127	-	-	555,127
14/15	-	572,525	-	572,525	-	-	572,525
15/16	-	590,472	-	590,472	-	-	590,472
16/17	-	608,985	-	608,985	-	-	608,985
<b>Total:</b>	-	<b>2,327,109</b>	-	<b>2,327,109</b>	-	-	<b>2,327,109</b>
<b>Governance</b>							
13/14	-	360,001	-	360,001	-	-	360,001
14/15	-	344,585	-	344,585	-	-	344,585
15/16	-	351,846	-	351,846	-	-	351,846
16/17	-	442,289	-	442,289	-	-	442,289
<b>Total:</b>	-	<b>1,498,720</b>	-	<b>1,498,720</b>	-	-	<b>1,498,720</b>

## What will we achieve with this money?

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

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

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<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	Council resolutions are implemented without undue delay.	% of actions completed in relation to Council resolutions within one month of the Council meeting.	90%
3	Requirements under the Local Government Act, relevant regulations and the DLG's Integrated Planning and Reporting Framework are met.	Development and implementation of the Community Strategic Plan, State of the Environment Report and Annual Report prepared and published within required timeframes.	Yes
4	Council has ownership and responsibility of the Delivery Program & Operational Plan.	Six (6) monthly Delivery Program progress reports presented to Council.	Yes
5	Council remains financially sustainable in the long term.	Maximum operational deficit per income statement	(\$3m)
6	Council remains financially sustainable in the short term.	Level of cash budget surplus/deficit over the Delivery Program	Surplus
7	A review is undertaken of the organisation structure and Council is informed of and approves changes.	Council's organisational structure is reviewed and submitted for Council approval within 12 months of an ordinary election of Council.	Yes
8	Staff performance and competency review processes are in place.	Annual reviews of all staff conducted as required by the Award or senior staff contracts.	98%



No	Service Level	Service Level Indicator	Service Level
9	Effective staff communication in place, formal and informal meetings held with staff as required.	Number of staff grievances per annum.	<10
10	Economic development, business opportunities and grants are maximised for the shire area.	Revenue and income targets are met as per the Operational Plan.	Yes
11	Customer and rate payer satisfaction with Council services.	The number of reported ratepayer and customer complaints.	<10
12	Stakeholders and the community are informed of Councils activities and decisions.	The number of publications and media opportunities per month to promote/discuss Council activities and issues in a public forum in accordance with Council's Communications Policy	>5
13	Appropriate networking opportunities are maintained including regional stakeholder groups and individuals.	Relevant linkages established and maintained to Council satisfaction.	Yes
<b>Governance</b>			
1	Council's decision making is transparent and corruption resistant	Breaches of code of conduct	None
2	Council is a financially sustainable organisation	Council's financial sustainability improves from the recent TCorp rating of weak-negative to at least sound-neutral by 2016	Yes
3	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
4	Council is known as a professional and well respected Council body	Number of times per annum that each Councillor attends professional development or training events	2
5	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 three (3) business days of the meeting	Yes
6	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
7	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
8	Council's culture promotes the social justice principles of equity, access, participation and rights, and all segments of society have a say in Council's decisions	The community consultative process reaches all groups within the shire	Yes

## Executive Services – Human Resources

### Directorate: Executive 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>							
13/14	-	362,093	-	362,093	-	-	362,093
14/15	-	372,628	-	372,628	-	-	372,628
15/16	-	383,476	-	383,476	-	-	383,476
16/17	-	394,643	-	394,643	-	-	394,643
<b>Total:</b>	-	<b>1,512,840</b>	-	<b>1,512,840</b>	-	-	<b>1,512,840</b>

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Payroll Services</b>							
13/14	(97,375)	193,849	-	96,474	-	-	96,474
14/15	(100,540)	30,939	-	(69,601)	-	-	(69,601)
15/16	(103,806)	45,596	-	(58,210)	-	-	(58,210)
16/17	(107,181)	74,799	-	(32,382)	-	-	(32,382)
<b>Total:</b>	<b>(408,903)</b>	<b>345,184</b>	<b>-</b>	<b>(63,718)</b>	<b>-</b>	<b>-</b>	<b>(63,718)</b>
<b>Workplace Health and Safety</b>							
13/14	(20,000)	118,553	-	98,553	-	-	98,553
14/15	(20,500)	121,985	-	101,485	-	-	101,485
15/16	(21,013)	125,517	-	104,505	-	-	104,505
16/17	(21,538)	129,154	-	107,616	-	-	107,616
<b>Total:</b>	<b>(83,050)</b>	<b>495,208</b>	<b>-</b>	<b>412,158</b>	<b>-</b>	<b>-</b>	<b>412,158</b>
<b>Learning and Development</b>							
13/14	(20,000)	374,936	-	354,936	-	-	354,936
14/15	(20,500)	384,906	-	364,406	-	-	364,406
15/16	(21,013)	395,145	-	374,133	-	-	374,133
16/17	(21,538)	405,661	-	384,123	-	-	384,123
<b>Total:</b>	<b>(83,050)</b>	<b>1,560,649</b>	<b>-</b>	<b>1,477,598</b>	<b>-</b>	<b>-</b>	<b>1,477,598</b>

## What will we achieve with this money?

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

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Human Resources Management</b>			
1	Efficient and effective recruitment of vacated positions	Time taken to fill vacated positions within the organisation structure	6 weeks
2	Relationships between management and unions remain positive	Percentage of industrial relations issues resolved with no breaches of government legislation	98%
3	Turnover of staff is kept to a minimum	Staff turnover ratios are managed to % of total staff	15%
4	All HR Policies are relevant and adhere to legislative requirements	Frequency of review and updating of policies	Annual
5	2013/14 – 2016/17 Workforce Management Strategy is adopted by Council	Workforce Management Strategy action plans are implemented within the recommended time frames	Yes
<b>Payroll Services</b>			
1	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
2	Superannuation payments paid within the prescribed timeframe	Number of payments made outside of prescribed timeframe	None
3	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	StateCover Safety Audit is completed on time and overall result is improved upon	Results of Audit	60%
3	Specific workers compensation injury trends are reported	Injuries are investigated and repeat injuries reported to Management	95%
4	WH&S Management Plan which takes into account the Echelon risk report developed and action plan completed and reviewed every twelve months	Action plan is completed within nominated time frames and reported to Council	Yes
5	WH&S practices lead to a reduction in the number of injuries and claims	Annual reduction in workers compensation premium	Yes
<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

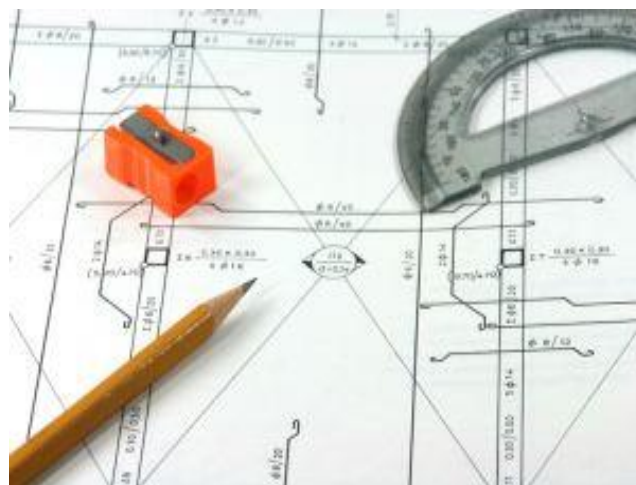
# Technical Services

<b>Technical Services Management</b>	<b>45</b>
Technical Services Management	
<b>Design Services</b>	<b>47</b>
Design Project Management	
Emergency Services management	
Survey Investigation and Design	
Asset Management	
NSW Fire Brigade	
Road Safety Officer	
<b>Road Operations</b>	<b>52</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>58</b>
Contracts Management (Includes Reseals)	
RMCC & Other Road Contracts	
<b>Fleet Services</b>	<b>61</b>
Fleet Service Management	
Plant and Equipment	
Workshops	
<b>Urban Services</b>	<b>64</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
13/14	-	109,919	-	109,919	-	-	109,919
14/15	-	113,095	-	113,095	-	-	113,095
15/16	-	116,364	-	116,364	-	-	116,364
16/17	-	119,730	-	119,730	-	-	119,730
<b>Total:</b>	-	<b>459,108</b>	-	<b>459,108</b>	-	-	<b>459,108</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	Council's Technical Services Division achieves its agreed service levels	% of Technical Services service levels achieved	90%
2	WH&S issues are minimised within the Technical Services Directorate	Number of WH&S incidents per annum	< 5
3	Technical Services completes capital projects within their budgeted time line	% of capital projects completed to schedule	85%
4	The Technical Services capital program is completed within budget	Total variance over/under budget	10%
5	Department staff have appropriate skills to meet organisational needs	All staff have individual training plans	Yes
6	Technical Services Directorate is financially responsible	Recurrent budget variance	Less than +/- 10%
7	Asset Management Improvement Project is complete	Completion of project	Complete



## Technical Services – Design Services

### Directorate: Technical Services

### Branch: Design Services

The Design Services Branch is responsible for the following activities:

#### Design Services Management

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



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

#### Emergency Services Management

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

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



#### Survey Investigation and Design

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

#### Asset Management

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

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

## NSW Fire Brigade

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



## Road Safety Officer

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



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

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

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Design Services Management</b>							
13/14	(3,600)	154,435	30,000	<b>180,835</b>	-	-	<b>180,835</b>
14/15	(3,690)	158,068	30,000	<b>184,378</b>	-	-	<b>184,378</b>
15/16	(3,782)	162,842	30,000	<b>189,060</b>	-	-	<b>189,060</b>
16/17	(3,877)	167,762	30,000	<b>193,885</b>	-	-	<b>193,885</b>
<b>Total:</b>	<b>(14,949)</b>	<b>643,106</b>	<b>120,000</b>	<b>748,158</b>	-	-	<b>748,158</b>

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Emergency Services Management</b>							
13/14	-	86,476	-	86,476	-	-	86,476
14/15	-	88,891	-	88,891	-	-	88,891
15/16	-	91,375	-	91,375	-	-	91,375
16/17	-	93,930	-	93,930	-	-	93,930
<b>Total:</b>	-	<b>360,672</b>	-	<b>360,672</b>	-	-	<b>360,672</b>
<b>Survey Investigation and Design</b>							
13/14	-	152,074	-	152,074	-	-	152,074
14/15	-	96,788	-	96,788	-	-	96,788
15/16	-	99,699	-	99,699	-	-	99,699
16/17	-	102,699	-	102,699	-	-	102,699
<b>Total:</b>	-	<b>451,260</b>	-	<b>451,260</b>	-	-	<b>451,260</b>
<b>Asset Management</b>							
13/14	-	59,559	-	59,559	-	-	59,559
14/15	-	61,435	-	61,435	-	-	61,435
15/16	-	63,371	-	63,371	-	-	63,371
16/17	-	65,368	-	65,368	-	-	65,368
<b>Total:</b>	-	<b>249,733</b>	-	<b>249,733</b>	-	-	<b>249,733</b>
<b>NSW Fire Brigade</b>							
13/14	-	42,287	-	42,287	-	-	42,287
14/15	-	43,344	-	43,344	-	-	43,344
15/16	-	44,428	-	44,428	-	-	44,428
16/17	-	45,539	-	45,539	-	-	45,539
<b>Total:</b>	-	<b>175,598</b>	-	<b>175,598</b>	-	-	<b>175,598</b>
<b>Road Safety Officer</b>							
13/14	(52,104)	97,983	-	45,879	-	-	45,879
14/15	(53,406)	100,892	-	47,486	-	-	47,486
15/16	(54,741)	103,889	-	49,147	-	-	49,147
16/17	(56,110)	106,976	-	50,866	-	-	50,866
<b>Total:</b>	<b>(216,361)</b>	<b>409,739</b>	-	<b>193,378</b>	-	-	<b>193,378</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

Outcome					CSP Link
Support the RFS in acquiring shire land for brigade sheds.					PI2
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>Design Services Management</b>					
Design projects survey equipment					PI5
Design services software upgrade					PI5
<b>Total:</b>					

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Design Services Management</b>			
1	Council's Design Services branch achieves its agreed service levels	% of Design Services branch service levels achieved	90%
2	WH&S issues are minimised within the Technical Services Directorate	Number of WH&S incidents per annum	None



No	Service Level	Service Level Indicator	Service Level
<b>Emergency Services Management</b>			
1	Emergency Services support is provided per state best practice to LEMC and LEMO	Number of complaints or criticism from the Regional Emergency Management Officer, Local Emergency Management Committee, LEMO or the GM	None
2	LEMC meetings are well attended with meaningful participation from all parties	Number of complaints or criticism from Local Emergency Management Committee the LEOCON, LEMO or GM	None
3	Effective support is provided to the LEMO	Number of complaints or criticism from the Local Emergency Management Officer or GM	None
4	Mapping is provided as required to the LEMC and EOC in a timely manner	Number of complaints from LEMC and EOC	None
5	Hazard Reduction guidelines suggested by the RFS are actively complied with	Number of complaints from RFS or the public with regards to Hazard Reduction	None
<b>Survey Investigation and Design</b>			
1	Designs and plans for capital works are complete ahead of construction scheduling	Number of incidents where design work not complete within two months of project commencement	4
2	Completion of site surveys and designs are accurate	Number of re-works due to poor design or site survey work	1
<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	New assets are accurately captured in Council's asset databases	All additions are captured in databases by year end	Yes
3	Council's AMP is up to date and relevant	Frequency of review and updating of Asset Management Plan	Annually
4	The four key projects for the AM area are completed within deadline	Key projects completed within deadline	Yes
<b>NSW Fire Brigade</b>			
1	Payments to SES and NSW F&R are timely	Accounts paid on time	Yes
<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	Attendance at quarterly RSO meeting maintained, and monthly reports provided to RMS/Council	Number of meetings attended per annum and number of reports provided per annum	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

## Technical Services – Road Operations

### Directorate: Technical Services

### Branch: Road Operations

The Road Operations Branch is responsible for the following activities:

#### Road Operations Management

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



#### Regional Roads Maintenance and Repair

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

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

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



#### Local Roads Maintenance and Repair

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

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



### Aerodromes

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

### Village Streets

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

### Private Works

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Road Operations Management</b>							
13/14		202,418	-	202,418	-	-	202,418
14/15		191,729	-	191,729	-	-	191,729
15/16		197,224	-	197,224	-	-	197,224
16/17		202,879	-	202,879	-	-	202,879
<b>Total:</b>	-	<b>794,250</b>	-	<b>794,250</b>	-	-	<b>794,250</b>
<b>Regional Roads Maintenance and Repair</b>							
13/14	(2,471,500)	1,442,500	969,000	(60,000)	60,000	-	-
14/15	(2,533,288)	1,504,287	969,000	(60,000)	60,000	-	-
15/16	(2,596,620)	1,567,620	969,000	(60,000)	60,000	-	-
16/17	(2,661,535)	1,632,535	969,000	(60,000)	60,000	-	-
<b>Total:</b>	<b>(10,262,942)</b>	<b>6,146,943</b>	<b>3,876,000</b>	<b>(240,000)</b>	<b>240,000</b>	-	-



Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Local Roads Maintenance and Repair</b>							
13/14	(2,514,149)	2,488,942	3,270,000	<b>3,244,793</b>	(2,683,799)	-	<b>560,994</b>
14/15	(2,727,402)	2,495,927	1,356,625	<b>1,125,150</b>	440,870	-	<b>1,566,020</b>
15/16	(2,744,829)	2,532,241	1,361,028	<b>1,148,441</b>	467,002	-	<b>1,615,443</b>
16/17	(2,762,161)	2,568,792	1,038,721	<b>845,353</b>	494,683	-	<b>1,340,036</b>
<b>Total:</b>	<b>(10,748,541)</b>	<b>10,085,902</b>	<b>7,026,374</b>	<b>6,363,736</b>	<b>(1,281,244)</b>	-	<b>5,082,492</b>
<b>Aerodromes</b>							
13/14	(7,000)	92,405	-	<b>85,405</b>	-	-	<b>85,405</b>
14/15	(7,175)	95,011	-	<b>87,836</b>	-	-	<b>87,836</b>
15/16	(7,356)	97,693	-	<b>90,337</b>	-	-	<b>90,337</b>
16/17	(7,538)	100,452	-	<b>92,914</b>	-	-	<b>92,914</b>
<b>Total:</b>	<b>(29,069)</b>	<b>385,561</b>	-	<b>356,492</b>	-	-	<b>356,492</b>
<b>Village Streets</b>							
13/14	-	25,564	-	<b>25,564</b>	-	-	<b>25,564</b>
14/15	-	26,182	-	<b>26,182</b>	-	-	<b>26,182</b>
15/16	-	26,915	-	<b>26,915</b>	-	-	<b>26,915</b>
16/17	-	27,669	-	<b>27,669</b>	-	-	<b>27,669</b>
<b>Total:</b>	-	<b>106,329</b>	-	<b>106,329</b>	-	-	<b>106,329</b>
<b>Private Works</b>							
13/14	(191,000)	120,000	-	<b>(71,000)</b>	-	-	<b>(71,000)</b>
14/15	(286,500)	180,000	-	<b>(106,500)</b>	-	-	<b>(106,500)</b>
15/16	(293,663)	185,194	-	<b>(108,469)</b>	-	-	<b>(108,469)</b>
16/17	(301,004)	190,540	-	<b>(110,464)</b>	-	-	<b>(110,464)</b>
<b>Total:</b>	<b>(1,072,167)</b>	<b>675,734</b>	-	<b>(396,432)</b>	-	-	<b>(396,432)</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

Outcome					CSP Link
Local Road related capital expansion and renewal projects (excluding reseals)					PI3
<b>Aerodromes</b>					
Maintenance and operations of the Coonabarabran, Coolah and Baradine aerodromes					PI3
<b>Village Streets</b>					
Maintenance and enhancement of village streets in Bugaldie, Cobborah, Craboon, Kenebri, Leadville, Merrygoen, Neilrex, Purlawaugh, Uarbry, Ulamambri and Weetaliba					RU4
Provision of street lighting in villages					RU4
<b>Private Works</b>					
Completion of private works for residents and businesses within the shire					LE4
Capital Projects	2013/14	2014/15	2015/16	2016/17	
<b>Regional Roads</b>					
MR7519 Capital works	-	-	169,000	-	PI3
MR55 Pavement widening and rehabilitation	800,000	800,000	800,000	800,000	PI3
MR396 Shoulder widening	-	169,000	-	-	PI3
MR129 Pavement Rehabilitation	169,000	-	-	169,000	PI3
<b>Total:</b>	<b>969,000</b>	<b>969,000</b>	<b>969,000</b>	<b>969,000</b>	
<b>Local Roads</b>					
Aerodrome Bridge Baradine	250,000	-	-	-	PI3
Baradine Creek Bridge	1,500,000	-	-	-	PI3
Black Gully Bridge	-	200,000	-	-	PI3
Borambitty Road - Crest	25,000	-	-	-	PI3
Coolah Creek Road Rehabilitation	110,000	-	110,000	-	PI3
Coonagoony Bridge	-	200,000	-	-	PI3
Flags Rockedgial Road	-	-	-	55,200	PI3
Kenebri Bridge	600,000	-	-	-	PI3
Local Roads Re-sheeting	765,000	784,125	803,728	823,821	PI3
Ross Crossing	-	-	400,000	-	PI3
Warkton Bridge	-	120,000	-	-	PI3
Wool Road Rehabilitation	-	-	-	110,000	PI3
Box Ridge Road – Replace Causeway	-	52,500	-	-	PI3
Coolah Neilrex Road – Realignment	-	-	47,300	-	PI3
Wyuna Road – Causeway	-	-	-	49,700	PI3
<b>Total:</b>	<b>3,250,000</b>	<b>1,356,625</b>	<b>1,361,028</b>	<b>1,038,721</b>	

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Road Operations Management</b>			
1	WH&S issues are minimised within Road Operations Branch	Number of WH&S incidents per annum	< 4
2	Road Operations completes capital projects within their budgeted time line	% of capital projects completed to schedule	85%
3	Council's Road Operations branch achieves its agreed service levels	% of Road Operations branch service levels achieved	90%
4	The Road Operations capital program is completed within budget	Total variance over/under budget	10%
<b>Regional Roads Maintenance and Repair</b>			
1	Condition rating for the shire's Regional Road network (pavement) is acceptable	% of road pavement asset condition rating $\geq$ average	90%
2	Condition rating for the shire's regional bridge and major culvert network is acceptable	% 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	< 24hrs
4	Regional Roads are generally accessible all year round	Number of closures per year due to floods etc.	< 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	4
6	Pot hole patching is carried out on a regular basis	Number of complaints or accidents related to pot holes per year	< 5
7	Slashing of roadsides is carried out on a regular basis	Number of complaints or accidents as a result of roadside grass per year	< 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 is acceptable	% of road pavement asset condition rating $\geq$ average	90%
2	Condition rating for the shire's local bridge and major culvert network is acceptable	% of bridge/major culvert asset condition rating $\geq$ average	90%
3	Condition rating for the shire's sealed Local Roads (pavement) is deemed acceptable	% of road pavement 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 1 = 1.5 Cat 2 = 1 Cat 3 = 0.33
5	Un-sealed roads are well maintained through re-sheeting being carried out with sufficient frequency	Time between re-sheeting by road category (number of years)	Cat 1 = 12 Cat 2 = 15 Cat 3 = 20
6	Pot hole patching is carried out on a regular basis	Number of complaints or accidents related to pot holes per year	< 5

	Service Level	Service Level Indicator	Service Level
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)	4
8	Slashing of roadsides is carried out on a regular basis	Number of complaints or accidents as a result of roadside grass per year	< 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 Regional Roads are addressed in a timely manner	Time for assistance from callouts	< 24hrs
<b>Aerodromes</b>			
1	Aerodrome runways are maintained with sufficient regularity	Number of complaints or accidents 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
<b>Village Streets</b>			
1	Village streets are clean, tidy and well presented	Number of complaints per year	< 5
<b>Private Works</b>			
1	Council makes use of its civil construction capacity to provide private works to interested parties within the shire	Value of private works carried out per annum	> \$150k
2	Private works are carried out to the high professional standard expected from Council	Number of complaints per year	None

## 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:

#### Road Contracts Management

The Road Contracts Management activity is responsible for the management of Council's relationship with the RMS in relation to RMCC contracts, State Road maintenance and incident response work, as well as Council's reseals program for Regional and Local Roads (including town streets). Road Contracts Management is also responsible for quarries across the shire (excluding Warrumbungle Quarry). Expenditure directly attributable to one of the RMCC or other road contracts is usually allocated to the RMCC and Other Road Contracts activity.



#### 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>Road Contracts Management</b>							
13/14	(10,000)	50,000	-	<b>40,000</b>	-	-	<b>40,000</b>
14/15	(10,250)	51,392	-	<b>41,143</b>	-	-	<b>41,143</b>
15/16	(10,506)	52,824	-	<b>42,318</b>	-	-	<b>42,318</b>
16/17	(10,769)	54,297	-	<b>43,528</b>	-	-	<b>43,528</b>
<b>Total:</b>	<b>(41,525)</b>	<b>208,515</b>	-	<b>166,989</b>	-	-	<b>166,989</b>

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>RMCC and Other Road Contracts</b>							
13/14	(2,165,000)	1,975,000	-	(190,000)	-	-	(190,000)
14/15	(2,219,125)	2,027,473	-	(191,652)	-	-	(191,652)
15/16	(2,274,603)	2,081,358	-	(193,245)	-	-	(193,245)
16/17	(2,331,468)	2,136,694	-	(194,774)	-	-	(194,774)
<b>Total:</b>	<b>(8,990,196)</b>	<b>8,220,524</b>	<b>-</b>	<b>(769,672)</b>	<b>-</b>	<b>-</b>	<b>(769,672)</b>
<b>Reseals</b>							
13/14	(1,029,500)	-	1,029,500	-	-	-	-
14/15	(1,055,400)	-	1,055,400	-	-	-	-
15/16	(1,081,600)	-	1,081,600	-	-	-	-
16/17	(1,108,600)	-	1,108,600	-	-	-	-
<b>Total:</b>	<b>(4,275,100)</b>	<b>-</b>	<b>4,275,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## What will we achieve with this money?

Outcome					CSP Link
<b>Ongoing Operations</b>					
<b>Road Contracts Management</b>					
Management of RMCC and other road contracts					PI3
Management of the reseals program					PI3
<b>RMCC and Other Road Contracts</b>					
Completion of maintenance and incident response work for RMS on the State Road network					PI3
Completion of RMCC work orders for construction/major rehabilitation work for RMS on the State Road network					PI3
<b>Reseals</b>					
Resealing of Regional Roads					PI3
Resealing of rural Local Roads					PI3
Resealing of town streets					PI3
<b>Capital Projects</b>					
	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	
<b>Reseals</b>					
Baradine Streets Reseals	17,200	17,700	18,100	18,500	PI3
Binnaway Streets Reseals	15,400	15,800	16,200	16,600	PI3
Coolah Streets Reseals	25,600	26,300	26,900	27,600	PI3
Coonabarabran Streets Reseals	82,000	84,100	86,200	88,300	PI3
Dunedoo Streets Reseals	23,100	23,600	24,200	24,800	PI3
Local Roads Reseals	420,000	430,800	441,500	452,600	PI3
Mendooran Streets Reseals	15,400	15,800	16,200	16,600	PI3
Regional Roads Reseals	430,500	441,300	452,300	463,600	PI3
<b>Total:</b>	<b>1,029,500</b>	<b>1,055,400</b>	<b>1,081,600</b>	<b>1,108,600</b>	

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>RMCC and Other Road Contracts</b>			
1	RMCC works are carried out professionally and in line with RMCC agreements	Minimum overall performance rating	Acceptable
2	Works on State Roads are not being subsidised by Council funds	Monies received from RMS cover RMCC maintenance, incident response and work order costs	Yes
<b>Reseals</b>			
1	Condition rating seals on Regional and Local Roads (including town streets) is acceptable	% 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 on town streets are renewed with sufficient frequency	Time between reseals	20 years



## Technical Services – Fleet Services

### Directorate: Technical Services

### Branch: Fleet Services

The Fleet Services Branch is responsible for the following activities:

#### Fleet Services Management

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



#### Plant and Equipment

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

#### Workshops

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Fleet Services Management</b>							
13/14	(81,700)	121,442	-	39,742	-	-	39,742
14/15	(83,743)	125,180	-	41,437	-	-	41,437
15/16	(85,836)	129,035	-	43,199	-	-	43,199
16/17	(87,982)	133,009	-	45,027	-	-	45,027
<b>Total:</b>	<b>(339,261)</b>	<b>508,666</b>	<b>-</b>	<b>169,405</b>	<b>-</b>	<b>-</b>	<b>169,405</b>
<b>Plant and Equipment</b>							
13/14	(5,135,000)	2,700,849	2,265,000	(169,151)	-	-	(169,151)
14/15	(5,243,250)	2,770,664	2,500,000	27,414	-	-	27,414
15/16	(5,354,156)	2,843,357	2,480,000	(30,799)	-	-	(30,799)
16/17	(5,467,785)	2,917,979	2,285,000	(264,806)	-	-	(264,806)
<b>Total:</b>	<b>(21,200,191)</b>	<b>11,232,849</b>	<b>9,530,000</b>	<b>(437,342)</b>	<b>-</b>	<b>-</b>	<b>(437,342)</b>

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Workshops</b>							
13/14	-	45,850	-	45,850	-	-	45,850
14/15	-	47,038	-	47,038	-	-	47,038
15/16	-	48,256	-	48,256	-	-	48,256
16/17	-	49,506	-	49,506	-	-	49,506
<b>Total:</b>	-	190,650	-	190,650	-	-	190,650

## 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
<b>Capital Projects</b>					
	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	
Minor Plant Purchases	15,000	15,000	15,000	15,000	GF6
Plant and Equipment Purchases	2,250,000	2,485,000	2,465,000	2,270,000	GF6
<b>Total:</b>	<b>2,265,000</b>	<b>2,500,000</b>	<b>2,480,000</b>	<b>2,285,000</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 %

No	Service Level	Service Level Indicator	Service Level
2	Maintenance and replacement of Council's plant fleet is achieved within budget	Budget variance	Less than +/- 10%
3	Radio network is maintaining effective communications between Council's offices and vehicles	% of prestart checklists completed	60%
<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	Green house 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 %
3	WH&S issues are minimised within the workshops	Number of WH&S incidents per annum	2

## 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, Jorrock Park, Brownie Park, Swanston Park;
- **Dunedoo** –Milling Park;
- **Mendooran** – Mendooran Park and Mendooran Campsite Ground;
- **Leadville** – Norman Home Park.

#### Street Cleaning

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

#### Ovals and Other Sporting Facilities

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

- **Baradine** - Baradine Oval;
- **Binnaway** - Binnaway Oval, Binnaway Tennis Courts and Binnaway Showground;
- **Coonabarabran** – Coonabarabran Ovals, Netball, and Tennis and Basketball Courts;
- **Coolah** – Bowen Oval;
- **Dunedoo** – Robertson Oval;

- **Mendooran** – Mendooran Sports Ground and Tennis Courts;
- **Merrygoen** – Merrygoen Tennis Courts.

### Public Amenities

Council maintains and operates public amenities (toilets) within parks, rest areas and other locations across all of the six (6) towns in the shire. The Public Amenities activity is responsible for ensuring that these public amenities are kept clean and tidy for the benefit of residents and visitors, and that Council adheres to a regular cleaning schedule for all toilet facilities under its control to meet the usage requirements of residents and visitors to the shire



### Town Streets

Council's Town Streets activity is responsible for maintaining and enhancing town streets within the towns of Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo and Mendooran. Maintenance includes the maintenance of town streets, drainage and footpaths on town streets, and costs associated with the provision of street lighting. The Town Streets activity also includes all town streets related capital expenditure except for reseals. This includes the rehabilitation and extension of footpaths, kerbs and gutters, as well as road pavement rehabilitation, heavy and light patching, and line marking, etc. The maintenance and enhancement of streets in smaller villages falls under the Village Streets activity in Road Operations.

### Public Swimming Pools

Council provides public swimming facilities in all six towns within the Shire. The management, operation and maintenance of these six pools are the responsibility of Council's Public Swimming Pools activity. These pools are opened during the summer months and provide a venue for a wide range of recreational and sporting activities.

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Urban Service Management</b>							
13/14	-	162,991	-	162,991	-	-	162,991
14/15	-	167,805	-	167,805	-	-	167,805
15/16	-	172,762	-	172,762	-	-	172,762
16/17	-	177,870	-	177,870	-	-	177,870
<b>Total:</b>	-	681,428	-	681,428	-	-	681,428
<b>Horticulture</b>							
13/14	(4,531)	828,148	160,000	983,617	-	-	983,617
14/15	(4,644)	827,010	80,000	902,366	-	-	902,366
15/16	(4,760)	850,769	56,000	902,009	-	-	902,009
16/17	(4,879)	875,231	5,000	875,352	-	-	875,352
<b>Total:</b>	(18,814)	3,381,158	301,000	3,663,345	-	-	3,663,345



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>Street Cleaning</b>							
13/14	-	240,713	-	240,713	-	-	240,713
14/15	-	247,742	-	247,742	-	-	247,742
15/16	-	254,980	-	254,980	-	-	254,980
16/17	-	262,433	-	262,433	-	-	262,433
<b>Total:</b>	<b>-</b>	<b>1,005,868</b>	<b>-</b>	<b>1,005,868</b>	<b>-</b>	<b>-</b>	<b>1,005,868</b>
<b>Ovals and Other Sporting Facilities</b>							
13/14	(12,950)	303,593	95,000	385,643	-	-	385,643
14/15	(13,273)	312,069	-	298,796	-	-	298,796
15/16	(13,605)	320,791	-	307,186	-	-	307,186
16/17	(13,946)	329,767	-	315,821	-	-	315,821
<b>Total:</b>	<b>(53,774)</b>	<b>1,266,220</b>	<b>95,000</b>	<b>1,307,446</b>	<b>-</b>	<b>-</b>	<b>1,307,446</b>
<b>Public Amenities</b>							
13/14	-	197,991	-	197,991	-	-	197,991
14/15	-	203,880	-	203,880	-	-	203,880
15/16	-	209,946	-	209,946	-	-	209,946
16/17	-	216,196	-	216,196	-	-	216,196
<b>Total:</b>	<b>-</b>	<b>828,014</b>	<b>-</b>	<b>828,014</b>	<b>-</b>	<b>-</b>	<b>828,014</b>
<b>Town Streets</b>							
13/14	(508,000)	531,726	688,300	712,026	-	-	712,026
14/15	(356,700)	529,321	606,000	778,621	-	-	778,621
15/16	(365,618)	544,242	520,000	698,625	-	-	698,625
16/17	(374,758)	559,591	546,000	730,833	-	-	730,833
<b>Total:</b>	<b>(1,605,075)</b>	<b>2,164,880</b>	<b>2,360,300</b>	<b>2,920,105</b>	<b>-</b>	<b>-</b>	<b>2,920,105</b>
<b>Swimming Pools</b>							
13/14	(95,900)	607,076	72,000	583,176	-	-	583,176
14/15	(108,298)	622,772	65,000	579,475	-	-	579,475
15/16	(111,005)	638,932	15,000	542,927	-	-	542,927
16/17	(113,780)	655,567	15,000	556,787	-	-	556,787
<b>Total:</b>	<b>(428,982)</b>	<b>2,524,347</b>	<b>167,000</b>	<b>2,262,364</b>	<b>-</b>	<b>-</b>	<b>2,262,364</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

Outcome					CSP Link
Street Cleaning					
Cleaning of town streets and gutters in Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo and Mendooran					RU4
Ovals and Other Sporting Facilities					
Operation and maintenance of ovals and other sporting grounds and recreational facilities					RO1
Mowing of ovals					RO1
Maintenance of structures on ovals such as grandstands etc					RO1
Management of public liability issues associated with ovals and other sporting facilities					RO1
Management of rental and usage income associated with ovals and sporting facilities					RO1
Dealing with queries/requests from the public in relation to ovals and other sporting facilities					RO1
Public Amenities					
Cleaning of amenities per the following amenities cleaning program: <ul style="list-style-type: none"><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
Town Streets					
Maintenance of town streets including road pavement, footpaths, kerbs and gutters, signage and culverts/drainage within town streets					RU4
Provision of street lighting in town streets					RU4
Completion of town street related capital works					PI4
Swimming Pools					
Operation of the six (6) swimming pools within the shire, including the provision of lifeguards					RO1
Maintenance of the six (6) pools within the shire					RO1
Water quality testing and water chlorination at the pools					RO1
Management of safety and public liability issues relating to the six (6) pools					RO1
Engagement and collaboration with local swimming clubs and other pool user groups					RO1
Capital Projects	2013/14	2014/15	2015/16	2016/17	
Horticulture					
Binnaway Progress Association	5,000	5,000	5,000	5,000	RU4
Milling Park Playground equipment upgrade	70,000	-	-	-	RU4
Mendooran Park Toilets	35,000	-	-	-	RU4
Bell Park Electric BBQ and Shelter	-	-	18,000	-	RU4
Dunedoo Milling Park – Toilet Block	50,000	50,000	-	-	RU4
Masters Park Irrigation	-	25,000	-	-	RU4
Lions Park Electric BBQ and Shelter	-	-	18,000	-	RU4
Jorrook Park Table, Shelter and water supply	-	-	15,000	-	RU4
Total:	160,000	80,000	56,000	5,000	



Capital Projects	2013/14	2014/15	2015/16	2016/17	
<b>Ovals</b>					
Bowen Oval - Turf wicket	8,000	-	-	-	RO1
Oval Grandstand Rehabilitation - Baradine	40,000	-	-	-	RO1
Oval Grandstand Rehabilitation - Binnaway	47,000	-	-	-	RO1
<b>Total:</b>	<b>95,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Swimming Pools</b>					
Concrete repairs - Coonabarabran Pool	20,000	15,000	15,000	15,000	RO1
Pool Cover – Coolah Pool	12,000	-	-	-	RO1
Leak prevention and general painting - Baradine Pool	40,000	-	-	-	RO1
Shade Shelter - Baradine Pool	-	23,000	-	-	RO1
Replace grouting – Dunedoo Main Pool	-	27,000	-	-	RO1
<b>Total:</b>	<b>72,000</b>	<b>65,000</b>	<b>15,000</b>	<b>15,000</b>	
<b>Town Streets - Baradine</b>					
Castlereagh Street, Narren to Darling, new K&G	-	60,000	-	-	RU4
Flood Plain Management	120,000	-	-	-	RU4
Narren Street, South of Macquarie, K&G	-	-	50,000	-	RU4
Lachlan Street, between Narren & Liverpool, K&G	-	-	-	50,000	RU4
Liverpool Street Seal	-	25,000	25,000	-	RU4
Rehabilitation of footpath sections	10,300	10,000	10,000	10,000	RU4
Walker Street, West of Narren new K&G	30,000	-	-	-	RU4
Bligh Street, Between Narren & Darling, new K&G	-	50,000	-	-	RU4
<b>Total:</b>	<b>160,300</b>	<b>145,000</b>	<b>85,000</b>	<b>60,000</b>	
<b>Town Streets - Binnaway</b>					
Corry Bridge, Western approach	-	40,000	40,000	40,000	RU4
David Street, new K&G	60,000	-	-	-	RU4
Footpath rehabilitation	-	5,000	5,000	5,000	RU4
Renshaw & Bullinda St intersection “dip” Traffic calm	-	8,000	-	-	RU4
Castlereagh Avenue – Drainage 42m (link)	-	20,000	-	-	RU4
Railway St, Napier to Renshaw, Drainage 420m (link)	-	-	35,000	35,000	RU4
<b>Total:</b>	<b>60,000</b>	<b>73,000</b>	<b>80,000</b>	<b>80,000</b>	
<b>Town Streets - Coolah</b>					
Binnia Street, new kerb blisters and K&G rehab	46,000	-	-	-	RU4
Binnia/Booyamurra: Binnia/Campbell, intersection	-	70,000	-	-	RU4
Booyamurra Street, east of Binnia, rehabilitation	110,000	-	-	-	RU4
Footpath Rehabilitation - various locations	20,000	15,000	15,000	15,000	RU4
Pipe Drainage – location to be confirmed	-	40,000	40,000	40,000	RU4
<b>Total:</b>	<b>176,000</b>	<b>125,000</b>	<b>55,000</b>	<b>55,000</b>	
<b>Town Streets - Coonabarabran</b>					
Belar Street Drainage Pipe & K&G	-	45,000	-	-	RU4
Cowper Street – Concreting open channel	-	-	60,000	50,000	RU4
Dalgarno Street (John-Charles) rehabilitation	-	20,000	20,000	20,000	RU4
Dalgarno Street east of John, footpath rehabilitation	45,000	-	-	-	RU4
Dalgarno Street west of John, K&G rehabilitation	70,000	-	-	60,000	RU4
John Street (Edward to Cassilis), west side K&G rehab	-	60,000	60,000	-	RU4

<b>Capital Projects</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	
Namoi Street K&G	-	-	-	60,000	RU4
Cycleway - Newell Highway	120,000	-	-	-	RU4
Street light programme	-	-	-	8,000	RU4
Dow's Lane	-	40,000	40,000	-	RU4
Crane Street rehabilitation	-	-	-	60,000	RU4
<b>Total:</b>	<b>235,000</b>	<b>165,000</b>	<b>180,000</b>	<b>258,000</b>	
<b>Town Streets - Dunedoo</b>					
Bullinda Street (Wallaroo to Wargundy), north side	-	-	50,000	-	RU4
Dish drain, Tucklan Street at Wallaroo, west side	22,000	-	-	-	RU4
Footpath Rehabilitation - various locations	20,000	10,000	10,000	10,000	RU4
Wargundy Street Underground pipe drainage	-	60,000	-	-	RU4
Wargundy Street (Bullinda to Yarrow), west side	-	-	-	55,000	RU4
Yarrow Street at Bandulla, north side	-	18,000	-	-	RU4
Yarrow Street at Bandulla, south side	-	-	-	18,000	RU4
Yarrow Street (Wallaroo to Wargundy), north side	-	-	50,000	-	RU4
<b>Total:</b>	<b>42,000</b>	<b>88,000</b>	<b>110,000</b>	<b>83,000</b>	
<b>Town Streets - Mendooran</b>					
Footpath Rehabilitation	15,000	10,000	10,000	10,000	RU4
<b>Total:</b>	<b>15,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	

## How will we track our progress?

<b>No</b>	<b>Service Level</b>	<b>Service Level Indicator</b>	<b>Service Level</b>
<b>Urban Services Management</b>			
<b>1</b>	WH&S issues are minimised within Urban Services Branch	Number of WH&S incidents per annum	< 1
<b>2</b>	Urban Services completes capital projects within their budgeted time line	% of capital projects completed to schedule	85%
<b>3</b>	Council's Urban Services branch achieves its agreed service levels	% of Urban Services branch service levels achieved	90%
<b>4</b>	The Urban Services capital program is completed within budget	Total variance over/under budget	10%
<b>4</b>	Grant opportunities are utilised to expand the scope of works that can be completed on Council sporting and other Urban Services facilities	Quantum of grant funding received per annum	\$25k
<b>Horticulture</b>			
<b>1</b>	Parks, reserves and gardens are maintained to an acceptable standard	Number of complaints per year	< 5
<b>2</b>	Street trees are maintained to an acceptable standard	Number of complaints per year	< 5
<b>3</b>	Grass in parks, reserves and gardens is slashed per seasonal requirements and does not pass 10cm in height	Number of complaints	None
<b>4</b>	Complaints regarding parks and street trees are dealt with promptly	Time (days) taken to address issues such as broken branches etc.	< 48 hrs

No	Service Level	Service Level Indicator	Service Level
<b>Street Cleaning</b>			
1	Streets in the six towns are kept clean and tidy	Streets cleaning schedule is adhered to: - Coonabarabran CBD – daily - Coonabarabran residential – monthly - Other towns CBD – weekly (by hand) - Other towns residential – 6 weekly	Yes
2	Residents are happy with the cleanliness of town streets	Number of complaints per year	< 5
3	Graffiti on Council buildings and other Council owned assets is removed in a timely manner	Time taken to remove graffiti	1 week
<b>Public Amenities</b>			
1	Provision of regular cleaning services for all toilets under Council control	Toilets are cleaned per agreed schedule (see outcomes section on previous page)	Yes
2	Provision of clean and tidy toilets for residents and visitors	Number of complaints per year	< 5
<b>Ovals</b>			
1	Ovals are maintained to an acceptable standard and are mowed regularly to meet the needs of users	Number of complaints per year	< 4
2	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
3	Ovals and sporting facilities are safe	Number of incidents/safety related complaints per year	< 2
<b>Urban Streets</b>			
1	Town streets meet the access, safety and aesthetic needs of the community	Number of complaints	< 10
2	Road pavement on town streets is maintained to a reasonable standard	% of town streets road pavement where asset condition rating is >= average	90%
3	Kerb and gutters are maintained to a reasonable standard	% of kerb and gutters where asset condition rating is >= average	90%
4	Footpaths are maintained to a reasonable standard	% of footpaths where asset condition rating is >= average	90%
<b>Public Swimming Pools</b>			
1	Public swimming pools and amenities are maintained and meet the needs of the community	Number of complaints per season	< 10
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

# Environmental and Community Services

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<b>Yuluwirri Kids</b>	

## E&C Services – Environmental and Community Services Management

### Directorate: E&C Services

### Branch: E&C Services Management

Council's Environmental and Community Services Management Branch is responsible for the following activities:

#### Environmental and Community Services Management

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



The Community Services functions of Council include libraries, Yuluwirri Kids Preschool and Long Day Care, Community Care, and children's services through Connect 5, OOSH and Family Day Care services. Programs are generally run through grant funding and are operated at nil cost to council with the exception of libraries.



#### Building Control

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

The building control function processes all construction certificates, complying development certificates and occupation certificates for new building works. The branch is also responsible for

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

#### Environmental Health Services

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

The unit is also responsible for ensuring that all food premises throughout the shire are aware of, and comply with the relevant food safety standards of NSW through a regular inspection regime.

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



The branch is also responsible for promoting the health of our environment through programs such as the Central West Council's Salinity and Water Quality Alliance.



### Libraries

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

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

### Town Planning

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

The town planning functions include processing all development applications, producing accurate 149 zoning certificates, promoting heritage conservation and monitoring compliance with consents given and relevant legislation.



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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Environmental and Community Services Management</b>							
13/14	(1,000)	314,810	-	313,810	-	-	313,810
14/15	(1,000)	323,752	-	322,752	-	-	322,752
15/16	(1,000)	332,967	-	331,967	-	-	331,967
16/17	(1,000)	342,476	-	341,476	-	-	341,476
<b>Total:</b>	<b>(4,000)</b>	<b>1,314,004</b>	<b>-</b>	<b>1,310,004</b>	<b>-</b>	<b>-</b>	<b>1,310,004</b>
<b>Building Control</b>							
13/14	(54,500)	225,565	-	171,065	-	-	171,065
14/15	(58,000)	232,624	-	174,624	-	-	174,624
15/16	(62,500)	239,905	-	177,405	-	-	177,405
16/17	(68,000)	247,416	-	179,416	-	-	179,416
<b>Total:</b>	<b>(243,000)</b>	<b>945,510</b>	<b>-</b>	<b>702,510</b>	<b>-</b>	<b>-</b>	<b>702,510</b>



Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Environmental Health Services</b>							
13/14	(10,000)	91,030	-	81,030	-	-	81,030
14/15	(10,500)	93,827	-	83,327	-	-	83,327
15/16	(11,000)	96,711	-	85,711	-	-	85,711
16/17	(11,500)	99,684	-	88,184	-	-	88,184
<b>Total:</b>	<b>(43,000)</b>	<b>381,252</b>	<b>-</b>	<b>338,252</b>	<b>-</b>	<b>-</b>	<b>338,252</b>
<b>Libraries</b>							
13/14	(60,041)	575,499	-	515,458	-	-	515,458
14/15	(61,542)	589,291	-	527,748	-	-	527,748
15/16	(63,081)	603,429	-	540,348	-	-	540,348
16/17	(64,658)	617,922	-	553,264	-	-	553,264
<b>Total:</b>	<b>(249,323)</b>	<b>2,386,141</b>	<b>-</b>	<b>2,136,818</b>	<b>-</b>	<b>-</b>	<b>2,136,818</b>
<b>Town Planning</b>							
13/14	(164,000)	114,252	-	(49,748)	-	-	(49,748)
14/15	(116,000)	117,700	-	1,700	-	-	1,700
15/16	(125,000)	121,253	-	(3,747)	-	-	(3,747)
16/17	(134,000)	124,915	-	(9,085)	-	-	(9,085)
<b>Total:</b>	<b>(539,000)</b>	<b>478,119</b>	<b>-</b>	<b>(60,881)</b>	<b>-</b>	<b>-</b>	<b>(60,881)</b>

## What will we achieve with this money?

Outcome	CSP Link
<b>Ongoing Operations</b>	
<b>Environmental and Community Services Management</b>	
Management of Environmental and Community Services Division outcomes and workload	GF4
Management of Corporate Services Division staff and resources allocation	GF8
Interpret, counsel and advise the GM and Council on applicable statutes and policies	GF7
Actively communicate/network with industry peers, associations and organisations	GF1
Ensure Warrumbungle Waste services operations are operated as cost effectively as possible	PI8
<b>Building Control</b>	
Educate the local trades on new issues relating to the building industry.	RU1
Ensure all Part 4A certificates are processed in a reasonable time period and in accordance with legislation and best practice procedures.	GF4
Ensure all building certificates are accurate and processed efficiently.	GF4
Manage the safety of the built environment	RU1
Ensure processes and procedures meet best practice standards for building surveying.	GF4
Ensure all plumbing installations are carried out in accordance with legislation.	RU2
Carryout building and plumbing inspections in a timely and effective manner to ensure compliance with legal requirements.	RU2
<b>Environmental Health Services</b>	
Ensure all approvals are processed in a reasonable time period and in accordance with legislation and best practice procedures.	GF4
Educate and regulate the local food service and processing industry in accordance with Council's MOU with the Food Safety Authority.	GF4
Promptly respond and take appropriate action to incidents likely to cause harm to the environment.	RU3

Outcome	CSP Link
Ensure that Council's State of the Environment Reporting is delivered.	NE1
Carryout an annual inspection of all high risk On-site sewage management systems.	P18
Assist other branches within council to achieve best practice environmental outcomes	NE1
<b>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>Town Planning</b>	
Ensure all planning instruments under Council control are effective and relevant	GF5
Ensure all development applications are processed in a reasonable time period and in accordance with legislation and best practice procedures.	GF4
Ensure all 149 zoning certificates are accurate and processed efficiently.	GF7
Ensure the shires heritage assets are effectively managed.	RU4
<b>Key Projects</b>	
<b>Environmental and Community Services Management</b>	
Implement changes to waste management practices based on outcome of Waste Management Strategy	PI8
Develop business plan for Yuluwirri Kids to ensure sustainability	CC1
<b>Building Control</b>	
Annual inspections of all high risk residential accommodation properties.	RU4
<b>Environmental Health Services</b>	
Implement actions from the strategic plan of the Central West Councils Salinity and Water Quality Alliance.	NE4
<b>Libraries</b>	
Evaluate the feasibility of relocation of the Coonabarabran library	CC3
Investigate increasing the size of the Dunedoo library	CC3
<b>Town Planning</b>	
Develop a single shire wide DCP once the LEP is adopted.	RU1
Operate a local heritage fund each year.	RU1

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Environmental and Community Services Management</b>			
1	Council's Environmental and Community Services Division achieves its agreed services levels	% of Environmental and Community Services service levels achieve	90%
2	Environmental and Community Services Directorate is financially responsible	Recurrent budget variance	Less than +/- 10%
3	Warrumbungle Waste is operated in a cost effective manner	% increase in waste services costs	Less than CPI
4	WH&S issues are minimised within the Environmental and Community Services Directorate	Number of WH&S incidents per annum	2
5	Capital and key projects are completed on time and within budget	Capital and key projects are completed on time and within budget	Yes

No	Service Level	Service Level Indicator	Service Level
6	Library operations are efficient and cost effective	Annual increase of cost to Council on a per user basis	Less than 2%
<b>Building Control</b>			
1	Structures do not pose a risk to the health and safety of occupants or the public	Number of monthly inspections and reports for each town and village	6
2	Local trades are well informed of changes to building legislation and codes	Email newsletter established and issued quarterly	Yes
3	Part 4A applications are processed in a within legislated timeframes	Average application processing time from time all required information is received	10 days
4	Building Certificates processed within reasonable timeframes	Average application processing time	7 days
5	Part 4A applications and Building Certificates are processed effectively	% audit of 20 files demonstrating legislative and procedural compliance	90%
6	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
7	Plumbing installations meet statutory requirements and drainage diagrams provided	Number of properties audited per annum after inspection and installation complete	10
8	Register of all high risk establishments (e.g. nursing homes and hotel accommodation) is maintained and annual inspections completed and recorded	Completion of annual inspections of all properties on register	100%
<b>Environmental Health Services</b>			
1	Comply with the MOU between Council and the Food Safety Authority	% of inspections conducted annually of Category 1 and 2 businesses	100%
2	Implement actions from the Central West Councils Salinity and Water Quality Alliance 5 year strategic plan	% of actions funded and completed	60%
3	Approvals processed within reasonable timeframes	Average approvals processing time	7 days
4	Approvals are processed accurately	% audit of 20 files demonstrating legislative and procedural compliance	80%
5	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
6	High risk OSSMS do not pose a risk to public health or the environment	% of high risk systems where annual inspections have been carried out and action taken where necessary	95%
7	Council's obligations under health related legislation are met	Current register of properties requiring registration from Council for all health related areas is maintained and annual inspections are completed	Yes
8	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
9	State of the environment reporting requirements are completed annually	SOE report is completed by October 31 each year.	Yes
10	Alliances formed with shire environmental groups	Number of minuted meetings with environmental groups held throughout the shire per annum	4

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

## E&C Services – Family Support Services

**Directorate:** E & C Services

**Branch:** Family Support Services

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

### Connect Five

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



### Family Day Care

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



**Castlereagh  
Family Day Care**

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

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

### Youth Development and Activities

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

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





The Youth Development Program works cohesively with the existing youth services across the shire, improving dialogue and best practice sharing between services, opening communication around service delivery and addressing wider community youth issues holistically, breaking down barriers around community perceptions and access, and raising the positive profile of young people across the shire

## OOSH

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

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



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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Connect Five</b>							
13/14	(189,387)	192,062	-	2,675	-	(2,675)	-
14/15	(196,392)	197,974	18,673	20,256	-	(20,256)	-
15/16	(201,301)	204,072	-	2,771	-	(2,771)	-
16/17	(206,334)	210,284	19,562	23,512	-	(23,512)	-
<b>Total:</b>	<b>(793,414)</b>	<b>804,393</b>	<b>38,235</b>	<b>49,214</b>	<b>-</b>	<b>(49,214)</b>	<b>-</b>
<b>Youth Development and Activities</b>							
13/14	(671,215)	662,100	-	(9,114)	-	9,114	-
14/15	(678,788)	679,868	9,500	10,579	-	(10,579)	-
15/16	(695,758)	698,120	-	2,362	-	(2,362)	-
16/17	(713,152)	716,871	10,000	13,719	-	(13,719)	-
<b>Total:</b>	<b>(2,758,913)</b>	<b>2,756,959</b>	<b>19,500</b>	<b>17,546</b>	<b>-</b>	<b>(17,546)</b>	<b>-</b>
<b>OOSH</b>							
13/14	(50,140)	39,447	-	(10,693)	-	10,693	-
14/15	(50,140)	40,686	-	(9,454)	-	9,454	-
15/16	(50,140)	41,964	-	(8,176)	-	8,176	-
16/17	(50,140)	43,282	-	(6,858)	-	6,858	-
<b>Total:</b>	<b>(200,560)</b>	<b>165,379</b>	<b>-</b>	<b>(35,181)</b>	<b>-</b>	<b>35,181</b>	<b>-</b>



## What will we achieve with this money?

Outcome					CSP Link
<b>Ongoing Operations</b>					
<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
<b>Capital Projects</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	
<b>Connect Five</b>					
Replacement of Connect Five vehicle	-	18,673	-	19,562	GF8
<b>Family Day Care</b>					
Replacement of FDC vehicle	-	9,500	-	10,000	GF8

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Connect Five</b>			
1	Requirements of all funding agreements (NSW Dept. Human Services) are met	Annual acquittals and reports returned on time and meet with approval	Yes
2	Venues identified and licenced according to community requirements	Number of venues that are identified and licenced at any one time	9
3	Play sessions are provided to meet the emerging needs of the community	Number of play sessions per term	45
4	Play sessions are well patronised	Number of children in attendance 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	18
2	New Educators are registered and inducted including a thorough home safety audit (WHS)	New Educators are inducted and meet NSWFD standards	Yes
3	Educators are provided with supported home visits on a regular basis and regular contact outside of these visits via phone, email and mail outs	Number of monthly visits	1
4	Monthly play-sessions are provided in each town for Educators, with 90% of Educators attending.	% of Educators attending monthly play sessions in each town	90%
5	Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement	Level of surplus or deficit	Surplus
6	Requirements of all funding agreements (DEEWR) are met	Annual acquittals and reports returned on time and meet with approval	Yes
7	Coordination Unit, in conjunction with Educators ensures scheme meets all National Regulations and Quality Standards, gaining an appropriate rating during assessment	Minimum National Quality Standard (NQS) rating	Meeting NQS

No	Service Level	Service Level Indicator	Service Level
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	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
10	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
11	Provide support and visits to IHC families and Educators as per requirements	Frequency of eligibility review visits to each IHC family	6 monthly
<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 Youth Action Group program across the shire	Number of young people engaged within Youth Action Groups	72
3	Delivery of cost effective and quality school holiday program	Number of young people and children engaged within program	225
4	Delivery of National Youth Week across the shire	Number of youth engaged in developing / managing activities	900
5	Enhance communities social infrastructure to support desired outcomes	Number of young people engaged within programs	1600
6	Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement	Level of surplus or deficit	Surplus
7	Promotion of youth services, information sharing and networking between youth and community services	Number of printed media distributed through shire	1600
<b>OOSH</b>			
1	Requirements and objectives of all funding agreements are met	Annual acquittals and reports returned on time and meet with approval	Yes
2	Policies and Procedures are met and maintained at all times	Policies and Procedures are reviewed and updated by all stakeholders and adhered to at all times	Yes
3	An appropriate After School Care is provided five days a week from 3.00pm to 5.30pm during school terms	Number of places booked per week	50
4	Scheme meets all National Regulations and Quality Standards, gaining an appropriate rating during assessment	Minimum National Quality Standard (NQS) rating	Meeting NQS
5	A WH&S risk management program and healthy work environment for all staff and the public is fostered by the organisation	Number of incidents per term requiring medical assistance	None
6	Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement	Level of surplus or deficit	Surplus

## E&C Services – Regulatory Services

**Directorate:** E & C Services  
**Branch:** Regulatory Services

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

### Compliance Services

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



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



### Noxious Weeds

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Compliance Services</b>							
13/14	(31,400)	162,328	-	130,928	-	-	130,928
14/15	(32,310)	164,315	-	132,005	-	-	132,005
15/16	(33,233)	168,930	-	135,697	-	-	135,697
16/17	(34,168)	173,677	-	139,509	-	-	139,509
<b>Total:</b>	<b>(131,111)</b>	<b>669,250</b>	<b>-</b>	<b>538,139</b>	<b>-</b>	<b>-</b>	<b>538,139</b>
<b>Noxious Weeds</b>							
13/14	-	98,123	-	98,123	-	-	98,123
14/15	-	103,029	-	103,029	-	-	103,029
15/16	-	108,181	-	108,181	-	-	108,181
16/17	-	113,590	-	113,590	-	-	113,590
<b>Total:</b>	<b>-</b>	<b>422,923</b>	<b>-</b>	<b>422,923</b>	<b>-</b>	<b>-</b>	<b>422,923</b>

## What will we achieve with this money?

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

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Compliance Services</b>			
1	The keeping of companion animals is regulated through micro chipping	Number of public micro chipping days per year in each town	2
2	The keeping of companion animals is regulated through responding to complaints	Annual trend in complaints	Reduction
3	Roadways are kept largely free of straying stock through regular stock patrols (per agreed program) and timely responses to complaints	Complaint response time	< 48 hours
4	The negative effects caused from the keeping of animals in urban areas is minimised	Response time for complaints	< 48 hours
5	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
6	Alcohol free zones maintained in towns	Frequency of inspection of alcohol free zone signs	6 monthly
7	Private swimming pools do not pose a safety risk	Number of inspections of all urban areas carried out per year with action taken against non-compliant pools	2
<b>Noxious Weeds</b>			
1	Noxious weeds are controlled throughout the shire	Membership of the Castlereagh Macquarie County Council is maintained	Yes



## E&C Services – Warrumbungle Community Care

**Directorate:** E & C Services

**Branch:** Warrumbungle Community Care

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



### Centrelink

The Human Services Agency in Coonabarabran provides support to clients of Department of Human Services to access information, phone and on line services for Centrelink, The Child Support Agency and Medicare Australia.

### Community Transport

Community Transport provides local and out of town transport for local residents to attend doctors, specialist and other appointments or shopping. A bus service also provides regular trips to regional centres such as Dubbo.

### Multiservice Outlet

Services provided under the Multiservice Outlet include:

- Meals on Wheels provides a range of nutritious hot or frozen meals across the shire. These meals are delivered by volunteers or staff to the home.
- Home Maintenance services include lawn mowing and simple maintenance tasks. This program is provided to assist clients to keep their homes and gardens safe.
- Social Support services include Telelink, social support luncheons, an activity group, social bus trips, support and assistance with local shopping trips and activities.
- Respite service provides trained carers to provide in-home support for clients, giving carers an opportunity to attend appointments or have some time off from caring.

## 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>Centrelink</b>							
13/14	(34,114)	34,114	-	-	-	-	-
14/15	(34,967)	34,967	-	-	-	-	-
15/16	(35,841)	35,841	-	-	-	-	-
16/17	(36,737)	36,737	-	-	-	-	-
<b>Total:</b>	<b>(141,659)</b>	<b>141,659</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Community Transport</b>							
13/14	(308,745)	216,471	75,000	(17,274)	-	17,274	-
14/15	(314,302)	222,702	90,000	(1,601)	-	1,601	-
15/16	(319,960)	229,116	80,000	(10,844)	-	10,844	-
16/17	(325,719)	235,719	80,000	(10,000)	-	10,000	-
<b>Total:</b>	<b>(1,268,726)</b>	<b>904,008</b>	<b>325,000</b>	<b>(39,719)</b>	<b>-</b>	<b>39,719</b>	<b>-</b>
<b>Multiservice Outlet</b>							
13/14	(505,008)	493,884	5,000	(6,124)	-	6,124	-
14/15	(543,921)	508,411	45,000	9,490	-	(9,490)	-
15/16	(526,744)	523,375	10,000	6,631	-	(6,631)	-
16/17	(533,731)	538,791	7,000	12,060	-	(12,060)	-
<b>Total:</b>	<b>(2,109,404)</b>	<b>2,064,461</b>	<b>67,000</b>	<b>22,057</b>	<b>-</b>	<b>(22,057)</b>	<b>-</b>

## What will we achieve with this money?

Outcome					CSP Link
<b>Ongoing Operations</b>					
<b>Centrelink</b>					
Provision of Forms/Documents Assistance					CC2
Provision of referrals to other agencies					CC2
Provision of Self Service Equipment					CC2
Assistance with Self Service Equipment					CC2
Assistance with general enquiries					CC2
<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>Capital Projects</b>					
<b>Community Transport</b>					
Renewal of Community Transport Fleet					GF8
<b>Multiservice Outlet</b>					
MSO Capital Replacements					GF8

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Centrelink</b>			
1	Forms/Documents Assistance provided to clients	Number of services provided per annum	3,600
2	Referrals provided to clients	Number of services provided per annum	1,350
3	Self Service facilities provided to clients	Number of services provided per annum	135
4	Equipment Assistance provided to clients	Number of occasions per annum	810
5	Clients assisted with general enquiries	Number of occasions per annum	225
6	The Human Service Agency is well frequented	Number of customers per annum	2,700
7	Clients are satisfied with the service provided by the Agency	Number of complaints per annum	2
<b>Community Transport</b>			
1	Transport services provided to HACC Clients	Number of trips provided per annum	2800
2	Transport services provided to CTP Clients	Number of trips provided per annum	400
3	Transport services provided to Health Related Transport Clients	Number of trips provided per annum	40
4	Services are provided in line with Community Care Common Standards and HACC Guidelines	Number of action items completed from Action Plan	15
<b>Multiservice Outlet</b>			
1	Social Support services provided to HACC clients	Number of services provided per annum	7,441
2	Meals Services provided to HACC clients	Number of meals provided per annum	12,188
3	Respite Services provided to HACC clients	Number of services provided per annum	1,557
4	Home Maintenance Services provided to HACC clients	Number of services provided per annum	2,392
5	Services are provided in line with Community Care Common Standards and HACC Guidelines	Number of action items completed from Action Plan	15

## E&C Services – Yuluwirri Kids

**Directorate:** E & C Services

**Branch:** Yuluwirri Kids

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



### 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
13/14	(1,212,366)	1,229,467	-	17,101	-	(17,101)	-
14/15	(2,092,944)	1,265,432	870,000	42,488	-	(42,488)	-
15/16	(1,304,536)	1,302,546	-	(1,990)	-	1,990	-
16/17	(1,315,650)	1,340,844	-	25,194	-	(25,194)	-
<b>Total:</b>	<b>(5,925,496)</b>	<b>5,138,288</b>	<b>870,000</b>	<b>82,793</b>	<b>-</b>	<b>(82,793)</b>	<b>-</b>

### What will we achieve with this money?

Outcome					CSP Link
<b>Ongoing Operations</b>					
To provide a educational program and practice that is stimulating and engaging and enhances children's learning and development					CC1
To focus on the physical environment that is safe, suitable and provides a rich and diverse range of experiences that promote children's learning and development					CC1
The provision of qualified and experienced educators, and staff who are able to develop warm and respectful relationships with children, create safe and predictable environments and encourage children's active engagement in the learning program					CC1
To focus on relationships with children being responsive and respectful and promoting children's sense of security and belonging					CC1
To focus on collaborative relationships with families that are fundamental to achieving quality outcomes for children and community partnerships that are based on active communication, consultation and collaboration					CC1
To focus on effective leadership and management of the service that contributes to quality environments for children's learning and development					CC1
To focus on safeguarding and promoting children's health and safety					CC1
<b>Capital Projects</b>					
	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	
Yuluwirri Kids building extension	-	870,000	-	-	GF8

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
1	Scheme meets Quality Improvement Plan and ACECQA assessment Rating	Minimum assessment rating	Meets Assessment Rating
2	The service is well utilised by members of the community	Utilisation rate as a percentage of total capacity	95%
3	Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement	Level of surplus or deficit	Surplus
4	Capital extension project completed within the four year timeframe and is fully funded by external grants	Extension completed	Yes
5	Medium to long term needs of the community for child care services are addressed	Five (5) year business plan is complete	Yes

# Corporate Services

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## Corporate Services – Corporate Services Management

**Directorate:** Corporate Services

**Branch:** Corporate Services Management

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

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

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



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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
13/14	-	193,023	-	193,023	-	-	193,023
14/15	-	199,046	-	199,046	-	-	199,046
15/16	-	205,259	-	205,259	-	-	205,259
16/17	-	211,666	-	211,666	-	-	211,666
<b>Total:</b>	-	<b>808,993</b>	-	<b>808,993</b>	-	-	<b>808,993</b>

### What will we achieve with this money?

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



Outcome	CSP Link
Actively communicate/network with industry peers, associations and organisations	GF5
Implement an annual program of Council's sponsorship of events within the shire in accordance with Council's Financial Assistance Grants policy	CC4
Key Projects	
Implementation of Disaster Recovery Plan	GF7

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
1	Council's Corporate Services Division achieves its agreed service levels	% of Corporate Services service levels achieved	90%
2	IP&R (Integrated Planning and Reporting) requirements are met	Completion of IP&R reporting requirements within legislative deadlines	Yes
3	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
4	WH&S issues are minimised within the Corporate Services Directorate	Number of WH&S incidents per annum	2
5	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
6	Capital and key projects are completed on time and within budget	Corporate Services capital and key projects are completed on time and within budget	Yes
7	Corporate Services Directorate is financially responsible	Recurrent budget variance	Less than +/- 10%

## Corporate Services – Administration & Customer Services

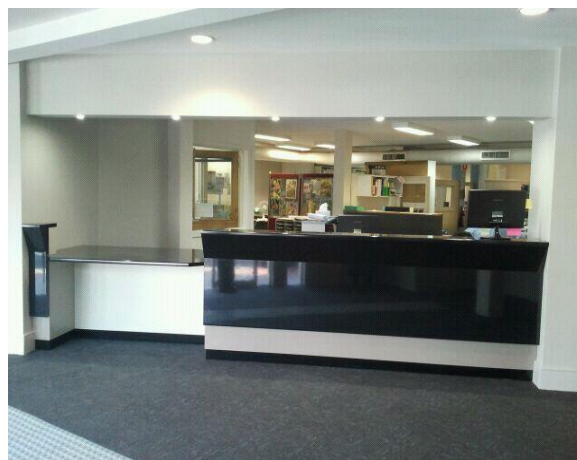
**Directorate:** Corporate Services

**Branch:** Administration & Customer Services

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

### Administration and Customer Services

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



These services include the provision of:

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



### Community Banking Agency

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Administration and Customer Services</b>							
13/14	(55,266)	701,050	-	645,784	-	-	645,784
14/15	(56,550)	706,579	-	650,028	-	-	650,028
15/16	(57,964)	728,350	-	670,386	-	-	670,386
16/17	(59,508)	750,799	-	691,291	-	-	691,291
<b>Total:</b>	<b>(229,288)</b>	<b>2,886,777</b>	<b>-</b>	<b>2,657,489</b>	<b>-</b>	<b>-</b>	<b>2,657,489</b>
<b>Community Banking Agency</b>							
13/14	(88,000)	87,104	-	(896)	-	-	(896)
14/15	(90,200)	89,526	-	(674)	-	-	(674)
15/16	(92,455)	92,024	-	(431)	-	-	(431)
16/17	(94,766)	94,602	-	(165)	-	-	(165)
<b>Total:</b>	<b>(365,421)</b>	<b>363,256</b>	<b>-</b>	<b>(2,166)</b>	<b>-</b>	<b>-</b>	<b>(2,166)</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
<b>Community Banking Agency</b>	
Provision of Westpac agency banking services to the Dunedoo community	LE4
Provision of Council front counter services to the Dunedoo community	GF8

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Administration and Customer Services</b>			
1	Prompt and accurate cashiering services provided to customers	Quantum of daily cash balancing errors or misallocations	\$0
2	Counter services provided and clients' requests dealt with promptly	Time for service request forms to be prepared and referred to action officer	Day of receipt
3	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%
4	Statutory reporting requirements are met	Statutory documents lodged with DLG within statutory deadlines	Yes
5	All incoming Correspondence is registered and acknowledgement issued to sender for local residents	Time for correspondence (emails and letters) to be acknowledged, scanned, registered and allocated to action officers	48 hrs
<b>Community Banking Agency</b>			
1	Westpac agency outcome targets are met and quarterly assessment achieves satisfactory results	Satisfactory quarterly statistical and mystery shopping results	100%
2	Agency services are provided to a high standard and meet the needs of the community	Number of complaints	Nil
3	Westpac agency instore remains a viable fully funded service	Surplus/(Deficit)	Surplus
4	Prompt and accurate Council cashiering services provided to customers	Quantum of daily cash balancing errors or misallocations	\$0

## Corporate Services – Bushfire and Emergency Services

### Directorate: Corporate Services Branch: Bushfire and Emergency Services

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



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

Council's responsibilities under the RFS agreement include:

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
13/14	(2,609,246)	2,506,936	448,042	345,732	-	-	345,732
14/15	(2,674,477)	2,569,759	459,243	354,525	-	-	354,525
15/16	(2,741,339)	2,634,158	470,724	363,543	-	-	363,543
16/17	(2,809,873)	2,700,172	482,492	372,792	-	-	372,792
<b>Total:</b>	<b>(10,834,935)</b>	<b>10,411,026</b>	<b>1,860,501</b>	<b>1,436,592</b>	<b>-</b>	<b>-</b>	<b>1,436,592</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
<b>Capital Projects</b>					
	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	
RFS - Enhancements	22,500	23,063	23,639	24,230	GF5
RFS - Vehicles	285,542	292,681	299,998	307,498	GF5
RFS - Fire Control Centre Coonabarabran	140,000	143,500	147,088	150,765	GF5

## 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	All service requirements of the RFS agreement are met by Council	Total count of non-compliance with the RFS agreement per annum	0
3	A Council presence at the Liaison Committee is maintained	Attendance at Liaison Committee (%)	90%
4	Bushfire hazard programs are implemented within budget	Completion of bushfire hazard reduction programs	90%
5	Incident control is timely and effective	Response is immediate and Displan implemented as appropriate	Yes



## Corporate Services - Finance

### Directorate: Corporate Services Branch: Finance

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



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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
13/14	(724,250)	1,387,101	-	662,851	-	-	662,851
14/15	(742,341)	1,409,353	-	667,011	-	-	667,011
15/16	(760,885)	1,450,836	-	689,951	-	-	689,951
16/17	(779,892)	1,493,559	-	713,667	-	-	713,667
<b>Total:</b>	<b>(3,007,368)</b>	<b>5,740,849</b>	<b>-</b>	<b>2,733,481</b>	<b>-</b>	<b>-</b>	<b>2,733,481</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



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

## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
1	The collection of rates and annual charges is managed effectively given the socio-economic realities of the Shire	Outstanding rates, and annual charges ratio	< 12%
2	Council's external financial reporting requirements to the DLG are met	Council's financial statements are not qualified and submitted to the DLG on time	Yes
3	Council's IP&R, budget and other external reporting requirements are met	Council's IP&R, grants return, and LGGC returns are completed within statutory deadlines	Yes
4	Accounts payable is managed effectively	Number of creditor accounts over 60 days at end of 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%
9	Capital and key projects are completed on time and within budget	Capital and key projects are completed on time and within budget	Yes

## Corporate Services – Communications & IT

### Directorate: Corporate Services

### Branch: Communications & IT

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



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

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
13/14	(736,840)	1,086,920	12,916	362,996	-	-	362,996
14/15	(749,214)	1,044,509	-	295,296	-	-	295,296
15/16	(767,944)	1,072,084	-	304,141	-	-	304,141
16/17	(787,142)	1,100,397	-	313,254	-	-	313,254
<b>Total:</b>	<b>(3,041,140)</b>	<b>4,303,910</b>	<b>12,916</b>	<b>1,275,686</b>	<b>-</b>	<b>-</b>	<b>1,275,686</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

Outcome					CSP Link
<b>Key Projects</b>					
Develop and implement Council's Communication Strategy					GF4
Develop and implement Council's GIS Strategy					GF4
<b>Capital Projects</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	
Increase in IT data storage capacity	12,916	-	-	-	GF6

## 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	4 hrs
5	Coordinate a detailed Community Engagement Program to identify and test the level of Council's service and gauge community satisfaction	Proportion of residents responding in a community survey.	2%
6	Council's communication strategy is effective	Proportion of residents responding in a community survey that express satisfaction about being informed of Council activities	75% of respondents
7	Council staff are informed and provided opportunities for feedback	Number of internal staff news letters per year	4
8	Content on Councils website and staff intranet is up to date and accurate	Number of new items per week	>2
9	Capital and key projects are completed on time and within budget	Capital and key projects are completed on time and within budget	Yes
10	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
11	New asset additions are captured in Council's GIS system	Frequency of updating of asset information	6 monthly
12	Disaster Recovery implemented as per Business Continuity Plan	Disaster Recovery system implemented	Yes

## Corporate Services – Property and Risk

### Directorate: Corporate Services

#### Branch: Property and Risk

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

#### Property and Risk

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

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

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

#### Cemetery Services

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



#### Medical Facilities

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

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





### Public Halls

Council maintains and is responsible for over 12 public halls which provide opportunities for community gatherings and events. These halls need to be managed and maintained to service the needs of the community. Some halls are overseen by local committees under Council's guidance whilst others are fully administered by Council.

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
<b>Property and Risk</b>							
13/14	(417,585)	1,127,292	70,000	<b>779,707</b>	-	-	<b>779,707</b>
14/15	(427,245)	1,107,723	70,000	<b>750,477</b>	-	-	<b>750,477</b>
15/16	(437,788)	1,115,180	-	<b>677,392</b>	-	-	<b>677,392</b>
16/17	(448,594)	1,122,367	-	<b>673,773</b>	-	-	<b>673,773</b>
<b>Total:</b>	<b>(1,731,212)</b>	<b>4,472,561</b>	<b>140,000</b>	<b>2,881,349</b>	-	-	<b>2,881,349</b>
<b>Cemetery Services</b>							
13/14	(85,000)	134,645	-	<b>49,645</b>	-	-	<b>49,645</b>
14/15	(87,125)	138,544	-	<b>51,419</b>	-	-	<b>51,419</b>
15/16	(89,303)	142,557	-	<b>53,254</b>	-	-	<b>53,254</b>
16/17	(91,536)	146,689	-	<b>55,153</b>	-	-	<b>55,153</b>
<b>Total:</b>	<b>(352,964)</b>	<b>562,435</b>	-	<b>209,471</b>	-	-	<b>209,471</b>
<b>Medical Facilities</b>							
13/14	(73,597)	100,052	-	<b>26,454</b>	-	-	<b>26,454</b>
14/15	(75,437)	102,681	-	<b>27,243</b>	-	-	<b>27,243</b>
15/16	(77,323)	105,382	-	<b>28,059</b>	-	-	<b>28,059</b>
16/17	(79,256)	108,159	-	<b>28,903</b>	-	-	<b>28,903</b>
<b>Total:</b>	<b>(305,613)</b>	<b>416,273</b>	-	<b>110,660</b>	-	-	<b>110,660</b>
<b>Public Halls</b>							
13/14	(55,350)	262,448	100,000	<b>307,098</b>	-	-	<b>307,098</b>
14/15	(41,109)	269,510	100,000	<b>328,401</b>	-	-	<b>328,401</b>
15/16	(42,136)	276,047	-	<b>233,910</b>	-	-	<b>233,910</b>
16/17	(43,190)	282,763	-	<b>239,573</b>	-	-	<b>239,573</b>
<b>Total:</b>	<b>(181,785)</b>	<b>1,090,768</b>	<b>200,000</b>	<b>1,108,983</b>	-	-	<b>1,108,983</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 interment 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>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	
<b>Council Offices &amp; Other Property</b>					
Coolah office air-conditioning	-	50,000	-	-	GF5
Security audit	50,000	-	-	-	GF5
Disabled access Coolah Office	20,000	-	-	-	GF5
Dunedoo Depot Capital – Underground Storage	-	20,000	-	-	GF5
<b>Total:</b>	<b>70,000</b>	<b>70,000</b>	<b>-</b>	<b>-</b>	
<b>Public Halls</b>					
Hall Baradine – Refurbishment of Toilets	75,000	75,000	-	-	CC1
Mendooran Hall - \$25,000 Stage Ceiling	-	25,000	-	-	CC1
Powerhouse museum arts funding	25,000	-	-	-	CC1
<b>Total:</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	



## How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
<b>Property and Risk</b>			
1	Council residential properties are appropriately tenanted	Occupancy rate	80%
2	Maximum commercial rent returns on Council properties	Rent collected on all tenancies	98%
3	Ensure that Council is compliant with Crown Land Legislation	Notification of a breach from the Minister	None
4	Cleaning all Council buildings to an acceptable standard	Complaints	3 per year
5	Security breaches	Reported breaches	None
6	Business Continuity Plan is kept up to date and reviewed periodically	Regular review and updating	6 monthly review
7	Capital and key projects are completed on time and within budget	Capital and key projects are completed on time and within budget	Yes
8	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
9	Condition of all properties are of the highest standard achievable	Condition Rating	Average
10	Risk assessments are carried out on a timely basis to identify potential risks	Percentage of properties with current (within 12 months) risk assessments	100%
11	Implementation of risk assessment recommendations are presented to Council for consideration and action	All risk assessments with a consequence rating above four (high rating) are reported to the following Council meeting	Yes
<b>Cemetery Services</b>			
1	All cemeteries are maintained within budget	Number of complaints	2 per year
2	All internments are accurate and professionally dealt with	Number of complaints	None
<b>Medical Facilities</b>			
1	Council premises are appropriately tenanted	Occupancy Rate %	90%
2	Appropriate needs of medical services providers are met	Number of complaints	2 per year
<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
4	Capital and key projects are completed on time and within budget	Capital and key projects are completed on time and within budget	Yes

## Corporate Services – Tourism and Development Services

**Directorate:** Corporate Services  
**Branch:** Development and Tourism

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

### Tourism and Development Services

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

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

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



### Community Development

Community Development provides assistance to the smaller communities across the shire including financial assistance to the identified local level community organisation for the appointment of a part-time Development Coordinator.

These Development Coordinators liaise with their individual communities to determine local needs and identify community based projects, and then generate grant funding to fund these projects.



### 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>							
13/14	(82,750)	353,169	-	270,419	-	-	270,419
14/15	(36,750)	357,242	-	320,492	-	-	320,492
15/16	(88,550)	367,615	-	279,065	-	-	279,065
16/17	(37,550)	378,301	-	340,751	-	-	340,751
<b>Total:</b>	<b>(245,600)</b>	<b>1,456,327</b>	<b>-</b>	<b>1,210,727</b>	<b>-</b>	<b>-</b>	<b>1,210,727</b>
<b>Community Development</b>							
13/14	-	80,000	-	80,000	-	-	80,000
14/15	-	80,000	-	80,000	-	-	80,000
15/16	-	80,000	-	80,000	-	-	80,000
16/17	-	80,000	-	80,000	-	-	80,000
<b>Total:</b>	<b>-</b>	<b>320,000</b>	<b>-</b>	<b>320,000</b>	<b>-</b>	<b>-</b>	<b>320,000</b>
<b>Tourism and Economic Promotion</b>							
13/14	-	50,075	-	50,075	-	-	50,075
14/15	-	44,878	-	44,878	-	-	44,878
15/16	-	49,910	-	49,910	-	-	49,910
16/17	-	47,169	-	47,169	-	-	47,169
<b>Total:</b>	<b>-</b>	<b>192,032</b>	<b>-</b>	<b>192,032</b>	<b>-</b>	<b>-</b>	<b>192,032</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>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>Tourism and Economic Promotion</b>	
Implementation of a cost effective tourism and marketing campaign aligned to market research	LE3

Outcome					CSP Link
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	2013/14	2014/15	2015/16	2016/17	
<b>Tourism and Development Services</b>					
Shire Entrance Signs	20,000	20,000	20,000	20,000	LE3
<b>Total:</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</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 information and onsite visits to outlying information service sites conducted monthly	Yes
4	The VIC grounds and facilities are kept neat and tidy at all times	Number of complaints	None
<b>Community Development</b>			
1	DCs are employed in Coolah, Dunedoo, Mendooran, Binnaway and Baradine	Funding MOU is signed and adopted by each community group	Yes
2	DCs meet conditions of the MOU and expectations of external grants are achieved	Level of external grants sourced per annum per town over a four year term	\$50k
<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 for Coonabarabran over a four year term	\$100k
3	Opportunities for hosting conferences and special events within the shire are actively pursued	Number of significant conferences or special events held within the shire per annum	4



## Corporate Services – Supply Services

**Directorate:** Corporate Services

**Branch:** Supply Services

Council's Supply Section is responsible for providing a cost effective and operationally efficient stores and procurement services to all internal stakeholders from its three stores: Coonabarabran, Coolah and Dunedoo. This includes ordering and distribution of materials to crews and other areas within Council. Supply Services is also responsible for ensuring that supplies are purchased within Council's procurement policy and delegation, and at the most advantageous price to Council.

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



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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
13/14	(26,315)	378,108	-	351,793	-	-	351,793
14/15	(26,973)	389,800	-	362,827	-	-	362,827
15/16	(27,647)	401,856	-	374,209	-	-	374,209
16/17	(28,338)	414,289	-	385,950	-	-	385,950
<b>Total:</b>	<b>(109,273)</b>	<b>1,584,052</b>	<b>-</b>	<b>1,474,779</b>	<b>-</b>	<b>-</b>	<b>1,474,779</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	Store items are available when required	Number of reasonable complaints from staff	0
3	Stock levels are effectively managed and idle stock is minimised	Stock turnover by store	3 p/a
4	Store codes are standardised	Completion of store codes standardisation project	Complete
5	Hazardous materials are securely stored according to best practices	Number of audited and reportable incidents	0
6	Procurement policy is adhered to	Number of breaches of policy	0
7	Sale of excess stock carried out annually	Sale completed	Yes



# Business Arms of Council

<b>Warrumbungle Water</b>	<b>111</b>
<b>Warrumbungle Sewer</b>	<b>114</b>
<b>Warrumbungle Waste</b>	<b>116</b>
<b>Warrumbungle Quarry</b>	<b>118</b>

## Warrumbungle Water

**Directorate:** Business Arm of Council  
**Branch:** Warrumbungle Water

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



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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
13/14	(2,969,046)	1,860,592	721,000	(387,454)	37,614	-	(349,840)
14/15	(2,819,030)	1,905,193	634,000	(279,837)	39,617	-	(240,220)
15/16	(2,963,146)	1,951,142	584,000	(428,004)	41,618	-	(386,386)
16/17	(3,071,998)	1,998,153	559,000	(514,845)	43,941	-	(470,904)
<b>Total:</b>	<b>(11,823,221)</b>	<b>7,715,080</b>	<b>2,498,000</b>	<b>(1,610,140)</b>	<b>162,790</b>	<b>-</b>	<b>(1,447,350)</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
<b>Capital Projects</b>					
	2013/14	2014/15	2015/16	2016/17	
<b>Water - Baradine</b>					
Mains Extension –Removal of dead ends	-	-	50,000	50,000	P17
Mains Replacement	-	-	25,000	25,000	P17
Meter Replacements	5,000	5,000	5,000	-	P17

<b>Capital Projects</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	
Water Treatment Plant- Building Renovation	50,000	-	-	-	P17
Water Treatment Plant- Improvements	-	40,000	30,000	-	P17
Water Treatment Plant -Rehabilitation of Clarifier	95,000	-	-	-	P17
Reservoir Rehabilitation	-	50,000	-	-	P17
<b>Total:</b>	<b>150,000</b>	<b>95,000</b>	<b>110,000</b>	<b>75,000</b>	
<b>Water - Binnaway</b>					
Mains Replacement	-	-	80,000	70,000	P17
Mains Replacement – David & Railway Sts, 570m	-	80,000	-	-	P17
Meter Replacements	5,000	5,000	-	-	P17
Water Treatment Plant – Renewals	-	20,000	-	25,000	P17
Mains Replacement – Napier St, 420m	60,000	-	-	-	P17
<b>Total:</b>	<b>65,000</b>	<b>105,000</b>	<b>80,000</b>	<b>95,000</b>	
<b>Water - Coolah</b>					
Coolah Water Reservoirs Capital	-	-	-	30,000	P17
Mains Extension - removal of dead ends	50,000	40,000	40,000	40,000	P17
Mains Replacement	-	-	30,000	30,000	P17
Meter Replacement	5,000	5,000	5,000	5,000	P17
Water Treatment– Sodium Hypochlorite Pumpstandby	-	5,000	5,000	5,000	P17
<b>Total:</b>	<b>55,000</b>	<b>50,000</b>	<b>80,000</b>	<b>110,000</b>	
<b>Water - Coonabarabran</b>					
Mains Extensions (removal dead ends)	-	-	60,000	60,000	P17
Mains Extensions (removal dead ends) -Arnold St, btwn Newell Hwy and Gunnedah Hill	-	100,000	-	-	P17
Mains Extensions (removal dead ends) - Robertson and John st (230m)	60,000	-	-	-	P17
Mains Extensions (removal dead ends) - Jubilee St, btwn Newell Hwy and Gunnedah Hill	100,000	-	-	-	P17
Mains Extensions under Highway between Council depot & former Caltex site	-	60,000	-	-	P17
Mains Replacement	70,000	70,000	70,000	70,000	P17
Meter Replacements	10,000	10,000	10,000	10,000	P17
Telemetry Software – Coonabarabran	-	3,000	3,000	3,000	P17
Tools – Coonabarabran Water	-	3,000	3,000	3,000	P17
<b>Total:</b>	<b>240,000</b>	<b>246,000</b>	<b>146,000</b>	<b>146,000</b>	
<b>Water - Dunedoo</b>					
Dunedoo Water minor Plant & Equipment	-	3,000	3,000	3,000	P17
Mains Extension	-	-	-	50,000	P17
Mains Extension-Evans St, between Sullivan and Bullinda St (660m)	50,000	-	-	-	P17
Mains Replacement	-	50,000	50,000	50,000	P17
Mains Replacement-Wargundy St, between Bolaro and Nott St (430m)	-	-	50,000	-	P17
Meter Replacements	5,000	-	-	-	P17
Reservoirs-Rehabilitation	61,000	30,000	30,000	-	P17
Water Treatment – Hypochlorite closing	-	20,000	-	-	P17

Capital Projects	2013/14	2014/15	2015/16	2016/17	
Mains Replacement - Bolaro St, Tallawang St to Merrygoen St (210m)	60,000	-	-	-	P17
<b>Total:</b>	<b>176,000</b>	<b>103,000</b>	<b>133,000</b>	<b>103,000</b>	
<b>Water - Mendooran</b>					
Mains Extension	-	30,000	30,000	30,000	P17
Meter Replacements	5,000	5,000	5,000	-	P17
Water Pressure Project	30,000	-	-	-	P17
<b>Total:</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>30,000</b>	

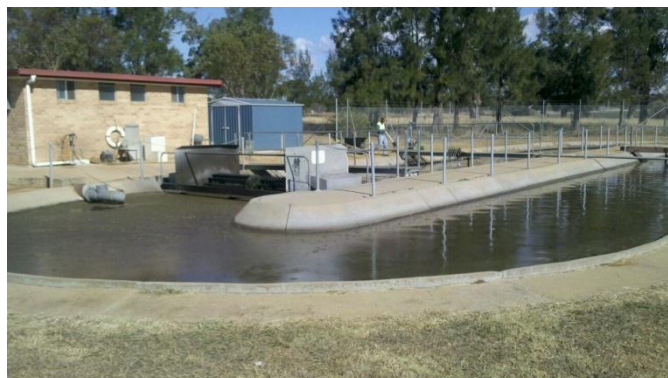
## How will we track our progress?

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
13/14	(1,446,726)	913,493	193,000	(340,233)	(120,959)	-	(461,192)
14/15	(1,508,657)	937,985	343,000	(227,672)	(128,129)	-	(355,801)
15/16	(1,573,598)	963,200	273,000	(337,398)	(135,723)	-	(473,121)
16/17	(1,641,695)	989,160	293,000	(359,534)	(143,768)	-	(503,302)
<b>Total:</b>	<b>(6,170,675)</b>	<b>3,803,838</b>	<b>1,102,000</b>	<b>(1,264,837)</b>	<b>(528,579)</b>	<b>-</b>	<b>(1,793,416)</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
<b>Capital Projects</b>					
<b>Sewer - Baradine</b>					
Sewage Treatment Plant-Disinfection Plant-renewal	10,000	10,000	10,000	10,000	P17
<b>Total:</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	
<b>Sewer - Coolah</b>					P17
Mains Replacement/Rehabilitation	-	100,000	100,000	50,000	P17
Sewage Treatment Plant-rehabilitation/upgrades	25,000	50,000	-	50,000	P17
<b>Total:</b>	<b>25,000</b>	<b>150,000</b>	<b>100,000</b>	<b>100,000</b>	

Capital Projects	2013/14	2014/15	2015/16	2016/17	
<b>Sewer - Coonabarabran</b>					
Mains-Relining various sections	130,000	130,000	100,000	100,000	P17
Pump station renewals	-	-	60,000	30,000	P17
Sewage Treatment Plant Improvements	-	-	-	50,000	P17
Replace Steel sewer rods	3,000	3,000	3,000	3,000	P17
<b>Total:</b>	<b>133,000</b>	<b>133,000</b>	<b>163,000</b>	<b>183,000</b>	
<b>Sewer - Dunedoo</b>					P17
Mains-Relining various sections	-	50,000	-	-	P17
Sewage Treatment Plant-upgrade and renewal	25,000	-	-	-	P17
<b>Total:</b>	<b>25,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	

## How will we track our progress?

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



## Warrumbungle Waste

**Directorate:** Business Arm of Council

**Branch:** Warrumbungle Waste

Warrumbungle Waste provides waste services throughout the Warrumbungle Shire as a business arm of Council. The waste services are provided to residential and non-residential customers for both general waste and recycling. Council operates a pick-up service for general waste in the northern part of the Shire with the Southern waste pickups currently being provided by contract. Council currently carries out all of the recycling pickups throughout the shire with Council labour.



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

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

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
13/14	(1,915,463)	1,763,557	-	(151,906)	4,655	-	(147,251)
14/15	(1,966,385)	1,799,095	-	(167,290)	-	-	(167,290)
15/16	(2,018,595)	1,852,083	-	(166,512)	-	-	(166,512)
16/17	(2,072,125)	1,906,563	-	(165,562)	-	-	(165,562)
<b>Total:</b>	<b>(7,972,568)</b>	<b>7,321,298</b>	<b>-</b>	<b>(651,270)</b>	<b>4,655</b>	<b>-</b>	<b>(646,615)</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
Key Projects	
Waste Management Strategy	PI8
Landfill Expansion	PI8

## How will we track our progress?

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

## Warrumbungle Quarry

**Directorate:** Business Arm of Council

**Branch:** Warrumbungle Quarry

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



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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
13/14	(919,200)	869,546	-	(49,654)	-	-	(49,654)
14/15	(1,042,180)	891,735	-	(150,445)	-	-	(150,445)
15/16	(1,118,235)	914,493	-	(203,742)	-	-	(203,742)
16/17	(1,196,190)	937,835	-	(258,356)	-	-	(258,356)
<b>Total:</b>	<b>(4,275,805)</b>	<b>3,613,608</b>	<b>-</b>	<b>(662,197)</b>	<b>-</b>	<b>-</b>	<b>(662,197)</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 2013/14

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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 2013/14 Budget reflects the following:

- Revenue (accrual basis) of \$34.643m;
- Expenditure (accrual basis) of \$37.549m
- An Operating result of (\$2.906m);
- A Capital Works Program of \$10.203m;
- External borrowings of \$3.1m (under the LIRS scheme);
- A Consolidated Result (Excluding Depreciation and after inclusion of Capital Expenditure, loans and program transfers to and from Reserves – Restricted Assets) of \$0.206m surplus.

For more information on these estimates, see Part 2 of the Operational Plan and Delivery Program  
In arriving at the results for the 2013/14 year the following major items are noted:

- The Minister for Local Government has allowed an increase of 3.4% for the 2012/13 year in the permissible ordinary rate;
- That Council accepts the full 3.4% offered by the Minister;
- Labour costs include a 3.25% award allowance for wage increases (effective July 2013);
- 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 2013/14 to 2016/17 years have been incorporated into the Delivery Program which includes an income statement, balance sheet and cashflow statement for the four years. Statements for 2013/14 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 26 November 2012, IPART announced that the rate peg amount for the 2013/14 financial year will be set at 3.4%. The rate peg amount for 2012/13 was set at 3.6% and the equivalent figure for the 2011/12 financial year was 2.8%. The rate peg is determined by IPART using a Local Government Cost Index and a productivity factor.

Council has determined to apply the full rate peg amount.

### Ordinary Rates to be levied in the 2013/14 financial year

In accordance with Section 494 of the Act the following Ordinary Rates will be levied by Council for the 2013/14 financial year:



Description	No Prop	Ad Valorem	Base Rate	Sum of Valuation	Sum of Value	Base Rate %
<b>Residential</b>						
Baradine Residential	330	\$0.023591	\$168	\$3,208,320	\$131,127	42%
Binnaway Residential	245	\$0.011938	\$124	\$2,819,410	\$64,038	47%
Coolah Residential	389	\$0.0132	\$214	\$7,650,631	\$184,228	45%
Coonabarabran Residential	1,162	\$0.0090627	\$247	\$43,970,200	\$685,503	42%
Dunedoo Residential	378	\$0.006828	\$260	\$16,468,940	\$210,730	47%
Mendooran Residential	172	\$0.01824	\$184	\$2,008,870	\$68,290	46%
Cobbora Residential	13	\$0.00466	\$117	\$409,790	\$3,431	44%
Coolabah Estate Residential	59	\$0.00426	\$134	\$2,128,000	\$16,971	47%
Rural Residential	867	\$0.00731	\$218	\$55,811,780	\$596,990	32%
Village Residential (1)	120	\$0.02181	\$111	\$821,520	\$31,237	43%
Village Residential (2)	96	\$0.013912	\$93	\$755,590	\$19,440	46%
<b>Total: Residential</b>	<b>3,831</b>			<b>\$136,053,051</b>	<b>\$2,011,985</b>	
<b>Farmland</b>						
Farmland	1,741	\$0.00422655	\$523	\$872,949,993	\$4,600,110	20%
<b>Total: Farmland</b>	<b>1,741</b>			<b>\$872,949,993</b>	<b>\$4,600,110</b>	
<b>Business</b>						
Baradine Business	36	\$0.03306	\$247	\$354,860	\$20,624	43%
Binnaway Business	22	\$0.022	\$192	\$268,200	\$10,124	42%
Coolah Business	51	\$0.026422	\$342	\$797,079	\$38,855	46%
Coonabarabran Business	166	\$0.029198	\$409	\$11,156,550	\$393,643	17%
Dunedoo Business	47	\$0.01102	\$310	\$1,549,040	\$31,640	46%
Mendooran Business	15	\$0.01663	\$187	\$253,660	\$7,023	40%
Business	40	\$0.023557	\$274	\$1,570,560	\$47,958	23%
Village Business (1)	5	\$0.05929	\$141	\$45,610	\$3,409	21%
Village Business (2)	2	\$0.0681	\$109	\$10,200	\$913	24%
<b>Total: Business</b>	<b>384</b>			<b>\$16,005,759</b>	<b>\$554,189</b>	
<b>Mining</b>						
Mining		\$0.2	\$10,000			
<b>Total: Mining</b>						
<b>Grand Total</b>	<b>5,956</b>			<b>\$1,025,008,803</b>	<b>\$7,166,284</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.

### Interest on Overdue Rates and Legal Fees

The Minister for Local Government has determined a maximum rate of interest to be charged on overdue rates and charges of 9%. In accordance with Section 566(3) of the Local Government Act, it is proposed that Council will charge the maximum interest rate allowed.

## A1.3 Water Charges

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

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

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

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

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

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

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

### Proposed Charges for the 2013/14 Financial Year

The suggested charges for the 2013/14 financial year are detailed in the table below:

Area	No	Access 2013/14	Consumption 2013/14
Mendooran	260	\$816	\$1.70
Other	3,091	\$355	\$1.70
<b>Total:</b>	<b>3,351</b>		-

Total water charges for the 2013/14 financial year including consumption - **\$2.537m**

## A1.4 Sewerage Charges

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 2013/14 Financial Year

The suggested charges for the 2013/14 financial year are detailed in the table below:

Type	No of charges	Access 2013/14
<b>Residential</b>		
Residential - Connected	2,068	\$445
Residential – Non-Connected	188	\$285
<b>Non-Residential</b>		
Non-Residential (Minimum)	-	\$445
Sewerage Access – 20mm	318	\$285
Sewerage Access – 25mm	10	\$445
Sewerage Access – 32mm	7	\$729
Sewerage Access – 40mm	33	\$1,140
Sewerage Access – 50mm	27	\$1,781
Sewerage Access – 80mm	3	\$4,560
Sewerage Access – 100mm	5	\$7,125
Non-residential Consumption		\$0.75

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.

The access charge in the table above 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:

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

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

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

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

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

Total sewer charges for the 2013/14 financial year including consumption - **\$1.342m**

## 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. The proposed charges for 2012/13 are as follows:

### Changes to Waste Charges in the 2013/14 Financial Year

Over many years council has established designated rural runs where ratepayers have been required to contribute to the cost of providing a domestic waste collection service even though they have either been unable to or unwilling to use the service due to issues such as the distance to the road frontage being excessive to deliver the MGB or the road not containing a safe collection point. Council has previously charged all occupied properties on those runs a fee of \$325 compared to a fee of \$375 for those actually using a service. All other rural ratepayers have not contributed to the provision of waste management costs such as the maintenance of Six transfer stations, landfill site at Coonabarabran, drum muster and chemical collection services & free disposal of recyclables at those transfer stations.

In this years waste revenue assumptions Council is proposing a new way of financing its waste management functions with the adoption of the following charging structure:

- All rateable properties within Warrumbungle Shire Council area will be levied a waste management charge of \$100 per assessment regardless of whether a service is provided or not to reflect the costs incurred in providing transfer station, landfill and recycling services other than domestic waste management collection services. Note that all residents of the shire will be granted one free 240 litre MGB disposal and sorted recycling per visit.
- All non-domestic waste services (ie businesses etc will be levied an additional charge of \$300 for the first service and \$200 for contribution to recycling collection services on top of the \$100 waste management levy.
- All occupied properties having available a domestic waste collection service within an urban area where the service is provided shall be levied an additional charge of \$300 per service for each assessment which will include provision of one weekly collection service for both recycling and general waste. Additional services are available at the same rate per annual service.
- Properties on the previous rural runs shall be given the opportunity to opt in or out of the provision of domestic waste services at the same rate as the urban ratepayers subject to no service being provided if the area proves not economical to operate.

The new charge structure is summarised in the following table:

Description of Waste Service	Service Charge
<b>Base Charge</b>	
Waste Management Charge on all rateable properties	\$100
<b>Additional Usage Charge – Domestic</b>	
Domestic Waste Charge (Urban - Occupied)	\$300
Domestic Waste Charge (Urban - Vacant)	\$-
Domestic Waste Charge (Rural Run - Used)	\$300
Domestic Waste Charge (Rural Run – Not-Used)	\$-
<b>Additional Usage Charge – Non Domestic</b>	
Non-Domestic Waste Service	\$300
Recycling Charge	\$200

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

Total waste charges for the 2013/14 financial year - **\$1.837m**



## A1.6 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 2013/14 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 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Administration Services</b>			
<b>Section 603 Certificate</b> Price Subject to change by DLG	65.00	70.00	
<b>Casual Hirers Public Liability Insurance</b>	135.00	142.00	Yes
<b>Rating and Valuation Enquiry</b> -per enquiry (written Advice)	8.00	8.00	
<b>Photocopying (black and White)</b> Minimum charge per copy - A4 + per 100 copies - A4 Minimum charge per copy - A3 + per 100 copies - A3	0.80 55.00 1.50 110.00	0.85 60.00 1.60 116.00	
<b>Photocopying (Colour)</b> Minimum charge per copy - A4 + per 100 copies - A4 Minimum charge per copy - A3 + per 100 copies - A3	1.30 110.00 2.60 210.00	1.40 110.00 2.70 215.00	
<b>Laminating (Coolah Only)</b> A4 A3	6.00 7.00	7.00 8.00	Yes Yes
<b>Map Sales - Plain</b> Small Large	13.00 16.50	13.00 16.50	
<b>Fax Services</b> <i>Transmission -per 3 pages</i> -minimum fee +per additional page (Australia only)  <i>Receival</i> - per page	6.50 2.80  15.00	6.50 3.00  15.00	Yes Yes  Yes

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Administration Services Continued...</b>			
<b>GIPA Act</b>			
Application	30.00	30.00	
Internal Review processing fee - per hour	30.00	30.00	
<b>Management Plan</b>			
(Photocopying charge)	13.00	14.00	
<b>Interest on Overdue Rates</b>			
Subject to change by DLG	10%	9%	
<b>Cheques</b>			
Dishonoured Cheque	33.00	33.00	
Replacement of lost cheque	6.50	6.50	
Stop payment fee	19.00	19.00	
<b>Direct Payments</b>			
Re-process EFT	19.00	19.00	
<b>Otto / Sulo Bins</b>	100.00	100.00	
<i>Replacement Parts -</i>			
Axle	7.00	7.00	
Lid	14.00	14.00	
Wheel	7.00	7.00	
Pin	1.00	1.00	
Compost Bins	40.00	40.00	
Additional Recycling Crate	20.00	20.00	
Late Collection Charge	30.00	30.00	

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Environmental Services</b>			
<b>State of the Environment Report</b>	35.00	35.00	
<b>Local Environmental Plan (LEP)</b>	25.00	25.00	
LEP Maps - Each	20.00	20.00	
LEP Maps - Set of 10	130.00	130.00	
<b>Development Control Plan</b>	20.00	20.00	
<b>Building Specification Booklets</b>	10.00	20.00	Yes
<b>Vegetation Management Plan</b>	75.00	53.00	
Maps:			
- A0 Colour	30.00	30.00	
- A0 Black and White	25.00	25.00	
- A1 Colour	25.00	25.00	
- A1 Black and White	20.00	20.00	

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Town Planning</b>			
Administration Fee - per transaction	40.00	40.00	
<b>Planning Certificates</b>			
Section 149 (2)	53.00	53.00	
Section 149 (5) ( must be purchased with 149(2)	133.00	80.00	
Urgency Fee (within 48 hours)	36.00	36.00	
<b>Development Application</b>			
<b>Estimated Cost of Development</b>			
Up to \$5,000	110.00	110.00	
<b>\$5,001 - \$50,000</b>			
Base Fee	170.00	170.00	
Plus per \$1,000 of cost	3.00	3.00	
<b>\$50,001 - \$250,000</b>			
Base Fee	352.00	352.00	
Plus per \$1,000 above \$50,000	3.00	3.00	
<b>\$250,001 - \$500,000</b>			
Base Fee	1,160.00	1,160.00	
Plus per \$1,000 above \$250,000	2.00	2.00	
<b>\$500,001 - \$1 million</b>			
Base Fee	1,745.00	1,745.00	
Plus per \$1,000 above \$500,000	1.00	1.00	
<b>\$1 million - \$10 million</b>			
Base Fee	2,615.00	2,615.00	
Plus per \$1,000 above \$1 million	1.00	1.00	
<b>Over \$10 million</b>			
Base Fee	15,875.00	15,875.00	
Plus per \$1,000 above \$10 million	1.00	1.00	
Development not involving the erection of a building, the carrying out of a work, subdivision or demolition of building work	220.00	220.00	



Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Town Planning Continued.....</b>			
<b>Subdivision Application - Stage 1 (DA)</b>			
Administration fee	40.00	40.00	
Subdivision involving new road	215.00	665.00	
<i>Plus</i> per additional lot	70.00	50.00	
Subdivision not involving new road	250.00	330.00	
<i>Plus</i> per additional lot	40.00	50.00	
Strata	250.00	330.00	
<i>Plus</i> per additional lot	50.00	50.00	
<b>Subdivision Application - Stage 2</b>			
Administration fee * <i>if not paid at Stage 1</i>	40.00	40.00	
Subdivision Certificate/signing of linen plan	120.00	120.00	
Plus per additional lot	20.00	20.00	
Signing Section 88B instrument, Transfer, Grant Forms or other legal documents	150.00	150.00	
<b>Development Proposal Advertising</b>			
First Advertisement	215.00	285.00	
Subsequent Advertisements (each)	70.00	93.00	
<b>Section 94 A Contributions</b>			
Development with a proposed cost up to \$100,000	Nil	Nil	
Development with a proposed cost of development more than \$100,000 but no greater than \$200,000	0.5 percent of the proposed cost of carrying out of development	0.5 percent of the proposed cost of carrying out of development	
Development with a proposed cost of development more than \$200,000	1 percent of the proposed cost of carrying out of development	1 percent of the proposed cost of carrying out of development	
<b>Integrated Development</b>			
In addition to development Application Fee ( separate fee charged by each government body to be consulted)	250.00	320.00 per authority	

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Town Planning Continued.....</b>			
<b>Designated Development</b>  In addition to development Application Fee (Maximum set by Environmental Planning and Assessment Act)	715.00	920.00	
<b>Modification of Consent - Section 96</b>  Minor modification of Consent S96 (1) Correct Typographical error in Consent  Modification of Consent S96(1A), S96AA(1), S96(2)		70.00 Nil Lessor of 645.00 or 50% of original developme nt application fee	
<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  All other development applications		190.00  50% of original development application fee	
<b>Other Town Planning Charges</b>  Section 88G - Conveyancing Act  Preliminary Development/Planning enquiry  Review of decision to reject development application - Section 82B  Extension to Development Approval - Section 95A	35.00	35.00  50.00  55.00  50% of original development application fee	

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Building Services</b>			
<b>Complying Development /Construction Certificate</b>			
<b>Class 1 &amp; 10</b> - (eg. Dwellings, Garages, Sheds, Swimming Pools)			
up to \$25,000 in value	330.00	330.00	Yes
\$25,001 to \$100,000 in value	440.00	440.00	Yes
greater than \$100,000 in value		660.00	Yes
<b>Class 2-9</b> under \$50,000 in value	660.00	660.00	Yes
<b>Class 2-9</b> \$50,001 - \$200,000	880.00	880.00	Yes
<b>Class 2-9</b> \$200,001 - \$500,000	1100.00	1200.00	Yes
<b>Class 2-9</b> over \$500,000	3300.00	By Quotation	Yes
Additional class 2-9 fee where application is outside Council's Staff level of accreditation	At Cost	At Cost	Yes
Assessment of Alternative Solutions		250.00	Yes
<b>Appointment of Council as Principal Certifying Authority (PCA)</b>			
Where council has issued the relevant construction certificate or complying development certificate.		Nil	
Where Council has not issued the relevant construction certificate or complying development certificate:			
Class 10		250.00	
Class 1		600.00	
Class 2-9		1800.00	
Registration of certificates issued by private certifier		36.00	
<b>Inspection Fees</b>			
Where Council is the Principal Certifying Authority			
Single Inspection	99.00	100.00	Yes
<b>Inspection Package Fees (includes occupation certificate)</b>			
Dwellings		600.00	Yes
Swimming Pools		200.00	Yes
Garages/Sheds		200.00	Yes
Additions/Renovations		400.00	Yes
S68 Transportable/Relocatable Homes		300.00	Yes
Where Council is not the Principal Certifying Authority			
Single Inspection		250.00	Yes

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Building Services Continued....</b>			
<b>Occupation Certificate/Compliance Certificate</b> For all classes of building		100.00	
<b>Bushfire</b> BAL Certificate		440.00	
<b>Swimming Pools</b> Compliance Certificate - Swimming Pools Act Application for exemption - Section 22 Swimming Pool Resuscitation Sign Council lodge pool on State Register	70.00 70.00 33.00	70.00 70.00 40.00 10.00	Yes
<b>Building Certificates</b> Building Certificates S.149D Class 1 & 10 Building Certificates S.149D Class 2-9  Building Certificates for Unauthorised Work  Additional Inspection Fee - per inspection Copy of building Certificate	210.00     20.00	250.00 250 + 50 cents per m2 for buildings exceeding 200m2  250.00 + Minimum of DA/CDC/CC fees as applicable  90.00 20.00	
<b>Sewerage &amp; Drainage</b>  Condition report for an existing OSSMS (includes inspection)  Plumbing and drainage inspection Plumbing & drainage permit - approval to connect Copy of Drainage Plan	  165.00  165.00 40.00	  165.00  100.00 165.00 40.00	
<b>Caravan Parks/Camping Grounds</b> <i>Annual Inspection Fees:</i> Camp Site - per site Villa/Caravan - Per Site	  5.00 10.00	  5.00 10.00	

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Environmental Services</b>			
Administration Fee - per transaction	40.00	40.00	
<b>Food Premises Inspections</b>			
Routine Inspection	60.00	90.00	
Re-inspection non-compliant premises	120.00	180.00	
School Canteen and Non Profit Organisations	Nil	Nil	
Food Authority Notification on behalf of food business	30.00	30.00	
Improvement Notice	330.00	330.00	
<b>Hairdresser/Barber Shops/Beautician Inspection</b>			
Routine Inspection	60.00	90.00	
Re-Inspection non - compliant premises	120.00	180.00	
<b>Environmental Incidents</b>			
Incident Specific	Cost Recovery	Cost Recovery	
<b>Non-Specific Inspections and Reports</b>			
<b>Note:</b> Administration Fee Applicable			
Hourly Rate for field work	99.00	99.00	
Report	99.00	99.00	
<b>Local Government Approvals - Section 68</b>			
Administration Fee (per approval )		40.00	
<b>Transportable Dwellings ( In addition to DA fee for use of dwelling)</b>			
Value under \$100,000		440.00	
Value between \$100,001 & \$200,000		660.00	
Value over \$200,001		880.00	
Registered Moveable Dwelling eg. Caravan		165.00	
<b>On-Site Sewerage Management System</b>			
Approval to install or alter an On-site Sewerage Management System (OSSMS) (includes inspections and approval to operate)	165.00	165.00	
Approval to operate an existing OSSMS	50.00	50.00	
<b>Other Section 68 Approvals</b>			
Application for Footpath Occupation	165.00	165.00	
Not for Profit (School, Community Group)	Nil	Nil	
Commercial Market Stall	10.00	10.00	
Temporary Food Stalls	30.00	30.00	
Any other approval not elsewhere specified		165.00	

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Environmental Services Continued...</b>			
<b>Modification of Approvals</b> Modification of S68 Application - Minor Modification of S68 Application - Other		60.00 Lessor of \$164 or 50% of original fee	
<b>Rural Address Number</b> Installation	30.00	30.00	
<b>Outstanding Notices - Local Government Act/Environmental Planning &amp; Assessment Act</b> <b>Note: No Administration Fee</b> S.121 ZP Certificate S.735 A Certificate S.608 Certificate	40.00 40.00 40.00	40.00 40.00 40.00	



Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Waste Management - Tipping Fees</b>			
<b>Domestic Waste</b>			
Sorted Recyclable	No charge	No Charge	
1 x 240 litre wheelie bin	No charge	No Charge	
Car, Wagon, Small Ute	8.00	5.00	Yes
Standard Ute, Box trailer	15.00	10.00	Yes
Dual axle trailer, light truck	30.00	25.00	Yes
Domestic green waste - small (car, wagon, small ute)		No Charge	
<b>Commercial Waste</b>			
Sorted Recyclable	No Charge	No Charge	
Mixed general waste - per cubic metre	32.00	40.00	Yes
Green Waste - per cubic metre		10.00	Yes
<b>Tyres</b>			
Motor Cycle/Car Tyres - each	7.00	15.00	Yes
4x4 / light truck tryes - each	22.00	25.00	Yes
Heavy truck tyres - each	42.00	45.00	Yes
Tractor Tyres - up to 1m in height - each	160.00	160.00	Yes
Heavy Earthmoving tyres - each	410.00	410.00	Yes
Shredded Tyres - per tonne	450.00	450.00	Yes
<b>Building and Demolition</b>			
Masonry buidling and demolition waste - per cubic metre	15.00	25.00	Yes
Clean fill material (VENM)	No charge	No charge	
Other building and demolition waste - per cubic metre		40.00	Yes
<b>Asbestos / Fibreglass</b>			
Burying Costs		Cost Recovery	Yes
Asbestos ( Friable) per m3 plus burying costs	190.00	300.00	Yes
Asbestos ( Non-friable) per m3 plus burying costs	80.00	100.00	Yes
Minimum Charge per m3 plus burying costs	80.00	80.00	Yes
Fibreglass per m3 plus burying costs	40.00	40.00	Yes
<b>Dead Animal Waste</b>			
Offal - per cubic metre	130.00	130.00	Yes
Large - eg. Cattle, horses etc- each	70.00	70.00	Yes
Medium - eg. sheep, calves, pigs etc - each	35.00	35.00	Yes
Small - eg. cats, dogs, possums etc - each	20.00	20.00	Yes
<b>Other Items</b>			
Refrigerators, freezers and air conditioning units containing refrigerant gases (CFCs) per unit	55.00	55.00	Yes

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Waste Management - Tipping Fees Continued...</b>			
Mattresses - per item		15.00	Yes
Refrigerators, freezers and air conditioning units having gas removed by licensed technician, used furniture, tools etc	No Charge	No Charge	
Pesticide/Poison Drums- received under Drum Muster program	No Charge	No Charge	
E-Waste eg. Computers, televisions etc. Waste Motor Oil Other item/s not listed elsewhere	No Charge No Charge	No Charge No Charge By Assessment	Yes

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Companion Animals</b>			
<b>Companion Animal Registration</b> <i>Lifetime fee for Micro-chipped dog or cat</i>			
Not desexed	150.00	150.00	
Desexed	40.00	40.00	
Pensioner Rates - desexed	15.00	15.00	
Registered Breeder	40.00	40.00	
Assistance Dog or Working Dog	Nil	Nil	
<b>Companion Animal Micro chipping</b>			
Each Animal	22.00	22.00	Yes
Litter of animals under 3 months	66.00	66.00	Yes
Pensioner rate - each animal	11.00	11.00	Yes
<b>Companion Animal Impounding</b>			
Release fee - 1st Offence	15.00	20.00	
Release fee - 2nd Offence (within 12 months)	25.00	30.00	
Maintenance / Sustenance fee per day	10.00	10.00	
Purchase of Companion Animal from Pound	Outstanding Fees	Outstanding Fees	
Destruction and Disposal Fee (Section 67)	50.00	50.00	
Certificate of Compliance - Dangerous & restricted Dog enclosures - Clause 25	100.00	100.00	
<b>Note : No after hours release for any impounded companion animal</b>			
<b>Stock Impounding</b>			
Minimum impound fee on any one occasion	100.00	100.00	
Maximum impound fee on any one occasion	773.00	773.00	
Cattle, Horses, Pigs - per head	50.00	50.00	
Daily maintenance / sustenance	10.00	25.00	
Sheep, Goat - per head	25.00	25.00	
Daily maintenance / sustenance	5.00	8.00	
<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 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Cemetery Fees</b>			
<b>Note: Weekend burials - If Council Staff or Contractors are unavailable on a weekend then the service will not be provided</b>			
Administration Fee	40.00	41.00	Yes
<b>General Cemetery - Purchase at time of burial</b>			
General Cemetery Plot	400.00	410.00	Yes
Memorial Garden Plaque	455.00	466.00	Yes
Memorial Garden Plaque	260.00	266.00	Yes
Columbarium Wall Niche	165.00	165.00	Yes
<b>Cemetery Internment</b>			
Infant under 3 years	230.00	235.00	Yes
Single Depth	795.00	815.00	Yes
<b>Double Depth :</b>			
1st Internment	795.00	815.00	Yes
2nd Internment	455.00	466.00	Yes
Weekend Internment	1150.00	1180.00	Yes
Exhumation of Human Remains	1150.00	1180.00	Yes
Prepaid Funeral reservation and internment	calculate using above fees	calculate using above fees	
<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	750.00	768.00	
Signing of Linen Plan	165.00	170.00	
Inspection of Area	165.00	170.00	

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Public Swimming Pools</b>			
<b>Casual Admission</b> Individuals per entry	2.00	2.50	Yes
<b>Season Ticket Admission</b> <i>Note: Family Tickets are for all immediate family members</i>			
Individual	75.00	77.00	Yes
Family	215.00	220.00	Yes
<b>School Admission</b>			
Student	2.00	2.50	Yes
Supervising teachers or assistants	Nil	Nil	
<b>Pool Hire</b>			
<b>Swimming Clubs</b> <i>Note: All swimming club members must have a current season ticket</i>			
<b>Option One - High Volume User</b> Daily training each weekday, carnivals and club championships. Unlimited after hours use when club lifeguard available	515.00	528.00	Yes
<b>Option Two - Mid Volume User</b> Two hours training per week and one carnival. Unlimited after hours use when club lifeguard available.	340.00	348.00	Yes
<b>Option Three - Low Volume User</b> Two hours training per week during regular opening hours with lane allocation determined by the lifeguard on duty. Unlimited after hours use when club lifeguard available	230.00	235.00	Yes
<b>Coaches and Private Lane Hire</b>			
During opening hours ( 2 hour session)	8.00	8.50	Yes
After hours - per hour plus admission fees	46.00	47.00	Yes

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Halls/Community Centres</b>			
<b>Community Services Building, Coonabarabran</b>			
Coonabarabran Arts Council Flix in the Stix (pa)	550.00	560.00	Yes
Interview / Meeting room - Business purposes (per meeting, per day)	16.00	17.00	Yes
Not for profit or community organisation	Nil	Nil	
<b>Shire Hall Coolah</b>			
Coolah District Development Group ( per annum)	550.00	560.00	Yes
Hive Live (per annum)	550.00	560.00	Yes
<i><b>Note:</b> Booking information for private, fundraising or commercial use - Pandora Art Gallery is available from the Coolah District Development Group</i>			
<b>Jubilee Hall Dunedoo</b>			
(Fee includes practice and/or set up time)			
Administration Fee	38.00	40.00	Yes
Whole Complex	71.00	73.00	Yes
Community Ongoing fundraising events	16.00	17.00	Yes
<b>Public Liability Insurance</b>	135.00	142.00	
\$20 million for irregular users			
Evidence of own policy required if applicable			
<b>Mechanics Institute Mendooran</b>			
(Fee includes practice and/or set up time)			
Administration Fee	38.00	40.00	Yes
Whole Complex	71.00	73.00	Yes
Community Ongoing fundraising events	16.00	17.00	Yes
<b>Public Liability Insurance</b>	135.00	142.00	
\$20 million for irregular users			
Evidence of own policy required if applicable			
<b>Binnaway Memorial Hall</b>			
(Fee includes practice and/or set up time)			
Administration Fee	38.00	40.00	Yes
Whole Complex	71.00	73.00	Yes
Community Ongoing fundraising events	16.00	17.00	Yes
<b>Public Liability Insurance</b>	135.00	142.00	
\$20 million for irregular users			
Evidence of own policy required if applicable			



Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Halls/Community Centres continued...</b>			
<b>Coonabarabran Town Hall</b>			
Administration Fee	38.00	40.00	Yes
Whole Complex	225.00	230.00	Yes
Main Hall only	170.00	175.00	Yes
Supper room or Courtyard only	71.00	73.00	Yes
Kitchen only	16.00	17.00	Yes
Community ongoing fundraising events ( <i>where no caretaker cleaning required</i> )	16.00	17.00	Yes
<b>Public Liability Insurance</b>	135.00	142.00	
\$20 million for irregular users Evidence of own policy required if applicable			
Local schools may access the following halls at no charge for school related activities eg. Award night, formals or practice sessions. Coonabarabran Town Hall, Binnaway Memorial Hall, Mendooran Mechanics Institute, Jubilee Hall, Dunedoo			
<b>Note : Public Liability Insurance is required</b> <i>Caretaker charges will apply if an alcohol licence is required as listed per hour caretaker duty charges</i>			
A 25% discount for Conferences will apply after 2 days			
Caretaker on duty - per hour up to 1am	40.00	41.00	
Caretaker on duty - per hour after 1am	50.00	55.00	
Security Bond (Cleaning Bond)	225.00	500.00	
<b>Damages and Breakages</b>			
Replacement and Repairs	At Cost	At Cost	
<b>Coonabarabran Youth Club</b>			
Fee listed are for those activities provided above and beyond those activities conducted at the Coonabarabran Youth Club by the Youth Club Committee Members			
Local schools may access the Youth Club facilities at no charge, however booking and liaison with the Youth Club Committee is still required.			
Other Community / Private Use	NA	NA	
Main Hall - Half Day / Session	60.00	62.00	Yes
Main Hall - Per Day	115.00	118.00	Yes
Kitchen	Not Available	Not Available	
Squash	Not Available	Not Available	
<b>Note: All Council halls or Community Facilities- Non residential or itinerant retailer use is not permitted.</b>			

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	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/other uses approved/social activities	140.00	143.00	Yes
All sports- carnivals/home games with gate entry, canteen, bar operation	140.00	143.00	Yes
All sports - all junior and senior training or local weekly games/competition with no gate entry	Nil	Nil	
Use of night playing lights - per hour	22.00	23.00	Yes
<b>Cleaning Bond</b>	170.00	174.00	Yes
To be paid at start of each season (for seasonal users) for carnivals/one off events			
<b>Netball and Basketball Courts - Coonabarabran</b>			
All sports, other uses approved by Council or Social Activities	85.00	87.00	Yes
All sports - Local carnivals/Home games with gate entry/canteen operating	85.00	87.00	Yes
All sports - All junior and senior training or local weekly games/competition	Nil	Nil	
<b>Binnaway and Baradine Ovals</b>			
All sports - Regional games/other uses approved by Council or Social Activities	140.00	143.00	Yes
All sports - carnivals/home games with gate entry, canteen, bar operation.	140.00	143.00	Yes
All sports - All junior and senior training or local weekly games/competition with no gate entry	Nil	Nil	
Use of night playing lights - per hour	As negotiated with Baradine Rugby League Club	As negotiated with Baradine Rugby League Club	
<b>Cleaning Bond</b>	170.00	174.00	
To be paid at start of each season (for seasonal users) for carnivals/one off events			

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Sporting Ovals</b>			
<b>Bowen Oval Coolah</b>			
All sports - Regional games/other uses approved by Council or Social Activities	140.00	143.00	Yes
All sports - carnivals/home games with gate entry, canteen, bar operation.	140.00	143.00	Yes
All sports - All junior and senior training or local weekly games/competition with no gate entry	Nil	Nil	
Use of night playing lights - per hour	As negotiated with Coolah Sports Club	As negotiated with Coolah Sports Club	
<b>Cleaning Bond</b> To be paid at start of each season (for seasonal users) for carnivals/one off events	170.00	174.00	
<b>Robertson Oval Dunedoo</b>			
All sports - Regional games/other uses approved by Council or Social Activities	140.00	143.00	Yes
All sports - carnivals/home games with gate entry, canteen, bar operation.	140.00	143.00	Yes
All sports - All junior and senior training or local weekly games/competition with no gate entry	Nil	Nil	
Use of night playing lights - per hour	As negotiated with Dunedoo Rugby League Club	As negotiated with Dunedoo Rugby League Club	
<b>Cleaning Bond</b> To be paid at start of each season (for seasonal users) for carnivals/one off events	170.00	174.00	

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Water Services</b>			
Standard connection within 18 metres of existing main - includes 20mm water meter and meter box	875.00	897.00	
Other services and extensions	By Quotation	By Quotation	
Meter reading check - refundable if reading incorrect	60.00	62.00	
Meter reading on request	60.00	62.00	
Volumetric testing of meter - Council test	220.00	225.00	
Volumetric testing of meter by meter supplier, includes certificate	At Cost	275.00	
Water meter disconnection fee - 20mm	160.00	164.00	
Water meter disconnection fee - other than 20mm	At Cost	At Cost	
Water saving devices (for installation in toilet cistern) and installation by user	5.00	5.00	Yes
<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	5.00 Access fee PLUS 3.00 per kilolitre	5.00 Access fee PLUS 3.00 per kilolitre	
If outside business hours - overtime rate of pay for staff member plus charge per kilolitre	Overtime Rate PLUS 3.00 per kilolitre	Overtime Rate PLUS 3.00 per kilolitre	
<b>Sewerage Services</b>			
Installation of sewer junction less than 1.5m deep where main exists	850.00	1,000.00	
Installation of sewer junction greater than 1.5m deep where main exists	At Cost	At Cost	
Sewer Main Extension	At Cost	At Cost	
<b>Septic Tank and Domestic Grease Trap Effluent Disposal at Coonabarabran</b>	130.00	134.00	
Households where no sewer exists <b>Note: Disposal facility not available at Coolah &amp; Dunedoo</b>			

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Technical Services</b>			
<b>Plan Printing</b>			
Size A0 - per copy			
Paper	12.00	13.00	
Film	15.00	16.00	
Size A1 - per copy			
Paper	10.00	11.00	
Film	13.00	14.00	
Size A2 - per copy			
Paper	10.00	11.00	
Film	12.00	13.00	
<b>Survey Control Information</b>			
Locality Sketch Plans	5.00	6.00	
Survey Control Information	7.00	8.00	
Engineering Supervision fee - per hour	120.00	123.00	
<b>Roads and Footpath Restoration Charges</b>			
<b>Telstra and Country Energy</b>			
<b>Bitumen</b>			
up to 5m2 - per m2	90.00	93.00	
over 5m2 - per m2	85.00	87.00	
Minimum charge	400.00	410.00	
<b>Concrete</b>			
up to 5m2 - per m2	160.00	164.00	
over 5m2 - per m2	160.00	164.00	
Minimum charge	525.00	538.00	
<b>Contribution to Works</b>			
Footpath (foot paving) - NO charge of adjacent to properties	50% of cost	50% of cost	
Kerb and guttering	50% of cost	50% of cost	
Gutter crossing	50% of cost	50% of cost	
gutter crossing through kerb & guttering	At cost	At cost	
Driveway and concrete strip	By quotation	By quotation	
Sale of Road base - ex works - per m3	20.00	21.00	
Gravel, Sand and Aggregate			
Supply aggregate - Crushed per m3	At Cost	At Cost	
Supply Sand/Gravel mix - per m3	At Cost	At Cost	
Supply Sand	At Cost	At Cost	
Load only - Gravel pit - per m3	At Cost	At Cost	
<i>Materials 10% applies also to contractors</i>			
Road Opening Fees	At Cost	At Cost	
Road Closure Fees	At Cost	At Cost	

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Aerodromes</b>			
<b>Coonabarabran Aerodrome</b>			
Terminal usage - per week	NA	NA	
Hanger rent space first year of lease - per m2 increase per subsequent year ( GST inclusive)	1.80 Plus CPI or 4.5%	1.80 Plus CPI or 4.5%	As determine d
Landing and touchdown fees RAAF and British Aerospace	Donation	Donation	



Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Children Services</b>			
<b>Family Day Care</b>			
New Educator Registration fee	55.00	55.00	
Educator Re-registration	25.00	25.00	
Educator Levy - per day worked	1.60	1.60	
Family enrolment fee - Once off	25.00	25.00	
Parent Levy - per child / per hour	0.55	0.60	
<b>Connect 5</b>			
Toy library - per family / per term	5.00	10.00	
Fees to attend play sessions per family per session		2.00	
<b>OOSH ( After School Care)</b>			
Enrolment	10.00	10.00	
Deposit = 2 weeks full fees			
Fee - Per Child / per day less 50% Child Care Tax Rebates for all only pat gap after CCB childcare Benefit	15.00	20.00	
Additional Children in family		15.00	
<b>For Information regarding Service and Fees, Please Contact:</b> <b>Family Day Care ph 6849 2222    Connect 5 Ph 6849 2220    OOSH Ph 6849 2222</b>			

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Yuluwirri Kids</b>			
<b>Annual Calender Year Enrolment Fee ( per child)</b>	25.00	30.00	
Early and Late Fee	\$1.00 per minute	\$1.00 per minute	
<b>Long Day Care Fees - 0 to 5 Years</b>			
Long Day Care - per day	70.00	75.00	
<b>Note: Children can be enrolled in Long Day Care maximum of 5 days a week.</b>			
<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>			
Preschool - per day	30.00	35.00	
Preschool 2nd day - subsidy the year before school	15.00	20.00	
Preschool Health Care - subsidy	15.00	20.00	
Preschool Indigenous – subsidy	7.50	12.50	
<b>Note: Children can be enrolled in Preschool as a maximum of 2 days a week. Excess of 2 days enrolment must then be Long Day Care Enrolment</b>			
<b>Working Families using registered care are entitled to CC</b>			
<b>Fees are subject to change with CPI increases and at the beginning of calendar and financial years.</b>			
<b>Working Families using registered care are entitled to CC</b>			
<b>For Information regarding Services and Fees, Please Contact Yuluwirri Kids ph 6849 2184. For more information regarding Australian Government Services and programs designed to support families including the Child Care Benefit (CCB), the Child Care Rebate (CCR), jobs, Education and training (JET) Child Care Fee assistance, Child Care Service Support program, please see <a href="http://www.mychild.gov.au/pages/CCFactsheets.aspx">http://www.mychild.gov.au/pages/CCFactsheets.aspx</a></b>			

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Macquarie Regional Library</b>			
Reservation fee	1.10	1.10	Yes
Overdue Fee	1.00	1.00	
Replacement Borrower Card	4.40	4.40	Yes
Temporary Borrower's Card	50.00	50.00	
Item Replacement processing charge per item ( plus item replacement cost)	5.50	5.50	Yes
<b>Inter Library Loan</b>			
Per item loan	6.60	6.60	Yes
Possible additional fee from other libraries	16.50	16.50	Yes
Fast Track Service - additional fee for 24 hour response	16.50	16.50	Yes
Email - per hour	6.00	6.00	Yes
<b>Photocopying</b>			
Black & White - per A4 sheet	0.30	0.30	
Black & White - per A3 sheet	0.60	0.60	
Colour copy - per A4 sheet	2.20	2.20	Yes
Colour copy - per A3 sheet	3.30	3.30	Yes
Word Processing - per hour	6.00	6.00	Yes
<b>Fax Services</b>			
Fax - outgoing (Australia) - first page	4.40	4.40	Yes
Fax - outgoing (Australia) - additional pages	1.10	1.10	Yes
Fax - outgoing (O/S) - first page	11.00	11.00	Yes
Fax - outgoing (O/S) - additional pages	5.50	5.50	Yes
Fax - incoming - up to 10 pages	4.40	4.40	Yes
Fax - incoming - additional pages	0.55	0.55	
<b>Digital Image Service ( private use)</b>			
TIFF/JPG 300 dpi image on CD	15.00	15.00	Yes
Postage and handling ( if required)	10.00	10.00	Yes
JPG 300 dpi image via email	10.00	10.00	Yes
TIFF/JPG 300 dpi image on CD (Commercial use)		50.00	Yes
Postage & Handling (if required)		10.00	
Information research - per hour	35.00	35.00	Yes
Local and family history research - per hour	25.00	25.00	Yes
Library Bags - Nylon with @ your library logo	1.50	1.50	
Earphones & CD's	2.20	2.20	Yes
Thumb drives	5.50	5.50	Yes
<b>Book Sale</b>			
Adult Non Fiction	1.10	1.10	Yes
Adult Fiction	0.55	0.55	
Paperbacks and Magazines	0.25	0.25	
Junior Non Fiction	0.55	0.55	
Junior Fiction	0.55	0.55	

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
<b>Community Care</b>			
<b>Respite</b> Respite Carer works in client's home	5.00 per hr or part thereof	6.00 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.	12.00 per hr with a limit of 4 hrs per month. 16.00 per hour Extra hrs of service (above limit of 4 hours per month)	14.00 per hr with a limit of 4 hrs per month. 18.00 per hour Extra hrs of service (above limit of 4 hours per month)	
<b>Meals on Wheels</b> Hot or frozen meal service dependant on location	Prices vary dependent on meal choices	Prices vary dependent on meal choices	
<b>Social Support</b> Local Transport	5.00	6.00	
Local Shopping	5.00	6.00	
Social Support Bus Trips from Coonabarabran (each Person)	5.00	7.00	
<b><i>Lunch and/or admission fees paid by clients</i></b>			
Social Support luncheons	Cost of meal paid by client 2.00	Cost of meal paid by client 2.00	
<b>WAGS</b> <b><i>Lunch paid for by participants</i></b>			
<b>Transport</b>			
<b>Local transport</b> To Medical Appointment ( Volunteer Driver	5.00	6.00	
<b>Bus</b> All Trips excluding Baradine/Binnaway to Coonabarabran			
Carers Travel	Nil	Nil	
Clients	20.00	20.00	
General Public	25.00	25.00	
Baradine/Binnaway to Coonabarabran			
Carers Travel	Nil	Nil	
Clients	10.00	10.00	
General Public	15.00	15.00	

Description	Actual 2012/13 GST Inclusive	Actual 2013/14 GST Inclusive	GST
Community Care Continued...			
Community Car	Dependent on distance travelled	Dependent on distance travelled	
<b>Please contact Warrumbungle Community Care for details on Transport and Meals on Wheels Fees</b>  <b>Coonabarabran Office : 6849 2000                      Coolah Office: 6375 5130</b>			

## A1.7 Private Works

Under Division 3 Section 67 Local Government Act 1993

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

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

### Private Works Policy

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

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

### Private Works Pricing (Pricing Mechanism)

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

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

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

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

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



Plant Type	Hourly Plant Rate 2012/13 (Excl. GST)	Hourly Plant Rate 2013/14 (Excl. GST)
Backhoe	111	117
Bobcat	112	117
Compressor & Tool	49	49
Excavator	147	156
Front End Loader	120	125
Grader	135	135
Mower Outfront	97	101
Mower Ride On	85	85
Minor Plant (Small)	48	49
Minor Plant (Large)	48	49
Road Roller	98	102
Slasher	17	18
Street Sweeper	128	128
Tractor	77	80

## A1.8 Rating Maps

See Attached PDF Maps

## 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
- Emergency Response Groups
- 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 2013/2014.

Program Category Name of Organisation or Group	Assistance Type (see Note 1)
<b>Sporting Clubs &amp; Events</b>	
Northern Inland Academy of Sport	(4) \$360
Binnaway Jockey Club	(4) \$1,000
Baradine Tennis Club (Catholic Church )	(2)
Neilrex Tennis Club	(4) \$700
Mendooran Turf Club	(4) \$1,000
Coonabarabran Jockey Club	(4) \$1,000
North West Equestrian Expo	(4) \$1,000
<b>Charity Groups</b>	
St Vincent de Paul – Coonabarabran	(2)
<b>Religious Properties</b>	
Baradine	
- Anglican Church	(2)
- Catholic Church	
Binnaway	
- Anglican Church	(2)
- Catholic Church	

Program Category Name of Organisation or Group	Assistance Type (see Note 1)
Coonabarabran <ul style="list-style-type: none"> <li>- Jehovah's Witnesses</li> <li>- New Life Centre (Assemblies of God)</li> <li>- Catholic Church</li> <li>- Anglican Church</li> <li>- Uniting Church</li> <li>- Presbyterian Church</li> </ul>	(2)
Coolah <ul style="list-style-type: none"> <li>- St Andrew's Anglican Church</li> <li>- St James Presbyterian Church</li> <li>- Sacred Heart Catholic Church</li> </ul>	(2)
Dunedoo <ul style="list-style-type: none"> <li>- All Saints Anglican Church</li> <li>- St David's Presbyterian Church</li> <li>- St Michael's Catholic Church</li> </ul>	(2)
Mendooran <ul style="list-style-type: none"> <li>- St Chad's Anglican Church</li> <li>- St Mary's Catholic Church</li> </ul>	(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
St Michael's School – Dunedoo	(4) \$70
Mendooran Central School	(4) \$70
<b>Emergency Response Groups</b>	
Leadville Fire Shed	(3)
<b>Community Service Organisations</b>	
Coonabarabran CWA	(1)
Baradine CWA	(1)
Mendooran CWA	(1)
Baradine Masonic Lodge	(1)
Lodge Timor No 274 - Coonabarabran	(1)
Coolah Community Radio	(4) \$520
Dunedoo Three Rivers Community Radio	(4) \$520
Coonabarabran 2WCR FM Community Radio	(4) \$520
Baradine Men's Shed (Baradine Rusty Club)	(4) \$1,000 for

Program Category Name of Organisation or Group	Assistance Type (see Note 1)
	rates
Coolah Men's Shed	(4) \$1,000 for rates
<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	(4) \$1,000 for hall hire
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
Coolah Rock'n at the Racecourse (Biannual Donation)	(4) \$1,000
Dunedoo Bush Poetry	(4) \$500
Coonabarabran DPS Local & Family History Group	(4) \$500
<b>Youth and Senior Groups</b>	
Coolah Youth & Community Centre	(3)
Coonabarabran Boy Scouts Hall	(2)
Coonabarabran Girl Guides Hall	(2)
<b>Individuals</b>	
Kidney Dialysis Patients (excess water charge donated – limit equal to 350 kilolitres)	(4)
<b>Community Halls</b>	
Neilrex Hall Committee	(4) \$500

**(Note 1)**

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

1. Donation of one half on the annual General Rate, Water Access Charge and Sewerage Access Charge
2. Donation of one half of the annual Water Access Charge and Sewerage Access Charge
3. Donation of the full annual Waste Collection Charge
4. Monetary grant as provided

**Council owned Properties, Facilities, Plant and Equipment 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 are will be processed as part of the Financial Assistance Grants.

### Council Owned Plant

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

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

### Development Applications

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

### Financial Assistance Grants

Financial assistance requested in the form of a monetary grant must be made on Council's application form. 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.

There will be a cap of \$500 for Financial Assistance Grants.

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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