



Warrumbungle Shire Council

Operational Plan and Delivery Program

2019/20 –2022/23



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Part 1: Introduction

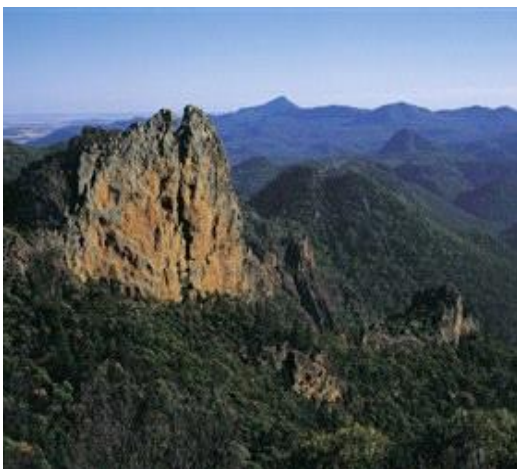
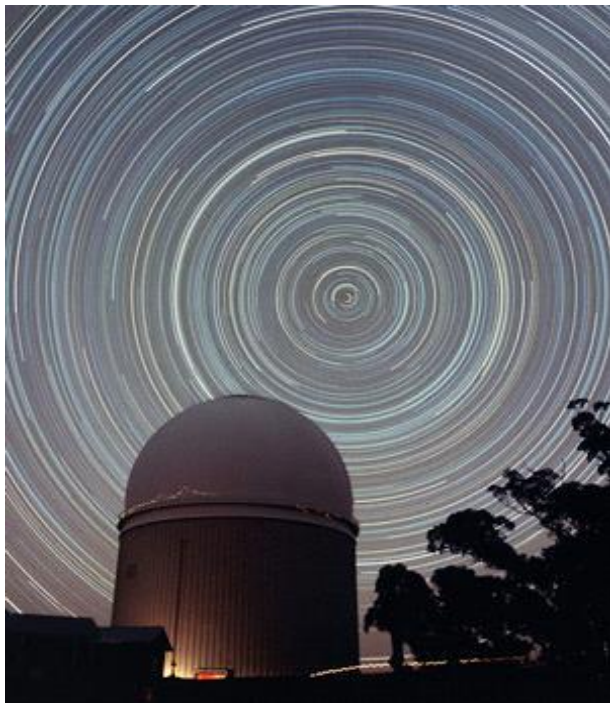
1.1. A Profile of Warrumbungle Shire

Population:	9,384 (2016 Census)
Area:	12,380 square kilometres
Towns:	Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo, Mendooran
Villages:	Bugaldie, Kenebri, Merrygoen, Neilrex, Leadville, Cobbora, Uarbry, Ulamambri
State Seat:	Barwon
Federal Seat:	Parkes

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

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

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



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

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

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

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

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

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

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



1.2. Council's Vision, Mission and Values

Vision - Excellence in Local Government

Mission

We will provide:

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

Values

Honesty

Frank and open discussion, taking responsibility for our actions

Integrity

Behaving in accordance with our values

Fairness

Consideration of the facts and a commitment to two way communication

Compassion

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

Respect

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

Transparency

Open and honest interactions with each other and our community

Passion

Achievement of activities with energy, enthusiasm and pride

Trust

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

Opportunity

To be an enviable workplace creating pathways for staff development

1.3. Council's Guiding Principles

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

8A Guiding principles for councils

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

8B Principles of sound financial management

The following principles of sound financial management apply to councils:

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

8C Integrated planning and reporting principles that apply to councils

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

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

1.4. What is an Operational Plan and Delivery Program?

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

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

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

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



Delivery Program

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

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be. It is designed as the single point of reference for all principal activities undertaken by Council during its term of office and details all projects and deliverables to be achieved over the following four years (2019/20– 2022/23). 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 (2019/20) and also includes Council's Statement of Fees and Charges for the 2019/20 financial year.

Part 2: Council's Operational Plan & Delivery Program

2.1. 2019/20 Budget and Delivery Program Highlights

Introduction

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

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

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

It is under these constraints and considerations that the 2019/20 Operational Plan (budget) and 2019/20 -2022/23 Delivery Programs have both been prepared.

Budget and Delivery Program Highlights

Features of Council's Budget and Delivery Program include:

- An unrestricted cash budget deficit of \$2.35m in the 2019/20 financial year as Council catches up with its Capital plan ;
- A combined unrestricted cash deficit of \$5.7m over the four years of the Delivery Program, and Council's cash at bank will decrease by \$5.6m over the four years;
- A small accrual deficit of \$30k in 2019/20 due to increase in Contributions expenses for Rural fire services (\$453k) and Macquarie regional library (\$47k). These are offset by the receipt of \$1.15m R2R grant monies as another five years of R2R program commences, \$1.6m extra Regional Roads M&R Capital Grant and expected increases in Rates & annual charges;
- An ambitious capital program over the four years of \$52.5m;

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

- Continued progress on Sewage Treatment Plant upgrade in Coonabarabran, Dunedoo and Coolah (\$9.8m)
- Resealing of approximately 106 km of sealed roads (\$2.66m);
- Re-sheeting of approximately 205 km of unsealed roads (\$3.2m);
- Completion of approximately 47.8km of Reseals, pavement re-construction, pavement widening, shoulder widening, Rest Area and Bridges construction at a cost of \$9.1m on Regional Roads;
- Completion of approximately 16.9km of rehabilitation and new seal at a cost of \$1.7m on local roads;
- Sewer Mains relining and rehabilitation worth \$719k
- Water Mains extension, replacement and rehabilitation worth \$1.3m
- Construction and rehabilitation of Water reservoirs and treatment plants (\$1.05m);
- Operating Plant replacement of \$8.7m;
- Refurbishment of Baradine Halls, Coolah Halls, Dunedoo Stage and Binnaway Halls (\$1.3m);
- Construction and rehabilitation of footpaths within towns across the Shire (\$325k);
- Rehabilitation of existing K&G within towns across the Shire (\$200k);
- Construction and rehabilitation of flood & drainage assets at a cost of \$140k;
- Renewals & Improvements to local ovals, parks and swimming pools (\$1.8m);
- Rehabilitation of Coonabarabran and Baradine Aerodromes (\$410k).

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

Transport services including the management, and maintenance of over 2,600 km of roads, 128 bridges and bridge sized culverts, an extensive network of culverts and other drainage assets, kerbs and gutters, footpaths, and quarries;

Aged care, child care and youth development services, including Warrumbungle Community Care, Yuluwirri Kids, Castlereagh Family Day Care and Connect Five supported play groups;

The management, and maintenance of a range of buildings and structures from town halls, playgrounds, community facilities, and meeting rooms, to aerodromes all of which provide valuable services to the community;

General rehabilitation of town streets including improving street lights, replacing bins, gardens construction of cycleways and planting of trees;

Promotion of economic development and tourism within the Shire;

Provision of water, sewerage and waste services to the residents of the Shire;

Town planning, regulatory services, town beautification and environmental management;

Emergency services;

Library services;

Road safety programs;

Management of Public Cemeteries;

Provision of ovals, and other sport and recreation facilities including pools and parks;

Health, environmental and emergency bush fire services.

Fit for the Future

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

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

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

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

To this end Council has implemented a process whereby "Improvement Action Plan" (IAPs) documents are prepared, reviewed and considered by Council prior to being recommended for implementation. Where appropriate, some of these IAPs have already been incorporated directly into the budget, while others maybe separately identified as further FFF adjustments due to the difficulty in allocating certain savings to the relevant area at this point in time.

Unfortunately, the deterioration in local government funding environment most recently due to lessening Grant Funding (due to higher competition, the growing need for co contribution and reduced availability) which means that Council must now cut harder, faster and seek new revenue to improve its financial performance going forward.

2.2 Income Statement (2019/20 – 2022/23)

	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations				
Rates & Annual Charges	13,606	13,998	14,402	14,817
User Charges and Fees	8,796	9,370	9,611	9,858
Interest & Investment Revenue	493	509	526	550
Other Revenues	1,338	1,372	1,407	1,442
Grants & Contributions (Operational)	17,435	17,704	17,830	18,338
Grants & Contributions (Capital)	3,137	4,084	3,924	700
Gains/(Losses) from Disposal of Assets	246	241	242	242
Net Share in JVs	-	-	-	-
Total Income From Continuing Operations	45,051	47,278	47,942	45,947
Expenses from Continuing Operations				
Employee Benefits & On-Costs	16,360	16,918	17,447	17,991
Borrowing Costs	195	150	103	56
Materials & Contracts	8,051	8,433	8,530	8,784
Depreciation & Impairment	11,973	12,152	12,335	12,520
Other Expenses	8,502	8,663	8,875	9,169
Net Share of Interest in Joint Ventures	-	-	-	-
Net Losses from Disposal of Assets	-	-	-	-
Total Expenditure From Continuing Operations	45,081	46,316	47,290	48,520
Net Operating Result for the Year	(30)	962	652	(2,573)
Net Operating Result before Capital Grant & Contributions	(3,167)	(3,122)	(3,272)	(3,273)

Cash Result Calculation

Net Operating Result for the Year	(30)	962	652	(2,573)
Add back Non Cash:				
Depreciation & Impairment	11,973	12,152	12,335	12,520
WDV of assets disposed (non cash)	600	600	600	600
Less (Balance sheet Cash)				
Capital Expenditure	(13,450)	(15,907)	(14,047)	(9,092)
Loan Movements	(913)	(958)	(1,005)	(900)
Cash Result - Surplus/ (Deficit)	(1,820)	(3,151)	(1,465)	555

2.3 2019/20 Operational Plan (Budget Numbers)

Description	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
General Revenue							
Rates Revenue	8,135,763	-	-	8,135,763	-	-	8,135,763
Interest Revenue	339,220	-	-	339,220	-	-	339,220
General Grants	7,124,819	-	-	7,124,819	-	-	7,124,819
Total General Revenue	15,599,802	-	-	15,599,802	-	-	15,599,802
Executive							
General Manager							
Management And Leadership	163,124	(970,976)	-	(807,852)	-	-	(807,852)
Governance	65,073	(356,071)	-	(290,998)	-	-	(290,998)
HR Management	176,759	(504,630)	-	(327,871)	-	-	(327,871)
Payroll Services	-	(194,048)	-	(194,048)	-	-	(194,048)
WH&S And Risk Management	110,920	(207,704)	-	(96,784)	-	-	(96,784)
Learning And Development Services	87,467	(410,748)	-	(323,281)	-	-	(323,281)
Total Executive	603,343	(2,644,177)	-	(2,040,834)	-	-	(2,040,834)
Technical Services							
Technical Services Management	-	(393,991)	-	(393,991)	-	-	(393,991)
Total Technical Services Management	-	(393,991)	-	(393,991)	-	-	(393,991)
Design Services			-				
Design Services Management	-	(81,757)	-	(81,757)	-	-	(81,757)
Emergency Services Management	-	(144,639)	-	(144,639)	-	-	(144,639)
Survey Investigation And Design	-	(212,022)	(55,070)	(267,092)	-	-	(267,092)
Asset Management	-	(92,085)	-	(92,085)	-	-	(92,085)
NSW Fire Brigade	-	(50,578)	-	(50,578)	-	-	(50,578)
Road Safety Officer	50,569	(150,079)	-	(99,510)	-	-	(99,510)
Total Design Services	50,569	(731,160)	(55,070)	(735,661)	-	-	(735,661)

Description	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
Road Operations							-
Road Operations Management	124,953	(319,418)	-	(194,465)	-	-	(194,465)
Regional Roads M&R	5,209,000	(1,356,300)	(3,852,700)	-	(58,292)	(58,292)	-
Local Roads M&R	1,486,638	(2,416,524)	(1,680,000)	(2,609,886)	(557,125)	-	(3,167,011)
Aerodromes	5,960	(92,209)	(410,000)	(496,249)	-	-	(496,249)
Village Streets	-	-	-	-	-	-	-
RMCC And Other Road Contracts	3,522,475	(3,386,995)	-	135,480	-	-	135,480
Reseals	-	-	-	-	-	-	-
Private Works	68,074	(56,728)	-	11,346	-	-	11,346
Total Road Operations	10,417,100	(7,628,174)	(5,942,700)	(3,153,774)	(615,417)	(58,292)	(3,710,899)
Fleet Services							
Fleet Services Management	95,701	(332,840)	-	(237,139)	-	(237,139)	-
Plant And Equipment	5,866,877	(2,493,701)	(2,075,000)	1,298,176	-	1,298,176	-
Depots	6,401	(124,922)	-	(118,521)	-	(118,521)	-
Workshops	-	(52,655)	-	(52,655)	-	(52,655)	-
Total Fleet Services	5,968,979	(3,004,118)	(2,075,000)	889,861	-	889,861	-
Urban Services							
Urban Services Management	20,147	(210,877)	-	(190,730)	-	-	(190,730)
Horticulture	60,000	(574,815)	(110,000)	(624,815)	-	-	(624,815)
Street Cleaning	-	(292,448)	-	(292,448)	-	-	(292,448)
Public Amenities	-	(305,112)	-	(305,112)	-	-	(305,112)
Ovals	322,400	(417,361)	(754,486)	(849,447)	-	-	(849,447)
Town Streets	-	(783,632)	(572,195)	(1,355,827)	-	-	(1,355,827)
Public Swimming Pools	132,458	(714,295)	(145,000)	(726,837)	-	-	(726,837)
Total Urban Services	535,005	(3,298,540)	(1,581,681)	(4,345,216)	-	-	(4,345,216)
Total Tech Services (Excluding Water/Sewer)	16,971,653	(15,055,983)	(9,654,451)	(7,738,781)	(615,417)	831,569	(9,185,767)

Description	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
Development Services							
Development Services Management							
Development Services Management	330,384	(809,949)	-	(479,565)	-	-	(479,565)
Building Control	60,826	(183,214)	-	(122,388)	-	-	(122,388)
Environmental Health Services	15,759	(96,531)	-	(80,772)	-	-	(80,772)
Town Planning	137,913	(262,887)	-	(124,974)	-	-	(124,974)
Total Development Services Management	544,882	(1,352,581)	-	(807,699)	-	-	(807,699)
Regulatory Services							
Compliance Services	48,185	(313,143)	-	(264,958)	-	-	(264,958)
Noxious Weeds	-	(106,772)	-	(106,772)	-	-	(106,772)
Total Regulatory Services	48,185	(419,915)	-	(371,730)	-	-	(371,730)
Property And Risk							
Property And Risk	858,779	(1,569,110)	(210,000)	(920,331)	(332,122)	-	(1,252,453)
Cemetery Services	95,654	(178,740)	(40,000)	(123,086)	-	-	(123,086)
Medical Facilities	82,013	(53,841)	-	28,172	-	-	28,172
Public Halls	118,369	(209,400)	(130,000)	(221,031)	-	-	(221,031)
Total Property And Risk	1,154,815	(2,011,091)	(380,000)	(1,236,276)	(332,122)	-	(1,568,398)
Development And Tourism							
Tourism And Development Services	55,534	(549,705)	(36,000)	(530,171)	-	-	(530,171)
Tourism And Economic Promotion	-	(101,519)	-	(101,519)	-	-	(101,519)
Total Development And Tourism	55,534	(651,224)	(36,000)	(631,690)	-	-	(631,690)
Total Development Services	1,803,416	(4,434,811)	(416,000)	(3,047,395)	(332,122)	-	(3,379,517)
Corporate And Community Services							
Corporate Services							
Corporate Services Management	86,914	(428,146)	-	(341,232)	-	-	(341,232)
Administration Services	465,266	(780,785)	-	(315,519)	-	-	(315,519)
Finance	915,886	(1,553,134)	-	(637,248)	-	-	(637,248)
Communications And IT	844,652	(1,169,475)	(65,000)	(389,823)	-	-	(389,823)
Supply Services	-	(301,216)	-	(301,216)	-	-	(301,216)
Total Corporate Services	2,312,718	(4,232,756)	(65,000)	(1,985,038)	-	-	(1,985,038)
Corporate and Comm. Services Other							
Bushfire And Emergency Services	3,697,726	(3,830,128)	(357,235)	(489,637)	-	-	(489,637)
Total Corporate And Comm. Services	3,697,726	(3,830,128)	(357,235)	(489,637)	-	-	(489,637)

Description	Cost of Council Activities				Funding of Activities		
	Revenue	Recurrent Expenditure	Capital Expenditure	Net Profit/ (Cost) to Council	Loan Payments	RA Movement	Surplus / (Deficit)
Children's And Community Services							
Children's And Community Services Management	1,250	(121,629)	-	(120,379)	-	-	(120,379)
Connect 5	188,033	(181,661)	-	6,372	-	6,372	-
Family Day Care	-	-	-	-	-	-	-
Youth Development	105,846	(102,728)	-	3,118	-	3,118	-
OOSH	83,076	(82,067)	-	1,009	-	1,009	-
Libraries	77,371	(709,422)	-	(632,051)	-	-	(632,051)
Community Development	-	(150,000)	-	(150,000)	-	-	(150,000)
Community Transport	357,350	(352,211)	(50,000)	(44,861)	-	(44,861)	-
Multiservice Outlet	810,234	(816,159)	(22,000)	(27,925)	-	(27,925)	-
Yuluwirri Kids	1,300,080	(1,320,591)	-	(20,511)	-	(20,511)	-
Total Children's And Community Services	2,923,240	(3,836,468)	(72,000)	(985,228)	-	(82,798)	(902,430)
Total Corporate And Comm. Services	8,933,684	(11,899,352)	(494,235)	(3,459,903)	-	(82,798)	(3,377,105)
Total General Fund	43,911,898	(34,034,323)	(10,564,686)	(687,111)	(947,539)	748,771	(2,383,421)
Warrumbungle Water	3,917,435	(2,372,927)	(1,585,854)	(41,346)	(91,928)	(133,274)	-
Warrumbungle Sewer	2,357,746	(1,355,576)	(1,229,649)	(227,479)	170,879	(56,600)	-
Warrumbungle Waste	2,497,648	(2,457,205)	(70,000)	(29,557)	-	(29,557)	-
Warrumbungle Quarry	1,144,514	(1,066,838)	-	77,676	(44,871)	-	32,805
Warrumbungle TRRRC	-	-	-	-	-	-	-
Total Warrumbungle Shire Council	53,829,241	(41,286,869)	(13,450,189)	(907,817)	(913,459)	529,340	(2,350,616)
FFF Adjustments	-	-	-	-	-	-	-
Total Warrumbungle Shire Council	53,829,241	(41,286,869)	(13,450,189)	(907,817)	(913,459)	529,340	(2,350,616)

2.4 2019/20 to 2022/23 Delivery Program (DP Numbers)

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or (Payments)	Cash Result	Restricted Assets	Surplus / (Deficit)
2019/20								
General Revenue	15,599,802	-	-	15,599,802	-	15,599,802	-	15,599,802
Executive	603,343	(2,644,177)	-	(2,040,834)	-	(2,040,834)	-	(2,040,834)
Technical Services	16,971,653	(15,055,983)	(9,654,451)	(7,738,781)	(615,417)	(8,354,198)	831,569	(9,185,767)
Development Services	1,803,416	(4,434,811)	(416,000)	(3,047,395)	(332,122)	(3,379,517)	-	(3,379,517)
Corporate Services	8,933,684	(11,899,352)	(494,235)	(3,459,903)	-	(3,459,903)	(82,798)	(3,377,105)
Total General Fund	43,911,898	(34,034,323)	(10,564,686)	(687,111)	(947,539)	(1,634,650)	748,771	(2,383,421)
Warrumbungle Water	3,917,435	(2,372,927)	(1,585,854)	(41,346)	(91,928)	(133,274)	(133,274)	-
Warrumbungle Sewer	2,357,746	(1,355,576)	(1,229,649)	(227,479)	170,879	(56,600)	(56,600)	-
Warrumbungle Waste	2,497,648	(2,457,205)	(70,000)	(29,557)	-	(29,557)	(29,557)	-
Warrumbungle Quarry	1,144,514	(1,066,838)	-	77,676	(44,871)	32,805	-	32,805
Warrumbungle TRRRC	-	-	-	-	-	-	-	-
Total BAC Fund	9,917,343	(7,252,546)	(2,885,503)	(220,706)	34,080	(186,626)	(219,431)	32,805
FFF Adjustments	-	-	-	-	-	-	-	-
Total WSC 2019/20	53,829,241	(41,286,869)	(13,450,189)	(907,817)	(913,459)	(1,821,276)	529,340	(2,350,616)

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or (Payments)	Cash Result	Restricted Assets	Surplus / (Deficit)
2020/21								
General Revenue	16,111,529	-	-	16,111,529	-	16,111,529	-	16,111,529
Executive	618,427	(2,558,685)	-	(1,940,258)	-	(1,940,258)	-	(1,940,258)
Technical Services	14,965,848	(15,411,839)	(7,219,214)	(7,665,205)	(644,599)	(8,309,804)	223,982	(8,533,786)
Development Services	1,794,658	(4,543,068)	(552,000)	(3,300,410)	(351,885)	(3,652,295)	-	(3,652,295)
Corporate Services	9,551,651	(12,551,247)	(443,165)	(3,442,761)	-	(3,442,761)	(67,395)	(3,375,366)
Total General Fund	43,042,113	(35,064,839)	(8,214,379)	(237,105)	(996,484)	(1,233,589)	156,587	(1,390,176)
Warrumbungle Water	4,171,640	(2,429,031)	(1,524,720)	217,889	(96,413)	121,476	121,476	-
Warrumbungle Sewer	5,265,436	(1,391,341)	(6,148,336)	(2,274,241)	181,007	(2,093,234)	(2,093,234)	-
Warrumbungle Waste	2,559,841	(2,510,752)	(20,000)	29,089	-	29,089	29,089	-
Warrumbungle Quarry	1,162,333	(1,091,182)	-	71,151	(46,459)	24,692	-	24,692
Warrumbungle TRRRC	-	-	-	-	-	-	-	-
Total BAC Fund	13,159,250	(7,422,306)	(7,693,056)	(1,956,112)	38,136	(1,917,976)	(1,942,669)	24,692
FFF Adjustments	-	-	-	-	-	-	-	-
Total WSC 2020/21	56,201,363	(42,487,145)	(15,907,435)	(2,193,217)	(958,348)	(3,151,565)	(1,786,082)	(1,365,484)

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or (Payments)	Cash Result	Restricted Assets	Surplus / (Deficit)
2021/22								
General Revenue	16,640,705	-	-	16,640,705	-	16,640,705	-	16,640,705
Executive	633,887	(2,527,150)	-	(1,893,263)	-	(1,893,263)	-	(1,893,263)
Technical Services	14,815,486	(15,777,214)	(6,984,422)	(7,946,150)	(674,638)	(8,620,788)	160,572	(8,781,360)
Development Services	1,839,523	(4,654,417)	(574,500)	(3,389,394)	(372,743)	(3,762,137)	-	(3,762,137)
Corporate Services	9,799,279	(12,859,236)	(499,654)	(3,559,611)	-	(3,559,611)	(94,331)	(3,465,280)
Total General Fund	43,728,880	(35,818,017)	(8,058,576)	(147,713)	(1,047,381)	(1,195,094)	66,241	(1,261,335)
Warrumbungle Water	5,221,454	(2,486,520)	(2,054,840)	680,094	(101,091)	579,003	579,003	-
Warrumbungle Sewer	4,257,436	(1,428,051)	(3,913,150)	(1,083,765)	191,736	(892,029)	(892,029)	-
Warrumbungle Waste	2,623,583	(2,576,720)	(20,000)	26,863	-	26,863	26,863	-
Warrumbungle Quarry	1,180,436	(1,116,131)	-	64,305	(48,007)	16,298	-	16,298
Warrumbungle TRRRC	-	-	-	-	-	-	-	-
Total BAC Fund	13,282,909	(7,607,422)	(5,987,990)	(312,503)	42,639	(269,864)	(286,162)	16,298
FFF Adjustments	-	-	-	-	-	-	-	-
Total WSC 2021/22	57,011,789	(43,425,439)	(14,046,566)	(460,216)	(1,004,742)	(1,464,958)	(219,921)	(1,245,037)

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or (Payments)	Cash Result	Restricted Assets	Surplus / (Deficit)
2022/23								
General Revenue	17,187,951	-	-	17,187,951	-	17,187,951	-	17,187,951
Executive	649,734	(2,724,695)	-	(2,074,961)	-	(2,074,961)	-	(2,074,961)
Technical Services	15,035,894	(16,153,654)	(5,363,556)	(6,481,316)	(552,783)	(7,034,099)	1,766,157	(8,800,256)
Development Services	1,885,514	(4,773,250)	(491,500)	(3,379,236)	(191,735)	(3,570,971)	-	(3,570,971)
Corporate Services	10,053,054	(13,175,345)	(636,703)	(3,758,994)	-	(3,758,994)	(237,086)	(3,521,908)
Total General Fund	44,812,147	(36,826,944)	(6,491,759)	1,493,444	(744,518)	748,926	1,529,071	(780,145)
Warrumbungle Water	4,226,676	(2,545,463)	(477,003)	1,204,210	(105,955)	1,098,255	1,098,255	-
Warrumbungle Sewer	2,245,473	(1,465,738)	(2,103,084)	(1,323,349)	-	(1,323,349)	(1,323,349)	-
Warrumbungle Waste	2,688,913	(2,644,436)	(20,000)	24,477	-	24,477	24,477	-
Warrumbungle Quarry	1,198,827	(1,141,691)	-	57,136	(49,594)	7,542	-	7,542
Warrumbungle TRRRC	-	-	-	-	-	-	-	-
Total BAC Fund	10,359,889	(7,797,328)	(2,600,087)	(37,526)	(155,550)	(193,076)	(200,617)	7,542
FFF Adjustments	-	-	-	-	-	-	-	-
Total WSC 2022/23	55,172,036	(44,624,272)	(9,091,846)	1,455,918	(900,067)	555,851	1,328,454	(772,603)

2.5 Revenue (Function View)

Description	Income from Council Activities			
	2019/20 OP	2020/21	2021/22	2022/23
General Revenue				
Rates Revenue	8,135,763	8,355,350	8,580,861	8,812,460
Interest Revenue	339,220	347,700	356,393	365,303
General Grants	7,124,819	7,408,479	7,703,451	8,010,188
Total General Revenue	15,599,802	16,111,529	16,640,705	17,187,951
Executive				
General Manager				
Management And Leadership	163,124	167,202	171,382	175,667
Governance	65,073	66,700	68,367	70,077
HR Management	176,759	181,178	185,708	190,350
Payroll Services	-	-	-	-
WH&S And Risk Management	110,920	113,694	116,535	119,448
Learning And Development Services	87,467	89,653	91,895	94,192
Total Executive	603,343	618,427	633,887	649,734
Technical Services				
Technical Services Management				
Total Technical Services Management	-	-	-	-
Design Services				
Design Services Management	-	-	-	-
Emergency Services Management	-	-	-	-
Survey Investigation And Design	-	-	-	-
Asset Management	-	-	-	-
NSW Fire Brigade	-	-	-	-
Road Safety Officer	50,569	51,833	53,129	54,457
Total Design Services	50,569	51,833	53,129	54,457
Road Operations				
Road Operations Management	124,953	127,968	131,055	134,219
Regional Roads M&R	5,209,000	3,374,526	3,042,149	3,076,957
Local Roads M&R	1,486,638	1,506,772	1,506,792	1,506,600
Aerodromes	5,960	6,109	6,262	6,418
Village Streets	-	-	-	-
RMCC And Other Road Contracts	3,522,475	3,610,537	3,700,800	3,793,320
Reseals	-	-	-	-
Private Works	68,074	69,776	71,520	73,308
Total Road Operations	10,417,100	8,695,688	8,458,578	8,590,822

Description	Income from Council Activities			
	2019/20 OP	2020/21	2021/22	2022/23
Fleet Services				
Fleet Services Management	95,701	98,094	100,546	103,060
Plant And Equipment	5,866,877	5,944,280	6,022,879	6,102,693
Depots	6,401	6,561	6,725	6,893
Workshops	-	-	-	-
Total Fleet Services	5,968,979	6,048,935	6,130,150	6,212,646
Urban Services				
Urban Services Management	20,147	20,650	21,167	21,696
Horticulture	60,000	-	-	-
Street Cleaning	-	-	-	-
Public Amenities	-	-	-	-
Ovals	322,400	12,973	13,298	13,630
Town Streets	-	-	-	-
Public Swimming Pools	132,458	135,769	139,164	142,643
Total Urban Services	535,005	169,392	173,629	177,969
Total Tech Services (Excluding Water/Sewer)	16,971,653	14,965,848	14,815,486	15,035,894
Development Services				
Development Services Management				
Development Services Management	330,384	338,644	347,110	355,787
Building Control	60,826	62,347	63,905	65,503
Environmental Health Services	15,759	16,153	16,557	16,971
Town Planning	137,913	87,517	89,705	91,947
Total Development Services Management	544,882	504,661	517,277	530,208
Regulatory Services				
Compliance Services	48,185	49,390	50,625	51,891
Noxious Weeds	-	-	-	-
Total Regulatory Services	48,185	49,390	50,625	51,891
Property And Risk				
Property And Risk	858,779	880,249	902,253	924,812
Cemetery Services	95,654	98,045	100,496	103,009
Medical Facilities	82,013	84,063	86,165	88,319
Public Halls	118,369	121,328	124,361	127,471
Total Property And Risk	1,154,815	1,183,685	1,213,275	1,243,611

	Income from Council Activities			
Description	2019/20 OP	2020/21	2021/22	2022/23
Development And Tourism				
Tourism And Development Services	55,534	56,922	58,346	59,804
Tourism And Economic Promotion	-	-	-	-
Total Development And Tourism	55,534	56,922	58,346	59,804
Total Development Services	1,803,416	1,794,658	1,839,523	1,885,514
Corporate And Community Services				
Corporate Services				
Corporate Services Management	86,914	89,087	91,314	93,597
Administration Services	465,266	476,897	488,820	501,041
Finance	915,886	938,783	962,252	986,309
Communications And IT	844,652	865,768	887,413	909,598
Supply Services	-	-	-	-
Total Corporate Services	2,312,718	2,370,535	2,429,799	2,490,545
Corporate and Comm. Services Other				
Community Banking Agency	-	-	-	-
Bushfire And Emergency Services	3,697,726	3,751,402	3,857,282	3,965,810
Total Corporate And Comm. Services	3,697,726	3,751,402	3,857,282	3,965,810
Children's And Community Services				
Children's And Community Services Management	1,250	1,281	1,313	1,346
Connect 5	188,033	192,734	197,552	202,491
Family Day Care	-	439,018	447,233	455,613
Youth Development	105,846	108,492	111,204	113,985
OOSH	83,076	85,153	87,282	89,463
Libraries	77,371	79,305	81,288	83,320
Community Development	-	-	-	-
Community Transport	357,350	360,659	369,176	377,904
Multiservice Outlet	810,234	830,491	851,253	872,533
Yuluwirri Kids	1,300,080	1,332,581	1,365,897	1,400,044
Total Children's And Community Services	2,923,240	3,429,714	3,512,198	3,596,699
Total Corporate And Comm. Services	8,933,684	9,551,651	9,799,279	10,053,054
Total General Fund	43,911,898	43,042,113	43,728,880	44,812,147

Description	Income from Council Activities			
	2019/20 OP	2020/21	2021/22	2022/23
Warrumbungle Water	3,917,435	4,171,640	5,221,454	4,226,676
Warrumbungle Sewer	2,357,746	5,265,436	4,257,436	2,245,473
Warrumbungle Waste	2,497,648	2,559,841	2,623,583	2,688,913
Warrumbungle Quarry	1,144,514	1,162,333	1,180,436	1,198,827
Warrumbungle TRRRC	-	-	-	-
Total Warrumbungle Shire Council	53,829,241	56,201,363	57,011,789	55,172,036
FFF Adjustments	-	-	-	-
Total Warrumbungle Shire Council	53,829,241	56,201,363	57,011,789	55,172,036

2.6 Expenditure (Function View)

	Expense from Council Activities			
Description	2019/20 OP	2020/21	2021/22	2022/23
General Revenue				
Rates Revenue	-	-	-	-
Interest Revenue	-	-	-	-
General Grants	-	-	-	-
Total General Revenue	-	-	-	-
Executive				
General Manager				
Management And Leadership	(970,976)	(787,870)	(655,224)	(673,051)
Governance	(356,071)	(363,279)	(370,667)	(453,239)
Cobbora Transition Fund	-	-	-	-
HR Management	(504,630)	(517,956)	(531,638)	(545,682)
Payroll Services	(194,048)	(254,786)	(318,053)	(383,932)
WH&S And Risk Management	(207,704)	(213,353)	(219,156)	(225,118)
Learning And Development Services	(410,748)	(421,441)	(432,412)	(443,673)
Total Executive	(2,644,177)	(2,558,685)	(2,527,150)	(2,724,695)
Technical Services				
Technical Services Management	(393,991)	(404,916)	(416,278)	(428,235)
Total Technical Services Management	(393,991)	(404,916)	(416,278)	(428,235)
Design Services				
Design Services Management	(81,757)	(83,972)	(86,248)	(88,586)
Emergency Services Management	(144,639)	(147,079)	(149,584)	(152,161)
Survey Investigation And Design	(212,022)	(217,734)	(223,606)	(229,639)
Asset Management	(92,085)	(94,566)	(97,112)	(99,730)
NSW Fire Brigade	(50,578)	(50,578)	(50,578)	(50,578)
Road Safety Officer	(150,079)	(154,038)	(158,102)	(162,273)
Total Design Services	(731,160)	(747,967)	(765,230)	(782,967)
Road Operations				
Road Operations Management	(319,418)	(327,875)	(336,559)	(345,478)
Regional Roads M&R	(1,356,300)	(1,389,223)	(1,423,147)	(1,457,957)
Local Roads M&R	(2,416,524)	(2,450,125)	(2,484,342)	(2,520,412)
Aerodromes	(92,209)	(94,699)	(97,254)	(99,880)
Village Streets	-	-	-	-
RMCC And Other Road Contracts	(3,386,995)	(3,474,555)	(3,564,384)	(3,656,541)
Reseals	-	-	-	-
Private Works	(56,728)	(58,239)	(59,787)	(61,379)
Total Road Operations	(7,628,174)	(7,794,716)	(7,965,473)	(8,141,647)

	Expense from Council Activities			
Description	2019/20 OP	2020/21	2021/22	2022/23
Fleet Services				
Fleet Services Management	(332,840)	(341,452)	(350,290)	(359,356)
Plant And Equipment	(2,493,701)	(2,555,699)	(2,619,492)	(2,685,152)
Depots	(124,922)	(127,991)	(131,137)	(134,359)
Workshops	(52,655)	(53,947)	(55,273)	(56,630)
Total Fleet Services	(3,004,118)	(3,079,089)	(3,156,192)	(3,235,497)
Urban Services				
Urban Services Management	(210,877)	(216,476)	(222,225)	(228,129)
Horticulture	(574,815)	(589,740)	(605,055)	(620,781)
Street Cleaning	(292,448)	(300,209)	(308,178)	(316,357)
Public Amenities	(305,112)	(313,317)	(321,739)	(330,391)
Ovals	(417,361)	(428,294)	(439,511)	(451,029)
Town Streets	(783,632)	(804,210)	(825,327)	(847,007)
Public Swimming Pools	(714,295)	(732,905)	(752,006)	(771,614)
Total Urban Services	(3,298,540)	(3,385,151)	(3,474,041)	(3,565,308)
Total Tech Services (Excluding Water/Sewer)	(15,055,983)	(15,411,839)	(15,777,214)	(16,153,654)
Development Services				
Development Services Management				
Development Services Management	(809,949)	(831,253)	(853,121)	(875,570)
Building Control	(183,214)	(188,084)	(193,086)	(198,223)
Environmental Health Services	(96,531)	(98,912)	(101,358)	(103,872)
Town Planning	(262,887)	(269,788)	(276,868)	(284,137)
Total Development Services Management	(1,352,581)	(1,388,037)	(1,424,433)	(1,461,802)
Regulatory Services				
Compliance Services	(313,143)	(321,535)	(330,156)	(339,009)
Noxious Weeds	(106,772)	(106,772)	(106,772)	(106,772)
Total Regulatory Services	(419,915)	(428,307)	(436,928)	(445,781)
Property And Risk				
Property And Risk	(1,569,110)	(1,604,566)	(1,641,176)	(1,683,268)
Cemetery Services	(178,740)	(183,559)	(188,507)	(193,591)
Medical Facilities	(53,841)	(55,271)	(56,739)	(58,249)
Public Halls	(209,400)	(214,700)	(220,130)	(225,705)
Total Property And Risk	(2,011,091)	(2,058,096)	(2,106,552)	(2,160,813)
Development And Tourism				
Tourism And Development Services	(549,705)	(564,585)	(579,871)	(595,568)
Tourism And Economic Promotion	(101,519)	(104,043)	(106,633)	(109,286)
Total Development And Tourism	(651,224)	(668,628)	(686,504)	(704,854)

	Expense from Council Activities			
Description	2019/20 OP	2020/21	2021/22	2022/23
Total Development Services	(4,434,811)	(4,543,068)	(4,654,417)	(4,773,250)
Corporate And Community Services				
Corporate Services				
Corporate Services Management	(428,146)	(439,839)	(451,856)	(464,204)
Administration Services	(780,785)	(802,139)	(824,074)	(846,614)
Finance	(1,553,134)	(1,594,468)	(1,636,911)	(1,680,491)
Communications And IT	(1,169,475)	(1,199,617)	(1,230,539)	(1,262,263)
Supply Services	(301,216)	(309,347)	(317,701)	(326,282)
Total Corporate Services	(4,232,756)	(4,345,410)	(4,461,081)	(4,579,854)
Corporate and Comm. Services Other				
Community Banking Agency	-	-	-	-
Bushfire And Emergency Services	(3,830,128)	(3,874,875)	(3,971,599)	(4,070,743)
Total Corporate And Comm. Services	(3,830,128)	(3,874,875)	(3,971,599)	(4,070,743)
Children's And Community Services				
Children's And Community Services Management	(121,629)	(124,107)	(126,648)	(129,258)
Connect 5	(181,661)	(186,627)	(191,733)	(196,974)
Family Day Care	-	(411,531)	(421,932)	(432,596)
Youth Development	(102,728)	(105,537)	(108,426)	(111,392)
OOSH	(82,067)	(84,321)	(86,632)	(89,009)
Libraries	(709,422)	(712,332)	(715,314)	(718,371)
Community Development	(150,000)	(150,000)	(150,000)	(150,000)
Community Transport	(352,211)	(361,397)	(370,824)	(380,512)
Multiservice Outlet	(816,159)	(838,067)	(860,549)	(883,643)
Yuluwirri Kids	(1,320,591)	(1,357,043)	(1,394,498)	(1,432,993)
Total Children's And Community Services	(3,836,468)	(4,330,962)	(4,426,556)	(4,524,748)
Total Corporate And Comm. Services	(11,899,352)	(12,551,247)	(12,859,236)	(13,175,345)
Total General Fund	(34,034,323)	(35,064,839)	(35,818,017)	(36,826,944)
Warrumbungle Water	(2,372,927)	(2,429,031)	(2,486,520)	(2,545,463)
Warrumbungle Sewer	(1,355,576)	(1,391,341)	(1,428,051)	(1,465,738)
Warrumbungle Waste	(2,457,205)	(2,510,752)	(2,576,720)	(2,644,436)
Warrumbungle Quarry	(1,066,838)	(1,091,182)	(1,116,131)	(1,141,691)
Warrumbungle TRRRC	-	-	-	-
Total Warrumbungle Shire Council	(41,286,869)	(42,487,145)	(43,425,439)	(44,624,272)
FFF Adjustments	-	-	-	-
Total Warrumbungle Shire Council	(41,286,869)	(42,487,145)	(43,425,439)	(44,624,272)

2.7 Council's Suggested 2019/20 – 2022/23 Capital Program

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2019/20 (OP)	2020/21 (Delivery Program)	2021/22 (Delivery Program)	2022/23 (Delivery Program)
Bushfire and Emergency Services							
RFS - Enhancements	RFS	88%	E	26,093	26,746	27,414	28,100
RFS - Vehicles	RFS	88%	P	331,141	339,420	347,905	356,603
Bushfire and Emergency Services Total			-	357,235	366,165	375,320	384,703
Communications & IT							
Microsoft Server Licenses & SA	General		P	-	-	-	7,500
Server Storage upgrade	General		E	50,000	-	-	-
GPS Handheld units	General		E	10,000	-	-	10,000
InfoXpert (mobile & web portal modules)	General		P	-	-	-	7,500
Replacement IT Server Hardware	General		R	5,000	5,000	5,000	5,000
Antivirus Security Software	General		P	-	-	30,000	-
Communications & IT Total				65,000	5,000	35,000	30,000
Family Support Services							
Connect 5							-
Connect 5 Capital - Purchase of Vehicle	RA	100%	P	-	-	17,334	-
Connect 5 Total				-	-	17,334	-
Family Day Care							
Family Day Care Total				-	-	-	-
Family Support Services Total				-	-	17,334	-
Warrumbungle Community Care							
Community Transport							
Community Transport Capital	RA	100%	P	50,000	50,000	50,000	200,000
Community Transport Total				50,000	50,000	50,000	200,000
Multiservice Outlet							
MSO Capital Replacements	RA	100%	R	22,000	22,000	22,000	22,000
Multiservice Outlet Total				22,000	22,000	22,000	22,000
Warrumbungle Community Care Total				72,000	72,000	72,000	222,000
Yuluwirri Kids							
Yuluwirri Kids Total				-	-	-	-
Corporate Services Total				494,235	443,165	499,654	636,703

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2019/20 (OP)	2020/21 (Delivery Program)	2021/22 (Delivery Program)	2022/23 (Delivery Program)
Development Services							
Tourism and Development Services							
VIC Capital allowance	General		R		10,000	10,000	10,000
Renovate Retail Area	General		R	-	10,000	-	-
Replace Information Board Sign in Grounds	General		R	14,000	-	-	-
Replace and repaint gutters, eaves and barge boards on VIC building	General		R	19,000			
Rebuild of Advertising Board	General		R	-	10,000		
Renovate and modernise the reception area of VIC - retile, bag, paint etc.	General		R	-	-	4,500	12,500
Upgrade amenities block - retile, replace dividers and fowler ware etc.	General		E	3,000	8,000	8,000	
Connect all toilets to untreated water systems	General		E	-	2,000	3,000	
installation of solar collection and storage system to make building more self sufficient	General		E		12,000	24,000	24,000
Tourism and Development Services Total				36,000	52,000	49,500	46,500
Regulatory Services							
Regulatory Services Total				-	-	-	-
Town Planning							
Town Planning Total				-	-	-	-
Warrumbungle Waste							
Waste Capital Allowance	General		R	20,000	20,000	20,000	20,000
Site Works for CDS	General		R	50,000	-	-	-
Warrumbungle Waste Total				70,000	20,000	20,000	20,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2019/20 (OP)	2020/21 (Delivery Program)	2021/22 (Delivery Program)	2022/23 (Delivery Program)
Property & Risk							
Council Offices & Other Property							
17 Cole Street - Kitchen Refurb	General		R	-	20,000	-	-
17a Cole Street - Bathroom Refurb	General		R	-	-	-	15,000
17a Cole Street - Kitchen Refurb	General		R	-	15,000	-	-
4 Irwin Street - Bathroom Refurb	General		R	-	-	30,000	-
Coolah Shire Hall - Carpet Replacement	General		R	-	-	50,000	-
Dunedoo Depot - Toilet Refurb	General		R	-	15,000	-	-
Mendooran Community Care - Replace Flooring	General		R	-	50,000	-	-
Mendooran Mechanics Institute - Kitchen Refurb	General		R	-	-	20,000	-
Coonabarabran Community Care - Replace Carpet	General		R	-	-	50,000	-
Coolah Office - Recarpet	General		R	50,000	-	-	-
Coolah Depot - Toilet Refurb	General		R	20,000	-	-	-
Mendooran Depot - Toilet Refurb	General		R	20,000	-	-	-
Coolah Disabled Access Ramp	General		R	30,000	-	-	-
Community Services Building Upgrades	General		R	60,000	-	-	-
Pandora Gallery's public toilets maintenance	General		R	30,000	-	-	-
Council Offices & Other Property Total				210,000	100,000	150,000	15,000
Public Halls							
Baradine Hall - Roof Replacement	General		R	-	-	-	100,000
Binnaway Hall - Kitchen Refurb	General		R	-	-	50,000	-
Public Hall Capital allowance	FFF		R	-	375,000	325,000	275,000
Binnaway Hall	General		R	30,000	-	-	-
Dunedoo Stage	General		R	50,000	-	-	-
Coolah Hall/Library Upgrades	General		R	50,000	-	-	-
Public Halls Total				130,000	375,000	375,000	375,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2019/20 (OP)	2020/21 (Delivery Program)	2021/22 (Delivery Program)	2022/23 (Delivery Program)
Cemetery Services							
Cemeteries Capital allowance	FFF		R		25,000	-	-
Coonabarabran Native Grove Cemetery Expansion	General		E	-	-	-	55,000
Cemetery Equipment Upgrades	General		E	40,000	-	-	-
Total Cemetery Services				40,000	25,000	-	55,000
Property & Risk Total				380,000	500,000	525,000	445,000
Development Services Total				486,000	572,000	594,500	511,500
Technical Services							
Asset Design Services							
Design Projects Survey Equip-upgrades	General		E	12,000	12,000	12,000	12,000
Design Services Software Upgrade	General		P	10,000	10,000	10,000	10,000
Laptop Computer & Traffic Counter	General		P	7,500	-	7,500	-
Intra-maps & Arc GIS - Software	General		P	25,570	25,570	25,570	25,570
Asset Design Services Total				55,070	47,570	55,070	47,570
Fleet Services							
Minor Plant Purchases	RA	100%	P	15,000	15,000	15,000	15,000
Plant & Equipment Purchases	RA	100%	P	2,015,000	2,650,000	2,715,000	1,110,000
Workshop Roller-doors & Lighting	RA	100%	E	45,000	-	-	-
Workshop equip renewal	RA	100%	R		20,000	20,000	20,000
Fleet Services Total				2,075,000	2,685,000	2,750,000	1,145,000
Road Operations							
Reseals							
Baradine Streets Reseals	General		R	19,923	20,421	20,932	21,455
Binnaway Streets Reseals	General		R	17,876	18,323	18,781	19,251
Coolah Streets Reseals	General		R	29,722	30,465	31,227	32,008
Coonabarabran Streets Reseals	General		R	95,090	97,467	99,904	102,401
Dunedoo Streets Reseals	General		R	26,707	27,375	28,059	28,760
Mendooran Streets Reseals	General		R	17,876	18,323	18,781	19,251
Rural Roads Reseals	Grant	50%	R	450,000	450,000	450,000	450,000
Total Reseals				657,195	662,375	667,684	673,126

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2019/20 (OP)	2020/21 (Delivery Program)	2021/22 (Delivery Program)	2022/23 (Delivery Program)
Local Roads							
Local Roads Re-sheeting	R2R	100%	R	750,000	787,969	807,668	827,860
Coolah Creek Road Rehabilitation	R2R	100%	R	200,000	-	-	-
Local-Rehab-Neilrex Rd	R2R	100%	R	200,000	-	-	-
Sealing 600m from Munns Rd causeway to Goorianawa Rd	General		E	80,000	-	-	-
Local-Pavement Rehab - Various sections - Capital Grant Funded	R2R	100%	R	-	400,000	400,000	400,000
Local Roads Total				1,230,000	1,187,969	1,207,668	1,227,860
Regional Roads							
Regional Roads Reseals	RMS RA Grants	100%	R	650,000	650,000	650,000	650,000
Pavement Rehabilitation and Widening on MR7519	RMS RA Grants	100%	R	169,000	-	-	-
Pavement widening and rehabilitation MR55 (Black Stump Way)	RMS RA Grants	100%	R	800,000	800,000	800,000	800,000
Shoulder widening MR618 (Vinegaroy Road)	RMS RA Grants	100%	E		169,000	169,000	169,000
Pavement widening MR55 - Safer Roads	RMS RA Grants	100%	E	750,000			
Billy Kings Creek 2 Bridges	RMS RA Grants	89%	E	1,483,700	366,300		
Regional Roads Total				3,852,700	1,985,300	1,619,000	1,619,000
Aerodrome							
Coona Aerodrome - Pavement renewal	General		R	340,000	-	-	-
Baradine - Gravel Re-Sheet	General		R	50,000	-	-	-
Baradine - Sealed Turning Area...Eastern End	General		R	20,000	-	-	-
Aerodrome Total				410,000	-	-	-
Road Operations Total				6,149,895	3,835,644	3,494,352	3,519,986

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2019/20 (OP)	2020/21 (Delivery Program)	2021/22 (Delivery Program)	2022/23 (Delivery Program)
Urban Services							
Horticulture							
Baradine Skate & Activity Park construction	Grant	100%	E	60,000	-	-	-
Softfall - Mendooran Park	General		R	-	-	20,000	-
Amenities Capital allowance	General		R	50,000	50,000	50,000	50,000
Horticulture Total				110,000	50,000	70,000	50,000
Ovals							
Robertson Oval - Amenities refurbishment (Disabled Access)	General		R	110,000	-	-	-
Ovals Renewals -Capital allowance	General		R		100,000	100,000	100,000
Binnaway Oval - Irrigation Upgrade	General		E	-	40,000	-	-
C'Bran - No. 1 Oval Boundary Fence	General		R	35,000	-	-	-
Repainting - No 2 Spectator area...Western wall	General		R	10,000	-	-	-
Binnaway Oval Lighting renewal	Grant	50%	R	289,486	-	-	-
Coonabarabran - skate park shade cover	Grant	100%	E	20,000	-	-	-
Baradine Oval Lighting renewal	Grant	50%	R	290,000	-	-	-
Ovals Total				754,486	140,000	100,000	100,000
Swimming Pools							
Leak and Joint Repairs- All Pools	General		R		100,000	100,000	100,000
Baradine Pool - repair leaks	General		R	100,000	-	-	-
C'Bran - Tree removal and shade installation	General		E	45,000	-	-	-
Swimming Pools Total				145,000	100,000	100,000	100,000
Town Streets - Baradine							
Baradine District Progress Association Main street Gardens	General		R	5,000	5,000	5,000	-
Rehabilitation of footpath sections	General		R	15,000	20,000	25,000	25,000
Street Trees - Baradine	General		R	5,000	-	5,000	-
Town Streets - Baradine Total				25,000	25,000	35,000	25,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2019/20 (OP)	2020/21 (Delivery Program)	2021/22 (Delivery Program)	2022/23 (Delivery Program)
Town Streets - Binnaway							
Binnaway Progress Association	General		R	5,000	5,000	5,000	5,000
Footpath rehabilitation - Binnaway	General		R	10,000	10,000	10,000	10,000
Street Trees - Binnaway	General		R	-	5,000	-	5,000
Norman Street/Yeubla Street, pipe drainage system	Stormwater Levy	100%	E	-	20,000	20,000	-
Town Streets - Binnaway Total				15,000	40,000	35,000	20,000
Town Streets - Coolah							
Footpath Rehabilitation - Coolah	General		R	20,000	20,000	20,000	20,000
Street Trees - Coolah	General		R	-	5,000		5,000
Coolah - Pavement Rehabilitation (Various Locations)	General		R	35,000	35,000	35,000	35,000
Town Streets - Coolah Total				55,000	60,000	55,000	60,000
Town Streets - Coonabarabran							
Footpath Rehabilitation (general)	General		R	30,000	15,000	15,000	15,000
John Street. K & G Rehabilitation	General		R	50,000	-	-	-
Cowper Street, concreting of open channel	Stormwater Levy	100%	E	-	46,000	70,000	-
Street Trees - Coona	General		R	8,000	-	8,000	
Town Street Rehabilitation (Coona)	General		R		60,000	60,000	60,000
K&G Rehabilitation (all towns)	General		R		50,000	50,000	50,000
Stormwater Levy Projects (All towns)	Stormwater Levy	100%	E	-	-	-	106,000
Pavement Rehab Coona - Crane Street	General		R	50,000	-	-	-
Town Streets - Coonabarabran Total				138,000	171,000	203,000	231,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2019/20 (OP)	2020/21 (Delivery Program)	2021/22 (Delivery Program)	2022/23 (Delivery Program)
Town Streets - Dunedoo							
Walleroo Street drainage	Stormwater Levy	100%	R	100,000	-	-	-
Street Trees - Dunedoo	General		R	7,000	-	7,000	-
Town Street Rehabilitation (Dunedoo)	General		R	-	40,000	40,000	40,000
Footpath Rehabilitation - Dunedoo	General		R	15,000	-	10,000	
Town Streets - Dunedoo Total				122,000	40,000	57,000	40,000
Town Streets – Mendooran							
Street Trees - Mendooran	General		R	-	5,000	-	5,000
Town Street Rehabilitation (Mendooran)	General		R	-	20,000	20,000	20,000
Footpath rehabilitation - various sections	General		R	10,000	-	10,000	-
Town Streets - Mendooran Total				10,000	25,000	30,000	25,000
Urban Services Total				1,374,486	651,000	685,000	651,000
Technical Services Total				9,654,451	7,219,214	6,984,422	5,363,556
Warrumbungle Water							
Water - Baradine							
Baradine Water Treatment Plant- Renewals	RA	100%	R	60,000	30,000	30,000	30,000
Mains replacements - Baradine	RA	100%	R	120,000	30,000	30,000	30,000
Meter Replacements - Baradine	RA	100%	R	20,000	20,000	20,000	20,000
Baradine WTP re-sheet asbestos building	RA	100%	R	80,000	-	-	-
Baradine clarifier replacement (Council contribution only for \$1.0m project)	RA	100%	R	125,000	125,000	-	-
Water - Baradine Total				405,000	205,000	80,000	80,000
Water - Binnaway							
Meter Replacements - Binnaway	RA	100%	R	12,500	12,500	12,500	12,500
Water Treatment Plant-Renewals	RA	100%	R	25,000	20,000	20,000	20,000
Water - Binnaway Total				37,500	32,500	32,500	32,500

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2019/20 (OP)	2020/21 (Delivery Program)	2021/22 (Delivery Program)	2022/23 (Delivery Program)
Water - Coolah							
Meter Replacements - Coolah	RA	100%	R	20,000	20,000	20,000	20,000
Mains Replacement	RA	100%	R	50,000	50,000	50,000	50,000
Wentworth Ave spare pump	RA	100%	E	6,500	-	-	-
Coolah Water Supply Scheme Upgrades Scoping Study	Grant	75%	E	80,000	-	-	-
Water - Coolah Total				156,500	70,000	70,000	70,000
Water - Coonabarabran							
Telemetry Upgrade Water (Council contribution only for proposed Grant funding- total project \$750k)	RA	100%	R	93,750	93,750	-	-
Coonabarabran Water Treatment Plant Renewal	RA	100%	R	40,000	-	-	-
4 yearly res. Inspections and cleans (shire-wide)	RA	100%	R	-	-	-	45,000
Meter Replacements - Coonabarabran	RA	100%	P	50,000	-	-	-
Coonabarabran WTP filter media replacement	RA	100%	R	80,000	-	-	-
Water Main Extension - Removal of Dead Ends	RA	100%	E	-	125,000	125,000	50,000
Water Treatment Plant Renewal	RA	100%	R	34,791	34,791	36,552	37,466
Water Main Rehabilitation - George Street	RA	100%	R	-	85,000	-	-
Mains replacements - Coonabarabran (incl. George St)	RA	100%	R	150,000	81,179	83,288	84,537
Reservoir cleans (shire wide)	RA	100%	R	20,000	-	20,000	-
Reservoir upgrades - WHS, C18, fencing (shire wide)	RA	100%	E	85,000	85,000	-	-
Reservoir upgrades - internal structures (shire wide)	RA	100%	E	-	200,000	-	-
Water Supply Systems Automation Upgrades (shire wide)	Grant	75%	E	55,000	120,000	1,280,000	-
Coonabarabran Groundwater pipeline (Council's contribution only to \$2.3m project)	RA	100%	R	115,000	115,000	-	-
Water - Coonabarabran Total				723,541	939,720	1,544,840	217,003

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2019/20 (OP)	2020/21 (Delivery Program)	2021/22 (Delivery Program)	2022/23 (Delivery Program)
Water - Dunedoo							
Mains Replacement - Wargundy Street	RA	100%	R	10,000	10,000	10,000	10,000
Reservoirs-Rehabilitation	RA	100%	R	60,000	-	-	-
Upgrade Chlorine room - Dunedoo	RA	100%	E	34,000	-	-	-
Mains replacement - Cobbora St to Wargundy	RA	100%	R	15,000	-	-	-
Mains replacement - Hwy/caravan park under-bore	RA	100%	R	35,000	-	-	-
Meter replacements - Dunedoo	RA	100%	R	20,000	20,000	20,000	20,000
Water - Dunedoo Total				174,000	30,000	30,000	30,000
Water - Mendooran							
Mendooran - EOL Safe & Secure upgrade	Grant	75%	E	26,813	200,000	250,000	-
Meter replacements - Mendooran	RA	100%	R	12,500	12,500	12,500	12,500
Water rehab (TBC) From below	FFF	100%	R	35,000	35,000	35,000	35,000
Removal of dead ends - Dalglish to Abbott St	RA	100%	R	15,000	-	-	-
Water - Mendooran Total				89,313	247,500	297,500	47,500
Warrumbungle Water Total				1,585,854	1,524,720	2,054,840	477,003
Warrumbungle Sewer							
Sewer - Baradine							
Baradine - replace Pot valves & Cont.	RA	100%	P	100,000	82,000	30,000	30,000
Sewage Treatment Plant - Vacuum pumps renewal	RA	100%	R	23,194	23,194	24,368	24,977
Effluent Reuse- Pivot Irrigator replacement	RA	100%	R	113,500	113,500	-	-
Baradine Sewerage Scheme Upgrade Scoping Study (Council contribution only to \$100k project) @25%	Grant	75%	E	25,000	-	-	-
Sewer - Baradine Total				261,694	218,694	54,368	54,977
Sewer - Binnaway							
Binnaway - Sewerage (Council contribution only to \$7.6m project) @25%	RA	100%	E	81,394	45,443	125,000	1,500,000
Sewer - Binnaway Total				81,394	45,443	125,000	1,500,000

Description	Funding	% Funded	Renewal vs Expansion vs Plant	2019/20 (OP)	2020/21 (Delivery Program)	2021/22 (Delivery Program)	2022/23 (Delivery Program)
Sewer - Coolah							
Coolah Sewage Treatment Plant - upgrade peripherals	RA	100%	E	-	57,985	-	
Coolah Sewage Treatment Plant Upgrade	Grant	65%	R	247,503	247,503	3,244,662	115,800
Tools (New jetter-hose)	RA	100%	E	5,000	-	-	-
Manhole rehab - Coolah/Dunedoo	RA	100%	R	34,000	-	20,000	-
Sewer - Coolah Total				286,503	305,488	3,264,662	115,800
Sewer – Coonabarabran							
Mains-Relining various sections Coona	RA	100%	R	-	120,000	150,000	212,307
Pump stations- renewal	RA	100%	R	80,000	-	80,000	-
Mains Replacement/Rehab	RA	100%	R	57,985	57,985	60,920	60,000
Telemetry Upgrade (All Towns) (Council Contribution only for 250k project)	RA	100%	E	31,250	31,250	-	-
Coonabarabran Sewage Treatment Plant Upgrade	Grant	50%	E	308,923	2,196,877	118,200	-
Sewer rehab (TBC) From below (see LA)	RA	100%	R	-	-	-	100,000
Tools (mig-welder)	RA	100%	E	5,000	-	-	-
Sewer - Coonabarabran Total				483,158	2,406,112	409,120	372,307
Sewer – Dunedoo							
Dunedoo Sewage Treatment Plant Upgrade	Grant	63%	E	56,900	3,112,600		
Sewer rehab (TBC) From below	FFF	100%	R	60,000	60,000	60,000	60,000
Sewer - Dunedoo Total				116,900	3,172,600	60,000	60,000
Sewer - Mendooran							
Sewer - Mendooran Total				-	-	-	-
Warrumbungle Sewer Total				1,229,649	6,148,336	3,913,150	2,103,084
Grand Total:				13,450,188	15,907,435	14,046,565	9,091,846

2.8 Balance Sheet

	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
Assets				
Current Assets				
Cash and Cash Equivalents	9,263	6,115	4,645	5,200
Investments	-	-	-	-
Receivables	6,153	6,153	6,153	6,153
Inventories	958	958	958	958
Total Current Assets	16,374	13,226	11,756	12,311
Non-Current Assets				
Investments	-	-	-	-
Receivables	2	2	2	2
Inventories	299	299	299	299
Property, Plant & Equipment	496,288	499,444	500,558	496,531
Investments Equity Method	385	385	385	385
Intangibles	167	167	167	167
Total Non-Current Assets	497,141	500,297	501,411	497,384
Total Assets	513,515	513,523	513,167	509,695
Liabilities				
Current Liabilities				
Payables	2,319	2,319	2,319	2,319
Borrowings	958	1,005	900	525
Provisions	4,438	4,438	4,438	4,438
Total Current Liabilities	7,715	7,762	7,657	7,282
Non-Current Liabilities				
Payables	-	-	-	-
Borrowings	2,904	1,899	999	474
Provisions	2,391	2,391	2,391	2,391
Total Non-Current Liabilities	5,295	4,290	3,390	2,865
Total Liabilities	13,010	12,052	11,047	10,147
Net Assets	500,505	501,471	502,120	499,548
Retained Earnings	413,645	414,611	415,260	412,688
Revaluation Reserves	86,860	86,860	86,860	86,860
Total Equity	500,505	501,471	502,120	499,548

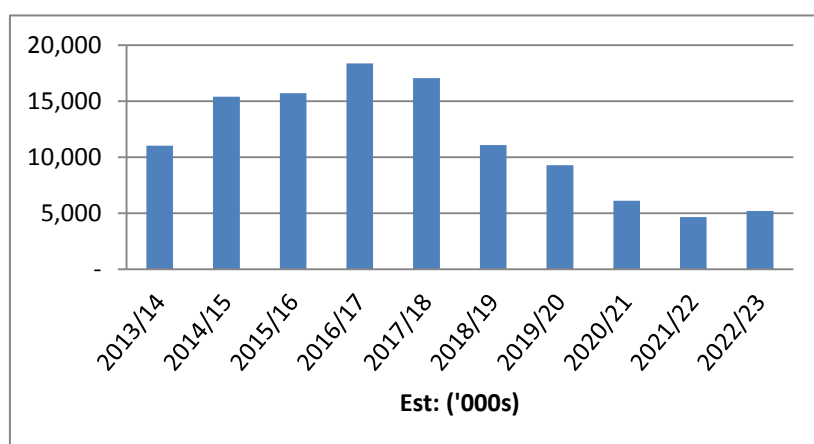
2.9 Cash flow Statement

	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities				
<u>Receipts</u>				
Rates and Annual Charges	13,604	13,998	14,402	14,818
User Charges and Fees	8,795	9,373	9,608	9,858
Interest & Investment Revenue	494	509	526	550
Other Revenues	1,331	1,365	1,400	1,435
Grants & Contributions	20,573	21,787	21,752	19,040
<u>Payments</u>				
Employee Benefits & On-Costs	(16,355)	(16,917)	(17,446)	(17,993)
Materials & Contracts	(8,046)	(8,426)	(8,524)	(8,777)
Borrowing Costs	(195)	(150)	(103)	(56)
Other Expenses	(8,503)	(8,662)	(8,876)	(9,170)
Net Cash provided (or used in) Operating Activities	11,698	12,877	12,739	9,705
Cash Flows from Investing Activities				
<u>Receipts</u>				
Sale of Investment Securities	-	-	-	-
Sale of Infrastructure, PP&E	846	840	843	842
Deferred Debtors Receipts	-	-	-	-
<u>Payments</u>				
Purchase of Investment Securities	-	-	-	-
Purchase of Infrastructure, PP&E	(13,450)	(15,907)	(14,047)	(9,092)
Contributions Paid to JVs & Associates	-	-	-	-
Net Cash provided (or used in) Investing Activities	(12,604)	(15,067)	(13,204)	(8,250)
Cash Flows from Financing Activities				
<u>Receipts</u>				
Proceeds from Borrowings & Advances	-	-	-	-
<u>Payments</u>				
Repayment of Borrowings & Advances	(913)	(958)	(1,005)	(900)
Repayment of Finance Lease Liabilities	-	-	-	-
Net Cash provided (or used in) Financing Activities	(913)	(958)	(1,005)	(900)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,819)	(3,148)	(1,470)	555
Cash & Cash Equivalents – Opening balance	11,082	9,263	6,115	4,645
Cash & Cash Equivalents - End of Year	9,263	6,115	4,645	5,200

2.10 Key Performance Ratios

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

Cash and Investments Balance



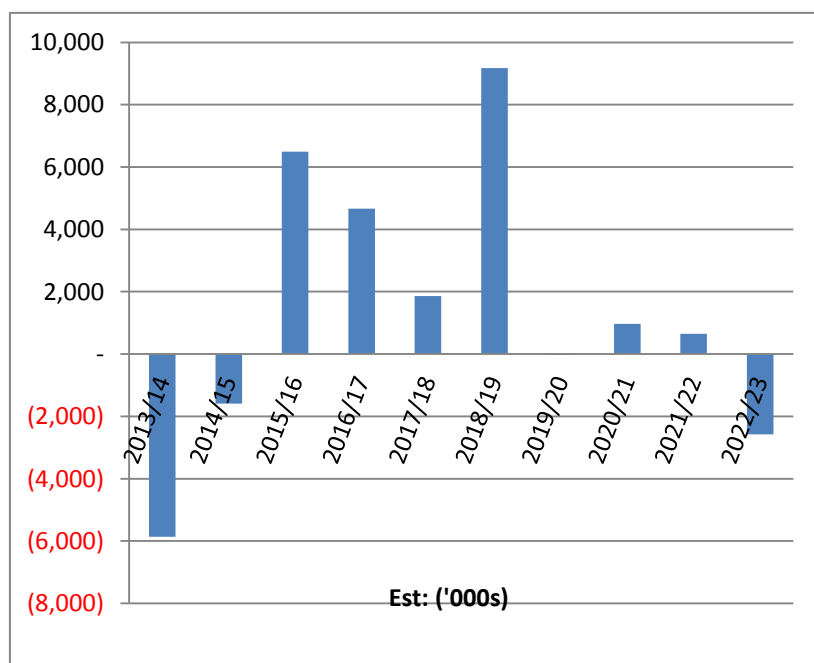
Description

This ratio shows Council's cash and investments balance.

Comments

As can be seen from the chart to the right, Council's cash and investments balance is forecast to decrease from \$11.084m in 2018/19 to \$5.200m during the Delivery Program period as Council catches up on Capital Projects.

Operating Surplus/(Deficit)



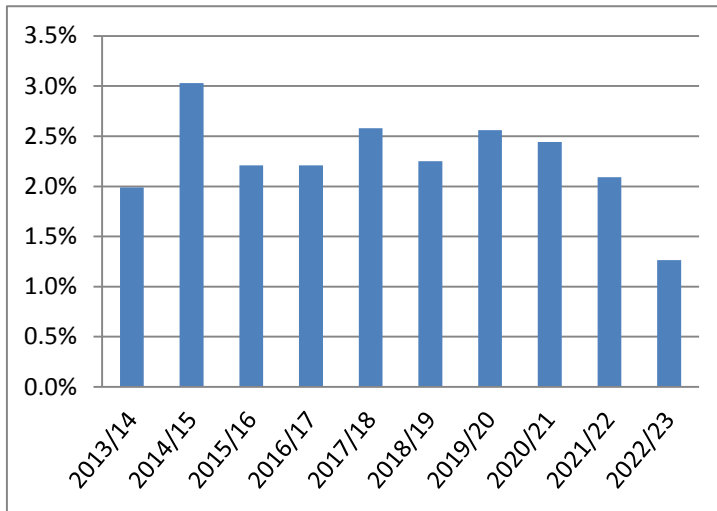
Description

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

Comments

Council is expected to record a combined deficit of \$989k over the four years. The 2019/20 financial year is expected to generate a small deficit of \$30k, a decrease from 2018/19 as the result of reduced Capital grant monies and increased contribution expenses. The 2 subsequent years are forecast to generate an accrual surplus of \$962k and \$652k. The final year however, is forecast to have a deficit of \$2.6m due to decreased Capital Grant. This is based on a very conservative forecast that Council will only receive minimum Capital Grants from 2019/20 onward and make no Operational Savings.

Debt Service Ratio



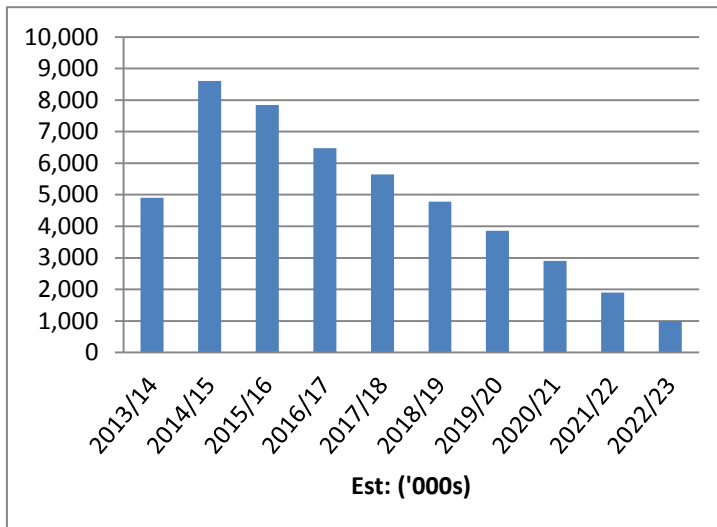
Description

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

Comments

Council's Debt Service Ratio is forecast to stabilise after significant increase in 2014/15. The Delivery Program period shows an overall decrease in the ratio, with the exception of a slight increase in FY 2019/20 as the result of the reduction in Revenue. By 2022/23, it reaches 1.3% which is the lowest in 10 years. Overall, it remains well below the limit advised by Treasury.

Total Borrowings



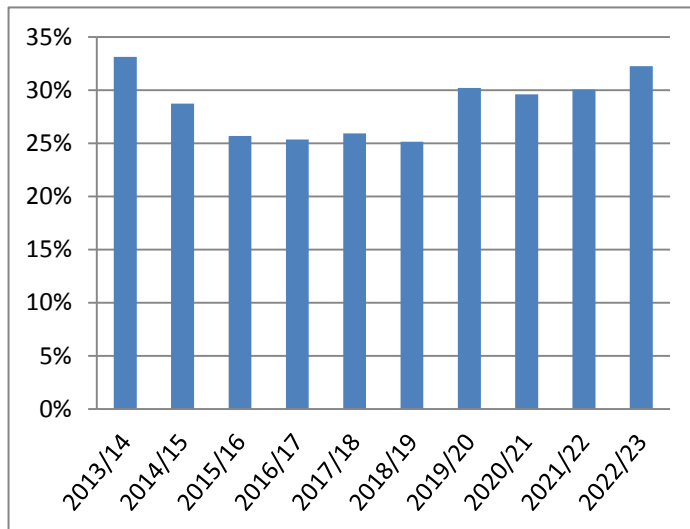
Description

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

Comments

As per the debt service ratio above, there was an increase in 2014/15's total due to Council taking up two LIRS loans under the LIRS scheme which provides subsidised loans to Councils to replace infrastructure assets and the Quarry Loan. Subsequently, the ratio gradually drops from 2015/16 onwards as Council is paying off the loans. Interest on the LIRS loans are subsidised by between 3% and 4% by the State Government meaning Council is effectively paying an interest rate below or roughly per inflation for these loans.

Rates and Annual Charges Coverage Ratio



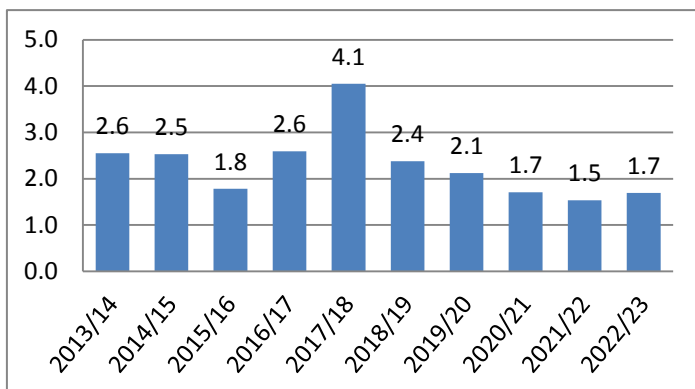
Description

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

Comments

Council, as with most other rural Councils is reliant on grant funding to fund its operations and rates and charges revenue represents only around 31% of Council's total revenue base (average over four years of the Delivery Program). This percentage is expected to slowly increase over the four years of the Delivery Program. This ratio is inversely affected by Grant funding so as Grant funding increases then this ratio worsens albeit that the actual amount may rise.

Unrestricted Current Ratio



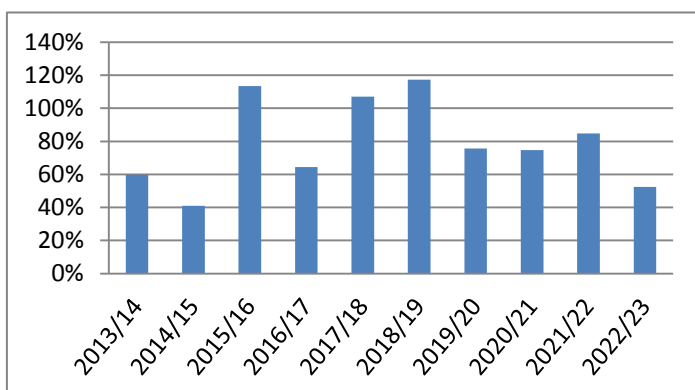
Description

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

Comments

Council's unrestricted current ratio is expected to remain stable over the life of the DP, staying well over 1.5.

Building and Infrastructure Renewals Ratio



Description

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

Comments

Council's renewals ratio is forecasted to peak at 117% in 2018/19 while it falls to 76% in 2019/20. Council's DP shows consistent Renewals ratios averaging at 72% for the OP/DP. This however, highly subjects to completion and revotes.

Part 3: Delivery Program Outcomes by Activity

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

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

Section 1: Introduction to the activity

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

Section 2: Costing Summary

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

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

	How much does this activity cost?				How is it funded?		
Year	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Sample Activity							
15/16	(100)	200	-	100	-	(50)	50
16/17	(110)	110	-	-	-	-	-
17/18	(120)	120	-	-	-	-	-
18/19	(130)	30	300	200	(200)	-	-
Total:	(460)	460	300	300	(200)	(50)	50

Section 3: Outcomes

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

Ongoing Operations – This category includes items such as administration work, road maintenance, park cleaning etc. that are of an ongoing nature (i.e. happen each year);

Key Projects – This category includes key one off projects (excluding capital works) that a particular activity will deliver such as a review of the waste business;

Capital Projects – This category includes any capital expenditure items such as the construction of roads or buildings.

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

Section 4: Service Levels

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

Each service level is set out across three columns:

Service level – This describes the level of service;

Service level indicator – This describes the measure that can be used to measure the level of service;

Service level – This is the actual service level that will be provided given current budget constraints.

An example of a service level is provided below.

No	Service Level	Service Level Indicator	Service Level
Sample Activity			
1	Un-sealed roads are well maintained through re-sheeting being carried out with sufficient frequency	Time between re-sheeting by road category	Cat 1 = 12 Cat 2 = 15 Cat 3 = 20

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

Council Activities Grouped by Directorate and Branch

Executive

Management and Leadership 50

Governance 50

Human Resources 56

Technical Services

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Design Project Management	63
Emergency Services Management	63
Survey Investigation and Design	63
Asset Management	63
NSW Fire Brigade	64
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Road Operations Management	69
Regional Roads M&R	69
Local Roads M&R	69
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Private Works	70
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Plant and Equipment	78
Workshops	78
Urban Services Management	82
Horticulture	82
Street Cleaning	82
Ovals	83
Town Street	83
Public Swimming Pools	83

Environment and Development Services

Environment and Development Services Management	91
Building Control	95
Environmental Health Services	95
Town Planning	95
Compliance Services	96
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Corporate Services

Corporate Services Management	112
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Community Care	126
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Business Arms of Council

Warrumbungle Water	138	Warrumbungle Sewer	143
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Executive Services

General Manager

50

Management and Leadership

Governance

Human Resources

Executive Services – Management and Leadership

Directorate: Executive Services

Branch: General Manager

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

Management and Leadership

Council's General Manager branch is responsible for all aspects in relation to management and leadership of the organisation.



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

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

Council's Project Manager is also responsible for Council's project management function for major projects, as well as private works.

Governance

Our Councillors represent the make-up and varied interests of their communities of the shire and work effectively together, taking their responsibilities as elected officials seriously. Council provides an appropriate range of services and facilities that are responsive to community needs and Council bases its activities and decision-making on principles of openness, transparency and accountability. Council maintains a visible presence across the shire through decentralised offices, services and depot facilities, which maintains a strong sense of local identity and place.

Warrumbungle Shire Council is recognised for its strong community leadership, sound financial and asset management and for being an ethical, accountable and responsive local government entity. The Mayor and Councillors are recognised leaders both within Council and throughout the local community, and enjoy a positive reputation for that leadership. Council is supportive of mechanisms to facilitate state-local consultation, joint planning, regional sharing of resources, and is focused on strategy, being a well informed, dynamic advocate and leader in the sector.

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Management and Leadership							
19/20	163,124	(970,976)	-	(807,852)	-	-	(807,852)
20/21	167,202	(787,870)	-	(620,668)	-	-	(620,668)
21/22	171,382	(655,224)	-	(483,842)	-	-	(483,842)
22/23	175,667	(673,051)	-	(497,384)	-	-	(497,384)
Total:	677,375	(3,087,121)	-	(2,409,746)	-	-	(2,409,746)
Governance							
19/20	65,073	(356,071)	-	(290,998)	-	-	(290,998)
20/21	66,700	(363,279)	-	(296,579)	-	-	(296,579)
21/22	68,367	(370,667)	-	(302,300)	-	-	(302,300)
22/23	70,077	(453,239)	-	(383,162)	-	-	(383,162)
Total:	270,217	(1,543,256)	-	(1,273,039)	-	-	(1,273,039)

What will we achieve with this money?

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

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

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Management and Leadership			
1	Advice and policy recommendations are provided to Council in relation to local government and relevant industry related legislation	Council is informed of Legislative changes within required timeframes.	Yes
2	Requirements under the Local Government Act, relevant regulations and the DLG's Integrated Planning and Reporting Framework are met.	Council Resolutions are implemented without undue delay, development and implementation of the Strategic Plan, IP &R Framework are met.	Yes
3	Staff performance and competency review processes are in place.	Annual reviews of all staff conducted as required by the Award or senior staff contracts.	98%
4	Economic development, business opportunities and grants are maximised for the shire area.	Revenue and income targets are met as per the Operational Plan.	Yes
5	Stakeholders and the community are informed of Council's activities and decisions.	The number of publications and media opportunities per month to promote/discuss Council activities and issues in a public forum in accordance with Council's Communications Policy	>5
6	Appropriate networking opportunities are maintained including regional stakeholder groups and individuals.	Relevant linkages established and maintained to Council satisfaction.	Yes
7	Private works are effectively managed and actively pursued	Maximum days taken for private works requests to be completed	14
8	Private works invoices are actioned promptly	Number of days post completion of job for private works invoices to be issued	5
9	Major capital projects (> \$50k) are managed within budget	Total variance over/under budget	10%

No	Service Level	Service Level Indicator	Service Level
Governance			
1	Council plays an influential role within the wider region and is a strong advocate for local interests	Membership and participation in LGNSW, OROC, Mining Related Councils and other regional groupings is maintained with reports provided to Council	Yes
2	Council is known as a professional and well respected Council body and the decision making process is transparent and corruption resistant.	Number of times per annum that each Councillor attends professional development or training events	2
3	Council's decision making processes is open and enables community input	Business papers are available to the public (via Council's website, libraries and offices) three (3) business days before Council meetings and minutes published within five (5) business days of the meeting	Yes
4	Opportunities are provided in a variety of forums for all stakeholders to contribute to Council's decision making process	Number of advisory and community consultation meetings held annually	20
5	The future direction of Council is effectively managed through the IP&R process with input from the community	Council's decisions are based on social, economic, environmental and community priorities in the Community Strategic Plan	Yes

Executive Services – Human Resources

Directorate: Corp. & Comm. Services

Branch: Human Resources

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

Human Resources Management

Human Resources provide a supportive framework to the organisation tasked with the responsibility of ensuring Council's Workforce Management Strategy is implemented and progress reported effectively. Human Resources are responsible for all staff policy development, management and adherence including Equal Employment Opportunity. The unit ensures that Council attracts and retains high quality staff, issues relating to Industrial Relations between management, staff and unions are managed responsibly and within legislative requirements and ensures staff are supported and valued by Council.



Payroll Services

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

Workplace Health and Safety

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

Learning and Development

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Human Resources Management							
19/20	176,759	(504,630)	-	(327,871)	-	-	(327,871)
20/21	181,178	(517,956)	-	(336,778)	-	-	(336,778)
21/22	185,708	(531,638)	-	(345,930)	-	-	(345,930)
22/23	190,350	(545,682)	-	(355,332)	-	-	(355,332)
Total:	733,995	(2,099,906)	-	(1,365,911)	-	-	(1,365,911)
Payroll Services							
19/20	-	(194,048)	-	(194,048)	-	-	(194,048)
20/21	-	(254,786)	-	(254,786)	-	-	(254,786)
21/22	-	(318,053)	-	(318,053)	-	-	(318,053)
22/23	-	(383,932)	-	(383,932)	-	-	(383,932)
Total:	-	(1,150,819)	-	(1,150,819)	-	-	(1,150,819)
Workplace Health and Safety							
19/20	110,920	(207,704)	-	(96,784)	-	-	(96,784)
20/21	113,694	(213,353)	-	(99,659)	-	-	(99,659)
21/22	116,535	(219,156)	-	(102,621)	-	-	(102,621)
22/23	119,448	(225,118)	-	(105,670)	-	-	(105,670)
Total:	460,597	(865,331)	-	(404,734)	-	-	(404,734)
Learning and Development							
19/20	87,467	(410,748)	-	(323,281)	-	-	(323,281)
20/21	89,653	(421,441)	-	(331,788)	-	-	(331,788)
21/22	91,895	(432,412)	-	(340,517)	-	-	(340,517)
22/23	94,192	(443,673)	-	(349,481)	-	-	(349,481)
Total:	363,207	(1,708,274)	-	(1,345,067)	-	-	(1,345,067)

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Human Resources Management	
Strategies implemented to ensure efficient recruitment and retention of staff	GF8
Fostering of positive relations between management, staff and unions	GF8
All HR policies and practices conform to Legislation and current Best Practice	GF4
Ensuring all policies and procedures within Council conform to EEO legislation	GF4
Payroll Services	
Provision of accurate and timely payroll services to all staff	GF4
Payment of superannuation contributions and termination payments	GF4
Workplace Health and Safety	
Reviewing of WH&S strategies, policies and practices	GF4
Implementation of an effective WH&S Program	GF4
Learning and Development	
Implementation of Learning and Development Plans	GF8
Provision of a range of traineeships and apprenticeship opportunities	LE2
Key Projects	
Implementation of the 2013/14 – 2019/20 Workforce Management Strategy	GF8

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Human Resources Management			
1	Efficient and effective recruitment of vacated positions	Time taken to fill vacated positions within the organisation structure	6 weeks
2	Relationships between management and unions remain positive	Percentage of industrial relations issues resolved with no breaches of government legislation	98%
3	Turnover of staff is kept to a minimum	Staff turnover ratios are managed to % of total staff	15%
4	All HR Policies are relevant and adhere to legislative requirements	Frequency of review and updating of policies	Annual
5	2013/14 – 2018/19 Workforce Management Strategy is adopted by Council	Workforce Management Strategy action plans are implemented within the recommended time frames	Yes
6	Content on Councils Intranet is up-to-date and accurate.	Daily monitoring	Yes
7	Staff kept informed via staff newsletter.	Number of staff newsletters per year	4

No	Service Level	Service Level Indicator	Service Level
Payroll Services			
1	Council staff are informed and provided opportunities for feedback	Number of internal staff newsletters per year	6 p/a
2	Upon timely receipt of timesheets, wages are paid into staff bank accounts by Thursday of each week.	Number of late or incorrect wage payments	None
3	Superannuation payments paid within the prescribed timeframe	Number of payments made outside of prescribed timeframe	None
4	Staff termination payments made within one week from final date of employment	Number of complaints	None
Workplace Health and Safety			
1	All Safety Policies are relevant and adhere to legislative requirements	Frequency of review and updating of policies	Annual
2	State Cover Safety Audit is completed on time and overall result is improved upon	Results of Audit	60%
3	Specific workers compensation injury trends are reported	Injuries are investigated and repeat injuries reported to Management	95%
4	WH&S Management Plan which takes into account the Echelon risk report developed and action plan completed and reviewed every twelve months	Action plan is completed within nominated time frames and reported to Council	Yes
5	WH&S practices lead to a reduction in the number of injuries and claims	Annual reduction in workers compensation premium	Yes
6	WH & S issues are minimised within the Technical Services Department	Number of WH&S incidents per annum	<5
Learning and Development			
1	Traineeships are offered to staff at a minimum level of Cert III	% of staff who possess minimum qualification requirements	90%
2	Skills analysis are undertaken and Learning and Development plans are completed on an annual basis	Percentage of plans completed by February each year	98%
3	Staff are provided with an adequate number of training hours including information on new legislation	Minimum number of training courses attended per staff member per annum	1
4	All Contractors are given the opportunity to attend training with other Council Staff at their own expense	Income received by Council for Contractor training.	Yes
5	Staff performance and competency review process are in place	Revenue and income targets are met as per the Operational Plan	Yes
6	Staff Performance and competency review processes are in place	Annual reviews of all staff conducted as required by the Award or senior staff contracts	98%
7	Department Staff have appropriate skills to meet organisational needs	All Staff have individual training plans	Yes

Technical Services

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Technical Services – Technical Services Management

Directorate: Technical Services

Branch: Technical Services Management

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



Directors are required to ensure due diligence whilst implementing Council's Workplace Health and Safety program and policies within the division supporting Managers and supervisors/staff. As a member of the 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
19/20	-	(393,991)	-	(393,991)	-	-	(393,991)
20/21	-	(404,916)	-	(404,916)	-	-	(404,916)
21/22	-	(416,278)	-	(416,278)	-	-	(416,278)
22/23	-	(428,235)	-	(428,235)	-	-	(428,235)
Total:	-	(1,643,420)	-	(1,643,420)	-	-	(1,643,420)

What will we achieve with this money?

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

Outcome	CSP Link
Key Projects	
Asset Management Improvement Project	GF5

How will we track our progress?

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

Technical Services – Design Services

Directorate: Technical Services

Branch: Design Services

The Design Services Branch is responsible for the following activities:

Design Services Management

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



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

Emergency Services Management

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

Maintaining the Local Display and all associated contact lists;

Providing assistance to all Emergency Services organisations including VRA, SES, RFS and NSW Fire and Rescue;

Providing funding to SES (Dunedoo), VRA (Coolah, Coonabarabran and Mendooran) and NSW F&R (Coolah, Coonabarabran, and Dunedoo);

Assisting the LEMO in all Emergency Incidents;

Providing GIS Mapping for use by Emergency Service Agencies;

Maintaining the BRIMS database for Hazard Reduction requests and activities.



Survey Investigation and Design

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

Asset Management

The Asset Management area of Design Services, is responsible for all aspects of asset management, including ensuring asset information in the GIS system is up to date and accurate, conducting annual asset condition testing for

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



NSW Fire Brigade

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

Road Safety Officer

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

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



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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Design Services Management							
19/20	-	(81,757)	-	(81,757)	-	-	(81,757)
20/21	-	(83,972)	-	(83,972)	-	-	(83,972)
21/22	-	(86,248)	-	(86,248)	-	-	(86,248)
22/23	-	(88,586)	-	(88,586)	-	-	(88,586)
Total:	-	(340,563)	-	(340,563)	-	-	(340,563)
Emergency Services Management							
19/20	-	(144,639)	-	(144,639)	-	-	(144,639)
20/21	-	(147,079)	-	(147,079)	-	-	(147,079)
21/22	-	(149,584)	-	(149,584)	-	-	(149,584)
22/23	-	(152,161)	-	(152,161)	-	-	(152,161)
Total:	-	(593,463)	-	(593,463)	-	-	(593,463)
Survey Investigation and Design							
19/20	-	(212,022)	(55,070)	(267,092)	-	-	(267,092)
20/21	-	(217,734)	(47,570)	(265,304)	-	-	(265,304)
21/22	-	(223,606)	(55,070)	(278,676)	-	-	(278,676)
22/23	-	(229,639)	(47,570)	(277,209)	-	-	(277,209)
Total:	-	(883,001)	(205,280)	(1,088,281)	-	-	(1,088,281)
Asset Management							
19/20	-	(92,085)	-	(92,085)	-	-	(92,085)
20/21	-	(94,566)	-	(94,566)	-	-	(94,566)
21/22	-	(97,112)	-	(97,112)	-	-	(97,112)
22/23	-	(99,730)	-	(99,730)	-	-	(99,730)
Total:	-	(383,493)	-	(383,493)	-	-	(383,493)
NSW Fire Brigade							
19/20	-	(50,578)	-	(50,578)	-	-	(50,578)
20/21	-	(50,578)	-	(50,578)	-	-	(50,578)
21/22	-	(50,578)	-	(50,578)	-	-	(50,578)
22/23	-	(50,578)	-	(50,578)	-	-	(50,578)
Total:	-	(202,312)	-	(202,312)	-	-	(202,312)
Road Safety Officer							
19/20	50,569	(150,079)	-	(99,510)	-	-	(99,510)
20/21	51,833	(154,038)	-	(102,205)	-	-	(102,205)
21/22	53,129	(158,102)	-	(104,973)	-	-	(104,973)
22/23	54,457	(162,273)	-	(107,816)	-	-	(107,816)
Total:	209,988	(624,492)	-	(414,504)	-	-	(414,504)

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Design Services Management	
Management of the Design Services branch	GF5
Project management of all survey and design work	GF5
Responsibility for WH&S issues within the Design Services branch	GF7
Emergency Services Management	
Maintain the LEMC DISPLAN and Contact List	PI2.2
Maintain the Bushfire Evacuation Plans	CC4
Support the activities of the LEMC and all Training Exercises	PI2.2
Support the LEOCON and LEMO in any Emergency Incident	PI2.2
Support all Emergency agencies with mapping capability	PI2.2
Maintain the financial support from Council to the VRA, SES, and NSW F&R agencies	PI2.2
Support the RFS in acquiring shire land for brigade sheds.	PI2
Hazard Reduction planning through the Bushfire Risk Management Committee	NE3

Outcome	CSP Link
Survey Investigation and Design	
Completion of site surveys	GF5
Completion of designs	GF5
Completion of set-out works	GF5
Asset Management	
Completion of yearly condition rating of all Council infrastructure assets	PI5
Ensuring new additions are captured in Council's GIS and asset databases	PI5
Developing and monitoring Council's asset service levels	PI5.1
Annual review and update of Council's Asset Management Plan	PI5.1
Development of unit prices for various Council asset maintenance and construction activities	GF8
Development of whole of lifecycle costing and CB analysis for capital expenditure projects	GF5
NSW Fire Brigade	
Council compiles with the Department of Local Government Act with the payment of Funds to the RFS, SES and NSW F&R	PI2
Road Safety Officer	
Completion of the approved road safety programs (100% RMS funding)	GF4
Effectively displaying Council's speed advisory sign	GF2
Identifying, submitting and developing road safety programs	GF4
Attending quarterly RSO meetings with RMS	GF4
Completion of a monthly report to RMS and Council	GF5
Raising the local profile of road safety issues and encouraging their inclusion in relevant Council plans	GF5
Ensuring completion of projects in the Action Plan is consistent with Government priorities	GF5
Completion of allocated Council projects	GF5

Key Projects	
Asset Management	
Development of a critical assets register and Infrastructure Asset Risk Management policy	PI5
Asset Management Improvement Project	PI5
Asset Inventory Stocktake Project	PI5
Segmentation of Local Roads Project	PI5
Road Safety Officer	
Graduated Licence Scheme (Separate 100% RMS funding)	GF4

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Survey Investigation and Design					
Design Projects Survey Equip-upgrades	12,000	12,000	12,000	12,000	PI5
Design Services Software Upgrade	10,000	10,000	10,000	10,000	PI5
Laptop Computer & Traffic Counter	7,500	-	7,500	-	PI5
Intra-maps & Arc GIS - Software	25,570	25,570	25,570	25,570	PI5
Total:	55,070	47,570	55,070	47,570	

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Design Services Management			
1	Designs and plans for capital works are complete ahead of construction scheduling	% design work complete within two months of project commencement	90%
2	Completion of site surveys and designs are accurate	% Design that meet specifications	95%
Survey Investigation and Design			
1	Designs and plans for capital works are complete ahead of construction scheduling	% design work complete within two months of project commencement	90%
2	Completion of site surveys and designs are accurate	% Design that meet specifications	95%
Asset Management			
1	Council is aware of the condition rating of all infrastructure assets under its control	Frequency of asset condition rating surveys	5 yearly
2	Council's AMP is up to date and relevant	Frequency of review and updating of Asset Management Plan	4 yearly
Road Safety Officer			
1	Approved Road Safety programs are completed	Programs completed on time	Yes
2	Council's Speed Advisory Sign trailer is effectively displayed	Number of days per quarter Speed Advisory Sign trailer is displayed	40
3	Meet the Road Safety Officer Program Guidelines	Funding objections of RSO funding are met	4 / 12
4	Local road safety issues are actively promoted	Number of road safety press releases in local newspapers per annum	8
5	Road toll is reduced as a result of RSO work	Trend in count in fatalities and injuries compared to previous years	Reduction
Emergency Services Management			
1	Emergency Services support is provided per state best practice via LEMC and LEMO	No-one dies in a fire/flood	99%
2	Effective support is provided to the LEMC and LEMO	Meetings are well attended	80%
3	Mapping is provided as required to the LEMC and EOC in a timely manner	Number of complaints from LEMC and EOC	None
4	Hazard Reduction guidelines suggested by the RFS are actively complied with	RFS or the public with regards to Hazard Reduction	None

Technical Services – Road Operations



Directorate: Technical Services **Branch:** Road Operations

The Road Operations Branch is responsible for the following activities:

Road Operations Management

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

Regional Roads Maintenance and Repair

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

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

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

Local Roads Maintenance and Repair

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





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

Aerodromes

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

Village Streets

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

Private Works

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Road Operations Management							
19/20	124,953	(319,418)	-	(194,465)	-	-	(194,465)
20/21	127,968	(327,875)	-	(199,907)	-	-	(199,907)
21/22	131,055	(336,559)	-	(205,504)	-	-	(205,504)
22/23	134,219	(345,478)	-	(211,259)	-	-	(211,259)
Total:	518,195	(1,329,330)	-	(811,135)	-	-	(811,135)
Regional Roads Maintenance and Repair							
19/20	5,209,000	(1,356,300)	(3,852,700)	-	(58,292)	(58,292)	-
20/21	3,374,523	(1,389,223)	(1,985,300)	-	(60,867)	(60,864)	-
21/22	3,042,147	(1,423,147)	(1,619,000)	-	(63,388)	(63,386)	-
22/23	3,076,957	(1,457,957)	(1,619,000)	-	(65,992)	(65,992)	-
Total:	14,702,632	(5,626,627)	(9,076,000)	-	(248,539)	(248,534)	-
Local Roads Maintenance and Repair							
19/20	1,486,638	(2,416,524)	(1,680,000)	(2,609,886)	(557,125)	-	(3,167,011)
20/21	1,506,772	(2,450,125)	(1,637,969)	(2,581,322)	(583,732)	-	(3,165,054)
21/22	1,506,792	(2,484,342)	(1,657,668)	(2,635,218)	(611,250)	-	(3,246,468)
22/23	1,506,600	(2,520,412)	(1,677,860)	(2,691,672)	(486,791)	-	(3,178,463)
Total:	6,006,802	(9,871,403)	(6,653,497)	(10,518,098)	(2,238,898)	-	(12,756,996)
Aerodromes							
19/20	5,960	(92,209)	(410,000)	(496,249)	-	-	(496,249)
20/21	6,109	(94,699)	-	(88,590)	-	-	(88,590)
21/22	6,262	(97,254)	-	(90,992)	-	-	(90,992)
22/23	6,418	(99,880)	-	(93,462)	-	-	(93,462)
Total:	24,749	(384,042)	(410,000)	(769,293)	-	-	(769,293)
Private Works							
19/20	68,074	(56,728)	-	11,346	-	-	11,346
20/21	69,776	(58,239)	-	11,537	-	-	11,537
21/22	71,520	(59,787)	-	11,733	-	-	11,733
22/23	73,308	(61,379)	-	11,929	-	-	11,929
Total:	282,678	(236,133)	-	46,545	-	-	46,545

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Road Operations Management	
Management of the Road Operations branch	PI3
Responsibility for WH&S issues within the Road Operations branch	GF8
Completion of the Road Operations capital program	PI3
Regional Roads Maintenance and Repair	
Roads maintenance, including patching, line marking, culvert maintenance, signs etc.	PI3
Bridge, major culvert and causeway maintenance	PI3
Maintenance of shoulders, vegetation in the road reserve drainage etc.	PI3
Slashing of road reserves	PI3
Regional Road related capital expansion and renewal projects (excluding reseals)	PI3
Local Roads Maintenance and Repair	
Maintenance of sealed Local Roads, including patching, culvert maintenance, signs etc.	PI3
Grading of unsealed roads	PI3
Bridge, major culvert and causeway maintenance	PI3
Maintenance of shoulders, vegetation in the road reserve drainage etc. on local roads	PI3
Slashing of road reserves	PI3
Local Road related capital expansion and renewal projects (excluding reseals)	PI3
Aerodromes	
Maintenance and operations of the Coonabarabran, Coolah and Baradine aerodromes	PI3
Village Streets	
Maintenance and enhancement of village streets in Bugaldie, Cobborah, Craboon, Kenebri, Leadville, Merrygoen, Neilrex, Purlawaugh, Uarbry, Ulamambri and Weetaliba	RU4
Provision of street lighting in villages	RU4
Private Works	
Completion of private works for residents and businesses within the shire	LE4

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Local Roads					
Local Roads Re-sheeting	750,000	787,969	807,668	827,860	PI3
Coolah Creek Road Rehabilitation	200,000	-	-	-	PI3
Local-Rehab-Neilrex Rd	200,000	-	-	-	PI3
Sealing 600m from Munns Rd causeway to Goorianawa Rd	80,000	-	-	-	PI3
Local-Pavement Rehab - Various sections - Capital Grant Funded	-	400,000	400,000	400,000	PI3
Rural Roads Reseals	450,000	450,000	450,000	450,000	PI3
Total:	1,680,000	1,637,969	1,657,668	1,677,860	
Regional Roads					
Regional Roads Reseals	650,000	650,000	650,000	650,000	PI3
Pavement Rehabilitation and Widening on MR7519	169,000	-	-	-	PI3
Pavement widening and rehabilitation MR55 (Black Stump Way)	800,000	800,000	800,000	800,000	PI3
Shoulder widening MR618 (Vinegaroy Road)	-	169,000	169,000	169,000	PI3
Pavement widening MR55 - Safer Roads	750,000	-	-	-	PI3
Billy Kings Creek 2 Bridges	1,483,700	366,300	-	-	PI3
Total:	3,852,700	1,985,300	1,619,000	1,619,000	
Aerodromes					PI3
Coona Aerodrome - Pavement renewal	-	-	340,000	-	PI3
Baradine - Gravel Re-Sheet	-	-	50,000	-	PI3
Baradine - Sealed Turning Area...Eastern End	-	-	20,000	-	PI3
Aerodromes Total	-	-	410,000	-	

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Regional Roads Maintenance and Repair			
1	Condition rating for the shire's Regional Road network (pavement) meets standard	% of road pavement assets where asset condition rating \geq average	90%
2	Condition rating for the shire's regional bridge and major culvert network meets standard	% of bridge/major culvert asset condition rating \geq average	90%
3	Emergency assistance calls on Regional Roads are addressed in a timely manner	Time for assistance from callouts	< 6hrs
4	Regional Roads are generally accessible all year round	Number of closures per year	< 5
5	Roads within the network are inspected on a regular basis and inspection reports are used to inform the maintenance and repair schedule	Number of inspections per year per road	4
6	Pot hole patching is carried out on a regular basis	Pot hole repair undertaken within no of days from notification	< 7
7	Slashing of roadsides is carried out on a regular basis	Roadside slashing carried out annually subject to seasonal conditions	< 5
8	Road drainage systems working satisfactorily	Annual number of incidents of pavement damage or road closure due to lack of maintenance on drainage systems	< 5
Local Roads Maintenance and Repair			
1	Condition rating for the shire's unsealed Local Roads meets standard	% of road pavement assets where asset condition rating \geq average	90%
2	Local bridge and major culvert network meets standard	% of bridge/major culvert asset condition rating \geq average	90%
3	Sealed Local Roads (pavement) meets standard	% of road pavement assets where asset condition rating \geq average	90%
4	Un-sealed roads are well maintained through grading being carried out with sufficient frequency	Frequency of grading (per year) by road category (cat) Total Length Category 1 Roads = 549km Total Length Category 2 Roads = 569km Total Length Category 3 Roads = 419km	C1= Once every 15 months C2= Once every 3 years C3= Once every 5 Years
5	Un-sealed roads are well maintained through re-sheeting being carried out with sufficient frequency	Time between re-sheeting by road category	Cat 1 =12 Cat 2 =15 Cat 3 =20
6	Pot hole patching is carried out on a regular basis	Pot hole repair undertaken within no of day from notification	< 7
7	Roads within the network are inspected on a regular basis and inspection reports are used to inform the maintenance and repair schedule	Number of inspections per year (including condition rating) per road	4

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

Technical Services – Road Contracts and Private Works



Directorate: Technical Services
Branch: Road Contracts and Private Works

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

RMCC and Other Road Contracts

Council under contract with the RMS undertakes works on the State Road network on behalf of RMS. The scope of works carried out by Council includes general maintenance work, incident response work,

reseals, heavy patching and work orders for construction/major re-construction work on the State Road network. State Roads are the major arterial roads that traverse through the shire, and include the Newell Highway, the Oxley Highway, the Golden Highway, the Castlereagh Highway and Main Road 334. Council is funded for this work by RMS.

Reseals

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
RMCC And Other Road Contracts							
19/20	3,522,475	(3,386,995)	-	135,480	-	-	135,480
20/21	3,610,537	(3,474,555)	-	135,982	-	-	135,982
21/22	3,700,800	(3,564,384)	-	136,416	-	-	136,416
22/23	3,793,320	(3,656,541)	-	136,779	-	-	136,779
Total:	14,627,132	(14,082,475)	-	544,657	-	-	544,657

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Road Contracts Management	
Management of RMCC and other road contracts	PI3
Management of the reseals program	PI3
RMCC and Other Road Contracts	
Completion of maintenance and incident response work for RMS on the State Road network	PI3
Completion of RMCC work orders for construction/major rehabilitation work for RMS on the State Road network	PI3
Reseals	
Resealing of Regional Roads	PI3
Resealing of rural Local Roads	PI3
Resealing of town streets	PI3

How will we track our progress?

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

Technical Services – Fleet Services

Directorate: Technical Services

Branch: Fleet Services

The Fleet Services Branch is responsible for the following activities:

Fleet Services Management

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



Plant and Equipment

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

Workshops

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Fleet Services Management							
19/20	95,701	(332,840)	-	(237,139)	-	(237,139)	-
20/21	98,094	(341,452)	-	(243,358)	-	(243,358)	-
21/22	100,546	(350,290)	-	(249,744)	-	(249,744)	-
22/23	103,060	(359,356)	-	(256,296)	-	(256,296)	-
Total:	397,401	(1,383,938)	-	(986,537)	-	(986,537)	-
Plant and Equipment							
19/20	5,866,877	(2,493,701)	(2,075,000)	1,298,176	-	1,298,176	-
20/21	5,944,280	(2,555,699)	(2,685,000)	703,581	-	703,581	-
21/22	6,022,879	(2,619,492)	(2,750,000)	653,387	-	653,387	-
22/23	6,102,693	(2,685,152)	(1,145,000)	2,272,541	-	2,272,541	-
Total:	23,936,729	(10,354,044)	(8,655,000)	4,927,685	-	4,927,685	-
Depots							
19/20	6,401	(124,922)	-	(118,521)	-	(118,521)	-
20/21	6,561	(127,991)	-	(121,430)	-	(121,430)	-
21/22	6,725	(131,137)	-	(124,412)	-	(124,412)	-
22/23	6,893	(134,359)	-	(127,466)	-	(127,466)	-
Total:	26,580	(518,409)	-	(491,829)	-	(491,829)	-
Workshops							
19/20	-	(52,655)	-	(52,655)	-	(52,655)	-
20/21	-	(53,947)	-	(53,947)	-	(53,947)	-
21/22	-	(55,273)	-	(55,273)	-	(55,273)	-
22/23	-	(56,630)	-	(56,630)	-	(56,630)	-
Total:	-	(218,505)	-	(218,505)	-	(218,505)	-

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Fleet Services Management	
Maintenance and replacement of Council's plant fleet within budget	GF8
Generation of revenue from hire to internal and external groups	GF5
Review of Fleet requirements with appropriate manager	GF8
Review of Council's ten year replacement program	GF7
Ensuring communications between Council's fleet and offices	P14
Review of existing and new models for fleet operational cost efficiencies.	GF6
Plant and Equipment	
Completion of maintenance and repairs of plant and equipment in a timely manner	GF5
Maintenance of an effective radio network to allow communications between Council's offices and vehicles	P14
Provision of an additional radio repeater at Mendooran	P14
Investigation of fleet initiatives to reduce green house gas emission	GF5
Completion of fleet registrations in September	GF5
Ensuring plant and equipment is safe and reliable for use	GF5
Workshops	
Completion of scheduled maintenance within a timeframe that will both minimise disruption to works and ensure plant and equipment is serviced within intervals specified by manufactures	GF5
Provision of servicing within 20 hours or 500 kms of manufacturers specifications	GF5
Key Projects	
Plant and Equipment	
Upgrade to radio communications network	P14

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Minor Plant Purchases	15,000	15,000	15,000	15,000	GF6
Plant & Equipment Purchases	2,015,000	2,650,000	2,715,000	1,110,000	GF6
Workshop Roller doors & Lighting	45,000	-	-	-	GF6
Workshop equip renewal	-	20,000	20,000	20,000	GF6
Total:	2,075,000	2,685,000	2,750,000	1,145,000	

How will we track our progress?

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

Technical Services – Urban Services

Directorate: Technical Services

Branch: Urban Services

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

Urban Services Management

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



Horticulture

Horticultural activities within the 6 towns are the responsibility of Urban Services Branch. These activities include maintenance and upkeep of parks and reserves controlled by Council throughout the shire. This includes ensuring that parks and reserves are neat and tidy at all times, and planned maintenance such as cleaning, mowing and other general maintenance is carried out in a timely fashion.

Urban Services is also responsible for keeping trees in a healthy, safe and tidy condition by monitoring health of trees in each town, and carrying out pruning, lopping and removal as required. This activity also includes grass cutting within town streets. Parks under Council's control include:

Baradine – Lions Park;

Binnaway – Len Guy Park;

Coonabarabran – Neilson Park, Masters Park, Timor Rock Reserve, Nandi Park and David Bell Park;

Coolah – McMaster Park, Black Stump Rest Area, Jorrocks Park, Brownie Park, Swanston Park;

Dunedoo – Milling Park;

Mendooran – Mendooran Park and Mendooran Campsite Ground;

Leadville – Norman Horne Park.

Street Cleaning

Street cleaning activities ensure that all town streets and gutters are kept in a clean and tidy state. This also includes car parks.

Ovals and Other Sporting Facilities

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

Baradine - Baradine Oval;

Binnaway - Binnaway Oval, Binnaway Tennis Courts and Binnaway Showground;

Coonabarabran – Coonabarabran Ovals, Netball, and Tennis and Basketball Courts;

Coolah – Bowen Oval;

Dunedoo – Robertson Oval;

Mendooran – Mendooran Sports Ground and Tennis Courts;

Merrygoen – Merrygoen Tennis Courts.

Public Amenities

Council maintains and operates public amenities (toilets) within parks, rest areas and other locations across all of the six (6) towns in the shire. Council carries out maintenance adheres to a regular cleaning schedule for all amenities which ensures residents and visitors have access to clean and tidy amenities.

Town Streets

Urban Services is responsible for maintaining and enhancing town streets within the towns of Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo and Mendooran. Activities include maintenance of town street pavements, signage, drainage, footpaths, and also covers costs associated with the provision of street lighting.

This activity also includes all capital works planned and undertaken within the 6 towns. This includes the rehabilitation and extension of footpaths, kerbs and gutters, as well as road pavement rehabilitation, heavy and light patching, and line marking, etc. The maintenance and enhancement of streets in smaller villages falls under the Village Streets activity in Road Operations.



Public Swimming Pools

Council provides public swimming facilities in all six towns within the Shire. The management, operation and maintenance of these six pools are the responsibility of Urban Services. These pools are opened from October to March and provide venues for a wide range of recreational and sporting activities.

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Urban Services Management							
19/20	20,147	(210,877)	-	(190,730)	-	-	(190,730)
20/21	20,650	(216,476)	-	(195,826)	-	-	(195,826)
21/22	21,167	(222,225)	-	(201,058)	-	-	(201,058)
22/23	21,696	(228,129)	-	(206,433)	-	-	(206,433)
Total:	83,660	(877,707)	-	(794,047)	-	-	(794,047)
Horticulture							
19/20	60,000	(574,815)	(110,000)	(624,815)	-	-	(624,815)
20/21	-	(589,740)	(50,000)	(639,740)	-	-	(639,740)
21/22	-	(605,055)	(70,000)	(675,055)	-	-	(675,055)
22/23	-	(620,781)	(50,000)	(670,781)	-	-	(670,781)
Total:	60,000	(2,390,391)	(280,000)	(2,610,391)	-	-	(2,610,391)
Street Cleaning							
19/20	-	(292,448)	-	(292,448)	-	-	(292,448)
20/21	-	(300,209)	-	(300,209)	-	-	(300,209)
21/22	-	(308,178)	-	(308,178)	-	-	(308,178)
22/23	-	(316,357)	-	(316,357)	-	-	(316,357)
Total:	-	(1,217,192)	-	(1,217,192)	-	-	(1,217,192)
Ovals and Other Sporting Facilities							
19/20	322,400	(417,361)	(754,486)	(849,447)	-	-	(849,447)
20/21	12,973	(428,294)	(140,000)	(555,321)	-	-	(555,321)
21/22	13,298	(439,511)	(100,000)	(526,213)	-	-	(526,213)
22/23	13,630	(451,029)	(100,000)	(537,399)	-	-	(537,399)
Total:	362,301	(1,736,195)	(1,094,486)	(2,468,380)	-	-	(2,468,380)
Public Amenities							
19/20	-	(305,112)	-	(305,112)	-	-	(305,112)
20/21	-	(313,317)	-	(313,317)	-	-	(313,317)
21/22	-	(321,739)	-	(321,739)	-	-	(321,739)
22/23	-	(330,391)	-	(330,391)	-	-	(330,391)
Total:	-	(1,270,559)	-	(1,270,559)	-	-	(1,270,559)

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
Town Streets							
19/20	-	(783,632)	(572,195)	(1,355,827)	-	-	(1,355,827)
20/21	-	(804,210)	(573,375)	(1,377,585)	-	-	(1,377,585)
21/22	-	(825,327)	(632,684)	(1,458,011)	-	-	(1,458,011)
22/23	-	(847,007)	(624,126)	(1,471,133)	-	-	(1,471,133)
Total:	-	(3,260,176)	(2,402,380)	(5,662,556)	-	-	(5,662,556)
Swimming Pools							
19/20	132,458	(714,295)	(145,000)	(726,837)	-	-	(726,837)
20/21	135,769	(732,905)	(100,000)	(697,136)	-	-	(697,136)
21/22	139,164	(752,006)	(100,000)	(712,842)	-	-	(712,842)
22/23	142,643	(771,614)	(100,000)	(728,971)	-	-	(728,971)
Total:	550,034	(2,970,820)	(445,000)	(2,865,786)	-	-	(2,865,786)

What will we achieve with this money?

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Horticulture					
Baradine Skate & Activity Park construction	60,000	-	-	-	RU4
Softfall - Mendooran Park	-	-	20,000	-	RU4
Amenities Capital allowance	50,000	50,000	50,000	50,000	RU4
Horticulture Total	110,000	50,000	70,000	50,000	
Ovals					
Robertson Oval - Amenities refurbishment (Disabled Access)	110,000	-	-	-	RO1
Ovals Renewals -Capital allowance	-	100,000	100,000	100,000	RO1
Binnaway Oval - Irrigation Upgrade	-	40,000	-	-	RO1
C'Bran - No. 1 Oval Boundary Fence	35,000	-	-	-	RO1
Repainting - No 2 Spectator area...Western wall	10,000	-	-	-	RO1
Binnaway Oval Lighting renewal	289,486	-	-	-	RO1
Coonabarabran - skate park shade cover	20,000	-	-	-	RO1
Baradine Oval Lighting renewal	290,000	-	-	-	RO1
Ovals Total	754,486	140,000	100,000	100,000	
Swimming Pools					
Leak and Joint Repairs- All Pools	-	100,000	100,000	100,000	RO1
Baradine Pool - repair leaks	100,000	-	-	-	RO1
C'Bran - Tree removal and shade installation	45,000	-	-	-	RO1
Swimming Pools Total	145,000	100,000	100,000	100,000	
Town Streets - Baradine					
Baradine District Progress Association Main street Gardens	5,000	5,000	5,000	-	RU4
Rehabilitation of footpath sections	15,000	20,000	25,000	25,000	RU4
Street Trees - Baradine	5,000	-	5,000	-	RU4
Town Streets - Baradine Total	25,000	25,000	35,000	25,000	

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Town Streets - Binnaway					
Binnaway Progress Association	5,000	5,000	5,000	5,000	RU4
Footpath rehabilitation - Binnaway	10,000	10,000	10,000	10,000	RU4
Street Trees - Binnaway	-	5,000	-	5,000	RU4
Norman Street/Yeubla Street, pipe drainage system	-	20,000	20,000	-	RU4
Town Streets - Binnaway Total	15,000	40,000	35,000	20,000	
Town Streets - Coolah					
Footpath Rehabilitation - Coolah	20,000	20,000	20,000	20,000	RU4
Street Trees - Coolah	-	5,000	-	5,000	RU4
Coolah - Pavement Rehabilitation (Various Locations)	35,000	35,000	35,000	35,000	RU4
Town Streets - Coolah Total	55,000	60,000	55,000	60,000	
Town Streets - Coonabarabran					
Footpath Rehabilitation (general)	30,000	15,000	15,000	15,000	RU4
John Street. K & G Rehabilitation	50,000	-	-	-	RU4
Cowper Street, concreting of open channel	-	46,000	70,000	-	RU4
Street Trees - Coona	8,000	-	8,000	-	RU4
Town Street Rehabilitation (Coona)	-	60,000	60,000	60,000	RU4
K&G Rehabilitation (all towns)	-	50,000	50,000	50,000	RU4
Stormwater Levy Projects (All towns)	-	-	-	106,000	RU4
Pavement Rehab Coona - Crane Street	50,000	-	-	-	RU4
Town Streets - Coonabarabran Total	138,000	171,000	203,000	231,000	
Town Streets - Dunedoo					
Wallaroo Street drainage	100,000	-	-	-	RU4
Street Trees - Dunedoo	7,000	-	7,000	-	RU4
Town Street Rehabilitation (D'doo)	-	40,000	40,000	40,000	RU4
Footpath Rehabilitation - Dunedoo	15,000	-	10,000	-	RU4
Town Streets - Dunedoo Total	122,000	40,000	57,000	40,000	

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Town Streets – Mendooran					
Street Trees - Mendooran	-	5,000	-	5,000	RU4
Town Street Rehabilitation (Mendooran)	-	20,000	20,000	20,000	RU4
Footpath rehabilitation - various sections	10,000	-	10,000	-	RU4
Town Streets - Mendooran Total	10,000	25,000	30,000	25,000	

How will we track our progress?

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

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

Environment and Development Services

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Environment and Development Services – Environment & Development Services Management

Directorate: Environment and Development Services

Department: Environment and Development Services Management

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

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

Noxious Weed

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



Heritage

Council's Environment and Development department is responsible for the management of heritage throughout the Shire including the appointment of the Local Heritage Advisor and the yearly allocations of the Local Heritage Places Fund. Funding is sourced through the Office of Environment and Heritage for Heritage throughout the year.

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Development Services Management							
19/20	330,384	(809,949)	-	(479,565)	-	-	(479,565)
20/21	338,644	(831,253)	-	(492,609)	-	-	(492,609)
21/22	347,110	(853,121)	-	(506,011)	-	-	(506,011)
22/23	355,787	(875,570)	-	(519,783)	-	-	(519,783)
Total:	1,371,925	(3,369,893)	-	(1,997,968)	-	-	(1,997,968)
Noxious Weeds							
19/20	-	(106,772)	-	(106,772)	-	-	(106,772)
20/21	-	(106,772)	-	(106,772)	-	-	(106,772)
21/22	-	(106,772)	-	(106,772)	-	-	(106,772)
22/23	-	(106,772)	-	(106,772)	-	-	(106,772)
Total:	-	(427,088)	-	(427,088)	-	-	(427,088)

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Environment and Development Services Management	
Management of Environment and Development Services Division outcomes and	GF4
Management of Environment and Development Services Division staff and resources	GF8
Interpret, counsel and advise the GM and Council on applicable statutes and policies	GF7
Actively communicate/network with industry peers, associations and organisations	GF1
Ensure Warrumbungle Waste services operations are operated as cost effectively as possible	PI8
Ensure the shires heritage assets are effectively managed.	RU4
Noxious Weeds	
Provide a noxious weeds control and education function throughout the shire.	NE5
Key Projects	
Environment and Development Services Management	
Implement changes to waste management practices based on outcome of Waste Management Strategy	PI8
Operate a local heritage fund each year.	RU1

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Environment and Development Services Management			
1	Environment and Development Services Directorate is financially responsible	Recurrent budget variance	Less than +/- 10%
2	Warrumbungle Waste is operated in a cost effective manner	% increase in waste services costs	Less than CPI
3	Capital and key projects are completed on time and within budget	Capital and key projects are completed on time and within budget	Yes
Heritage			
1	Heritage stock effectively managed	Heritage advisor service is maintained	Yes
2	Local Heritage funding is obtained through the OEH funding streams	Funding is applied for and granted for the Heritage Advisor and Local Heritage Places Grants each year	Grant applications successful
Noxious Weeds			
1	Noxious weeds are controlled throughout the Shire	Membership of Castlereagh Macquarie County Council is maintained	Yes

Environment and Development Services – Regulatory Services

Directorate: Environment and Development Services

Branch: Regulatory Services

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

Building Control

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

The building control function processes all construction certificates, complying development certificates and occupation certificates for new building works. The branch is also responsible for the issue of building information certificates relating to existing buildings and deals with all building safety issues such as fire safety in existing buildings and all plumbing related matters.

Environmental Health Services

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

The unit is also responsible for ensuring that all food premises throughout the shire are aware of, and comply with the relevant food safety standards of NSW through a regular inspection regime. Health premises are inspected to ensure compliance, these include tattoo shops, body piercing and skin penetration premises.

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

The environmental health function of Council processes all applications for approval under the Public Health Act and the health related issues approved under the Local Government Act including the processing of on-site sewage management system approvals. The branch is also responsible for promoting the health of our environment through programs such as the Central West Council's Salinity and Water Quality Alliance.

Town Planning

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

The town planning functions include processing all development applications, producing accurate 10.7 planning certificates, promoting heritage conservation and monitoring compliance with consents given and relevant legislation.

Compliance Services

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

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Building Control							
19/20	60,826	(183,214)	-	(122,388)	-	-	(122,388)
20/21	62,347	(188,084)	-	(125,737)	-	-	(125,737)
21/22	63,905	(193,086)	-	(129,181)	-	-	(129,181)
22/23	65,503	(198,223)	-	(132,720)	-	-	(132,720)
Total:	252,581	(762,607)	-	(510,026)	-	-	(510,026)
Environmental Health Services							
19/20	15,759	(96,531)	-	(80,772)	-	-	(80,772)
20/21	16,153	(98,912)	-	(82,759)	-	-	(82,759)
21/22	16,557	(101,358)	-	(84,801)	-	-	(84,801)
22/23	16,971	(103,872)	-	(86,901)	-	-	(86,901)
Total:	65,440	(400,673)	-	(335,233)	-	-	(335,233)
Town Planning							
19/20	137,913	(262,887)	-	(124,974)	-	-	(124,974)
20/21	87,517	(269,788)	-	(182,271)	-	-	(182,271)
21/22	89,705	(276,868)	-	(187,163)	-	-	(187,163)
22/23	91,947	(284,137)	-	(192,190)	-	-	(192,190)
Total:	407,082	(1,093,680)	-	(686,598)	-	-	(686,598)
Compliance Services							
19/20	48,185	(313,143)	-	(264,958)	-	-	(264,958)
20/21	49,390	(321,535)	-	(272,145)	-	-	(272,145)
21/22	50,625	(330,156)	-	(279,531)	-	-	(279,531)
22/23	51,891	(339,009)	-	(287,118)	-	-	(287,118)
Total:	200,091	(1,303,843)	-	(1,103,752)	-	-	(1,103,752)

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Building Control	
Assist local trades on new issues relating to the building industry.	RU1
Ensure all Part 4A certificates are processed in a reasonable time period and in accordance with legislation and best practice procedures.	GF4
Ensure all building certificates are accurate and processed efficiently.	GF4
Manage the safety of the built environment	RU1
Ensure processes and procedures meet best practice standards for building surveying.	GF4
Ensure all plumbing installations are carried out in accordance with legislation.	RU2
Carryout building and plumbing inspections in a timely and effective manner to ensure compliance with legal requirements.	RU2
Environmental Health Services	
Ensure all approvals are processed in a reasonable time period and in accordance with legislation and best practice procedures.	GF4
Educate and regulate the local food service and processing industry in accordance with Council's MOU with the Food Safety Authority.	GF4
Promptly respond and take appropriate action to incidents likely to cause harm to the environment.	RU3
Ensure that Council's State of the Environment Reporting is delivered.	NE1
Carryout an annual inspection of all high risk On-site sewage management systems.	P18
Assist other branches within council to achieve best practice environmental outcomes	NE1
Ensure installations of OSSMS comply with relevant standards	P18
Town Planning	
Ensure all planning instruments under Council control are effective and relevant	GF5
Ensure all development applications are processed in a reasonable time period and in accordance with legislation and best practice procedures.	GF4
Ensure all 10.7 planning certificates are accurate and processed efficiently.	GF7
Compliance Services	
Provide education and regulation relating to the keeping of companion animals	NE5
Ensure roadways are kept free of unauthorised stock	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
Key Projects	
Building Control	
Annual inspections to identify illegal dwellings	RU4
Environmental Health Services	
Implement actions from the strategic plan of the Central West Councils Salinity and Water Quality Alliance.	NE4
Town Planning	
Review the current LEP	RU1

Outcome	CSP Link
Compliance	
Ensure tourist/visitor accommodation swimming pool barriers are compliant with legislation	RU4
Ensure swimming pool barrier compliance certificates are issued for houses that are leased or sold as per legislation	RU4
Review the current Section 7.12 Contributions Plan	RU1

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Building Control			
1	Structures do not pose a risk to the health and safety of occupants or the public	Inspections carried out from complaints received completed in <24hrs	100%
2	Local trades are well informed of changes to building legislation and codes	Distributed newsletter when new legislation or information is available	Yes
3	Complying Development Certificate applications are processed within legislated timeframes	Average application processing time	10 days
4	Building Information Certificates processed within reasonable	Average application processing time for Certificate for Sale of Property	7 days
5	Complying Development Certificate applications and Building Certificates are processed effectively	% audit of 6 files annually demonstrating legislative and procedural compliance	90%
6	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
Environmental Health Services			
1	Comply with the MOU between Council and the Food Safety Authority	% of inspections conducted annually of Category 1 and 2 businesses	100%
2	Implement actions from the Central West Councils Salinity and Water Quality Alliance 5 year strategic plan	% of actions funded and completed	60%
3	Approvals for OSSMS processed within reasonable timeframes	Average approvals processing time – once all information is received from applicant	7 days
4	Approvals are processed accurately	% audit of 10 files annually demonstrating legislative and procedural compliance	80%
5	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
6	OSSMS do not pose a risk to public health or the environment	Inspections carried out from complaints received within 3 days	100%

No	Service Level	Service Level Indicator	Service Level
Town Planning			
1	Council Planning instruments are relevant and effective	Frequency of review of planning instruments	Annual
2	Development applications processed in a timely manner	Average application processing time exclusive of stop the clock times	40 days
3	Development applications processed accurately	% audit of 20 files annually demonstrating legislative and procedural compliance	100%
4	Planning certificates processed in a timely manner	Average 10.7 planning certificate application processing time	7 days
5	Planning certificates processed accurately	% audit of 20 files annually demonstrating legislative and procedural compliance	90%
6	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
7	Council has a single DCP to guide development across the shire	A single DCP that is relevant and compliant with the LEP and current practice advice from DP&I is available.	Yes
8	Subdivision Certificates processed in a timely manner	Average time taken to release subdivision plan once all information and conditions met	15 days
Compliance Services			
1	The keeping of companion animals is regulated through micro chipping	Number of public micro chipping days per year in each town	2
2	Roadways are kept largely free of straying stock through regular stock patrols (per agreed program) and timely responses to complaints	Response time from when complaint is received	< 2 hours
3	The negative effects caused from the keeping of animals in urban areas is minimised	Response time from when complaint is received	< 48 hours
4	Private land within urban areas does not pose a safety issue from overgrown vegetation	Frequency of inspection of all urban areas (including instigating actions to keep land vegetation from harbouring vermin)	Monthly
5	Alcohol free zones maintained in towns	Frequency of inspection of alcohol free zone signs	6 monthly
7	Sampling is carried out in partnership with NSW Health to ensure public water supplies meet drinking water guidelines	Frequency of sampling of town water supplies	Weekly

Environment and Development Services – Property and Risk

Directorate: Environment and Development Services
Branch: Property and Risk

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

Property and Risk

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

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

The Property 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 that are developed and implemented for Council to ensure 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 that no longer have internments they are an integral part of the local history and as such need to be conserved appropriately. Cemeteries are Crown Land dedications devolved to council under Crown Lands legislation. Council must also comply with relevant legislation in relation to 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 residents of Warrumbungle Shire have access to Doctors and other medical service providers.

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





Public Halls

Council maintains and is responsible for over 10 public halls. These halls are managed and maintained to service the needs of the community. Some halls are managed by local committees under Council's guidance whilst others are fully administered by Council.

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Property and Risk							
19/20	858,779	(1,569,110)	(210,000)	(920,331)	(332,122)	-	(1,252,453)
20/21	880,249	(1,604,566)	(100,000)	(824,317)	(351,885)	-	(1,176,202)
21/22	902,253	(1,641,176)	(150,000)	(888,923)	(372,743)	-	(1,261,666)
22/23	924,812	(1,683,268)	(15,000)	(773,456)	(191,735)	-	(965,191)
Total:	3,566,093	(6,498,120)	(475,000)	(3,407,027)	(1,248,485)	-	(4,655,512)
Cemetery Services							
19/20	95,654	(178,740)	(40,000)	(123,086)	-	-	(123,086)
20/21	98,045	(183,559)	(25,000)	(110,514)	-	-	(110,514)
21/22	100,496	(188,507)	-	(88,011)	-	-	(88,011)
22/23	103,009	(193,591)	(55,000)	(145,582)	-	-	(145,582)
Total:	397,204	(744,397)	(120,000)	(467,193)	-	-	(467,193)
Medical Facilities							
19/20	82,013	(53,841)	-	28,172	-	-	28,172
20/21	84,063	(55,271)	-	28,792	-	-	28,792
21/22	86,165	(56,739)	-	29,426	-	-	29,426
22/23	88,319	(58,249)	-	30,070	-	-	30,070
Total:	340,560	(224,100)	-	116,460	-	-	116,460
Public Halls							
19/20	118,369	(209,400)	(130,000)	(221,031)	-	-	(221,031)
20/21	121,328	(214,700)	(375,000)	(468,372)	-	-	(468,372)
21/22	124,361	(220,130)	(375,000)	(470,769)	-	-	(470,769)
22/23	127,471	(225,705)	(375,000)	(473,234)	-	-	(473,234)
Total:	491,529	(869,935)	(1,255,000)	(1,633,406)	-	-	(1,633,406)

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Property and Risk	
Property management, maintenance and repair works	GF5
Public liaison on property matters and complaints	GF5
Oversee the security arrangements for all Council buildings	GF5
Ensure cleaning services to all internal business units and relevant community units	GF5
Maintenance of Council's property register and adherence to legislative requirements	GF4
Management of property services including leases, licences and legal compliance	GF4
Risk Management including insurance and risk mitigation	GF8
Crown Land management	RU4
Internal management reporting	GF4
Cemetery Services	
Maintenance of cemeteries	RU4
Compliance with relevant legislation	GF4
Strategic planning for the future growth needs of the shire	GF5
Dealing with the public in regard to internment are carried out professionally	GF4
Maintenance and management of historic cemeteries	RU4
Medical Facilities	
Effective management of domestic residences for medical practitioners	PI2
Property management of professional premises for service providers	GF8
Public Halls	
Effective management of public halls	GF5
Effective maintenance of public halls	GF5
Manage community expectations and access to the halls	CC3
Organisation of grant and other funding for updating fixtures and fittings	CC2
Maximising returns on public halls through promotion and advertising	GF6
Key Projects	
Property and Risk	
Completion of a Plan of Management for all council owned land	GF6

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Council Offices & Other Property					
17 Cole Street - Kitchen Refurb	-	20,000	-	-	GF5
17a Cole Street - Bathroom Refurb	-	-	-	15,000	GF5
17a Cole Street - Kitchen Refurb	-	15,000	-	-	GF5
4 Irwin Street - Bathroom Refurb	-	-	30,000	-	GF5
Coolah Shire Hall - Carpet Replacement	-	-	50,000	-	GF5
Dunedoo Depot - Toilet Refurb	-	15,000	-	-	GF5
Mendooran Community Care - Replace Flooring	-	50,000	-	-	GF5
Mendooran Mechanics Institute - Kitchen Refurb	-	-	20,000	-	GF5
Coonabarabran Community Care - Replace Carpet	-	-	50,000	-	GF5
Coolah Office - Recarpet	50,000	-	-	-	GF5
Coolah Depot - Toilet Refurb	20,000	-	-	-	GF5
Mendooran Depot - Toilet Refurb	20,000	-	-	-	GF5
Coolah Disabled Access Ramp	30,000	-	-	-	GF5
Community Services Building Upgrades	60,000	-	-	-	GF5
Pandora Gallery's public toilets maintenance	30,000	-	-	-	GF5
Council Offices & Other Property Total	210,000	100,000	150,000	15,000	
Public Halls					
Baradine Hall - Roof Replacement	-	-	-	100,000	CC1
Binnaway Hall - Kitchen Refurb	-	-	50,000	-	CC1
Public Hall Capital allowance	-	375,000	325,000	275,000	CC1
Binnaway Hall	30,000	-	-	-	CC1
Dunedoo Stage	50,000	-	-	-	CC1
Coolah Hall/Library Upgrades	50,000	-	-	-	CC1
Public Halls Total	130,000	375,000	375,000	375,000	

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Cemetery Services					
Cemeteries Capital allowance	-	25,000	-	-	CC1
Coonabarabran Native Grove Cemetery Expansion	-	-	-	55,000	CC1
Cemetery Equipment Upgrades	40,000	-	-	-	CC1
Total Cemetery Services	40,000	25,000	-	55,000	

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Property and Risk			
1	Council residential properties are appropriately tenanted	Occupancy rate	80%
2	Maximum commercial rent returns on Council properties	Rent collected on all tenancies	98%
3	Cleaning all Council buildings to an acceptable standard	Meet cleaning schedule within timeframe	95%
4	Council Buildings and Assets are secured.	Security systems are in place and operated at designated buildings	Yes
5	Business Continuity Plan is kept up to date and reviewed periodically	Regular review and updating	12 monthly review
6	Grant opportunities and community involvement are utilised to expand the scope of works that can be completed on Council properties	Quantum of grant funding received per annum	\$25k
7	Condition of all properties are of the highest standard achievable	Condition Rating	Average
Cemetery Services			
1	All cemeteries are maintained within budget	As per schedule and timeframe	2 per year
2	All internments are dealt with professionally	Council meets legislative requirements	Yes
Medical Facilities			
1	Council premises are appropriately tenanted	Occupancy Rate %	90%
2	Appropriate needs of medical service providers are met	Six (6) monthly Meeting /communication with Tenants	Yes
Public Halls			
1	Halls are available for public use	Consistent usage percentage over a calendar year	60%
2	Halls are being utilised to their full potential	Increase in usage	5%
3	Halls are maintained to a suitable level	Condition rating	Average

Environment and Development Services – Tourism and Economic Development

Directorate: Environment and Development Services
Branch: Tourism and Economic Development

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

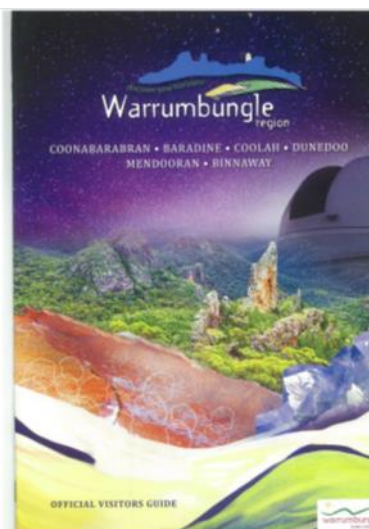
Tourism and Economic Development

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

To do this, Tourism and Economic Development maintains a Level 1 Accredited Visitor Information Centre (VIC) and service in Coonabarabran which involves the efficient daily operation of the VIC, maintenance of the building and grounds, and provision of information on Warrumbungle Shire for visitors and those intending to visit the shire. The VIC building also hosts the Australian Museum Megafauna and Diprotodon Exhibition, a retail outlet, the LALC, Keeping Place and exhibition space and within the grounds, there are well presented amenities, a large carpark, picnic area and BBQ and the Driver Reviver that operates in high traffic volume times from the specially renovated facility.

The VIC is the public face of tourism for the shire and as such, is the introduction to the shire for more than 35,000 utilising visitor services each year.

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



Tourism and Economic Promotion

The promotional arm for tourism and economic development in Warrumbungle Shire operates with three (3) fulltime staff and a job shared weekend information service. The representative Advisory Committee (The EDT) meets quarterly to recommend a budget and make recommendations to Council that are reflective of the Operational Plan and Community Strategic Plan. The unit is responsible for the publication of the official Warrumbungle Region Visitor Guide and implementation of a strategic Promotional Plan, Economic Promotion includes liaison with government agencies and peers. The unit operates from the Warrumbungle Shire Council Administration centre.

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Tourism and Development Services							
19/20	55,534	(549,705)	(36,000)	(530,171)	-	-	(530,171)
20/21	56,922	(564,585)	(52,000)	(559,663)	-	-	(559,663)
21/22	58,346	(579,871)	(49,500)	(571,025)	-	-	(571,025)
22/23	59,804	(595,568)	(46,500)	(582,264)	-	-	(582,264)
Total:	230,606	(2,289,729)	(184,000)	(2,243,123)	-	-	(2,243,123)
Tourism and Economic Promotion							
19/20	-	(101,519)	-	(101,519)	-	-	(101,519)
20/21	-	(104,043)	-	(104,043)	-	-	(104,043)
21/22	-	(106,633)	-	(106,633)	-	-	(106,633)
22/23	-	(109,286)	-	(109,286)	-	-	(109,286)
Total:	-	(421,481)	-	(421,481)	-	-	(421,481)

What will we achieve with this money?

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

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Tourism and Development Services					
VIC Capital allowance	-	10,000	10,000	10,000	LE3
Renovate Retail Area	-	10,000	-	-	LE3
Replace Information Board Sign in Grounds	14,000	-	-	-	LE3
Replace and repaint gutters, eaves and barge boards on VIC building	19,000	-	-	-	LE3
Rebuild of Advertising Board	-	10,000	-	-	LE3
Renovate and modernise the reception area of VIC - retile, bag, paint etc	-	-	4,500	12,500	LE3
Upgrade amenities block - retile, replace dividers and fowler-ware etc	3,000	8,000	8,000	-	LE3
Connect all toilets to untreated water systems	-	2,000	3,000	-	LE3
installation of solar collection and storage system to make building more self sufficient	-	12,000	24,000	24,000	LE3
Total:	36,000	52,000	49,500	46,500	

How will we track our progress?

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

Corporate & Community Services

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OOSH & Vacation Care	
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Community Development	
Community Transport	
Multiservice outlet	
Yuluwirri Kids	

Management



Directorate: Corp. & Comm. Services **Branch:** C & C Services Management

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

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

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
19/20	86,914	(428,146)	-	(341,232)	-	-	(341,232)
20/21	89,087	(439,839)	-	(350,752)	-	-	(350,752)
21/22	91,314	(451,856)	-	(360,542)	-	-	(360,542)
22/23	93,597	(464,204)	-	(370,607)	-	-	(370,607)
Total:	360,912	(1,784,045)	-	(1,423,133)	-	-	(1,423,133)

What will we achieve with this money?

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

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

How will we track our progress?

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

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



Directorate: Corp. & Comm. Services
Branch: Administration & Customer Services

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

Administration and Customer Services

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

These services include the provision of:

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Administration and Customer Services							
19/20	465,266	(780,785)	-	(315,519)	-	-	(315,519)
20/21	476,897	(802,139)	-	(325,242)	-	-	(325,242)
21/22	488,820	(824,074)	-	(335,254)	-	-	(335,254)
22/23	501,041	(846,614)	-	(345,573)	-	-	(345,573)
Total:	1,932,024	(3,253,612)	-	(1,321,588)	-	-	(1,321,588)

What will we achieve with this money?

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

How will we track our progress?

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

Corp. & Comm. Services – Bushfire & Emergency Services

Directorate: Corp. & Comm. Services
Branch: Bushfire and Emergency Services

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



The Rural Fire Service (RFS) agreement for Castlereagh Zone commenced 1 January 2013 and stipulates those functions exercised by each party, being the two 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 Payment	Restricted Assets	General Fund
19/20	3,697,726	(3,830,128)	(357,235)	(489,637)	-	-	(489,637)
20/21	3,751,402	(3,874,875)	(366,165)	(489,638)	-	-	(489,638)
21/22	3,857,282	(3,971,599)	(375,320)	(489,637)	-	-	(489,637)
22/23	3,965,810	(4,070,743)	(384,703)	(489,636)	-	-	(489,636)
Total:	15,272,220	(15,747,345)	(1,483,423)	(1,958,548)	-	-	(1,958,548)

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Funding RFS for the provision of Emergency Services (Council's portion only)	P12
Provision to RFS of financial and information services and access to Council data	GF5
Provision to RFS of maintenance and registration services for vehicles, and cleaning and grounds maintenance and security services for RFS buildings	GF5
Provision to RFS of technical advice on environmental issues	GF5
Provision to RFS of administrative support during major incidents and access to Council office equipment	GF5
Provision to RFS of Council plant and equipment during major incidents	GF5
Provision to RFS of Council stores and fuel supply for plant and equipment	GF5
Council attendance at Liaison Committee and distribution of Committee minutes	CC4

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
RFS - Enhancements	26,093	26,746	27,414	28,100	GF5
RFS - Vehicles	331,141	339,420	347,905	356,603	GF5
Total:	357,235	366,165	375,320	384,703	

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
1	The preparation and payment of the RFS Bid amount is completed in a timely manner	Deadlines for completion of bid and payment are met	Yes
2	A Council presence at the Liaison Committee is maintained	Attendance at Liaison Committee (%)	90%
3	Bushfire hazard programs are implemented within budget	Completion of bushfire hazard reduction programs	Yes
4	Incident control is timely and effective	Response is immediate and Display implemented as appropriate	Yes

Corp. & Comm. Services - Finance

Directorate: Corp. & Comm. Services

Branch: Finance

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



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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
19/20	915,886	(1,553,134)	-	(637,248)	-	-	(637,248)
20/21	938,783	(1,594,468)	-	(655,685)	-	-	(655,685)
21/22	962,252	(1,636,911)	-	(674,659)	-	-	(674,659)
22/23	986,309	(1,680,491)	-	(694,182)	-	-	(694,182)
Total:	3,803,230	(6,465,004)	-	(2,661,774)	-	-	(2,661,774)

What will we achieve with this money?

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

How will we track our progress?

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

Corp. & Comm. Services – Communications & IT

Directorate: Corp. & Comm. Services Branch: Communications & IT

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



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

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
19/20	844,652	(1,169,475)	(65,000)	(389,823)	-	-	(389,823)
20/21	865,768	(1,199,617)	(5,000)	(338,849)	-	-	(338,849)
21/22	887,413	(1,230,539)	(35,000)	(378,126)	-	-	(378,126)
22/23	909,598	(1,262,263)	(30,000)	(382,665)	-	-	(382,665)
Total:	3,507,431	(4,861,894)	(135,000)	(1,489,463)	-	-	(1,489,463)

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Provide information to local media, and issue appropriate media releases promoting Council activities and achievements	GF7
Implement Council's IT Strategic Plan	GF7
Project management of all communications and IT projects	GF6
Supervision of the development of IT Infrastructure, systems and services	GF8
Provision of IT support and assistance to staff	GF8
Key Projects	
Develop and implement Council's Communication Strategy	GF4
Develop and implement Council's GIS Strategy	GF4

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Communications & IT					
Microsoft Server Licenses & SA	-	-	-	7,500	GF6
Server Storage upgrade	50,000	-	-	-	GF6
GPS Handheld units	10,000	-	-	10,000	GF6
Info-Xpert (mobile & web portal modules)	-	-	-	7,500	GF6
Replacement IT Server Hardware	5,000	5,000	5,000	5,000	GF6
Antivirus Security Software	-	-	30,000	-	GF6
Total:	65,000	5,000	35,000	30,000	

How will we track our progress?

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

Corp. & Comm. Services – Supply Services

Directorate: Corp. & Comm. Services
Branch: Supply Services

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



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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
19/20	-	(301,216)	-	(301,216)	-	-	(301,216)
20/21	-	(309,347)	-	(309,347)	-	-	(309,347)
21/22	-	(317,701)	-	(317,701)	-	-	(317,701)
22/23	-	(326,282)	-	(326,282)	-	-	(326,282)
Total:	-	(1,254,546)	-	(1,254,546)	-	-	(1,254,546)

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Maintenance and operation of store facilities in Coolah, Dunedoo and Coonabarabran	GF4
Management of stock levels and stock availability at Council's three stores	GF4
Issuing of stock to all departments within Council in a timely manner and minimising idle stock	GF4
Ensuring stock is purchased at the best possible prices in accordance with Council procurement policy and delegations.	GF4
Ensuring hazardous materials are stored safely	GF4
Maximising opportunities for regional procurement and resource sharing	GF4
Key Projects	
Implementation of uniform store codes for purchasing and control	GF4

How will we track our progress?

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

Corp. & Comm. Services – Children & Community Services

Directorate: Corp. & Comm. Services

Branch: Children and Community Services

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

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

Warrumbungle Community Care

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

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



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

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

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

Community Development

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

Libraries

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

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



Yuluwirri Kids



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

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

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

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

Connect Five

Connect Five Children's officially opened on 7 June 2000. Connect Five Children's Services currently has more than 120 families who regularly access the service in the following locations – Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo, Mendooran, Gulargambone, Tooraweenah and Hollywood. Play Sessions are held at Preschools, in church grounds, at ovals and in halls. At Hollywood, a locality between Coonamble and Pilliga, Play Sessions are hosted on family farms while in Binnaway, the Play Sessions currently take place at Binnaway Central School. Of the 43 Play Sessions held each term, 30 Play Sessions are held in Warrumbungle Shire, 10 in Gilgandra Shire and 3 in Coonamble Shire. Through the provision of Play Sessions, the service supports parents and children in providing a meeting place, connecting families and helping children develop their social skills while learning through play. Connect Five Children's Services also provides a Toy Library providing quality



resources and toys suited to young children as well as other resources which support parents in their parenting role.

Castlereagh Family Day Care



Council resolved 18 April 2019 to suspend the service until the 27 March 2020 at which time Council will review the status of the service. The services provided by Castlereagh Family Day Care will be supplied by the Gunnedah Family Day Care Service for at least the period of suspension.

Up until 29 March 2019 Castlereagh Family Day Care provided education and care to over 91 families and 122 children and is the only Family Day Care service located within the three Shires it serviced, being Warrumbungle Shire (covering the towns of Coonabarabran, Coolah, Baradine, Binnaway, Mendooran and Dunedoo), Coonamble Shire (Coonamble and Gulargambone) and Gilgandra Shire.

The service was funded by the Australian Government Department of Education as well as charges from parents and Educators. Castlereagh Family Day Care was also an In-Home Child Care Service Provider for NSW In-Home Care Childcare Services (NSWIHCS). This is an educative In-Home Care brokerage model funded by the Australia Government and sponsored by the NSW Family Day Care Association Incorporated.

Youth Development Program

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



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

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

OOSH



Coonabarabran After School and Vacation Care provides after school care and vacation care for primary aged children in Coonabarabran. Coonabarabran After School and Vacation Care provides a safe, healthy and caring environment for school aged children from Kindergarten to year 6 from 3:30pm-5:30pm, Monday to Friday during school terms.

Coonabarabran After School and Vacation Care also provides Vacation Care from 8:30am-5:30pm on selected days during School Holiday periods. Coonabarabran After School and Vacation Care provide a quality service which meets the needs of the local community by following the National Framework for School Age Care in Australia – My Time, Our Place.

Coonabarabran After School and Vacation Care is managed by Warrumbungle Shire Council, and funded through the NSW Government Department of Education and Communities. The Child Care Subsidy (CCS) is available for eligible families to assist with the costs of attending the service.

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Children's And Community Services management							
19/20	1,250	(121,629)	-	(120,379)	-	-	(120,379)
20/21	1,281	(124,107)	-	(122,826)	-	-	(122,826)
21/22	1,313	(126,648)	-	(125,335)	-	-	(125,335)
22/23	1,346	(129,258)	-	(127,912)	-	-	(127,912)
Total:	5,190	(501,642)	-	(496,452)	-	-	(496,452)
Community Transport							
19/20	357,350	(352,211)	(50,000)	(44,861)	-	(44,861)	-
20/21	360,659	(361,397)	(50,000)	(50,738)	-	(50,738)	-
21/22	369,176	(370,824)	(50,000)	(51,648)	-	(51,648)	-
22/23	377,904	(380,512)	(200,000)	(202,608)	-	(202,608)	-
Total:	1,465,089	(1,464,944)	(350,000)	(349,855)	-	(349,855)	-
Multiservice Outlet							
19/20	810,234	(816,159)	(22,000)	(27,925)	-	(27,925)	-
20/21	830,491	(838,067)	(22,000)	(29,576)	-	(29,576)	-
21/22	851,253	(860,549)	(22,000)	(31,296)	-	(31,296)	-
22/23	872,533	(883,643)	(22,000)	(33,110)	-	(33,110)	-
Total:	3,364,511	(3,398,418)	(88,000)	(121,907)	-	(121,907)	-
Community Development							
19/20	-	(150,000)	-	(150,000)	-	-	(150,000)
20/21	-	(150,000)	-	(150,000)	-	-	(150,000)
21/22	-	(150,000)	-	(150,000)	-	-	(150,000)
22/23	-	(150,000)	-	(150,000)	-	-	(150,000)
Total:	-	(600,000)	-	(600,000)	-	-	(600,000)
Libraries							
19/20	77,371	(709,422)	-	(632,051)	-	-	(632,051)
20/21	79,305	(712,332)	-	(633,027)	-	-	(633,027)
21/22	81,288	(715,314)	-	(634,026)	-	-	(634,026)
22/23	83,320	(718,371)	-	(635,051)	-	-	(635,051)
Total:	321,284	(2,855,439)	-	(2,534,155)	-	-	(2,534,155)
Yuluwirri Kids							
19/20	1,300,080	(1,320,591)	-	(20,511)	-	(20,511)	-
20/21	1,332,581	(1,357,043)	-	(24,462)	-	(24,462)	-
21/22	1,365,897	(1,394,498)	-	(28,601)	-	(28,601)	-
22/23	1,400,044	(1,432,993)	-	(32,949)	-	(32,949)	-
Total:	5,398,602	(5,505,125)	-	(106,523)	-	(106,523)	-

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
Connect Five							
19/20	188,033	(181,661)	-	6,372	-	6,372	-
20/21	192,734	(186,627)	-	6,107	-	6,107	-
21/22	197,552	(191,733)	(17,334)	(11,515)	-	(11,515)	-
22/23	202,491	(196,974)	-	5,517	-	5,517	-
Total:	780,810	(756,995)	(17,334)	6,481	-	6,481	-
Family Day Care							
19/20	-	-	-	-	-	-	-
20/21	439,018	(411,531)	-	27,487	-	27,487	-
21/22	447,233	(421,932)	-	25,301	-	25,301	-
22/23	455,613	(432,596)	-	23,017	-	23,017	-
Total:	1,341,864	(1,266,059)	-	75,805	-	75,805	-
Youth Development and Activities							
19/20	105,846	(102,728)	-	3,118	-	3,118	-
20/21	108,492	(105,537)	-	2,955	-	2,955	-
21/22	111,204	(108,426)	-	2,778	-	2,778	-
22/23	113,985	(111,392)	-	2,593	-	2,593	-
Total:	439,527	(428,083)	-	11,444	-	11,444	-
OOSH							
19/20	83,076	(82,067)	-	1,009	-	1,009	-
20/21	85,153	(84,321)	-	832	-	832	-
21/22	87,282	(86,632)	-	650	-	650	-
22/23	89,463	(89,009)	-	454	-	454	-
Total:	344,974	(342,029)	-	2,945	-	2,945	-

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Children's And Community Services Management	
Management of the Children's and Community Services Management Branch	GF8
Community Transport	
Community Transport Services -HACC	PI1
Community Transport Services -CTP	PI1
Community Transport –Health Related Transport	PI1
Multiservice Outlet	
Meals On Wheels	GF3
Respite Service	GF3
Social Support	GF3
Home Maintenance Service	GF3
Community Development	
Ensure compliance with the Memorandum of Understanding for Development Co-ordinator funding	CC4
Employment of Development Coordinators in Coolah, Dunedoo, Mendooran, Binnaway and Baradine	CC6
Monitoring of revenue generated through Development Coordinator positions	GF5
Provision of support to Development Coordinators in each community	CC5
Sourcing of external grants to benefit the local community	GF6
Libraries	
Provide library services throughout the shire to service all age groups by maintaining membership of the MRL service	CC3
Ensure WH&S requirements at each location are met	CC3
Continue to review operations and hours to better meet demand	CC3
Yuluwirri Kids	
To provide a educational program and practice that is stimulating and engaging and enhances children's learning and development	CC1
To focus on the physical environment that is safe, suitable and provides a rich and diverse range of experiences that promote children's learning and development	CC1
The provision of qualified and experienced educators, and staff who are able to develop warm and respectful relationships with children, create safe and predictable environments and encourage children's active engagement in the learning program	CC1
To focus on relationships with children being responsive and respectful and promoting children's sense of security and belonging	CC1
To focus on collaborative relationships with families that are fundamental to achieving quality outcomes for children and community partnerships that are based on active communication, consultation and collaboration	CC1
To focus on effective leadership and management of the service that contributes to quality environments for children's learning and development	CC1
To focus on safeguarding and promoting children's health and safety	CC1

Outcome	CSP Link
Effective Management providing a cost effective service within the funding guidelines	CC1
Delivery of Children's Play Sessions within the targeted area to meet the needs of each community.	CC1
Operation of a Toy Library for members and community	CC1
Development of Parenting Skills	CC1
Partnerships in Service Delivery	CC1
Risk management WH&S	CC1
Family Day Care	
Register new Family Day Care Educators wherever possible	CC1
Provide support, guidance, assistance and monitoring of Educators who are registered with the Scheme	CC1
Provide regular home visits to each Educator and play-sessions in each town	CC1
Ensure the Service is accessible and fulfils the requirements of families and children	CC1
Ensure there is adequate access to appropriate and quality care	CC1
Ensure the Service meets National Quality Standard Ratings (ACECQA)	CC1
Ensure objectives and requirements of Funding Agreement are met	CC1
Provide In Home Care in accordance with NSW In Home Care Interim Standards	CC1
Risk Management and WH&S	GF8
Youth Development and Activities	
Building relationships between community stakeholders for improved opportunities and outcomes for youth	CC2
Complete research and provide Information distribution to the community and community groups for promotion of grant funding opportunities and network with surrounding shire youth programs. Development of resource for promotion of youth services.	CC1
Development of strategies through Inter-agencies and meetings. Up-skilling services, organisations and agencies for improved connectivity across the shire.	CC2
Research funding and facilitation for skills development and training, youth programming and social skill development across shire.	CC1
Advocacy of youth issues and program ideas through community groups and services	CC1
Continued Integration with youth through new and existing community programs	CC1
Management of school holiday program	CC1
Management of National Youth Week activities across the shire	CC1
OOSH	
Effective Management providing a cost effective service within the funding guidelines	CC1
Delivery of After School Care to meet the needs of the Coonabarabran community.	CC1
Risk management WH&S	CC2
Key Projects	
Youth Development and Activities	
Warrumbungle Shire Youth Action Groups	CC2

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Community Transport					
Community Transport Capital	50,000	50,000	50,000	200,000	GF8
Total:	50,000	50,000	50,000	200,000	
Connect Five					
Connect 5 Capital - Purchase of Vehicle	-	-	17,334	-	GF8
Total:	-	-	17,334	-	
Family Day Care					
Total:	-	-	-	-	
Multiservice Outlet					
MSO Capital Replacements	22,000	22,000	22,000	22,000	GF8
Total:	22,000	22,000	22,000	22,000	
Yuluwirri Kids					
Total:	-	-	-	-	

How will we track our progress?

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

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

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

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

Business Arms of Council

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Warrumbungle Water

Directorate: Business Arm of Council

Branch: Warrumbungle Water

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



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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
19/20	3,917,435	(2,372,927)	(1,585,854)	(41,346)	(91,928)	(133,274)	-
20/21	4,171,640	(2,429,031)	(1,524,720)	217,889	(96,413)	121,476	-
21/22	5,221,454	(2,486,520)	(2,054,840)	680,094	(101,091)	579,003	-
22/23	4,226,676	(2,545,463)	(477,003)	1,204,210	(105,955)	1,098,255	-
Total:	17,537,205	(9,833,941)	(5,642,417)	2,060,847	(395,387)	1,665,460	-

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Operation and maintenance of water mains, including hydrants and valves	PI7
Operation and maintenance of water service connections including water meters	PI7
Operation and maintenance of water treatment plants	PI7
Operation and maintenance of reservoirs and pumping stations and telemetry system	PI7
Key Projects	
Completion of best practice water and sewer recommendations	PI7
Ongoing investigation of water quality issues in each of the towns	PI7
Ongoing improvements to meter reading operation	PI7
Mendooran Water Supply Modification Upgrade	PI7
Baradine Water Treatment Plant Upgrade	PI7
SCADA and Telemetry Network Upgrade	PI7
Raising Timor Dam Wall Feasibility Study	PI7
Installation of emergency back-up bores in Coolah, Mendooran, Binnaway, Coonabarabran	PI7
Reservoir Upgrades	PI7

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Water - Baradine					
Baradine Water Treatment Plant- Renewals	60,000	30,000	30,000	30,000	P17
Mains replacements - Baradine	120,000	30,000	30,000	30,000	P17
Meter Replacements - Baradine	20,000	20,000	20,000	20,000	P17
Baradine WTP re-sheet asbestos building	80,000	-	-	-	P17
Baradine clarifier replacement (Council contribution only for \$1.0m project)	125,000	125,000	-	-	P17
Water - Baradine Total	405,000	205,000	80,000	80,000	
Water - Binnaway					
Meter Replacements - Binnaway	12,500	12,500	12,500	12,500	P17
Water Treatment Plant- Renewals	25,000	20,000	20,000	20,000	P17
Water - Binnaway Total	37,500	32,500	32,500	32,500	
Water - Coolah					
Meter Replacements - Coolah	20,000	20,000	20,000	20,000	P17
Mains Replacement	50,000	50,000	50,000	50,000	P17
Wentworth Ave spare pump	6,500	-	-	-	P17
Coolah Water Supply Scheme Upgrades Scoping Study	80,000	-	-	-	P17
Water - Coolah Total	156,500	70,000	70,000	70,000	
Water - Coonabarabran					
Telemetry Upgrade Water (Council contribution only for proposed Grant funding- total project \$750k)	93,750	93,750	-	-	P17
Coonabarabran Water Treatment Plant Renewal	40,000	-	-	-	P17
4 yearly res. Inspections and cleans (shire-wide)	-	-	-	45,000	P17
Meter Replacements - Coonabarabran	50,000	-	-	-	P17
Coonabarabran WTP filter media replacement	80,000	-	-	-	P17
Water Main Extension - Removal of Dead Ends	-	125,000	125,000	50,000	P17
Water Treatment Plant Renewal	34,791	34,791	36,552	37,466	P17
Water Main Rehabilitation - George Street	-	85,000	-	-	P17
Mains replacements - Coonabarabran (incl. George St)	150,000	81,179	83,288	84,537	P17
Reservoir cleans (shire wide)	20,000	-	20,000	-	P17

Water - Coonabarabran cont.

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Reservoir upgrades - WHS, C18, fencing (shire wide)	85,000	85,000	-	-	P17
Reservoir upgrades - internal structures (shire wide)	-	200,000	-	-	P17
Water Supply Systems Automation Upgrades (shire wide)	55,000	120,000	1,280,000	-	P17
Coonabarabran Groundwater pipeline (Council's contribution only to \$2.3m project)	115,000	115,000	-	-	P17
Water - Coonabarabran Total	723,541	939,720	1,544,840	217,003	
Water - Dunedoo					
Mains Replacement - Wargundy Street	10,000	10,000	10,000	10,000	P17
Reservoirs-Rehabilitation	60,000	-	-	-	P17
Upgrade Chlorine room - Dunedoo	34,000	-	-	-	P17
Mains replacement - Cobbora St to Wargundy	15,000	-	-	-	P17
Mains replacement - Hwy/caravan park underbore	35,000	-	-	-	P17
Meter replacements - Dunedoo	20,000	20,000	20,000	20,000	P17
Water - Dunedoo Total	174,000	30,000	30,000	30,000	
Water - Mendooran					
Mendooran - EOL Safe & Secure upgrade	26,813	200,000	250,000	-	P17
Meter replacements - Mendooran	12,500	12,500	12,500	12,500	P17
Water rehab (TBC) From below	35,000	35,000	35,000	35,000	P17
Removal of dead ends - Dalglish to Abbott St	15,000	-	-	-	P17
Water - Mendooran Total	89,313	247,500	297,500	47,500	

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
19/20	2,357,746	(1,355,576)	(1,229,649)	(227,479)	170,879	(56,600)	-
20/21	5,265,436	(1,391,341)	(6,148,336)	(2,274,241)	181,007	(2,093,234)	-
21/22	4,257,436	(1,428,051)	(3,913,150)	(1,083,765)	191,736	(892,029)	-
22/23	2,245,473	(1,465,738)	(2,103,084)	(1,323,349)	-	(1,323,349)	-
Total:	14,126,091	(5,640,706)	(13,394,219)	(4,908,834)	543,622	(4,365,212)	-

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Preventative and breakdown maintenance of sewer mains and manholes	PI7
Operation and maintenance of sewerage treatment plants	PI7
Operation and maintenance of sewerage pumping stations	PI7
Key Projects	
Sewerage Treatment Plant Upgrades Coolah, Dunedoo, Coonabarabran	PI7
Binnaway sewer investigation	PI7
Mendooran Sewerage Scheme Scoping Study	PI7
SCADA and Telemetry Network Upgrade	PI7

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Sewer - Baradine					
Baradine - replace Pot valves & Cont.	100,000	82,000	30,000	30,000	P17
Sewage Treatment Plant - Vacuum pumps renewal	23,194	23,194	24,368	24,977	P17
Effluent Reuse- Pivot Irrigator replacement	113,500	113,500	-	-	P17
Baradine Sewerage Scheme Upgrade Scoping Study (Council contribution only to \$100k project) @25%	25,000	-	-	-	P17
Sewer - Baradine Total	261,694	218,694	54,368	54,977	
Sewer - Binnaway					
Binnaway - Sewerage (Council contribution only to \$7.6m project) @25%	81,394	45,443	125,000	1,500,000	P17
Sewer - Binnaway Total	81,394	45,443	125,000	1,500,000	
Sewer - Coolah					
Coolah Sewage Treatment Plant - upgrade peripherals	-	57,985	-	-	P17
Coolah Sewage Treatment Plant Upgrade	247,503	247,503	3,244,662	115,800	P17
Tools (New jetter hose)	5,000	-	-	-	P17
Manhole rehab - Coolah/Dunedoo	34,000	-	20,000	-	P17
Sewer - Coolah Total	286,503	305,488	3,264,662	115,800	
Sewer - Coonabarabran					
Mains-Relining various sections Coona	-	120,000	150,000	212,307	P17
Pump stations- renewal	80,000	-	80,000	-	P17
Mains Replacement/Rehab	57,985	57,985	60,920	60,000	P17
Telemetry Upgrade (All Towns) (Council Contribution only for 250k project)	31,250	31,250	-	-	P17
Coonabarabran Sewage Treatment Plant Upgrade	308,923	2,196,877	118,200	-	P17
Sewer rehab (TBC) From below (see LA)	-	-	-	100,000	P17
Tools (Mig welder)	5,000	-	-	-	P17
Sewer - Coonabarabran Total	483,158	2,406,112	409,120	372,307	
Sewer - Dunedoo					
Dunedoo Sewage Treatment Plant Upgrade	56,900	3,112,600	-	-	P17
Sewer rehab (TBC) From below	60,000	60,000	60,000	60,000	P17
Sewer - Dunedoo Total	116,900	3,172,600	60,000	60,000	
Sewer - Mendooran					
Sewer - Mendooran Total	-	-	-	-	

How will we track our progress?

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

Warrumbungle Waste

Directorate: Business Arm of Council
Branch: Warrumbungle Waste

Warrumbungle Waste provides waste services throughout the Warrumbungle Shire as a business arm of Council. The waste services are provided to residential and non-residential customers for both general waste and recycling. Council operates all pick-up services for both general waste and recycling pickups throughout the Shire with Council labour.



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

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

Warrumbungle Waste is a core function of Council and provides an essential service to the community and needs to be funded exclusively from general rating income as a 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
19/20	2,497,648	(2,457,205)	(70,000)	(29,557)	-	(29,557)	-
20/21	2,559,841	(2,510,752)	(20,000)	29,089	-	29,089	-
21/22	2,623,583	(2,576,720)	(20,000)	26,863	-	26,863	-
22/23	2,688,913	(2,644,436)	(20,000)	24,477	-	24,477	-
Total:	10,369,985	(10,189,113)	(130,000)	50,872	-	50,872	-

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Management of waste services	PI8
Provide and maintain a landfill facility for the shire	PI8
Provide and maintain waste transfer station facilities for the shire	PI8
Weekly residential general waste pick up service	PI8

Outcome	CSP Link
Weekly residential recycling pick up service	PI8
Weekly commercial waste pick up service	PI8
Waste minimisation through two material handling facilities in the shire	PI8
Key Projects	
Waste Management Strategy	PI8
Landfill Expansion	PI8

Capital Projects	2019/20	2020/21	2021/22	2022/23	CSP Link
Waste Capital Allowance	20,000	20,000	20,000	20,000	P17
Site Works for CDS	50,000	-	-	-	P17
Warrumbungle Waste Total	70,000	20,000	20,000	20,000	

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
1	The waste service operates as a fully self funding business	Yearly financial outcome against budget	Surplus
2	Weekly residential waste pick up service is provided to eligible residents	Number of complaints for missed services per year	<10
3	Weekly residential recycling pick up service is provided to eligible residents	Number of complaints for missed services per year	<10
4	Council's waste facilities operate within regulatory guidelines	Amount of penalties imposed on Council by Regulators	\$0
5	WH&S issues are minimized 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
19/20	1,144,514	(1,066,838)	-	77,676	(44,871)	-	32,805
20/21	1,162,333	(1,091,182)	-	71,151	(46,459)	-	24,692
21/22	1,180,436	(1,116,131)	-	64,305	(48,007)	-	16,298
22/23	1,198,827	(1,141,691)	-	57,136	(49,594)	-	7,542
Total:	4,686,110	(4,415,842)	-	270,268	(188,930)	-	81,338

What will we achieve with this money?

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

How will we track our progress?

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

SEE APPENDICES

Appendix 1: Donations Policy

B2.1 Policy Introduction

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 is grouped as follows;

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

B2.2 Annual Donations

**In accordance with Section 356 of the Local Government Act 1993
Council proposes to make the following donations in 2019/20.**

Program Category	Assistance Type (see Note 1)
Name of Organisation or Group	
Sporting Clubs & Events	
Dunedoo Polocrosse Club	(4) \$500
Binnaway Jockey Club	(4) \$1,000
Binnaway Jockey Club	(5)
Warrumbungle Eventing	(4) \$500
Coonabarabran Junior Rugby League and Netball Club	(5)
Coonabarabran Pony Club	(4) \$2,500
Coolah Junior Sports Club	(1)

Program Category	Assistance Type (see Note 1)
Name of Organisation or Group	
Cultural Groups & Societies	
Caring for Coolah	(4)
Warrumbungle Wildlife Shelter	(1)
Cultural Groups & Societies	
Dunedoo P. AH&I Association	(1)
Coonabarabran P.A.I&H Association	(3)
Coolah Historical Art and Tourism Sub Committee	(4) \$2,000
Warrumbungle Arts and Crafts Inc.	(4) \$1,000
Coolah Lions Club	(4) \$500
Community Halls	
Trustees of the Bugaldie War Memorial Hall	(4) \$1,000
Urabry Hall Association Inc.	(1)
Ulamambri Memorial Hall	(4) \$500
Youth and Senior Groups	
Coolah Youth and Community Centres	(1)
Religious Properties	
St Andrews Anglican Church Coolah	(1)
Presbyterian Church Coolah	(3)
Charity	
St Vincent De Paul Society	(3)
Community Service Organisations	
CWA – Coonabarabran	(1)
Coolah Men Shed	(4) \$1,000
Dunedoo Area Community Group Inc.	(1)

Note 1: The types and structure of financial assistance depends upon the type of activity being undertaken and may be one of the following types;

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

B2.3 Council owned Properties, Facilities, Plant and Equipment and Halls

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

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

B2.4 Council Owned Plant

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

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

B2.5 Development Applications

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

B2.6 Financial Assistance Grants

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

B2.7 Assessment Criteria

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

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

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

- Activities/services which do not attempt to become self-supporting where the potential exists through fees or other feasible income – producing activities.
- Activities of a purely social nature, which do not address the needs of disadvantaged groups.
- Activities which are eligible for support from state- wide or regional parent bodies.
- Organisations, which have not observed accountability requirements for past Council assistance.

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

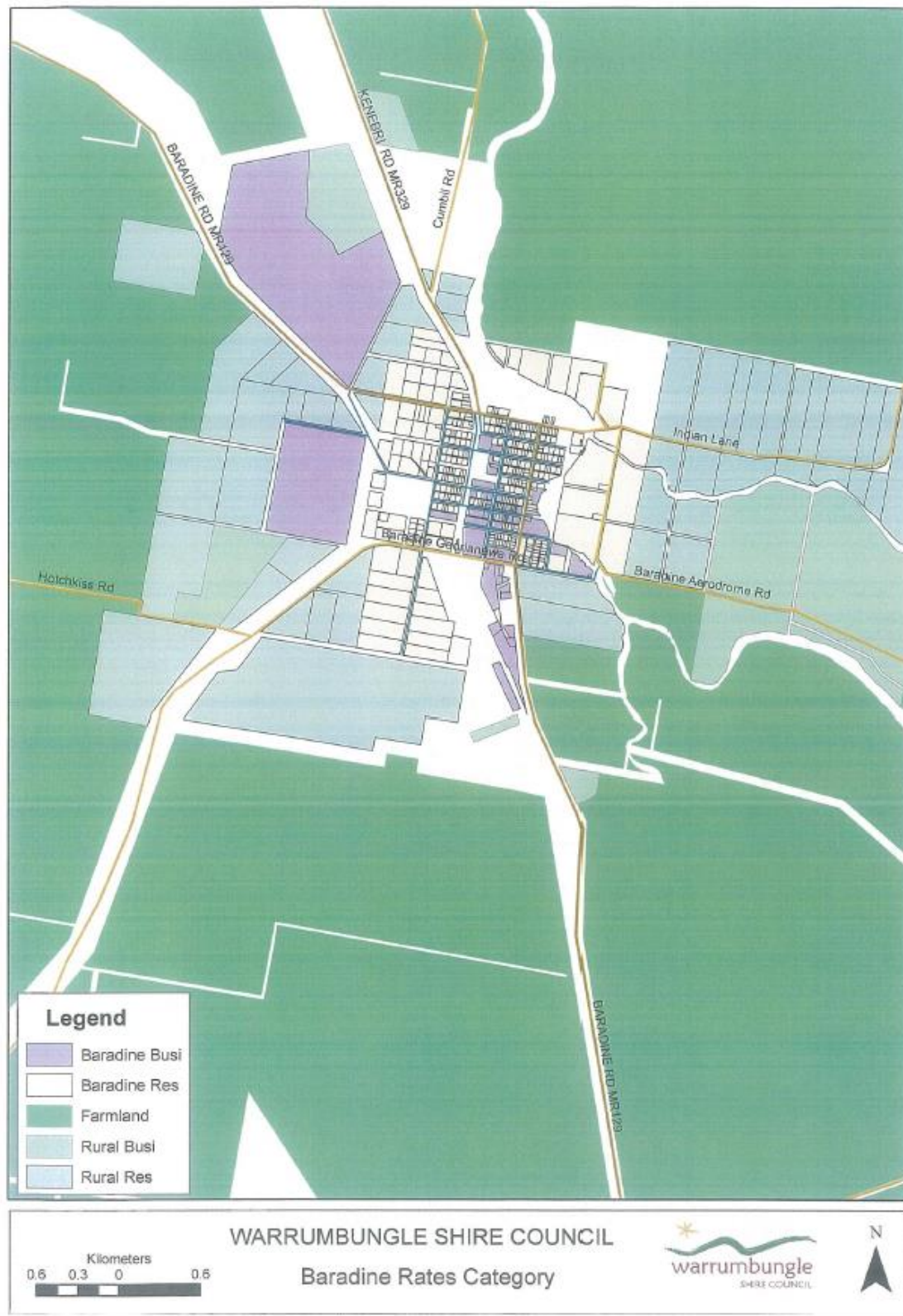
Council will consider applications for financial assistance at the ordinary meeting in each of the following months only:

- February
- August

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

Appendix 2: Rate Maps

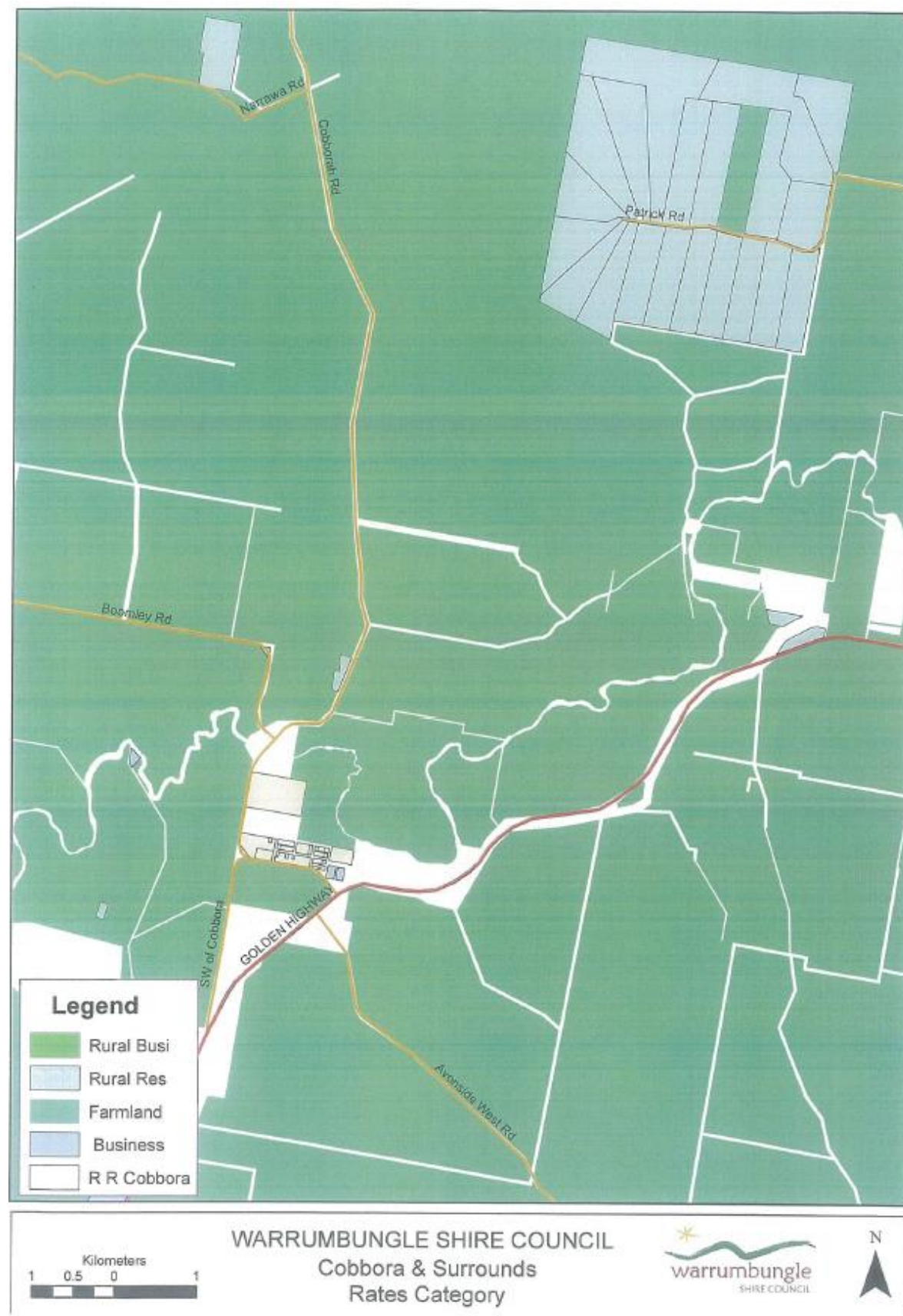
Map 1: Baradine



Map 2: Binnaway



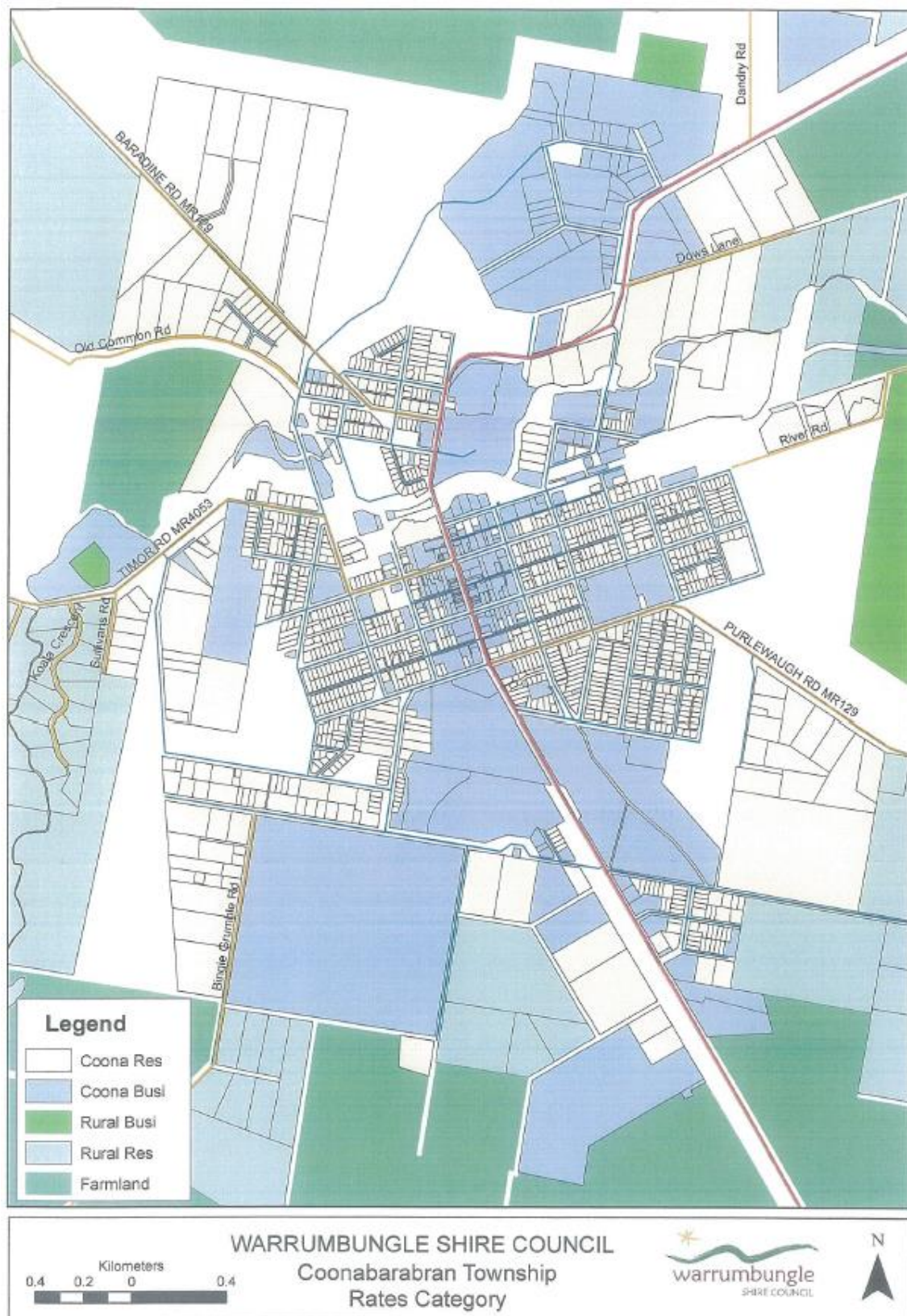
Map 3: Cobbora & Surrounds



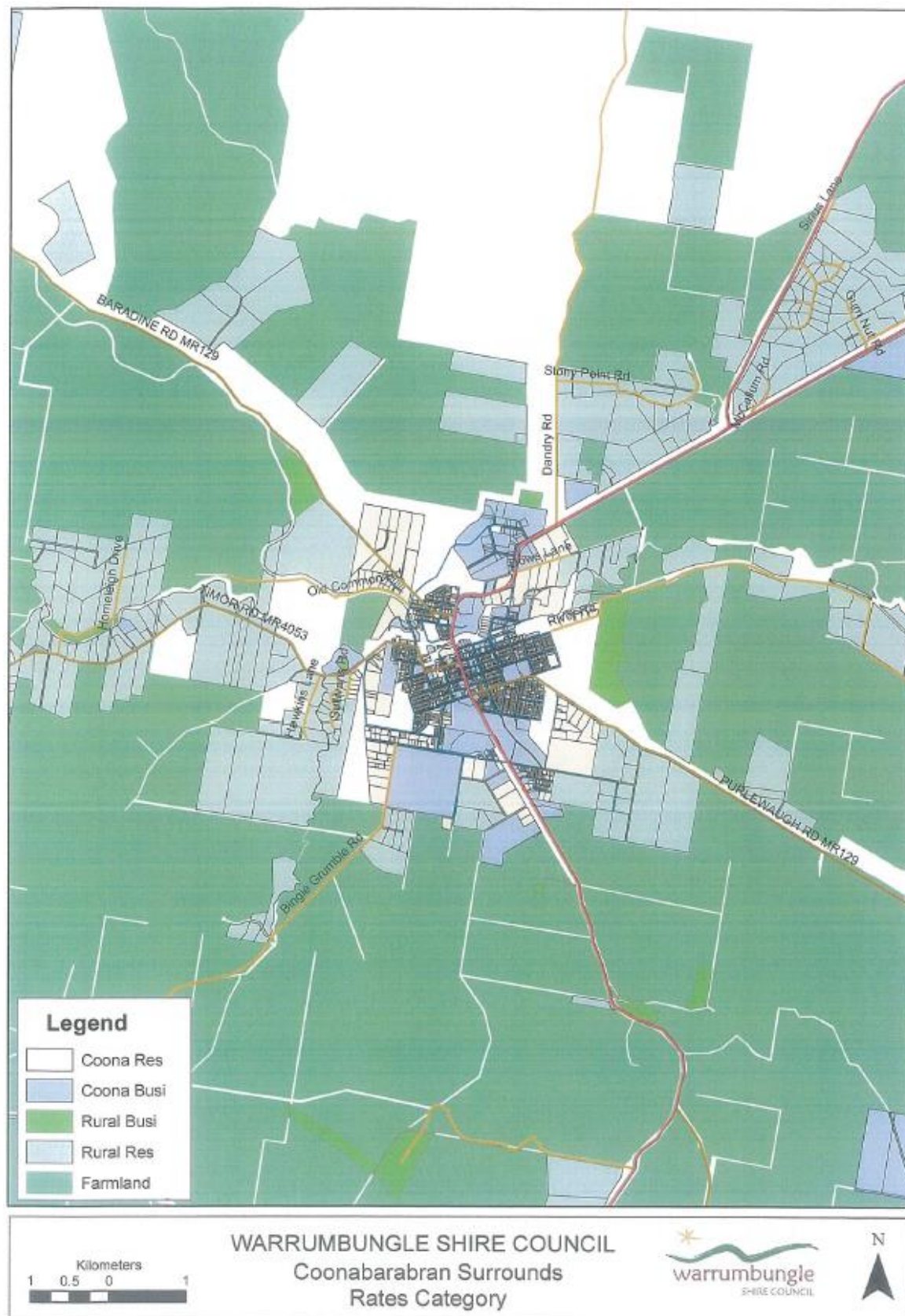
Map 4: Coolah



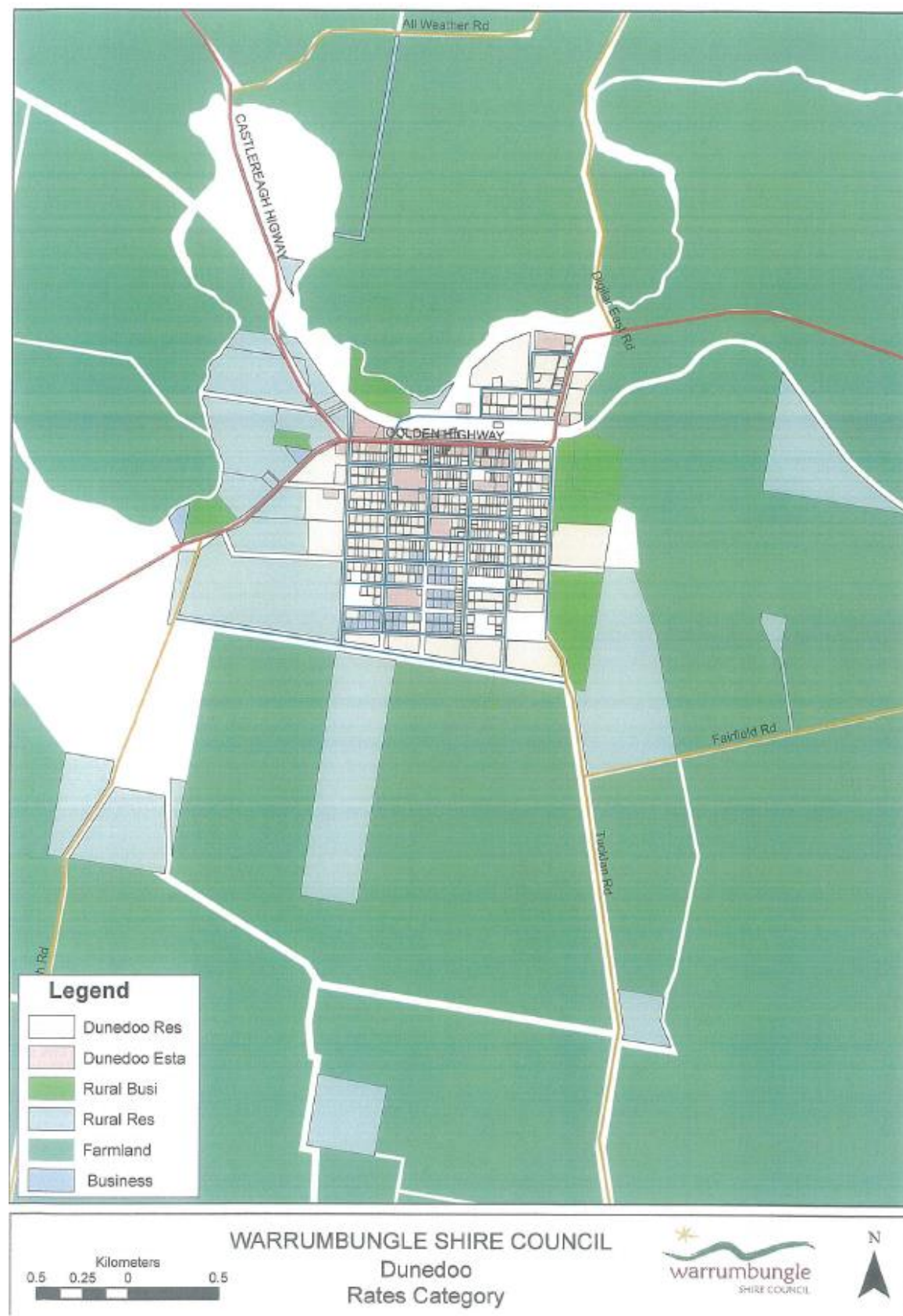
Map 5: Coonabarabran Township



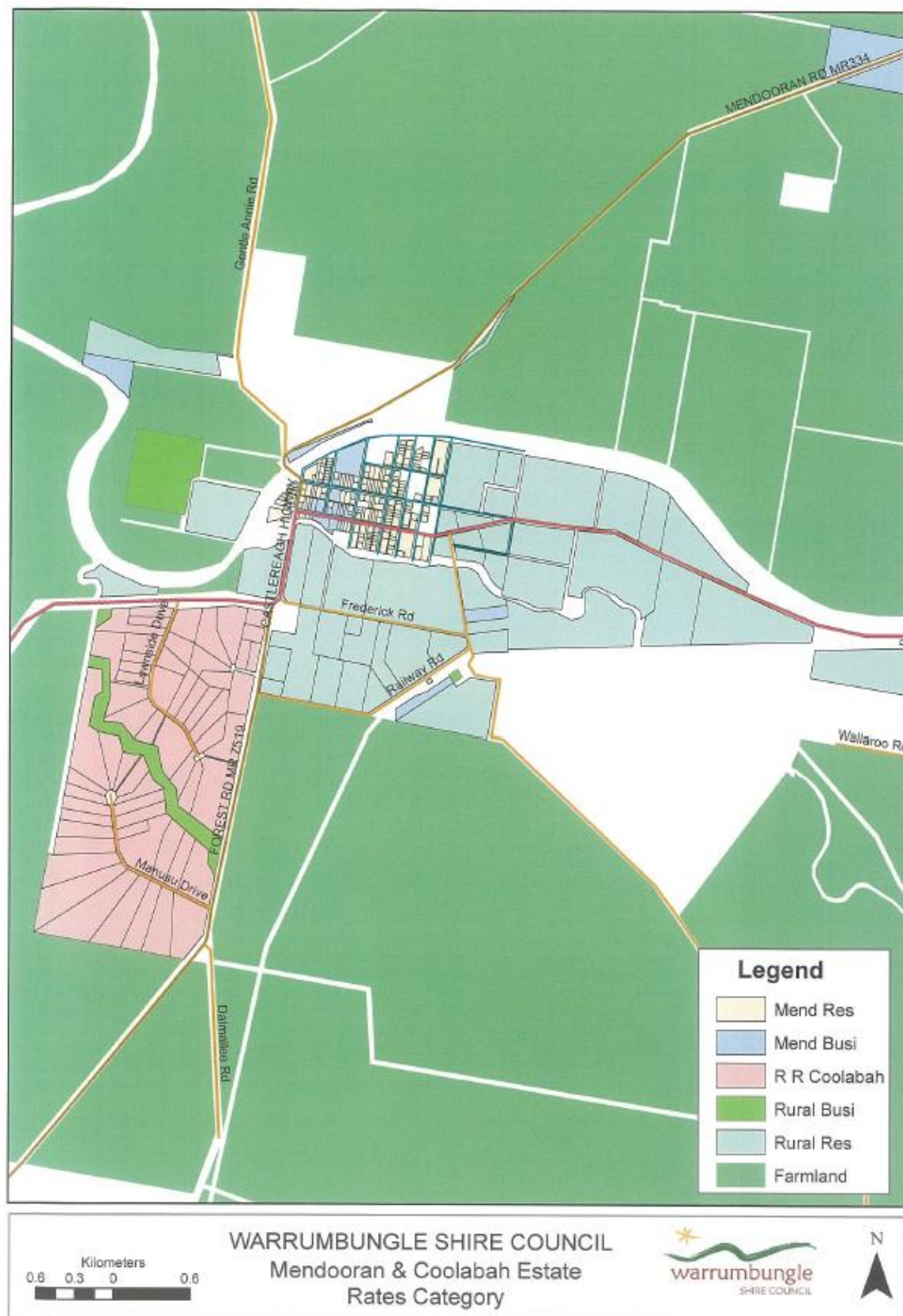
Map 6: Coonabarabran Surrounds



Map 7: Dunedoo



Map 8: Mendooran and Coolabah Estate



Map 9: Warrumbungle Shire Council Shire Map

