



# Annual Report

## 2011 / 2012





## Contents Page

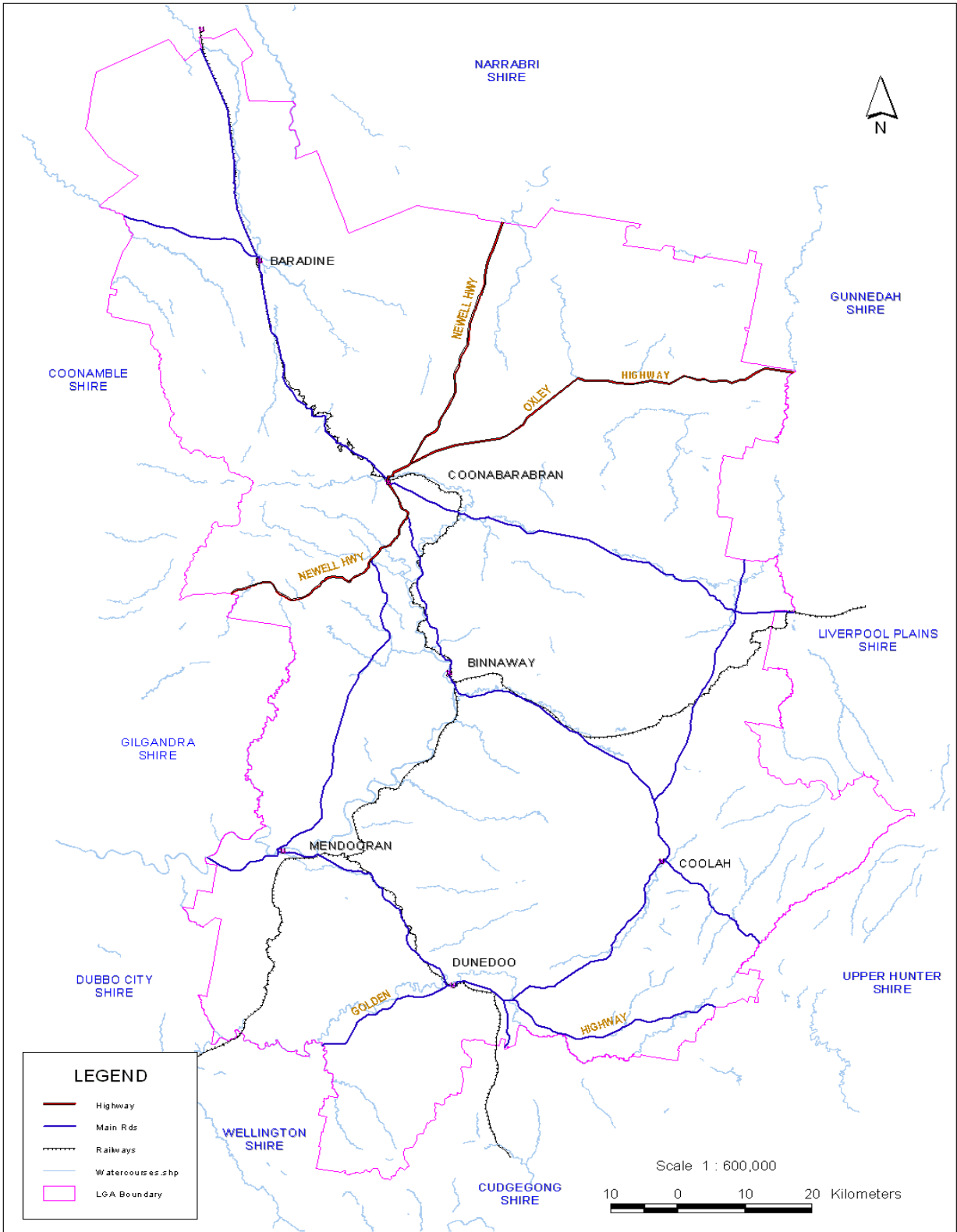
MAP OF THE WARRUMBUNGLER LOCAL GOVERNMENT AREA .....	4
MESSAGE FROM THE MAYOR .....	5
MESSAGE FROM THE GENERAL MANAGER.....	7
A PROFILE OF OUR WARRUMBUNGLER SHIRE .....	10
COUNCIL .....	11
SENIOR MANAGEMENT .....	11
COUNCILLORS .....	12
SENIOR MANAGEMENT .....	13
PUBLIC MEETINGS .....	14
COMMITTEES OF COUNCIL .....	14
CONTACTING COUNCIL.....	16
FINANCIAL STATEMENTS .....	16
PERFORMANCE IN REVIEW .....	17
EXECUTIVE SERVICES .....	18
CORPORATE SERVICES .....	19
TECHNICAL SERVICES.....	32
WATER AND SEWERAGE .....	35
PARKS AND GARDENS.....	35
WASTE .....	37
FLEET .....	37
ENVIRONMENTAL SERVICES .....	41
SERVICES FOR PEOPLE WITH DIVERSE CULTURAL AND LINGUISTIC BACKGROUNDS .....	45
SERVICES FOR NEEDS OF CHILDREN .....	45
ACCESS AND EQUITY ACTIVITIES FOR RESIDENTS .....	46
COMPANION ANIMALS ACT AND REGULATION ACTIVITIES.....	47
COMMUNITY CARE SERVICES .....	49

---

CENTRELINK AGENCY.....	50
CONNECT FIVE CHILDREN’S SERVICES .....	51
LIBRARY SERVICES .....	52
WESTPAC INSTORE.....	55
YULLUWIRRI KIDS.....	55
CASTLEREAGH FAMILY DAY CARE.....	58
TOURISM AND ECONOMIC DEVELOPMENT.....	63
YOUTH .....	67
CONDITION OF PUBLIC WORKS.....	68
LEGAL PROCEEDINGS.....	69
SENIOR STAFF.....	69
ELECTED MEMBERS .....	70
OVERSEAS TRAVEL.....	72
CONTRACTS AWARDED BY COUNCIL.....	73
BUSH FIRE HAZARD REDUCTION AND COMMUNITY ENGAGEMENT.....	74
PRIVATE WORKS.....	76
CONTRIBUTIONS AND DONATIONS.....	76
HUMAN RESOURCE ACTIVITIES.....	78
EXTERNAL BODIES .....	80
COMPETITIVE NEUTRALITY PRICING .....	82
SPECIAL VARIATION EXPENDITURE .....	83
INTEGRATED PLANNING AND REPORTING .....	83
COMMUNITY STRATEGIC PLAN.....	84
DELIVERY PROGRAM AND OPERATIONAL PLAN.....	85
WORKFORCE MANAGEMENT PLAN (WMP) 2012-2016 .....	85
GOVERNMENT INFORMATION (PUBLIC ACCESS) Act 2009 .....	88
PRIVACY STATEMENT .....	89
COMPLIANCE WITH PLANNING AGREEMENTS .....	90
PUBLICATION GUIDE .....	90
Attachment 1.0 – Condition of Public Works .....	91
Attachment 2.0 - Payment of Expenses and Provision of Facilities To Mayors And Councillors Policy .....	94
Attachment 3.0 - State of Environment Report.....	106

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**MAP OF THE WARRUMBUNGLE LOCAL GOVERNMENT AREA**



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## MESSAGE FROM THE MAYOR

The 2011-2012 year has seen the Council attract and retain key staff especially in the Corporate Services Division. This has enabled the Shire to once again meet target reporting dates and fulfil its statutory requirements.

Throughout the year voluntary organizations within the Shire reached significant milestones such as Mendooran CWA celebrating 85 years, Purlewaugh CWA 80 years, Coonabarabran RSL Women's Auxiliary 65 years and Coonabarabran Garden Club 60 years. As well as this, one of the Shires longest serving Councillors, Ron Sullivan was awarded with a long service medal at the last Shires Association Annual Conference.

Council was also invited to participate in the opening of new infrastructure in our schools. St Michaels, Dunedoo with classrooms and hall, Dunedoo Central sees a new Trade Training Centre and St John's Baradine, new classrooms and offices all funded through the Federal Governments Building The Education Revolution. Council also opened the last of our Regional and Local Government Infrastructure Programme (RLCIP) funded projects, the new Recycling Centre at Dunedoo.

The sister city style relationship between Ibara City in Japan and Warrumbungle Shire Council moved one step closer when council resolved to send the Mayor and the Director of Corporate Services, Rebecca Ryan to Japan to visit the telescopes and start the face to face relationships and negotiations. A reciprocal visit from Ibara City is expected before December 2012 and should coincide with the opening of the Milroy 40 inch private telescope.

The planned gas pipeline to be constructed between Narrabri and Wellington which was to traverse a section of the Liverpool Plains near Mullaley in our shire was withdrawn. This occurred after a meeting with the Director General of Planning where he agreed with Councils argument for the pipeline to parallel the Newell Highway into Coonabarabran and then on to Wellington.

During the year Boral Country Concrete and Quarries announced the closure of both the "blue metal" quarry and the concrete batching facility in Coonabarabran. Council has been in negotiations with Boral to lease the facility but at this stage no contracts have been signed.

One of the requirements for the introduction of Integrated Planning and Reporting is community consultation. In Warrumbungle Shire over 900 people attended the forums which were conducted in the larger towns and villages and included exclusive meetings with the aboriginal community, senior citizens and school representatives. The community consultation then guided the formation of the Strategic Plan.

In February 2012 Council accepted the tender from David Payne Constructions of Dubbo to build the extension to the Shire Chambers on McWhirter's corner in Coonabarabran. The construction works commenced on March 19<sup>th</sup> and the ceremonial "sod turning" occurred in early April. The building is planned to be completed in November 2012.

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The new Organisation Structure proposed by the General Manager and reviewed by the Manex team was accepted by Council and will be reviewed by Council at its 12 month anniversary in December 2012.

During the year Council assisted the RFS in awarding Long Service medals to the RFS volunteers across the Shire; a total of 1160 years of volunteering was recognized.

Council also agreed to the compulsory acquisition of the former Dunedoo Hospital freehold land for the Dunedoo/Mendooran Aged Care Hostel Ltd. Retirement Village Project. Planning for this project is ongoing.

Major events that occurred during the year included the NSW Country versus Queensland Country Rugby League clash in Coonabarabran which was the culmination of a full week of training camps held on the three ovals in the town. The Goanna Tracks Motocross development near Bugaldie attracted thousands of people over 3 weekends of National and State competitions. Over 250 people attended the Australian Camper Trailer Group visit to Camp Cypress and the Baradine area. In Coonabarabran the NW Equestrian Expo for high school students attracted over 600 students for 5 days of equestrian competition and celebrated 20 years since its inception.

The Northern Plains Region of the NPWS attracted nearly 100 participants to the Pest Management Strategy Consultation forum in Coonabarabran to set a four year programme for both weed and feral pest control strategies.

Other successful functions were the NPWS organized "Crooked Mountain Concert" in the Warrumbungles, the Dunedoo "Bush Poetry Festival", "Arts Unlimited", the Blowfly Wines "Bottle Rock Concert" and the "Hartwood Campfires and Country Music Festival" near Coolah.

I would like to thank the General Manager, Directors, Staff and Councillors for their support during the past twelve months.

**Peter Shinton**  
**Mayor**

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**MESSAGE FROM THE GENERAL MANAGER**

It is with much pride that I deliver my second annual report since joining Warrumbungle Shire Council (WSC) in May 2011. This report covers the period 1 July 2011 to 30 June 2012.

The 2011/12 year has brought many challenges to the day to day functions and overall reform of Council.

In 2010 the Division of Local Government (DLG) conducted an intensive review of operations and practice at WSC. I said in my report last year this Best Practice Review, with its 43 recommendations, would form the blueprint for the future operations of the Warrumbungle Shire Council. I am now proud to report that all of these recommendations have been implemented.

The 2011/12 year saw the adoption and implementation of the new Organisational Structure, starting with a reduction in Directorates from four to three. Following some years of dysfunctional Corporate Operation, Mrs Rebecca Ryan was appointed Director of Corporate Services (DCS) after successfully leading the Community Services section. Mr Tony Meppem was appointed Director of Environmental and Community Services (DECS), the newly combined Directorate. Mr Kevin Tighe remains in his role as the Director of Technical Services.

This new structure was developed by extensive consultation with all levels of staff and Councillors. In conjunction with the Human Resources team, the MANEX team examined every position relevant to service provision to the community. What became evident during this process was that over the past years with staff leaving and technology changes, Council was short staffed by 30 positions. While the absence of these positions helped the bottom line in the financial statements they obviously had a real time, negative impact on the level of service to the community. Additional middle management technical jobs were the immediate target. Council embarked on some unique and innovative methods of recruitment; from newspaper stories in the Sydney tabloid dailies, to saturation radio interviews with the Mayor by Sydney Radio shock jocks. As a result, at the time of writing this report most technical positions have been filled. Executive Services and HR saw the creation of the pivotal role of Learning and Development officer. Glennis Mangan has taken up this position with much gusto and already many training opportunities have been provided for all staff. Melissa Bennett is the Executive Assistant to the General Manager, Mayor and Councillors. Melissa supervises the newly created positions of Personal Assistant's to the Directors.

In reference to the Better Practise Review recommendations, a complete overhaul of Council's Finance division was undertaken. Council has been under close scrutiny for the late provision of financial statements and a less than satisfactory report card on our financial reporting acumen. To help remedy this situation and to ensure future critical timetables are met, a new Chief Financial Officer (CFO) was appointed to the Finance team. Mr Stefan Murru and his young family have settled into the Coolah community. Formally from the NSW RTA based in Sydney, Stefan brings with him a deep and sound grounding in asset and financial management.

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Other new finance practitioners were recruited and integrated within the team. Some finance roles were redefined and with strong leadership and guidance we are on track for the first time in 7 years to have correct, unqualified financial statements reported to the DLG as required by the end of October 2012.

Council has continued to pursue and further our collegiate relationship with other LGA's by regular attendance at meetings of the Orana Regional Organisation of Councils (OROC), the Country Mayors Association, C Division, Local Government and Shires Association (LGSA) Conference, Minister for Local Government's 2036 Forum and the Regional Development Australia Summit.

Council is strongly aligned with the NSW Rural Fire Service (RFS). There are interesting times ahead with a review of both the funding model and integration of fleet and volunteers. This year at the Service Awards it was amazing to witness the recognition of 1100 years of combined service by the Award recipients. The Mayor and I continue to attend the zone liaison meetings held at both Coonabarabran and Gilgandra.

As a Group 3 Council, Warrumbungle Shire was required to complete the very comprehensive and exhaustive tasks to satisfy the provisions of the NSW Government's Integrated Planning and Reporting (IP&R) legislation. For the Community Strategic Planning (CSP) section Director Corporate Services Rebecca Ryan, led a team of approximately 30 enthusiastic staff. This team convened and facilitated 39 community forums that attracted 900 participants across the shire. The outcomes of these CSP forums helped drive the development of the many documents such as, the Delivery Programme, the Asset Management Plan, and the Long term Financial Plan.

During the 2011/12 year we have experienced flood events creating compounded flood damage. These flood events impact on Council's works programme with construction plant and equipment being taken off general maintenance and renewal works and subsequently pushing the works programme back.

There has also been a higher than usual spate of water quality issues. These matters have created challenges for Warrumbungle Water that is now under control.

Our Community Care staff continues to provide valuable help and assistance through Meals on Wheels and monthly bus trips to Dubbo, Gunnedah and Mudgee. These are much needed trips to allow clients access to medical and social facilities. The Inaugural Dunedoo Health Expo was held in July and proved highly successful. Coolah's own Health and Wellbeing Day was also a success as was the annual Christmas in July. Child Care remains a high focus for Council. The recruitment of appropriately qualified early childhood practitioners continues to be a challenge. Council's fully funded "Kids" operations enjoy a full subscription with a healthy waiting list.

Council continues to support the various local events within the shire such as Local shows, Race Meetings and Town committee meetings. This support is both in kind and in cash. These local events are run by an army of dedicated volunteers and form the very fabric of our community. International tourism is in a downturn relative to the Aussie dollar, however domestic visitation remains strong. Staff at the Visitor information Centre are constantly reviewing and updating the brochures and local attraction information.



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Finally I would to thank all my staff for their support in this very trying year of change and adjustment. My thanks also go to Mayor Peter Shinton and all the councillors and community members for their continued support in helping me settle into the Warrumbungle Shire.

**Steve Loane**  
**General Manager**

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## A PROFILE OF OUR WARRUMBUNGLE SHIRE

<b>Population:</b>	9,808 (2006 Census)
<b>Area:</b>	12,380 square kilometres
<b>Towns:</b>	Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo, Mendooran
<b>Villages:</b>	Bugaldie, Kenebri, Merrygoen, Neilrex, Leadville, Cobbora, Uarbry
<b>State Seat:</b>	Barwon
<b>Federal Seat:</b>	Parkes

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

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

The shire is also a meeting place for the nations of our traditional owners and custodian 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.

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.

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

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## COUNCIL

Council has nine (9) councillors with the Mayor elected annually by his or her peers. Local Government elections were held in September 2008. The current Councillors are listed below:

**Councillor Peter Shinton**

**Mayor**

Phone: (02) 6842 2055

**Councillor Murray Coe**

**Deputy Mayor**

Phone: (02) 6375 0265

**Councillor Kerry Campbell**

Phone: (02) 6843 1145

**Councillor Tilak Dissanayake**

Phone: (02) 6377 1002

**Councillor Ray Lewis**

Phone: (02) 6886 3517

**Councillor Mark Powell**

Phone: (02) 6377 1676

**Councillor Victor Schmidt**

Phone: (02) 6842 1500

**Councillor Ron Sullivan**

Phone: (02) 6842 8226

**Councillor Denis Todd**

Phone: (02) 6843 1831

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## SENIOR MANAGEMENT

**General Manager**

Steve Loane

**Director Corporate Services**

Rebecca Ryan

**Director Community and Environmental Services**

Tony Meppem

**Director Technical Services**

Kevin Tighe

**Auditor**

Forsyths Chartered Accountants  
Armidale

**Solicitor**

Clarke and Cunningham  
Coonabarabran

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## COUNCILLORS



Cr Peter Shinton  
Mayor



Cr Murray Coe  
Deputy Mayor



Cr Kerry Campbell



Cr Tilak Dissanayake



Cr Ray Lewis



Cr Mark Powell



Cr Victor Schmidt



Cr Ron Sullivan



Cr Denis Todd

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**SENIOR MANAGEMENT**



**Steve Loane**  
General Manager



**Kevin Tighe**  
Director Technical Services



**Rebecca Ryan**  
Director Corporate Services



**Tony Meppem**  
Director Community and Environmental  
Services

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## PUBLIC MEETINGS

Ordinary meetings of Council are usually held on the third Thursday of each month commencing at 9.00 am. Monthly Council meetings are held at either Coonabarabran or Coolah (on an alternating basis). Monthly meetings of Council are advertised and attendance by members of the public is encouraged.

Special meetings are held for the consideration of specific issues as required. Both ordinary and special meetings (with the exception of matters which are considered to be of a confidential nature) are open to the public and public attendance at these meetings is invited.

At the commencement of the monthly meeting, time is provided for an open forum to allow community members to address Council and senior staff on issues of concern. The opportunity to speak at these public forums is advertised regularly and participants are advised that they may speak for 5 minutes. Councillors are encouraged to ask questions at the time of the forum presentation and the Mayor accepts written information that may be provided at that time for distribution to each Councillor.

Business papers are available on the Monday preceding the council meeting from the Administration Centre in Coonabarabran and can be accessed on Council's website at [www.warrumbungle.nsw.gov.au](http://www.warrumbungle.nsw.gov.au)

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## COMMITTEES OF COUNCIL

### External Committees

These committees are part of this Council's wider involvement in the region. The majority of these committees have legislative powers creating them or formal agreements between us and other Councils. It is essential that all of these committees have active elected representative involvement.

<b>Castlereagh Macquarie County Council</b> Crs Shinton and Coe	<b>Macquarie Regional Library</b> Crs Powell and Campbell	<b>Traffic Advisory</b> Cr Lewis, Council staff, RTA, police representatives and one community member
<b>Warrumbungle Bushfire Management</b> Cr Shinton, Council staff and bushfire personnel	<b>Local Emergency Management</b> Cr Dissanayake and emergency personnel	<b>The North West Weight of Loads Group</b> Cr Todd, Council staff, group transport and farming representatives from area
<b>Central Ranges Natural Gas Association</b> Mayor and General Manager represent Council	<b>Catchment Management Authorities</b> Councillor Sullivan and Senior staff represent Council	<b>Orana Regional Organisation of Councils</b> Mayor and General Manager represent Council

<b>Community Safety Precinct</b> Mayor and General Manager represent council	<b>Orana Arts Incorporated</b> Director of Community Services	<b>Warrumbungle Shire Liquor Accord</b> Cr Schmidt
<b>Inland Rail</b> Cr Todd		

#### Internal Committees

<b>Plant Advisory</b> Crs Sullivan, Lewis, Powell and Coe and staff representatives	<b>Occupational Health &amp; Safety Advisory</b> Cr Schmidt and staff representatives	<b>Consultative Advisory</b> Cr Schmidt and staff representatives
<b>General Manager's Review</b> All Councillors	<b>Finance and Works</b> All Councillors	<b>EEO Advisory</b> Cr Sullivan and staff representatives
<b>Audit and Risk Management</b> Cr Shinton	<b>Waste Facilities Advisory</b> Crs Coe, Lewis, Powell, Sullivan and Todd	<b>Project Steering</b> Crs Coe and Sullivan

#### Community Committees

These committees are made up either in part or in full of community members and are set out below.

<b>Warrumbungle Aerodromes Advisory</b> Crs Powell and Campbell, Council staff and community members	<b>Baradine Floodplain Management Advisory</b> Crs Todd, Campbell Council staff and community members	<b>Warrumbungle Shire Tourism and Economic Development Advisory</b> Crs Schmidt and Campbell, Council staff and community members
<b>Medical Services Advisory</b> Crs Dissanayake and Todd, Council staff and community members	<b>Warrumbungle Shire Council Yuluwirri Kids Advisory</b> Director of Community Services	<b>Warrumbungle Shire Council Social Services Advisory</b> Councillor Campbell
<b>Roads Review</b> All Councillors		

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## CONTACTING COUNCIL

Council's Administration Centre is located at 20-22 John Street, Coonabarabran and is open weekdays from 8.30am to 4.30pm (excluding public holidays).

Council can be contacted by telephone on 6849 2000 (Coonabarabran office) or 6378 5000 (Coolah Office) or from calls within the Shire on 1300 795 099.

Council can also be contacted by facsimile on 6842 1337 or you can email us at [info@warrumbungle.nsw.gov.au](mailto:info@warrumbungle.nsw.gov.au)

Correspondence is to be directed to Council at P O Box 191, Coonabarabran NSW 2357.

Visit our website at [www.warrumbungle.nsw.gov.au](http://www.warrumbungle.nsw.gov.au)

Council's office located at 59 Binnia Street, Coolah is also open weekdays from 8.30am to 4.30pm (excluding public holidays).

### Media

Council news and information is regularly reported in the local media and Council notices are published in the Coonabarabran Times, Coolah District Diary, Dunedoo District Diary, Mendooran Pride and Binnaway Bush Telegraph.

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## FINANCIAL STATEMENTS

LGA s.428(2)(a)

The Operating Statement and Statement of Financial Position are part of the external reporting requirements on Council and are in a format which meets external reporting requirements under the Local Government Act 1993. These reports are independently audited by Council's Auditors, Forsyths of Armidale. For further details on Council's audited Annual Statements, a copy can be viewed at Council's offices and on the website when available.

### Rates and Charges Written Off

(Reg cl. 132)

Set out below are details of Rates and Charges written off during the 2011/2012 rating year. Rates and charges have been written off in accordance with the provisions of the Local Government Act 1993 and Regulations. Individual details of amounts written off are contained in Registers maintained by Council.

Type	General Fund / Domestic Waste	Water	Sewerage	Interest / Legal	Total
Pension Rebates	271,080.95	83,304.68	43,593.93		397,979.56
Postponed Rates	2,378.31	23.81	1,579.10		3,981.22
Other Write Offs	18,179.74	14,279.49	2,279.08	14,523.33	49,261.64
<b>Totals</b>	<b>291,639.00</b>	<b>97,607.98</b>	<b>47,452.11</b>	<b>14,523.33</b>	<b>451,222.42</b>



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## PERFORMANCE IN REVIEW

LGA s.428(2)(b)

In accordance with the provisions of the Local Government Act, 1993, reports have been submitted to Council on a quarterly basis as to the extent to which the performance targets set by the 2011/2012 Management Plan have been achieved during the year. The following pages provide an overview of the achievements for the principal activities listed below:

PROGRAMME	PRINCIPAL ACTIVITIES
1 EXECUTIVE	Council General Manager Human Resources Services
2 TECHNICAL SERVICES	Technical Services Management Asset and Design Projects Road Operations Urban Services Fleet Services Road Contracts & Private Works Water & Sewerage Services
3 ENVIRONMENTAL & COMMUNITY SERVICES	Environmental Management Regulatory Services Warrumbungle Community Care Family Support Services Environmental Innovations Yuluwirri Kids
4 CORPORATE SERVICES	Corporate Services Management Financial Services Administration & Customer Service Communications & IT Economic Development and Tourism Property & Risk

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## EXECUTIVE SERVICES

### **Extension to the Coonabarabran Administration Office**

Following closely after the amalgamation of the Warrumbungle and Coolah Shires in 2005, fire destroyed additional council offices in John Street Coonabarabran. The reduction in office space has left Council staff working in temporary accommodation since 2006.

In December 2010 Council determined to accept a quotation for the design of a new office extension for the Coonabarabran Administration Office to accommodate those staff in temporary offices.

De Beer Building Design of Dubbo were engaged to prepare documents for the extension of the existing Coonabarabran Council offices onto the former Crane building site on the corner of Cassilis and John Streets.

Plans were received from De Beer Design and were accepted by Council, along with the approval for a Development Application.

In 2011 tenders for the construction of the new office building were called and Council determined to appoint the General Manager, Acting Director Environmental Services and Councillors Shinton, Coe, Sullivan and Lewis as the tender panel to determine the selection criteria and weightings to be applied to the evaluation of the tenders.

The successful tender for the new building was awarded to David Payne Constructions of Dubbo. Construction commenced on the new building in early 2012 with an expected completion date of December 2012. The extension will provide a new Chamber, training room and Mayors office along with a staff room and offices for Executive Services and Corporate Services personnel.

### **Organisational Structure**

Human Resources have been working tirelessly to recruit staff into the positions created as a result of the new Organisational Structure which was adopted by Council in 2011.

These positions included Corporate, Technical and Environmental Services middle management and supervisory roles as well as a Learning and Development coordinator's position. Other positions have been redesigned or realigned to cater for the change in structure.

It is anticipated that all vacant or new positions will be filled by the end of 2012.

**Steve Loane**  
**General Manager**

### **Financial Services**

The 2011/2012 financial year saw many changes in the Financial Services branch. Financial Services experienced significant staff turnover, and Council's financial reporting requirements increased with the requirement to complete Quarterly Budget Review Statements (QBRs) and the introduction of the Integrated Planning and Reporting (IP&R) Framework.

Due to staff vacancies at the time of completing Council's 2010/2011 financial statements, the 2010/2011 statements were not submitted to the Division within the required timeframe. In January 2012, Council appointed a new Director of Corporate Services and a Chief Financial Officer, and also re-designed several other roles within Financial Services. Financial Services branch is now adequately staffed and the 2011/2012 financial statements were approved for release to Council's auditors on 16 August 2012.

Significant achievements for the 2011/2012 financial year included:

- Early submission of Council's 2011/2012 financial statements to Council's auditors on 16 August 2012 (a record for Warrumbungle Shire);
- Completion of the IP&R reporting requirements within the prescribed deadline for group three Councils. The documents completed by Finance Branch included Council's ten year long term financial plan (LTFP) and ten year asset management plan (AMP). Finance also played a major role in the completion of Council's Delivery Program and Operational Plan (all available on Council's website);
- Implementation of quarterly reporting to Council via the Quarterly Budget Review Statements. These statements demonstrate to the community Council's financial performance and position at the end of each quarter, and are also used as a vehicle for Council to adjust budgets and determine spending priorities during the year.
- Financial Services in conjunction with Technical Services has now prepared a ten year capital program that details capital projects to be completed over the following ten years. This ten year program has been incorporated into Council's LTFP and AMP documents and allows for Council to assess long term capital priorities and the affordability of Council's capital program;
- Financial Services also completed ten year water and sewer forecasts which will now allow Council to determine the viability of current pricing for these services;
- Implementation of electronic ordering and migration (where possible) of Council's accounts payable process to electronic funds transfer as opposed to cheques.
- Council's improved debt recovery processes have resulted in a reduction in Council's rates and annual charges outstanding ratio from 15.13% to 13.62%.

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## Financial Performance in the 2011/12 Financial Year

### Introduction

Council earned revenue of \$34.31m in the 2011/2012 financial year and incurred expenses (excluding capital expenditure) of \$36.67m, resulting in a net operating loss of \$2.357m. This operating loss represents a \$780k improvement over the 2010/2011 financial year result (2010/2011: \$3.137m loss).

Major reasons for the \$2.357m deficit include losses in Council's waste (\$250k), water (\$393k) and sewer (\$46k) businesses, the write off of \$477k worth of road infrastructure assets replaced in the 2011/2012 financial year, and increased maintenance expenditure on local roads (\$614k).

Council spent a total of \$8.374m in expanding or renewing its network of assets, including commencing work on the new Coonabarabran office building (\$526k), and advancing work on Deadman's Gully near Coolah (\$752k), the sealing of Piambra Road near Neilrex (\$460k), work at Teridgerie Creek (\$302k), Mt Nombi Road (\$197k), Main Road 129 (\$172k), and bridge construction at Yuggel Creek (\$303k) to name some of the larger capital projects.

The \$8.374m capital expenditure figure above also includes expenditure of \$720k on re-sheeting unsealed roads, \$859k on road resealing, \$2.31m on the replacement of plant and equipment items such as graders and fleet vehicles and \$410k on renewing/upgrading Council's network of water and sewer assets.

Council's cash balance increased by \$2.328m during the year due to:

- Balance sheet movements including increased payables due to improved management of payables at year end and a decrease in receivables due to improved debt recovery processes (\$1.986m);
- The drawdown of a \$504k CDO investment during the financial year and a cash surplus from operating activities and capital expenditure of \$8k;
- These items were offset by the repayment of borrowings (\$170k).

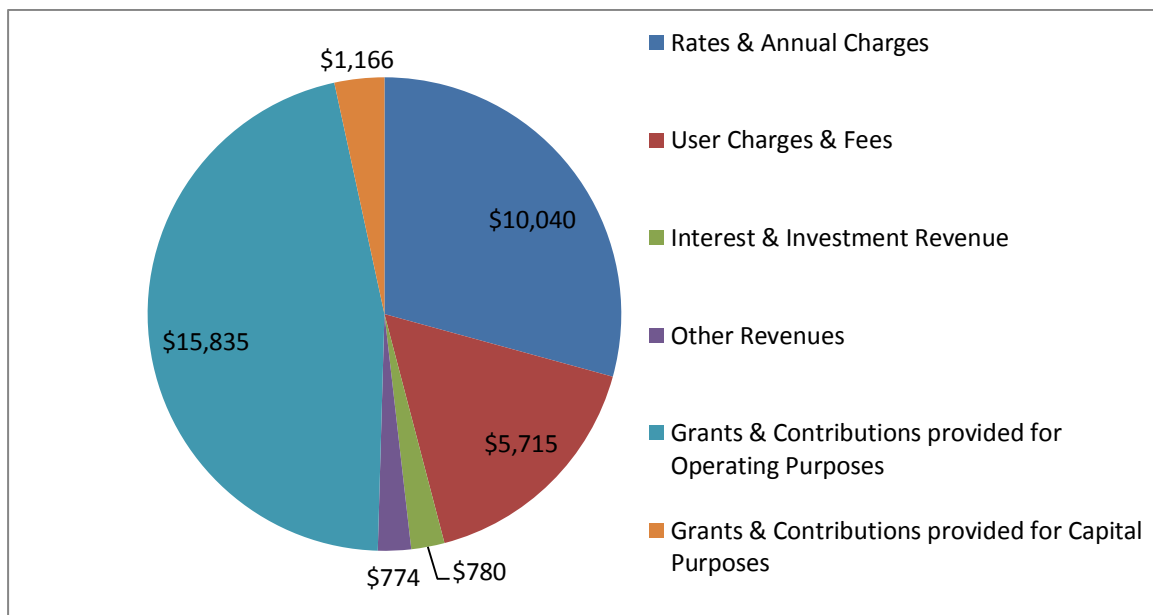
Council's cash and investments balance combined increased by \$1.918m during the year.

### Revenue Breakdown

Council's \$34.31m revenue in the 2011/2012 financial year consists of rates and annual charges, user charges and fees, grants and contributions, interest and investment revenue and other revenue.

A breakdown of Council's revenue by source is detailed in the chart below. Note: figures are in thousands.

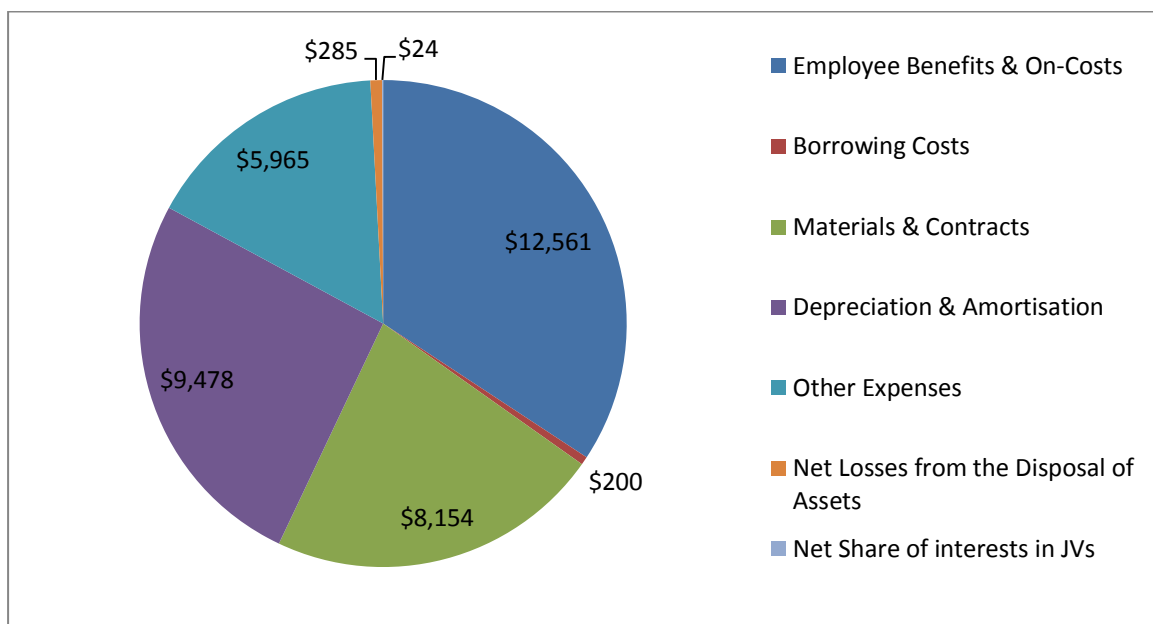
**Chart 1: Revenue Breakdown by Revenue Type (2011/2012)**



### Expenditure Breakdown

Council spent \$36.67m on the provision of services to the residents of the Shire in the 2011/2012 financial year. A breakdown of this expenditure by nature (excluding capital expenditure, but including depreciation expense) can be found below. Note: figures are in thousands.

**Chart 2: Expenditure Breakdown by Expenditure Type (2011/2012)**



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## Income Statement

	Revised	Actuals
Income From Continuing Operations	Budget	30-Jun
Rates & Annual Charges	10,186	10,040
User Charges & Fees	5,089	5,715
Interest & Investment Revenue	665	780
Other Revenues	572	774
Grants & Contributions Operating Purposes	16,283	15,835
Grants & Contributions provided for Capital Purposes	-	1,166
Net Gains from the Disposal of Assets	308	-
<b>Total Income</b>	<b>33,103</b>	<b>34,310</b>
Employee Benefits & On-Costs	12,562	12,561
Borrowing Costs	140	200
Materials & Contracts	7,539	8,154
Depreciation & Amortisation	9,779	9,478
Other Expenses	4,881	5,965
Net Losses from the Disposal of Assets	-	285
Entities using the equity method	35	24
<b>Total Expenditure</b>	<b>34,936</b>	<b>36,667</b>
<b>Net Operating Result for the year</b>	<b>(1,833)</b>	<b>(2,357)</b>

## Council's Performance by Function

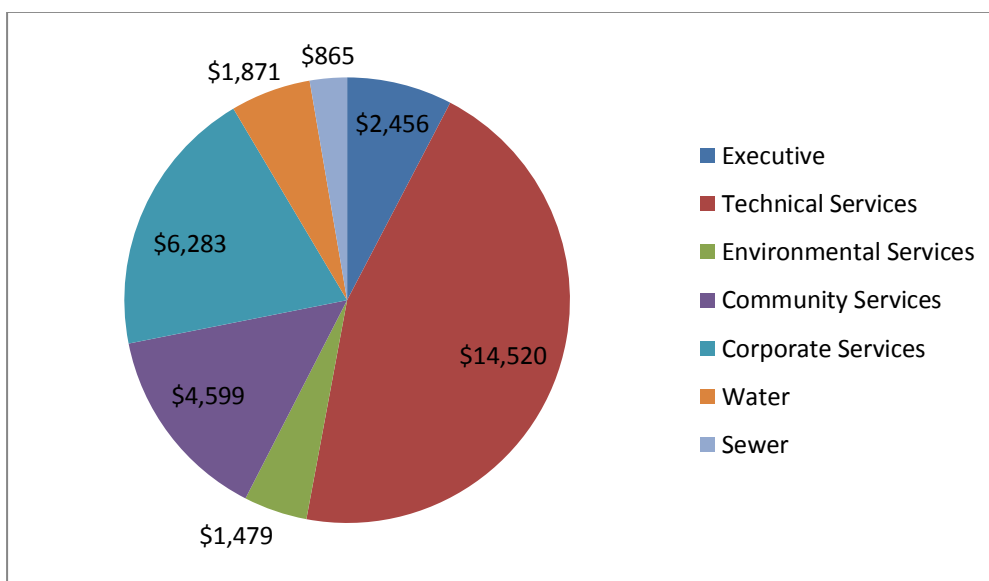
In addition to the Income Statement which reports Council's performance by the nature of expenditure/revenue, Council also reports its performance on a quarterly basis by function.

This function view of Council's performance includes capital expenditure and excludes two major non-cash items (depreciation and the write off of infrastructure assets). This view is a hybrid cash view (as it excludes a majority but not all non-cash items) and is the way that Council reports internally including reporting against budget. Council's performance by function (split by capital and recurrent expenditure) is summarised in the graphs on the following pages, and a reconciliation of Council's result by function back to Council's net operating result is provided in the table below.

Reconciliation of operating result to function view	Revised Budget	Actuals 30-Jun
<b>Net Operating Result for the year</b>	<b>(1,833)</b>	<b>(2,357)</b>
Add:		
Capital Expenditure	(15,098)	(8,374)
Depreciation Expense	9,779	9,478
Write Off of infrastructure Assets	-	477
Budget Adjustments	311	-
<b>Total Operating Result – Function View</b>	<b>(6,841)</b>	<b>(776)</b>

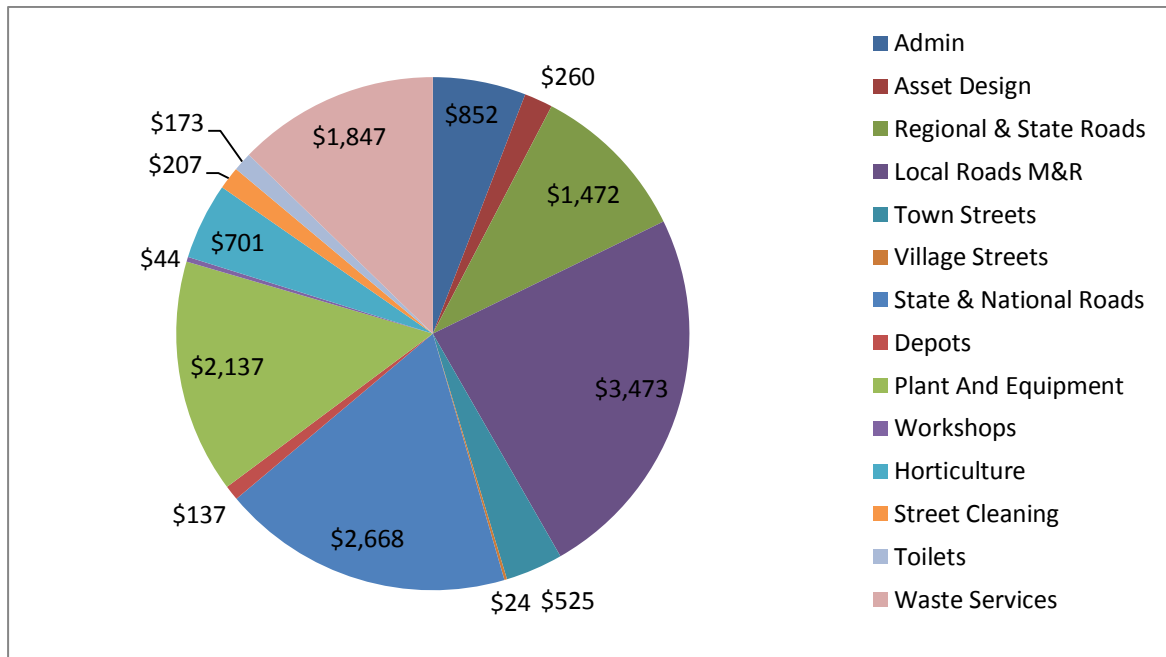
Council's total recurrent expenditure (per the function view including internal charges grossed up) is detailed by directorate with water and sewer separate in the table below (note all figures below are in \$'000):

**Chart 3: Recurrent Expenditure Breakdown by Directorate/Fund (2011/2012 - \$'000)**



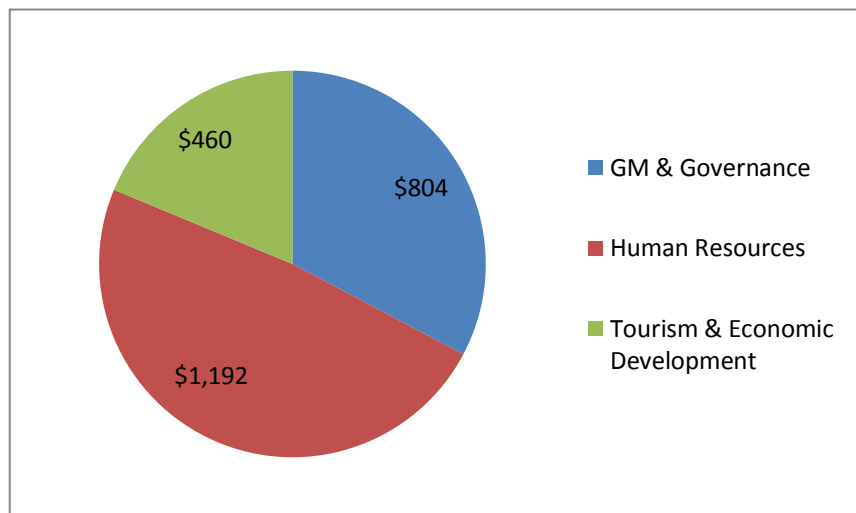
The largest directorate in terms of recurrent expenditure is the Technical Services directorate, which is responsible for the maintenance and operations of the majority of Council's \$441m network of fixed assets. It should be noted that the \$2.668m worth of expenditure on State Roads below is recouped from RMS, while the \$2.137m relating to plant and equipment is offset by internal charges revenue (i.e. the cost of Council's fleet business is charged out to the areas using each vehicle or piece of plant and equipment).

**Chart 4: Recurrent Expenditure Breakdown Technical Services (2011/2012 - \$'000)**



Once the cost of plant and state roads are backed out the majority of Technical Service’s recurrent budget relates to the maintenance of regional and local roads (including town streets) with the other large expenditure items being waste services (which falls under Environmental and Community Services in the new structure) and horticulture (i.e. maintaining parks and trees, and Council’s slashing program).

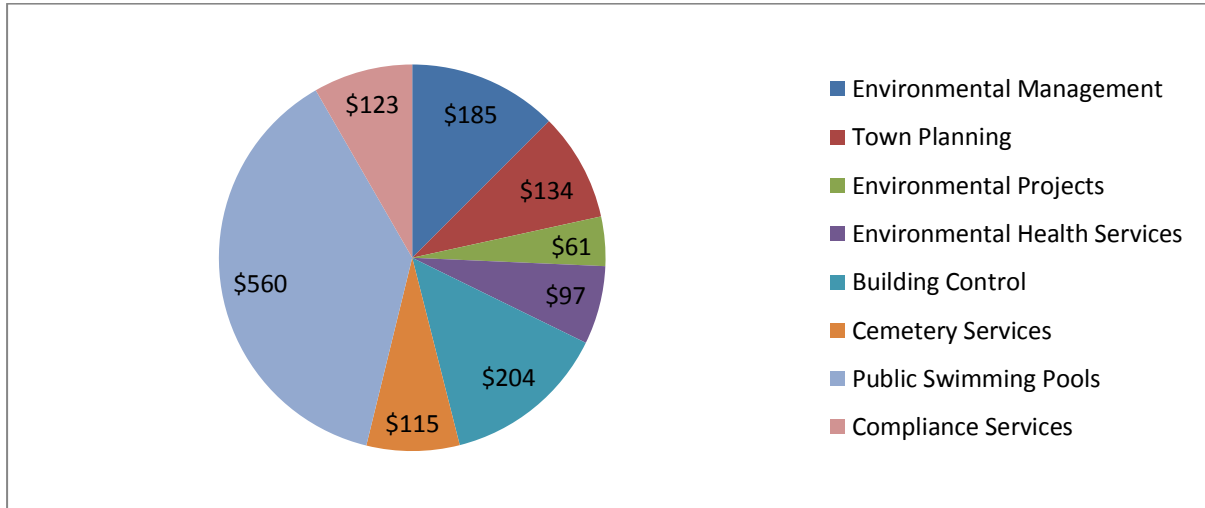
Council’s Executive Services directorate includes expenditure on Council’s HR function, GM, and Governance and also included Tourism & Economic Development in the 2011/2012 financial year. Expenditure in the Executive Services directorate is mostly related to the day to day running of Council, including managing the HR and governance side of Council, and promoting tourism and economic development within the Shire.





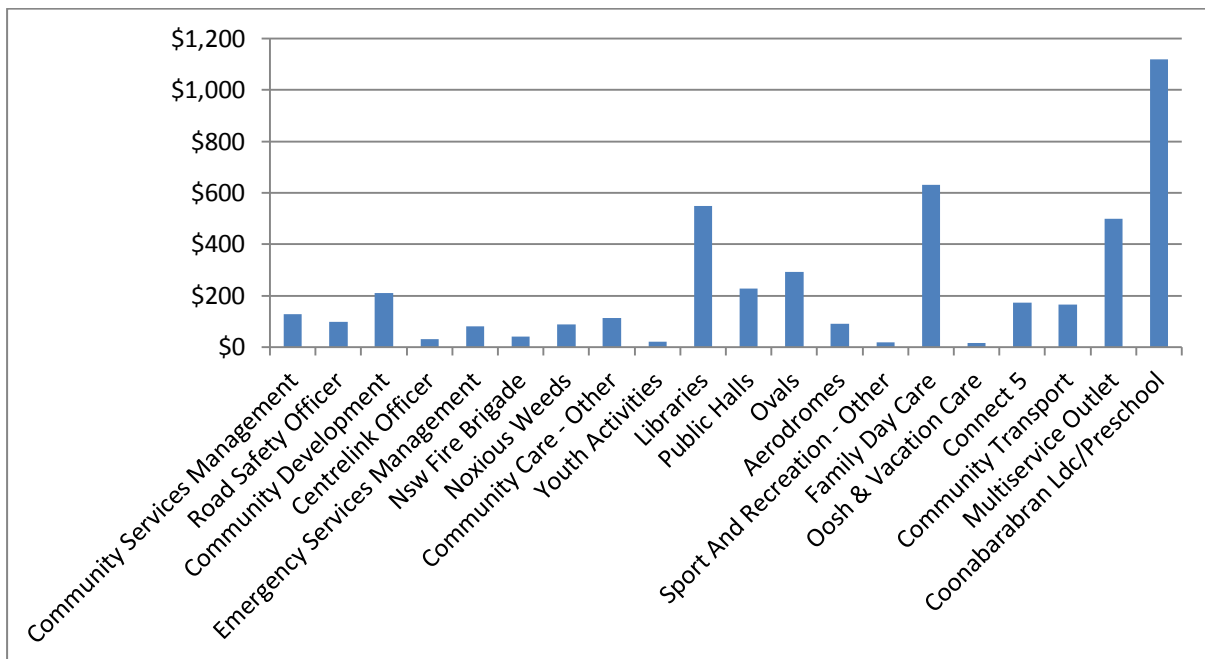
In the 2011/2012 financial year Council's Environmental Services directorate was responsible for environmental management, building control, regulatory functions, and cemeteries and most visibly for the residents of the shire Council's pools. The recurrent maintenance and running costs for Council's six pools in the 2011/2012 financial year was \$560k, with the pools only bringing in revenue of \$70k (i.e. net cost to Council of roughly \$490k).

**Chart 5: Recurrent Expenditure Breakdown Environmental Services (2011/2012 - \$'000)**



A breakdown of expenditure for the former Community Services directorate (which now falls under Environmental and Community Services) is provided below.

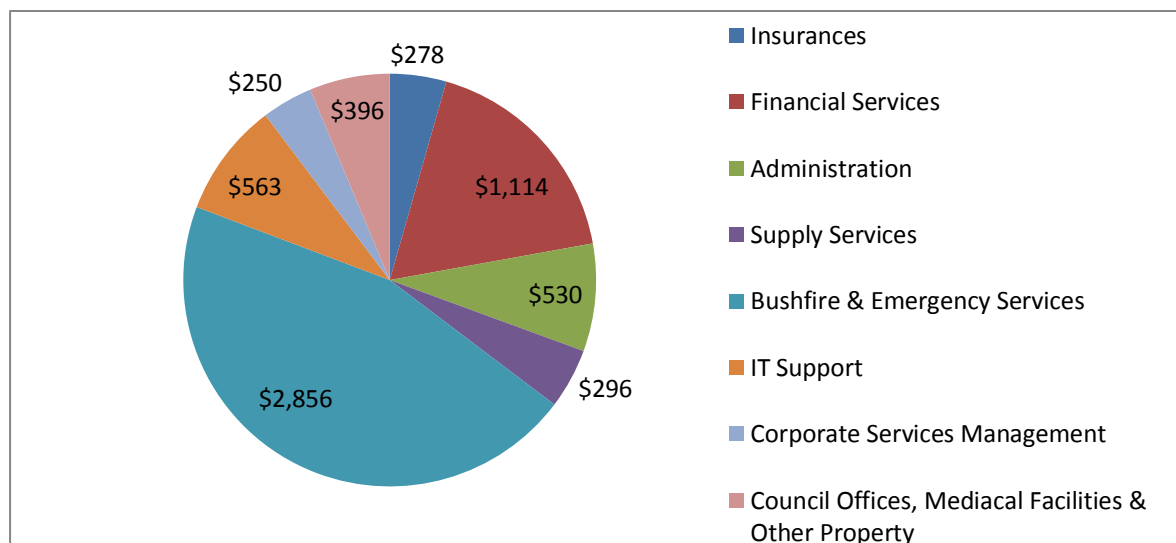
**Chart 6: Recurrent Expenditure Breakdown Community Services (2011/2012 - \$'000)**



It should be noted that the Coonabarabran LDC (Yuluwirri Kids), Community Transport, Multiservice Outlet, Connect 5, Family Day Care, and OOSH are all fully grant funded. The major functions (i.e. expenditure > \$100k) within the former Community Services directorate that are not predominantly grant funded are Council’s libraries (gross cost \$554k, net cost \$491k in 2011/2012), Community Services Management, Community Development (roughly 40% grant funded), Ovals and Public Halls.

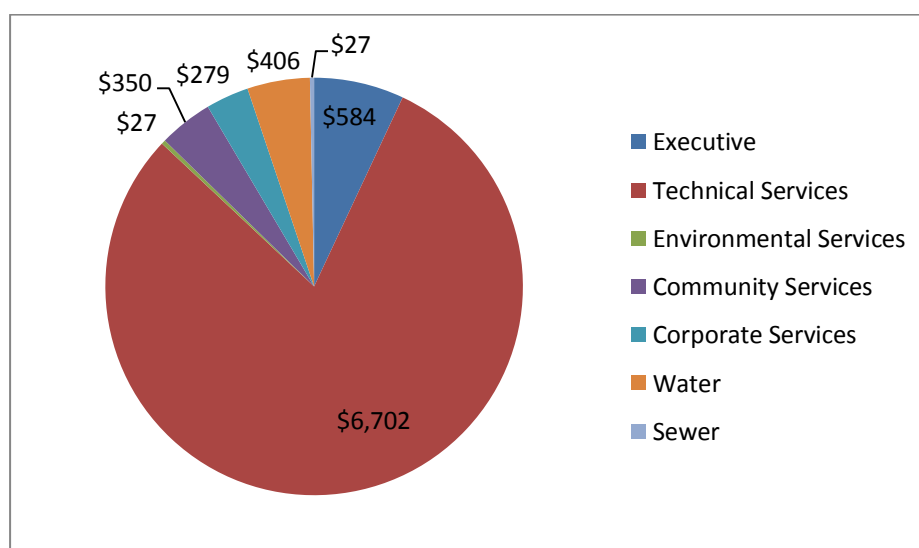
Last but not least, Council’s Corporate Services Directorate is responsible for Bushfire and Emergency Services (most of the cost of which is recouped from NSW Government RFS Contributions – excluding the roughly 11% that Council must fund), insurances, property management, IT, Finance and administration/supply services.

**Chart 7: Recurrent Expenditure Breakdown Corporate Services (2011/2012 - \$'000)**

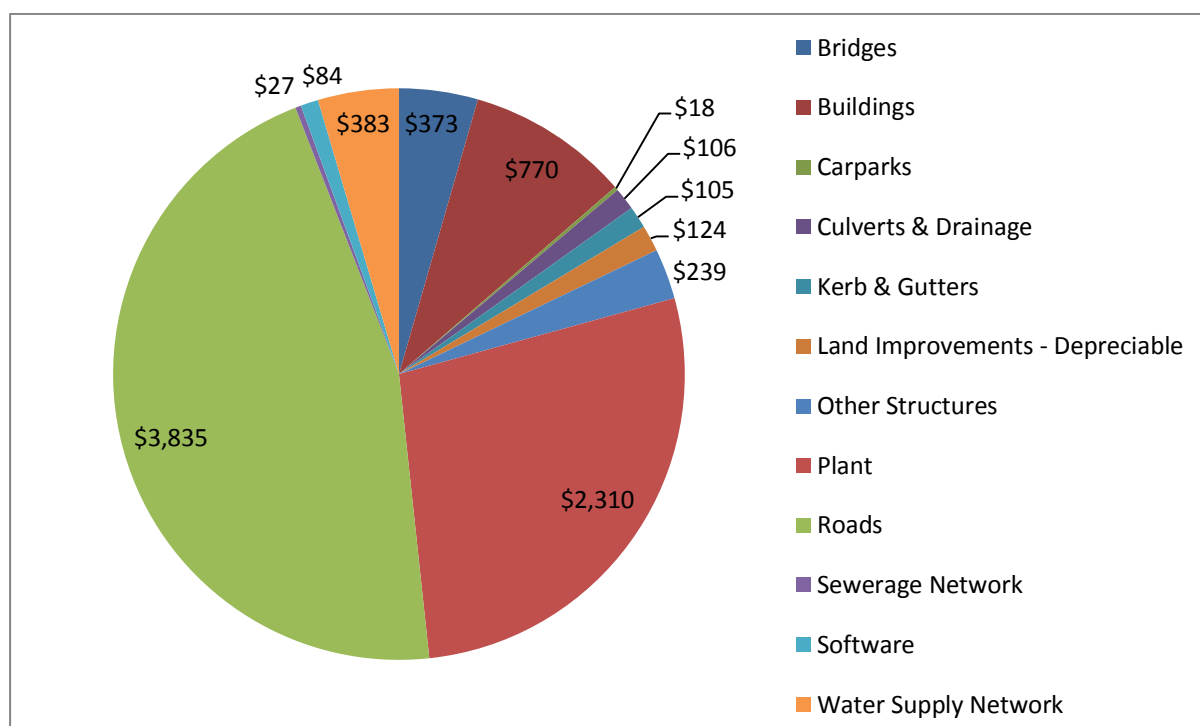


Council’s capital expenditure for the 2011/2012 financial year (by directorate and asset class) is detailed in the following tables:

**Chart 8: Capital Expenditure Breakdown by Directorate (2011/2012 - \$'000)**



**Chart 9: Capital Expenditure Breakdown by Asset Class (2011/2012 - \$'000)**



Council's hybrid cash view is reconciled back to the cash movement in Council's statement of cash flows in the table below:

Reconciliation of hybrid cash view to cash movement in Cash Flow Statement	Revised Budget	Actuals 30-Jun
<b>Total Operating Result – Function View</b>	<b>(6,841)</b>	<b>(776)</b>
Add: Other non-cash items included in operating result function view above		
Written down value of PP&E sold	1,185	789
Reversal of prior year investments impairment	-	(90)
Reversal of rehabilitation provision movements	-	61
Reversal of Joint Venture profit/loss	35	24
<b>Cash Gain/(loss) for the year</b>	<b>(5,621)</b>	<b>8</b>
Add: Balance Sheet Movements		
Balance sheet movements (e.g. decrease in receivables increase in payables)	915	1,986
Cash inflows from investing activities	542	504
Repayment of Borrowings	(168)	(170)
<b>Cash Movement for the Year</b>	<b>(4,332)</b>	<b>2,328</b>

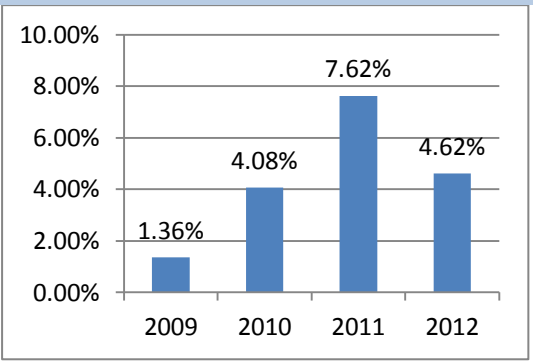
## Ratios

Details of Council's recent performance against a group of key performance indicators can be found in the following table:

Ratio	Purpose	Notes																				
<b>Cash Balance</b>																						
<table border="1"> <caption>Cash Balance Data (Estimated)</caption> <thead> <tr> <th>Year</th> <th>Cash and Cash Equivalents (\$)</th> <th>Investments (\$)</th> <th>Total (\$)</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>2,500</td> <td>12,500</td> <td>15,000</td> </tr> <tr> <td>2010</td> <td>6,500</td> <td>9,000</td> <td>15,500</td> </tr> <tr> <td>2011</td> <td>8,500</td> <td>6,000</td> <td>14,500</td> </tr> <tr> <td>2012</td> <td>11,000</td> <td>5,500</td> <td>16,500</td> </tr> </tbody> </table>	Year	Cash and Cash Equivalents (\$)	Investments (\$)	Total (\$)	2009	2,500	12,500	15,000	2010	6,500	9,000	15,500	2011	8,500	6,000	14,500	2012	11,000	5,500	16,500	<p>The blue section of the bar represents cash and cash equivalents, and the red section represents investments (currently all CFNs).</p>	<p>For an explanation of cash movements during the year see the statement of cash flows.</p>
Year	Cash and Cash Equivalents (\$)	Investments (\$)	Total (\$)																			
2009	2,500	12,500	15,000																			
2010	6,500	9,000	15,500																			
2011	8,500	6,000	14,500																			
2012	11,000	5,500	16,500																			
<b>Operating Deficit</b>																						
<table border="1"> <caption>Operating Deficit Data (Estimated)</caption> <thead> <tr> <th>Year</th> <th>Operating Surplus/Deficit (\$)</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>(500)</td> </tr> <tr> <td>2008</td> <td>(1,500)</td> </tr> <tr> <td>2009</td> <td>4,000</td> </tr> <tr> <td>2010</td> <td>1,500</td> </tr> <tr> <td>2011</td> <td>(3,000)</td> </tr> <tr> <td>2012</td> <td>(2,000)</td> </tr> </tbody> </table>	Year	Operating Surplus/Deficit (\$)	2007	(500)	2008	(1,500)	2009	4,000	2010	1,500	2011	(3,000)	2012	(2,000)	<p>To measure Council's operating surplus or deficit.</p>	<p>See Income Statement and variance analysis above for explanation of the reason for Council's operating deficit.</p>						
Year	Operating Surplus/Deficit (\$)																					
2007	(500)																					
2008	(1,500)																					
2009	4,000																					
2010	1,500																					
2011	(3,000)																					
2012	(2,000)																					

Ratio	Purpose	Notes
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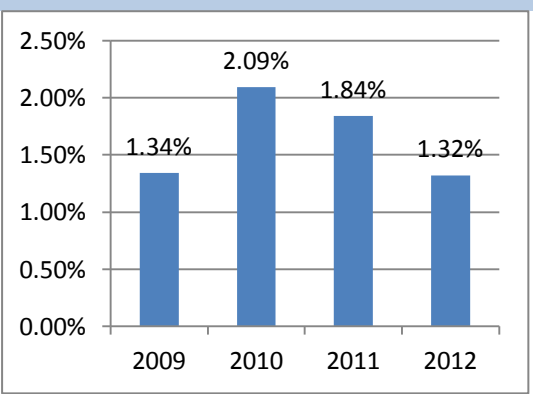
**Unrestricted Current Ratio**



To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Decrease due to increased payables as a result of improvement in year end accruals processing, and reduced receivables due to improved debt recovery

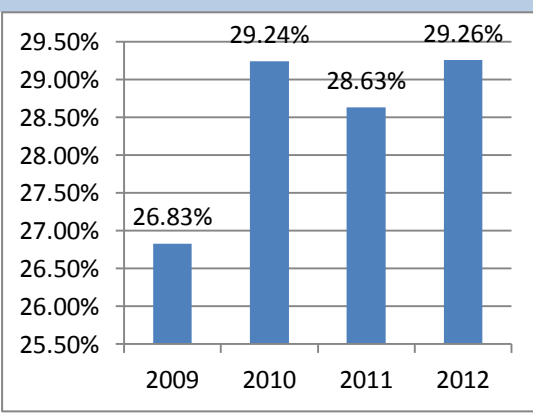
**Debt Service Ratio**



To assess the impact of loan principal & interest repayments on the discretionary revenue of council.

Council repaid its loan on staff houses in 2010/11 and has now repaid the Coolah pool loan. This reduction in outstanding loans has reduced Council's interest and loan principal repayments.

**Rates & Annual Charges Coverage Ratio**

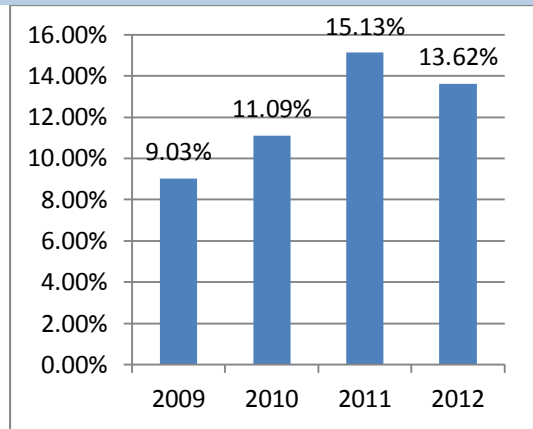


To assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.

Rates and annual charges have increased by \$381k (4%) while Council's other major revenue item - grants, has actually decreased by \$282k due to reduced flood damage grants in the 2011/12 financial year.

Ratio	Purpose	Notes
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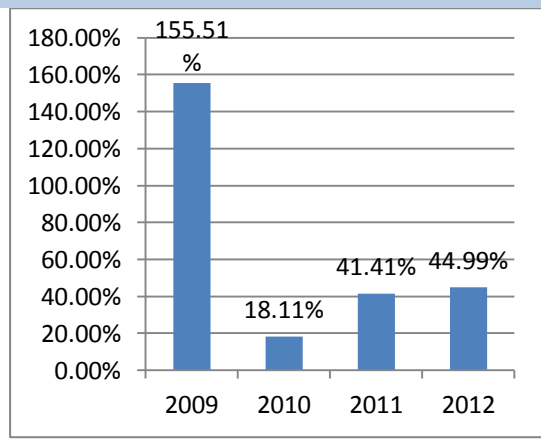
**Rates & Annual Charges Outstanding Ratio**



To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Council's emphasis on debt recovery and improved debt recovery processes has resulted in a significant reduction (10%) in Council's rates and annual charges outstanding ratio.

**Building and Infrastructure Renewals Ratio**



To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Council's capital expenditure in the 2011/12 financial year was in excess of \$8.34m, a significant portion of which related to capital expansion which is not captured by this ratio.

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### **Administration Services**

During the reporting period several Administration staff were seconded to other divisions within Council and casual staff were utilised to ensure delivery of services provided by Administration section. Administration Services staff met the following targets:

- Annual Report, Agency Information Guide and statutory documentation prepared as required
- Correspondence and reports prepared as required for internal customers;
- Registration of incoming mail and emails into the electronic document management system (EDMS); Emails downloaded and distributed throughout the day
- Investigations undertaken into replacement document management system with selection and project planning for implementation
- Community forums were held during late August and early September regarding the Community Strategic Plan and Administration staff were actively involved in collating information boxes and organising refreshments, coordinated venue bookings and recorded attendance, assisted at forums and the collating and entering of information into database.
- Business papers distributed to Councillors and senior staff on the Friday prior to each Thursday Council meeting with copies to the media and public available two days prior to the meetings. Business Papers and Minutes also available on Council's website
- Four hundred and forty seven (447) resolutions of Council have been recorded during the year as a result of the Council meetings.

**Rebecca Ryan**

**Director Corporate Services**

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## TECHNICAL SERVICES

### OVERVIEW

The 2011/12 year saw the completion of several significant road improvements and restoration projects and the development of strategies to ensure that road infrastructure continues to enable efficient and effective access to meet social and economic needs throughout the Shire. Council adopted a strategy of replacing the twelve remaining timber bridges throughout the year, which was later endorsed by the State Government when they provided Council with an interest subsidy on a loan to fund the project.

To assist development of infrastructure strategies a range of consultants were engaged to provide technical advice to Council. Consultants were engaged to provide geotechnical advice on eight bridge sites throughout the Shire. In conjunction with neighbouring Council's, a consultant was engaged to assist with development of a roads strategy for the Barwon electorate, and the strategic report on upgrading the road between Coonabarabran and Mungindi was completed. Consultants were also engaged to provide plans for better management of traffic at several intersections in various towns. A consultant was engaged to conduct an environmental assessment of extending the Coonabarabran landfill area. Also, the development of a floodplain risk management plan was completed with the assistance of a consultant.

Council adopted a new staff organization and reporting structure and much effort has been applied to implementing the structure. Within the Technical Services Division, the vacant position of Manager Asset and Design Services has been filled and advertising for the position of Manager Water & Sewerage Services and Manager Civil Projects is ongoing. It is expected that implementation of the new structure will be complete when sixteen(16) supervisor positions are advertised and filled early in the 2012/13 year.

### Roads and Bridges

A number of significant projects associated with improvements to the road and bridge network were completed during the year. Maintenance of roads was undertaken to ensure expected levels of service were achieved. Generally, though the focus of activity for Council road crews throughout the year was restoration of damage caused by floods in 2010. The generally wet conditions that existed during 2011/12 have had a noticeable impact on sealed roads, with an increase in the number of potholes and areas of road deformation.

Several flood damage repair projects were completed during the year, however repairs to waterway crossings such as those at Garrawilla Creek on Wyuna Road, Sand Creek on Gentle Annie Road, Yallagal Creek on Box Ridge Road and Binnia Creek on Neible Siding Road are yet to be completed.





**Flood Damage to Concrete Causeway on Box Ridge Road at Yallagal Creek. Significant planning was undertaken to replace the damaged section of road with a box culvert drainage structure.**

The Deadmans Gully project on MR55 (Black Stump Way) was a significant rehabilitation and restoration project undertaken by Council staff. The project involved replacing a section of road that collapsed, which reduced the width of the road to one lane and also involved extending a large concrete box culvert structure and installation of new guard fence.

Other significant road improvement and restoration projects included completion of the bridge over Yuggel Creek on MR129 (Purlewaugh Road), stabilization of Teridgerie Creek below the Bugaldie Gorianawa Road, and shoulder restoration and edge sealing on the Binnaway Road and Forest Road.



**Stabilisation of Teridgerie Creek downstream of the causeway on Bugaldie Goorianawa Road involved construction of a large concrete flume and rock lined channel.**

Road construction works on Piambra Road near Neilrex were undertaken and another 1.5km of that road was bitumen sealed. Construction commenced on Bingie Grumble Road near Coonabarabran and works continued on Digilah Road near Dunedoo. Renewal occurred on unsealed roads through the gravel resheeting program on the following roads; Caledonia Rd, Caigan Lane, Bimadeen Rd, Pandora Pass Rd, Beni Crossing Rd, Napier Lane, Gentle Annie Rd, Wattle Springs Rd, Morrisseys Rd, Ropers Rd, Cobborah Rd, Gamble Creek Rd, Yearinan Rd and Moorefield Rd. Road works were also undertaken to improve drainage and traffic safety on the following roads; Dandry Rd, Guinema Rd and Morrisseys Rd.

With the ongoing focus on repairs and renewals on rural roads, many of the projects planned for the town street areas did not occur. However, kerbing and guttering construction works were completed in Barker Street Coonabarabran and Darling Street Baradine and carpark improvements at Coolah. Also, the significant drainage projects in Cassilis Street, Cowper Street and Namoi Street in Coonabarabran were also completed.

Council provides significant road maintenance services to the RMS on several highways across the Shire and in 2011/12 there were many significant renewal project undertaken. With a total expenditure of \$2.914m for the year in this area, it underlines the important relationship that exists between Council and the RMS.

Council operates over 130 gravel pits throughout the Shire and during the year more work was undertaken to update and complete a mine safety management plan for these gravel pits.

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## **WATER AND SEWERAGE**

The level of activity in the water and sewerage section slowed considerably during 2011/12 due to resignation of key staff members and the continued vacancy in the positions of Manager Water and Sewerage and plumbers in Coolah and Dunedoo. Nevertheless, general water supply and sewerage services were provided and staff were available to respond to broken water mains and blocked sewers.

Council continues to supply water to each of the eight (8) separate reticulation systems in accordance with Australian Drinking Water Guidelines. However, due to favourable climatic conditions, blue green algae have returned to Timor Dam, which has adversely impacted on the taste and odour of drinking water in Coonabarabran.

Water quality indicator tests are taken on a weekly basis and at various times throughout the year some of the tests indicated the potential for contamination in some of the towns. In particular, the residents of Mendooran were issued with a boil water alert for several months over the summer period. Generally though, action by staff to flush mains has resulted in follow up tests indicating that no contamination is present.

Council manages the operation of sewage treatment facilities in the towns of Coonabarabran, Dunedoo, Baradine and Coolah. Council has a licence from the NSW Environment Protection Agency to discharge effluent from these facilities and generally the conditions of each licence are being met. Where pollutant concentrations exceed licence conditions these are reported to the EPA and this has occurred on a number of occasions particularly in relation to the facilities at Coolah and Dunedoo.

A management project of significant size was the revaluation of water and sewer assets for inclusion in the 2011/12 financial statements and as required by the NSW State Government. This project involved extensive inspection and assessment of physical condition of various components in each asset category. The project also involved use of a special video camera for inspections of sewer pipe.

The project to install fluoride injection equipment in the towns of Coonabarabran, Coolah, Baradine, Binnaway and Mendooran continued throughout the year. Council's water treatment operators attended training courses to become accredited operators in the use of fluoride injection equipment. The project is expected to be finalized early in the new financial year.

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## **PARKS AND GARDENS**

The parks and gardens staff work within a very limited budget to maintain 28 parks, 14 toilets and keep the roadside grass and gardens throughout each of the six towns to an acceptable standard. Favourable comments have been received about the attractiveness of garden beds in the main street of Coonabarabran, Coolah and Binnaway and also about the condition of Milling Park in Dunedoo

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Parks and Garden staff also has responsibility for maintenance of sporting ovals in each of the towns and favourable comments have been received about the condition of the sporting ovals and facilities. There are however improvements required for some oval complexes and in particular Robertson Oval and facilities have been reviewed and a plan established to upgrade the complex.

Council staff have provided advice and assistance to the very active Bowen Oval User Group in Coolah, and this collaborative effort has produced an improvement strategy that is both practical and achievable.

During flood events at the end of 2009 and 2010, the Castlereagh River eroded a section of the river bank adjoining Neilson Park. The project to protect the bank from further erosion commenced during 2011/12 and is expected to be completed early in the following financial year.

During the year, work commenced on constructing a new toilet block in the Lions Park in Baradine. The new facility will include wheelchair accessibility, baby change table as well as generally improved amenities.



**Students from Coonabarabran High School made 'Bird Boxes' and Council's Manager Urban Services explains the importance of establishing the boxes in trees in Nielsen Park.**

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## WASTE

The operation to collect waste and recyclable product continues to be reviewed and upgraded to provide a better and more financially sustainable service. To this end, Council made the difficult decision to supervise the gate at each waste depot and to reduce the opening hours. As a result the volume of recycling has increased and costs associated collection of non recyclable and transportation to Coonabarabran has reduced.

Council's only landfill facility is in Coonabarabran and available space in this facility is nearly exhausted. Planning and environmental assessment is underway to expand the existing facility by utilizing adjoining land. In the meantime, excavation of holes for burial of waste is becoming more difficult due to the presence of rock. Direct access to the 'tip face' by users is now prohibited; instead dumping of non recyclable waste is undertaken at skip bin near the entrance to the Coonabarabran landfill centre.

## FLEET

The 2011/12 budget outcome in the fleet services section was better than expected, and the service level provided by the section continues to improve without an increase in the number of mechanics. Council has recognized that the size of the fleet has grown over a number of years and as result a new position of mechanic has been added to the staff organization structure.

The fleet replacement program continues to be frustrated by the lack of availability of some vehicles including utilities as well some earthmoving machinery. In some cases, the delivery time for plant and equipment extends to eight (8) months.

### Accomplishment Performance of Technical Services

#### DESIGN SERVICES

Principal Activity	Objective	Result
Traffic Management	To ensure that adequate facilities are in place for the safe movement of vehicular and pedestrian traffic.	Recommendations from Local Traffic Committee were implemented as required.
Survey Investigation and Design	Preparation of construction plans and specifications.	Completion of the design program is still around 3 months behind schedule, however a significant improvement on previous year.
Asset Management	To develop and update asset registers and report on asset condition in accordance with statutory requirements.	The task of recording asset inventory data on ArcView geographical information system undertaken throughout the year.

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**ROAD OPERATIONS**

<b>Principal Activity</b>	<b>Objective</b>	<b>Result</b>
Regional Roads	Undertake maintenance and construction works to ensure safety and reliability of regional road network.	Shoulder restoration and edge sealing on MR396 (Binna way Rd) and MR7519 (Forest Rd). Pavement widening and rehabilitation works undertaken on MR55 (Black Stump Way) at Deadpans Gully.
Rural Local Roads	Undertake maintenance and construction works to ensure safety and reliability of local road network.	Major improvement works undertaken on Piambra Road and Bingie Grumble Road. Stabilisation of Teridgerie Creek at crossing on Bugaldie Guinema Road. Gravel resurfacing works were undertaken on fourteen (14) roads. Drainage improvements and safety improvements on Dandry Road, Morrisseys Road and Guinema Road Maintenance works on sealed and unsealed roads were completed within budget allocations.
Urban Local Roads (Town Streets)	Undertake maintenance and construction works to ensure safety and reliability of urban road networks.	Kerbing and guttering works completed in Baradine and Coonabarabran. Town street maintenance works completed within budget expectations
Car Parks	Maintain well organized and convenient parking areas that are easily accessible for all users	No significant improvements to car parks. Maintenance works including cleaning undertaken as required.
Private Works	To maximize the use of Council owned plant and labour and provide a profit to Council while servicing the community	Private works undertaken as required, however the effectiveness of this section is being reviewed.

**CONTRACT SERVICES**

<b>Principal Activity</b>	<b>Objective</b>	<b>Result</b>
State Roads	To provide competitive services to the RTA in a contract environment.	Patching works were completed for the RMS on the Golden Highway, Castlereagh Highway, Newell Highway and Mendooran Road. The RMCC returned a modest profit to Council

<b>Principal Activity</b>	<b>Objective</b>	<b>Result</b>
Bitumen resurfacing on Regional Roads, Local Rural Roads and Town Streets.	The approved annual bitumen resurfacing program is completed efficiently and effectively.	Specifications developed and annual tenders called. Approved program of sealing completed in accordance with budget allocations.
Major Contracts	Major road and bridge contracts completed in accordance with budget allocations	A contract for the design and construction of Baby Creek Bridge at Ulamambri was awarded during the year.

#### **URBAN SERVICES**

<b>Principal Activity</b>	<b>Objective</b>	<b>Result</b>
Parks and Gardens	Provision of parks and gardens	Parks and gardens in all areas maintained in accordance with generally accepted standards and within budget allocations.
Street Cleaning	Urban streets cleaned to generally accepted standards	Very few complaints received about cleanliness of urban streets. Street cleaning undertaken in accordance with budget allocations.
Toilets	Clean and maintain public toilets to generally accepted standard	Toilets in Milling Park, Lions Park and McMaster Park left open 24 hours, seven days a week on trial basis.
Waste Services	Provide weekly garbage collection service to urban and rural areas and minimize use of landfill through provision of recycling services	Expenditure on waste services not fully recovered partly due to costs of establishing staff to supervise new opening hours at the various waste transfer stations.

#### **FLEET**

<b>Principal Activity</b>	<b>Objective</b>	<b>Result</b>
Depots	Provision of safe, secure and effective work depots in Baradine, Binnaway, Coolah, Dunedoo, Coonabarabran and Mendooran	Improvements undertaken as programmed.
Plant and Equipment	Provision of a modern and safe plant fleet and downtime is minimized.	Most items of plant replaced as programmed.

<b>Principal Activity</b>	<b>Objective</b>	<b>Result</b>
Workshop	Provision of an efficient and effective workshop in Coolah and Coonabarabran	Workshops provided repair services in accordance with budget constraints
Radio Communications	Provision of reliable two way radio system with coverage of the whole Shire.	Some problems experienced with radio system, however generally working well.

#### **WATER AND SEWER**

<b>Principal Activity</b>	<b>Objective</b>	<b>Result</b>
Water supply and distribution	Provision of a consistent supply of potable water urban areas that meets consumer demand.	Repairs and general maintenance undertaken in a timely manner. Some rehabilitation and mains extension projects completed however some projects not completed due to resource constraints. Some ongoing water quality issues in isolated areas of Coonabarabran.
Sewage collection and treatment	Provision of sewer collection reticulation system and treatment and discharge in accordance with license conditions.	There were non compliance issues with all four sewerage systems; however the issues are being addressed with the assistance of the EPA.

**K Tighe**  
**Director Technical Services**



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## ENVIRONMENTAL SERVICES

### Management Objectives

- To effectively manage and promote an efficient Environmental Services division attuned to the needs of the built and natural environment.
- To establish a consistent set of contemporary policies and procedures across the department to ensure a high standard of customer service and legislative compliance.
- To ensure all projects are completed in accordance with their outcome objectives and within the allocated budget.

### Principal Activity Co-coordinator

Mr Tony Meppem, Director Environmental and Community Services

## ACHIEVEMENTS

### Environmental Management Services

Completion of further versions of the Draft Land Use Strategy for the Warrumbungle Shire Local Government Area. This will set the strategic development direction for the Shire for the next 15 - 20 years and form the basis of Council's new Principal Local Environmental Plan. Council has obtained funding from the Department of Planning from the LEP acceleration fund to assist in completing the LEP Project. The project is now due for completion by 31<sup>st</sup> December 2012.

Staff shortages in the areas of building surveying and planning have required increased use of contractors to allow Council to meet its legislative requirements in these areas of its operations.

All community-based heritage work within the Shire completed within NSW Heritage Office requirements and for the first time Council has implemented a local heritage fund to assist owners of heritage significant buildings to maintain their buildings.

During the year Council has commenced the process of further reclassifying twenty one parcels of land incorrectly classified in 1993 and the amending LEP should be made before October 2012.

### Town Planning

- A total of seventy three (73) Development Applications were approved which had a total value of \$5,645,756. This included nineteen (19) new residential dwellings with a total value of \$2,931,184
- A total of three hundred and thirty five (335) Section 149 Certificates were issued.
- Worked with stakeholders to ensure compliance with the Regional Environmental Plan (Light Emissions) necessary to safeguard the operations of the Siding Spring Observatory.

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### **Building Services**

- A total of twenty three (23) complying development certificates were issued.
- Weekly average of nine (9) critical stage inspections have been carried out.
- Considerable time has been invested in developing a more efficient approval process by providing better checklists for applicants and staff.

### **Environmental Health Services**

- Completion of the Comprehensive State of the Environment Report for 2011/12. A successful regional reporting framework was established in partnership with the Central West Catchment Management Authority for collating comparative and meaningful data annually. The report uses environmental indicators to assess the main themes of air, biodiversity, land, waste, water and human settlement.
- Lawful removal of fire damaged buildings in urban areas to enhance public amenity and ensure the health and safety of neighboring dwellings.
- Obligations under the NSW Food Regulation Partnership satisfied this year with a concerted compliance regime.
- Introduced infrared surveillance cameras for bush land to identify those people dumping waste illegally.

### **Public Cemetery Management**

- Public cemetery records maintained in accordance with legislation.
- Cemetery projects undertaken across the Shire in addition to general maintenance.
- Construction commenced on the next stage of the Native Grove Lawn Cemetery at Coonabarabran with a new design that will provide more plots at lower costs.

### **Public Pools Management**

- Public Pools maintained in accordance with health and safety regulations.
- Public Liability audit undertaken this year in which Council scored 80%.
- A full operational review of the Public Pool policies and procedures and manuals was undertaken and changes made where required.
- Maintenance of Council's pools completed during the off season with new vacuum cleaner purchased at Baradine.
- Planning commenced on the replacement of the Coonabarabran pool with a more appropriately sized 25m pool and toddlers play pool with Council committing \$25000 to fund development Application plans.

### **Regulatory Services**

- A strategy has been introduced to reduce the cost to Council in the caring of companion animals sent to the pound. If the owner of a companion animal can be readily be located on the day the animal is seized, whether it is permanently identified (micro-chipped) and unregistered or unregistered and unidentified (micro-chipped), the companion animal will be returned to the owner and a fine and notice to register issued. This reduces the cost of sustenance and allows the companion animal to returned to the owner.
- Council compliance officers have been working with RSPCA inspectors in cases were Council and animal welfare issues coincide. Council continues its cooperation with the RSPCA in the rehousing of unwanted companion animals.

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- In 2011/12 ninety one (91) companion animals were seized (being 2 cats and 89 dogs). Seven (7) were released to their owners. However, sixty four (64) were euthanized as they were unable to be rehoused. Eighteen (18) were successfully rehoused. Wildlife monitoring cameras have been introduced for pound security.
  - Provision of stock and companion animals pounds.
  - Incidents of straying stock have been reduced due to Council's efforts in bringing land owners attention to the need to ensure that fencing is sufficient to ensure stock do not escape.

### **PRIORITIES FOR 2012/2013**

#### **Environmental Management Services**

- Completion of the Warrumbungle Shire new Principal Local Environmental Plan.
- All community-based heritage work within the Shire completed within NSW Heritage Office requirements.
- Completion of the reclassification of Council land parcels from "community" to "operational".
- Completion of procedures templates for all environmental services activities.

#### **Town Planning**

- Delivery of consistent and high quality approvals.
- Ensuring continued compliance with the Regional Environmental Plan (Light Emissions) necessary to safeguard the operations of the Siding Spring Observatory.
- Updating of policies, forms and hand-outs.
- Completion of procedures templates for all town planning services activities.

#### **Building Services**

- Delivery of quality and consistent building inspection service.
- Higher risk public accommodation facilities inspected at least once per year.
- Continued monitoring of fire-safety compliance.
- Continuation of inspection program of onsite sewerage waste services in high risk areas.
- Completion of procedures templates for all building services activities.

#### **Environmental Health Services**

- State of the Environment Reporting to be completed in accordance with new Integrated Planning and Reporting framework.
- Lawful removal of abandoned and derelict buildings in urban areas to enhance public amenity and ensure the health and safety of neighboring dwellings.
- Compliance with Council's obligations under the NSW Food Regulation Partnership.
- Completion of procedures templates for all environmental health services activities.

#### **Public Cemetery Management**

- Public cemetery records maintained in accordance with legislation.
- Cemetery projects undertaken across the Shire in addition to general maintenance.
- Completion of the next stage of Native Grove Lawn Cemetery.

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### **Public Pools Management**

- Public Pools maintained in accordance with health and safety regulations.
- Prepare an affordable long term plan for the up-grading of the aquatic facility at Coonabarabran.
- Completion of the capital works program for the pools.
- Review staffing methods to provide greater flexibility to Council to reduce costs without reducing service levels.
- Obtain Development Approval for the up-grading of the Coonabarabran Pool to enable grant funding to be sought.

### **Regulatory Services**

- Micro-chipping and registration Door-Knocking Project to continue.
- Reduction in nuisance dog complaints.
- Continued promotion of Council's leash-free areas and responsible pet ownership practices.
- Decreased euthanasia numbers through increased co-operation with other government bodies to re-house animals and increased efforts to return animals to their owner where possible.

### **Planning Agreements**

- There were no planning agreements in force this year.

### **Conclusion**

Council's Environmental Services Department has a significant role in a diverse range of activities and services to the community. The department's staff is committed to excellence in these activities which is confirmed by the minimal numbers of complaints received.

The department has met all of its legislative requirements this year, and completed a majority of the capital projects undertaken within the allocated budget and timeframes despite severe staff shortages in key areas.

### **State of Environment Report**

LGA s.428(2)(c) and Reg cl 217(2) and 218-226

The State of Environment (SoE) Report is an audit on the condition of the environment and natural resources within the Warrumbungle Shire.

The Report has been compiled and a copy is annexed to this report as Attachment 3.0.

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## SERVICES FOR PEOPLE WITH DIVERSE CULTURAL AND LINGUISTIC BACKGROUNDS

LGA s.428(2)(j)

According to ABS Census statistics 2006, there are 254 people residing in the Warrumbungle Shire who were born in a non-English speaking country. Of these fifty one speak English and another language. English proficiency of migrants in our shire is high, with only nine people stating they spoke English not well or not at all. The top five non-English speaking countries of birth were Germany, Holland, China, South Africa and Hong Kong.

Council community services provide cross cultural training to staff where appropriate. Translating and Interpreting services are available through the National Translating and Interpreting Service (TIS) as required.

Across the shire there are a large number of cultural, sporting and recreational groups providing for a variety of activities and lifestyle pursuits for the community. The shire has infrastructure and support services which includes an excellent health service, access to top quality primary, secondary and tertiary education, police and emergency services, social and community services and community service organisations.

The shire has much to offer the many professionals, government workers, teachers, trades people and scientists. The nature of the agricultural and business sectors throughout the region's history has provided for a diverse and multicultural community that readily accepts new residents.

## SERVICES FOR NEEDS OF CHILDREN

LGA s.428(2)(r) and Reg cl 217(1)(c)

Council auspices three children's services including:

Connect Five Mobile children's service, provides play sessions and parent education across the Warrumbungle and Gilgandra Local Government Areas. A Toy Library provides a range of children's educational and interactive toys available for loan.

- Castlereagh Family Day Care provides coordination and support across the Warrumbungle, Coonamble and Gilgandra LGA's. Family Day Care is a registered child care service that operates in the private homes of registered carers for 0-12 year olds.
- Yuluwirri Kids provides Long Day Care and Pre-school services.

Council provides significant support for children's services, particularly through the provision of community buildings for community based Preschools in Dunedoo, Coolah, Binnaway and Coonabarabran. Library Services and meeting rooms are also available for children's groups, including the Family Support Services building and Youth Club in Coonabarabran.

The library service, which is part of the Macquarie Regional Library Service, maintains branches or services in each of the six (6) communities. There are dedicated children's sections providing a range of children's fiction and picture story books, audio cassettes and posters and weekly story time for children. Schools, children's services and community groups can arrange class visits.

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## ACCESS AND EQUITY ACTIVITIES FOR RESIDENTS

LGA s.428(2)(r) and Reg cl 217(1)(d)(i)

The Environmental and Community Services Department is responsible for the planning and development of services for all residents of the Warrumbungle shire and for the development and implementation of the Warrumbungle Shire's Community Social/Cultural Plan and Community Strategic Plan. The Community Services Department supports the development and maintenance of community and government services and advocates for residents of Warrumbungle Shire. The Community Services, Environmental Services and Technical Services Departments work together to ensure access and equity issues for residents are addressed in development and infrastructure planning.

The Local Government (General) Amendment (Community and Social Plans) was introduced in 1998 to help local Government to promote a more inclusive community by ensuring that government services are responsive to community needs and diversity.

Council's current Social/Cultural Community Plan was completed in 2008. The Social/Community Plan was developed to ensure that:

- Fairness is considered in the distribution of resources
- The community is consulted in decisions that affect their daily lives
- People have fairer access to economic resources and services essential to meeting their daily needs

In the Identified Needs, Gaps and Issues section of the plan, the known needs, gaps and issues for each target group of the Warrumbungle LGA are recorded and strategies identified to address these.

Council undertakes regular consultations with residents to identify ongoing needs, service gaps, issues and concerns of residents. Consultation is undertaken through services such as Warrumbungle Community Care, Family Day Care, Connect 5 Mobile or through Town Meetings, Interagency meetings, Community Development activities.

Warrumbungle Shire Council coordinates a number of projects, activities and special events across the shire including Bike Week, Child Protection Week, Youth Week, NAIDOC Week, Seniors Week and International Women's Day celebrations.

Council auspices Warrumbungle Community Care which provides services for the frail aged, people with a disability. Its programs include; Meals on Wheels, Social Support, Home Maintenance, Support for Carers and Community Transport. These programs are funded through Ageing, Disability and Home Care, NSW Health and Transport for NSW. Council also auspices children's services - Yuluwirri Kids, Castlereagh Family Day Care and Connect 5. These services take a proactive approach to access and equity.

Council employs a Community Development Officer and funds five (5) Community Development Coordinator positions based in towns across the shire. These positions source and apply for State and Federal funding and provide community development, advocacy, and support for communities. This community development approach ensures engagement with local communities and awareness of their needs across the whole shire. It also ensures equitable access to resources and services throughout the shire where possible, and supports the development and maintenance of community infrastructure.

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### Indigenous Community

Warrumbungle Shire encompasses three Aboriginal language areas; the largest being the Gamilaraay, in the northern half of the Shire; Wiradjuri in the south west (Mendooran, Dunedoo area) and to a smaller extent at the very south the Wallay peoples. There are active Local Aboriginal Lands Councils in Baradine and Coonabarabran.

The Aboriginal population is predominately distributed in the northern half of the Shire and in total represents nearly 8% of the Shires population. Six percent of the Aboriginal population in the shire is aged 65 years and over, 36 percent are aged between 24 and 64 years of age, 16 percent are aged between fifteen and twenty four years of age and 42 percent are aged fourteen years or younger. (ABS Census, 2006).

Council provides an annual financial contribution to support NAIDOC week celebrations; and coordinates the compilation and promotion of the community's event program and facilitation of Council celebrations and official Flag raising ceremonies. Reconciliation Week was also celebrated; and support provided to local organisers of community events. Council maintains communication and liaison with Aboriginal service providers, Elders Group and the local Lands Council through Interagency and other meetings.

In the past year, Council supported Youth Club activities funded by Tamworth Indigenous Coordination Centre (ICC) which operated during the Christmas and Easter school holidays.

### COMPANION ANIMALS ACT AND REGULATION ACTIVITIES

Reg c1217 (1) (f)

Lodgement of pound data collection returns with the Department, lodged annually on the electronic database.

<b>SUMMARY OF POUND DATA FOR 2011/12</b>	<b>CATS</b>	<b>DOGS</b>	<b>TOTAL</b>
Seized and transferred to Council's facility	2	89	91
Returned to owner	0	0	0
Dumped	0	0	0
Surrendered by owners	0	0	0
Released to owners	0	7	7
Euthanized	2	62	64
Sold	0	18	18
Released for rehousing	0	0	0
Died at Council's facility	0	0	0
Stolen or escaped from Council's facility	0	0	0
Held pending Court Action	0	0	0

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## OTHER DATA

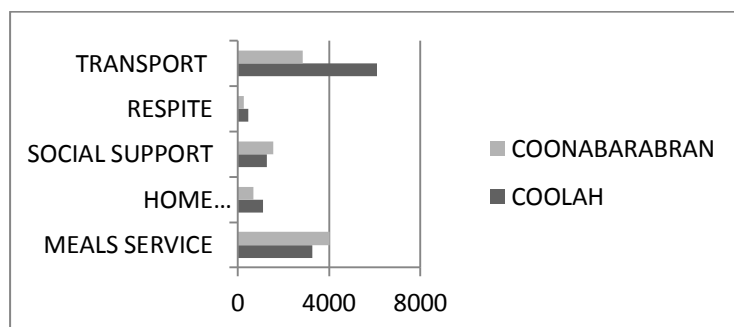
Lodgement of data relating to dog attacks with the Division	There were six (6) reported dog attacks during the period. All were recorded as per legislation on the Companion Animal Register
Amount of funding spent relating to companion animal management and activities	\$62,865
Companion animal community education programs carried out	One – Companion Animal education for Years 8-9 Annual Ag Skills day held at Coonabarabran High School 21 June 2012. 40 kids attended sessions.
Strategies Council has in place to promote and assist the de-sexing of dogs and cats	Nil
Strategies in place to comply with the requirements under section 64 (Companion Animals Act) to seek alternatives to euthanasia for unclaimed animals	Council does not have any practical alternative available to rehouse dogs and cats. During 2010/11 no dogs or cats were rehoused.
Off leash areas provided in the Council area.	Yes. There is an off leash area in six (6) towns in the Shire.
Detailed financial information on the use of Companion Animals Fund money for management and control of companion animals in the area.	Received \$11,993 which was spent in salaries of Rangers controlling Companion Animals

**Tony Meppem**  
**Director Environmental and Community Services**



## COMMUNITY CARE SERVICES

Warrumbungle Community Care (WCC) provides a range of services across the shire to assist the frail aged, people with a disability and carers. Services include Community Transport, Meals on Wheels, Respite, Social Support and Home Maintenance. These services support people to continue to live independently in their own homes. WCC provides services to 594 clients across the shire and has 264 volunteers.



WCC receives recurrent funding from Transport for NSW, and Department of Family and Community Services (Ageing, Disability and Home Care) and NSW Health. WCC also receives income from client contributions, Department of Veteran Affairs (DVA) reimbursements for transport costs, and one off grants for specific projects or purchases. In June 2011 Transport for NSW provided additional recurrent funding to develop an Aboriginal Transport program.

FUNDING						
ADHC Recurrent	Transport for NSW Recurrent	NSW Health	Client Contributions	DVA	Non Recurrent Funding (from ADHC, TNSW)	Total
<b>430,157</b>	<b>145,577</b>	<b>8,360</b>	<b>111,498</b>	<b>17,625</b>	<b>42,815</b>	<b>756,032</b>

### Governance

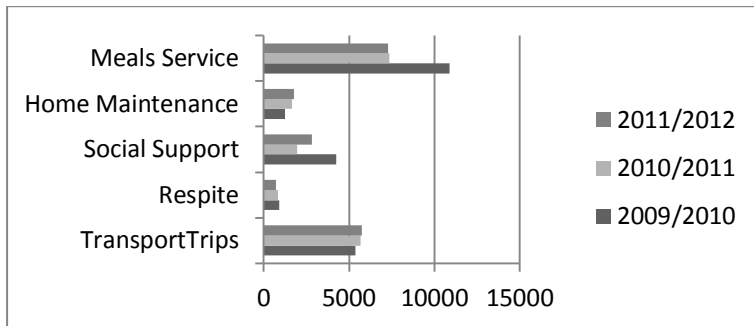
Warrumbungle Shire Council holds service agreements with the funding bodies and auspices WCC. WCC provides regular reports to Council and funding bodies on service activity and statistics. Two Advisory Committees (one in the northern and one in the southern end of the shire) represent volunteers and clients and meet quarterly to provide consultation, information and a forum for discussion of issues arising.

The Social Services Committee consists of representatives from each Advisory Committee and meets annually to overview WCC programs, budgets, return of acquittals and to make recommendations on service directions and priorities. WCC sits under Council's Environment and Community Services Directorate. WCC staff comprise of a manager, six part time service co-ordinators, a trainee, Centrelink Agent and eight casual staff who provide respite, home maintenance, transport and cleaning services.

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## Achievements

Services: The chart below indicates the targets and level of service provision provided by WCC in 2011-2012 and the two preceding years.

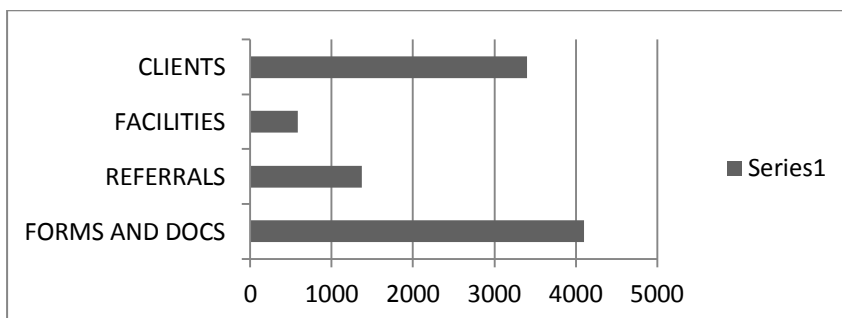


Volunteer and Client Events included the Dunedoo Services Expo, Coolah Health and Well Being Day, Seniors Week entertainment and lunches across the shire, and Xmas in July.

## CENTRELINK AGENCY

The Centrelink Agency provides face to face services in the Warrumbungle Community Care building from Monday to Friday, 8.30am till 12pm. Between 12pm and 4pm clients are able to access phone, fax and Centrelink services on a self serve basis. In 2012 the Centrelink office was renovated to provide clients with additional amenity and privacy and to ensure security of the office space and staff. The chart below indicates the level of service use by Centrelink customers in 2011/2012.

### Centrelink Services



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## CONNECT FIVE CHILDREN'S SERVICES

### **Management**

Yuluwirri Kids pre-school and Long Day-care Centre was booked out and needing to make extensions to the premises. It was decided to start a Mobile Pre-school class under the Connect Five Licence. The Yuluwirri Kids Monkey Room opened on 8<sup>th</sup> February 2011 and operates two days a week on Tuesdays and Thursdays. Funded by Human Services under the PIRP reform program in which the government aims to provide 15 hours pre-school for each child in the year prior to starting school.

The Monkey Room operated for a second year with a full enrolment of 20 children 2 days a week.

Coonabarabran Afterschool Care was re-started on 13<sup>th</sup> February 2012. Operating at St. Lawrence's School the service has built up over six months to 8 participating families and 29 bookings per week.

### **Staff**

There are three permanent staff for the Connect Five Mobile (the Child Development Officer being a job share position) with no changes to staff this year. Competency documents have been reviewed and completed for all staff.

All staff are up to date with first Aid training.

Opportunities for networking and professional development have been accessed through the Mobile Children's Services Association. Staff participated in regional gatherings of Mobile Services as well as the Annual Mobile Meet, an annual conference conducted by the MCSA and attended by representatives from all over NSW.

### **Play sessions**

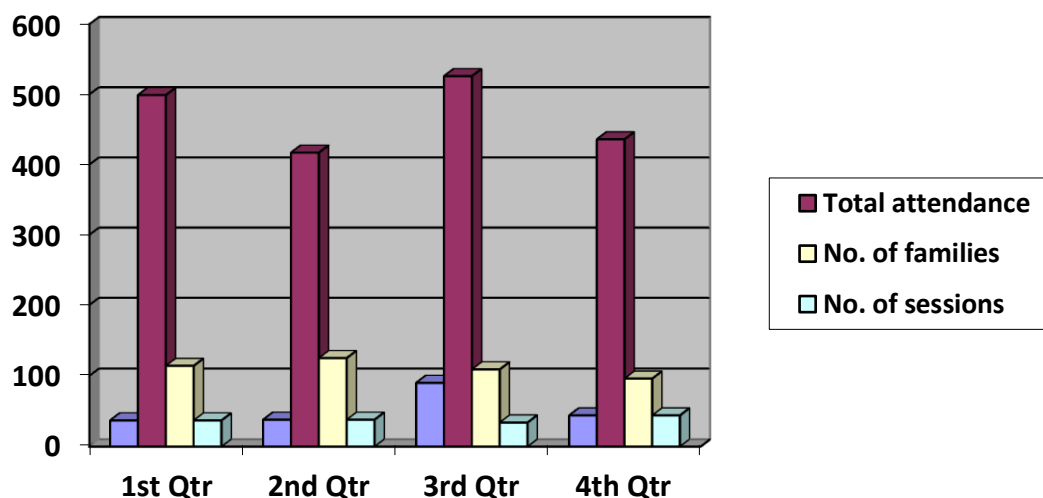
Play sessions serve many purposes and include the opportunity for children to socialize and learn new skills through play as well as for parents to interact socially and share their own experiences and knowledge with each other.

Play sessions operate out of registered venues that may be a local community hall or pre-school. Unregistered Play sessions also occur in the homes of families living on rural properties. In 2011 Play sessions continued at Baradine, Binnaway, Coonabarabran, Coolah, Dunedoo, Gulargambone, Hollywood Lane, Mendooran and Tooraweenah.

Group sizes vary dramatically. The average attendance is 12 children. There are approximately 111 participating families at any one time. The largest groups this year were Coonabarabran and Gulargambone who each have average attendances around 20 or more children. In order to meet the needs of the Coonabarabran group an additional staff member is required. Family Day Care Educators also bring children to Connect Five Play sessions. Tooraweenah and Mendooran are our smallest groups. Most groups go through cycles when children go off to school and there is a time lag before more new parents come on board. The Mobile operates on a fortnightly cycle with one day a fortnight being allocated for cleaning, programming and administration.

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### Connect Five Play Sessions 2011.12



#### Resource Library

Approximately 18% of parents use the toy library. There are now 20 parents actively using the library. Apart from enrolled families, the biggest users of the Toy Library are our Family Day Care Educators.

#### Interagency Participation

Connect Five is committed to working with other agencies to deliver the best possible services to the community using all the resources available. In the past year Family Support services have been represented by the Youth Development Officer at Interagency meetings.

### LIBRARY SERVICES

#### Baradine Service Point

During the past twelve months the Baradine Service Point has maintained its popularity in the community and held a variety of events and activities. Participation in the library's holiday reading program has taken off, with an increase in the number of children participating. Local seniors celebrated 2012 Seniors Week with a 'Royal Jubilee' memories morning tea at the library, where older residents shared their royal reminiscences. The library also hosted the ABC Open productions 'Now and Then' photographic workshop with a good roll up of interested participants. A lot of interest was shown by students and local residents in the State library 'Far Out' tour with a 'full house' in the library during their afternoon visit to Baradine and historical presentation. Constant displays of school work and event promotions help make the library a visually vibrant community hub. The library currently hosts 330 registered borrowers.

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### **Binnaway Service Point**

Collection development was a main area of focus at the Binnaway Service Point. The collections at Binnaway are now in very good condition with an adequate range of new, attractive general stock for most patrons. In addition, the regular arrival of a popular range of magazines has diversified the collection and added value for library members. Space constraints restrict further development of the collections. During the year, Binnaway has improved on its client base with new memberships and more regular patterns of use. The library currently hosts 115 registered borrowers.

### **Coolah Branch Library**

Coolah Branch Library continues as a vibrant centre for the community, regularly holding activities and events for all ages, which again have been well patronised over the past year. The library is also a popular place for community groups to hold their meetings. The launch of the National Year of Reading 2012 and Library Lovers Day was celebrated this year by a special meeting of the Book Club group. Introductory Computer Tutorials for seniors utilising the MRL online programs were also held. Wi-Fi access was launched in April 2012. This service ensures users in rural and regional areas enjoy the same level of connectivity offered by public libraries in the metropolitan areas. Other exciting promotions throughout the year included Law Week, National Simultaneous Story time, Wills Awareness Week, Children's Book Week, many and varied School Holiday activities and Movie and Pizza nights. The new Winter Reading Program Wrap yourself in a good book was well received by patrons with free library bags and mugs filled with goodies given to borrowers who completed Mrs. Owen resigned as Branch Manager in February 2012 and Mrs Sherlock was appointed Branch Manager. The library currently hosts 889 registered borrowers.

### **Coonabarabran Branch Library**

In 2011/12 Coonabarabran Branch saw a significant diversification of the use of the library by the community. Various groups used the library for their meetings on a regular basis, and new technologies changed the way people used the library and the way they accessed services. A knitting group, a sewing circle, the garden club and the Flix in the Stix committee all used the library as a convenient place to hold their meetings. In addition, the introduction of Wi-Fi, Bolinda E-Audio titles, and the improved MRL website have meant people are using the library in new ways. This diversified use was exemplified by the popularity of four ABC digital photography workshops: all booked out, successful, and popular. Also, the Library hosted an exhibition of early NSW documents and artefacts from the State Library of NSW; and an author visit by Phillip McLaren, with 50 people in attendance. The library currently hosts 3113 registered borrowers.

### **Dunedoo Branch Library**

During the last year, Dunedoo continued to develop into an active library. Improvements to the collection have continued and are well used and appreciated by the community. Transfers have been a success as books are transferred around the region. Once again in February saw the 'Library Lovers Day', with the theme "Go on a blind date with a book". Dunedoo offered for the first time computer tutorials for Senior's Week. Enthusiastic patrons learnt how to use the internet and how to use the library catalogue. Dunedoo participated in the National Simultaneous Story time. Children sat around and paid close attention to "The Very Cranky Bear" by Nick Bland and then created a bear mask to take home. The Summer Reading Club and School holiday activities are always popular with great attendance and lots of fun. The Dunedoo Branch participated in the ABC Western Plains Knit-in event supporting the organisation Wrap With Love, which creates colourful warm "wraps" for communities in need around the world. During Drug Action Week the branch participated in the Drug Info library Quiz.

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The Library held an information day for Law Week with the NSW Police Service. Youth week activities were held with the help of funding from Warrumbungle Shire Council and with the help and support from many local community groups. Winter Reading Club commenced with a total of 88 registrations and 9 new members. Dunedoo's book club meets on a monthly basis for a morning tea and chat. The group has grown a little over the year and the members continue to enjoy the synchronized reading of the same book. The library currently hosts 606 registered borrowers.

**Mendooran Service Point**

In 2011/2012 the focus has been on customer service. Mendooran Branch now has a book club, with a group of ten CWA women meeting each month to discuss a selected book. This has been a valuable extension of the library's use. The library offers the small community a reliable service now linked to the library's catalogue, the MRL website and a weekly courier service. The periodic addition of new DVD and popular fiction titles has been welcomed by the library's clientele. The regular opportunities the Library Assistant has to work at various branches have allowed her to build her skills and her knowledge of the collections of the library service, as well as helping to staff branches with a permanent and experienced member rather than with casual staff. The library currently hosts 188 registered borrowers.

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## WESTPAC INSTORE

Council has management auspice of the Westpac In-store in Dunedoo. The agency is operated according to Westpac management schedules and the service continues to meet operational targets. Staff met all the training requirements of the upgraded "Spider" IT system installed at Dunedoo Westpac.

The service is meeting the needs of the community and supporting Council office functions through provision of rates collection and front counter support to Council operations.

## YULLUWIRRI KIDS

Yuluwirri Kids is a 57 place Preschool and Long Day Care Centre that opened on the 2<sup>nd</sup> of February 2009. The centre is licensed by NSW Education and Communities for a maximum of 57 children a day.

The centre operates three classrooms - the Panda room for 0-2 year olds which takes eleven long day care students a day; the Possum room for 2-4 year olds which takes thirteen long day care students and seven preschool students a day; the Giraffe room for 3 - 5year olds (the year before children commence school) which takes six long day care students and twenty preschool students a day.

A fourth mobile preschool classroom operates two days a week (Tuesday & Thursday) for three to 5 year olds was opened in February 2010 in conjunction with Connect Five Children's Service (to support waiting lists.)

Yuluwirri Kids is auspice by Warrumbungle Shire Council and funded by Department of Education and communities (DEC), Employment and Workplace Relations (DEEWR), and user pay fees. Funding is also obtained through Department of Education and Training for children with special needs. The service is open 49 weeks a year, with long day care students accessing the service from 7.30am to 5.30pm, and preschool students accessing the service during school terms from 8.30am to 4pm.

The centre has an Advisory Committee that consists of Parents, a Community representative, an Aboriginal Lands Council representative, the Centre manager and The Director of Environmental and Community Services. Advisory Committee meetings are held on a regular basis.

The centre complies with funding agreements, Education and Care Services National Regulations 2011 under the Children (Education and Care Services) National Law (NSW) 2010 and the National Quality Standard. The centre achieved High Quality Accreditation in September 2010. The centre has a play based curriculum that links to The Early Years Learning Framework for Australia (EYLF).

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The centre employs eleven full time staff, six part time staff and accesses 28 casual staff members. Seven staff are currently studying to obtain industry qualifications. Staff attended a range of training including Food Safety, steps to success for new leaders, guiding children's behaviour, mobile meet, teachers are teachers conference, Taking another look at principle and practices, Quality improvement plans, effective communication, EYLF, philosophy, technology in the classroom, dealing with organisational change, first aid, anaphylaxis's, introduction to Microsoft outlook, National Quality Standard conference, keep them safe, code of conduct. The centre has had visiting students complete work experience and practicum's from local schools, TAFE and Charles Sturt University.

In 2011-2012, the centre participated in community events including Coonabarabran Show, Harmony week, NAIDOC week, Jeans for genes, Purple Day (Epilepsy Awareness), Child Protection, Sorry Day, Children's week Family and Grandparent week.

A number of centre events were also held including: Mothers & fathers nights, Easter hat Parade, Mick Conway Re-juice, Reuse & Recycle Crocodile Encounters, Taronga Zoo visit Police visit, pyjama day end of year party and graduation, Macquarie Conservatorium, excursions, and school transition programs.

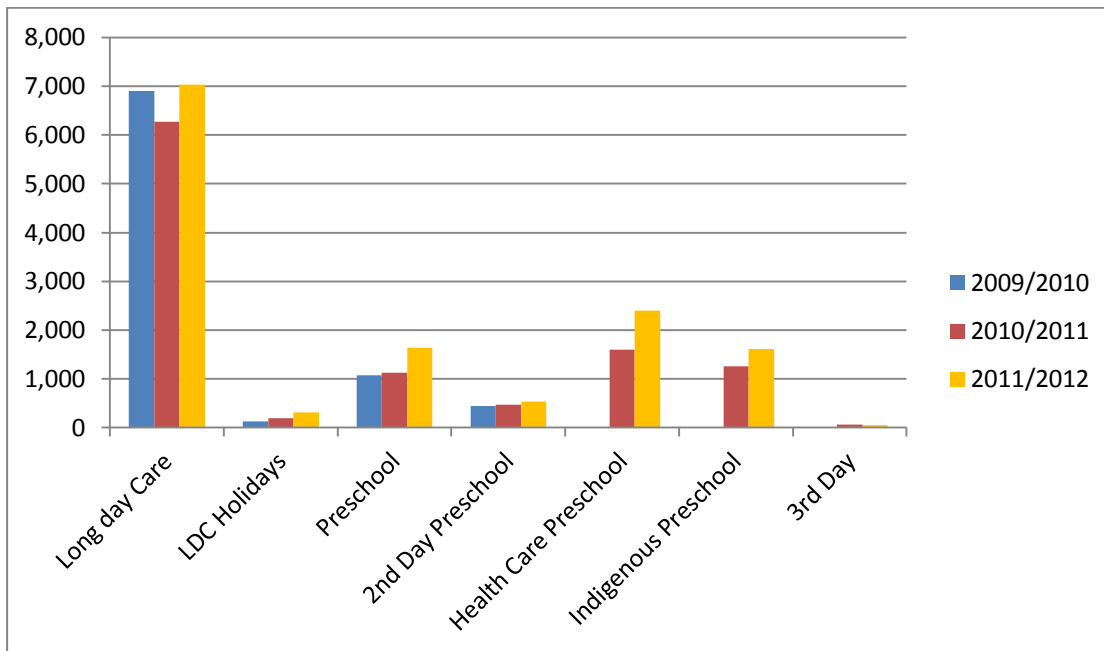
The centre networks with local preschools and long day care centres, family support services, Coonabarabran Aboriginal Lands Council, early childhood services and professionals, agencies, training organizations, and community services.

During the 2011/2012 financial year education sessions attended were as follows:

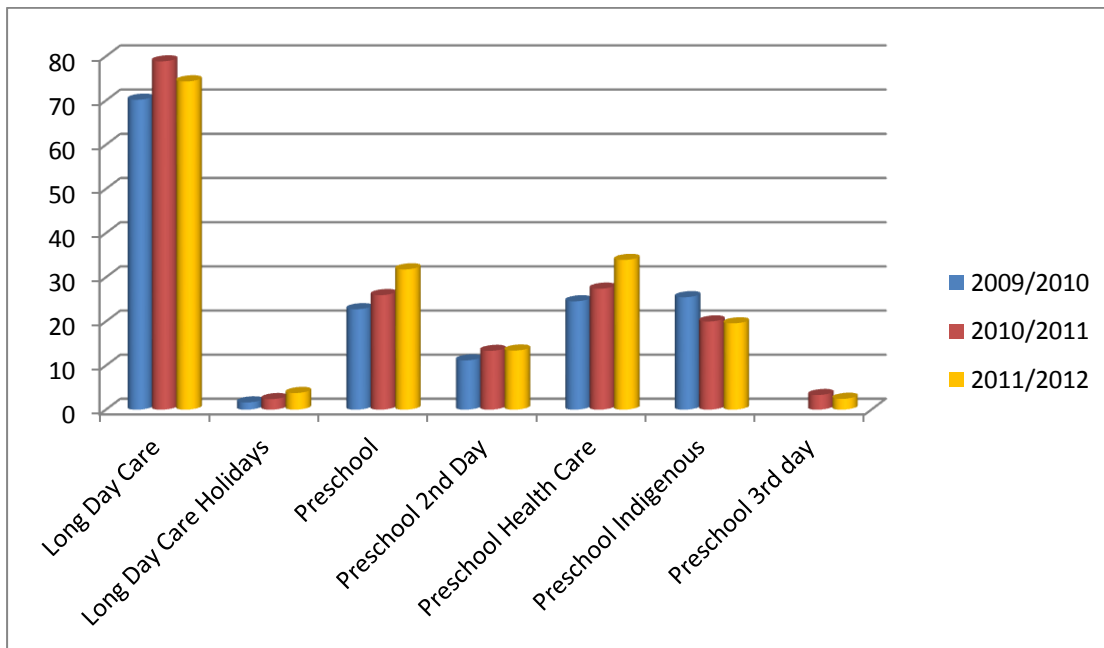
- 7036 Long Day Care sessions with an average of 74.33 individual children a week
- 314 Long Day Care Holiday sessions with an average of 3.77 individual children taking holidays a week
- 1,639 Preschool sessions, with an average of 31.8 individual children a week
- 537 Preschool second day subsidy Sessions with an average of 13.4 individual children a week
- 2,403 preschool health care subsidy sessions with an average of 33.925 individual children a week
- 1,615 Indigenous Preschool sessions with an average of 19.575 individual children a week and
- 49 third day preschool subsidy sessions with an average of 2.45 individual children a week (1/2 semester).



**Comparison of Financial Year's - Sessions held per fee type**



**Comparison of Financial Years – Average of Individual children attending per care type**



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## CASTLEREAGH FAMILY DAY CARE

Castlereagh Family Day Care (CFDC) coordination unit services the Warrumbungle, Coonamble and Gilgandra shires; and provides Educator support, training and administration services from offices in Coonabarabran. Family Day Care is a childcare service which provides quality childcare for children aged 0 –12 years in the private homes of registered Educators.

There are 287 children enrolled from 246 families who access the service. Family Day Care offers care covering full time, part time, casual for working / studying parents, respite care, before/after school care, emergency care, extended and flexible hours. Educators are registered to care for up to seven children, but no more than five not attending school (including their own), at any one time.

Council employs a full time Coordinator, and as of July 2011, an Administration Officer and Educational Leader, both for 30 hours/week, to provide a family day care service, which up until 31<sup>st</sup> December 2011, was licensed by NSW Community Services (CS) under the NSW Children's Services Regulations (2004) and accredited by the National Childcare Accreditation Council (NCAC).

On 1<sup>st</sup> of January 2012 the National Quality Framework (NQF) was implemented across Australia. This means that all children's services are now required to comply with *Education and Care Services National Regulations 2011* and *Children (Education and Care Services Nation Law Application) Bill 2010*. Australian Children's Education and Care Quality Authority (ACEAQA) guide and oversee the implementation, with NSW's regulatory body being the Department of Education and Communities (DEC). This also includes adhering to National Quality Standards (NQS) and putting into practice a national curriculum comprising the Early Years Learning Framework (EYLF) and My Time Our Place (MTOP).

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

The Coordination unit staff and Educators, in consultation with parents, work together to provide quality childcare in an environment that is safe and friendly, and promotes the health, development and well-being of each individual child in care. The Coordinator and Educational Leader undertook home visits throughout the year to Educators in Coonabarabran, Baradine, Gilgandra, Coolah, Coonamble and Gulargambone, with ongoing phone and email support. Visits include routine house checks, annual re-registration of all Educators; new Educator induction; training and facilitated play-sessions. Visits and play-sessions alternate on a monthly basis, i.e. all Educators will be seen during one month and the following month play-sessions are conducted in each town.

Whilst there is not a current Advisory Committee due to the geographical area that the service covers; all policies, procedures and any service provision issues are canvassed to all Educators and stakeholders for feedback in the form of survey's, phone calls, emails and mail outs.

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We have asked on a number of occasions for interest in forming an advisory committee but to date there has been minimal interest, however we will continue to try.

Educator application and induction processes are constantly under review and modifications have been made and implemented where necessary. In June a New Educator Induction Manual was released by NSWFC's for all schemes, to ensure consistency for Educator Inductions across the board.

Over the year there was a lot of movement on the Educator scene, several Educators left the scheme for varying reasons, with new Educators being registered, which has meant the schemes numbers have remained steady.

As at 30th June 2012 we have 32 registered Educators, including 8 In Home Educators based in Coonabarabran, Gilgandra, Gulargambone and Warren. The service has seen a marked increase in In Home Care over the past year, with Educators doubling in numbers.

The service continues to promote Family Day Care and the recruitment of new Educators in the 3 shires covered, especially where there are waiting lists of children needing care. The number of Educator's in Coonabarabran has increased with 2 more Educator's currently going through the induction process, which has seen the previous waiting list diminish.

An inclusion support review previously conducted on the Service Support Plan ensures that CFDC continues to accommodate children with additional needs within the service.

A service Quality Improvement Plan (QIP) was completed in April and CFDC are in the process of reviewing and updating all policies and procedures, ensuring they are in line with the new NQF National Regulations and Standards.

CFDC have been working with all Educator's, assisting them in the many changes that have come in to play with the implementation of the NQF, including a number of workshop opportunities.

The Coordination unit conducted in-service training with Educators attending workshops on Child Protection, evening workshops in each individual town on programming; 'What to See Say and Show' workshop to help Educators understand the new assessment ratings and how to promote their services during an assessment visit. Coordination Unit facilitated Certificate III and Diploma training for Educators – 90% of Educators now have a Certificate III or higher, with the remainder working towards one of these qualifications.

Gilgandra Educator, Kate Ferrier, named regional winner in the Family Day Care Australia Educator of the Year Awards.

The Coordinator and Educational Leader attended the FDC annual conference; Munch and Move – Train the Trainer workshop, with on training for Educators in August; Transition to school forum and followed this on by liaising with local schools in the three shires to foster the transition to school process for children in FDC; Maggie Dent presentation.

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Staff updated first aid qualifications.

Educational Leader undertook Teaching Degree in January, successfully obtaining a scholarship through Moree Council and had to date maintained a Credit average.

Both Coordinator and CDO attended National Quality Framework (NQF) information sessions and Regulations consultations. Coordination Unit staff, including Administration Officer, attended regional and the Tri-regional meetings. Networking with a number of other FDC schemes in the region continues providing CFDC with support and mentoring where/whenever needed.

The service participated in NAIDOC celebrations and National Play-group week, providing activities for children attending the celebrations and is involved in a Children's Services Interagency in Coonabarabran.



Staff and Educators attend the 'What to See, Say and Show workshop'



Children exploring the equipment at one of CFDC's facilitated play-sessions



Children and educators enjoying the puppet show put on by Coordination Unit



Educator's showcasing their FDC services at the local show

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## ROAD SAFETY PROGRAM

### Local Government Road Safety Program [LGRSP]

The Road Safety Officer (RSO) Program is jointly funded by the Roads and Maritime Services (RMS) (formerly the Roads and Traffic Authority [RTA]) and Warrumbungle Shire Council. Objectives of the Council's Road Safety Program as listed in the Road Safety Strategic Plan (LGRSP) are:

- Integrate road safety into the different divisions of Council planning
- Increase road safety awareness, direction and ownership through Council staff and shire residents
- Improve road safety through engineering and transport planning measures
- Continue to encourage effective communication and assistance between community stakeholders, NSW Police, Council and RMS
- Contribute to safe; people, speed, roads and roadside and vehicles.
- To implement projects to target the reduction in road crashes with community support

An analysis of RMS crash data and traffic surveys show that the priority road safety issues for the Warrumbungle Shire are speed, and fatigue.

Between 2007 and 2011 there were 332 crashes in our shire, of these 98 crashes or 30 per cent were speeding related. These speed related crashes resulted in 11 fatalities or 60 per cent of local fatalities and 79 injuries.

### 2007 to 2011 Road Crashes in Warrumbungle Shire Council

Factor*	Number of crashes	% of crashes	Deaths	Injured	Total killed	% of total killed
Speed	98	30	11	79	19	60
Fatigue	61	18	4	49	19	21
Alcohol	21	6	5	17	19	26
Distracted	26	8	1	17	19	5
Other/not known	181	55	4	120	19	21
Total	332		19	241		

Statistics provided by RMS

\*Note; each crash may have more than one proven factor.

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## Statement of Actions

- Four Graduated Licensing Scheme Workshops across the shire were held in 2011 with 11 participants attending.
- Council's Speed Advisory Trailer is being utilised across the shire to monitor traffic speeds in high risk areas. Council's trailer used 69-days.
- RMS loan speed advisory trailer used 124 days.
- A review of Council's Road Safety Strategic Plan is underway.
- The WSC Safe Driving Policy has been revised and awaiting final feedback and approval.
- The RSO has supported the NSW Office of Liquor, Gaming and Racing and Warrumbungle Liquor Accord throughout the year by providing Secretariat.
- Reduce speed programs were completed on Baradine and Premer Roads and Warrumbungle Way. Locals residing along the roads participated.
- A reduce speed program in Coolah School Zones was completed. Schools, P&C, P&F and the local Youth Sporting Group were partners in the program.
- Child restraint checking and information days were conducted on Saturdays at Coonabarabran, two at Coolah, Dunedoo and on Sunday at super markets in Coonabarabran. Local businesses were partners during the events.
- A driver fatigue program "Free Cuppa for the Driver" targeting travellers was conducted from March to May 2012 in conjunction with five other Council's. A large number of local businesses supported the program. Next year a further six councils are expected to participate.
- RSO represented Council at this years RYDA program by presenting one of the educational modules for the Coonabarabran Rotary Club.
- Council's Road Safety Steering Committee has been established.
- Local Police have participated in Road Safety programs throughout the year.
- Newspaper articles and local community radio have promoted the programs and advised of the increased enforcement activity.
- RSO has represented Council with a Coonabarabran BUG representative at the Western Region Bicycle Forums held throughout the year.
- Older road users and users of mobility scooters information days have been held at Coonabarabran and Dunedoo.
- Attend monthly Traffic Committee meetings.
- Submission of monthly reports, quarterly report and yearly action plan
- Participation at RMS Regional meetings

Road Safety educational and behavioural programs have been planned for 2012-13. These target issues such as young drivers, speed on local roads, speed in school zones and the driver fatigue program. The possibility of a Mock Crash will be assessed next year.

**Economic Development and Tourism Objective**

Warrumbungle Shire is a region of communities working together in the promotion of the positive values of rural and regional living. The pursuit of recreational experiences is as important to the local economy as residing in the area. The wellbeing of Warrumbungle Shire is measured by its creative and progressive thinking and action, and the Economic Development and Tourism Advisory Committee (and unit which operates from the Coonabarabran Visitor Centre) works effectively across those issues which impact on lifestyle and development to ensure a strong image and far reaching sustainability.

The Community Strategic Plan, developed as part of the IP&R process, refers to the values, spirit and resilience as well as the environment and local economy. When put in the context of future planning, the document identifies a vision which acknowledges the unique values of the communities across the shire. When the resources and energies are pooled, the potential to become a strong tourism and economic centre is enhanced. The residents of Warrumbungle Shire deserve nothing less.

Through the Economic Development and Tourism Unit there is continued involvement in a variety of projects for the benefit of the shire and its residents. This committee meets quarterly to advise Council and progress elements of the Tourism and Economic Development Strategic Plan within an allocated budget.

**Economic Development Highlights in 2011-2012**

The proposal to reclassify land from “community use” to “operational” in the industrial estate is still subject to Department of Planning approval and the confirmation of the Warrumbungle Shire LEP; final approval will see the land made available for development and commercial operations.

The ongoing attraction of events to the shire has financial benefits across the shire. Despite almost clashing with the Tour de France, the Santos North West Cycling Tour attracted a large field of competitors, support teams and families in the shire for a minimum of three nights.

The opening of Goanna Tracks (an International standard motocross complex) has seen a steady flow of MX enthusiasts and following the 2011 National Titles, the NSW State Titles and several other national events have been held at the complex, attracting a total of approximately 15,000 visitor nights.

Astro-Tourism or Astro-preneurism ... whatever the term we use ... astronomy is worth big \$\$ to Warrumbungle Shire in terms of employment, tourism and education. The successful submission for TQuAL Funding has seen further development of the Milroy Observatory complex; ANU gifted one of the early telescopes to the owners who have contracted a technical team to refit the telescope with digital apparatus to make this the only 40” optical telescope in the southern hemisphere available for amateur astronomers. Milroy is now targeting northern hemisphere astronomy enthusiasts with a high level of success.

Continuing on the astronomy theme and Council’s acknowledgement of the importance it plays within the shire and region, Council established a consortium for the development of a funding proposal to RDA-F; the consortia comprises ANU and associated observatories at Siding Spring with Council and is a sound foundation for ongoing planning and development, noting that several new telescopes are being added to the 14 currently on site.

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While two attempts at securing funding from RDA-F have not been successful, there is a clear indication that the inclusion of a strong statement about the importance of astronomy to the region needs to be made within the RDA-Orana Regional Plan. The Manager of Tourism & Economic Development is working closely with an ANU-RSAA sub-committee tasked with planning future improvements for tourism and education outreach at SSO; 2014 will be a year of celebration for Siding Spring – marking 50 years of presence in our community and on “the mountain”.

Council’s support of the concept of a “sister city style” partnership with Ibara in Japan was progressed during the current year with the Mayor and Director of Corporate Services visiting Ibara and meeting with local government dignitaries. A return visit is expected in the 2012-13 year.

Several nationally based companies have approached the Economic Development unit seeking information to further their plans for future developments within the shire which range from major service industry operations through to grain movement and storage strategies. Each developer has presented with projects that are long term in their planning and implementation. Some may be impacted on by the restrictions (classification) and availability of land.

A successful funding application has seen the installation of a relay point for the broadcast of SBS Radio at the Visitor Centre; travellers who accessed this service as they have travelled into Coonabarabran have commented positively on the provision.

#### **Other actions and achievements**

Manager and two Community Development Officers attended the biennial Economic Communities Conference.

There is ongoing support for local businesses and the linking of businesses with funding and support agencies. The distribution of funding information to community groups, development co-ordinators, schools and businesses; consultation with prospective business developers for a number of significant business ventures and assistance with submissions for events; assistance with grant funding applications to businesses and community groups.

The provision of services and assistance to local businesses was undertaken with a number of business and marketing focussed workshops with sponsorship and support funding to supplement the ED budget.

Active participation in a number of regional groups included the Newell Highway Promotions Committee, Warrumbungle Cluster, Orana EDO’s, RDA-Orana, Central Ranges Natural Gasline, and Commonwealth Rehabilitation Services. The Manager also represents on the ANU Tiger Team, Pilliga Forest Discovery Centre Advisory Committee and liaises with the Coonabarabran Chamber of Commerce.

An effective shop locally campaign in Coonabarabran prior to Christmas which highlighted that local spending generated more than \$3m into the local economy – measured across 30 participants only.

The Orana Economic Development Officers continue to work on a Skills Audit and Attraction Strategy to identify gaps and opportunities for employment within the whole region; a survey has been refined and will be distributed to local businesses for completion. RDA has also held industry related training seminars to identify the training needs and provision in the region and this project will marry well with the Skills Attraction Strategy. The EDO’s have successfully represented at the Rural and Regional Living Expo (Country Week) and Warrumbungle Shire’s participation has seen several families relocate to the shire following the Expo.



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The Manager has provided support to business operators wishing to complete Sponsorship Visas for skilled workers.

Briefings on the introduction of the NBN have been attended by the Manager and information kits distributed through the Visitor Centre.

### **Tourism Highlights**

Tourism statistics released in April 2012 referred to the value of tourism to local economies as at September 2011; the calculation indicates that tourism injects in excess of \$36,000,000.00 each year into the local economy of Warrumbungle Shire and the Length of Stay of Visitors is 2.69 visitor nights (in 1991 that figure was 1.2 visitor nights and the value was \$16,000,000.00).

The coordination of a family for a team of five journalists has seen a number of strategically placed articles in national publications profiling the natural aspects of the Warrumbungle area; measuring the effectiveness of such activities is not always easy and outcomes can be long term. However there have been positive responses and enquiries linked to the articles and several special purpose tours have occurred as a result of the activity.

The Membership of the newly formed Inland Regional Tourism Organisation has provided access to Demand Funding for marketing projects which have included subsidising participation at consumer shows and the development of new collateral – display material and marketing material to measure effectiveness of participation.

Staff and volunteers are actively engaged in training as opportunities arise.

New attractions, events and activities have an impact across the whole of the tourism industry. The expansion of Sculptures in the Scrub has impacted positively on the shire with visitors extending their stay to visit this attraction which has attracted positive media opportunities.

A new event has joined the Warrumbungle Crooked Mountain Concert and the Hartwood Campfires and Country Music Festival; BottleRock was launched in April and well received with the presenters prepared to pursue further events on an annual or bi-annual basis. Each of the listed events attracts people to the shire for extended periods and many of the patrons track across the shire to experience the many attractions and activities available. These events are not seen to compete as they focus on different genres and are held at different times of the year.

Visitor numbers recorded at the Coonabarabran Visitor Centre showed a slight increase with more than half the visitors into the Centre staying more than a night.

The Coonabarabran Visitor Information Centre was re-accredited as a Level 1 VIC in 2012; whereby staff and a small group of volunteers ensure the maintenance of a visitor service that operates daily (except for Christmas Day. It is interesting to note that a large percentage of those travelling are utilising new technologies – websites, iPhones and digital devices to access tourism information, but these same people are still very dependent on the valuable engagement with a local person for accurate and current information .. “there is nothing like talking to a local” we are often told. The regularly updated Datatrax unit in the VIC is a means of ensuring after hours information service delivery.

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### **Other actions and achievements in tourism**

Manager and Councillor attendance at the LGSA Tourism Conference - focus on knowing your target markets and promotion of your point of difference in an increasingly competitive tourism industry.

Identification of the tourism markets for Warrumbungle Shire highlights the target group of “wanderers”. Observation indicates that the grey nomads are a significant target and marketing events this past year have focused on tapping that market through caravan and camping shows and advertising into campervan publications; purchase of print media advertising, consumer shows, itinerary preparation, and website advertising targeting the tour operators and planners has proven to be slow but affective. Previous efforts in tapping into the group travel market have seen limited success but it would appear that coach companies are returning to the travel scene. School groups are also an important target market and the effectiveness of our participation in promotions through Active Education are yet to be measured.

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The establishment of The Pump House Campground and the Riverside Rest Area in Mendooran has seen increased numbers into the small communities, they are great marshalling places for campervans and caravanners but there needs to be further discussion on services for the target group based on equity and service provision across the shire.

A map featuring the shire and street maps of the towns within the shire was completed and distributed.

Town brochures were completed for each of the towns across the shire to be used as promotional tools about the towns and their attractions – these brochures are distributed at consumer shows and complement the shire tourism brochure.

Familiarisation tours have been undertaken to ensure that staff and volunteers at the Visitor Information Centre are aware of the tourism product within the Shire.

The servicing of information distribution points across the shire ensures a good level of information is available to visitors no matter which point they access the shire.

Promotion of the Shire has included the purchase of advertising in regional and national publications, the participation in marketing initiatives of Newell Highway Promotions and the Central Tourism NSW, the tourism consumer shows in Sydney, Hunter Valley, Melbourne, Adelaide, Canberra and Brisbane. Several media opportunities in major publications have presented to us at no cost. Social media is an emerging method of communicating messages and while the tourism website is an important means of communication, Facebook is now used to promote our events and activities along with the Calendar of Events which is circulated to more than 300 email addresses each month; Visitor Centre staff maintain the warrumbungleregion.com.au website as well as the ATDW and STDW content to ensure currency of information.

## **YOUTH**

In addition to Youth Week, support of the Coonabarabran Youth Club operations and committee has continued. The youth club facility was used for basketball, indoor netball, indoor soccer competition, boxing, gym, karate, squash, youth club and school sports.

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## CONDITION OF PUBLIC WORKS

LGA s.428(2)(d)(i-iii)

The schedules in Attachment 1.0 to this report, sourced from Council's financial reports, provide an overview of the total assets under council's management and includes information on:

- the condition of assets
- estimated cost to bring up to a satisfactory condition/standard
- estimate of funds required for annual maintenance
- estimate of funds for programmed maintenance

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## LEGAL PROCEEDINGS

LGA s.428(2)(e)

### Rates and Charges

Council retains a debt recovery service for the recovery of outstanding rates and charges. All charges incurred in using the service are recovered as a charge against the ratepayer. As at the 30 June 2012, Council had a total of \$1.994m of Rates and Charges aged over 30 days. Of this amount, \$1.2m is under legal proceedings by way of Statement of Claim or Judgement with Councils Debt Collection Solicitors. The remaining outstanding amount being in an arrangement to pay by weekly/fortnightly instalments with Council, or has just become overdue.

Rates and Annual Charges outstanding as at 30 June 2012 sits at 13.62% , Council's emphasis on debt recovery and improved debt recovery processes has resulted in a significant reduction in Council's rates and annual charges outstanding ratio.

Council did not hold an auction for unpaid rates however sold one property that was passed in at the May 2011 Auction to recover rates outstanding for over five years.

### Legal Action against Council

There were no GIPA applications during the period, although a related case which was being prepared to be heard in each of the NSW Industrial Relations Commission, NSW Tenancy Tribunal and NSW Administrative Decisions Tribunal was settled out of court. Due to the nature of the final agreement the settlement cost remains confidential, however legal and associated expenses were reported to Council at a cost of \$69,419.

A previous public liability insurance claim at Dunedoo Jubilee Hall (2007) has been referred to Statewide NSW Legal Counsel and documents provided in preparation for Court proceedings. The Public Liability excess payment of \$12,000 was paid for in the 2007/2008 financial year.

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## SENIOR STAFF

LGA s.428(2)(g)

The General Manager is the only designated Senior Staff member (as prescribed by Section 332 of the Act) employed by Warrumbungle Shire Council during the twelve month period.

The senior staff member's total remuneration package, which includes all costs associated with his employment for the period 01.07.11 to 30.06.12, is as follows:

Value of salary component of package	\$165,578.93
Bonus payments, performance or other payments not forming part of the salary component	0
Superannuation (salary sacrifice and employer's contribution)	\$14,902.16
Non-cash benefits	0
Fringe benefits tax for non-cash benefits	\$4,404.86
<b>TOTAL COSTS</b>	<b>\$184,885.95</b>

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**ELECTED MEMBERS**

LGA s.428(2)(f) and REG 217(1)(a1)

Council's adopted policy for the Payment of Expenses and Provision of Facilities to Elected Members is attached at the end of the report as Attachment 2.0.

Councillors' annual fees for 2011/2012 were set at \$9,970 per annum and an additional fee of \$21,770 was set for the Mayoral allowance. These fees were endorsed at Council's meeting held on 16 June 2011 for the following year. Total expenses for Councillors' fees, expenses and facilities for the period 1 July 2011 to 30 June 2012 was made up of the following:

	<b>Expenses</b>
Mayoral and Deputy Mayor allowance	\$21,770.04
Mayoral Car expenses	\$13,195.00
Telephone - Mobile Mayor	\$833.34
Councillors' Allowances	\$89,730.72
Councillors' Training and Skill development	\$862.72
Councillors' Internet communication contribution	\$5,400.00
Travelling Expenses – Councillors	\$17,994.53
Administrative expenses for the Mayor (including dedicated office use and equipment)	\$58,244.32
Delegates Expenses - Conferences and Seminars	\$22,241.79
Council Elections	0
Council Meeting Catering	\$5,326.41
Civic Functions	\$6,315.34
Expenses of any spouse, partner or other person who accompanied a Councillor – Sister City Visit - Japan	\$9,647.96
Expenses involved in the provision of care for a child or an immediate family member of a councillor	0
<b>TOTAL</b>	<b>\$251,562.17</b>

Travel Expenses for each Councillor was as follows. Council's policy for the Payment of Expenses and Provision of Facilities to Elected Members defines travel expenses.

Cr Campbell	4,669.08
Cr Coe	4,127.38
Cr Dissanayake	857.02
Cr Lewis	3,031.69
Cr Powell	1,079.67
Cr Schmidt	1,340.28
Cr Shinton	178.12
Cr Sullivan	1,416.21
Cr Todd	1,245.38
<b>TOTAL</b>	<b>\$17,944.83</b>

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A copy of Council's adopted policy for the Payment of Expenses and Provision of Facilities to Elected Members is attached to this Annual Report.

The purpose of this Policy is to ensure that there is accountability and transparency in the reimbursement of expenses incurred or to be incurred by the Councillors. The Policy also ensures that the facilities provided to assist and support the Councillors to carry out their civic functions are reasonable.

The policy defines travel expenses and provides for expenses such as accommodation, meals, internet communication expenses, incidental expenses and attendance at conferences, Australia Day functions and naturalisation ceremonies. Council's policy provides \$50 per month to each councillor to cover internet expenses.

Councillors participated in training provided by the Local Government and Shires Association. This training involved planning for community strategic plans.

Councillors also attended the following conferences:

Local Government and Shires Association Conference. – Attendees: Mayor Shinton, Councillors Campbell, Todd, Sullivan and the General Manager

C Division Conference – Attendees: Mayor Shinton, Councillors Campbell, Todd, Lewis, Coe and the General Manager

Country Mayor's Conference – Attendees: Mayor Shinton and the General Manager

National Roads Congress – Attendees: Mayor Shinton, Councillor Todd and the General Manager

Attendance at these Conferences is endorsed under Item 2.9 of the Policy for the Payment of Expenses and the Provision of Facilities to Mayors and Councillors.

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## OVERSEAS TRAVEL

LGA s.428(2)(r) and REG 217(1)(a)

Council resolved to confirm its intention to establish a sister city relationship with Ibara City Council in Japan in August 2011 and a budget of \$10,000 was provided via supplementary vote to enable the Mayor and one other Council representative as nominated by the executive to visit Ibara City from the 11th – 14th October 2011.

The Mayor, Cr Peter Shinton and Acting Director Corporate Services, Rebecca Ryan; were formally welcomed by the Mayor of Ibara City, along with the Deputy Mayor, Speaker of the House and Chief Executive Officer at the Council Chambers. This attracted media attention and was followed by an hour length meeting. Then Ibara City staff from the Ibara Board of Education with the Director from the Bisei Observatory provided an excellent program touring around the area visiting local attractions and Council provided services. A formal banquet hosted by the Mayor Takimoto provided an opportunity for more talking around the table about the prospects of developing a Warrumbungle and Ibara exchange program.

The Mayor's wife, Mrs Julie Shinton; travelling at her own expense, was a member of the Council party for the whole trip. Mr Hank and Mrs Masako Sato from Milroy Observatory in Coonabarabran accompanied the delegation in Ibara City, at their own expense, providing translation support.

The possibility of exchange programs with Ibara Council is a vision that was well received, be that between the schools, Observatories, business, National Parks, farming or Council. These exchange opportunities were promoted in discussions with Mayor Takimoto, Bisei Observatory and with Directors from the Ibara Board of Education; during a second banquet.

The visit was a very worthwhile relationship building exercise and a return visit by Ibara City is anticipated in late 2012. An invitation has also been extended to delegates from CLAIR, the Japanese Local Government Centre in Sydney, to visit Warrumbungle Shire in preparation for a Japanese delegation from Ibara City. In addition, the Mayor and Acting Director Corporate Services attended a forum at CLAIR in Sydney on 3rd November, which provided further sharing of Council's support for a sister city venture.

Expenditure for the Japan project; which comprised of travel and accommodation, as approved by Council was \$ 8,037.





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**CONTRACTS AWARDED BY COUNCIL**

LGA s.428(2)(h)

Council has awarded the following contracts during the financial year that are required to be reported. (Note: Employment contracts and contracts valued at less than \$150,000.00 are not required to be detailed).

This Register of Contracts details all contracts valued at \$150,000 or more, for projects, goods and services, or the sale, purchase or lease of real property.

<b>Register of Government Contracts from 1 July 2010</b>						
<b>Contracts valued at \$150,000 or more</b>						
<b>Year</b>	<b>Contractor</b>	<b>Contract Description</b>	<b>Period</b>	<b>Contract Value</b>	<b>Meeting Date</b>	<b>Resolution</b>
2012	David Payne Constructions	Provision of labour, materials and plant for construction of two story office extension and renovation of existing offices	To completion of construction	\$2,517,292.52	16 February 2012	286/1112
2012	Waeger Constructions	Design and construction of Baby Creek Bridge	To completion of construction	\$649,500.00	15 March 2012	316/1112

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## BUSH FIRE HAZARD REDUCTION AND COMMUNITY ENGAGEMENT

### Bush Fire Hazard Reduction (LGA s.428(2)(i1))

Scheduled Hazard Reduction over the dryer winter months has been successfully with a number of medium to large burns carried out by the New South Wales Rural Fire Service (NSWRFS). They mainly consisted of Crown land to the east and west of Coonabarabran. Many other hazard reduction burns have also been carried by the local brigades on private property throughout the Local Government Area (LGA).

The NSWRFS also assisted The Dept. of Environment Climate Change & Water (National Parks) in HR burns in the Bingah Wingul and Pilliga Nature Reserves.

It should be noted that while the dry winter has assisted hazard reduction works fire agencies were also called out to assist numerous private hazard reduction burns that had escaped due mainly to poor understanding of fire activity that can occur during the dryer winter months.

### **Bush Fire Risk Management Plan**

The Castlereagh Bush Fire Management Committee of which Council is a member has undertaken a review Castlereagh Bush Fire Risk Management Plan (BFRMP). The draft BFRMP has been approved by the Castlereagh BFMC and has been forwarded to the Bush Fire Coordination Committee for their approval.

The aim of the BFRMP is to minimise the risk of adverse impact of bush fire on life, property and the environment. The plan has a life of five years with the existing plan expiring this year.

The objectives of the BFRMP are to:

- Reduce the number of induced bush fire ignitions that cause damage to life property and the environment;
- Manage fuel to reduce the rate of spread and intensity of bush fires while minimising environmental/ecological impacts;
- Reduce the community's vulnerability to bush fires by improving its preparedness; and
- Effectively contain fires with the potential to cause damage to life, property or the environment.

### **Community Engagement**

The Rural Fire Service has an ongoing commitment to protect, educate and advise the community in a sustainable way. Members of brigades and RFS staff visited primary and preschools through the shire engaging with children on a range of topics from playing with matches to home evacuation, how to prepare for a bush fire event and calling "000" if they have an emergency.

Brigade members and RFS staff also undertook property inspections, local agricultural shows and gave advice on local community radio and in community newsletters. Programs such as the dissemination of Bush Fire Survival Plan booklets and SWS (Static Water Supply) were continued to be rolled out. These programs encourage property owners and householders to "Prepare. Act. Survive" where much more emphasis is placed on preparing to survive in the face of severe bush fires.

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## Have you prepared a Bush Fire Survival Plan?

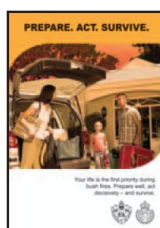
**PREPARE** – having a Bush Fire Survival Plan

**ACT** – knowing the Bush Fire Danger Ratings and what you need to do at each

**SURVIVE** – knowing the Alert Levels which are used during a fire



Fire Danger Rating



PREPARE. ACT. SURVIVE.



A guide to **Leave Early**



A guide to **Stay and Defend**

### Local Emergency Management Committee (LEMC)

The Warrumbungle Shire Council conducted all quarterly LEMC meetings with all meetings well attended by Emergency Agencies and representatives from Dubbo and Tamworth.

Contact Lists and Emergency Management Plans are regularly updated.

### Roadside Slashing

Council conducts roadside slashing on all sealed local and main roads throughout the Shire at least once per year.

Warrumbungle Shire Council is a member of the Warrumbungle Bushfire Management Committee.

As part of the Service Agreement between Council and the NSW Rural Fire Service, the RFS inspected reported fire hazards on Council's behalf.

### Further Information

Web: <http://www.rfs.nsw.gov.au>

Email: [community.engagement@rfs.nsw.gov.au](mailto:community.engagement@rfs.nsw.gov.au)

Phone: Your local NSW Rural Fire Control Centre 02 6842 2645.

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**PRIVATE WORKS**

LGA s.428(2)(k)

No subsidised private work was carried out by Council during the period 1 July 2011 to 30 June 2012.

**CONTRIBUTIONS AND DONATIONS**

LGA s.428(2)(l)

**Rates Contributions 2011/2012**

<b>Group</b>	<b>Contribution \$</b>
Coonabarabran CWA	1,335.53
Baradine CWA	475.12
Mendooran CWA	408.00
Masonic Lodge Timor No. 274	1,879.83
Baradine Masonic Lodge	565.00
Coonabarabran Boy Scouts	306.00
St Vincent De Paul – Dalgarno St	306.00
Coonabarabran Girl Guides	306.00
Binnaway Showground	172.50
Catholic Church – Baradine Tennis Courts	306.00
Baradine Anglican Church	306.00
Baradine Uniting Church	306.00
Baradine Catholic Church	172.50
Baradine Men's Shed (Rusty Club)	1,000.00
Binnaway Anglican Church	172.50
Binnaway Roman Catholic Church	172.50
Coonabarabran Jehovah's Witnesses	306.00
Coonabarabran New Life Centre (Assemblies of God)	306.00
Coonabarabran Roman Catholic Church	306.00
Coonabarabran Anglican Church	172.50
Coonabarabran Uniting Church	172.50
Coolah Men's Shed	1,000.00
Coolah St James Presbyterian Church	306.00
Coolah Sacred Heart Catholic Church	306.00
Dunedoo All Saints Anglican Church	306.00
Dunedoo St David's Presbyterian Church	306.00
Dunedoo St Michael's Catholic Church	306.00
Dunedoo Uniting Church	306.00
Mendooran St Chad's Anglican Church	408.00
Mendooran St Mary's Catholic Church	408.00
Leadville Fire Shed (to assist with garbage rates)	275.00
Coolah Youth Centre (to assist with garbage charges)	275.00
<b>Total Contributions</b>	<b>13,654.48</b>

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## Donations 2011/2012

Group	Contribution \$
Coonabarabran Expo Committee	1,000
Coonabarabran Easter Bunny Bazaar	1,000
Coonabarabran Orbital Swing Band	1,000
Coonabarabran 2WRCFM Community Radio	520
Coonabarabran DPS Local & Family History Group Inc.	500
Coonabarabran Jockey Club	1,000
Coonabarabran – Warrumbungle Arts	1,000
Binnaway Agricultural Show Art Prize	50
Binnaway Jockey Club	1,000
Baradine Agricultural Show Art Prize	50
Baradine School Band	250
Coolah Community Radio	520
Coolah Rockin at the Racecourse	1,000
Dunedoo Bush Poetry	500
Dunedoo Lions Club Art Unlimited	500
Dunedoo Three Rivers Community Radio	520
Keep Australia Beautiful	470
Neilrex Hall Committee	500
Neilrex Tennis Club	700
Northern Inland Academy of Sport	360
Mendooran Turf Club	1,000
Warrumbungle Arts and Crafts Coonabarabran	800
Baradine Central School	70
Baradine St Johns	70
Binnaway Central School	70
Coonabarabran St Lawrences	70
Coonabarabran Primary School	70
Coonabarabran High School	70
Coonabarabran Tafe	70
Coolah Central School	70
Coolah Sacred Heart Primary School	70
Dunedoo Central School	70
Dunedoo Tafe	70
Dunedoo St Michaels	70
Mendooran Central School	70
<b>Total Donations</b>	<b>15,150.00</b>
<b>TOTAL CONTRIBUTIONS AND DONATIONS</b>	<b>28,804.48</b>

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## HUMAN RESOURCE ACTIVITIES

LGA s.428(2)(m)

### **Human Resource Management**

In December 2012 a new organizational structure was adopted by Council. The implementation of this new structure is still ongoing with some restrictions to recruiting new positions due to the availability of work space; this will be rectified with the completion of the new administration building in January. The new organizational structure will ensure all areas within Council are more efficient and effective, public liability risks are identified and ensure all legislative requirements are met.

There were no major Industrial Relations matters this year.

This year HR purchased an HR software system called Authority. This system is only partly installed and should be completed by the beginning of September 2012. The advantage to the organization will be felt through availability to management of up to date statistics, a database for staff personal details, skills and training requirements and the ability to track workers compensation claims.

### **OH&S/Risk Management**

2011/2012 year saw the introduction of the new Work Health & Safety Act in January 2012. This required the reviewing of policies to reflect the changes. Workplace Health & Safety Officer attended supervisor meetings and regional risk meetings to ensure she was informed with the changes and ensure all supervisors gained a better understanding of their obligations as Officers under the WHS Act. Specific public liability risks were identified with control measures put into place. Echelon conducted an audit on Council Occupational Work Health Safety Management System where all managers completing spreadsheets listing top five risks in their area. An action plan has been drawn up to address and minimize these risks.

MSDS Operating documents were prepared in conjunction with Technical Services for Fluoridation across the Shire.

StateCover Audit was completed on time. Twelve lost time injuries occurred in 2011/2012 with a total of eighty one days lost time following these injuries.

### **Staff Recruitment Services**

This year staff recruitment continued to prove a challenge. Since July 2011 to June 2012 sixty (60) positions have been filled due to either positions created in the new organizational structure, filling vacant positions due to the retirement of long term staff or to fill the twenty four employee initiated separations. Many of these vacancies were filled from within the organization by staff wishing to further their career with Council. Filling vacant positions in the skills shortage areas such as engineering and trades continue to prove a challenge with nearly \$92,500 being spent on advertising for staff recruitment. Several difficult to fill positions still remain vacant with incentives such as salary sacrificing and Council housing being offered to attract the right staff. Advertisements were aimed at better lifestyle and family friendly working conditions as benefits.

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## **Performance Management**

This year saw the implementation of a new system of assessment for all staff reaching the highest step of their grade. The system provides that no competency assessment is required to be completed. Instead an appraisal of the staff member is undertaken by their Supervisor as well as a self assessment by the individual staff, both to be signed by their Supervisor. Any staff not at the highest step of their grade undertook a Competency Assessment. Both systems were undertaken in August 2011.

## **Staff Training Activities**

September 2011 saw the recruitment of a dedicated Learning and Development Co-coordinator. At the end of June 2012 Council had fifty three new entrant traineeships or existing worker traineeships in the areas of Finance, Child Care, Civil Construction, Community Services, Administration, IT or Water Industry.

Training undertaken in the 2011/12 year included:

Confined Spaces, RTA Blue, Yellow, Red and Orange Cards, Rates Training, Elevated Work Platform, Water Industry Training, Civil Cad, Protected Disclosure, Bullying and Harassment, Code of Conduct, Committee Training, Work Cover Plant Tickets, Diploma in Management, Diploma in Civil Construction, Chainsaw Level 1, Recruitment and Behavioral Interviewing Skills, Workforce Management Plan training, IP&R Training, WHS Officer Training, Chemical, RFS Bushfire Safety, Mentoring, Ranger, Aerodrome Safety Officer Training, Microsoft Outlook, Risk Assessment, Child Protection Training, GIPA, Finance Professional Training, Roundabout Inspection, Fluoridation, Return on Investment, Asset Management, Practical Software, Time Management, Mapping.

The cost of providing training to staff outside the shire continues to be an expensive exercise with some facilitators not willing to travel to train small numbers. There are currently discussions with OROC regarding sharing courses and facilitators within the Central West. This would mean the high cost involved in providing training to small numbers within Council would be reduced.

## **Statement of Activities to implement EEO Management Plan**

### **Other Legislation**

s 428(2) (r)

Council's EEO Management Plan was reviewed. The EEO Management Plan aims to ensure fair practices and conditions in the workplace and ensure the absence of discrimination when undertaking employment processes. The policy also ensures opportunities are offered to staff with career paths and access to attend training courses. All recruitment processes were updated to ensure all legislative requirements were followed. All staff understands Equal Employment Opportunity principles and their responsibilities in the workplace.

### **Child Protection and Community Services Act 1999**

s 428(2) (n)

All staff who work alone or in close contact with children, as do staff with Yuluwirri Kids, Connect Five and Family Support Services, undertake a Working with Children Check as a condition of employment. These checks are a pre requisite to any employment offers being made and in line with Council's employment policies and procedures.

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**EXTERNAL BODIES**

LGA s.428(2)(o)

Council is required to provide a statement of external bodies that have exercised functions delegated by Council.

During the period in review the following bodies exercised delegated functions on behalf of Council -

<b>Body</b>	<b>Function</b>
Castlereagh Macquarie County Council	Control of Noxious Weeds on public land and waterways in its area
Macquarie Regional Library	Library Services

During the report period Council also had a number of committees that advised Council on specific issues. The advice from these committees is used to assist in the decision making process of Council.

There are three committees which are formed as a requirement of statutory obligations and those committees report to Council but have no formal link to Council. The Councillor representatives on these committees are appointed for the term of the Council.

<b>Body</b>	<b>Function</b>
Traffic Committee	Traffic Management
Warrumbungle Bushfire Management Committee	Fire mitigation
Local Emergency Management Committee	Emergency co-ordination



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Council is also represented on the following Regional Committees:

The North West Weight of Loads Group	Community Safety Precinct Committee
Orana Arts Incorporated Committee	Central West and Namoi Catchment Management Authorities
Central Ranges Natural Gas Association	Orana Regional Organisation of Councils
Newell Highway Task Force	Inland Rail Committee
Ming Related Councils	Warrumbungle Shire Liquor Accord

#### **Companies**

LGA s.428(2)(p)

Warrumbungle Shire Council did not hold a controlling interest in any company during the period 2011/2012.

#### **Partnerships, Cooperatives, Joint Ventures**

LGA s.428(2)(q)

During this period Council was a joint venture member of the Macquarie Regional Library Service with Dubbo City Council, Wellington Shire Council and Narromine Shire Council.

During this period Council was also a joint venture member of the Castlereagh Macquarie County Council.

Council also coordinates the Castlereagh Family Day Care Scheme which services Warrumbungle, Coonamble and Gilgandra local government areas, and Connect Five Children's Services which services Warrumbungle and Gilgandra Local Government Areas.

Council is also part of Statewide and StateCover which are mutuals for the provision of public liability, property insurance, fidelity guarantee and workers compensation.

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## COMPETITIVE NEUTRALITY PRICING

LGA s.428(2)(r) and Reg cl 217(1)(d)

All levels of Government are required to apply the principle of competitive neutrality for their business operations. The principle of competitive neutrality is based on the concept of a “level playing field” between persons competing in a market place, particularly between private and public sector competitors. Essentially, the principle is that government businesses, whether Commonwealth, State or Local, should operate without net competitive advantages over other businesses as a result of their public ownership. Council has determined its business activities as follows:

It is confirmed that Council does not have any Category (1) business activities.

Council has not implemented Competitive Neutrality Pricing requirements as Council has no identified Category (1) business.

The following Council activities have been confirmed as category (2) businesses under the principles of Competitive Neutrality.

- Warrumbungle Water
- Warrumbungle Sewerage
- Warrumbungle Waste

Council has maintained a complaints handling system for Competitive Neutrality Complaints with a register to record and manage all such complaints. Council’s Records management system is used to record, register and track complaints.

### **Competitive Neutrality Complaints 2011/2012**

There were no Competitive Neutrality Complaints received in 2011/2012 and accordingly there is no outcome to report. There are no outstanding complaints.

### **Comparison of Stormwater Management**

Reg cl 217(1)(e)

No annual charge has been levied by Council for stormwater management services.

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## SPECIAL VARIATION EXPENDITURE

S508(2)

As no special variation was received by Council, there are no outcomes or expenditures to report.

## INTEGRATED PLANNING AND REPORTING

The Division of Local Government has introduced a new reporting framework for NSW local government known as the Integrated Planning and Reporting (IP&R) Framework. This new reporting framework replaces 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. The new Integrated Planning and Reporting Framework is represented graphically below.



Minimum requirements of IP&R were that each Council by 30 June 2012 must have;

- a 10-20 year minimum **Community Strategic Plan**; with an associated **Community Engagement Strategy**
- a **Resourcing Strategy** that includes a **Long Term Financial Plan** (minimum 10 years), a **Workforce Management Plan** (minimum 4 years) and an **Asset Management Plan** (minimum 4 years);
- a 4 year **Delivery Program** and
- a 1 year **Operational Plan**.

The new 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.

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The new 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.

Council has now completed all the requirements of the IP&R Framework, and Council's IP&R plans and strategies are all available on Council's website at [www.warrumbungle.nsw.gov.au](http://www.warrumbungle.nsw.gov.au).

## **COMMUNITY STRATEGIC PLAN**

The Community Strategic Plan (CSP) aims to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. With the Vision 'What is most important to us is; our homes, our sense of community spirit and our children'. Our plan for the future will support the growth, resilience and health of our people, our neighbourhoods, the environment and local economy.' Goals, strategies and indicators of success are sorted into seven themes being; Natural Environment, Local Economy, Community and Culture, Rural and Urban Development, Recreation and Open Space, Public Infrastructure and Services and Local Governance and Finance.

Council implemented the preparation of the Warrumbungle Shire 20 year Community Strategic Plan (CSP) that commenced with a Community Engagement Strategy in July 2011. Following a CSP logo competition, the organisation launched into the community consultation phase staging a total of 38 forums throughout the shire over three and a half weeks in September 2011. This included general community forums plus focus groups for seniors and young families, business and interagency, indigenous and outlying farming areas. An opportunity was provided to residents to attend either a day time or evening community forum that suited at a local venue. Surveys were mailed out to householders and an option available to complete a survey online. In addition every school was involved and supported the process, and a workshop was facilitated for children in school time.

900 people in total participated in these forums and a total of 10,438 comments were input into a database. The participation rate and input is a very good outcome given the logistics of distance between locations and budget, and it is a benchmark that Council and the community should be proud. Council's appreciation has been conveyed formally to the 22 staff who, with the General Manager and Directors, coordinated and facilitated the forums. This has been a very positive staff development exercise where new skills were learned and capacity building of roles by being included in the development of the CSP.

As part of the CSP process, Council has also compiled the Book of Big and Little Ideas – 'A record of what we will be able to hear, see, feel and touch in our ideal Warrumbungle Shire'. This book is a complete list of responses that were collated when Council asked the community during the forums and surveys, and at schools the question 'What will you be able to hear, see, feel and touch in our ideal Warrumbungle Shire?' and 'What would make your town/shire a better place? There are over 3,500 responses, which have been sorted into the seven themes for each area.

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## DELIVERY PROGRAM AND OPERATIONAL PLAN

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.

The Delivery Program replaces the former Management Plan requirements. It is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.

Supporting the Delivery Program is an annual Operational Plan. It spells out the details of the Delivery Program – the individual projects and activities that will be undertaken for the year to achieve the commitments made in the Delivery Program. The Operational Plan includes Council's Budget and Statement of Fees and Charges for the 2012/13 financial year.

### **Resourcing Strategy**

The resourcing strategy has been completed 'in house' and staff involved have invested significant time, resources, stakeholder involvement and networking skills to achieve what they have accomplished.

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## WORKFORCE MANAGEMENT PLAN (WMP) 2012-2016

Council's WMP identifies how Council will have the right staff in the right place with the right skills to deliver the works in the Delivery and Operational Plans. This is done through identifying the challenges confronting Council, both internal and external, and devising strategies to address the issues.

The main issues currently confronting Warrumbungle Shire Council are:

- An ageing workforce: imminent loss of large quantities of corporate knowledge as well as staff
- Ongoing implementation of organisational restructure
- Attraction and retention of staff
- Lack of effective leadership in many areas of Council
- Learning and development needs
- Communications – internal as well as external

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A number of strategies and approaches will be developed under this WFMP to address the above challenges, including but not limited to:

- Attraction and Retention Strategy
- Merit based Succession Planning Strategy
- Leadership Development Program
- Learning and Development Strategy

It is proposed to participate in the Excellence in Local Government program in order to increase our organisational efficiency and productivity by implementing and embedding continuous improvement practices and principles into the organisational culture. This includes utilising process improvement techniques to optimise productivity and reporting on improvements.

Reporting against the WMP will include reporting on key leading indicators (ie early signs) of decreasing organisational performance (eg decreasing staff satisfaction, absenteeism, turnover, and dis-engagement). By monitoring these, and addressing the results constructively, Council will ensure better organisational performance, which assists in meeting our operational goals. The Human Resources team will now be measuring, and managing, these leading indicators before lag indicators, such as reduced ability to deliver services to the community, and loss of financial viability, become evident. Just as importantly, Council will be able to view our organisation's progress and increased effectiveness over time and report to the community on how Council's workforce is meeting operational targets.

#### **1. Asset Management Plan (AMP) 2011-2022**

Council's AMP provides a description of the various asset classes that comprise Council's \$377m network of assets, details the condition of these assets, and provides an overview of Council's projected maintenance (\$132.9m), capital renewal (\$77.1m) and capital expansion (\$21.8m) programs over the eleven year life of the AMP. The AMP also details the expected level of depreciation (i.e. the expected reduction in value of Council's assets) over the life of the AMP (\$124.5m), and discusses service level expectations, Council's critical assets, demand drivers for new assets, and the way forward for asset management at Warrumbungle Shire Council.

All the information in Council's AMP indicates that Council's asset network is not sustainable in the long run under current budget assumptions. Council's asset renewal ratio across the network is forecast to average 69% over the life of the AMP, and Council will incur a total asset renewal deficit (i.e. underspend on asset renewals) of \$43.65m in this time period (note: this figure includes a \$3.75m adjustment for plant trade-ins). As a result, Council is expected to consume a further 12% of the future service potential of its assets over the following 11 years, and Council's asset consumption ratio will increase from 30% to 42% leading to worsening asset conditions across the network.

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If asset renewals continue to fail to keep up with asset deterioration, many of Council's assets will need to be decommissioned as they would reach the end of their useful lives. For example, five of Council's pools will most likely need to be closed within the next 10 years unless funding can be found to replace or significantly refurbish these assets. Council's reseal rate for its road surfacing is also roughly double the desired level, and if this trend continues Council will face increased pavement failure across its road network increasing the total lifecycle cost of Council's road pavement assets. These are just two high profile examples, however, renewal expenditure on all asset classes except bridges car parks and plant and equipment are forecast to be considerably below desired levels over the life of this plan.

Council is subject to funding limitations, and without assistance from other levels of government or a special rate variation, Council will find it difficult to fund its \$43.65m asset renewal deficit, and both residents and businesses within the Shire will have to bear decreased service levels as a result. The AMP has identified one option available to Council, which is to critically review Council's capital expansion program in future years.

During the process of compiling the AMP some shortcomings in Council's current asset management practices were identified. These shortcomings include issues with data accuracy and completeness, a lack of community agreed asset service levels, dated asset condition data, issues with asset accounting assumptions (currently being addresses as part of the 2011/12 year end process), poor asset renewals and expansion planning, insufficient benchmarking and asset management knowledge across the organisation and inadequate information and procedures on critical assets and asset risk management. Council recognises the importance of asset management and is currently in the process of preparing a project plan to address these shortcomings in the 2012/13 financial year.

## **2. Long Term Financial Plan 2012-2032**

Council's Long Term Financial Plan (LTFP) details Council's external operating environment and the financial challenges Council faces, the forecast level of revenue available to Council over the following eleven years, and Council's forecast recurrent and capital expenditure over this time period. The LTFP measures Council's expected financial performance based on the information above, and provides a forecast income statement, balance sheet, cash flow statement, and asset movement schedule based on this information. Council's assumptions are reviewed towards the end of the plan by way of a sensitivity analysis, and the LTFP also discusses rate pegging and the affordability of community wish list items from the Community Strategic Plan (CSP).

The LTFP forecasts that Council's revenue will increase from \$33.1m in the 2011/12 financial year to \$40.6m in 2021/22, which is a 23% increase. In the same time period, Council's recurrent expenditure has been forecast to increase from \$35.5m to \$46.6m, which represents a 31% increase. Capital expenditure is forecast to average \$10.6m per annum over the life of the plan.

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Council is expected to face increasing staffing and other costs due to cost shifting, population decline, competition for staff from the mines, a general drift of young skilled workers to the coast, and above CPI increases in electricity and fuel costs. Council will also be unable to fully recoup these cost increases due to limitations on revenue growth including rate pegging, a worsening demographic outlook, and Council's high reliance on grant revenue to fund Council's operations.

Assuming no change in the factors mentioned above, Council faces an uncertain financial future. If Council were to achieve its desired capital spend per the capital program (less a proposed \$10.8m cut in capital expansion works) with the projected revenue and expenditure figures in this plan, Council's cash balance will decrease from over \$12.8m in 2011/12 to \$3.2m by the 2021/22 financial year. Council's projections also indicate an increasing deficit over the life of the plan, a worsening current ratio, and an increased reliance on borrowings in the outer years to fund capital expenditure.

It should be noted that projections are not written in stone, and there are many factors that could reverse these trends. Council's revenue could increase as a result of increased rates and user charges due to mining, or possibly increased government support by way of grants to rural councils. Council may also be able to further limit the costs it faces by further efficiency improvements in Council's operations, or further reductions to Council's capital expansion program. It is clear from the LTFP however, that Community wish list items such as new heated pools from the CSP are unaffordable within the current funding structure, and additional expenditure on wish list items can only feasibly be funded by rate increases above rate pegging.

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**GOVERNMENT INFORMATION (PUBLIC ACCESS) Act 2009**

The Annual Report must include statistical information about access applications as detailed in Schedule 2. However, no applications were received by Council in the reporting period.



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## PRIVACY STATEMENT

s.33

The Privacy and Personal Information Protection Act 1998 was introduced to provide central safeguards to individual's privacy in relation to a wide variety of personal information collected and/or held by public sector agencies such as Council.

The Act prescribes that Council may hold personal information concerning individuals for a lawful purpose that is directly related to an activity or function of Council and is necessary for that purpose.

Any information held by Council has been acquired to carry out Council's lawful and proper functions and to keep individuals informed on issues before Council, should the need arise. All such uses will be in accordance with this Act and its associated Management Plan and Code.

Council's Privacy Management Plan outlines policies and practices to ensure compliance with the requirements of the Act. Council also incorporates appropriate information in Council's Staff Induction Manuals.

To date, no applications have been made for information under the Act and accordingly, no review regarding contravention or disclosure was required to be conducted by or on behalf of Warrumbungle Shire Council under Part 5 and the PPIP Act.

Access to personal information held by Council may be obtained by contacting Council's Privacy Officer, Mrs Rebecca Ryan.

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## COMPLIANCE WITH PLANNING AGREEMENTS

s.93G (5)

Council does not have any planning Agreements in force as per Section 93G(5) of the Environmental Planning and Assessment Act 1979.

## PUBLICATION GUIDE

Council reviewed and endorsed its Publication Guide in November 2011. Following this review, the Government Information (Public Access) Amendment Act 2012 came into effect on 19 March 2012 and under the legislative changes made to the GIPA Act, the Act now refers to "Agency Information Guides" in place of "Publication Guides".

Following the introduction of the amendments to the Act in 2012, Council was required to review its Guide prior to 31 July. Accordingly, Council reviewed the previous Publication Guide and endorsed its Agency Information Guide on 19 July 2012.

A copy of Council's 2012 Agency Information Guide can be obtained from the Administration Desk at the Administration Centre at 20 John Street, Coonabarabran 2357 or can be accessed via council's website – [www.warrumbungle.nsw.gov.au](http://www.warrumbungle.nsw.gov.au)

The agency information guide is a summary of what an agency does, how it does it and the type of information it holds and generates through the exercise of its functions, with a particular focus on how those functions affect members of the public.







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## **Attachment 2.0 - Payment of Expenses and Provision of Facilities To Mayors And Councillors Policy**

Sections 12, 23A, 252, 253 and 254 of the Local Government Act and Clauses 217 and 403 of the Local Government (General) Regulation 2005.

### **Part 1 - INTRODUCTION**

#### Title and Commencement of the Policy

This Policy shall be cited as the Policy for the Payment of Expenses and Provision of Facilities to Councillors and is effective from 24 November 2011 and replaces the previous policy titled Policy for the Payment of Expenses and Provision of Facilities to Councillors adopted by Council on 21 October 2010.

#### Purpose of the Policy

The purpose of this Policy is to ensure that there is accountability and transparency in the reimbursement of expenses incurred or to be incurred by the Councillors. The Policy also ensures that the facilities provided to assist and support the Councillors to carry out their civic functions are reasonable.

#### Objectives and Coverage of the Policy

The objectives of this Policy are to:

- Provide a guide to councillors expenses and facilities
- Outline the process for paying expenses so that they can be properly recorded, reported and audited
- Comply with the guidelines issued by the Department of Local Government.

In this Policy, unless otherwise stated, the expression "Councillor" refers to all Councillors of Warrumbungle Shire Council including the Mayor and Deputy Mayor.

#### Basis of this Policy

The relevant legislative provisions for this policy are set out below. In this legislation the expression "year" means the period from 1 July to the following 30 June.

### **Local Government Act 1993**

#### **252 Payment of expenses and provision of facilities**

(1) Within 5 months after the end of each year, a council must adopt a policy concerning the payment of expenses incurred or to be incurred by, and the provision of facilities to, the mayor, the deputy mayor (if there is one) and the other councillors in relation to discharging the functions of civic office.

(2) The policy may provide for fees payable under this Division to be reduced by an amount representing the private benefit to the mayor or a councillor of a facility provided by the council to the mayor or councillor.

(3) A council must not pay any expenses incurred or to be incurred by, or provide any facilities to, the mayor, the deputy mayor (if there is one) or a councillor otherwise than in accordance with a policy under this section.

(4) A council may from time to time amend a policy under this section.

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(5) A policy under this section must comply with the provisions of this Act, the regulations and any relevant guidelines issued under section 23A.

### **253 Requirements before policy concerning expenses and facilities can be adopted or amended**

(1) A council must give public notice of its intention to adopt or amend a policy for the payment of expenses or provision of facilities allowing at least 28 days for the making of public submissions.

(2) Before adopting or amending the policy, the council must consider any submissions made within the time allowed for submissions and make any appropriate changes to the draft policy or amendment.

(3) Despite subsections (1) and (2), a council need not give public notice of a proposed amendment to its policy for the payment of expenses or provision of facilities if the council is of the opinion that the proposed amendment is not substantial.

(4) Within 28 days after adopting a policy or making an amendment to a policy for which public notice is required to be given under this section, a council is to forward to the Director-General:

(a) a copy of the policy or amendment together with details of all submissions received in accordance with subsection (1), and

(b) a statement setting out, for each submission, the council's response to the submission and the reasons for the council's response, and

(c) a copy of the notice given under subsection (1).

(5) A council must comply with this section when proposing to adopt a policy each year in accordance with section 252 (1) even if the council proposes to adopt a policy that is the same as its existing policy.

## **Part 2 - PAYMENT OF EXPENSES**

### Allowances and expenses

Council does not provide general expense allowances to Councillors. Councillors are entitled to the expenses set out in this policy provided that they satisfy the stated requirements.

This Policy is intended to cover most situations where a Councillor reasonably incurs expenses in discharging the functions of civic office.

The payment of expenses and reimbursement of expenses under this Policy shall only be in respect of costs directly associated with discharging the functions of civic office.

### **2.1 Establishment of Monetary Limits and Standards**

This policy identifies and publishes monetary limits and standards applicable to the payment of various expenses to Councillors. This allows members of the public to know the expected cost of providing services to Councillors and to make comment during the public consultation phase of making or amending the policy. It also avoids the situation where Councillors incur expenditure that is unforeseen or considered unreasonable by other Councillors and the public.

Monetary limits prescribed in this Policy set out the maximum amount payable in respect of any expense or facility.

Where a Councillor incurs expenses in the course of discharging their civic office responsibilities, such expenses will be reimbursed. Typical examples of such expenses include:

- 
- Course fees
  - Fares / parking / tolls
  - Accommodation
  - Meals
  - Incidentals, including telephone or facsimile charges, internet charges, laundry and dry cleaning etc while attending conferences, seminars etc

Wherever possible, every effort should be made to minimise the extent of such expenses to a reasonable level. Furthermore, in the majority of cases course/conference fees and accommodation will be pre-booked, negating the need for out-of pocket expenses to be incurred.

For accommodation or meals that Council has not prepaid, and for incidental expenses, Council will reimburse expenses incurred while at conference, seminars or official functions to the limits of the allowances set out in the Australian Tax Office's Taxation Determination TD 2010/19 or such determinations or policies of the Australian Tax Office that supersede it.

The limits will be applied as follows:

Where Councillors' meals are not prepaid by Council or are not included in the seminar, conference, event or briefing fee, the monetary limits per day for meals are those set out under 'Food and Drink' in Table 3 paragraph 11 of TD 2010/19 (see Appendix A) or such determination or policies of the Australian Tax Office that supersede it. (As at October 2011 – Meal Allowance (per day) Breakfast \$27.00; Lunch \$38.00; Dinner \$65.00)

Where Councillors incur incidental expenses, such as phone call and similar expenses, the monetary limits per day for those expenses are the rates set out under 'Incidentals' in Table 3 of paragraph 11 of TD 2010/19 or such determinations or policies of the Australian Tax Office that supersede it. (As at October 2011 – Incidental Expenses (per day) \$24.05)

Where Councillors' accommodation expenses are not prepaid by Council or are not included in the seminar, conference, event or briefing fee, the monetary limits per day for those expenses are those set out under 'Accommodation' in Tables 3 and 4 (see Appendix A) of paragraph 11 of TF 2010/19 or such determinations or policies of the Australian Tax Office that supersede it.

With the approval of the Mayor and General Manager, a Councillor may expend more than the individual monetary limits per day for meals and incidental expenses, provided that the overall monetary limit per day in that case will be the sum of all of the monetary limits per day for meals and incidental expenses.

On completion of a discretionary trip or attendance, Councillors should provide a written report to Council on the aspects of the attendance that are relevant to Council's business and/or the local community. A report is not required for the annual conference of the Local Government and Shires Associations.

Where applicable the standard of any equipment, facility or service to be provided shall be to the maximum standard prescribed in this Policy.



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## **2.2 Requirement for receipts**

Council will not reimburse any expenses unless a receipt or tax invoice is produced and the necessary claim forms completed.

## **2.3 Payment of Reimbursed claims**

Councillors are to submit all claims for reimbursement, including all travel expenses, to the General Manager or delegate in a form and manner acceptable to the General Manager in the circumstances to enable full assessment of the claim on a monthly basis and these will be paid with their monthly allowance. Tax invoices and receipts are to be supplied to support claims. All payments to Councillors will be via direct deposit to their nominated bank account. Councillors are to seek reimbursement for their expenses within three (3) months of the expense being incurred.

Should a determination be made that a claim should not be paid, the General Manager shall explain such decision to the Councillor and should the Councillor still believe that the claim should be paid, in part or in full, it shall be considered that a dispute exists.

In the event of a dispute at any time regarding this Policy, the parties to the dispute shall provide a written report on the nature of the dispute. The General Manager shall submit such reports to the next meeting of Council to have the dispute determined by a resolution of Council having regard to this Policy, the Act and any other relevant law. The decision of Council shall be binding on all of the parties.

## **2.4 Accommodation and meal expenses**

Councillors shall be accommodated in the hotel where the conference, seminar, or training course is being held or the nearest hotel to it that is of a similar standard, or as authorised by the host organiser where the conference is not located within the Sydney metropolitan area. Accommodation shall be provided at the rate of a double room.

Such attendance to be confirmed by Council with reimbursement of costs and expenses to be made upon the production of appropriate receipts and/or tax invoices and completion of the required claim forms. Alternatively, accommodation can be booked by Council order form and allowance for incidental expenses as provided under clause (2.5).

## **2.5 Incidental Expenses**

Incidental expenses such as public transport fares, parking fees, phone/fax expenses and expenses incurred as the result of the purchase of refreshments during meetings related to council business or meals not included in the registration fees for conferences or similar functions, will be reimbursed by Council on production by the Councillor of the relevant receipts together with an approved claim form in accordance with Table 3 of paragraph 11 of TD 2010/19 (see clause 2.1).

Council will not meet any expenses for alcohol, cigarettes or personal requirements. Council will not fully fund any activity where the Councillor is not in attendance for at least 90% of the specified activity. Other than in the most exceptional circumstances, where Councillor's expenses have been met by Council but the Councillor does not attend at least 90% of the activity, that Councillor will be required to show cause why they should not reimburse Council for any costs incurred.

## **2.6 Payment of expenses for spouses, partners and accompanying persons**

In this clause accompanying person means a person who has a close personal relationship with a Councillor and/or provides carer support to the Councillor.

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Where the attendee is accompanied at a conference or seminar by his or her spouse or partner or accompanying person, the attendee will be required to meet all costs associated with their spouse or partner or accompanying person's travel expenses, additional accommodation expenses, tours and attendance unless otherwise resolved by Council.

Council will meet the reasonable costs of spouses and partners or an accompanying person for attendance at official council functions that are of a formal and ceremonial nature. Examples would be Australia Day award ceremonies, citizenship ceremonies and civic receptions. Such functions would be those that a Councillor's or General Manager's spouse, partner or accompanying person could be reasonably expected to attend.

By resolution of Council, costs and expenses incurred by the Mayor, Councillors (or General Manager or nominee) for other events or functions on behalf of their spouse, partner or accompanying person shall be reimbursed if the cost or expense relates specifically to the ticket, meal, travel and accommodation and/or direct cost of attending the function. A total pool of \$4,510 per year per term is available for this purpose.

### **2.7 Payments in advance**

Councillors may request payment in advance in anticipation of expenses to be incurred in attending conferences, seminars and training away from home or for the cost of service associated with a civic duty. Councillors must fully reconcile all expenses against the cost of the advance.

Within one (1) week of incurring the cost and/or returning home the Councillor shall submit the details to the General Manager for verification and pay back to Council any unspent money. The level of the supporting documentation is to be commensurate with the nature of the expenditure. The maximum value of a cash advance is \$563.20.

### **2.8 Approval arrangements**

Approval for discretionary trips and attendance at conferences and the like should be where possible, approved by a full meeting of the Council. If this is not possible then the approval should be given jointly by the Mayor and the General Manager. If the Mayor requires approval to travel outside of council meetings it should be given jointly by the Deputy Mayor or another Councillor and the General Manager.

### **2.9 Attendance at seminars and conferences**

Council will allocate up to \$24,000 per year (including GST) to fund attendance at conferences, investigatory delegations and similar events. However, Council may agree to allocate additional funds in specific cases where it decides that there is a benefit to council from the attendance.

The following seminars, conferences and meetings are endorsed for attendance by council representatives:

- C Division Conference (Any Councillors and General Manager)
- Annual conference of the Local Government and Shires Association / One Association - (Three (3) Councillors and General Manager)
- Roads Congress (Two (2) Councillors and General Manager)
- OROC meetings
- Country Mayor's Association meetings
- Australian Council of Local Government (Mayor)

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After returning from the conference, Councillors or a member of council staff accompanying the councillor/s should provide a written report to council on the aspects of the conference relevant to council business and/or the local community.

No written report is required for the Annual Conferences of the Local Government and Shires Association.

Requests for attendance at other conferences or seminars should be lodged in writing outlining the benefits for Council.

Council will meet the costs of conference / seminar registration fees including the costs of related official lunches and dinners and associated tours where they are relevant to the business and interests of the Council. Council will also meet the reasonable cost of transportation and accommodation associated with attendance at the conference and Council shall meet the cost of breakfast, lunch and dinner for Councillors where any of the meals are not provided as part of the conference, seminar or training course.

#### **2.10 Registration fees**

Registration fees for attendance at Council approved conferences and seminars will be paid by Council. These fees will include the costs of related official lunches and dinners and associated tours where they are relevant to the business and interests of the council.

#### **2.11 Travel Expenses**

Council will meet all reasonable costs of transportation to and from conferences and seminars when they are not included in the conference fees. Councillors are entitled to use Taxis provided that the cost of a single trip does not exceed \$100 (including GST).

All travel by councillors should be undertaken by utilising the most direct route and the most practicable and economical mode of transport subject to any personal medical considerations.

Travel arrangements can include the use of a private vehicle, public transport, taxis, or travel using a council vehicle. Costs associated with parking fees and road tolls will be refunded on production of a receipt. The driver is personally responsible for all traffic or parking fines incurred while travelling in private or council vehicles on council business.

Claims for travelling expenses under this Policy shall include details of:

- Date and place of departure
- Date and place of arrival
- Distance travelled
- Fares and parking fees paid
- Amount claimed as travelling allowances
- Total amount of claim

Travel in a Councillor's own vehicle to Council and Committee meetings, formal or social functions or activities or other meetings involving the community whilst representing Council where attendance is approved by the Mayor and/or General Manager is to be paid at the per kilometre rate payable for claims by staff in the Local Government (State) Award.

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Where the approved meeting, function or activity is within the Warrumbungle Shire Council boundary, reimbursement shall be on the basis of the distance from the Councillor's principal place of residence (if it is within the Warrumbungle Shire Council boundary) to the venue or, if the Councillor resides outside the Warrumbungle Shire Council boundary, from the Warrumbungle Shire Council boundary to the venue.

Where the Councillor uses his/her own vehicle to travel to an approved function that is outside the Warrumbungle Shire Council boundary then council's reimbursement will be based on the total distance travelled from residence to venue and return if the Councillor resides within the Warrumbungle Shire Council boundary. If the Councillor does not reside within the Warrumbungle Shire Council boundary, then Council will reimburse the distance either:

- from the Councillor's residence to the venue, or
- from the Warrumbungle Shire Council boundary closest to the Councillor's residence to the venue, whichever is the lesser.

Claims for the above expenses require the submission of a claim form signed by the claimant detailing date, distance and reason for journey(s) with such claims to be submitted monthly.

Travel associated with authorised conferences, seminars and meetings may be undertaken by Council vehicle (where available) subject to prior approval by the General Manager, with fuel expenses etc. to be met by Council.

Council will meet the cost of return economy air travel or equivalent payment for attendance at authorised conferences/seminars.

Elected members using private vehicles will be paid the kilometre rate to a maximum payment, which is not to exceed economy class air fares to and from the particular destination.

All travel by Councillors that involves an overnight stay of one or two nights must be authorised in advance by the Mayor and General Manager (or in the event that the Mayor requires approval to travel outside of council meetings approval should be given jointly by the deputy mayor or another councillor and the general Manager.)

All travel by Councillors that involves an overnight stay of more than two nights must be authorised in advance by the Council.

Where travel for Council business or approved activities outside of the local government area is to be undertaken – arrangements for both travel and accommodation must be made through the General Manager and will be by the most practical method.

Prior approval of travel should generally be required for interstate travel. The application for approval should include full details of the travel, including itinerary, costs and reasons for the travel.

Overseas travel on behalf of council must be approved by a meeting of the full council prior to a councillor undertaking the trip.

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### **2.12 Attendance at dinners and other non-council functions**

The costs of attendance by Councillors at dinners and other non-council functions which provide briefings to councillors from key members of the community, politicians and business will only be met by Council when the function is relevant to the council's interests and authorised by Council in advance.

No payment shall be made by Council for attendance by a councillor at any political fundraising event, for any donation to a political party or candidate's electoral fund, or for some other private benefit. Any expenses to be incurred that would be directed towards such events and activities will not be approved for payment.

### **2.13 Gifts**

Where it is appropriate for councillors to give a gift or benefit, these gifts and benefits will be of token value and in accordance with council's Code of Conduct.

### **2.14 Training and Educational expenses**

Council will only meet the costs of training or attendance at an educational course that is directly related to the Councillor's civic functions and responsibilities and is approved by Council prior to undertaking such training or attendance. Council will allocate up to \$ 1500 per year per councillor (including GST) to fund relevant training and educational courses and attendances at briefings.

### **2.15 Telephone and internet expenses**

Except as otherwise set out in this policy, Council will not reimburse Councillors for telephone expenses incurred in using their private/mobile phones for Council business. Phones are available for Councillors' use at the Coolah and Coonabarabran offices of Council.

### **2.16 Mobile telephone**

Council shall meet the cost of a mobile telephone for the Mayor, for which Council shall pay rental and 100% of metered calls charged against that service, to a limit of \$205 per month for Council business calls and \$20 per month for incidental personal calls, provided that the number is available to be given out for general public information.

### **2.17 Internet**

Council shall meet the cost of providing and maintaining an internet connection at the residence of the Councillor by an allowance of \$50.00 per month to cover Councillors' costs of communication via computer OR provision of a facsimile machine.

### **2.18 Insurance Provisions**

Council will maintain adequate insurance against public liability and professional indemnity for matters arising out of Councillors' performance of their civic duties and/or exercise of their council functions.

Council shall pay the insurance policy excess in respect of any claim made against a Councillor arising from Council business where any claim is accepted by Council's insurers, whether defended or not.

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## **2.19 Legal Expenses and Obligations**

Council shall, if requested, indemnify or reimburse the reasonable legal expenses to a maximum of \$200,000 of:

- a Councillor defending an action arising from the performance in good faith of a function under the Local Government Act; or
- a Councillor defending an action in defamation provided the statements complained of were made in good faith in the course of exercising a function under the Act, provided that the outcome of the legal proceedings is favourable to the councillor; or
- a Councillor for proceedings before the Local Government Pecuniary Interest and Disciplinary Tribunal or an investigative body provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter before investigative or review body has proceeded past any initial assessment phase to a formal investigation or review. In the case of a conduct complaint made against a councillor, legal costs will only be made available where a matter has been referred by the General Manager to a conduct reviewer/conduct review committee to make formal enquiries into that matter in accordance with the procedures in the Code of Conduct. In the case of a pecuniary interest or misbehaviour matter legal costs will only be made available where a formal investigation has been commenced by the Division of Local Government. Legal costs must only be provided where the investigative or review body makes a finding that is not substantially unfavourable to the councillor. This can include circumstances in which a matter does not proceed to a finding.

Legal expenses incurred in relation to proceedings arising out of the performance by a Councillor of his or her functions under the Act shall be distinguished from expenses incurred in relation to proceedings arising merely from something that a Councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a Councillor acted corruptly by using knowledge of a proposed rezoning for private gain is not covered by this provision.

Council shall not meet the costs for any legal assistance in respect of legal proceedings initiated by a Councillor in any circumstances.

Council must not meet the legal costs of a councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation.

Council shall not meet the costs of any enquiry, investigation or hearing initiated at the request of, or to any legal proceedings taken by, Council itself.

## **2.20 Special requirements of Councillors – Care and Other Related Expenses**

Council shall meet reasonable expenses associated with any special requirements of a Councillor, such as disability and access needs, in order to discharge the functions of civic office.

Council will meet reasonable costs of facilitating access to council premises, functions and activities where, by reason of disability, care-giver role or other special need, a councillor would not otherwise have equity of access with other councillors. Such support will allow the fullest participation reasonably possible. Council will reimburse the reasonable cost of care arrangements, including childcare expenses and the care of elderly, disabled and/or sick immediate family members of councillors to allow councillors to undertake their council business obligations.

The total amount paid to a Councillor under this provision shall not exceed \$800 per year of term.

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### **Part 3 – PROVISION OF FACILITIES**

Councillors shall not generally obtain private benefit from the provision of equipment and facilities. However, incidental personal use of Council equipment and facilities may occur from time to time without requiring reimbursement of the cost by a Councillor. No entitlement under this Policy shall be treated as being a private benefit that requires a reduction in the Mayoral fee or the Councillors fee.

Unless otherwise authorised in this Policy, if a Councillor does obtain a private benefit for the use of a facility provided by Council the Councillor shall be invoiced for the amount of the private benefit with repayment to be in accordance with Council's normal terms. The value of the private benefit shall be determined by Council in non-confidential session of a Council meeting.

Equipment, facilities and services provided under this Policy shall not be used to produce election material or for any other political purposes.

#### **3.1 Mayoral Expenses, Facilities, Equipment and Services**

The Mayor will be entitled to receive the following benefits:-

Provision of a Council vehicle for appropriate use by the Mayor to carry out his duties as Mayor. Council to meet all costs associated with the provision of the vehicle. The Mayor will have no right of private use of this vehicle.

Secretarial services relating to the discharge of his/her civic functions, including use of official stationery, writing pads, pens, diaries, folders and postage of official correspondence.

Administrative assistance associated with civic functions, meetings and the like.

Office refreshments

Supply of Name Badges, Business Cards, Diaries and Attaché Case.

#### **3.2 Elected Members – Facilities, Equipment and Services**

The Councillors including the Deputy Mayor are entitled to receive the following benefits:-

Use of Council Chambers, telephone and limited hospitality facilities (tea and coffee) for Council business or functions or community consultation.

Secretarial services relating to the discharge of his/her civic functions, including use of official stationery where authorised by Mayor or General Manager.

Postage of official correspondence dealing with Council business.

Access to facsimile and photocopying facilities for Council related business.

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Transport to official functions when deputising for the Mayor. (ie) Use of Mayoral vehicle if required.

Supply of Name Badges and Note Books.

### 3.3 Bluetts Handbook

Provide all Councillors with a copy after their election.

### 3.4 Policies

Provide all Councillors with a full and up to date copy of policies and manuals.

## Part 4 – OTHER MATTERS

### 4.1 Acquisition and return of equipment and facilities by Councillors

At the completion of their term of office, during extended leave of absence or cessation of civic duties, Councillors are to return equipment and other facilities to the General Manager. At the cessation of their duties, the option to purchase at a fair market price or written down value of equipment previously allocated to Councillors will be subject to determination by Council.

### 4.2 Status of the Policy

This is the second version of the Policy. This Policy replaces the previous version of the Policy adopted by Council on 21 October 2010 Minute No. 123.

The Policy shall only be amended at a subsequent meeting of Council, subject to compliance with the Act.

## Appendix A

<b>Table 3: Employee's annual salary – \$172,701 and above</b>				
<b>Place</b>	<b>Accomm. \$</b>	<b>Food and drink \$ B'fast 27.00 Lunch 38.00 Dinner 65.00</b>	<b>Incidentals \$</b>	<b>Total \$</b>
Adelaide	209	130.00	24.05	363.05
Brisbane	236	130.00	24.05	390.05
Canberra	230	130.00	24.05	384.05
Darwin	265	130.00	24.05	419.05
Hobart	195	130.00	24.05	349.05
Melbourne	265	130.00	24.05	419.05
Perth	275	130.00	24.05	429.05
Sydney	265	130.00	24.05	419.05
Country centres	\$190, or the relevant amount in Table 4 if higher	130.00	24.05	Variable – see Table 4 if applicable



Country centre	\$	Country centre	\$
Albany (WA)	118.20	Horsham (VIC)	113.00
Alice Springs (NT)	113.00	Jabiru (NT)	198.00
Ballarat (VIC)	122.50	Kalgoorlie (WA)	138.50
Bendigo (VIC)	122.00	Karratha (WA)	285.00
Bright (VIC)	113.00	Katherine (NT)	120.50
Broome (WA)	214.00	Kununurra (WA)	182.00
Bunbury (WA)	122.50	Launceston (TAS)	115.50
Burnie (TAS)	125.00	Mackay (QLD)	132.50
Cairns (QLD)	123.00	Maitland (NSW)	111.50
Carnarvon (WA)	146.30	Mount Isa (QLD)	158.50
Christmas Island (WA)	150.00	Newcastle (NSW)	132.50
Cocos (Keeling) Islands	110.00	Newman (WA)	195.00
Dalby (QLD)	110.00	Norfolk Island	132.50
Dampier (WA)	174.40	Port Hedland (WA)	270.00
Derby (WA)	181.50	Port Lincoln (SA)	112.00
Devonport (TAS)	128.50	Port Macquarie (NSW)	115.00
Echuca (VIC)	122.30	Queanbeyan (NSW)	113.50
Emerald (QLD)	119.50	Tamworth (NSW)	111.00
Esperance (WA)	118.00	Thursday Island (QLD)	180.00
Exmouth (WA)	190.00	Townsville (QLD)	124.00
Geelong (VIC)	121.00	Wagga Wagga (NSW)	117.50
Geraldton (WA)	133.50	Warmambool (VIC)	114.20
Gladstone (QLD)	118.50	Weipa (QLD)	138.00
Gold Coast (QLD)	135.00	Whyalla (SA)	118.00
Halls Creek (WA)	147.50	Wilpena-Pound (SA)	142.00
Hervey Bay (QLD)	119.00	Wonthaggi (VIC)	122.00
Horn Island (QLD)	169.00	Yulara (NT)	331.00

**POLICY DOCUMENT CONTROL:**

Policy		Resolution	Date
Payment of Expenses Policy	Endorsed	233	16 June 2005
Payment of Expenses Policy	Amendment	49	18 August 2005
Payment of Expenses Policy	Amendment	393	18 May 2006
Payment of Expenses Policy	New Policy endorsed	199	17 December 2009
Payment of Expenses Policy	Revised Version	123	21 October 2010
Payment of Expenses Policy	Revised Version	181/1112	24 November 2011

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**Attachment 3.0 - State of Environment Report**