



Warrumbungle Shire Council

Operational Plan and Delivery Program

2015/16 – 2018/19



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Part 1: Introduction

1.1. A Profile of Warrumbungle Shire

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

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

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

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



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

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

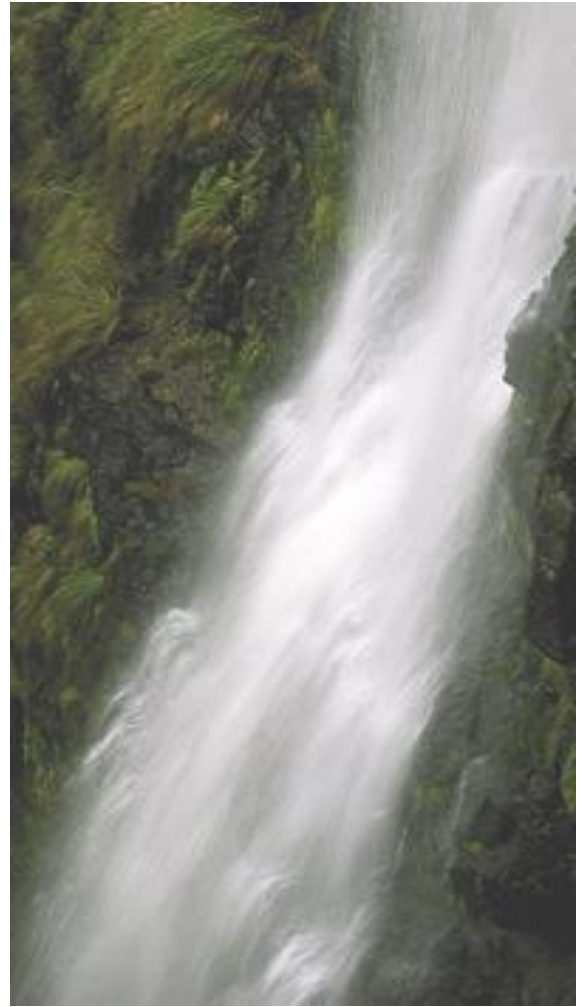
Siding Spring Observatory, located 25kms from Coonabarabran is the site of a number of internationally owned and operated optical telescopes where major research has recorded amazing truths of the universe, supporting Coonabarabran’s claim to the name “Astronomy Capital of Australia”.

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

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

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

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



1.2. Council’s Vision, Mission and Values

Vision - Excellence in Local Government

Mission

We will provide:

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

Values

Honesty

Frank and open discussion, taking responsibility for our actions

Integrity

Behaving in accordance with our values

Fairness

Consideration of the facts and a commitment to two way communication

Compassion

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

Respect

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

Transparency

Open and honest interactions with each other and our community

Passion

Achievement of activities with energy, enthusiasm and pride

Trust

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

Opportunity

To be an enviable workplace creating pathways for staff development

1.3. Council's Charter

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

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

1.4. What is an Operational Plan and Delivery Program?

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

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

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

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



Delivery Program

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

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be. It is designed as the single point of reference for all principal activities undertaken by Council during its term of office and details all projects and deliverables to be achieved over the following four years (2015/16– 2018/19). The Delivery Program also provides detailed service levels that Council is to meet in this four year time frame.

Operational Plan

Supporting the Delivery Program is an annual Operational Plan which details projects and deliverables to be undertaken in the following year to achieve the commitments made in the Delivery Program. The Operational Plan is in effect Council's budget for the following year (2015/16) and also includes Council's Statement of Fees and Charges for the 2015/16 financial year.

Part 2: Council’s Operational Plan & Delivery Program

2.1. 2014/15 Budget and Delivery Program Highlights

Introduction

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

Although Council has made considerable progress in addressing its long term financial position in the 2014/15 budget and performance in the previous financial year, the fact remains that there are external influences outside Council’s control that impact on Council’s financial position. These include:

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

It is under these constraints that the 2015/16 budget and 2015/16 -2018/19 Delivery Programs have both been prepared.

Budget and Delivery Program Highlights

Features of Council’s Budget and Delivery Program include:

- A surplus cash budget of \$74k in the 2015/16 financial year;
- A combined cash deficit of \$33k over the four years of the Delivery Program, although Council’s cash at bank will decrease by \$1.352m over the four years as restricted assets are used to catch up on Council’s asset backlog;
- An accrual surplus of \$13.022m in 2015/16 predominately due to the receipt of substantial capital grant monies;
- An ambitious capital program over the four years of \$54.92m;
- Effective utilisation of LIRS funding to complete capital works (replacement of the remaining timber bridges over the following two financial years).

Despite the challenges that Council faces, Council’s four year Delivery Program will achieve the following:

- Construction of five (5) bridges on local roads to replace old timber bridges (\$4.598m);
- Resealing of approximately 113 km of sealed roads (\$5.016m);
- Re-sheeting of approximately 132 km of unsealed roads (\$3.497m);
- Construction of the new RFS Fire Control Centre in Coonabarabran estimated cost of \$3.05m;

- Completion of approximately 25km of pavement re-construction and pavement widening at a cost of \$4.876m on Regional Roads;
- Completion of approximately 7.19km of pavement re-construction at a cost of \$1.515m on local roads;
- Construction of 28.56km of water and sewer mains at a total cost of \$2.746m;
- Construction and rehabilitation of reservoirs and treatment plants at a total cost of \$2.009m including replacement of water treatment clarifier in Baradine (\$850k);
- Plant replacement of \$10.090m;
- Refurbishment of Mendooran Hall, Goolhi Hall, Coonabrabran Hall and Binnaway Hall as well as construction of disabled access at Coolah and in Baradine (\$383k);
- Expansion of Coonabarabran Native Grove Cemetery (\$50k);
- Construction of 2.8 km of new footpaths at a cost of \$370k and rehabilitation of 3.9km of existing footpaths at a cost of \$505k within towns across the Shire;
- Construction of 0.5 km of new K&G at a cost of \$90k and rehabilitation of 1.21km of existing K&G at a cost of \$190k within towns across the Shire;
- Construction and rehabilitation of culverts and drainage at a cost of \$93k;
- Construction of cycleways (\$146k);
- Development of flood management plan (\$166k);
- General rehabilitation of town streets including improving street lights, replacing bins, gardens construction of cycleways and planting of trees;
- Improvements to local ovals, parks and swimming pools (\$554k);
- Raising of Timor Dam wall (\$600k);
- Construction of shire entrance signs and creation of tourism trail brochure (\$50k).

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

- Transport services including the management, and maintenance of over 2,600 km of local and regional roads, 97 bridges, an extensive network of culverts and other drainage assets, kerbs and gutters, footpaths, and quarries;
- Aged care, child care and youth development services, including Warrumbungle Community Care, Yuluwirri Kids, Castlereagh Family Day Care and Connect Five supported play groups;
- The management, and maintenance of a range of buildings and structures from town halls, playgrounds, community facilities, and meeting rooms, to aerodromes all of which provide valuable services to the community;
- Promotion of economic development and tourism within the Shire;
- Provision of water, sewerage and waste services to the residents of the Shire;
- Town planning, regulatory services, town beautification and environmental management;
- Emergency services;
- Library services;
- Road safety programs;
- Management of Public Cemeteries;
- Provision of ovals, and other sport and recreation facilities including pools and parks;
- Health, environmental and emergency bush fire services.

Fit for the Future

Over the last three years (post Council completing its Long Term Financial Plan as part of the IP&R journey), Council has made significant strides in addressing its financial performance and position, and prior to the 2013/14 decision to not bring forward the Financial Assistance Grants (FAGs) and the subsequent pause in indexation of these grants Council was starting to make real headway in its effort to become financially sustainable.

Unfortunately, a worsening funding environment due to the FAGs adjustments and imposed statutory limitations on Council revenue, and the need for Council to become more self reliant in the face of reduced grants income means that Council must now do even more to improve its financial performance going forward.

On 10 September 2014 the release of the Fit for the Future (FFF) reform package was announced by the OLG, giving Council a further impetus to continue with actions it had carried out to date to improve its financial performance. The Fit for the Future (FFF) reform package requires Council to submit a proposal by 30 June 2015 on how Council plans to become “Fit for the Future”.

Under the Fit for the Future program, Council has available to it three options when preparing its FFF proposal **Option 1:** Merger Option (Template 1); **Option 2:** Council Improvement Option (Template 2); and **Option 3:** Rural Council Option (Template 3). In the February 2015 Council meeting, Council decided per **Resolution 241/1415** to pursue the Council Improvement Option, remain a stand alone Council and prepare Template 2 for submission to the OLG by 30 June 2015.

As part of Council's Template 2 Fit for the Future (FFF) Road Map, Council must demonstrate strategies to improve its performance against three (3) of the four (4) Fit for the Future Criteria – Sustainability, Infrastructure and Service Management, and Efficiency. Council was deemed to meet the first of the four criterion (Scale and Capacity) in the Local Government Review Panel Report, and will not need to demonstrate how it meets this criteria in its FFF Roadmap.

Although Council currently does not meet all of the remaining Fit for the Future benchmarks (despite improvements over recent years), Council sees the FFF process as a perfect opportunity to move forward and further improve Council's financial performance and position. In order to improve its financial performance Council has reviewed 24 Improvement Action Plans (IAPs), of which 18 IAPs have been recommended for implementation. These IAPs will be presented to Council as part of a separate Fit for the Future Improvement Action Plan document. Some of these IAPs have already been incorporated directly into the budget, with the remainder separately identified as further FFF adjustments due to the difficulty in allocating certain savings to the relevant area at this point in time.

2.2 Income Statement (2015/16 – 2018/19)

Income Statement

	2015/16	2016/17	2017/18	2018/19
Income from Continuing Operations	\$'000	\$'000	\$'000	\$'000
Rates and Annual Charges	11,643	12,022	12,414	12,819
User Charges and Fees	7,883	8,212	11,467	11,730
Interest & Investment Revenue	714	652	640	628
Other Revenues	796	700	720	737
Grants & Contributions	30,167	17,353	17,469	17,905
Gains/(Losses) from Disposal of Assets	59	59	59	59
Net Share in JVs	10	10	10	10
Total Income From Continuing Operations	51,272	39,008	42,779	43,888
Expenses from Continuing Operations				
Employee Benefits & On-Costs	14,072	14,256	14,663	15,099
Borrowing Costs	378	340	298	255
Materials & Contracts	7,367	7,351	10,247	10,435
Depreciation & Impairment	9,100	9,328	9,561	9,800
Other Expenses	7,333	7,573	7,687	7,877
Net Share of Interest in Joint Ventures	-	-	-	-
Net Losses from Disposal of Assets	-	-	-	-
Total Expenditure From Continuing Operations	38,250	38,848	42,456	43,466
Net Operating Result for the Year	13,022	160	323	422

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

2.3 2015/16 Operational Plan (Budget Numbers)

Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Movements in RA	(Surplus) / Deficit
General Revenue							
Rates Revenue	(7,410,250)	-	-	(7,410,250)	-		(7,410,250)
Interest Revenue	(307,000)	-	-	(307,000)	-		(307,000)
General Grants	(6,376,000)	-	-	(6,376,000)	-		(6,376,000)
Total General Revenue	(14,093,250)	-	-	(14,093,250)	-	-	(14,093,250)
Executive							
General Manager							
Management And Leadership	(105,762)	642,979	-	537,217	-		537,217
Governance	(56,237)	335,917	-	279,680	-		279,680
Cobbora Transition Fund	(5,703,458)	151,458	5,552,000	-	-		-
Total Executive	(5,865,457)	1,130,354	5,552,000	816,897	-	-	816,897
Technical Services							
Technical Services Management	-	137,536	-	137,536	-		137,536
Total Technical Services Management	-	137,536	-	137,536	-	-	137,536
Design Services							
Design Services Management	-	81,799	145,000	226,799	-		226,799
Emergency Services Management	-	88,853	-	88,853	-		88,853
Survey Investigation And Design	-	101,452	-	101,452	-		101,452
Asset Management	-	68,707	-	68,707	-		68,707
NSW Fire Brigade	-	44,500	-	44,500	-		44,500
Road Safety Officer	(55,332)	101,321	-	45,989	-		45,989
Total Design Services	(55,332)	486,632	145,000	576,300	-	-	576,300
Road Operations							
Road Operations Management	(41,378)	161,187	-	119,809	-		119,809
Regional Roads M&R	(6,020,035)	1,438,735	4,521,300	(60,000)	60,000		-
Local Roads M&R	(2,556,154)	2,602,641	4,395,051	4,441,538	464,540	(2,250,000)	2,656,078
Aerodromes	(5,400)	85,521	-	80,121	-		80,121
Village Streets	-	-	-	-	-		-
RMCC And Other Road Contracts	(2,745,000)	2,545,000	-	(200,000)	-		(200,000)
Reseals	-	-	629,300	629,300	-		629,300
Private Works	(230,000)	200,000	-	(30,000)	-		(30,000)
Total Road Operations	(11,597,967)	7,033,084	9,545,651	4,980,768	524,540	(2,250,000)	3,255,308
Fleet Services							
Fleet Services Management	(86,700)	277,589	-	190,889	-	(190,889)	-
Plant And Equipment	(5,627,600)	2,729,812	2,550,000	(347,788)	-	347,788	-
Depots	-	115,653	-	115,653	-	(115,653)	-

Warrumbungle Shire Council –Operational Plan and Delivery Program 2015/16 – 2018/19

Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Movements in RA	(Surplus) / Deficit
Workshops	-	53,298	-	53,298	-	(53,298)	-
Total Fleet Services	(5,714,300)	3,176,351	2,550,000	12,051	-	(12,051)	-
Urban Services							
Urban Services Management	(14,125)	198,559	-	184,434	-		184,434
Horticulture	-	700,555	70,000	770,555	-	(105,000)	665,555
Street Cleaning	-	236,256	-	236,256	-		236,256
Public Ammenities	-	213,714	-	213,714	-		213,714
Ovals	(11,466)	303,020	70,000	361,554	-		361,554
Town Streets	(545,200)	624,415	999,000	1,078,215	-		1,078,215
Public Swimming Pools	(120,000)	654,075	81,000	615,075	-		615,075
Total Urban Services	(690,791)	2,930,593	1,220,000	3,459,802	-	(105,000)	3,354,802
Total Tech Services (Excluding Water/Sewer)	(18,058,390)	13,764,196	13,460,651	9,166,457	524,540	(2,367,051)	7,323,946
Development Services							
.Development Services Management							
Development Services Management	(50,000)	315,218	-	265,218	-		265,218
Total Development Services Management	(50,000)	315,218	-	265,218	-	-	265,218
Regulatory Services							
Compliance Services	(35,066)	190,979	-	155,913	-		155,913
Noxious Weeds	-	99,810	-	99,810	-		99,810
Building Control	(48,000)	127,547	-	79,547	-		79,547
Environmental Health Services	(5,000)	102,664	-	97,664	-		97,664
Town Planning	(145,000)	102,078	-	(42,922)	-		(42,922)
Total Regulatory Services	(233,066)	623,078	-	390,012	-	-	390,012
.Property And Risk							
Property And Risk	(773,512)	1,336,331	10,000	572,819	263,683		836,503
Cemetery Services	(89,513)	170,548	-	81,036	-		81,036
Medical Facilities	(66,000)	88,624	-	22,624	-		22,624
Public Halls	(17,912)	256,470	27,500	266,058	-		266,058
Total Property And Risk	(946,936)	1,851,973	37,500	942,537	263,683	-	1,206,220
Development And Tourism							
Tourism And Development Services	(47,500)	367,220	30,000	349,720	-		349,720
Tourism And Economic Promotion	-	33,100	-	33,100	-		33,100
Total Development And Tourism	(47,500)	400,320	30,000	382,820	-	-	382,820
Total Development Services	(1,277,502)	3,190,588	67,500	1,980,586	263,683	-	2,244,269
Corporate And Community Services							
Corporate Services							
Corporate Services Management	(30,485)	204,277	-	173,792	-		173,792
Administration Services	(217,486)	708,347	-	490,860	-		490,860

Warrumbungle Shire Council –Operational Plan and Delivery Program 2015/16 – 2018/19

Description	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Movements in RA	(Surplus) / Deficit
Finance	(702,675)	1,339,203	-	636,528	-		636,528
Supply Services	-	409,659	1,250	410,909	-		410,909
Communications And IT	(750,387)	1,066,536	140,255	456,404	-		456,404
HR Management	(107,714)	382,173	-	274,459	-		274,459
Payroll Services	(96,187)	219,694	-	123,508	-		123,508
WH&S And Risk Management	(70,381)	130,279	-	59,898	-		59,898
Learning And Development Services	(92,910)	411,224	-	318,314	-		318,314
Total Corporate Services	(2,068,225)	4,871,392	141,505	2,944,672	-	-	2,944,672
Children's And Community Services							
Childrens And Community Services Management	(1,000)	51,037	-	50,037	-		50,037
Connect 5	(206,392)	190,430	15,000	(962)	-	962	-
Family Day Care	(321,604)	322,370	10,500	11,266	-	(11,266)	-
Youth Development	(102,480)	106,251	-	3,771	-	(1,271)	2,500
OOSH	(50,400)	50,798	-	398	-	(398)	-
Libraries	(70,095)	643,303	-	573,208	-	-	573,208
Community Development	-	96,000	-	96,000	-	-	96,000
Community Transport	(355,487)	233,235	111,500	(10,752)	-	10,752	-
Multiservice Outlet	(572,500)	544,905	20,500	(7,095)	-	7,095	-
Yuluwirri Kids	(1,386,258)	1,385,588	-	(670)	-	670	-
Total Children's And Community Services	(3,066,216)	3,623,916	157,500	715,200	-	6,545	721,745
Corporate and Comm Services Other							
Community Banking Agency	(112,032)	112,032	-	-	-		-
Bushfire And Emergency Services	(5,459,017)	3,266,560	2,656,100	463,643	-		463,643
Total Corporate And Comm Other	(5,571,049)	3,378,592	2,656,100	463,643	-	-	463,643
Total Corporate And Comm Services	(10,705,490)	11,873,900	2,955,105	4,123,515	-	6,545	4,130,060
Total General Fund (Ex Waste/Quarry)	(50,890,089)	29,959,038	22,035,256	1,994,205	788,223	(2,360,506)	421,922
Warrumbungle Water	(4,503,270)	2,345,748	2,753,800	596,278	71,038	(667,316)	-
Warrumbungle Sewer	(1,551,218)	1,130,931	323,000	(97,287)	(135,724)	233,010	-
Warrumbungle Waste	(2,035,578)	1,944,083	-	(91,495)	-	-	(91,495)
Warrumbungle Quarry	(1,389,126)	1,169,335	-	(219,791)	39,730	-	(180,062)
Total Warrumbungle Shire Council	(59,479,281)	36,549,135	25,112,056	2,181,910	763,267	(2,794,812)	150,365
Further FFF Adjustments	-	(224,000)	-	(224,000)	-	-	(224,000)
Adjusted Amount	(59,479,281)	36,325,135	25,112,056	1,957,910	763,267	(2,794,812)	(73,635)

2.4 2015/16 to 2018/19 Delivery Program (Delivery Program Numbers)

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan (Receipts) or Payments	Restricted Assets	(Surplus) / Deficit
2015/16							
General Revenue	(14,093,250)	-	-	(14,093,250)	-	-	(14,093,250)
Executive	(5,865,457)	1,130,354	5,552,000	816,897	-	-	816,897
Technical Services	(18,058,390)	13,764,196	13,460,651	9,166,457	524,540	(2,367,051)	7,323,946
Development Services	(1,277,502)	3,190,588	67,500	1,980,586	263,683	-	2,244,269
Corporate Services	(10,705,490)	11,873,900	2,955,105	4,123,515	-	6,545	4,130,060
Total General Fund	(50,000,089)	29,959,038	22,035,256	1,994,205	788,223	(2,360,506)	421,922
Warrumbungle Water	(4,503,270)	2,345,748	2,753,800	596,278	71,038	(667,316)	-
Warrumbungle Sewer	(1,551,218)	1,130,931	323,000	(97,287)	(135,724)	233,010	-
Warrumbungle Waste	(2,035,578)	1,944,083	-	(91,495)	-	-	(91,495)
Warrumbungle Quarry	(1,389,126)	1,169,335	-	(219,791)	39,730	-	(180,062)
Total WSC 2015/16:	(59,479,281)	36,549,135	25,112,056	2,181,910	763,267	(2,794,812)	150,365
Further FFF Adjustments	-	(224,000)	-	(224,000)	-	-	(224,000)
Adjusted Amount	(59,479,281)	36,325,135	25,112,056	1,957,910	763,267	(2,794,812)	(73,635)
2016/17							
General Revenue	(14,276,257)	-	-	(14,276,257)	-	-	(14,276,257)
Executive	(166,049)	1,075,853	-	909,804	-	-	909,804
Technical Services	(13,374,705)	14,104,868	6,022,391	6,752,554	545,360	433,827	7,731,742
Development Services	(1,265,623)	3,255,368	70,000	2,059,745	279,153	(20,000)	2,318,898
Corporate Services	(9,310,797)	12,064,915	1,431,728	4,185,845	-	39,319	4,225,165
Total General Fund	(38,393,431)	30,501,004	7,524,119	(368,308)	824,513	453,146	909,352
Warrumbungle Water	(3,023,439)	2,402,592	1,134,000	513,153	74,620	(587,773)	-
Warrumbungle Sewer	(1,593,482)	1,160,785	243,000	(189,697)	(143,768)	333,465	-
Warrumbungle Waste	(2,105,648)	1,995,613	-	(110,035)	-	-	(110,035)
Warrumbungle Quarry	(1,506,965)	1,197,372	-	(309,593)	42,430	-	(267,163)
Total WSC 2016/17:	(46,622,965)	37,257,367	8,901,119	(464,480)	797,795	198,839	532,154
Further FFF Adjustments	(500,000)	(412,000)	360,000	(552,000)	-	-	(552,000)
Adjusted Amount	(47,122,965)	36,845,367	9,261,119	(1,016,480)	797,795	198,839	(19,846)

Warrumbungle Shire Council –Operational Plan and Delivery Program 2015/16 – 2018/19

	Revenue	Recurrent Expenditure	Capital Expenditure	Net Cost to Council	Loan (Receipts) or Payments	Restricted Assets	(Surplus)/ Deficit
2017/18							
General Revenue	(14,743,974)	-	-	(14,743,974)	-	-	(14,743,974)
Executive	(170,200)	1,032,390	-	862,190	-	-	862,190
Technical Services	(13,674,985)	14,443,573	6,395,257	7,163,846	568,673	106,045	7,838,564
Development Services	(1,347,264)	3,322,047	150,000	2,124,783	296,076	-	2,420,859
Corporate Services	(8,647,196)	12,290,869	700,171	4,343,843	-	40,534	4,384,377
Total General Fund	(38,583,619)	31,088,879	7,245,428	(249,312)	864,749	146,579	762,016
Warrumbungle Water	(3,171,362)	2,461,758	701,000	(8,604)	78,383	(69,779)	-
Warrumbungle Sewer	(1,637,028)	1,191,964	363,000	(82,064)	(152,290)	234,354	-
Warrumbungle Waste	(2,178,143)	2,049,515	-	(128,628)	-	-	(128,628)
Warrumbungle Quarry	(1,544,639)	1,226,279	-	(318,360)	43,848	-	(274,512)
Total WSC 2017/18:	(47,114,792)	38,018,396	8,309,428	(786,968)	834,690	311,154	358,876
Further FFF Adjustments	(4,001,000)	2,375,000	1,500,240	(125,760)	-	-	(125,760)
Adjusted Amount	(51,115,792)	40,393,396	9,809,668	(912,728)	834,690	311,154	233,116
2018/19							
General Revenue	(15,227,784)	-	-	(15,227,784)	-	-	(15,227,784)
Executive	(174,455)	1,061,098	-	886,643	-	-	886,643
Technical Services	(13,901,518)	14,796,271	7,446,040	8,340,793	592,791	(686,423)	8,247,161
Development Services	(1,344,695)	3,391,361	195,000	2,241,666	313,879	-	2,555,545
Corporate Services	(8,943,670)	12,618,485	611,335	4,286,150	-	9,286	4,295,436
Total General Fund	(39,592,122)	31,867,215	8,252,374	527,468	906,670	(677,138)	757,000
Warrumbungle Water	(3,326,635)	2,523,354	661,874	(141,407)	82,335	59,072	-
Warrumbungle Sewer	(1,681,888)	1,224,537	588,332	130,981	(161,317)	30,336	-
Warrumbungle Waste	(2,253,149)	2,105,913	-	(147,237)	-	-	(147,237)
Warrumbungle Quarry	(1,583,255)	1,256,086	-	(327,169)	45,265	-	(281,904)
Total WSC 2018/19:	(48,437,049)	38,977,105	9,502,580	42,637	872,953	(587,730)	327,860
Further FFF Adjustments	(4,040,000)	2,364,000	1,241,308	(434,692)	-	-	(434,692)
Adjusted Amount	(52,477,049)	41,341,105	10,743,888	(392,055)	872,953	(587,730)	(106,832)

Reconciliation to Income Statement	2015/16	2016/17	2017/18	2018/19
Total Cash (Surplus)/Deficit per above	(74)	(19)	233	(107)
Add/Less:				
<u>Non Cash Items</u>				
Depreciation	9,100	9,328	9,561	9,800
Net share of JV not budgeted for (non-cash)	(10)	(10)	(10)	(10)
Remediation expenses not budgeted for (non cash)	-	-	-	-
Reversal of prior year impairment (non cash)	-	-	-	-
WDV of assets disposed (non cash)	1,066	800	848	924
Investments Impairment	(24)			
<u>Other</u>				
Capital Expenditure	(25,112)	(9,261)	(9,810)	(10,744)
Loan Movements	(763)	(798)	(835)	(873)
Restricted Assets	2,795	(199)	(311)	588
Rounding	-	-1	1	-
Total Per Reconciliation	13,022	160	323	422
Total Surplus per Income Statement	13,022	160	323	422
Variance	-	-	-	-

Over the four years of the Delivery Program Council will accrue a combined cash deficit of \$33k over the four years of the Delivery Program, although this amount is expected to be offset by fit for the future changes in the coming years.

2.5 Revenue (Function View)

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
General Revenue				
Rates Revenue	(7,410,250)	(7,617,737)	(7,831,034)	(8,050,303)
Interest Revenue	(307,000)	(280,000)	(281,000)	(282,025)
General Grants	(6,376,000)	(6,378,520)	(6,631,940)	(6,895,456)
Total General Revenue	(14,093,250)	(14,276,257)	(14,743,974)	(15,227,784)
Executive				
General Manager				
Management And Leadership	(105,762)	(108,406)	(111,116)	(113,894)
Governance	(56,237)	(57,643)	(59,084)	(60,561)
Cobbora Transition Fund	(5,703,458)	-	-	-
Total Executive	(5,865,457)	(166,049)	(170,200)	(174,455)
Technical Services				
Technical Services Management	-	-	-	-
Total Technical Services Management	-	-	-	-
Design Services				
Design Services Management	-	-	-	-
Emergency Services Management	-	-	-	-
Survey Investigation And Design	-	-	-	-
Asset Management	-	-	-	-
NSW Fire Brigade	-	-	-	-
Road Safety Officer	(55,332)	(56,715)	(58,133)	(59,587)
Total Design Services	(55,332)	(56,715)	(58,133)	(59,587)
Road Operations				-
Road Operations Management	(41,378)	(42,412)	(43,473)	(44,560)
Regional Roads M&R	(6,020,035)	(3,116,286)	(3,184,193)	(3,253,798)
Local Roads M&R	(2,556,154)	(1,229,253)	(1,212,108)	(1,194,129)
Aerodromes	(5,400)	(5,535)	(5,673)	(5,815)
Village Streets	-	-	-	-
RMCC And Other Road Contracts	(2,745,000)	(2,819,115)	(2,895,231)	(2,973,402)
Reseals	-	-	-	-
Private Works	(230,000)	(250,000)	(256,250)	(262,656)
Total Road Operations	(11,597,967)	(7,462,601)	(7,596,928)	(7,734,360)
Fleet Services				
Fleet Services Management	(86,700)	(88,868)	(91,089)	(93,366)
Plant And Equipment	(5,627,600)	(5,602,290)	(5,720,872)	(5,842,419)
Depots	-	-	-	-

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
Workshops	-	-	-	-
Total Fleet Services	(5,714,300)	(5,691,158)	(5,811,961)	(5,935,785)
Urban Services				
Urban Services Management	(14,125)	(14,478)	(14,840)	(15,211)
Horticulture	-	-	-	-
Street Cleaning	-	-	-	-
Public Ammenities	-	-	-	-
Ovals	(11,466)	(11,753)	(12,047)	(12,348)
Town Streets	(545,200)	(15,000)	(55,000)	(15,000)
Public Swimming Pools	(120,000)	(123,000)	(126,075)	(129,227)
Total Urban Services	(690,791)	(164,231)	(207,962)	(171,786)
Total Tech Services (Excluding Water/Sewer)	(18,058,390)	(13,374,705)	(13,674,985)	(13,901,518)
Development Services				
Development Services Management				
Development Services Management	(50,000)	(51,250)	(52,531)	(53,845)
Total Development Services Management	(50,000)	(51,250)	(52,531)	(53,845)
Regulatory Services				
Compliance Services	(35,066)	(35,943)	(36,841)	(37,762)
Noxious Weeds	-	-	-	-
Building Control	(48,000)	(49,200)	(50,430)	(51,691)
Environmental Health Services	(5,000)	(5,125)	(5,253)	(5,384)
Town Planning	(145,000)	(117,875)	(120,822)	(123,842)
Total Regulatory Services	(233,066)	(208,143)	(213,346)	(218,680)
Property And Risk				-
Property And Risk	(773,512)	(779,783)	(799,278)	(819,259)
Cemetery Services	(89,513)	(91,750)	(94,044)	(96,395)
Medical Facilities	(66,000)	(67,650)	(69,341)	(71,075)
Public Halls	(17,912)	(18,360)	(68,819)	(34,289)
Total Property And Risk	(946,936)	(957,543)	(1,031,481)	(1,021,018)
Development And Tourism				
Tourism And Development Services	(47,500)	(48,688)	(49,905)	(51,152)
Tourism And Economic Promotion	-	-	-	-
Total Development And Tourism	(47,500)	(48,688)	(49,905)	(51,152)
Total Development Services	(1,277,502)	(1,265,623)	(1,347,264)	(1,344,695)
Corporate And Community Services				
Corporate Services				
Corporate Services Management	(30,485)	(31,247)	(32,028)	(32,829)

Warrumbungle Shire Council –Operational Plan and Delivery Program 2015/16 – 2018/19

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
Administration Services	(217,486)	(222,924)	(228,497)	(234,209)
Finance	(702,675)	(720,242)	(738,248)	(756,704)
Supply Services	-	-	-	-
Communications And IT	(750,387)	(763,153)	(782,232)	(801,788)
HR Management	(107,714)	(110,407)	(113,167)	(115,997)
Payroll Services	(96,187)	(98,591)	(101,056)	(103,583)
WH&S And Risk Management	(70,381)	(72,140)	(73,944)	(75,793)
Learning And Development Services	(92,910)	(95,233)	(97,614)	(100,054)
Total Corporate Services	(2,068,225)	(2,113,937)	(2,166,786)	(2,220,955)
Children's And Community Services				
Childrens And Community Services Management	(1,000)	(1,000)	(1,000)	(1,000)
Connect 5	(206,392)	(201,302)	(216,334)	(211,493)
Family Day Care	(321,604)	(329,644)	(337,885)	(346,332)
Youth Development	(102,480)	(105,042)	(107,668)	(110,360)
OOSH	(50,400)	(51,660)	(52,952)	(54,275)
Libraries	(70,095)	(71,847)	(73,644)	(75,485)
Community Development	-	-	-	-
Community Transport	(355,487)	(264,437)	(297,923)	(382,636)
Multiservice Outlet	(572,500)	(568,875)	(594,384)	(616,487)
Yuluwirri Kids	(1,386,258)	(1,426,404)	(1,467,746)	(1,510,321)
Total Children's And Community Services	(3,066,216)	(3,020,211)	(3,149,536)	(3,308,388)
Corporate and Comm Services Other				
Community Banking Agency	(112,032)	-	-	-
Bushfire And Emergency Services	(5,459,017)	(4,176,649)	(3,330,875)	(3,414,326)
Total Corporate And Comm Other	(5,571,049)	(4,176,649)	(3,330,875)	(3,414,326)
Total Corporate And Comm Services	(10,705,490)	(9,310,797)	(8,647,196)	(8,943,670)
Total General Fund (Ex Waste/Quarry)	(50,000,089)	(38,393,431)	(38,583,619)	(39,592,122)
Warrumbungle Water	(4,503,270)	(3,023,439)	(3,171,362)	(3,326,635)
Warrumbungle Sewer	(1,551,218)	(1,593,482)	(1,637,028)	(1,681,888)
Warrumbungle Waste	(2,035,578)	(2,105,648)	(2,178,143)	(2,253,149)
Warrumbungle Quarry	(1,389,126)	(1,506,965)	(1,544,639)	(1,583,255)
Total Warrumbungle Shire Council	(59,479,281)	(46,622,965)	(47,114,792)	(48,437,049)
Further FFF Adjustments	-	(500,000)	(4,001,000)	(4,040,000)
Adjusted Amount	(59,479,281)	(47,122,965)	(51,115,792)	(52,477,049)

2.6 Expenditure (Function View)

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
General Revenue				
Rates Revenue	-	-	-	-
Interest Revenue	-	-	-	-
General Grants	-	-	-	-
Total General Revenue	-	-	-	-
Executive				
General Manager				
Management And Leadership	642,979	660,697	679,468	699,352
Governance	335,917	415,156	352,923	361,746
Cobbora Transition Fund	151,458	-	-	-
Total Executive	1,130,354	1,005,012	1,032,390	1,061,098
Technical Services				
Technical Services Management	137,536	141,205	145,050	149,081
Total Technical Services Management	137,536	141,205	145,050	149,081
Design Services				
Design Services Management	81,799	83,974	86,251	88,636
Emergency Services Management	88,853	91,178	93,599	96,120
Survey Investigation And Design	101,452	104,227	107,160	110,260
Asset Management	68,707	70,584	72,568	74,664
NSW Fire Brigade	44,500	45,613	46,753	47,922
Road Safety Officer	101,321	104,048	106,914	109,929
Total Design Services	486,632	499,622	513,244	527,529
Road Operations				-
Road Operations Management	161,187	165,459	169,929	174,605
Regional Roads M&R	1,438,735	1,471,395	1,505,062	1,540,412
Local Roads M&R	2,602,641	2,643,240	2,685,482	2,729,773
Aerodromes	85,521	87,792	90,168	92,656
Village Streets	-	-	-	-
RMCC And Other Road Contracts	2,545,000	2,610,179	2,677,563	2,747,242
Reseals	-	-	-	-
Private Works	200,000	220,000	225,790	231,807
Total Road Operations	7,033,084	7,198,064	7,353,993	7,516,496
Fleet Services				
Fleet Services Management	277,589	284,825	292,351	300,183
Plant And Equipment	2,729,812	2,799,234	2,870,828	2,944,673

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
Depots	115,653	118,616	121,680	124,849
Workshops	53,298	54,656	56,057	57,504
Total Fleet Services	3,176,351	3,257,330	3,340,917	3,427,209
Urban Services				
Urban Services Management	198,559	203,915	209,552	215,483
Horticulture	700,555	719,145	738,572	758,879
Street Cleaning	236,256	242,507	249,042	255,875
Public Amenities	213,714	219,409	225,377	231,633
Ovals	303,020	311,011	319,343	328,034
Town Streets	624,415	640,809	657,896	675,709
Public Swimming Pools	654,075	671,851	690,589	710,344
Total Urban Services	2,930,593	3,008,647	3,090,370	3,175,957
Total Tech Services (Excluding Water/Sewer)	13,764,196	14,104,868	14,443,573	14,796,271
Development Services				
Development Services Management				
Development Services Management	315,218	323,883	333,056	342,767
Total Development Services Management	315,218	323,883	333,056	342,767
Regulatory Services				
Compliance Services	190,979	196,176	201,659	207,445
Noxious Weeds	99,810	102,305	104,863	107,484
Building Control	127,547	130,978	134,585	138,377
Environmental Health Services	102,664	105,503	108,515	111,710
Town Planning	102,078	104,877	107,838	110,971
Total Regulatory Services	623,078	639,840	657,461	675,986
Property And Risk				-
Property And Risk	1,336,331	1,351,533	1,366,235	1,381,046
Cemetery Services	170,548	175,104	179,881	184,891
Medical Facilities	88,624	90,921	93,294	95,745
Public Halls	256,470	263,033	269,802	276,783
Total Property And Risk	1,851,973	1,880,591	1,909,211	1,938,465
Development And Tourism				
Tourism And Development Services	367,220	377,126	387,543	398,498
Tourism And Economic Promotion	33,100	33,928	34,776	35,645
Total Development And Tourism	400,320	411,053	422,318	434,143
Total Development Services	3,190,588	3,255,368	3,322,047	3,391,361

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
Corporate And Community Services				
Corporate Services				
Corporate Services Management	204,277	209,924	215,911	222,260
Administration Services	708,347	727,760	748,291	770,004
Finance	1,339,203	1,375,379	1,413,459	1,453,549
Supply Services	409,659	420,872	432,726	445,258
Communications And IT	1,066,536	1,093,722	1,031,600	1,058,311
HR Management	382,173	392,460	403,276	414,650
Payroll Services	219,694	221,921	224,280	226,778
WH&S And Risk Management	130,279	133,733	137,347	141,128
Learning And Development Services	411,224	422,507	434,443	447,071
Total Corporate Services	4,871,392	4,998,278	5,041,334	5,179,009
Children's And Community Services				
Childrens And Community Services Management	51,037	52,368	53,752	55,192
Connect 5	190,430	195,676	201,234	207,121
Family Day Care	322,370	330,721	339,389	348,388
Youth Development	106,251	109,133	112,171	115,373
OOSH	50,798	52,212	53,716	55,313
Libraries	643,303	659,386	675,870	692,767
Community Development	96,000	96,000	96,000	96,000
Community Transport	233,235	239,465	245,999	252,852
Multiservice Outlet	544,905	559,636	575,146	591,478
Yuluwirri Kids	1,385,588	1,423,701	1,464,054	1,506,779
Total Children's And Community Services	3,623,916	3,718,298	3,817,331	3,921,265
Corporate and Comm Services Other				
Community Banking Agency	112,032	-	-	-
Bushfire And Emergency Services	3,266,560	3,348,339	3,432,204	3,518,212
Total Corporate And Comm Other	3,378,592	3,348,339	3,432,204	3,518,212
Total Corporate And Comm Services	11,873,900	12,064,915	12,290,869	12,618,485
Total General Fund (Ex Waste/Quarry)	29,959,039	30,501,004	31,088,879	31,867,215
Warrumbungle Water	2,345,748	2,402,592	2,461,758	2,523,354
Warrumbungle Sewer	1,130,931	1,160,785	1,191,964	1,224,537
Warrumbungle Waste	1,944,083	1,995,613	2,049,515	2,105,913
Warrumbungle Quarry	1,169,335	1,197,372	1,226,279	1,256,086
Total Warrumbungle Shire Council	36,549,135	37,257,367	38,018,396	38,977,105
Further FFF Adjustments	(224,000)	(412,000)	2,375,000	2,364,000
Adjusted Total	36,325,135	36,845,367	40,393,396	41,341,105

2.7 Council's Suggested 2015/16 Capital Program

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
Executive Services				
CTF - Three Rivers Retirement Village	4,450,000	-	-	-
CTF - MPC Rejuvenation/Jubilee Hall	610,000	-	-	-
CTF - Heavy Vehicle Parking Area	50,000	-	-	-
CTF - RV Parking Area	50,000	-	-	-
CTF - Bolaroo St Streetscape	342,000	-	-	-
CTF - Robertson Oval Second Oval Development	50,000	-	-	-
	5,552,000	-	-	-
Corporate Services				
Bushfire and Emergency Services	-	-	-	-
RFS - Enhancements	-	24,230	24,836	25,457
RFS - Fire Control Centre Coonabarabran	2,000,000	1,050,000	-	-
RFS - Vehicles	656,100	307,498	315,185	323,065
Bushfire and Emergency Services Total	2,656,100	1,381,728	340,021	348,522
Communications & IT	-	-	-	-
Antivirus Security Software	-	-	30,000	-
Authority Asset Management Software	-	-	100,000	-
Blue point Integration	50,000	-	-	-
GPS Handheld units	-	-	15,000	-
Microsoft Server Licenses & SA	59,025	-	-	-
Point to point wifi Coona Office	-	-	100,000	-
Point to point wifi for remote sights	-	-	20,000	-
Replacement IT Server Hardware	16,230	10,000	10,000	100,000
Replacement PCs	15,000	40,000	40,000	15,000
Communications & IT Total	140,255	50,000	315,000	115,000
Family Support Services	-	-	-	-
Connect 5				
Connect 5 Capital - Purchase of Vehicle	15,000	-	-	16,125
Connect 5 Total	15,000	-	-	16,125
Family Day Care	-	-	-	-
FDC Replacement of Vehicle	10,500	-	-	11,288
Family Day Care Total	10,500	-	-	11,288
Family Support Services Total	25,500	-	-	27,413
Warrumbungle Community Care	-	-	-	-
Community Transport				
Community Transport Capital	91,500	-	22,575	98,363
Trips Program	20,000	-	-	-
Community Transport Total	111,500	75,000	22,575	93,363
Multiservice Outlet	-	-	-	-
MSO Capital Replacements	20,500	-	22,575	22,038
Multiservice Outlet Total	20,500	-	22,575	22,038
Warrumbungle Community Care Total	132,000	82,000	45,150	120,400
Yuluwirri Kids	-	-	-	-
Yuluwirri Kids Building Extension	-	-	-	-
Yuluwirri Kids Total	-	-	-	-

Warrumbungle Shire Council –Operational Plan and Delivery Program 2015/16 – 2018/19

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
Supply Services	-	-	-	-
Coolah Store - 3 Whirlybirds for vent over chemical Storage	1,250	-	-	-
Supply Services Total	1,250	-	-	-
Corporate Services Total	2,995,105	1,431,728	700,171	611,335
Development Services				
Tourism and Development Services	-	-	-	-
Shire Entrance Signs	20,000	20,000	-	-
Tourism Trail Brochure	10,000	-	-	-
Tourism and Development Services Total	30,000	20,000	-	-
Property & Risk	-	-	-	-
Council Offices & Other Property	-	-	-	-
Disabled access Coolah Office	10,000	30,000	-	-
Council Offices & Other Property Total	10,000	30,000	-	-
Public Halls	-	-	-	-
Binnaway Hall Roof Replacement	-	-	-	80,000
Binnaway Hall Stage Refurb	-	-	50,000	-
Coonabarabran Hall Furniture Renewal	-	-	50,000	-
Coonabarabran Town Hall - Kitchen Refurb	-	-	-	100,000
Goolhi Hall - Toilet Refurb	-	-	-	15,000
Hall Baradine - Disabled Access	27,500	-	-	-
Mendooran Hall - Stage Refurb	-	20,000	-	-
Public Halls Total	27,500	20,000	100,000	195,000
Cemetery Services	-	-	-	-
Coonabarabran Native Grove Cemetery Expansion	-	-	50,000	-
Total Cemetery Services	-	-	50,000	-
Property & Risk Total	37,500	50,000	150,000	195,000
Development Services Total	67,500	70,000	150,000	195,000
Technical Services				
Asset Design Services	-	-	-	-
Design Projects Survey Equip-Cap	12,000	12,000	12,000	12,000
Design Services Software Upgrade	13,000	13,000	13,000	13,000
GPS Handheld units	-	10,000	-	-
Laptop Computer - Traffic Counters	-	7,500	-	-
Bike Plan	40,000	-	-	-
Kerb blisters, Edwards St, East & West of Newell - Design	40,000	-	-	-
Shared Path, Edward Street, Newell to Neate - Design	40,000	-	-	-
Asset Design Services Total	145,000	42,500	25,000	25,000
Fleet Services	-	-	-	-
Minor Plant Purchases	15,000	15,000	15,000	20,000
Plant & Equipment Purchases	2,535,000	1,965,000	2,350,000	3,175,000
Fleet Services Total	2,550,000	1,980,000	2,365,000	3,195,000
Road Operations	-	-	-	-
Reseals	-	-	-	-
Baradine Streets Reseals	18,100	18,500	18,963	19,437
Binnaway Streets Reseals	16,200	16,600	17,015	17,440
Coolah Streets Reseals	26,900	27,600	28,290	28,997

Warrumbungle Shire Council –Operational Plan and Delivery Program 2015/16 – 2018/19

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
Coonabarabran Streets Reseals	86,200	88,300	90,508	92,771
Dunedoo Streets Reseals	24,200	24,800	25,420	26,056
Local Roads Reseals	441,500	452,600	463,915	475,513
Mendooran Streets Reseals	16,200	16,600	17,015	17,440
Total Reseals	629,300	645,000	661,126	677,654
Local Roads	-	-	-	-
Box Bridge Road	52,500	-	-	-
Bugaldie/Goorianawa Road (Just east of Baradine Road)	160,000	-	-	-
Coolah Creek Road Rehabilitation	120,000	120,000	-	-
Coonagoony Bridge	261,000	-	-	-
Flags Rockedgial Road	-	-	45,000	-
Intersection o Lockerbie Rd & Digilah Rd, Digilah Rd	60,000	-	-	-
Local Roads Resheeting	962,728	824,000	845,000	865,000
Mia Mia Road - Causeway Rehabilitation	-	-	-	50,000
Mitchell Springs Erosion	97,000	-	-	-
Napier Lane - Causeway Rehabilitation	-	-	-	65,000
Neilrex Rd Pavement Rehabilitation	270,000	120,000	-	-
Orana Road Crossing	326,355	-	-	-
Quia Road - Near lake edna	-	-	-	50,000
Ross Crossing	698,855	-	-	-
Rotherwood Rd Rehabilitation	-	-	120,000	-
Turee Vale Road Rehabilitation	-	-	120,000	135,000
Wyuna Road	-	45,000	-	-
Aerodrome Bridge	62,908	-	-	-
Baradine Creek Bridge	728,780	-	-	-
Kenebri Creek Bridge	594,925	-	-	-
Local Roads Total	4,395,051	1,109,000	1,130,000	1,165,000
Regional Roads	-	-	-	-
Pavement Rehabilitation and Widening on MR 7519	-	-	-	169,000
Pavement widening and rehabilitation MR55 (Black Stump Way)	800,000	800,000	800,000	800,000
Regional Roads Reseals	452,300	615,891	650,131	684,386
Shoulder widening MR129 - Baradine Road (Coonamble)	169,000	-	169,000	-
Black Spot funding - Regional Roads (Various Projects) - TBC Subject to Funding	1,000,000	-	-	-
Alison Bridge	2,100,000	-	-	-
Shoulder widening MR396	-	169,000	-	-
Regional Roads Total	4,521,300	1,584,891	1,619,131	1,653,386
Road Operations Total	9,545,651	3,338,891	3,410,257	3,327,040
Urban Services	-	-	-	-
Horticulture	-	-	-	-
Electric BBQ & Shelter in Lions Park	-	-	-	-
Irrigation Masters Park	-	-	30,000	-
Milling Park - Gardens	-	7,000	7,000	-
Soft fall under playground equipment (Coolah)	-	20,000	-	-
Baradine Oval Canteen	70,000	-	-	-

Warrumbungle Shire Council –Operational Plan and Delivery Program 2015/16 – 2018/19

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
Electric BBQ & Shelter in Bell Park	-	-	-	20,000
Horticulture Total	70,000	27,000	37,000	20,000
Ovals	-	-	-	-
Master Plan for Each Sporting Precinct	5,000	-	-	-
Netball Courts Coonabarabran	65,000	-	-	-
Robertson Oval - Seat Replacement	-	-	6,000	-
Ovals Total	70,000	-	6,000	-
Swimming Pools	-	-	-	-
Baradine Re-Connection of Lights over pool	12,000	-	-	-
Baradine Upgrade Signage	500	-	-	-
Binnaway Pump room rehabilitation	5,000	6,000	-	-
Binnaway Upgrade of signage	500	-	-	-
Binnaway Shade Structure	15,000	-	-	-
Coolah Upgrade of Signage	500	-	-	-
C'Bran Fence around Toddlers Pool	1,000	-	-	-
C'Bran Upgrade of Signage	500	-	-	-
C'Bran Concrete Repairs to Toddlers Pool	15,000	-	-	-
C'Bran Installation of Hot Water to Amenities	13,000	-	-	-
C'Bran Pool Maintenance and Repairs	12,000	15,000	-	-
Dunedoo Upgrade of Signage	500	-	-	-
Mendooran Replace pumps	5,000	-	-	-
Mendooran Upgrade of Signage	500	-	-	-
Baradine Painting External Building stage 1 & 2	-	11,500	6,000	-
Baradine Upgrade Kiosk & Hot water System	-	1,500	-	-
Coolah Rain Tank & Pump for Irrigation	-	4,000	-	-
Coolah Lighting over main pool	-	20,000	-	-
C'Bran Replace existing tiles in Toddlers Pool	-	15,000	-	5,000
C'Bran Rainwater Tank & Pump for Irrigation Stage 1 & 2	-	7,000	5,000	-
Mendooran Upgrades to S/Club Room	-	1,000	-	-
Baradine - Pump Room rehabilitation	-	-	10,000	-
Binnaway Main Pool Ladders X 6	-	-	8,000	-
Binnaway Removal of Large Pine Tree	-	-	3,000	-
Coolah Disable Chair Lift	-	-	10,000	-
C'Bran Regulator & Injector (Dosing System)	-	-	3,000	-
Dunedoo Awning over canteen area	-	-	4,000	-
Dunedoo Roof Modifications Amenities Block(Polycarbon)	-	-	30,000	-
Mendooran Chemical Dosing Units	-	-	2,000	500
Baradine - Shade Shelter	-	-	-	25,000
Baradine Rainwater Tank and Pump for Irrigation	-	-	-	3,000
Coolah Replace filter media	-	-	-	15,000
Coolah Install BBQ Area & Shade Cover	-	-	-	8,000
Coolah Chemical Control Dosing Unit	-	-	-	2,500
C'Bran Replace BBQ area	-	-	-	6,000
Dunedoo Pump Rehabilitation	-	-	-	10,000
Dunedoo Chemical Dosing Unit	-	-	-	2,500

Warrumbungle Shire Council –Operational Plan and Delivery Program 2015/16 – 2018/19

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
Dunedoo Large Trees to be Removed	-	-	-	3,500
Swimming Pools Total	81,000	81,000	81,000	81,000
Town Streets - Baradine	-	-	-	-
Baradine District Progress Association Main street Gardens	5,000	5,000	5,000	5,000
Baradine Streets – Street lighting	-	-	8,000	-
Flood Plain Management	166,000	-	-	-
Kerb and Guttering Bligh Street between Narren and Darling	-	-	-	50,000
Kerb and guttering in Narren Street south of Macquarie Street	-	-	-	50,000
New Bins	2,000	-	-	-
Rehabilitation of footpath sections	10,000	20,000	20,000	20,000
Street Trees	-	-	5,000	5,000
Town Streets - Baradine Total	183,000	25,000	38,000	130,000
Town Streets - Binnaway	-	-	-	-
Binnaway Progress Association	5,000	5,000	5,000	5,000
Bullinda Street, New Kerb and Guttering	-	-	-	40,000
Corry Bridge Western Approach	-	40,000	40,000	-
Footpath Rehabilitation	-	20,000	20,000	20,000
Renshaw street/railway street pipe size increase	10,000	-	-	-
Street Lights	10,000	-	-	-
Street Trees	-	-	-	6,000
Town Streets - Binnaway Total	25,000	65,000	65,000	71,000
Town Streets - Coolah	-	-	-	-
Booyamurra Street, east of Binnia, rehabilitation	200,000	-	-	-
Cycleway - Extension From Booyamurra Street	106,000	-	-	-
Footpath Rehabilitation - various locations	15,000	30,000	30,000	30,000
Pavement Rehabilitation (Various Locations)	-	70,000	70,000	70,000
Street light program	-	-	8,000	-
Street Trees	-	-	-	7,000
Town Streets - Coolah Total	321,000	100,000	108,000	107,000
Town Streets - Coonabarabran	-	-	-	-
Belar Street Drainage Pipe & K&G	-	-	-	-
Cassilis Street Footpath /Neate Street/Edward Street - Preliminary Works	-	-	-	-
Cassilis Street, Robertson to Namoi, new footpath	30,000	-	40,000	-
Crane Street Rehabilitation	-	60,000	50,000	30,000
Dalgarno Street (John - Cowper) Footpath Rehabilitation	20,000	20,000	20,000	-
Dalgarno Street West - Pavement Rehab	20,000	-	-	-
Dalgarno Street, centre medium, west of John to Robertson	-	50,000	-	50,000
John Street. K & G Rehabilitation	70,000	-	70,000	-
Kerb blister, John st cassillis	45,000	-	-	-
Mary Jane Cain Bridge Path Underpass	100,000	-	-	-
Shared Path, bridge to caravan park	160,000	-	-	-
Street Trees - centre charles street Edwards to Dalgarno	-	-	30,000	-

Warrumbungle Shire Council –Operational Plan and Delivery Program 2015/16 – 2018/19

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
Street Trees - Centre Cowper Street Edwards to Dalgarno	-	30,000	-	-
Footpath Rehabilitation (general)	-	-	-	40,000
Street Trees	-	-	-	30,000
Town Streets - Coonabarabran Total	445,000	160,000	210,000	150,000
Town Streets - Dunedoo	-	-	-	-
Footpath Rehabilitation	10,000	20,000	20,000	20,000
Underground Pipe drainage Wargundy Street	-	-	-	65,000
Yarrow St at Bandulla, south side, dish drain	-	18,000	-	-
Sealing of Wallaroo street from Bulinda to Talbragar / Adelyne streets	5,000	135,000	-	-
Town Streets - Dunedoo Total	15,000	173,000	20,000	85,000
Town Streets – Mendooran	-	-	-	-
Bandulla Street, Traffic Calming	-	-	-	50,000
Footpath rehabilitation - various sections	10,000	30,000	30,000	30,000
Street Trees	-	-	-	6,000
Town Streets - Mendooran Total	10,000	30,000	30,000	86,000
Urban Services Total	1,220,000	661,000	595,000	730,000
Technical Services Total	13,538,828	6,022,391	6,395,257	7,446,040
Warrumbungle Water				
Water - Baradine	-	-	-	-
Meter Replacements	5,000	5,000	-	-
Water Treatment Plant- Building Renovation	-	-	-	-
Water Treatment Plant- Improvements	-	-	30,000	33,942
Water Treatment Plant -Rehabilitation of Clarifier	-	-	-	-
Mains Replacement	-	80,000	-	-
Mains Extension - Removal of Dead Ends	-	50,000	50,000	-
Water Treatment Clarifier	500,000	350,000	-	-
Water - Baradine Total	505,000	485,000	80,000	33,942
Water - Binnaway	-	-	-	-
Mains Replacement-David & Railway Sts, 570m	-	-	-	-
Meter Replacements	5,000	5,000	-	-
Binnaway Water Mains Replacement	-	-	-	-
Water Treatment Plant- Renewals	20,000	-	25,000	11,314
Water Main Rehabilitation - Napier Street - 420m	-	-	-	79,199
New Bore	475,000	-	-	-
Water - Binnaway Total	500,000	5,000	25,000	90,513
Water - Coolah	-	-	-	-
Mains Extension - removal of dead ends	40,000	40,000	40,000	56,570
Meter Replacements	5,000	5,000	5,000	-
Water Treatment– Sodium Hypochlorite Pump standby	-	5,000	-	-
Coolah Water Reservoirs Capital	-	30,000	30,000	-
Mains Replacement - Gilmore st	-	30,000	30,000	-
Mains Replacement	-	95,000	95,000	28,285
New Bore	445,200	-	-	-
Water - Coolah Total	490,200	205,000	200,000	84,856
Water - Coonabarabran	-	-	-	-
Mains Extensions (removal dead ends) - Arnold St, btwn Newell Hwy and Gunnedah Hill	-	100,000	-	-

Warrumbungle Shire Council –Operational Plan and Delivery Program 2015/16 – 2018/19

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
Mains Extensions (removal dead ends) -Jubilee St, btwn Newell Hwy and Gunnedah Hill	-	-	-	-
Security Audit	-	-	-	-
Mains Replacement	-	50,000	50,000	147,083
Meter Replacements	10,000	10,000	10,000	-
Timor Dam Fence Repairs	-	-	-	-
Tools – Coonabarabran Water	3,000	3,000	3,000	-
Main Extension - Removal of Dead Ends	60,000	60,000	60,000	-
Mains Extension-Under Highway between Council depot & former Caltex site	-	60,000	-	-
Water Main Extension - Removal of Dead Ends	-	-	-	124,455
Fencing of Reservoir Site - Oxley Highway	-	-	-	11,314
Water Main Rehabilitation	-	-	-	79,199
Water Treatment Plant Improvements	-	-	-	33,942
Raising Timor Dam Wall	600,000	-	-	-
Telemetry Software - Coona	-	3,000	3,000	-
Telemetry Upgrade Concept Design (All Towns)	50,000	-	-	-
Mains Replacement-David & Railway Sts, 570m	-	70,000	80,000	-
Water - Coonabarabran Total	723,000	356,000	206,000	395,993
Water - Dunedoo	-	-	-	-
Dunedoo Water minor Plant & Equipment	3,000	3,000	-	-
Mains Extension-Evans St, between Sullivan St and Nott St (430m)	50,000	-	-	56,570
Mains Replacement	-	-	-	-
Meter Replacements	-	-	-	-
Reservoirs-Rehabilitation	-	-	20,000	-
Mains Replacement - Bolaro St, Tallawang St to Merrygoen St (210m)	-	-	-	-
Meter Replacements	-	-	-	-
Mains Extension	-	-	-	-
Reservoir Roof	60,000	50,000	50,000	-
Water - Dunedoo Total	113,000	53,000	70,000	56,570
Water - Mendooran	-	-	-	-
Mains Extension	-	30,000	30,000	-
Meter Replacements	5,000	-	-	-
Water Pressure Project	-	-	-	-
Main Replacement- from Merrygoen Creek to Reservoir	-	-	50,000	-
Merrygoen Creek Main Replacement	-	-	40,000	-
New Bore	417,600	-	-	-
Water - Mendooran Total	422,600	30,000	120,000	-
Warrumbungle Water Total	2,753,800	1,134,000	701,000	661,874
Warrumbungle Sewer				
Sewer - Baradine	-	-	-	-
Sewage Treatment Plant-Disinfection Plant-renewal	10,000	10,000	-	-
Sewage Treatment Plant -Vacuum pumps renewal	-	-	30,000	-
Effluent Reuse- Pivot Irrigator replacement	-	-	-	226,282
Pivot Irrigator - Renewal	-	-	-	-

Warrumbungle Shire Council –Operational Plan and Delivery Program 2015/16 – 2018/19

Description	2015/16 (Budget)	2016/17 (Delivery Program)	2017/18 (Delivery Program)	2018/19 (Delivery Program)
Eco Treatment Odour Problem Vacuum Pump House	45,000	-	-	-
Sewer - Baradine Total	55,000	10,000	30,000	226,282
Sewer - Coolah	-	-	-	-
Mains Relining	50,000	-	-	-
Sewage Treatment Plant-rehabilitation/upgrades	-	-	50,000	56,570
Grit Chamber Investigation	30,000	-	-	-
Coolah Dump Site	5,000	-	-	-
Sewer - Coolah Total	85,000	-	50,000	56,570
Sewer – Coonabarabran	-	-	-	-
Mains-Relining various sections	70,000	100,000	100,000	158,397
Sewer camera replacement (\$12,000 exl GST Cadia quote)	-	-	-	-
Replace Steel sewer rods	3,000	3,000	3,000	-
Pump stations- renewal	60,000	30,000	30,000	33,942
Sewerage Treatment Plant Improvements	-	-	50,000	56,570
Mains Replacement/Rehab	-	100,000	50,000	56,570
Sewer - Coonabarabran Total	133,000	233,000	233,000	305,480
Sewer – Dunedoo	-	-	-	-
Pump Station -renewal	-	-	50,000	-
Mains-Relining various sections	50,000	-	-	-
Sewer - Dunedoo Total	50,000	-	50,000	-
Warrumbungle Sewer Total	323,000	243,000	363,000	588,332
Grand Total:	25,112,056	8,901,119	8,309,428	9,502,580
Further FFF Adjustments for increase in capital	-	360,000	1,500,240	1,241,308
Adjusted Total	25,112,056	9,261,119	9,809,668	10,743,888

2.8 Balance Sheet

	2015/16	2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000	\$'000
Assets				
Current Assets				
Cash and Cash Equivalents	9,623	9,845	9,923	9,442
Investments	-	-	-	-
Receivables	3,530	3,530	3,530	3,530
Inventories	618	618	618	618
Total Current Assets	13,771	13,993	14,071	13,590
Non-Current Assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	344	344	344	344
Property, Plant & Equipment	464,053	463,186	462,586	462,607
Investments Equity Method	311	321	331	341
Intangibles	283	283	283	283
Total Non-Current Assets	464,991	464,134	463,544	463,575
Total Assets	478,762	478,127	477,615	477,165
Current Liabilities				
Payables	2,161	2,161	2,161	2,161
Borrowings	798	835	873	912
Provisions	3,650	3,650	3,650	3,650
Total Current Liabilities	6,609	6,646	6,684	6,723
Non-Current Liabilities				
Payables	-	-	-	-
Borrowings	6,222	5,388	4,515	3,603
Provisions	1,777	1,777	1,777	1,777
Total Non-Current Liabilities	7,999	7,165	6,292	5,380
Total Liabilities	14,608	13,811	12,976	12,103
Net Assets	464,154	464,316	464,639	465,062
Retained Earnings	365,127	365,287	365,610	366,033
Revaluation Reserves	99,027	99,029	99,029	99,029
Total Equity	464,154	464,316	464,639	465,062

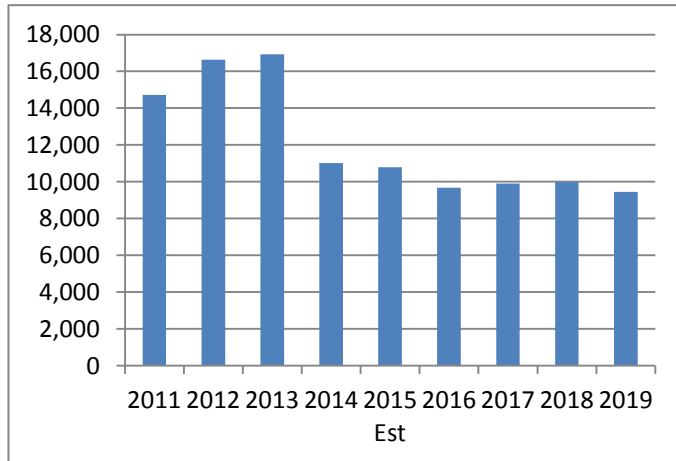
2.9 Cash flow Statement

	2015/16	2017/18	2017/18	2018/19
	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities				
<u>Receipts</u>				
Rates and Annual Charges	11,643	12,022	12,415	12,819
User Charges and Fees	7,883	8,212	11,467	11,730
Interest & Investment Revenue	690	652	640	628
Other Revenues	1,730	1,634	1,654	1,671
Grants & Contributions	30,167	17,353	17,469	17,905
Bonds, Deposits & Retention amounts reduced				
<u>Payments</u>				
Employee Benefits & On-Costs	(14,072)	(14,256)	(14,663)	(15,099)
Materials & Contracts	(7,367)	(7,349)	(10,248)	(10,435)
Borrowing Costs	(378)	(340)	(298)	(255)
Other Expenses	(8,267)	(8,507)	(8,621)	(8,811)
Net Cash provided (or used in) Operating Activities	22,029	9,421	9,815	10,153
Cash Flows from Investing Activities				
<u>Receipts</u>				
Sale of Investment Securities	1,500	-	-	-
Sale of Real Estate Assets	-	-	-	-
Sale of Infrastructure, PP&E	1,125	859	907	983
Deferred Debtors Receipts	50	-	-	-
<u>Payments</u>				
Purchase of Investment Securities	-	-	-	-
Purchase of Infrastructure, PP&E	(25,112)	(9,261)	(9,810)	(10,744)
Purchase of Real Estate Assets	-	-	-	-
Contributions Paid to JVs & Associates	-	-	-	-
Net Cash provided (or used in) Investing Activities	(22,437)	(8,402)	(8,903)	(9,761)
Cash Flows from Financing Activities				
<u>Receipts</u>				
Proceeds from Borrowings & Advances	-	-	-	-
<u>Payments</u>				
Repayment of Borrowings & Advances	(763)	(797)	(834)	(873)
Repayment of Finance Lease Liabilities	-	-	-	-
Net Cash provided (or used in) Financing Activities	(763)	(797)	(834)	(873)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,171)	222	78	(481)
Cash & Cash Equivalents – Opening balance	10,794	9,623	9,845	9,923
Cash & Cash Equivalents – Closing balance	9,623	9,845	9,923	9,442

2.10 Key Performance Ratios

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

Cash and Investments Balance



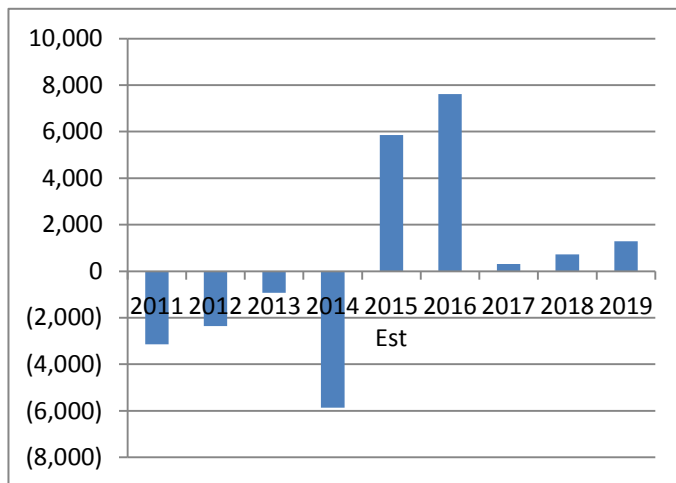
Description

This ratio shows Council's cash and investments balance.

Comments

As can be seen from the chart to the right, Council's cash and investments balance is forecast to decrease from \$10.794 m to \$9.442m during the Delivery Program period as Council uses restricted assets to finalise the bridge replacements under the LIRS program.

Operating Surplus/(Deficit)



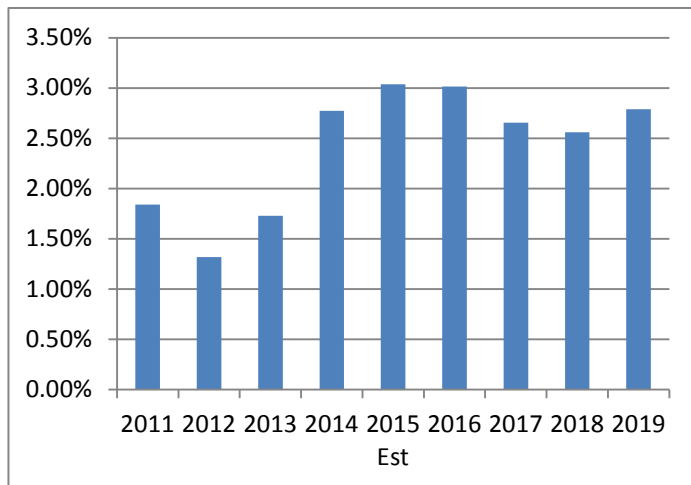
Description

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

Comments

Council is expected to record surpluses over the four years (combined \$9.775m). The 2015/2016 financial year is expected to generate a substantial surplus due to the receipt of significant capital grant monies (\$7.625m surplus). The subsequent year is forecast to generate a surplus of \$305k which slowly increases to \$1.1m in the final year due to fit for the future adjustments mentioned previously.

Debt Service Ratio



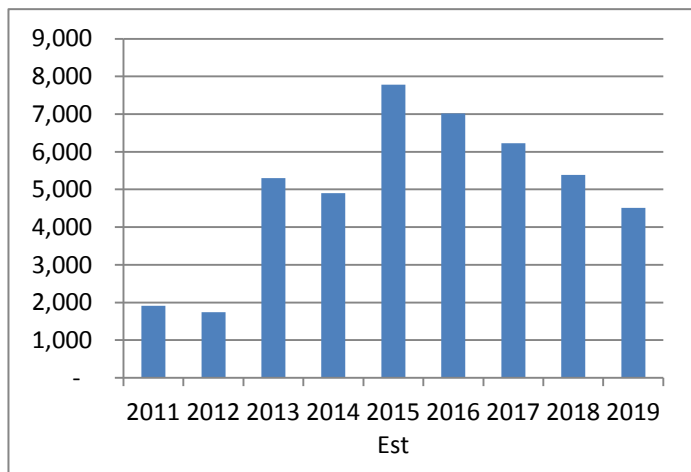
Description

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

Comments

Council’s Debt Service Ratio is forecast to increase in the 2014/15 financial year as Council takes out \$3.1m to fund the replacement of timber bridges under the LIRS scheme (round 2) and the Quarry Loan. Council’s debt service ratio remains consistent during the Delivery Program period where it remains well below the limit advised by Treasury.

Total Borrowings



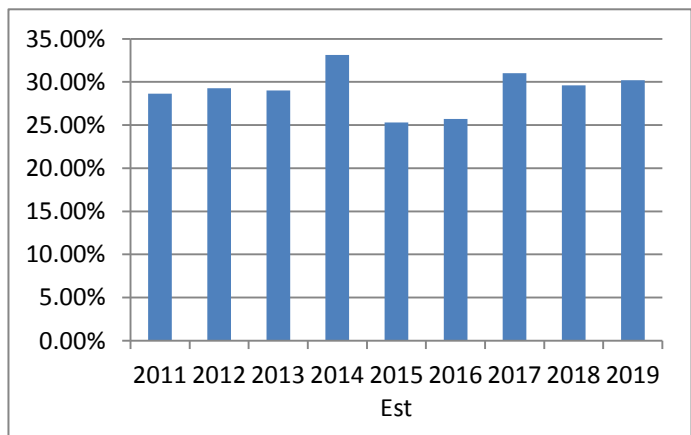
Description

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

Comments

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

Rates and Annual Charges Coverage Ratio



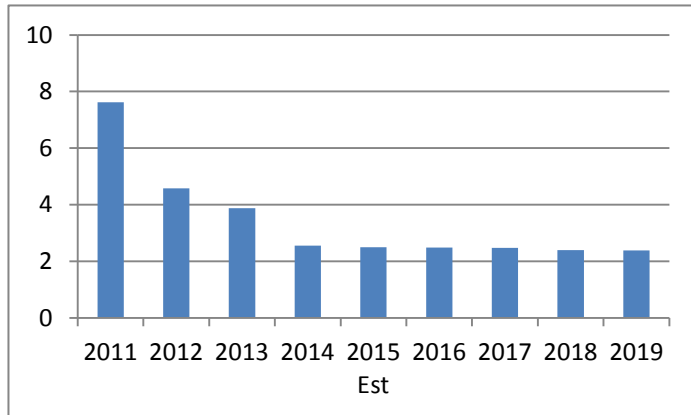
Description

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

Comments

Council, as with most other rural Councils is reliant on grant funding to fund its operations and rates and charges revenue represents only around 29% of Council’s total revenue base (average over four years of the Delivery Program). This percentage is expected to slowly increase over the four years of the Delivery Program.

Unrestricted Current Ratio



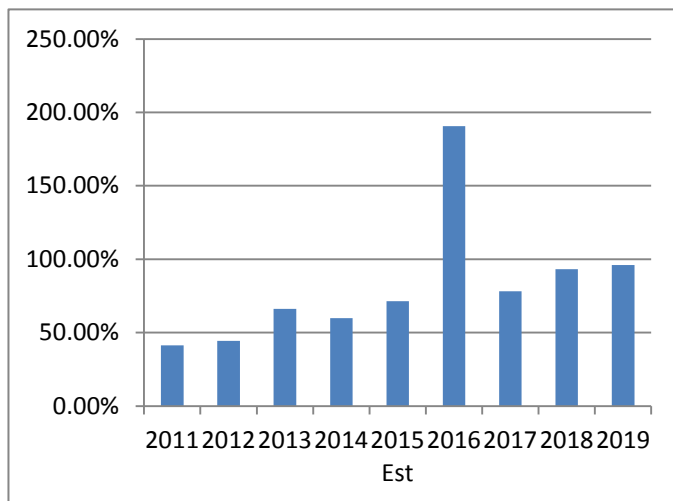
Description

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

Comments

Council’s unrestricted current ratio is expected to decrease remain relatively consistent between 2015/16 and 2018/19 at approximately 2.4.

Building and Infrastructure Renewals Ratio



Description

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

Comments

Council’s renewals ratio is forecast to peak at 191% in 2015/16 while it falls to 78% in 2016/17 it remains around 94% for the subsequent years of the Delivery Program.

Part 3: Delivery Program Outcomes by Activity

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

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

Section 1: Introduction to the activity

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

Section 2: Costing Summary

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

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

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

Section 3: Outcomes

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

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

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

Section 4: Service Levels

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

Each service level is set out accross three columns:

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

An example of a service level is provided below.

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

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

Council Activities Grouped by Directorate and Branch

Executive

Management and Leadership

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Executive Services

General Manager

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Management and Leadership

Governance

Executive Services – Management and Leadership

Directorate: Executive Services

Branch: General Manager

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

Management and Leadership

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



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

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

The Executive Assistant Special Projects provides support to the General Manager with day to day functions, arrangements for meeting attendance and travel, communication with staff and community. The role of the Personal Assistants within the Executive Services team is to provide direct support to Directors of Council. Council's Project Manager is also responsible for Council's project management function for all major projects, as well as private works.

Governance

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

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Management and Leadership							
15/16	(105,762)	642,979	-	537,217	-		537,217
16/17	(108,406)	660,697	-	552,291	-		552,291
17/18	(111,116)	679,468	-	568,351	-		568,351
18/19	(113,894)	699,352	-	585,458	-		585,458
Total:	(439,178)	2,682,496	-	2,243,317	-	-	2,243,317
Governance							
15/16	(56,237)	335,917	-	279,680	-		279,680
16/17	(57,643)	415,156	-	357,513	-		357,513
17/18	(59,084)	352,923	-	293,839	-		293,839
18/19	(60,561)	361,746	-	301,185	-		301,185
Total:	(233,525)	1,465,742	-	1,232,217	-	-	1,232,217

What will we achieve with this money?

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

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

How will we track our progress?

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

No	Service Level	Service Level Indicator	Service Level
8	Private works invoices are actioned promptly	Number of days post completion of job for private works invoices to be issued	5
9	Major capital projects (> \$50k) are managed within budget	Total variance over/under budget	10%
Governance			
1	Council is a financially sustainable organisation	Council's financial sustainability improves from the recent TCorp rating of weak-negative to at least sound-neutral by 2016	Yes
2	Council plays an influential role within the wider region and is a strong advocate for local interests	Membership and participation in LGNSW, OROC, Mining Related Councils and other regional groupings is maintained with reports provided to Council	Yes
3	Council is known as a professional and well respected Council body and the decision making process is transparent and corruption resistant.	Number of times per annum that each Councillor attends professional development or training events	2
4	Council's decision making processes is open and enables community input	Business papers are available to the public (via Council's website, libraries and offices) three (3) business days before Council meetings and minutes published within five (5) business days of the meeting	Yes
5	Opportunities are provided in a variety of forums for all stakeholders to contribute to Council's decision making process	Number of advisory and community consultation meetings held annually	20
6	The future direction of Council is effectively managed through the IP&R process with input from the community	Council's decisions are based on social, economic, environmental and community priorities in the Community Strategic Plan	Yes

Technical Services

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RMCC & Other Road Contracts	
Fleet Services	62
Fleet Service Management	
Plant and Equipment	
Workshops	
Urban Services	65
Urban Services Management	
Horticulture	
Street Cleaning	
Public Amenities	
Ovals	
Streets- Urban	
Public Swimming Pools	

Technical Services – Technical Services Management

Directorate: Technical Services
Branch: Technical Services Management

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



Directors are required to ensure due diligence whilst implementing Council’s Workplace Health and Safety program and policies within the division supporting Managers and supervisors/staff. As a member of the senior executive team, MANEX, it is expected that leadership is provided to change management and there is proactive implementation of organisational development programs and initiatives. Essential to the division is the effective development and maintenance of strategic relationships with stakeholders, including all levels of local government, state and federal agencies, elected representatives and the community.

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
15/16	-	137,536	-	137,536	-	-	137,536
16/17	-	141,205	-	141,205	-	-	141,205
17/18	-	145,050	-	145,050	-	-	145,050
18/19	-	149,081	-	149,081	-	-	149,081
Total:	-	572,872	-	572,872	-	-	572,872

What will we achieve with this money?

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

Outcome	CSP Link
Key Projects	
Asset Management Improvement Project	GF5

How will we track our progress?

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

Technical Services – Design Services

Directorate: Technical Services

Branch: Design Services

The Design Services Branch is responsible for the following activities:

Design Services Management

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



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

Emergency Services Management

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

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



Survey Investigation and Design

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

Asset Management

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

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

NSW Fire Brigade

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



Road Safety Officer

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

and Maritime Services (RMS) and is a permanent



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

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

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Design Services Management							
15/16	-	81,799	145,000	226,799	-	-	226,799
16/17	-	83,974	42,500	126,474	-	-	126,474
17/18	-	86,251	25,000	111,251	-	-	111,251
18/19	-	88,636	25,000	113,636	-	-	113,636
Total:	-	340,660	237,500	578,160	-	-	578,160

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Emergency Services Management							
15/16	-	88,853	-	88,853	-	-	88,853
16/17	-	91,178	-	91,178	-	-	91,178
17/18	-	93,599	-	93,599	-	-	93,599
18/19	-	96,120	-	96,120	-	-	96,120
Total:	-	369,750	-	369,750	-	-	369,750
Survey Investigation and Design							
15/16	-	101,452	-	101,452	-	-	101,452
16/17	-	104,227	-	104,227	-	-	104,227
17/18	-	107,160	-	107,160	-	-	107,160
18/19	-	110,260	-	110,260	-	-	110,260
Total:	-	423,099	-	423,099	-	-	423,099
Asset Management							
15/16	-	68,707	-	68,707	-	-	68,707
16/17	-	70,584	-	70,584	-	-	70,584
17/18	-	72,568	-	72,568	-	-	72,568
18/19	-	74,664	-	74,664	-	-	74,664
Total:	-	286,523	-	286,523	-	-	286,523
NSW Fire Brigade							
15/16	-	44,500	-	44,500	-	-	44,500
16/17	-	45,613	-	45,613	-	-	45,613
17/18	-	46,753	-	46,753	-	-	46,753
18/19	-	47,922	-	47,922	-	-	47,922
Total:	-	184,788	-	184,788	-	-	184,788
Road Safety Officer							
15/16	(55,332)	101,321	-	45,989	-	-	45,989
16/17	(56,715)	104,048	-	47,332	-	-	47,332
17/18	(58,133)	106,914	-	48,781	-	-	48,781
18/19	(59,587)	109,929	-	50,342	-	-	50,342
Total:	(229,767)	422,212	-	192,444	-	-	192,444

What will we achieve with this money?

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

Outcome					CSP Link
Hazard Reduction planning through the Bushfire Risk Management Committee					NE3
Survey Investigation and Design					
Completion of site surveys					GF5
Completion of designs					GF5
Completion of set-out works					GF5
Asset Management					
Completion of yearly condition rating of all Council infrastructure assets					PI5
Ensuring new additions are captured in Council's GIS and asset databases					PI5
Developing and monitoring Council's asset service levels					PI5.1
Annual review and update of Council's Asset Management Plan					PI5.1
Development of unit prices for various Council asset maintenance and construction activities					GF8
Development of whole of lifecycle costing and CB analysis for capital expenditure projects					GF5
NSW Fire Brigade					
Council complies with the Department of Local Government Act with the payment of Funds to the RFS, SES and NSW F&R					PI2
Road Safety Officer					
Completion of the approved road safety programs (100% RMS funding)					GF4
Effectively displaying Council's speed advisory sign					GF2
Identifying, submitting and developing road safety programs					GF4
Attending quarterly RSO meetings with RMS					GF4
Completion of a monthly report to RMS and Council					GF5
Raising the local profile of road safety issues and encouraging their inclusion in relevant Council plans					GF5
Ensuring completion of projects in the Action Plan is consistent with Government priorities					GF5
Completion of allocated Council projects					GF5
Key Projects					
Asset Management					
Development of a critical assets register and Infrastructure Asset Risk Management policy					PI5
Asset Management Improvement Project					PI5
Asset Inventory Stocktake Project					PI5
Segmentation of Local Roads Project					PI5
Road Safety Officer					
Graduated Licence Scheme (Separate 100% RMS funding)					GF4
Capital Projects					
Design Services Management					
Design Projects Survey Equip-Cap	12,000	12,000	12,000	12,000	PI5
Design Services Software Upgrade	13,000	13,000	13,000	13,000	PI5
GPS Handheld units		10,000			PI5
Shared Path, Edward Street, Newell to Neate - Design	40,000				PI5
Kerb blisters, Edwards St, East & West of Newell - Design	40,000				PI5
Bike Plan	40,000				PI5
Laptop Computer - Traffic Counters		7,500			PI5
Total:	145,000	42,500	25,000	25,000	

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Design Services Management			
1	Designs and plans for capital works are complete ahead of construction scheduling	% design work not complete within two months of project commencement	90%
2	Completion of site surveys and designs are accurate	% Design that meet specifications	95%
Survey Investigation and Design			
1	Designs and plans for capital works are complete ahead of construction scheduling	% design work not complete within two months of project commencement	90%
2	Completion of site surveys and designs are accurate	% Design that meet specifications	95%
Asset Management			
1	Council is aware of the condition rating of all infrastructure assets under its control	Frequency of asset condition rating surveys	5 yearly
2	Council's AMP is up to date and relevant	Frequency of review and updating of Asset Management Plan	4 yearly
Road Safety Officer			
1	Approved Road Safety programs are completed	Programs completed on time	Yes
2	Council's Speed Advisory Sign trailer is effectively displayed	Number of days per quarter Speed Advisory Sign trailer is displayed	40
3	Meet the Road Safety Officer Program Guidelines	Funding objections of RSO funding are met	4 / 12
4	Local road safety issues are actively promoted	Number of road safety press releases in local newspapers per annum	8
5	Road toll is reduced as a result of RSO work	Trend in count in fatalities and injuries compared to previous years	Reduction
Emergency Services Management			
1	Emergency Services support is provided per state best practice via LEMC and LEMO	No-one dies in a fire/flood	99%
2	Effective support is provided to the LEMC and LEMO	Meetings are well attended	80%
3	Mapping is provided as required to the LEMC and EOC in a timely manner	Number of complaints from LEMC and EOC	None
4	Hazard Reduction guidelines suggested by the RFS are actively complied with	RFS or the public with regards to Hazard Reduction	None

Technical Services – Road Operations

Directorate: Technical Services

Branch: Road Operations

The Road Operations Branch is responsible for the following activities:

Road Operations Management

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



Regional Roads Maintenance and Repair

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

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

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



Local Roads Maintenance and Repair

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

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



Aerodromes

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

Village Streets

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

Private Works

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Road Operations Management							
15/16	(41,378)	161,187	-	119,809	-	-	119,809
16/17	(42,412)	165,459	-	123,047	-	-	123,047
17/18	(43,473)	169,929	-	126,456	-	-	126,456
18/19	(44,560)	174,605	-	130,046	-	-	130,046
Total:	(171,823)	671,180	-	499,358	-	-	499,358
Regional Roads Maintenance and Repair							
15/16	(6,020,035)	1,438,735	4,521,300	(60,000)	60,000	-	-
16/17	(3,116,286)	1,471,395	1,584,891	(60,000)	60,000	-	-
17/18	(3,184,193)	1,505,062	1,619,131	(60,000)	60,000	-	-
18/19	(3,253,798)	1,540,412	1,653,386	(60,000)	60,000	-	-
Total:	(15,574,312)	5,955,604	9,378,708	(240,000)	240,000	-	-

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Local Roads Maintenance and Repair							
15/16	(2,556,154)	2,602,641	3,238,228	3,284,715	464,540	(650,000)	3,099,255
16/17	(1,229,253)	2,643,240	1,109,000	2,522,987	485,360		3,008,347
17/18	(1,212,108)	2,685,482	1,130,000	2,603,374	508,673		3,112,047
18/19	(1,194,129)	2,729,773	1,165,000	2,700,644	532,791		3,233,435
Total:	(6,191,644)	10,661,136	6,642,228	11,111,720	1,991,364	(650,000)	12,453,084
Aerodromes							
15/16	(5,400)	85,521	-	80,121	-		80,121
16/17	(5,535)	87,792	-	82,257	-		82,257
17/18	(5,673)	90,168	-	84,495	-		84,495
18/19	(5,815)	92,656	-	86,841	-		86,841
Total:	(22,423)	356,137	-	333,714	-	-	333,714
Village Streets							
15/16	-	-	-	-	-	-	-
16/17	-	-	-	-	-	-	-
17/18	-	-	-	-	-	-	-
18/19	-	-	-	-	-	-	-
Total:	-	-	-	-	-	-	-
Private Works							
15/16	(230,000)	200,000	-	(30,000)	-		(30,000)
16/17	(250,000)	220,000	-	(30,000)	-		(30,000)
17/18	(256,250)	225,790	-	(30,460)	-		(30,460)
18/19	(262,656)	231,807	-	(30,850)	-		(30,850)
Total:	(998,906)	877,597	-	(121,310)	-	-	(121,310)

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Road Operations Management	
Management of the Road Operations branch	PI3
Responsibility for WH&S issues within the Road Operations branch	GF8
Completion of the Road Operations capital program	PI3
Regional Roads Maintenance and Repair	
Roads maintenance, including patching, line marking, culvert maintenance, signs etc	PI3
Bridge, major culvert and causeway maintenance	PI3
Maintenance of shoulders, vegetation in the road reserve drainage etc	PI3
Slashing of road reserves	PI3
Regional Road related capital expansion and renewal projects (excluding reseals)	PI3
Local Roads Maintenance and Repair	
Maintenance of sealed Local Roads, including patching, culvert maintenance, signs etc	PI3
Grading of unsealed roads	PI3
Bridge, major culvert and causeway maintenance	PI3
Maintenance of shoulders, vegetation in the road reserve drainage etc on local roads	PI3
Slashing of road reserves	PI3

Outcome					CSP Link
Local Road related capital expansion and renewal projects (excluding reseals)					PI3
Aerodromes					
Maintenance and operations of the Coonabarabran, Coolah and Baradine aerodromes					PI3
Village Streets					
Maintenance and enhancement of village streets in Bugaldie, Cobborah, Craboon, Kenebri, Leadville, Merrygoen, Neilrex, Purlawaugh, Uarbry, Ulamambri and Weetaliba					RU4
Provision of street lighting in villages					RU4
Private Works					
Completion of private works for residents and businesses within the shire					LE4
Capital Projects	2015/16	2016/17	2017/18	2018/19	
Local Roads					
Box Bridge Road	52,500	-	-	-	PI3
Bugaldie/Goorianawa Road (Just east of Baradine Road)	160,000	-	-	-	PI3
Coolah Creek Rd Rehabilitation	-	-	-	-	PI3
Coolah Creek Road Rehabilitation	120,000	120,000	-	-	PI3
Coonagoony Bridge	261,000	-	-	-	PI3
Flags Rockedgial Road	-	-	45,000	-	PI3
Intersection o Lockerbie Rd & Digilah Rd, Digilah Rd	60,000	-	-	-	PI3
Local Roads Resheeting	962,728	824,000	845,000	865,000	PI3
Mia Mia Road - Causeway Rehabilitation	-	-	-	50,000	PI3
Mitchell Springs Erosion	97,000	-	-	-	PI3
Napier Lane - Causeway Rehabilitation	-	-	-	65,000	PI3
Neilrex Rd Pavement Rehabilitation	270,000	120,000	-	-	PI3
Orana Road Crossing	326,355	-	-	-	PI3
Quia Road - Near lake edna	-	-	-	50,000	PI3
Ross Crossing	698,855	-	-	-	PI3
Rotherwood Rd Rehabilitation	-	-	120,000	-	PI3
Turee Vale Road Rehabilitation	-	-	120,000	135,000	PI3
Wyuna Road	-	45,000	-	-	PI3
Baradine Creek Bridge	728,790	-	-	-	PI3
Aerodrome Bridge Baradine	62,908	-	-	-	PI3
Kenebri Creek Bridge	594,925	-	-	-	PI3
Total:	4,521,300	1,109,000	1,130,000	1,165,000	
Regional Roads					
Pavement Rehabilitation and Widening on MR 7519	-	-	-	169,000	PI3
Pavement widening and rehabilitation MR55 (Black Stump Way)	800,000	800,000	800,000	800,000	PI3
Regional Roads Reseals	452,300	615,891	650,131	684,386	PI3
Shoulder widening MR129 - Baradine Road (Coonamble)	169,000	-	169,000	-	PI3
Alison Bridge	2,100,000	-	-	-	PI3
Black Spot funding - Regional Roads (Various Projects) - TBC Subject to Funding	1,000,000	-	-	-	PI3
Shoulder widening MR396	-	169,000	-	-	PI3
Total:	4,395,051	1,584,891	1,619,131	1,653,386	

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Regional Roads Maintenance and Repair			
1	Condition rating for the shire's Regional Road network (pavement) meets standard	% of road pavement assets where asset condition rating \geq average	90%
2	Condition rating for the shire's regional bridge and major culvert network meets standard	% of bridge/major culvert asset condition rating \geq average	90%
3	Emergency assistance calls on Regional Roads are addressed in a timely manner	Time for assistance from callouts	< 6hrs
4	Regional Roads are generally accessible all year round	Number of closures per year	< 5
5	Roads within the network are inspected on a regular basis and inspection reports are used to inform the maintenance and repair schedule	Number of inspections per year per road	4
6	Pot hole patching is carried out on a regular basis	Pot hole repair undertaken within no of days from notification	< 7
7	Slashing of roadsides is carried out on a regular basis	Roadside slashing carried out annually subject to seasonal conditions	< 5
8	Road drainage systems working satisfactorily	Annual number of incidents of pavement damage or road closure due to lack of maintenance on drainage systems	< 5
Local Roads Maintenance and Repair			
1	Condition rating for the shire's unsealed Local Roads meets standard	% of road pavement assets where asset condition rating \geq average	90%
2	Local bridge and major culvert network meets standard	% of bridge/major culvert asset condition rating \geq average	90%
3	Sealed Local Roads (pavement) meets standard	% of road pavement assets where asset condition rating \geq average	90%
4	Un-sealed roads are well maintained through grading being carried out with sufficient frequency	Frequency of grading (per year) by road category (cat) Category 1 = 549km Category 2 = 569km Category 3 = 419km	C1=1.5 C2=1 C3=0.33
5	Un-sealed roads are well maintained through re-sheeting being carried out with sufficient frequency	Time between re-sheeting by road category	Cat =12 Cat=15 Cat=20
6	Pot hole patching is carried out on a regular basis	Pot hole repair undertaken within no of day from notification	< 7
7	Roads within the network are inspected on a regular basis and inspection reports are used to inform the maintenance and repair schedule	Number of inspections per year (including condition rating) per road	4

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

Technical Services – Road Contracts and Private Works

Directorate: Technical Services
Branch: Road Contracts and Private Works

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

RMCC and Other Road Contracts

Council under contract with the RMS undertakes works on the State Road network on behalf of RMS. The scope of works carried out by Council includes general maintenance work, incident response work, reseals, heavy patching and work orders for construction/major re-construction work on the State Road network. State Roads are the major arterial roads that traverse through the shire, and include the Newell Highway, the Oxley Highway, the Golden Highway, the Castlereagh Highway and Main Road 334. Council is funded for this work by RMS.



Reseals

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
RMCC and Other Road Contracts							
15/16	(2,745,000)	2,545,000	-	(200,000)	-		(200,000)
16/17	(2,819,115)	2,610,179	-	(208,936)	-		(208,936)
17/18	(2,895,231)	2,677,563	-	(217,668)	-		(217,668)
18/19	(2,973,402)	2,747,242	-	(226,160)	-		(226,160)
Total:	(11,432,748)	10,579,984	-	(852,764)	-	-	(852,764)
Reseals							
15/16	-	-	629,300	629,300	-		629,300
16/17	-	-	645,000	645,000	-		645,000
17/18	-	-	661,126	661,126	-		661,126
18/19	-	-	677,654	677,654	-		677,654
Total:	-	-	2,613,080	2,613,080	-	-	2,613,080

What will we achieve with this money?

Outcome					CSP Link
Ongoing Operations					
Road Contracts Management					
Management of RMCC and other road contracts					PI3
Management of the reseals program					PI3
RMCC and Other Road Contracts					
Completion of maintenance and incident response work for RMS on the State Road network					PI3
Completion of RMCC work orders for construction/major rehabilitation work for RMS on the State Road network					PI3
Reseals					
Resealing of Regional Roads					PI3
Resealing of rural Local Roads					PI3
Resealing of town streets					PI3
Capital Projects					
	2015/16	2016/17	2017/18	2018/19	
Reseals					
Baradine Streets Reseals	18,100	18,500	18,963	19,437	PI3
Binnaway Streets Reseals	16,200	16,600	17,015	17,440	PI3
Coolah Streets Reseals	26,900	27,600	28,290	28,997	PI3
Coonabarabran Streets Reseals	86,200	88,300	90,508	92,771	PI3
Dunedoo Streets Reseals	24,200	24,800	25,420	26,056	PI3
Local Roads Reseals	441,500	452,600	463,915	475,513	PI3
Mendooran Streets Reseals	16,200	16,600	17,015	17,440	PI3
Total:	629,300	645,000	661,126	677,654	

How will we track our progress?

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

Technical Services – Fleet Services

Directorate: Technical Services

Branch: Fleet Services

The Fleet Services Branch is responsible for the following activities:

Fleet Services Management

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



Plant and Equipment

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

Workshops

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Fleet Services Management							
15/16	(86,700)	277,589	-	190,889	-	(190,889)	-
16/17	(88,868)	284,825	-	195,957	-	(195,957)	-
17/18	(91,089)	292,351	-	201,262	-	(201,262)	-
18/19	(93,366)	300,183	-	206,816	-	(206,816)	-
Total:	(360,023)	1,154,948	-	794,924	-	(794,924)	-
Plant and Equipment							
15/16	(5,627,600)	2,729,812	2,550,000	(347,788)	-	347,788	-
16/17	(5,602,290)	2,799,234	1,980,000	(823,056)	-	823,056	-
17/18	(5,720,872)	2,870,828	2,365,000	(485,045)	-	485,045	-
18/19	(5,842,419)	2,944,673	3,195,000	297,254	-	(297,254)	-
Total:	(22,793,181)	(11,344,547)	(10,090,000)	(1,358,635)	-	1,358,635	-

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Workshops							
15/16	-	53,298	-	53,298	-	(53,298)	-
16/17	-	54,656	-	54,656	-	(54,656)	-
17/18	-	56,057	-	56,057	-	(56,057)	-
18/19	-	57,504	-	57,504	-	(57,504)	-
Total:	-	221,515	-	221,515	-	(221,515)	-
Depots							
15/16	-	115,653	-	115,653	-	(115,653)	-
16/17	-	118,616	-	118,616	-	(118,616)	-
17/18	-	121,680	-	121,680	-	(121,680)	-
18/19	-	124,849	-	124,849	-	(124,849)	-
Total:	-	480,798	-	480,798	-	(480,798)	-

What will we achieve with this money?

Outcome	CSP Link				
Ongoing Operations					
Fleet Services Management					
Maintenance and replacement of Council's plant fleet within budget	GF8				
Generation of revenue from hire to internal and external groups	GF5				
Review of Fleet requirements with appropriate manager	GF8				
Review of Council's ten year replacement program	GF7				
Ensuring communications between Council's fleet and offices	P14				
Review of existing and new models for fleet operational cost efficiencies.	GF6				
Plant and Equipment					
Completion of maintenance and repairs of plant and equipment in a timely manner	GF5				
Maintenance of an effective radio network to allow communications between Council's offices and vehicles	P14				
Provision of an additional radio repeater at Mendooran	P14				
Investigation of fleet initiatives to reduce green house gas emission	GF5				
Completion of fleet registrations in September	GF5				
Ensuring plant and equipment is safe and reliable for use	GF5				
Workshops					
Completion of scheduled maintenance within a timeframe that will both minimise disruption to works and ensure plant and equipment is serviced within intervals specified by manufactures	GF5				
Provision of servicing within 20 hours or 500 kms of manufacturers specifications	GF5				
Key Projects					
Plant and Equipment					
Upgrade to radio communications network	P14				
Capital Projects					
	2015/16	2016/17	2017/18	2018/19	
Minor Plant Purchases	15,000	15,000	15,000	20,000	GF6
Plant and Equipment Purchases	2,535,000	1,965,000	2,350,000	3,175,000	GF6
Total:	2,550,000	1,980,000	2,365,000	3,195,000	

How will we track our progress?

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

Technical Services – Urban Services

Directorate: Technical Services

Branch: Urban Services

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

Urban Services Management

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



Horticulture

The Horticulture activity of the Urban Services Branch is responsible for the maintenance and upkeep of parks and reserves controlled by Council throughout the shire. This includes ensuring that parks and reserves are neat and tidy at all times, and planned maintenance such as cleaning, mowing and other general maintenance is carried out in a timely fashion.

The Horticulture activity is also responsible for keeping trees in a healthy, safe and tidy condition through monitoring the state of trees in the shire, and carrying out pruning and cleaning activities as required. This activity is also responsible for grass cutting within town streets. Parks under Council's control include:

- **Baradine** – Lions Park;
- **Binnaway** – Len Guy Park;
- **Coonabarabran** – Neilson Park, Masters Park, Timor Rock Reserve, Nandi Park and the David Bell Park;
- **Coolah** – McMaster Park, Black Stump Rest Area, Jorrocks Park, Brownie Park, Swanston Park;
- **Dunedoo** –Milling Park;
- **Mendooran** – Mendooran Park and Mendooran Campsite Ground;
- **Leadville** – Norman Home Park.

Street Cleaning

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

Ovals and Other Sporting Facilities

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

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

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

Public Amenities

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



Town Streets

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

Public Swimming Pools

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Urban Service Management							
15/16	(14,125)	198,559	-	184,434	-	-	184,434
16/17	(14,478)	203,915	-	189,437	-	-	189,437
17/18	(14,840)	209,552	-	194,712	-	-	194,712
18/19	(15,211)	215,483	-	200,272	-	-	200,272
Total:	(58,654)	827,509	-	768,855	-	-	768,855
Horticulture							
15/16	-	700,555	70,000	770,555	-	(105,000)	665,555
16/17	-	719,145	27,000	746,145	-	(20,000)	726,145
17/18	-	738,572	37,000	775,572	-	-	775,572
18/19	-	758,879	20,000	778,879	-	-	778,879
Total:	-	2,917,151	154,000	3,071,151	-	(125,000)	2,946,151

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Street Cleaning							
15/16	-	236,256	-	236,256	-	-	236,256
16/17	-	242,507	-	242,507	-	-	242,507
17/18	-	249,042	-	249,042	-	-	249,042
18/19	-	255,875	-	255,875	-	-	255,875
Total:	-	983,680	-	983,680	-	-	983,680
Ovals and Other Sporting Facilities							
15/16	(11,466)	303,020	70,000	361,554	-	-	361,554
16/17	(11,753)	311,011	-	299,258	-	-	299,258
17/18	(12,047)	319,343	6,000	313,297	-	-	313,297
18/19	(12,348)	328,034	-	315,686	-	-	315,686
Total:	(47,614)	1261,408	76,000	1,289,795	-	-	1,289,795
Public Amenities							
15/16	-	213,714	-	213,714	-	-	213,714
16/17	-	219,409	-	219,409	-	-	219,409
17/18	-	225,377	-	225,377	-	-	225,377
18/19	-	231,633	-	231,633	-	-	231,633
Total:	-	890,133	-	890,133	-	-	890,133
Town Streets							
15/16	(545,200)	624,415	994,000	1,073,215	-	-	1,073,215
16/17	(15,000)	640,809	418,000	1,038,814	-	-	1,038,814
17/18	(55,000)	657,896	471,000	1,073,896	-	-	1,073,896
18/19	(15,000)	675,709	629,000	1,289,709	-	-	1,289,709
Total:	(630,200)	2,598,829	2,562,000	4,455,634	-	-	4,455,634
Swimming Pools							
15/16	(120,000)	654,075	81,000	615,075	-	-	615,075
16/17	(123,000)	671,851	81,000	629,851	-	-	629,851
17/18	(126,075)	690,589	81,000	645,514	-	-	645,514
18/19	(129,227)	710,344	81,000	662,117	-	-	662,117
Total:	(498,302)	2,726,859	324,000	2,552,557	-	-	2,552,557

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Urban Services Management	
Management of the Urban Services branch	RO1
Responsibility for WH&S issues within the Urban Services branch	GF8
Completion of the Urban Services capital program	PI5
Applying for external grant funding for Urban Services activities	GF5
Horticulture	
Mowing of parks/reserves	RU4
Other maintenance and upkeep of parks and reserves	RU4
Monitoring and maintenance of street trees	RU4
Grass cutting in town streets	RU4
Street Cleaning	
Cleaning of town streets and gutters in Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo and Mendooran	RU4

Outcome					CSP Link
Ovals and Other Sporting Facilities					
Operation and maintenance of ovals and other sporting grounds and recreational facilities					RO1
Mowing of ovals					RO1
Maintenance of structures on ovals such as grandstands etc					RO1
Management of public liability issues associated with ovals and other sporting facilities					RO1
Management of rental and usage income associated with ovals and sporting facilities					RO1
Dealing with queries/requests from the public in relation to ovals and other sporting facilities					RO1
Public Amenities					
Cleaning of amenities per the following amenities cleaning program: <ul style="list-style-type: none"> • CBD - Coonabarabran - Daily • David Bell Park - Coonabarabran – Daily • Neilson Park – Coonabarabran – Daily • McMaster Park – Coolah – 3 times a week • Black Stump Rest Area – Coolah – 3 times a week • Milling Park – Dunedoo – Daily • Mendooran Park – 4 times a week • Camping area – Mendooran – 4 times a week • Baradine Lions Park – Daily • Binnaway Len Guy Park - Daily 					RU4
Town Streets					
Maintenance of town streets including road pavement, footpaths, kerbs and gutters, signage and culverts/drainage within town streets					RU4
Provision of street lighting in town streets					RU4
Completion of town street related capital works					PI4
Swimming Pools					
Operation of the six (6) swimming pools within the shire, including the provision of lifeguards					RO1
Maintenance of the six (6) pools within the shire					RO1
Water quality testing and water chlorination at the pools					RO1
Management of safety and public liability issues relating to the six (6) pools					RO1
Engagement and collaboration with local swimming clubs and other pool user groups					RO1
Capital Projects					
	2015/16	2016/17	2017/18	2018/19	
Horticulture					
Irrigation Masters Park	-	-	30,000	-	RU4
Milling Park - Gardens	-	7,000	7,000	-	RU4
Softfall under playground equipment (Coolah)	-	20,000	-	-	RU4
Baradine Oval Canteen	70,000	-	-	-	RU4
Total:	70,000	27,000	37,000	20,000	

Capital Projects	2015/16	2016/17	2017/18	2018/19	
Ovals					
Master Plan for Each Sporting Precinct	5,000	-	-	-	RO1
Robertson Oval - Netball Courts	65,000	-	-	-	RO1
Robertson Oval - Seat Replacement	-	-	6,000	-	RO1
Ovals Total	70,000	-	6,000	-	
Swimming Pools					
Binnaway - Pump room rehabilitation	6,000	-	-	-	RO1
Coolah - Pump rehabilitation	10,000	-	-	-	RO1
Coonabarabran - Replace Pumps	15,000	-	-	-	RO1
Dunedoo - Pump Rehabilitation	10,000	-	-	-	RO1
Shade Shelter - Baradine Pool	40,000	-	-	-	RO1
Numerous Pool Projects	-	81,000	81,000	81,000	RO1
Total:	81,000	81,000	81,000	81,000	
Town Streets - Baradine					
Baradine District Progress Association Main street Gardens	5,000	5,000	5,000	5,000	RU4
Baradine Streets - Streetlighting	-	-	8,000	-	RU4
Flood Plain Management	166,000	-	-	-	RU4
Kerb and Guttering Bligh Street between Narren and Darling	-	-	-	50,000	RU4
Kerb and guttering in Narren Street south of Macquarie Street	-	-	-	50,000	RU4
New Bins	2,000	-	-	-	RU4
Rehabilitation of footpath sections	10,000	20,000	20,000	20,000	RU4
Street Trees	-	-	5,000	5,000	RU4
Total:	183,000	25,000	38,000	130,000	
Town Streets - Binnaway					
Binnaway Progress Association	5,000	5,000	5,000	5,000	RU4
Bullinda Street, New Kerb and Guttering	-	-	-	40,000	RU4
Corry Bridge Western Approach	-	40,000	40,000	-	RU4
Footpath Rehabilitation	-	20,000	20,000	20,000	RU4
Renshaw street/railway street pipe size increase	10,000	-	-	-	RU4
Street Lights	10,000	-	-	-	RU4
Street Trees	-	-	-	6,000	RU4
Total:	25,000	65,000	65,000	71,000	
Town Streets - Coolah					
Booyamurra Street, east of Binnia, rehabilitation	200,000	-	-	-	RU4
Cycleway - Extensiopn From Booyamurra Street	106,000	-	-	-	RU4
Footpath Rehabilitation - various locations	15,000	30,000	30,000	30,000	RU4
Pavement Rehabilitation (Various Locations)	-	70,000	70,000	70,000	RU4
Street light program	-	-	8,000	-	RU4
Street Trees	-	-	-	7,000	RU4
Total:	321,000	100,000	108,000	107,000	
Town Streets - Coonabarabran					
Belar Street Drainage Pipe & K&G	-	-	-	-	RU4
Cassilis Street Footpath /Neate Street/Edward Street - Preliminary Works	-	-	-	-	RU4

Capital Projects	2015/16	2016/17	2017/18	2018/19	
Cassilis Street, Robertson to Namoi, new footpath	30,000	-	40,000	-	RU4
Crane Street Rehabilitation	-	60,000	50,000	30,000	RU4
Dalgarno Street (John - Cowper) Footpath Rehabilitation	20,000	20,000	20,000	-	RU4
Dalgarno Street West - Pavement Rehab	20,000	-	-	-	RU4
Dalgarno Street, centre medium, west of John to Robertson	-	50,000	-	50,000	RU4
John Street. K & G Rehabilitation	70,000	-	70,000	-	RU4
Kerb blister, John st cassillis	45,000	-	-	-	RU4
Mary Jane Cain Bridge Path Underpass	100,000	-	-	-	RU4
Shared Path, bridge to caravan park	160,000	-	-	-	RU4
Street Trees - centre charles street edwards to Dalgarno	-	-	30,000	-	RU4
Street Trees - Centre Cowper Street edwards to Dalgarno	-	30,000	-	-	RU4
Footpath Rehabilitation (general)	-	-	-	40,000	RU4
Street Trees	-	-	-	30,000	RU4
Total:	445,000	160,000	210,000	150,000	
Town Streets - Dunedoo					
Town Streets - Dunedoo	-	-	-	-	RU4
Footpath Rehabilitation	10,000	20,000	20,000	20,000	RU4
Underground Pipe drainage Wargundy Street	-	-	-	65,000	RU4
Total:	10,000	38,000	20,000	85,000	
Town Streets - Mendooran					
Bandulla Street, Traffic Calming	-	-	-	50,000	RU4
Footpath rehabilitation - various sections	10,000	30,000	30,000	30,000	RU4
Street Trees	-	-	-	6,000	RU4
Total:	10,000	30,000	30,000	85,000	

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Parks, Reserves, Ovals and Gardens			
1	Parks, reserves, trees, Ovals and gardens are maintained to an acceptable standard	Mowing and cleaning schedule maintained	Yes
2	Complaints regarding parks and street trees are dealt with promptly	Time (days) taken to address issues such as broken branches etc.	< 48 hrs
3	Streets in the six towns are kept clean and tidy	Streets cleaning schedule is adhered to: <ul style="list-style-type: none"> - Coonabarabran CBD – daily - Coonabarabran residential – monthly - Other towns CBD – weekly (by hand) - Other towns residential – 6 weekly 	Yes
4	Graffiti on Council buildings and other Council owned assets is removed in a timely manner	Time taken to remove graffiti	1 week
5	Provision of regular cleaning services for all toilets under Council control	Toilets are cleaned per agreed schedule (see outcomes section on page 70)	Yes
6	Ovals and sporting facilities are available for use by the public	Maximum number of days per oval per year when ovals and sporting facilities are not available	30 days
7	Ovals and sporting facilities are safe	Number of incidents/safety related complaints per year	< 2
Town Streets			
1	Town streets meet the access, safety and aesthetic needs of the community	Meets timeframe and standards	95%
2	Road pavement on town streets, kerb and gutters and footpaths are maintained to a reasonable standard	% of town streets road pavement where asset condition rating is >= average	90%

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

Development Services

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Development Services Management	
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Tourism and Economic Promotion	

Development Services – Development Services Management

Directorate: Development Services
Branch: Development Services Management

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

Development Services Management

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



Building Control

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

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

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

Environmental Health Services

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

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

The environmental health function of Council processes all applications for approval under the Public Health Act and the health related issues approved under the Local Government Act such as caravan park licencing. The branch is also responsible for promoting the health of our environment through programs such as the Central West Council's Salinity and Water Quality Alliance.

Town Planning

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

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



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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Development Services Management							
15/16	(50,000)	315,218	-	265,218	-	-	265,218
16/17	(51,250)	323,883	-	272,633	-	-	272,633
17/18	(52,531)	333,056	-	280,525	-	-	280,525
18/19	(53,845)	342,767	-	288,922	-	-	288,922
Total:	(207,626)	1,314,924	-	1,107,298	-	-	1,107,298
Building Control							
15/16	(48,000)	127,547	-	79,547	-	-	79,547
16/17	(49,200)	130,978	-	81,778	-	-	81,778
17/18	(50,430)	134,585	-	84,155	-	-	84,155
18/19	(51,691)	138,377	-	86,686	-	-	86,686
Total:	(199,321)	531,487	-	332,166	-	-	332,166
Environmental Health Services							
15/16	(5,000)	102,664	-	97,664	-	-	97,664
16/17	(5,125)	105,503	-	100,378	-	-	100,378
17/18	(5,253)	108,515	-	103,262	-	-	103,262
18/19	(5,384)	111,710	-	106,325	-	-	106,325
Total:	(20,767)	428,392	-	407,629	-	-	407,629
Town Planning							
15/16	(145,000)	102,078	-	(42,922)	-	-	(42,922)
16/17	(117,875)	104,877	-	(12,998)	-	-	(12,998)
17/18	(120,822)	107,838	-	(12,983)	-	-	(12,983)
18/19	(123,842)	110,971	-	(12,872)	-	-	(12,872)
Total:	(507,539)	425,764	-	(81,775)	-	-	(81,775)

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Development Services Management	
Management of Development Services Division outcomes and workload	GF4
Management of Development Services Division staff and resources allocation	GF8
Interpret, counsel and advise the GM and Council on applicable statutes and policies	GF7
Actively communicate/network with industry peers, associations and organisations	GF1
Ensure Warrumbungle Waste services operations are operated as cost effectively as possible	PI8
Building Control	
Educate the local trades on new issues relating to the building industry.	RU1
Ensure all Part 4A certificates are processed in a reasonable time period and in accordance with legislation and best practice procedures.	GF4
Ensure all building certificates are accurate and processed efficiently.	GF4
Manage the safety of the built environment	RU1
Ensure processes and procedures meet best practice standards for building surveying.	GF4
Ensure all plumbing installations are carried out in accordance with legislation.	RU2
Carryout building and plumbing inspections in a timely and effective manner to ensure compliance with legal requirements.	RU2
Environmental Health Services	
Ensure all approvals are processed in a reasonable time period and in accordance with legislation and best practice procedures.	GF4
Educate and regulate the local food service and processing industry in accordance with Council's MOU with the Food Safety Authority.	GF4
Promptly respond and take appropriate action to incidents likely to cause harm to the environment.	RU3
Ensure that Council's State of the Environment Reporting is delivered.	NE1
Carryout an annual inspection of all high risk On-site sewage management systems.	P18
Assist other branches within council to achieve best practice environmental outcomes	NE1
Town Planning	
Ensure all planning instruments under Council control are effective and relevant	GF5
Ensure all development applications are processed in a reasonable time period and in accordance with legislation and best practice procedures.	GF4
Ensure all 149 zoning certificates are accurate and processed efficiently.	GF7
Ensure the shires heritage assets are effectively managed.	RU4
Key Projects	
Development Services Management	
Implement changes to waste management practices based on outcome of Waste Management Strategy	PI8
Building Control	
Annual inspections of all high risk residential accommodation properties.	RU4
Environmental Health Services	
Implement actions from the strategic plan of the Central West Councils Salinity and Water Quality Alliance.	NE4
Town Planning	
Develop a single shire wide DCP once the LEP is adopted.	RU1
Operate a local heritage fund each year.	RU1

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Development Services Management			
1	Development Services Directorate is financially responsible	Recurrent budget variance	Less than +/- 10%
2	Warrumbungle Waste is operated in a cost effective manner	% increase in waste services costs	Less than CPI
3	Capital and key projects are completed on time and within budget	Capital and key projects are completed on time and within budget	Yes
Building Control			
1	Structures do not pose a risk to the health and safety of occupants or the public	Inspections carried out from complaints received completed in <24hrs	100%
2	Local trades are well informed of changes to building legislation and codes	Email newsletter when new legislation or information available	Yes
3	Complying Development Certificate applications are processed within legislated timeframes	Average application processing time for Certificates for Sale or Property	21 days
4	Building Certificates processed within reasonable timeframes	Average application processing time	7 days
5	Complying Development Certificate applications and Building Certificates are processed effectively	% audit of 5 files demonstrating legislative and procedural compliance	90%
6	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
7	Plumbing installations meet statutory requirements and drainage diagrams provided	Number of properties audited per annum after inspection and installation complete	10
Environmental Health Services			
1	Comply with the MOU between Council and the Food Safety Authority	% of inspections conducted annually of Category 1 and 2 businesses	100%
2	Implement actions from the Central West Councils Salinity and Water Quality Alliance 5 year strategic plan	% of actions funded and completed	60%
3	Approvals processed within reasonable timeframes	Average approvals processing time – when all information is received from applicant	7 days
4	Approvals are processed accurately	% audit of 20 files demonstrating legislative and procedural compliance	80%
5	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
6	OSSMS do not pose a risk to public health or the environment	Inspections carried out from complaints within 3 days	95%
7	Sampling is carried out in partnership with NSW Health to ensure public water supplies meet drinking water guidelines	Frequency of sampling of town water supplies	Weekly

No	Service Level	Service Level Indicator	Service Level
Town Planning			
1	Council Planning instruments are relevant and effective	Frequency of review of planning instruments	Annual
2	Development applications processed in a timely manner	Average application processing time exclusive of stop the clock times	40 days
3	Development applications processed accurately	% audit of 20 files demonstrating legislative and procedural compliance	100%
4	Planning certificates processed in a timely manner	Average 149 certificate application processing time	7 days
5	Planning certificates processed accurately	% audit of 20 files demonstrating legislative and procedural compliance	90%
6	Heritage stock effectively managed	Heritage advisor service is maintained	Yes
7	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months
8	Council has a single DCP to guide development across the shire	A single DCP that is relevant and compliant with the LEP and current practice advice from DP&I is available.	Yes
9	The Local Heritage fund is maintained	Number of different properties that benefit from the fund	5
10	Subdivision Certificates processed in a timely manner	Average time taken to release subdivision plan when all information and conditions met	15 days

Development Services – Regulatory Services

Directorate: Development Services

Branch: Regulatory Services

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

Compliance Services

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



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



Noxious Weeds

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Compliance Services							
15/16	(35,066)	190,979	-	155,913	-	-	155,913
16/17	(35,943)	196,176	-	160,234	-	-	160,234
17/18	(36,841)	201,659	-	164,818	-	-	164,818
18/19	(37,762)	207,445	-	169,683	-	-	169,683
Total:	(145,612)	796,259	-	650,648	-	-	650,648
Noxious Weeds							
15/16	-	99,810	-	99,810	-	-	99,810
16/17	-	102,305	-	102,305	-	-	102,305
17/18	-	104,863	-	104,863	-	-	104,863
18/19	-	107,484	-	107,484	-	-	107,484
Total:	-	414,462	-	414,462	-	-	414,462

What will we achieve with this money?

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

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Compliance Services			
1	The keeping of companion animals is regulated through micro chipping	Number of public micro chipping days per year in each town	2
2	Roadways are kept largely free of straying stock through regular stock patrols (per agreed program) and timely responses to complaints	Notification from complaint response time	< 48 hours
3	The negative effects caused from the keeping of animals in urban areas is minimised	Response time for complaints	< 48 hours
4	Private land within urban areas does not pose a safety issue from overgrown vegetation	Frequency of inspection of all urban areas (including instigating actions to keep land vegetation from harbouring vermin)	Monthly
5	Alcohol free zones maintained in towns	Frequency of inspection of alcohol free zone signs	6 monthly
Noxious Weeds			
1	Noxious weeds are controlled throughout the Shire	Membership of Castlereagh Macquarie County Council is maintained	Yes

Development Services – Property and Risk

Directorate: Development Services

Branch: Property and Risk

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

Property and Risk

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

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

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

Cemetery Services

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



Medical Facilities

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

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



Public Halls

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

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Property and Risk							
15/16	(773,512)	1,336,331	10,000	572,819	263,683		836,503
16/17	(779,783)	1,351,533	30,000	601,750	279,153		880,903
17/18	(799,278)	1,366,235	-	566,957	296,076		863,033
18/19	(819,259)	1,381,046	-	561,787	313,879		875,666
Total:	(3,171,832)	5435,145	40,000	2,303,313	1,152,791	-	3,456,105
Cemetery Services							
15/16	(89,513)	170,548	-	81,036	-		81,036
16/17	(91,750)	175,104	-	83,354	-		83,354
17/18	(94,044)	179,881	50,000	135,837	-		135,837
18/19	(96,395)	184,891	-	88,496	-		88,496
Total:	(371,702)	710,424	50,000	388,723	-	-	388,723
Medical Facilities							
15/16	(66,000)	88,624	-	22,624	-		22,624
16/17	(67,650)	90,921	-	23,271	-		23,271
17/18	(69,341)	93,294	-	23,952	-		23,952
18/19	(71,075)	95,745	-	24,670	-		24,670
Total:	(274,066)	368,584	-	94,517	-	-	94,517
Public Halls							
15/16	(17,912)	256,470	27,500	266,058	-		266,058
16/17	(18,360)	263,033	20,000	264,673	-	(20,000)	244,673
17/18	(68,819)	269,802	100,000	300,983	-		300,983
18/19	(34,289)	276,783	195,000	437,494	-		437,494
Total:	(139,380)	1,066,088	342,500	1,269,208	-	20,000	1,249,208

What will we achieve with this money?

Outcome					CSP Link
Ongoing Operations					
Property and Risk					
Property management, maintenance and repair works					GF5
Public liaison on property matters and complaints					GF5
Oversee the security arrangements for all Council buildings					GF5
Ensure cleaning services to all internal business units and relevant community units					GF5
Maintenance of Council's property register and adherence to legislative requirements					GF4
Management of property services including leases, licences and legal compliance					GF4
Risk Management including insurance and risk mitigation					GF8
Crown Land management					RU4
Internal management reporting					GF4
Cemetery Services					
Maintenance of cemeteries					RU4
Compliance with relevant legislation					GF4
Strategic planning for the future growth needs of the shire					GF5
Dealing with the public in regard to internment are carried out professionally					GF4
Maintenance and management of historic cemeteries					RU4
Medical Facilities					
Effective management of domestic residences for medical practitioners					PI2
Property management of professional premises for service providers					GF8
Public Halls					
Effective management of public halls					GF5
Effective maintenance of public halls					GF5
Manage community expectations and access to the halls					CC3
Organisation of grant and other funding for updating fixtures and fittings					CC2
Maximising returns on public halls through promotion and advertising					GF6
Key Projects					
Property and Risk					
Completion of a Plan of Management for all council owned land					GF6
Capital Projects					
Council Offices & Other Property					
Disabled access Coolah Office					10,000 30,000 - - GF5
Total:					10,000 30,000 - -
Public Halls					
Mendooran Hall - Stage Refurb					- 20,000 - - CC1
Hall Baradine - Disabled Access					27,500 - - - CC1
Binnaway Hall Stage Refurb					- - 50,000 - CC1
Binnaway Hall Roof Replacement					- - - 80,000 CC1
Coonabarabran Hall Furniture Renewal					- - 50,000 - CC1
Coonabarabran Town Hall - Kitchen Refurb					- - - 100,000 CC1
Goolhi Hall - Toilet Refurb					- - - 15,000 CC1
Total:					27,500 20,000 100,000 195,000
Cemetery Services					
Coonabarabran Native Grove Cemetery Expansion					- - 50,000 - CC1
Total:					- - 50,000 -

How will we track our progress?

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

Development Services – Tourism and Development Services

Directorate: Development Services

Branch: Development and Tourism

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

Tourism and Development Services

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

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

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



Tourism and Economic Promotion

Tourism and Economic Promotion is the promotional arm for tourism and economic development within Warrumbungle Shire. The unit is located in the Coonabarabran VIC and is supported by a shire wide Tourism and Economic Development Advisory Committee involving tourism and business stakeholders plus community representatives.

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Tourism and Development Services							
15/16	(47,500)	367,220	30,000	349,720	-		349,720
16/17	(48,688)	377,126	20,000	348,438	-		348,438
17/18	(49,905)	387,543	-	337,638	-		337,638
18/19	(51,152)	398,498	-	347,346	-		347,346
Total:	(197,245)	1,530,387	50,000	1,383,142	-	-	1,383,142
Tourism and Economic Promotion							
15/16	-	33,100	-	33,100	-		33,100
16/17	-	33,928	-	33,928	-		33,928
17/18	-	34,776	-	34,776	-		34,776
18/19	-	35,645	-	35,645	-		35,645
Total:	-	137,449	-	137,449	-	-	137,449

What will we achieve with this money?

Outcome	CSP Link			
Ongoing Operations				
Tourism and Development Services				
Distribution of tourism information	LE3			
Maintenance of an effective visitor information service	LE3			
Provision of VIC support to outlying communities	LE3			
Well presented building and grounds, meeting WH&S standards	RU4			
Provision of a comprehensive range of retail products that are competitively priced to return appropriate profit	LE4			
Recording and analysis of statistics on tourism to the shire	LE3			
Support of the Tourism and Economic Development Advisory Committee	LE3			
Tourism and Economic Promotion				
Implementation of a cost effective tourism and marketing campaign aligned to market research	LE3			
Encourage key organisations to facilitate community economic development	LE3			
Submission of bids for hosting conferences and special events	LE3			
Establishment of a network of government and business agencies to facilitate business development	LE3			
Promotion of business needs to stakeholders and Council	LE3			
Actively promote the development and investment in Council owned land	LE3			
Review and revise implementation of marketing strategies in partnership with the TED Committee.	LE3			
Capital Projects	2015/16	2016/17	2017/18	2018/19
Tourism and Development Services				
Tourism Trail Brochure	10,000	-	-	-
Shire Entrance Signs	20,000	20,000	-	-
Total:	30,000	20,000	-	-

How will we track our progress?

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

Corporate Services

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Yuluwirri Kids	

Corporate Services – Corporate Services Management

Directorate: Corporate Services
Branch: Corporate Services Management

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



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

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
15/16	(30,485)	204,277	-	173,792	-		173,792
16/17	(31,247)	209,924	-	178,677	-		178,677
17/18	(32,028)	215,911	-	183,883	-		183,883
18/19	(32,829)	222,260	-	189,431	-		189,431
Total:	(126,589)	852,372	-	725,783	-	-	725,783

What will we achieve with this money?

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

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

How will we track our progress?

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

Corporate Services – Administration & Customer Services

Directorate: Corporate Services

Branch: Administration & Customer Services

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

Administration and Customer Services

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



These services include the provision of:

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



Community Banking Agency

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Administration and Customer Services							
15/16	(217,486)	708,347	-	490,860	-		490,860
16/17	(222,924)	727,760	-	504,837	-		504,837
17/18	(228,497)	748,291	-	519,794	-		519,794
18/19	(234,209)	770,004	-	535,795	-		535,795
Total:	(903,116)	2,954,402	-	2,051,286	-	-	2,051,286
Community Banking Agency							
15/16	(112,032)	112,032	-	-	-		-
16/17	-	-	-	-	-		-
17/18	-	-	-	-	-		-
18/19	-	-	-	-	-		-
Total:	(112,032)	112,032	-	-	-	-	-

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Administration and Customer Services	
Effective and efficient delivery of Customer services, receipting and counter services	GF4
Preparation of statutory documentation	GF4
Preparation of correspondence and reports as required	GF4
Registration of correspondence into Council's document management system	GF4
Distribution of Business Papers and Minutes to Council, senior staff and the community including on Council's website	GF4
Recording of Council Resolutions at Council meetings	GF4
Promotion of internal and external communication	GF4
Community Banking Agency	
Provision of Westpac agency banking services to the Dunedoo community	LE4
Provision of Council front counter services to the Dunedoo community	GF8

How will we track our progress?

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

No	Service Level	Service Level Indicator	Service Level
Community Banking Agency			
1	Westpac agency outcome targets are met and quarterly assessment achieves satisfactory results	Satisfactory quarterly statistical and mystery shopping results	100%

Corporate Services – Bushfire and Emergency Services

Directorate: Corporate Services
Branch: Bushfire and Emergency Services

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



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

Council’s responsibilities under the RFS agreement include:

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
15/16	(5,459,017)	3,266,560	2,656,100	463,643	-	-	463,643
16/17	(4,176,649)	3,348,339	1,381,728	553,418	-	-	553,418
17/18	(3,330,875)	3,432,204	340,021	441,350	-	-	441,350
18/19	(3,414,326)	3,518,212	348,522	452,408	-	-	452,408
Total:	(12,966,541)	10,047,103	4,377,849	1,458,411	-	-	1,458,411

What will we achieve with this money?

Outcome					CSP Link
Ongoing Operations					
Funding RFS for the provision of Emergency Services (Council's portion only)					P12
Provision to RFS of financial and information services and access to Council data					GF5
Provision to RFS of maintenance and registration services for vehicles, and cleaning and grounds maintenance and security services for RFS buildings					GF5
Provision to RFS of technical advice on environmental issues					GF5
Provision to RFS of administrative support during major incidents and access to Council office equipment					GF5
Provision to RFS of Council plant and equipment during major incidents					GF5
Provision to RFS of Council stores and fuel supply for plant and equipment					GF5
Council attendance at Liaison Committee and distribution of Committee minutes					CC4
Capital Projects					
	2015/16	2016/17	2017/18	2018/19	
RFS - Enhancements	-	24,230	24,836	24,457	GF5
RFS - Fire Control Centre Coonabarabran	2,000,000	1,050,000	-	-	GF5
RFS - Vehicles	656,100	307,498	315,185	323,065	GF5
Total:	2,656,100	1,381,728	340,021	348,522	

How will we track our progress?

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

Corporate Services - Finance

Directorate: Corporate Services
Branch: Finance

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



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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
15/16	(702,675)	1,339,203	-	636,528	-	-	636,528
16/17	(720,242)	1,375,379	-	655,138	-	-	655,138
17/18	(738,248)	1,413,459	-	675,211	-	-	675,211
18/19	(756,704)	1,453,549	-	696,845	-	-	696,845
Total:	(2,917,869)	5,581,590	-	2,663,722	-	-	2,663,722

What will we achieve with this money?

Outcome	CSP Link
Ongoing Operations	
Completion of financial statements and liaising with internal and external audit	GF6
Completion and monitoring of Council's budget, including preparation of QBRs	GF6
Management of Council's accounts payable, accounts receivable and stores functions	GF6
Management of Council's rates function	GF6
Management of water, sewer and waste billing	GF6
Asset management	GF8
Finance related IP&R requirements, and other DLG, ABS and LGGC returns	GF7

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

How will we track our progress?

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

Corporate Services – Communications & IT

Directorate: Corporate Services

Branch: Communications & IT

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



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

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
15/16	(750,387)	1,066,536	140,255	456,404	-	-	456,404
16/17	(763,153)	1,093,722	50,000	380,569	-	-	380,569
17/18	(782,232)	1,031,600	315,000	564,368	-	-	564,368
18/19	(801,788)	1,058,311	115,000	371,523	-	-	371,523
Total:	(3,097,560)	4,250,169	620,255	1,772,864	-	-	1,772,864

What will we achieve with this money?

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

Outcome					CSP Link
Key Projects					
Develop and implement Council's Communication Strategy					GF4
Develop and implement Council's GIS Strategy					GF4
Capital Projects	2015/16	2016/17	2017/18	2018/19	
Communications & IT					
Authority Asset Management Software			100,000		GF6
GPS Handheld units			15,000		GF6
Replacement PCs	15,000	40,000	40,000	15,000	GF6
Replacement IT Server Hardware	16,230	10,000	10,000	100,000	GF6
Antivirus Security Software			30,000		GF6
Bluepoint Integration	50,000				GF6
Microsoft Server Licenses & SA - This is a must - no Choice as otherwise illegal	59,025				GF6
Point to point wifi Coona Office			100,000		GF6
Point to point wifi for remote sights			20,000		GF6
Total:	140,255	50,000	315,000	115,000	

How will we track our progress?

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

Corporate Services – Supply Services

Directorate: Corporate Services

Branch: Supply Services

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



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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
15/16	-	409,659	1,250	410,909	-		410,909
16/17	-	420,872	-	420,872	-		420,872
17/18	-	432,726	-	432,726	-		432,726
18/19	-	445,258	-	445,258	-		445,258
Total:	-	1,708,515	1,250	1,709,765	-	-	1,709,765

What will we achieve with this money?

Outcome	CSP Link			
Ongoing Operations				
Maintenance and operation of store facilities in Coolah, Dunedoo and Coonabarabran	GF4			
Management of stock levels and stock availability at Council’s three stores	GF4			
Issuing of stock to all departments within Council in a timely manner and minimising idle stock	GF4			
Ensuring stock is purchased at the best possible prices in accordance with Council procurement policy and delegations.	GF4			
Ensuring hazardous materials are stored safely	GF4			
Maximising opportunities for regional procurement and resource sharing	GF4			
Key Projects				
Implementation of uniform store codes for purchasing and control	GF4			
Capital Projects	2015/16	2016/17	2017/18	2018/19
Coolah Store - 3 Whirlybirds for vent over chemical Storage	1,250			

How will we track our progress?

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

Corporate Services – Human Resources

Directorate: Corporate Services

Branch: Human Resources

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

Human Resources Management

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

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



Payroll Services

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

Workplace Health and Safety

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

Learning and Development

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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Human Resources Management							
15/16	(107,714)	382,173	-	274,459	-	-	274,459
16/17	(110,407)	392,460	-	282,053	-	-	282,053
17/18	(113,167)	403,276	-	290,109	-	-	290,109
18/19	(115,997)	414,650	-	298,653	-	-	298,653
Total:	(447,285)	1,592,559	-	1,145,274	-	-	1,145,274

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Payroll Services							
15/16	(96,187)	219,694	-	123,508	-	-	123,508
16/17	(98,591)	221,921	-	123,330	-	-	123,330
17/18	(101,056)	224,280	-	123,224	-	-	123,224
18/19	(103,583)	226,778	-	123,195	-	-	123,195
Total:	(399,417)	892,673	-	493,257	-	-	493,257
Workplace Health and Safety							
15/16	(70,381)	130,279	-	59,898	-	-	59,898
16/17	(72,140)	133,733	-	61,593	-	-	61,593
17/18	(73,944)	137,347	-	63,403	-	-	63,403
18/19	(75,793)	141,128	-	65,336	-	-	65,336
Total:	(292,258)	542,487	-	250,230	-	-	250,230
Learning and Development							
15/16	(92,910)	411,224	-	318,314	-	-	318,314
16/17	(95,233)	422,507	-	327,274	-	-	327,274
17/18	(97,614)	434,443	-	336,829	-	-	336,829
18/19	(100,054)	447,071	-	347,017	-	-	347,017
Total:	(385,811)	1,715,245	-	1,329,434	-	-	1,329,434

What will we achieve with this money?

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

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Human Resources Management			
1	Efficient and effective recruitment of vacated positions	Time taken to fill vacated positions within the organisation structure	6 weeks
2	Relationships between management and unions remain positive	Percentage of industrial relations issues resolved with no breaches of government legislation	98%
3	Turnover of staff is kept to a minimum	Staff turnover ratios are managed to % of total staff	15%
4	All HR Policies are relevant and adhere to legislative requirements	Frequency of review and updating of policies	Annual
5	2013/14 – 2016/17 Workforce Management Strategy is adopted by Council	Workforce Management Strategy action plans are implemented within the recommended time frames	Yes
6	Content on Councils Intranet is up-to-date and accurate.	Daily monitoring	Yes
7	Staff kept informed via staff newsletter.	Number of staff newsletters per year	6
Payroll Services			
1	Council staff are informed and provided opportunities for feedback	Number of internal staff newsletters per year	6 p/a
2	Upon timely receipt of timesheets, wages are paid into staff bank accounts by Thursday of each week.	Number of late or incorrect wage payments	None
3	Superannuation payments paid within the prescribed timeframe	Number of payments made outside of prescribed timeframe	None
4	Staff termination payments made within one week from final date of employment	Number of complaints	None
Workplace Health and Safety			
1	All Safety Policies are relevant and adhere to legislative requirements	Frequency of review and updating of policies	Annual
2	StateCover Safety Audit is completed on time and overall result is improved upon	Results of Audit	60%
3	Specific workers compensation injury trends are reported	Injuries are investigated and repeat injuries reported to Management	95%
4	WH&S Management Plan which takes into account the Echelon risk report developed and action plan completed and reviewed every twelve months	Action plan is completed within nominated time frames and reported to Council	Yes
5	WH&S practices lead to a reduction in the number of injuries and claims	Annual reduction in workers compensation premium	Yes
6	WH & S issues are minimised within the Technical Services Department	Number of WH&S incidents per annum	<5
Learning and Development			
1	Traineeships are offered to staff at a minimum level of Cert III	% of staff who possess minimum qualification requirements	90%

No	Service Level	Service Level Indicator	Service Level
2	Skills analysis are undertaken and Learning and Development plans are completed on an annual basis	Percentage of plans completed by February each year	98%
3	Staff are provided with an adequate number of training hours including information on new legislation	Minimum number of training courses attended per staff member per annum	1
4	All Contractors are given the opportunity to attend training with other Council Staff at their own expense	Income received by Council for Contractor training.	Yes
5	Staff performance and competency review process are in place	Revenue and income targets are met as per the Operational Plan	Yes
6	Staff Performance and competency review processes are in place	Annual reviews of all staff conducted as required by the Award or senior staff contracts	98%
7	Department Staff have appropriate skills to meet organisational needs	All Staff have individual training plans	Yes

Corporate Services – Children and Community Services

Directorate: Corporate Services
Branch: Children and Community Services

The Children and Community Services unit is responsible for achieving the objective of making our communities within the shire safe, harmonious and supportive bound by vibrant social and cultural interaction and a strong local identity. Providing support and assistance to those in need, volunteers, promoting community capacity building and community development. By facilitating harmonious and respectful relationships between our indigenous and non-indigenous communities and ensuring that our diverse community is reflected through a wide range of arts and cultural activities, festivals and events.

The unit is responsible for providing opportunities and developing support mechanisms to ensure that communities across the shire attract and retain young people and families to identify and address the causes and effects of economic and social disadvantage in communities across the shire so that smaller communities remain sustainable.

Warrumbungle Community Care

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

Community Development

Community Development provides assistance to the smaller communities across the shire including financial assistance to the identified local level community organisation for the appointment of a part-time Development Coordinator. These Development Coordinators liaise with their individual communities to determine local needs and identify community based projects, and then generate grant funding to fund these projects.

Libraries

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

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



Yuluwirri Kids

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



Connect Five

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

Family Day Care

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



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

Youth Development and Activities

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

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



The Youth Development Program works cohesively with the existing youth services across the shire, improving dialogue and best practice sharing between services, opening communication around service

delivery and addressing wider community youth issues holistically, breaking down barriers around community perceptions and access, and raising the positive profile of young people across the shire

OOSH

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



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

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

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Children’s And Community Services management							
15/16	(1,000)	51,037	-	50,037	-		50,037
16/17	(1,000)	52,368	-	51,368	-		51,368
17/18	(1,000)	53,752	-	52,752	-		52,752
18/19	(1,000)	55,192	-	54,192	-		54,192
Total:	(4,000)	212,349	-	208,349	-	-	208,349
Community Transport							
15/16	(355,487)	233,235	111,500	(10,752)	-	10,752	-
16/17	(264,437)	239,465	-	(24,972)	-	24,972	-
17/18	(297,923)	245,999	22,575	(29,349)	-	29,349	-
18/19	(382,636)	252,852	98,363	(31,421)	-	31,421	-
Total:	(1,300,483)	971,551	232,438	(96,494)	-	96,494	-
Multiservice Outlet							
15/16	(572,500)	544,905	20,500	(7,095)	-	7,095	-
16/17	(568,875)	559,636	-	(9,239)	-	9,239	-
17/18	(594,384)	575,146	22,575	3,337	-	(3,337)	-
18/19	(616,487)	591,478	22,038	(2,971)	-	2,971	-
Total:	(2,352,246)	2,271,165	65,113	(15,968)	-	15,968	-
Community Development							
15/16	-	96,000	-	96,000	-	-	96,000
16/17	-	96,000	-	96,000	-	-	96,000
17/18	-	96,000	-	96,000	-	-	96,000
18/19	-	96,000	-	96,000	-	-	96,000
Total:	-	384,000	-	384,000	-	-	384,000
Libraries							
15/16	(70,095)	643,303	-	573,208	-	-	573,208
16/17	(71,847)	659,386	-	587,538	-	-	587,538
17/18	(73,644)	675,870	-	602,227	-	-	602,227
18/19	(75,485)	692,767	-	617,282	-	-	617,282
Total:	(291,071)	2,671,326	-	2,380,255	-	-	2,380,255

Year	How much do these activities cost?				How are they funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
Yuluwirri Kids							
15/16	(1,386,258)	1,385,588	-	(670)	-	670	-
16/17	(1,426,404)	1,423,701	-	(2,704)	-	2,704	-
17/18	(1,467,746)	1,464,054	-	(3,692)	-	3,692	-
18/19	(1,510,321)	1,506,779	-	(3,542)	-	3,542	-
Total:	(5,790,729)	5,780,122	-	(10,608)	-	10,608	-
Connect Five							
15/16	(206,392)	190,430	15,000	(962)	-	962	-
16/17	(201,302)	195,676	-	(5,625)	-	5,625	-
17/18	(216,334)	201,234	-	(15,100)	-	15,100	-
18/19	(211,493)	207,121	16,125	11,753	-	(11,753)	-
Total:	(835,521)	794,461	31,125	(9,934)	-	9,934	-
Family Day Care							
15/16	(321,604)	322,370	10,500	11,266	-	(11,266)	-
16/17	(329,644)	330,721	-	1,077	-	(1,077)	-
17/18	(337,885)	339,389	-	1,504	-	(1,504)	-
18/19	(346,332)	348,388	11,288	13,344	-	(13,344)	-
Total:	(1,335,465)	1,340,868	21,788	27,191	-	(27,191)	-
Youth Development and Activities							
15/16	(102,480)	106,251	-	3,771	-	1,229	5,000
16/17	(105,042)	109,133	-	4,091	-	909	5,000
17/18	(107,668)	112,171	-	4,503	-	497	5,000
18/19	(110,360)	115,373	-	5,013	-	(13)	5,000
Total:	(425,550)	442,928	-	17,378	-	(2,622)	20,000
OOSH							
15/16	(50,400)	50,798	-	398	-	(398)	-
16/17	(51,660)	52,212	-	552	-	(552)	-
17/18	(52,952)	53,716	-	764	-	(764)	-
18/19	(54,275)	55,313	-	1,038	-	(1,038)	-
Total:	(209,287)	212,039	-	2,752	-	(2,752)	-

What will we achieve with this money?

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

Outcome	CSP Link
Community Development	
Ensure compliance with the Memorandum of Understanding for Development Co-ordinator funding	CC4
Employment of Development Coordinators in Coolah, Dunedoo, Mendooran, Binnaway and Baradine	CC6
Monitoring of revenue generated through Development Coordinator positions	GF5
Provision of support to Development Coordinators in each community	CC5
Sourcing of external grants to benefit the local community	GF6
Libraries	
Provide library services throughout the shire to service all age groups by maintaining membership of the MRL service	CC3
Ensure WH&S requirements at each location are met	CC3
Continue to review operations and hours to better meet demand	CC3
Yuluwirri Kids	
To provide a educational program and practice that is stimulating and engaging and enhances children’s learning and development	CC1
To focus on the physical environment that is safe, suitable and provides a rich and diverse range of experiences that promote children’s learning and development	CC1
The provision of qualified and experienced educators, and staff who are able to develop warm and respectful relationships with children, create safe and predictable environments and encourage children’s active engagement in the learning program	CC1
To focus on relationships with children being responsive and respectful and promoting children’s sense of security and belonging	CC1
To focus on collaborative relationships with families that are fundamental to achieving quality outcomes for children and community partnerships that are based on active communication, consultation and collaboration	CC1
To focus on effective leadership and management of the service that contributes to quality environments for children’s learning and development	CC1
To focus on safeguarding and promoting children’s health and safety	CC1
Connect Five	
Effective Management providing a cost effective service within the funding guidelines	CC1
Delivery of Children’s Play Sessions within the targeted area to meet the needs of each community.	CC1
Operation of a Toy Library for members and community	CC1
Development of Parenting Skills	CC1
Partnerships in Service Delivery	CC1
Risk management WH&S	CC1
Family Day Care	
Register new Family Day Care Educators wherever possible	CC1
Provide support, guidance, assistance and monitoring of Educators who are registered with the Scheme	CC1
Provide regular home visits to each Educator and play-sessions in each town	CC1
Ensure the Service is accessible and fulfils the requirements of families and children	CC1
Ensure there is adequate access to appropriate and quality care	CC1
Ensure the Service meets National Quality Standard Ratings (ACECQA)	CC1
Ensure objectives and requirements of Funding Agreement are met	CC1
Provide In Home Care in accordance with NSW In Home Care Interim Standards	CC1
Risk Management and WH&S	GF8

Outcome	CSP Link
Youth Development and Activities	
Building relationships between community stakeholders for improved opportunities and outcomes for youth	CC2
Complete research and provide Information distribution to the community and community groups for promotion of grant funding opportunities and network with surrounding shire youth programs. Development of resource for promotion of youth services.	CC1
Development of strategies through Inter-agencies and meetings. Up-skilling services, organisations and agencies for improved connectivity across the shire.	CC2
Research funding and facilitation for skills development and training, youth programming and social skill development across shire.	CC1
Advocacy of youth issues and program ideas through community groups and services	CC1
Continued Integration with youth through new and existing community programs	CC1
Management of school holiday program	CC1
Management of National Youth Week activities across the shire	CC1
OOSH	
Effective Management providing a cost effective service within the funding guidelines	CC1
Delivery of After School Care to meet the needs of the Coonabarabran community.	CC1
Risk management WH&S	CC2
Key Projects	
Youth Development and Activities	
Warrumbungle Shire Youth Action Groups	CC2
Capital Projects	2015/16 2016/17 2017/18 2018/19
Community Transport	
Renewal of Community Transport Fleet	91,500 - 22,575 98,363 GF8
Trips Program	20,000 - - - GF8
Connect Five	
Replacement of Connect Five vehicle	15,000 - - 16,125 GF8
Family Day Care	
Replacement of FDC vehicle	10,500 - - 11,288 GF8

How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
Community Transport			
1	Transport services provided to HACC Clients	Number of trips provided per annum	2800
2	Transport services provided to CTP Clients	Number of trips provided per annum	400
3	Transport services provided to Health Related Transport Clients	Number of trips provided per annum	40
4	Services are provided in line with Community Care Common Standards and HACC Guidelines	Number of action items completed from Action Plan	15

No	Service Level	Service Level Indicator	Service Level
Multiservice Outlet			
1	Social Support services provided to HACC clients	Number of services provided per annum	7,441
2	Meals Services provided to HACC clients	Number of meals provided per annum	12,188
3	Respite Services provided to HACC clients	Number of services provided per annum	1,557
4	Home Maintenance Services provided to HACC clients	Number of services provided per annum	2,392
5	Services are provided in line with Community Care Common Standards and HACC Guidelines	Number of action items completed from Action Plan	15
Yuluwirri Kids			
1	Scheme meets Quality Improvement Plan and ACECQA assessment Rating	Minimum assessment rating	Meets Assessment Rating
2	The service is well utilised by members of the community	Utilisation rate as a percentage of total capacity	95%
3	Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement	Level of surplus or deficit	Surplus
4	Capital extension project completed within the four year timeframe and is fully funded by external grants	Extension completed	Yes
5	Medium to long term needs of the community for child care services are addressed	Five (5) year business plan is complete	Yes
Libraries			
1	Provision of library services to residents of the shire is maintained	Membership of Macquarie Regional Library is maintained	Yes
2	Branches are safe for staff and the public	Complete annual inspections of all outlets	Complete
3	Library opening hours meet the needs of the residents of the Shire	The following opening hours are met: - Baradine 7.5 hours - Binnaway 4 hours - Coolah 30.5 hours - Coonabarabran 31.5 hours - Dunedoo 20 hours - Mendooran 7 hours	Yes
Connect Five			
1	Requirements of all funding agreements (NSW Dept. Human Services) are met	Annual acquittals and reports returned on time and meet with approval	Yes
2	Venues identified and licenced according to community requirements	Number of venues that are identified and licenced at any one time	9
3	Play sessions are provided to meet the emerging needs of the community	Number of play sessions per term	45
4	Play sessions are well patronised	Number of children attending per term	360
5	The resources in the Toy Library are clean and in good repair	Toys washed and cleaned on a fortnightly basis	Yes
6	The Toy Library is well utilised by the community	Number of items loaned per term	60

No	Service Level	Service Level Indicator	Service Level
7	A WH&S risk management program and healthy work environment for all staff and the public is fostered by the organisation	Number of incidents per term requiring medical assistance	None
8	The service meets the needs and expectations of the community	Survey results	Positive result
9	Policies and Procedures are met and maintained at all times	Policies and Procedures are reviewed and updated by all stakeholders and adhered to at all times	Yes
10	Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement	Level of surplus or deficit	Surplus
Family Day Care			
1	The number of registered Educators meet the needs of the Family Day Care service	Number of registered Educators	18
2	New Educators are registered and inducted including a thorough home safety audit (WHS)	New Educators are inducted and meet NSWFD standards	Yes
3	Educators are provided with supported home visits on a regular basis and regular contact outside of these visits via phone, email and mail outs	Number of monthly visits	1
4	Monthly play-sessions are provided in each town for Educators, with 90% of Educators attending.	% of Educators attending monthly play sessions in each town	90%
5	Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement	Level of surplus or deficit	Surplus
6	Requirements of all funding agreements (DEEWR) are met	Annual acquittals and reports returned on time and meet with approval	Yes
7	Coordination Unit, in conjunction with Educators ensures scheme meets all National Regulations and Quality Standards, gaining an appropriate rating during assessment	Minimum National Quality Standard (NQS) rating	Meeting NQS
8	Parents are provided with information about their child and are provided with relevant information about the service	Child reports sent to parents following coordination unit visits to Educators.	Yes
9	Provide support and visits to IHC families and Educators as per requirements	Frequency of eligibility review visits to each IHC family	6 monthly

No	Service Level	Service Level Indicator	Service Level
10	Policies and Procedures are met and maintained at all times by Coordination unit and Educators	Policies and Procedures are reviewed and updated by all stakeholders and adhered to at all times Monitored by coordination unit during home visits and play-sessions	Yes
11	Parents are provided with information about their child and are provided with relevant information about the service	Child reports sent to parents following coordination unit visits to Educators.	Yes
Youth Development			
1	Requirements and objectives of all funding agreements are met	Annual acquittals and reports returned on time and meet with approval	Yes
2	Delivery of Youth Action Group program across the shire	Number of young people engaged within Youth Action Groups	72
3	Delivery of cost effective and quality school holiday program	Number of young people and children engaged within program	225
4	Delivery of National Youth Week across the shire	Number of youth engaged in developing / managing activities	90
5	Enhance communities social infrastructure to support desired outcomes	Number of young people engaged within programs	1,600
6	Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement	Level of surplus or deficit	Surplus
7	Promotion of youth services, information sharing and networking between youth and community services	Number of printed media distributed through shire	1,600
OOSH			
1	Requirements and objectives of all funding agreements are met	Annual acquittals and reports returned on time and meet with approval	Yes
2	Policies and Procedures are met and maintained at all times	Policies and Procedures are reviewed and updated by all stakeholders and adhered to at all times	Yes
3	An appropriate After School Care is provided five days a week from 3.00pm to 5.30pm during school terms	Number of places booked per week	50
4	Scheme meets all National Regulations and Quality Standards, gaining an appropriate rating during assessment	Minimum National Quality Standard (NQS) rating	Meeting NQS
5	A WH&S risk management program and healthy work environment for all staff and the public is fostered by the organisation	Number of incidents per term requiring medical assistance	None
6	Service is sustainable in the long run	Level of surplus or deficit	Surplus
Community Development			
1	DCs are employed in Coolah, Dunedoo, Mendooran, Binnaway and Baradine	Funding MOU is signed and adopted by each community group	Yes
2	DCs meet conditions of the MOU and expectations of external grants are achieved	Level of external grants sourced per annum per town over a four year term	\$50k
3	Council effectively pursues opportunities for community grants in Coonabarabran	Level of external grants sourced per annum for Coonabarabran over a four year period	100k

Business Arms of Council

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Warrumbungle Water

Directorate: Business Arm of Council
Branch: Warrumbungle Water

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



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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
15/16	(4,503,270)	2,345,748	2,753,800	596,278	71,038	(667,316)	-
16/17	(3,023,439)	2,402,592	1,134,000	513,153	74,620	(587,773)	-
17/18	(3,171,362)	2,461,758	701,000	(8,604)	78,383	(69,779)	-
18/19	(3,326,635)	2,523,354	661,874	(141,407)	82,335	59,072	-
Total:	(14,024,706)	9,733,452	5,250,674	(959,420)	306,376	(1,265,796)	-

What will we achieve with this money?

Outcome					CSP Link
Ongoing Operations					
Operation and maintenance of water mains, including hydrants and valves					P17
Operation and maintenance of water service connections including water meters					P17
Operation and maintenance of water treatment plants					P17
Operation and maintenance of reservoirs and pumping stations and telemetry system					P17
Key Projects					
Completion of best practice water and sewer recommendations					P17
Ongoing investigation of water quality issues in each of the towns					P17
Ongoing improvements to meter reading operation					P17
Capital Projects	2015/16	2017/18	2017/18	2018/19	
Water - Baradine					
Meter Replacements	5,000	5,000	-	-	P17
Water Treatment Plant- Building Renovation	-	-	-	-	P17
Water Treatment Plant- Improvements	-	-	30,000	33,942	P17

Warrumbungle Shire Council –Operational Plan and Delivery Program 2015/16 – 2018/19

Capital Projects	2015/16	2016/17	2017/18	2018/19	
Water Treatment Plant -Rehabilitation of Clarifier	-	-	-	-	P17
Mains Replacement	-	80,000	-	-	P17
Mains Extension - Removal of Dead Ends	-	50,000	50,000	-	P17
Water Treatment Clarifier	500,000	350,000	-	-	P17
Total:	505,000	485,000	80,000	33,942	
Water - Binnaway					
Mains Replacement-David & Railway Sts, 570m	-	-	-	-	P17
Meter Replacements	5,000	5,000	-	-	P17
Binnaway Water Mains Replacement	-	-	-	-	P17
Water Treatment Plant- Renewals	20,000	-	25,000	11,314	P17
Water Main Rehabilitation - Napier Street - 420m	-	-	-	79,199	P17
New Bore	475,000	-	-	-	P17
Total:	500,000	5,000	25,000	90,513	
Water - Coolah					
Mains Extension - removal of dead ends	40,000	40,000	40,000	56,570	P17
Meter Replacements	5,000	5,000	5,000	-	P17
Water Treatment– Sodium Hypochlorite Pump standby	-	5,000	-	-	P17
Coolah Water Reservoirs Capital	-	30,000	30,000	-	P17
Mains Replacement - Gilmore st	-	30,000	30,000	-	P17
Mains Replacement	-	95,000	95,000	28,285	P17
New Bore	445,200	-	-	-	P17
Total:	490,200	205,000	200,000	84,856	
Water - Coonabarabran					
Mains Extensions (removal dead ends) - Arnold St, btwn Newell Hwy and Gunnedah Hill	-	100,000	-	-	P17
Mains Extensions (removal dead ends) - Jubilee St, btwn Newell Hwy and Gunnedah Hill	-	-	-	-	P17
Security Audit	-	-	-	-	P17
Mains Replacement	-	50,000	50,000	147,083	P17
Meter Replacements	10,000	10,000	10,000	-	P17
Timor Dam Fence Repairs	-	-	-	-	P17
Tools – Coonabarabran Water	3,000	3,000	3,000	-	P17
Main Extension - Removal of Dead Ends	60,000	60,000	60,000	-	P17
Mains Extension-Under Highway between Council depot & former Caltex site	-	60,000	-	-	P17
Water Main Extension - Removal of Dead Ends	-	-	-	124,455	P17
Fencing of Reservoir Site - Oxley Highway	-	-	-	11,314	P17
Water Main Rehabilitation	-	-	-	79,199	P17
Water Treatment Plant Improvements	-	-	-	33,942	P17
Raising Timor Dam Wall	600,000	-	-	-	P17

Capital Projects	2015/16	2016/17	2017/18	2018/19	
Telemetry Software - Conna	-	3,000	3,000	-	P17
Telemetry Upgrade Concept Design (All Towns)	50,000	-	-	-	P17
Mains Replacement-David & Railway Sts, 570m	-	70,000	80,000	-	P17
Total:	723,000	356,000	206,000	395,993	
Water - Dunedoo					
Dunedoo Water minor Plant & Equipment	3,000	3,000	-	-	P17
Mains Extension-Evans St, between Sullivan St and Nott St (430m)	50,000	-	-	56,570	P17
Mains Replacement	-	-	-	-	P17
Meter Replacements	-	-	-	-	P17
Reservoirs-Rehabilitation	-	-	20,000	-	P17
Mains Replacement - Bolaro St, Tallawang St to Merrygoen St (210m)	-	-	-	-	P17
Meter Replacements	-	-	-	-	P17
Mains Extension	-	-	-	-	P17
Reservoir Roof	60,000	50,000	50,000	-	P17
Total:	113,000	53,000	70,000	56,570	
Water - Mendooran					
Mains Extension	-	30,000	30,000	-	P17
Meter Replacements	5,000	-	-	-	P17
Water Pressure Project	-	-	-	-	P17
Main Replacement- from Merrygoen Creek to Reservoir	-	-	50,000	-	P17
Merrygoen Creek Main Replacement	-	-	40,000	-	P17
New Bore	417,600	-	-	-	P17
Water - Mendooran Total	422,600	30,000	120,000	-	

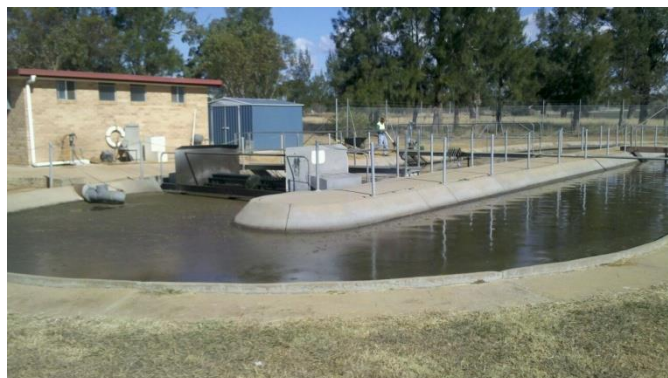
How will we track our progress?

No	Service Level	Service Level Indicator	Service Level
1	Quality potable water is supplied to connected properties	Water quality meets criteria established by Australian Drinking Water Guidelines.	Yes
2	Water supply to connected properties is continuous and there is no disruption due to broken water mains	Number of breaks per year	< 30
3	Supply of water to connected properties is at lowest possible recurrent cost	Variance over/under budget	< +/- 10%
4	Water charging for connected properties is accurate	Number of incorrect meter readings	< 20
5	Best practice water and sewer recommendations are completed	Recommendations actioned/completed	Yes
6	Capital projects are completed within their budgeted time line	% of capital projects completed to schedule	85%
7	Capital program is completed within budget	Total variance over/under budget	10%
8	Potable water is safe for drinking	Number of boil alerts	None
9	The water business operates as a fully self funding business	Yearly financial outcome against budget	Surplus

Warrumbungle Sewer

Directorate: Business Arm of Council
Branch: Warrumbungle Sewer

The core function of Warrumbungle Sewer is the collection and treatment of sewage effluent from connected properties in Baradine, Coolah, Coonabarabran and Dunedoo. The provision of sewer services must be economically sustainable and must meet licence requirements set by NSW Environment Protection Authority for discharge of effluent to the environment. To reinforce community expectations, the NSW Government requires Warrumbungle Sewer to demonstrate, on an annual basis, compliance with Best Practice management guidelines.



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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
15/16	(1,551,218)	1,130,931	323,000	(97,287)	(135,724)	233,010	-
16/17	(1,593,482)	1,160,785	243,000	(189,697)	(143,768)	333,465	-
17/18	(1,637,028)	1,191,964	363,000	(82,064)	(152,290)	234,354	-
18/19	(1,681,888)	1,224,537	588,332	130,981	(161,317)	30,336	-
Total:	(4,781,728)	3,483,680	929,000	(369,048)	(431,782)	800,829	-

What will we achieve with this money?

Outcome					CSP Link
Ongoing Operations					
Preventative and breakdown maintenance of sewer mains and manholes					P17
Operation and maintenance of sewerage treatment plants					P17
Operation and maintenance of sewerage pumping stations					P17
Key Projects					
Binnaway sewer investigation					P17
Capital Projects	2015/16	2016/17	2017/18	2018/19	
Sewer - Baradine					
Sewage Treatment Plant-Disinfection Plant-renewal	10,000	10,000	-	-	P17
Sewage Treatment Plant -Vacuum pumps renewal	-	-	30,000	-	P17
Effluent Reuse- Pivot Irrigator replacement	-	-	-	226,282	P17
Pivot Irrigator - Renewal	-	-	-	-	P17
Eco Treatment Odour Problem Vaccum Pump House	45,000	-	-	-	P17
Total:	55,000	10,000	30,000	226,282	

Capital Projects	2015/16	2016/17	2017/18	2018/19	
Sewer - Coolah					P17
Mains Relining	50,000	-	-	-	P17
Sewage Treatment Plant-rehabilitation/upgrades	-	-	50,000	56,570	P17
Grit Chamber Investigation	30,000	-	-	-	P17
Coolah Dump Site	5,000	-	-	-	P17
Total:	85,000	-	50,000	56,570	
Sewer - Coonabarabran					
Mains-Relining various sections	70,000	100,000	100,000	158,397	P17
Sewer camera replacement (\$12,000 exl GST Cadia quote)	-	-	-	-	P17
Replace Steel sewer rods	3,000	3,000	3,000	-	P17
Pump stations- renewal	60,000	30,000	30,000	33,942	P17
Sewerage Treatment Plant Improvements	-	-	50,000	56,570	P17
Mains Replacement/Rehab	-	100,000	50,000	56,570	P17
Sewer - Coonabarabran Total	133,000	233,000	233,000	305,480	
Sewer - Dunedoo					P17
Pump Station -renewal	-	-	50,000	-	P17
Mains-Relining various sections	50,000	-	-	-	P17
Sewer - Dunedoo Total	50,000	-	50,000	-	

How will we track our progress?

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

Warrumbungle Waste

Directorate: Business Arm of Council

Branch: Warrumbungle Waste

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



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

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

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

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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
15/16	(2,035,578)	1,944,083	-	(91,495)	-	-	(91,495)
16/17	(2,105,648)	1,995,613	-	(110,035)	-	-	(110,035)
17/18	(2,178,143)	2,049,515	-	(128,628)	-	-	(128,628)
18/19	(2,253,149)	2,105,913	-	(147,237)	-	-	(147,237)
Total:	(8,572,518)	8,095,124	-	(477,395)	-	-	(477,395)

What will we achieve with this money?

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

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

How will we track our progress?

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

Warrumbungle Quarry

Directorate: Business Arm of Council

Branch: Warrumbungle Quarry

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



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

Year	How much does this activity cost?				How is it funded?		
	Income	Operational Expenditure	Capital Expenditure	Net Cost to Council	Loan Receipts or Payments	Restricted Assets	General Fund
15/16	(1,389,126)	1,169,335	-	(219,791)	39,730	-	(180,062)
16/17	(1,506,965)	1,197,372	-	(309,593)	42,430	-	(267,163)
17/18	(1,544,639)	1,226,279	-	(318,360)	43,848	-	(274,512)
18/19	(1,583,255)	1,256,086	-	(327,169)	45,265	-	(281,904)
Total:	(4,398,039)	3,744,493	-	(653,546)	-	-	(653,546)

What will we achieve with this money?

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

How will we track our progress?

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

Appendix 1: Statement of Revenue Policy 2015/16

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A1.1 Introduction

Under Section 405 of the Local Government Act (1993), Council is required to include as part of its Operational Plan a statement of Council's Revenue Policy for the year covered by the Operational Plan.

The 2015/16 Budget reflects the following:

- Revenue (accrual basis) of \$51.272m;
- Expenditure (accrual basis) of \$38.250m;
- An Operating result of \$13.022m;
- A Capital Works Program of \$25.112m;
- A Consolidated Result (Excluding Depreciation and after inclusion of Capital Expenditure, loans and program transfers to and from Reserves – Restricted Assets) of \$74k Surplus.

For more information on these estimates, see Part 2 of the Operational Plan and Delivery Program
In arriving at the results for the 2015/16 year the following major items are noted:

- The Minister for Local Government has allowed an increase of 2.4% for the 2015/16 year in the permissible ordinary rate;
- That Council accepts the full 2.4% offered by the Minister;
- Labour costs include a 2.7% award allowance for wage increases (effective July 2014);
- With the exception of some expenses incurred for profit making agencies, Goods and Services Tax payable on supplies have not been included in the budget as Council receives an input tax credit equivalent to the GST paid and is reclaimed.

Financial Projections

General financial projections for the 2015/16 to 2018/19 years have been incorporated into the Delivery Program which includes an income statement, balance sheet and cashflow statement for the four years. Statements for 2015/16 have also been included in the Operational Plan. The information and assumptions used in all financial projections were the best available at the time of preparation.

A1.2 Ordinary Rates

Council levies Rates and Charges in accordance with the provisions of the Local Government Act 1993 (hereafter the Act), and Council must make and levy an ordinary rate for each year on all rateable land in its area (s.494 of the Act). Council's current rating structure is determined in accordance with Section 497 of the Act being a rate based on land value, together with a Base Amount.

Per Section 514 of the Act, all rateable land must be categorised as either farmland, residential, business or mining. Council also has the option to create sub-categories within these categories. The following is a brief explanation of these categories. For more detailed information, please refer to Sections 514 to 519 of the NSW Local Government Act, 1993.

Category	Details
Residential	Land is categorised as residential if: <ul style="list-style-type: none"> the main use is for residential accommodation (but not as a hotel, motel, guesthouse, boarding house, lodging house or nursing home) it is vacant land zoned for residential purposes it is rural residential land
Farmland	Land is categorised as farmland if its main use is for commercial farming e.g. Grazing, animal feedlots, dairying, pig farming, poultry farming, beekeeping, forestry, oyster or fish farming, or growing crops for profit. Rural residential land is not categorised as farmland.
Business	Land is categorised as business if it cannot be categorised as farmland, residential or mining. The main land uses in the business category are commercial and industrial.
Mining	Land is categorised as mining if it is a parcel of rateable land valued as one assessment and its dominant use is for a coal mine or metalliferous mine.

Rate Pegging

Council is limited in its ability to raise rates above a certain percentage (as specified by the Minister and determined by IPART) per section 506 of the Local Government Act 1993. This limitation on Council's ability to determine its own level of rating revenue is commonly referred to as rate pegging.

On 2 December 2014, IPART announced that the rate peg amount for the 2015/16 financial year will be set at 2.4%. The rate peg amount for 2014/15 was set at 2.3% and the equivalent figure for the 2013/14 financial year was 3.4%. The rate peg is determined by IPART using a Local Government Cost Index and a productivity factor. The 2.4% rate peg for the 2015/16 financial year is the second lowest increase in the last eight years. Council has determined to apply the full rate peg amount.

Ordinary Rates to be levied in the 2015/16 financial year

In accordance with Section 494 of the Act the following Ordinary Rates will be levied by Council for the 2015/16 financial year:

Description	No Prop	Ad Valorem	Base Rate	Sum of Valuation	Sum of Value	Base Rate %
Residential						
Baradine Residential	330	0.024702	\$176	\$3,208,320	\$137,332	42%
Binnaway Residential	246	0.012583	\$129	\$2,838,410	\$67,450	47%
Coolah Residential	390	0.013833	\$224	\$7,664,382	\$193,381	45%
Coonabarabran Residential	1,162	0.009487	\$259	\$43,970,000	\$718,101	42%
Dunedoo Residential	377	0.007153	\$272	\$16,436,240	\$220,112	47%
Mendooran Residential	171	0.019130	\$192	\$2,007,390	\$71,233	46%
Cobbora Residential	13	0.004903	\$122	\$409,790	\$3,595	44%
Coolabah Estate Residential	58	0.004466	\$140	\$2,122,800	\$17,600	46%
Rural Residential	866	0.007659	\$228	\$55,850,320	\$625,206	32%
Village Residential (1)	119	0.023034	\$117	\$817,320	\$32,749	43%
Village Residential (2)	96	0.014594	\$97	\$752,890	\$20,300	46%
Total: Residential	3,828	-	-	\$136,077,862	\$2,107,060	
Farmland						
Farmland	1,737	0.004426	\$549	\$871,168,083	\$4,809,403	20%
Total: Farmland	1,737	-	-	\$871,168,083	\$4,809,403	
Business						
Baradine Business	36	0.034603	\$259	\$354,860	\$21,603	43%
Binnaway Business	22	0.023083	\$201	\$269,950	\$10,653	41%
Coolah Business	50.5	0.027674	\$358	\$780,978	\$39,692	46%
Coonabarabran Business	163	0.030596	\$428	\$11,052,050	\$407,913	17%
Dunedoo Business	47	0.011507	\$325	\$1,549,040	\$33,100	46%
Mendooran Business	15	0.017439	\$196	\$253,660	\$7,364	40%

Description	No Prop	Ad Valorem	Base Rate	Sum of Valuation	Sum of Value	Base Rate %
Business	38	0.024669	\$288	\$2,697,440	\$77,487	14%
Village Business (1)	5	0.062136	\$147	\$45,610	\$3,569	21%
Village Business (2)	2	0.071291	\$114	\$10,200	\$955	24%
Total: Business	379	-	-	\$17,013,788	\$602,336	
Mining						
Mining	-	0.200000	\$10,000	-	-	-
Total: Mining	-	-	-	-	-	-
Grand Total	5,944	-	-	\$1,024,259,733	\$7,518,799	

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

Pensioner Discount

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

Interest on Overdue Rates and Legal Fees

The Minister for Local Government has not yet announced the maximum rate of interest to be charged on overdue rates. Council has assumed a rate of 8.5%. In accordance with Section 566(3) of the Local Government Act, it is proposed that Council will charge the maximum interest rate allowed (forecast interest \$164k based on PY actuals).

Council also recoups legal fees associated with its debt recovery efforts from non-paying rate payers. Council has assumed that legal fees associated with rates will be \$120k in the 2015/16 financial year. A similar amount has been booked as a revenue item.

A1.3 Water Charges

Introduction

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

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

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

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

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

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

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

Proposed Charges for the 2015/16 Financial Year

The suggested charges for the 2015/16 financial year are detailed in the table below:

Area	No	Access 2015/16	Consumption 2015/16
Mendooran	277	\$824	\$1.90
Other	3,072	\$364	\$1.90
Total:	3,351	-	-

A1.4 Sewerage Charges

Introduction

Council is authorised by Section 501 and Section 502 of the Local Government Act (1993) to make an annual charge for the connection to a sewer and a service charge for the discharge to the sewer. Best Practice Guidelines issued by the State also require that Council distinguish between residential and non-residential properties when establishing sewer charges.

Council's sewerage charges consist of a flat charge for residential properties (with a different rate for connected and not-connected properties), and a variable charge for non-residential properties. The non-residential charge consists of a consumption component which is based on water consumption and an access fee based on meter size. The total of these two charges (for non-residential properties) is then multiplied by a sewerage discharge factor which varies by property.

Suggested Charges for the 2015/16 Financial Year

The suggested charges for the 2015/16 financial year are detailed in the table below:

Type	No of charges	Access 2015/16	Revenue 2015/16
Residential - Connected	2,007	\$469	\$941,283
Residential – Non-Connected	116	\$301	\$34,916
Total Residential (Access only):	2,123		\$976,199
Non-Residential (Minimum)	-	\$469	\$86,989
Sewerage Access – 20mm	289	\$301	\$4,230
Sewerage Access – 25mm	9	\$470	\$5,390
Sewerage Access – 32mm	7	\$770	\$34,858
Sewerage Access – 40mm	29	\$1,202	\$45,096
Sewerage Access – 50mm	24	\$1,879	\$14,427
Sewerage Access – 80mm	3	\$4,809	\$37,575
Sewerage Access – 100mm	5	\$7,515	\$21,973
Not Connected (Minimum)	73	\$301	\$86,989
Total Non-Residential Access:	439		\$250,538
Non-residential Consumption		\$0.79	\$129,560
Total:	2,562	-	\$1,356,297

All non-residential properties will be levied a charge based on the size of the water meter and the volume of water passing through the water meter. This charge consists of an access and a usage portion both of which are adjusted by a sewerage discharge factor based on property usage.

The access charge in the table above is based on the size of the pipe and is calculated by adjusting the 20mm charge to the relevant diameter for the pipe size in question through the following:

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

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

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

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

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

A1.5 Waste Charges

The charges levied by Council for domestic waste services are made under the provisions of Section 504 of the Local Government Act (1993). The Act specifies that the Council cannot apply the income from ordinary rates towards the cost of providing domestic waste management services. The charges for domestic waste removal have been calculated so as to provide sufficient income to cover the reasonable cost expectations of providing the service.

Council levies a charge annually for a kerbside garbage service and kerbside recycling service. This charge is separately itemised on the rate notice and is levied on all properties within the defined scavenging area. Commercial properties are levied a separate annual charge for kerbside garbage collection and kerbside recycling services based on the number of services provided. The authority for commercial garbage removal charges are contained in Section 501 of the Local Government Act (1993)

A single weekly service is provided for kerbside garbage collection using 240 litre mobile containers which are available for purchase from Council. Additional weekly services are available on the basis of an additional annual charge.

As of the 2013/14 financial year, Council implemented a new method to finance its waste management functions with the adoption of the following charging structure:

- All rateable properties within Warrumbungle Shire Council area will be levied a waste management charge of \$100 per assessment regardless of whether a service is provided or not to reflect the costs incurred in providing transfer station, landfill and recycling services other than domestic waste management collection services. Note that all residents of the shire will be granted one free 240 litre MGB disposal and sorted recycling per visit.
- All non-domestic waste services (i.e. businesses etc. will be levied an additional charge of \$325 for the first service and \$210 for contribution to recycling collection services on top of the \$100 waste management levy.
- All occupied properties having available a domestic waste collection service within an urban area where the service is provided shall be levied an additional charge of \$325 per service for each assessment which will include provision of one weekly collection service for both recycling and general waste. Additional services are available at the same rate per annual service.
- Properties on the previous rural runs shall be given the opportunity to opt in or out of the provision of domestic waste services at the same rate as the urban ratepayers subject to no service being provided if the area proves not economical to operate.

The suggested charges for the 2015/16 financial year are summarised in the following table:

Description of Waste Service	Service Charge 2014/15	Service Charge 2015/16	No. of charges	Amount to Use
Base Charge				
Waste Management Charge on all rateable properties	\$100	\$100	6,117	\$611,700
Additional Usage Charge – Domestic				
Domestic Waste Charge Used (incl rural run)	\$310	\$325	3,019	\$981,175
Domestic Waste Charge Un-used (incl rural run)	-	-	-	
Additional Usage Charge – Non Domestic				

Description of Waste Service	Service Charge 2014/15	Service Charge 2015/16	No. of charges	Amount to Use
Non-Domestic Waste Service	\$310	\$325	741	\$240,825
Recycling Charge	\$205	\$210	345	\$72,450
Total:				\$1,906,150

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

A1.6 Trade Waste Charges

Council recently adopted a Liquid Trade Waste Policy in accordance with State legislation and the NSW Office of Water's *Liquid Trade Waste Regulation Guidelines, April 2009*. Under the Policy businesses identified as discharging liquid trade waste must now gain formal Approval to discharge to Council's sewer, and will also be charged for the discharge of liquid trade waste.

A list of the fees and charges adopted by Council is included below.

Liquid Trade Waste Classifications and Categories	Proposed 2015/16 Charges (incl GST)
Application for Approval to Discharge Trade Waste to Sewer	
- Concurrence Classification A	\$140.00
- Concurrence Classification B	\$140.00
- Concurrence Classification C	\$250.00
- Concurrence Classification S	\$250.00
Annual Trade Waste Fee	
Category 1 Discharger - per year	\$85.00
Category 2 2S Discharger - per year	\$85.00
Category 3 Discharger - per year	\$200.00
Re-Inspection Fee	
- per re-inspection	\$80.00
Trade Waste Usage Charge	
Category 1 Discharger with appropriate pre-treatment	Nil
Category 1 Discharger without appropriate pre-treatment - per kilolitre	\$1.60
Category 2 Discharger with appropriate pre-treatment - per kilolitre	\$1.60
Category 2 Discharger without appropriate pre-treatment - per kilolitre	\$14.50
Category 2S - see Tankered Trade Waste Charges below	
Category 3 - see Excess Mass Charges per kilogram below	
Food Waste Disposal Charge	
Based on \$23/bed in 2007/08, indexed. For existing dischargers only.	
- Food Waste Disposal Charge - per bed	\$24.00
Excess Mass Charges per kilogram	
Charges apply for large/industrial dischargers (Charging Category 3) for all wastes that exceed concentration of pollutants in domestic sewage. Formula applies with pollutant rates of charges per kilogram (kg).	
-Aluminium	\$0.73

Liquid Trade Waste Classifications and Categories	Proposed 2015/16 Charges (incl GST)
- Ammonia (as N)	\$2.17
- Arsenic	\$72.00
- Barrium	\$36.00
- Biochemical Oxygen Demand (BOD)	\$0.73
- Boron	\$0.73
- Bromine	\$14.50
- Cadmium	\$335.00
- Chlorinated Hydrocarbons	\$36.60
- Chlorinated Phenolics	\$1,450.00
- Chlorine	\$1.50
- Chromium	\$24.50
- Cobalt	\$14.80
- Copper	\$14.80
- Cyanide	\$72.00
- Fluoride	\$3.65
- Flormaldehyde	\$1.48
- Oil & Grease (Total O&G)	\$1.32
- Herbicides/defoliants	\$718.00
- Iron	\$1.50
- Lead	\$35.00
- Lithium	\$7.30
- Manganese	\$7.30
- Mercaptans	\$72.50
- Mercury	\$2,395.00
- Methylene Blue Active Substances (MBAS	\$0.73
- Molybdenum	\$0.73
- Nickel	\$24.00
- Nitrogen* (Total Kjeldahl Nitrogen - Ammonia) as N	\$0.20
- Organoarsenic Compounds	\$718.00
- Pesticides general (excludes organochlorines and organophosphates)	\$718.00
- Petroleum Hydrocarbons (non-flammable)	\$2.40
- Phenolic Compounds (non-Chlorinated)	\$7.30
- Phosphorus (Total P)	\$1.50
- Polynuclear Aromatic Hydrocarbons	\$14.60
- Selenium	\$50.50
- Silver	\$1.35
- Sulphate (SO4)	\$0.16
- Sulphide	\$1.50
- Sulphite	\$1.62
- Suspended Solids (SS)	\$0.95
- Thiosulphate	\$0.30
- Tin	\$7.20
- Total Dissolved Solids	\$0.06
- Uranium	\$7.20
- Zinc	\$14.60
Non Compliance Charges	
- Non-compliance pH charge	

Liquid Trade Waste Classifications and Categories	Proposed 2015/16 Charges (incl GST)
Value of coefficient K in equation 3 of TW Policy	\$0.38
Non Compliance Excess Mass Charges - per kilogram (kg)	
Applied where a discharge quality fails to comply with approved concentration limits of substances specified in approval conditions. Formula applies with pollutant rates of charges per kg.	
Tankered Waste Charges (Charging Category 2S) – per kilolitre (kL)	
- Chemical Toilet	\$16.00
- Septic Tank and Pan Waste Disposal Charge	
- Effluent	\$2.15
- Septage	\$22.00

A1.7 Other Fees and Charges

Council proposes to apply fees and user charges in respect of its regulatory functions and the services it provides.

Section 608(1) of the Act provides that Council may charge and recover an approved fee for any services it provides. Section 608(2) provides that the services for which an approved fee may be charged include the following services provided under the Act or any other Act or the regulations by the Council:

- supplying a service, product or commodity
- giving information
- providing a service in connection with the exercise of the Council's regulatory functions - including receiving an application for approval, granting an approval, making an inspection and issuing a certificate
- allowing admission to any building or enclosure

The actual fees and charges proposed to be applied by Council for 2015/16 are detailed in the Schedule of Fees and Charges included in this Revenue Policy document forming part of the Operational Plan. The document includes the details of each fee, charge or contribution.

Pricing Policy

Council is committed to providing a variety of goods and services which reflect concern for the individual and the wider community, and which meet the diverse needs of everyone who lives in, works in, or visits the Council area.

Council strives to attain the highest possible standards by making effective and efficient use of all resources, working in a spirit of team work and harmony amongst its Councillors, staff and community.

Council will ensure that charges are raised as equitably as possible, whilst considering those groups and individuals in the community who are unable to meet their own needs.

Council supports the user-pays principle in assessment and levying of fees and charges, whilst recognising the need for supplementing income in particular circumstances.

Council recognises the need to provide services for groups and members of the community that may not be able to afford a commercial rate of services.

Council will ensure that all rates, charges and fees are set so as to provide adequate cash flows to meet operating costs and to assist in the provision of funding capital works. Council will pursue all cost effective opportunities so as to maximise its revenue base and to seek an acceptable commercial rate of return on investments subject to community service obligations.

Council recognises the need to set prices for goods and services so as to provide the most effective level of service possible to our community.

Council recognises the need to set prices for goods and services so as to ensure resources are not wasted and can promote more efficient and effective investment in infrastructure and services.

Council's pricing policy in relation to any particular good or service may be found in the relevant section of this Revenue Policy.

Fees

Council provides a wide range of services to the community and has adopted a number of fees for these services. They have been set on the basis of the following categories:

- Community service
- Economic cost
- Nominal fee
- Regulatory charge
- User pays principle

Council has defined the categories as detailed below:

Community Services

The cost of the service is subsidised to provide for the community benefit.

Economic Cost

The cost of the service provided is estimated and the cost recovery is based upon the anticipated number of users.

Nominal Fee

Council adopts a minimal fee for record purposes only.

Regulatory Charge

Set by Government regulations.

User Pays Principle

Used where a specific individual cost can be isolated and charged to the user of that service.

A copy of the Schedule of Fees adopted by Council is attached. All fees have been calculated based on one or more of the abovementioned categories.

GST

Where GST is applicable, the GST column will have a yes. If the GST column is blank the fee is not subject to GST.

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Administration Services			
Section 603 Certificate Price Subject to change by DLG	70.00	To Be Advised	
Casual Hirers Public Liability Insurance	150.00	155.00	Yes
Rating and Valuation Enquiry -per enquiry (written Advice)	8.00	8.00	
Photocopying (black and White) Minimum charge per copy - A4 + per 100 copies - A4 Minimum charge per copy - A3 + per 100 copies - A3	0.90 60.00 1.60 116.00	0.90 61.00 1.65 117.00	
Photocopying (Colour) Minimum charge per copy - A4 + per 100 copies - A4 Minimum charge per copy - A3 + per 100 copies - A3	1.50 110.00 2.70 215.00	1.60 112.00 2.80 220.00	
Laminating (Coolah Only) A4 A3	7.00 8.00	7.50 8.50	Yes Yes
Map Sales - Plain Small Large	13.00 16.50	13.50 17.00	
Fax Services <i>Transmission -per 3 pages</i> -minimum fee +per additional page (Australia only) <i>Receival</i> - per page	6.50 3.00 15.00	6.60 3.20 15.50	Yes Yes Yes

Description	Actual 2015/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Administration Services Continued...			
GIPA Act			
Application	30.00	30.00	
Internal Review processing fee - per hour	30.00	30.00	
Delivery Plan (Photocopying charge)	15.00	15.00	
Interest on Overdue Rates Subject to change by DLG	8.5%	To BE Advised	
Cheques			
Dishonoured Cheque	35.00	35.00	
Replacement of lost cheque	6.50	6.50	
Stop payment fee	20.00	20.00	
Direct Payments			
Re-process EFT	20.00	20.00	
Otto / Sulo Bins	100.00	100.00	
<i>Replacement Parts -</i>			
Axle	8.00	8.00	
Lid	14.00	25.00	
Wheel	8.00	8.00	
Pin	4.00	5.00	
Additional Recycling Crate	20.00	20.00	
Late Collection Charge	30.00	30.00	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Environmental Services			
State of the Environment Report	35.00	36.00	
Development Control Plan	20.00	21.00	
Building Specification Booklets	25.00	26.00	Yes
Swimming Pools			
Compliance Certificate - Swimming Pools Act	70.00	72.00	Yes
Application for exemption - Section 22	70.00	72.00	
Swimming Pool Resuscitation Sign	40.00	41.00	
Council lodge pool on State Register	10.00	11.00	
Building Certificates			
Building Certificates S.149D Class 1 & 10	250.00	256.00	
Building Certificates S.149D Class 2-9	250.00 + 50 cents per m2 for buildings exceeding 200m2	256.00 50 cents per m2 for buildings exceeding 200m2	
Building Certificates for Unauthorised Work	250.00 + Minimum of DA/CDC/CC fees as applicable	256.00 + Minimum of DA/CDC/CC fees as applicable	
Additional Inspection Fee - per inspection	100.00	102.00	
Copy of building Certificate	20.00	21.00	
Sewerage & Drainage			
Condition report for an existing OSSMS (includes inspection)	165.00	169.00	
Plumbing and drainage inspection	100.00	102.00	
Plumbing & drainage permit - approval to connect	165.00	169.00	
Copy of Drainage Plan	40.00	41.00	
Caravan Parks/Camping Grounds			
<i>Annual Inspection Fees:</i>			
Camp Site - per site	5.00	5.00	
Villa/Caravan - Per Site	10.00	10.00	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Town Planning			
Administration Fee - per transaction	40.00	50.00	Yes
Acquisition of Deposited Plan – Per application		21.00	
Admin Fee To Notify Adjoining Land Owners	20.00	50.00	
Dwelling Entitlement Search		50.00	
Planning Certificates			
Section 149 (2)	53.00	53.00	
Price subject to change by DLG			
Section 149 (5) (must be purchased with 149(2)	80.00	80.00	
Price subject to change by DLG			
Urgency Fee (within 48 hours)	36.00	50.00	
Development Application			
Estimated Cost of Development			
Up to \$5,000	110.00	113.00	
\$5,001 - \$50,000			
Base Fee	170.00	175.00	
Plus per \$1,000 of cost	3.00	3.00	
\$50,001 - \$250,000			
Base Fee	352.00	363.00	
Plus per \$1,000 above \$50,000	3.00	3.00	
\$250,001 - \$500,000			
Base Fee	1,160.00	1,195.00	
Plus per \$1,000 above \$250,000	2.00	2.00	
\$500,001 - \$1 million			
Base Fee	1,745.00	1,798.00	
Plus per \$1,000 above \$500,000	1.00	1.00	
\$1 million - \$10 million			
Base Fee	2,615.00	2,694.00	
Plus per \$1,000 above \$1 million	1.00	1.00	
Over \$10 million			
Base Fee	15,875.00	16,351.00	
Plus per \$1,000 above \$10 million	1.00	1.00	
Development not involving the erection of a building, the carrying out of a work, subdivision or demolition of building work	220.00	227.00	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Town Planning Continued.....			
Subdivision Application - Stage 1 (DA)			
Administration fee	40.00	50.00	Yes
Subdivision involving new road <i>Plus per additional lot</i>	665.00 50.00	685.00 51.00	
Subdivision not involving new road <i>Plus per additional lot</i>	330.00 50.00	340.00 51.00	
Strata <i>Plus per additional lot</i>	330.00 50.00	340.00 51.00	
Subdivision Application - Stage 2			
Administration fee * <i>if not paid at Stage 1</i>	40.00	50.00	Yes
Subdivision Certificate/signing of linen plan <i>Plus per additional lot</i>	120.00 20.00	124.00 21.00	
Signing Section 88B instrument, Transfer, Grant Forms or other legal documents	150.00	154.00	
Development Proposal Advertising			
First Advertisement	285.00	294.00	
Subsequent Advertisements (each)	93.00	96.00	
Section 94 A Contributions			
Development with a proposed cost up to \$100,000	Nil	Nil	
Development with a proposed cost of development more than \$100,000 but no greater than \$200,000	0.5 percent of the proposed cost of carrying out of development	0.5 percent of the proposed cost of carrying out of development	
Development with a proposed cost of development more than \$200,000	1 percent of the proposed cost of carrying out of development	1 percent of the proposed cost of carrying out of development	
Integrated Development			
In addition to development Application Fee (separate fee charged by each government body to be consulted)	320.00 per authority	330.00 per authority	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Town Planning Continued.....			
Developer Contributions Roads and Traffic Facilities (former Coonabarabran Shire – Rural Additional Rural Residential/Lot Tenement)	3,395.00	3,497.00	
Designated Development In addition to development Application Fee (Maximum set by Environmental Planning and Assessment Act)	920.00	947.00	
Modification of Consent - Section 96 Minor modification of Consent S96 (1) Correct Typographical error in Consent Modification of Consent S96(1A), S96AA(1), S96(2)	70.00 Nil Lessor of 645.00 or 50% of original development application fee	72.00 Nil Lessor of 645.00 or 50% of original development application fee	
Review of Determination of Consent -Section 82A Where the development application involves the erection of a dwelling house with an estimated value less than \$100,000 All other development applications	190.00 50% of original development application fee	195.00 50% of original development application fee	
Other Town Planning Charges Section 88G - Conveyancing Act Preliminary Development/Planning enquiry Review of decision to reject development application - Section 82B Extension to Development Approval - Section 95A	35.00 50.00 55.00 50% of original development application fee	36.00 51.00 57.00 50% of original development application fee	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Building Services			
Construction Certificate			
Class 1 & 10 - (eg. Dwellings, Garages, Sheds, Swimming Pools)			
up to \$25,000 in value	330.00	350.00	Yes
\$25,001 to \$100,000 in value	440.00	450.00	Yes
greater than \$100,000 in value	660.00	700.00	Yes
Class 2-9 under \$50,000 in value	660.00	700.00	Yes
Class 2-9 \$50,001 - \$200,000	880.00	950.00	Yes
Class 2-9 \$200,001 - \$500,000	1,200.00	1,300.00	Yes
Class 2-9 over \$500,000	By Quotation	By Quotation	Yes
Additional class 2-9 fee where application is outside Council's Staff level of accreditation	At Cost	At Cost	Yes
Assessment of Alternative Solutions	250.00	500.00	Yes
Complying Development Certificate			
Administration Fee – per transaction	40.00	50.00	
Acquisition of Deposited Plan – per application	20.00	21.00	
Class 1 & 10 - (eg. Dwellings, Garages, Sheds, Swimming Pools)			
up to \$25,000 in value	420.00	450.00	Yes
\$25,001 to \$100,000 in value	600.00	650.00	Yes
greater than \$100,000 in value	1,160.00	1,300.00	Yes
Class 2-9 under \$50,000 in value	900.00	950.00	Yes
Class 2-9 \$50,001 - \$200,000	1,280.00	1,350.00	Yes
Class 2-9 \$200,001 - \$500,000	1,800.00	1,900.00	Yes
Class 2-9 over \$500,000	By Quotation	By Quotation	Yes
Additional class 2-9 fee where application is outside Council's Staff level of accreditation	At Cost	At Cost	Yes
Assessment of Alternative Solutions	250.00	500.00	Yes
Inspection of Alternative Solutions		800.00	Yes

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Building Services Continued.....			
Appointment of Council as Principal Certifying Authority (PCA) Where council has issued the relevant construction certificate or complying development certificate. Where Council has not issued the relevant construction certificate or complying development certificate: Class 10 Class 1 Class 2-9 Registration of certificates issued by private certifier	Nil 250.00 600.00 1,800.00 36.00	Nil 275.00 660.00 1980.00 37.00	 Yes Yes Yes
Inspection Fees Where Council is the Principal Certifying Authority Single Inspection Inspection Package Fees (includes occupation certificate) Dwellings Swimming Pools Garages/Sheds Additions/Renovations S68 Transportable/Relocatable Homes Where Council is not the Principal Certifying Authority Single Inspection	 100.00 250.00	 120.00 300.00	 Yes Yes
Occupation Certificate/Compliance Certificate For all classes of building	100.00	120.00	
Bushfire BAL Certificate	440.00	440.00	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Environmental Services			
Administration Fee - per transaction	40.00	50.00	Yes
Food Premises Inspections			
Routine Inspection	100.00	105.00	
Re-inspection non-compliant premises	125.00	130.00	
School Canteen and Non Profit Organisations	Nil	Nil	
Food Authority Notification on behalf of food business	30.00	35.00	
Improvement Notice	330.00	340.00	
Hairdresser/Barber Shops/Beautician Inspection			
Routine Inspection	90.00	95.00	
Re-Inspection non - compliant premises	125.00	130.00	
Environmental Incidents			
Incident Specific	Cost Recovery	Cost Recovery	
Non-Specific Inspections and Reports			
Note: Administration Fee Applicable			
Hourly Rate for field work	100.00	105.00	
Report	100.00	105.00	
Local Government Approvals - Section 68			
Administration Fee (per approval)	40.00	50.00	Yes
Transportable Dwellings (In addition to DA fee for use of dwelling)			
Value under \$100,000	440.00	455.00	
Value between \$100,001 & \$200,000	660.00	680.00	
Value over \$200,001	880.00	910.00	
Registered Moveable Dwelling eg. Caravan	165.00	170.00	
On-Site Sewerage Management System			
Approval to install or alter an On-site Sewerage Management System (OSSMS) (includes inspections and approval to operate)	165.00	165.00	
Approval to operate an existing OSSMS	50.00	50.00	
Other Section 68 Approvals			
Application for Footpath Occupation	165.00	165.00	
Not for Profit (School, Community Group)	Nil	Nil	
Commercial Market Stall	10.00	15.00	
Temporary Food Stalls	30.00	35.00	
Any other approval not elsewhere specified	165.00	170.00	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Environmental Services Continued...			
Modification of Approvals Modification of S68 Application - Minor Modification of S68 Application - Other	60.00 Lessor of \$164 or 50% of original fee	60.00 Lessor of \$164 or 50% of original fee	
Rural Address Number Installation	30.00	35.00	
Outstanding Notices - Local Government Act/Environmental Planning & Assessment Act Note: No Administration Fee S.121 ZP Certificate S.735 A Certificate S.608 Certificate	40.00 40.00 40.00	45.00 45.00 45.00	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Waste Management - Tipping Fees			
Domestic Waste			
Sorted Recyclable	No Charge	No Charge	
1 x 240 litre wheelie bin (per week)	No Charge	No Charge	
Additional 240 Litre wheelie bin	5.00	5.50	
Car, Wagon, Small Ute	5.00	5.50	Yes
Standard Ute, Box trailer	10.00	11.00	Yes
Dual axle trailer, light truck	25.00	27.00	Yes
Domestic green waste - small (car, wagon, small ute)	No Charge	No Charge	
Commercial Waste			
Sorted Recyclable	No Charge	No Charge	
Mixed general waste - per cubic metre	40.00	50.00	Yes
Green Waste - per cubic metre	10.00	15.00	Yes
Tyres			
Motor Cycle/Car Tyres - each	15.00	16.00	Yes
4x4 / light truck tries - each	25.00	26.00	Yes
Heavy truck tyres - each	45.00	46.00	Yes
Tractor Tyres - up to 1m in height - each	160.00	165.00	Yes
Heavy Earthmoving tyres - each	410.00	425.00	Yes
Shredded Tyres - per tonne	450.00	465.00	Yes
Building and Demolition			
Masonry building and demolition waste - per cubic metre	25.00	26.00	Yes
Clean fill material (VENM)	No charge	No Charge	
Other building and demolition waste - per cubic metre	40.00	41.00	Yes
Asbestos / Fibreglass			
Burying Costs	Cost Recovery	Cost Recovery	Yes
Asbestos (Friable) per m3 plus burying costs	300.00	400.00	Yes
Asbestos (Non-friable) per m3 plus burying costs	100.00	200.00	Yes
Minimum Charge per m3 plus burying costs	80.00	100.00	Yes
Fibreglass per m3 plus burying costs	40.00	50.00	Yes
Dead Animal Waste			
Offal - per cubic metre	130.00	135.00	Yes
Large - eg. Cattle, horses etc- each	70.00	75.00	Yes
Medium - eg. sheep, calves, pigs etc - each	35.00	36.00	Yes
Small - eg. cats, dogs, possums etc - each	20.00	21.00	Yes

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Waste Management - Tipping Fees Continued...			
Other Items Refrigerators, freezers and air conditioning units containing refrigerant gases (CFCs) per unit	55.00	80.00	Yes
Mattresses - per item	15.00	16.00	Yes
Refrigerators, freezers and air conditioning units having gas removed by licensed technician, used furniture, tools etc.	No Charge	No Charge	
Pesticide/Poison Drums- received under Drum Muster program	No Charge	No Charge	
E-Waste eg. Computers, televisions etc. Waste Motor Oil Other item/s not listed elsewhere	No Charge No Charge By Assessment	No Charge No Charge By Assessment	Yes
Buyback Price: - Large Items - Small Items	N/A N/A	4.00 2.00	Yes

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Companion Animals			
Companion Animal Registration			
<i>Lifetime fee for Micro-chipped dog or cat</i>			
<i>Fee subject to change by CPI % yearly – fees correct as of 1 January 2015</i>			
Not desexed	182.00	188.00	
Desexed	49.00	51.00	
Pensioner Rates - desexed	19.00	20.00	
Registered Breeder	49.00	51.00	
Assistance Dog or Working Dog	Nil	Nil	
Companion Animal Micro chipping			
Each Animal	22.00	35.00	Yes
Litter of animals under 3 months	66.00	100.00	Yes
Pensioner rate - each animal	11.00	17.00	Yes
Companion Animal Impounding			
Release fee - 1st Offence	20.00	40.00	
Release fee - 2nd Offence (within 12 months)	30.00	70.00	
Maintenance / Sustenance fee per day	10.00	15.00	
Purchase of Companion Animal from Pound	Outstanding Fees	Outstanding Fees	
Destruction and Disposal Fee (Section 67)- Release fee plus maintenance	90.00	95.00	
Certificate of Compliance - Dangerous & restricted Dog enclosures - Clause 25	150.00	155.00	
Note : No after hours release for any impounded companion animal			
Stock Impounding			
Minimum impound fee on any one occasion	100.00	110.00	
Maximum impound fee on any one occasion	773.00	800.00	
Cattle, Horses, Pigs - per head	50.00	55.00	
Daily maintenance / sustenance	25.00	25.00	
Sheep, Goat - per head	25.00	25.00	
Daily maintenance / sustenance	8.00	10.00	
Note : Any loss, damage or cost attributed to the abandoning or trespassing of stock will be determined and recovered by Council.			
Note : No after hours release for any impounded companion animal			
Abandoned Vehicles			
Incident Specific	Cost recovery	Cost recovery	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Cemetery Fees			
Note: Weekend burials - If Council Staff or Contractors are unavailable on a weekend then the service will not be provided			
Administration Fee	45.00	46.00	Yes
General Cemetery - Purchase at time of burial			
General Cemetery Plot	425.00	470.00	Yes
Native Grove Plot	480.00	530.00	Yes
Memorial Garden Plaque	275.00	300.00	Yes
Columbarium Wall Niche	170.00	185.00	Yes
Cemetery Internment			
Infant under 3 years	245.00	270.00	Yes
Single Depth	840.00	925.00	Yes
Double Depth :			
1st Internment	840.00	925.00	Yes
2nd Internment	480.00	530.00	Yes
Weekend Internment	1,210.00	1,330.00	Yes
Exhumation of Human Remains	1,210.00	1,330.00	Yes
Prepaid Funeral reservation and internment	calculate using above fees	calculate using above fees	
Surrender Reservation			
<i>Note: proof of purchase required</i>			
% refund of original purchase price :			
General Cemetery Plot	50%	50%	
Memorial Garden Plaque	50%	50%	
Memorial Garden Plaque	50%	50%	
Columbarium Wall Niche	50%	50%	
Private Cemeteries on Rural Land			
<i>Note: DA required</i>			
Registration of Private Cemetery	790.00	870.00	
Signing of Linen Plan	175.00	190.00	
Inspection of Area	175.00	190.00	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Public Swimming Pools			
Casual Admission Individuals per entry	3.00	3.00	Yes
Season Ticket Admission <i>Note: Family Tickets are for all immediate family members</i>			
Individual	80.00	80.00	Yes
Family	220.00	220.00	Yes
School Admission			
Student	3.00	3.00	Yes
Supervising teachers or assistants	Nil	Nil	
Pool Hire			
Swimming Clubs <i>Note: All swimming club members must have a current season ticket</i>			
Option One - High Volume User Daily training each weekday, carnivals and club championships. Unlimited after hours use when club lifeguard available	530.00	545.00	Yes
Option Two - Mid Volume User Two hours training per week and one carnival. Unlimited after hours use when club lifeguard available.	350.00	360.00	Yes
Option Three - Low Volume User Two hours training per week during regular opening hours with lane allocation determined by the lifeguard on duty. Unlimited after hours use when club lifeguard available	240.00	250.00	Yes
Qualified Coaches and Private Lane Hire During opening hours (2 hour session)	10.00	10.00	Yes

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Halls/Community Centres			
Community Services Building, Coonabarabran			
Coonabarabran Arts Council Flix in the Stix (pa)	560.00	560.00	Yes
Interview / Meeting room - Business purposes (per meeting, per day)	26.00	27.00	Yes
Not for profit or community organisation	Nil	Nil	
Robertson Street, Coonabarabran (Per Session)		10.00	Yes
Shire Hall Coolah			
Coolah District Development Group (per annum)	560.00	500.00	Yes
Hive Live (per annum)	560.00	560.00	Yes
<i>Note: Booking information for private, fundraising or commercial use - Pandora Art Gallery is available from the Coolah District Development Group</i>			
Administration Fee for <u>Following</u> Hall/Room Bookings	45.00	46.00	Yes
Dunedoo Community Building, (Westpac/Library)			
Interview / Meeting room – Business purposes (per meeting per day)	26.00	27.00	Yes
Not for profit or community organisation	Nil	Nil	
Jubilee Hall Dunedoo (Fee includes practice and/or set up time)			
Whole Complex	75.00	150.00	Yes
Community Ongoing fundraising events	18.00	20.00	Yes
Mechanics Institute Mendooran (Fee includes practice and/or set up time)			
Whole Complex	75.00	80.00	Yes
Community Ongoing fundraising events	18.00	20.00	Yes
Binnaway Memorial Hall (Fee includes practice and/or set up time)			
Whole Complex	75.00	80.00	Yes
Community Ongoing fundraising events	18.00	20.00	Yes
Baradine Hall			
Baradine Hall is booked through the Baradine Hall Committee a sub-committee of the Baradine Development Group			
Main Hall – Per Day		150.00	Yes
Small Hall and Kitchen		100.00	Yes
Kitchen only or Small Hall Only		50.00	Yes

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Cleaning Bond		250.00	
Halls/Community Centres continued...			
Coonabarabran Town Hall			
Administration Fee	45.00	46.00	Yes
Whole Complex	250.00	255.00	Yes
Main Hall only	180.00	185.00	Yes
Supper room or Courtyard only	75.00	80.00	Yes
Kitchen only	150.00	155.00	
Kitchen only (Community Groups only)	18.00	20.00	Yes
Community ongoing fundraising events (<i>where no caretaker cleaning required</i>)	18.00	20.00	Yes
Public Liability Insurance \$20 million for irregular users Evidence of own policy required if applicable Local schools may access the following halls at no charge for school related activities eg. Award night, formals or practice sessions. Coonabarabran Town Hall, Binnaway Memorial Hall, Mendooran Mechanics Institute, Jubilee Hall, Dunedoo Note : Public Liability Insurance is required <i>Caretaker charges will apply if an alcohol licence is required as listed per hour caretaker duty charges</i> A 25% discount for Conferences will apply after 2 days	150.00	155.00	
Security Bond (Cleaning Bond)	500.00	510.00	
Damages and Breakages Replacement and Repairs	At Cost	At Cost	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
<p>Coonabarabran Youth Club</p> <p>Fees listed are for those activities provided above and beyond those activities conducted at the Coonabarabran Youth Club by User Groups of Coonabarabran Youth Club.</p> <p>Local schools may access the Coonabarabran Youth Club facilities at no charge.</p> <p>All bookings by users others than Coonabarabran Youth Club User Groups are to be made with Warrumbungle Shire Council.</p> <p>Warrumbungle Shire Council will liaise with the Coonabarabran Youth Club Committee regarding availability and bookings.</p> <p>All users of the Coonabarabran Youth Club facilities who are not designated User Groups will be required to provide evidence of Public Liability Insurance of at least \$20 million.</p> <p>Other Community / Private Use</p> <p>Main Hall - Half Day / Session</p> <p>Main Hall - Per Day</p> <p>Kitchen</p> <p>Squash</p> <p>Note: All Council halls or Community Facilities- Non residential or itinerant retailer use is not permitted.</p>	<p>NA</p> <p>62.00</p> <p>118.00</p> <p>Not Available</p> <p>Not Available</p>	<p>N/A</p> <p>62.00</p> <p>125.00</p> <p>Not Available</p> <p>Not Available</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p>Yes</p> <p>Yes</p>

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Sporting Ovals			
Note: Schools are free for all activities at all Ovals Unless Inter-regional competition			
Coonabarabran Ovals No. 1,2 & 3			
All sports- regional games/other uses approved/social activities (for 1 or 3 ovals).	143.00	150.00	Yes
All sports- carnivals/home games with gate entry, canteen, bar operation (for 1 or 3 ovals)	143.00	150.00	Yes
All sports - all junior and senior training or local weekly games/competition with no gate entry and no Canteen.	Nil	Nil	
All sports - all junior and senior training or local weekly games/competition with gate entry and no Canteen.	143.00	150.00	Yes
All sports - all junior and senior training or local weekly games/competition with no gate entry and Canteen.	143.00	150.00	Yes
Use of night playing lights - per hour	25.00	26.00	Yes
Cleaning Bond			
To be paid at start of each season (for seasonal users) for carnivals/one off events	190.00	200.00	Yes
Netball and Basketball Courts - Coonabarabran			
All sports, other uses approved by Council or Social Activities	90.00	93.00	Yes
All sports - Local carnivals/Home games with gate entry/canteen operating	90.00	93.00	Yes
All sports - All junior and senior training or local weekly games/competition	Nil	Nil	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Sporting Ovals Continued.....			
Binnaway and Baradine Ovals			
All sports - Regional games/other uses approved by Council or Social Activities	143.00	150.00	Yes
All sports - carnivals/home games with gate entry, canteen, bar operation.	143.00	150.00	Yes
All sports - All junior and senior training or local weekly games/competition with no gate entry and no Canteen	Nil	Nil	
Use of night playing lights - per hour	As negotiated with Baradine Rugby League Club		
Cleaning Bond To be paid at start of each season (for seasonal users) for carnivals/one off events	190.00	195.00	
Bowen Oval Coolah			
All sports - Regional games/other uses approved by Council or Social Activities	143.00	150.00	Yes
All sports - carnivals/home games with gate entry, canteen, bar operation.	143.00	150.00	Yes
All sports - All junior and senior training or local weekly games/competition with no gate entry	Nil	Nil	
Use of night playing lights - per hour	As negotiated with Coolah Sports Club		
Cleaning Bond To be paid at start of each season (for seasonal users) for carnivals/one off events	190.00	200.00	
Robertson Oval Dunedoo			
All sports - Regional games/other uses approved by Council or Social Activities	143.00	150.00	Yes
All sports - carnivals/home games with gate entry, canteen, bar operation.	143.00	150.00	Yes
All sports - All junior and senior training or local weekly games/competition with no gate entry	Nil	Nil	
Use of night playing lights - per hour	As negotiated with Dunedoo Rugby League Club		
Cleaning Bond To be paid at start of each season (for seasonal users) for carnivals/one off events	190.00	200.00	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Water Services			
Standard connection within 18 metres of existing main - includes 20mm water meter and meter box Other services and extensions	924.00	970.00	
	By Quotation		
Meter reading check - refundable if reading incorrect	64.00	67.00	
Meter reading on request	64.00	67.00	
Volumetric testing of meter - Council test	232.00	244.00	
Volumetric testing of meter by meter supplier, includes certificate	283.00	297.00	
Water meter disconnection fee - 20mm	168.00	176.00	
Water meter disconnection fee - other than 20mm	At Cost	At Cost	
Water saving devices (for installation in toilet cistern) and installation by user	5.00	5.50	Yes
Water Restriction device, installation by Council	100.00	105.00	
Water meter locking device incl. key and installation by Council	200.00	210.00	
Standpipe Sales <i>To be accessed at stand pipe at Councils depots</i>			
By Appointment - Between the business hours of 7.30am to 8.30am and 3.30pm and 4.30pm Monday to Friday	5.50 Access fee PLUS 3.50 per kilolitre		
If outside business hours - overtime rate of pay for staff member plus charge per kilolitre	Overtime Rate PLUS 3.50 per kilolitre		

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Technical Services			
Sewerage Services			
Installation of sewer junction less than 1.5m deep where main exists	1,030.00	1,081.00	
Installation of sewer junction greater than 1.5m deep where main exists	At Cost	At Cost	
Sewer Main Extension	At Cost	At Cost	
Tankered Waste Charges (Charging Category 2S) – Per KL			
- Chemical Toilet	16.00	17.00	
- Septic Tank and Pan Waste Disposal Charge			
Effluent	2.15	2.25	
Septage	22.00	23.00	
Liquid Trade Waste Application Fee, Classification A & B	140.00	147.00	
Liquid Trade Waste Application Fee, Classification C & S	250.00	262.00	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Technical Services			
Plan Printing			
Size A0 - per copy			
Paper	15.00	16.00	
Film	17.00	18.00	
Size A1 - per copy			
Paper	12.00	13.00	
Film	15.00	16.00	
Size A2 - per copy			
Paper	12.00	13.00	
Film	13.00	14.00	
Survey Control Information			
Locality Sketch Plans	6.00	7.00	
Survey Control Information	8.00	9.00	
Engineering Supervision fee - per hour	127.00	130.00	
Roads and Footpath Restoration Charges			
Telstra and Country Energy			
Bitumen			
up to 5m2 - per m2	96.00	99.00	
over 5m2 - per m2	90.00	93.00	
Minimum charge	422.00	435.00	
Concrete			
up to 5m2 - per m2	169.00	174.00	
over 5m2 - per m2	169.00	174.00	
Minimum charge	554.00	570.00	
Contribution to Works			
Footpath (foot paving) - NO charge of adjacent to properties	50% of cost	50% of cost	
Kerb and guttering	50% of cost	50% of cost	
Gutter crossing	50% of cost	50% of cost	
gutter crossing through kerb & guttering	At cost	At Cost	
Driveway and concrete strip	By quotation	By Quotation	
Sale of Road base - ex works - per m3	30.00	31.00	
Gravel, Sand and Aggregate			
Supply aggregate - Crushed per m3	At Cost	At cost	
Supply Sand/Gravel mix - per m3	At Cost	At Cost	
Supply Sand	At Cost	At Cost	
Load only - Gravel pit - per m3	At Cost	At Cost	
<i>Materials 10% applies also to contractors</i>			
Road Opening Fees	At Cost	At Cost	
Road Closure Fees	At Cost	At Cost	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Aerodromes			
Coonabarabran Aerodrome			
Terminal usage - per week	N/A		
Hanger rent space first year of lease - per m2 increase per subsequent year (GST inclusive)	1.90 Plus CPI or 4.5%	1.95	As determine d
Landing and touchdown fees RAAF and British Aerospace	Donation	Donation	
Landing Fees – Commercial Aircraft	Nil	Nil	
Landing Fees – Aero club Activities and Events	Nil	Nil	
Landing Fees – Private	Nil	Nil	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Children Services			
Family Day Care			
New Educator Registration fee	60.00	60.00	
Educator Re-registration	30.00	30.00	
Educator Levy - per day worked	1.60	2.50	
Family enrolment fee - Once off	25.00	25.00	
Discounted Family Enrolment Fee – the discounted Family Enrolment Fee is available for a designated period at the commencement of each calendar year	N/A	15.00	
Parent Levy - per child / per hour	0.70	1.00	
For Information regarding Family Day Care Fees & Charges , Contact Castlereagh Family Day Care on 6849 2220.			
Connect 5			
Membership (includes Toy library)- per family / per term	10.00	10.00	
Fees to attend play sessions per family per session	2.00	2.00	
Snack Levy (\$1 per child per day)	1.00	N/A	
For Information regarding Connect 5 Fees & Charges, Contact Connect 5 on 6849 2226.			
Coonabarabran Out of School Hours Care (OOSH)			
Enrolment	10.00	10.00	
Deposit = 2 weeks full fees		2 weeks fees	
Fee – Per Child / per day less 50% Child Care Tax Rebates for all only pay gap after CCB childcare Benefit	20.00	20.00	
Additional Children in family	15.00	16.00	
Casual Fee per child/Per day – less 50% Child Care Tax Rebate. Users of this Service only pay the gap.		26.00	
Casual fee – Additional Children in Family		21.00	
Bus Fee – per day, per child, for each day that the child/children catch the bus to OOSH. Paid at the end of each Term		0.50	
For Information regarding Coonabarabran Out of School Hours of Care Fees & Charges, Contact Coonabarabran OOSH on 6849 2220.			

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Yuluwirri Kids			
Annual Calendar Year Enrolment Fee (per child)	30.00	30.00	
Early and Late Fee	\$1.20 per minute	\$1.00 per minute	
Long Day Care Fees – 0 to 6 Years			
Long Day Care – per day	77.00	77.00	
Note: Children can be enrolled in Long Day Care maximum of 5 days a week.			
<p>Long Day Care Fees are subsidised by Child Care Benefit (CCB is a payment from the Australian Government that helps with the costs of Child Care) & Child Care Rebate (CCR is a payment from the Australian Government that helps working families with the cost of child care) Jobs, Education & Training (JET child care fee assistance supports activities for a limited time while you are working, training or studying so you can enter or re-enter the workforce).</p>			
Preschool Fees – 3 to 5 years			
Please note these are full price preschool fees, please enquire directly with the Centre for what our current funded preschool subsidised fees are.			
Preschool – per day	38.00	38.00	
Preschool 2nd day – subsidy the year before school	20.00	20.00	
Preschool Health Care – subsidy	20.00	20.00	
Preschool Indigenous – subsidy	12.50	12.50	
Preschool – Non funded position	60.50	60.50	
Note: Children can be enrolled in Preschool a maximum of two (2) days per week. Parents requiring their children to be enrolled more than two (2) days per week need to enrol in Long Day Care for additional days.			
<p>To be eligible for a funded preschool place a child needs to be:</p> <ul style="list-style-type: none"> • At least (4) years old on or before 31 July in that preschool year and not yet in compulsory schooling; or • At least three (3) years old on or before 31 July and from a disadvantaged background (ie. from a family holding low-income health care card and / or Aboriginal). 			
<p>Services with spare capacity can continue to enrol children not eligible for a funded preschool place, however preschools are expected to give priority of access to children in their year prior to school and three (3) year old children from disadvantaged backgrounds.</p>			
<p>For further information regarding services and fees & charges contact Yuluwirri Kids on 6849 2184. For more information regarding Australian Government Services and Programs, designed to support families, including the Child Care Benefit (CCB); the Child Care Rebate (CCR); Jobs, Education and Training (JET) Child Care Fee assistance; and Child Care Service Support Program, check out http://www.mychild.gov.au/pages/CCFactsheets.aspx.</p>			

Description	Actual 2013/14 GST Inclusive	Actual 2014/15 GST Inclusive	GST
Macquarie Regional Library			
Reservation Fee	1.50	1.50	Yes
Overdue Fee	1.00	1.00	
Replacement Borrower Card	4.40	4.40	Yes
Temporary Borrower Card	50.00	50.00	
Item Replacement processing charge per item, plus item replacement cost.	5.50	5.50	Yes
Inter Library Loan			
Per item loan	6.60	6.60	Yes
Possible additional fee from other libraries	17.50	17.50	Yes
Fast Track Service - additional fee for 24 hour response	17.50	17.50	Yes
Email - per hour	6.00	6.00	Yes
Photocopying			
Black & White - per A4 sheet	0.30	0.30	
Black & White - per A3 sheet	0.60	0.60	
Colour copy - per A4 sheet	2.20	2.20	Yes
Colour copy - per A3 sheet	3.30	3.30	Yes
Word Processing - per hour	6.00	6.00	Yes
Fax Services			
Fax - outgoing (Australia) - first page	4.40	4.40	Yes
Fax - outgoing (Australia) - additional pages	1.10	1.10	Yes
Fax - outgoing (O/S) - first page	11.00	11.00	Yes
Fax - outgoing (O/S) - additional pages	5.50	5.50	Yes
Fax - incoming - up to 10 pages	4.40	4.40	Yes
Fax - incoming - additional pages	0.55	0.55	
Digital Image Service (private use)			
TIFF/JPG 300 dpi image on CD	15.00	15.00	Yes
Postage and handling (if required)	10.00	10.00	Yes
JPG 300 dpi image via email	10.00	10.00	Yes
TIFF/JPG 300 dpi image on CD (Commercial use)	50.00	50.00	Yes
Postage & Handling (if required)	10.00	10.00	
Information research - per hour	35.00	35.00	Yes
Local and family history research - per hour	25.00	25.00	Yes
Library Bags - Nylon with @ your library logo	1.50	1.50	
Earphones & CD's	2.20	2.20	Yes
Thumb drives	10.00	10.00	Yes
Book Sale			
Adult Non Fiction	1.10	1.10	Yes
Adult Fiction	0.55	0.55	
Paperbacks and Magazines	0.25	0.25	
Junior Non Fiction	0.55	0.55	
Junior Fiction	0.55	0.55	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Community Care			
Respite Respite Carer works in client's home	7.00 per hr or part thereof	7.00 per hr or part thereof	
Handyperson Service Lawn mowing and handyman. Service is provided to help keep clients safe in their homes. Is not for beautification. No weeding service. Cost of extras such as herbicides to be paid by client.	15.00 per hr with a limit of 4 hrs per month. 20.00 per hour Extra hrs of service (above limit of 4 hours per month)	15.00 per hr with a limit of 4 hrs per month. 20.00 per hour Extra hrs of service (above limit of 4 hours per month)	
Meals on Wheels Hot or frozen meal service dependant on location	Prices vary dependent on meal choices		
Social Support Local Transport	6.00	6.00	
Local Shopping	6.00	6.00	
Social Support Bus Trips from Coonabarabran, per person Note: Lunch and / or admission fees paid by clients	8.00	8.00	
Social Support luncheons	Cost of meal paid by client 2.00	Cost of meal paid by client 2.00	
WAGS Note: Lunch paid for by participants			
Transport			
Bus Carers Travel	Nil	Nil	
Clients	25.00	25.00	
General Public	30.00	30.00	

Description	Actual 2014/15 GST Inclusive	Actual 2015/16 GST Inclusive	GST
Community Care Continued...			
Local Transport			
Community Car to Medical Appointment (Volunteer Driver)	6.00	6.00	
Community Car out of town Transport (Volunteer Driver) Per km Fee			
5-50km	20.00	20.00	
51-100km	30.00	30.00	
101-150km	35.00	35.00	
151-200km	40.00	40.00	
201-250km	45.00	45.00	
251-300km	50.00	50.00	
301-350km	55.00	55.00	
351-400km	60.00	60.00	
401-450km	65.00	65.00	
451-500km	70.00	70.00	
501-550km	75.00	75.00	
551-600km	80.00	80.00	
For further information regarding Services, Fees & Charges contact Warrumbungle Community Care on Coonabarabran Office – 6849 2130 Coolah Office – 6378 5130			

A1.8 Private Works

Under Division 3 Section 67 Local Government Act 1993

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

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

Private Works Policy

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

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

Private Works Pricing (Pricing Mechanism)

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

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

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

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

- Hire of plant is subject to Council's policy on Private Works;
- Hire of plant is subject to suitability of application and availability;
- Council has absolute discretion in relation to hiring of plant items;
- No Plant item will be hire without a Council Operator;

- The charge out rate will be based on the rates listed in the table (note: rates include labour costs for the operator):

Plant Type	Hourly Plant Rate 2014/15 (Excl. GST)	Hourly Plant Rate 2015/16 (Excl. GST)
Backhoe	135	138
Bobcat	119	136
Compressor & Tool	56	57
Excavator	162	165
Front End Loader	136	138
Grader	135	135
Mower Outfront	103	105
Mower Ride On	85	85
Minor Plant (Small)	51	52
Minor Plant (Large)	51	52
Road Roller	107	109
Slasher	18	18
Street Sweeper	133	136
Tractor	82	84

Appendix 2: Donations Policy

Warrumbungle Shire Council provides financial assistance or donations to community groups and individuals to encourage their development and growth within the shire.

The expected outcomes of this policy are as follows:

- Identification and support for community groups, organisations and individuals that contribute to the social, economic and / or environmental fabric of Warrumbungle Shire.
- Transparent process of application, assessment and determination of financial assistance.
- That financial assistance provided by Council complies with requirements of Section 356 of the Local Government Act 1993.

Financial assistance is provided across a broad range of activities and are grouped as follows;

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

Annual Donations

In accordance with Section 356 of the Local Government Act 1993 Council proposes to make the following Donations in 2014/2015.

Program Category Name of Organisation or Group	Assistance Type (see Note 1)
Sporting Clubs & Events	
Northern Inland Academy of Sport	(4) \$360
Binnaway Jockey Club	(4) \$1,000
Baradine Tennis Club (Catholic Church)	(2)
Neilrex Tennis Club	(4) \$700
Mendooran Turf Club	(4) \$1,000
Coonabarabran Jockey Club	(4) \$1,000
North West Equestrian Expo	(4) \$1,000
Baradine Golf Club (Rates Subsidy)	(4) \$500

Program Category Name of Organisation or Group	Assistance Type (see Note 1)
Charity Groups	
St Vincent de Paul – Coonabarabran	(2)
Religious Properties	
Baradine - Anglican Church - Catholic Church	(2)
Binnaway - Anglican Church - Catholic Church	(2)
Coonabarabran - Jehovah's Witnesses - New Life Centre (Assemblies of God) - Catholic Church - Anglican Church - Uniting Church - Presbyterian Church	(2)
Coolah - St Andrew's Anglican Church - St James Presbyterian Church - Sacred Heart Catholic Church	(2)
Dunedoo - All Saints Anglican Church - St David's Presbyterian Church - St Michael's Catholic Church	(2)
Mendooran - St Chad's Anglican Church - St Mary's Catholic Church	(2)
Education Support	
St Lawrence's Primary School - Coonabarabran	(4) \$70
St Johns Primary School - Baradine	(4) \$70
Baradine Central School	(4) \$70
Binnaway Central School	(4) \$70
Coonabarabran Primary School	(4) \$70
Coonabarabran High School	(4) \$70

Program Category Name of Organisation or Group	Assistance Type (see Note 1)
Coonabarabran TAFE	(4) \$70
Coolah Central School	(4) \$70
Coolah Sacred Heart Primary School	(4) \$70
Dunedoo Central School	(4) \$70
Dunedoo TAFE	(4) \$70
St Michael's School – Dunedoo	(4) \$70
Mendooran Central School	(4) \$70
Community Service Organisations	
Coonabarabran CWA	(1)
Baradine CWA	(1)
Mendooran CWA	(1)
Coolah Community Radio	(4) \$520
Baradine Masonic Lodge	(1)
BreastScreen Greater Western – (to and within Shire)	(5)
Healthy Harold Life Education Australia – (to and within Shire)	(5)
Dunedoo Three Rivers Community Radio	(4) \$520
Coonabarabran 2WCR FM Community Radio	(4) \$520
Baradine Men's Shed (Baradine Rusty Club) (Rates Subsidy)	(4) \$1,000
Coolah Men's Shed	(4) \$1,000
Cultural Groups & Societies	
Baradine School Band	(4) \$250
Coonabarabran Orbital Swing Band	(4) \$1,000

Program Category Name of Organisation or Group	Assistance Type (see Note 1)
Baradine Agricultural Show – Art Prize	(4) \$50
Binnaway Agricultural Show – Art Prize	(4) \$50
Warrumbungle Arts & Crafts – Expo	(5)
Warrumbungle Arts & Crafts – Coonabarabran – Acquisitive Prize	(4) \$1000
Dunedoo Lions Club – Arts Unlimited	(4) \$500
Coonabarabran PAI&H Association – Annual Show	(3)
Keep Australia Beautiful	(4) \$470
Dunedoo Bush Poetry	(4) \$500
Coonabarabran DPS Local & Family History Group	(4) \$500
Youth and Senior Groups	
Coolah Youth & Community Centre	(3)
Coonabarabran Boy Scouts Hall	(2)
Coonabarabran Girl Guides Hall	(2)
Individuals	
Kidney Dialysis Patients (excess water charge donated – limit equal to 350 kilolitres)	(4)
Community Halls	
Neilrex Hall Committee	(4) \$500
Leadville Hall Committee	(3)
Ulamambri Hall Committee	(3)

(Note 1)

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

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

Council owned Properties, Facilities, Plant and Equipment and Halls

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

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

Council Owned Plant

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

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

Development Applications

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

Financial Assistance Grants

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

Assessment Criteria

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

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

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

- Activities/services which do not attempt to become self-supporting where the potential exists through fees or other feasible income – producing activities.
- Activities of a purely social nature, which do not address the needs of disadvantaged groups.

- Activities which are eligible for support from state- wide or regional parent bodies.
- Organisations, which have not observed accountability requirements for past Council assistance.

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

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

- February
- August

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