

Warrumbungle Shire Council

Quarterly Delivery Program Progress Report

30 September 2021

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EXECUTIVE SERVICES						
No	Service Level	Indicator	Bench- mark	Performance	On Target Y/N	Comments
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	Yes	Y	
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	Yes	Y	
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%	71%	Y	On track to reach the 98% annual benchmark.
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	Yes	Y	
5	Stakeholders and the community are informed of Council's activities and decisions.	The number of publications and media opportunities per month to promote/discuss Council activities and issues in a public forum in accordance with Council's Communications Policy	> 5	330	Y	On average Council displayed 110 publications and media opportunities per month throughout the reporting period.
6	Appropriate networking opportunities are maintained including regional stakeholder groups and individuals.	Relevant linkages established and maintained to Council satisfaction.	Yes	Yes	Y	
7	Staff kept informed via staff newsletter	Number of staff newsletters per year	4	6	Y	Staff newsletters are distributed to staff every fortnight.

EXECUTIVE SERVICES						
No	Service Level	Indicator	Bench- mark	Performance	On Target Y/N	Comments
Governance						
1	Council plays an influential role within the wider region and is a strong advocate for local interests	Membership and participation in LGNSW, OROC, Mining Related Councils and other regional groupings is maintained with reports provided to Council	Yes	Yes	Y	
2	Council is known as a professional and well-respected 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	0	Y	No professional development or training courses were undertaken in this period; however, the annual benchmark is on track to be met following the election.
3	Council's decision-making processes is open and enables community input	Business papers are available to the public (via Council's website, libraries and offices) three (3) business days before Council meetings and minutes published within five (5) business days of the meeting	Yes	Yes	Y	
4	Opportunities are provided in a variety of forums for all stakeholders to contribute to Council's decision-making process	Number of advisory and community consultation meetings held annually	20	7	Y	On track to meet annual benchmark. Meetings were held during the reporting period for: <ul style="list-style-type: none"> • Coonabarabran Town Beautification • Internal Audit Committee • LEMC • Plant Advisory Committee • Traffic Advisory Committee.
5	The future direction of Council is effectively managed through the IP&R process with input from the community	Council's decisions are based on social, economic, environmental and community priorities in the Community Strategic Plan	Yes	Yes	Y	

EXECUTIVE SERVICES						
No	Service Level	Indicator	Bench- mark	Performance	On Target Y/N	Comments
Human Resources Management						
1	Efficient and effective recruitment of vacated positions	Time taken to fill vacated positions within the organisation structure	6 weeks	8+ weeks	N	It is recommended that this performance indicator be amended to reflect the time taken to commence advertising of vacant positions as skills shortages and market conditions mean that this measure does not provide accurate picture of service level.
2	Relationships between management and unions remain positive	Percentage of industrial relations issues resolved with no breaches of government legislation	98%	100%	Y	Relationships between management and unions remain positive.
3	Turnover of staff is kept to a minimum	Staff turnover ratios are managed to % of total staff	15%	3.76%	Y	Calculated as number of terminations/headcount 3.76% voluntary turnover; Nil employer initiated turnover (<i>includes SBTs, term contracts > 1year, disciplinary actions, terminations during probation period</i>). Does not include trainees and apprentices employed by Skillset.
4	All HR Policies are relevant and adhere to legislative requirements	Frequency of review and updating of policies	Annual	3+ years	N	Most policies will be reviewed over the next 12 months; many policies are only required to be reviewed every 2-3 years (measure needs updating)

EXECUTIVE SERVICES						
No	Service Level	Indicator	Benchmark	Performance	On Target Y/N	Comments
Human Resources Management (cont)						
5	Workforce Management Strategy is adopted by Council	Workforce Management Strategy action plans are implemented within the recommended time frames	Yes	N	N	Current WFP is 2017-2021; actions in progress however some timelines have been adjusted to reflect resourcing challenges
6	Content on Councils Intranet is up-to-date and accurate.	Daily monitoring	Yes	No	N	Regular monitoring of OD content
Payroll Services						
1	Upon timely receipt of timesheets, wages are paid into staff bank accounts by Thursday of each week.	Number of late or incorrect wage payments	None	None	Y	None where timesheets are received on time and are correct. Wages are paid by electronic transfer on payday; some banks may not process transaction on same day.
2	Superannuation payments paid within the prescribed timeframe	Number of payments made outside of prescribed timeframe	None	None	Y	
3	Staff termination payments made within one week from final date of employment	Number of complaints	None	None	Y	
Workplace Health and Safety						
1	All Safety Policies are relevant and adhere to legislative requirements	Frequency of review and updating of policies	Annual	No	N	Currently working to complete reviews of all safety policies. Resource challenge as no WHS Office since April 2021; recruitment underway.
2	State Cover Safety Audit is completed on time and overall result is improved upon	Results of Audit	60%	70.3%	Y	
3	Specific workers compensation injury trends are reported	Injuries are investigated and repeat injuries reported to Management	95%	98%	Y	

EXECUTIVE SERVICES						
No	Service Level	Indicator	Bench- mark	Performance	On Target Y/N	Comments
Workplace Health and Safety (cont)						
4	WH&S practices lead to a reduction in the number of injuries and claims	Annual reduction in workers compensation premium	Yes	No	N	Premium increase from attributed to claims including small number of significant lost time injuries.
5	WH&S issues are minimised within the Technical Services Department	Number of WH&S incidents per annum	< 5	> 5	N	Increased reporting and investigation of incidents more effectively meets legislative requirements and allows better response to WHS risks and incidents
Learning and Development						
1	Traineeships are offered to staff at a minimum level of Cert III	% of staff who possess minimum qualification requirements	90%	90%	Y	School based trainees are usually offered Certificate II as that is a new category of traineeship since this measure was developed. All full-time traineeships are offered at Certificate III or above
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%	-	N	Insufficient resources. A training calendar is developed based on identified needs and statutory requirements. Further development will continue.
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	>1	Y	
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	Nil	N	Few positions available for external attendance at training. This area will continue to be reviewed to make vacancies available to contractors where possible.

EXECUTIVE SERVICES						
No	Service Level	Indicator	Benchmark	Performance	On Target Y/N	Comments
Learning and Development (cont)						
5	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%	71%	N	Competency due date 24.9.2021 – competencies still being returned and anticipate will achieve benchmark prior to end of year.
6	Department Staff had appropriate skills to meet organisational needs	All Staff have individual training plans	Yes	No	N	Insufficient resources for fully articulated individual training plans. Training is scheduled based on legislative/policy requirements, job specific skills requirements and competency assessments. All staff have access to training based on identified needs. Further development of organisational training plan to take place.

TECHNICAL SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Technical Services Management						
1	Technical Services completes capital projects within their budgeted timeline	% of capital projects completed to schedule	85%	19%	N	A number of projects are behind program owing to weather delays and supply issues owing to COVID. 19% of total works program in Technical Services completed. Some projects delayed due to availability of Contractors.
2	Technical Services capital and recurrent program is completed within budget	Total variance over/under budget	±10%	10	Y	Two projects have exceeded budget and adjustments are being made to other projects in order to ensure that overall the program is within budget tolerances.
3	Asset Management Improvement Project is complete	Completion of project	Complete	Not complete	N	An update to the unit rates in the AMP is in progress. AMP for Buildings is incomplete.
Private Works						
1	Private works are effectively managed and actively pursued	Maximum days taken for private works requests to be completed	14	N/A	N/A	No private works undertaken in the period.
2	Private works invoices are actioned promptly	Number of days post completion of job for private works invoices to be issued	5	N/A	N/A	No private works undertaken in the period.
3	Major capital projects (>\$50k) are managed within budget	Total variance over/under budget	10%	N/A	N/A	No private works undertaken in the period.
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%	90%	Y	All designs are delivered ahead of construction commencement.
2	Completion of site surveys and designs are accurate	% Design that meet specifications	95%	95%	Y	

TECHNICAL SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
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%	90%	Y	
2	Completion of site surveys and designs are accurate	% Designs that meet specifications	95%	95%	Y	
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	5-yearly	Y	Land Improvements, Structures, Aerodromes Valuation report submitted to CFO then responses to Auditors were provided. Footpath condition assessment to be completed in October 2021. Major Culvert condition assessment is programmed to commence in October 2021. Drainage condition assessment is progressing. Council is progressing well to achieve the 5-yearly asset condition assessment target.
2	Council's AMP is up to date and relevant	Frequency of review and updating of Asset Management Plan	4-yearly	4-yearly	Y	AMP for Roads is available. An update to the unit rates in the AMP is in progress AMP for Buildings is being prepared.
Emergency Services Management						
1	Emergency Services support is provided per state best practice to LEMC and LEMO	No-one dies in a fire/flood	99%	100%	Y	

TECHNICAL SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Emergency Services Management (cont)						
2	Effective support is provided to the LEMC and LEMO	Meetings are well attended	80%	100%	Y	All meetings attended, minutes and agenda were prepared and provided in a timely manner.
3	Mapping is provided as required to the LEMC and EOC in a timely manner	Number of complaints from LEMC and EOC	None	None	Y	Always provided maps as required.
4	Hazard Reduction Certificates requested by the RFS are issued in a timely manner	Issued Hazard Reduction Certificates within 5 working days	80%	100%	Y	
Regional Roads Maintenance and Repair						
1	Condition rating for the shire's Regional Road network (pavement) meets standard	% of road pavement asset condition rating >= average	90%	Ongoing process	N	
2	Condition rating for the shire's regional bridge and major culvert network meets standard	% of bridge/major culvert asset condition rating >= average	90%	Ongoing process	N	
3	Emergency assistance calls on Regional Roads are addressed in a timely manner	Time for assistance from callouts	< 6hrs	30 minutes call out time	Y	Call out process is being dealt with On Call Roster.
4	Regional Roads are generally accessible all year round	Number of closures per year	< 5	No closures	Y	
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	< 4	N	As per manpower availability.
6	Pot hole patching is carried out on a regular basis	Pot hole repair undertaken within no of days from notification	< 7	< 7	Y	
7	Slashing of roadsides is carried out on a regular basis	Roadside slashing carried out annually subject to seasonal conditions	> 5	< 5	N	Carried out as per site conditions and resource availability.

TECHNICAL SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Regional Roads Maintenance and Repair (cont)						
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	< 5	Y	Drainage system is not an issue at this stage.
Local Roads Maintenance and Repair						
1	Condition rating for the shire's unsealed Local Roads meets standard	% of road pavement asset condition rating >= average	90%	Ongoing process	N	
2	Local bridge and major culvert network meets standard	% of bridge/major culvert asset condition rating >= average	90%	Ongoing process	N	
3	Sealed Local Roads (pavement) meets standard	% of road pavement asset condition rating >= average	90%	< 90%	N	
4	Un-sealed roads are well maintained through grading being carried out with sufficient frequency	Frequency of grading (per year) by road category (cat) Total Length Category 1 = 549km Total Length Category 2 = 569km Total Length Category 3 = 419km	Cat 1 = Once every 15 months Cat 2 = Once every 3 years Cat = Once every 5 years	Category1 – 264KM done; Category2 – 96KM done; Category3 – 151KM done;	N	Due to the effects of protracted drought followed by flash floods, the annual maintenance budget is not sufficient to allocate adequate resources for maintenance works on each of the local roads.
5	Un-sealed roads are well maintained through re-sheeting being carried out with sufficient frequency	Time between re-sheeting by road category	Cat 1 = 12 Cat 2 = 15 Cat 3 = 20	Ongoing process	Y	Carried out as per asset management plan and delivery plan.
6	Pot hole patching is carried out on a regular basis	Pot hole repair undertaken within no of day from notification	< 7	Ongoing process	N	Due to shortage of resources not all locations can be carried out in a 1-week period.

TECHNICAL SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Local Roads Maintenance and Repair (cont)						
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	< 4	N	Ongoing process that is dependant.
8	Slashing of roadsides is carried out on a regular basis	Annual program subject to seasonal conditions	> 5	< 5	Y	As per prevailing conditions.
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	Ongoing process	N	Many locations need culvert decluttered and other drainage issues to be improvised.
10	Emergency assistance calls on Regional Roads are addressed in a timely manner	Time for assistance from callouts	< 6hrs	30 minute call out time	Y	As per Call Out Roster.
Aerodromes						
1	Aerodrome runways are maintained with sufficient regularity	Number of incidents related to aerodrome runways per year	None	None	Yes	Maintained as per schedule.
2	Aerodromes are available for use	Number of days per year where an aerodrome is unavailable for use	< 5	Nil	Yes	No reports of complete closures.
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	Within 1 month	Yes	
Reseals						
1	Condition rating seals on Regional and Local Roads (including town streets) meets standard	% of road seal asset condition rating >= average	60%	60%	Y	Ongoing process.
2	Road seals on Regional Roads are renewed with sufficient frequency	Time between reseals	20 years	Ongoing process	Y	As per delivery program.
3	Road seals on rural Local Roads are renewed with sufficient frequency	Time between reseals	20 years	Ongoing process	Y	As per delivery program.

TECHNICAL SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Reseals (cont)						
4	Road seals on town streets are renewed with sufficient frequency	Time between reseals	20 years	Ongoing process	Y	As per delivery program.
Fleet Services Management						
1	Minimal Fleet downtime	% of time where fleet equipment is available for use	90%	90%	Y	
2	Maintenance and replacement of Council's plant fleet is achieved within budget	Budget variance	Less than +/- 10%	< 10%	Y	
Plant and Equipment						
1	All maintenance and repairs of plant and equipment are completed in a timely manner	Plant downtime	< 7.5%	< 7.5%	Y	
2	Plant and equipment is safe and reliable for use	% of items on prestart checklist that are complete	90%	85%	N	Staff turnover and new staff training in progress
3	Greenhouse gas emissions are reduced	% of reduction in annual greenhouse gas emissions	2.5%	N/A	N	Not measured
4	Fleet registrations are completed in September	All plant and equipment is registered	Yes	Yes	Y	Completed
5	All plant and equipment maintenance and repairs are recorded	All maintenance and repairs recorded in Ausfleet	Yes	No	N	90% of repairs recorded in Ausfleet
Workshops						
1	Scheduled maintenance is completed within a timeframe that will both minimise disruption to works & ensure plant and equipment is serviced within intervals specified by manufacturer.	Services logs in Ausfleet and user feedback % complete	95%	90%	N	Some workshop staff to be trained into Ausfleet logging
2	Servicing within 20 hours or 500 kms of manufacturers specifications	% of times where servicing is within specifications	90%	85%	N	Workloads on some plant items can be just out over the manufacturer's specifications.

TECHNICAL SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Parks, Reserves, Ovals and Gardens						
1	Parks, reserves, trees, Ovals and gardens are maintained to an acceptable standard	Mowing and cleaning schedule maintained	Yes	Yes	Y	Catching up now on the mowing schedule after the rainfall. On track to meet annual benchmark.
2	Complaints regarding parks and street trees are dealt with promptly	Time (days) taken to address issues such as broken branches etc	< 48 hrs	< 48 hours	Y	A number of requests have come through to trim back trees and to have them assessed. All closed off through Authority and Magiq with action plan in place.
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	Yes	Y	Up to date with schedule of street sweeping.
4	Graffiti on Council buildings and other Council owned assets is removed in a timely manner.	Time taken to remove graffiti	1 week	N/A	N/A	No reports of graffiti during the reporting period.
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	Yes	Y	On schedule.
6	Ovals and sporting facilities are available for use by the public	Maximum number of days per oval when ovals and sporting facilities are not available	30 days	< 30 days	Y	Ovals currently being prepared for cricket season.
7	Ovals and sporting facilities are safe	Number of incidents/safety related complaints per year	< 2	0	Y	No complaints or report follow up action items.

TECHNICAL SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Town Streets						
1	Town Streets meet the access, safety and aesthetic needs of the community	Meets timeframe and standards	95%	95%	Y	Coonabarabran working through John Street beautification and will be trialling new plantations as advised by community group. This incorporates Lavender and Japanese Box and will be planted from the Clock Tower down to Mary Jane Cain Bridge. All other main street features are on track to current maintenance schedules.
2	Road pavement on town streets, kerb and gutters and footpaths are maintained to a reasonable standard.	% town streets road pavement where asset condition rating is >=average	90%	90%	Y	Inspections underway following complaint from the Mendooran community regarding footpath condition outside the Mechanics Institute Hall.
Public Swimming Pools						
1	Public swimming pools and amenities are maintained and meet the needs of the community	Meets timeframe and standards	75%	75%	Y	We currently meet benchmark of 75% however there has been a lack of maintenance to pool plant (chemical controllers and dosing pumps) Council has now re-engaged subcontractor moving forward to maintain and provide reliable reporting

TECHNICAL SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Public Swimming Pools (cont)						
2	Water quality is maintained to meet public health requirements	Number of unacceptable water quality test results	None	65%	N	1 reportable incident at Coolah where pool water quality was below acceptable requirement. This resulted from a contractors installation of acid tanks not fit for purpose given our existing pool plant infrastructure Pool plant repaired Sunday 17/10/2021 and pool reopened 18/10/2021 This event also highlighted lack of training for pool attendants and outdated pool procedure manual. Pool Procedure manual updated and incident debrief planned to occur week of 25/10/201 in addition to retraining all Pool attendants.
3	Pool opening hours meet community expectations	% pool user groups who have access to pools when required	80%	N/A	N/A	Pools not yet open during the reporting period.
4	Pools are supervised by adequately trained life guards	Staff and volunteers follow Royal Life Saving NSW recommendations	Yes	Yes	Y	Continual issues staffing at Baradine Pool despite ongoing advertising. Pool Supervisor attempts to fill the space where possible but this is not practical.
Property						
1	Council residential properties are appropriately tenanted	Occupancy rate	80%	80%	Y	
2	Maximum commercial rent returns on Council properties	Rent collected on all tenancies	98%	98%	Y	
3	Cleaning all Council buildings to an acceptable standard	Meet cleaning schedule within timeframe	95%	95%	Y	

TECHNICAL SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Property (cont)						
4	Council Buildings and Assets are secured	Security systems are in place and operated at designated buildings	Yes	No	N	Issues to be resolved at Coonabarabran Council office back gate
5	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	On track for \$25k	Y	
6	Condition of all properties are of the highest standard achievable	Condition Rating	Average	Below average	N	Major repairs required on some properties will require an increase in capital budget next year.
Cemetery Services						
1	All cemeteries are maintained within budget	As per schedule and timeframe	2 per year	2 per year	Y	
2	All internments are dealt with professionally	Council meets legislative requirements	Yes	Yes	Y	
Medical Facilities						
1	Council premises are appropriately tenanted	Occupancy Rate %	90%	90%	Y	
2	Appropriate needs of medical services providers are met	Six (6) monthly Meeting/communication with Tenants	Yes	Yes	Y	
Public Halls						
1	Halls are available for public use	Consistent usage percentage over a calendar year	60%	< 60%	N	COVID restrictions would not allow to meet benchmarks
2	Halls are being utilised to their full potential	Increase in usage	5%	< 5%	N	COVID restrictions would not allow to meet benchmarks
3	Halls are maintained to a suitable level	Condition rating	Average	Average	Y	

ENVIRONMENT AND DEVELOPMENT						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Environment and Development Services Management						
1	Development Services Directorate is financially responsible	Recurrent budget variance	Less than +/- 10%	3%	Y	
2	Warrumbungle Waste is operated in a cost-effective manner	% increase in waste services costs	Less than CPI	Less than CPI	Y	98%
3	Capital and key projects are completed on time and within budget	Capital and key projects are completed on time and within budget	Yes	No	N	Regulatory Services projects delayed.
Heritage Matters						
1	Heritage stock is effectively managed	Heritage advisor service is maintained	Yes	Yes	Y	Application for Small Heritage Funding successful for FY 21/22 and 22/23.
2	The Local Heritage fund is maintained	Number of different properties that benefit from the fund annually	5	7	Y	Submissions for Small Heritage Funding grants received during the reporting period presented to Council's October meeting.
Noxious Weeds						
1	Noxious weeds are controlled throughout the Shire	Membership of Castlereagh Macquarie County Council is maintained	Yes	Yes	Y	Membership maintained.
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 <24 hrs	100%	100%	Y	One dwelling had been burnt and there was friable asbestos on site. The owners were contacted within the 24 hr period and the site made safe.
2	Local trades are well informed of changes to building legislation and codes	Distributed newsletter when new legislation or information is available	Yes	N/A	N	There have been no trade nights or information sessions other than on-site.

ENVIRONMENT AND DEVELOPMENT						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Building Control (cont)						
3	Complying Development Certificate applications are processed within legislated timeframes	Average application processing time	10 days	N/A	Y	There have been no CDC applications lodged in the recording period; however, application processing time historically meets benchmark of 10 days.
4	Building Certificates processed within reasonable timeframes	Average application processing time for Certificate for Sale of Property	7 days	N/A	Y	There have been no BC applications lodged in the recording period; however, processing time historically meets benchmark of 7 days.
5	Complying Development Certificate applications and Buildings Certificates are processed effectively	% audit of 6 files demonstrating legislative and procedural compliance	90%	N/A	Y	There have been no CDC or BC applications lodged in the recording period; however processing historically meets benchmark.
6	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months	> 6 months	N	Delayed due to time constraints.
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%	90%	N	High risk given priority due to time restrictions and COVID.
2	Implement actions from the Central West Councils Salinity and Water Quality Alliance 5-year strategic plan	% of actions funded and completed	60%	0	N	No funding received for this quarter
3	Approvals for OSSMS processed within reasonable timeframes	Average approvals processing time-when all information is received from applicant	7 days	7 days	Y	Approvals processed within 7 working days.
4	Approvals are processed accurately	% audit of 20 files demonstrating legislative and procedural compliance	80%	80%	Y	Approved under the supervision of contract Building Surveyor

ENVIRONMENT AND DEVELOPMENT						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Environmental Health Services (cont)						
5	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months	> 6 months	N	Delayed due to time constraints.
6	OSSMS do not pose a risk to public health or the environment	Inspections carried out from complaints within 3 days	100%	100%	Y	Inspections carried out within 3 working days.
Town Planning						
1	Council Planning instruments are relevant and effective	Frequency of review of planning instruments	Annual	Annual	Y	LEP with Consultant for changed before being sent to Council Meeting
2	Development applications processed in a timely manner	Average application processing time exclusive of stop the clock times	40 days	Average 34 days	Y	
3	Development applications processed accurately	% audit of 20 files demonstrating legislative and procedural compliance	100%	100%	Y	
4	Planning certificates processed in a timely manner	Average 149 certificate application processing time	7 days	7 days	Y	
5	Planning certificates processed accurately	% audit of 20 files demonstrating legislative and procedural compliance	90%	100%	Y	Administration Officer generates certificates and Town Planner checks and signs certificates.
6	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months	> 6 months	N	Bushfire Assessment process being reviewed to reflect changes in requirements for referrals to RFS
7	Council has a single DCP to guide development across the shire	A single DCP that is relevant and compliant with the LEP and current practice advice from DP&I is available.	Yes	Yes	Y	DCP in place – draft scope of works being prepared to engage consultant to undertake review of DCP.

ENVIRONMENT AND DEVELOPMENT						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Town Planning (cont)						
8	Subdivision Certificates processed in a timely manner	Average time taken to release subdivision plan when all information and conditions met	15 days	15 days	Y	1 Subdivision Certificate has been signed.
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	0	Y	On track for annual benchmark – microchipping days booked for October/ November 2021
2	Roadways are kept largely free of straying stock through regular stock patrols (per agreed program) and timely responses to complaints	Response time from when complaint is received	< 2 hours	< 2 hours	Y	10 complaints
3	The negative effects caused from the keeping of animals in urban areas is minimised	Response time from when complaint is received	< 48 hours	< 48 hours	Y	4 complaints
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	Monthly	Y	Inspections performed and action taken where high risk to public safety. Inspections also performed on demand.
5	Alcohol free zones maintained in towns	Frequency of inspection of alcohol-free zone signs	6-monthly	6-monthly	Y	Inspection completed July.
6	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	Weekly	Y	
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	1,600	Y	On track for quarterly performance; however, visitor numbers negatively impacted by Delta COVID pandemic – State and LGA lockdowns and restrictions.

ENVIRONMENT AND DEVELOPMENT						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Tourism and Development Services (cont)						
2	The VIC achieves level 1 accreditation status with the AVIC network	Level 1 accreditation maintained	Yes	Yes	Y	
3	Support is provided to outlying information service sites	Distribution of information and onsite visits to outlying information service sites conducted monthly	Yes	Yes	Y	Reduced demand this quarter due to LGA lockdowns. Increase Shire-wide tourism promotion further afield to promote the region.
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%	75% decrease	N	VIC closed with LGA lockdowns and restrictions.
2	Council effectively pursues opportunities for community grants in Coonabarabran	Level of external grants sourced per annum	\$25K	\$103,000	Y	Driver Reviver upgrade.
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	0	N	LGA lockdowns and restrictions.

CORPORATE AND COMMUNITY SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Corporate and Community Services Management						
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	Yes	Y	
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	Yes	Y	On track to meet target; first round offered August 2021 with donations going to a broad cross-section of the community. Remaining budget for 2021/22 = \$13,706.
3	Corporate & Community Services Directorate is financially responsible	Recurrent budget variance	Less than +/- 10%	+ 2%	Y	
Customer Service						
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	Day of receipt	Y	
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%	100%	Y	
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	Within 48 hrs	Y	
Bushfire and Emergency Service						
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	Yes	Y	Bid approval on 30/9/2021
2	A Council presence at the Liaison Committee is maintained	Attendance at Liaison Committee (%)	90%	05%	Y	

CORPORATE AND COMMUNITY SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Bushfire and Emergency Services (cont.)						
3	Bushfire hazard programs are implemented within budget	Completion of bushfire hazard reduction programs	Yes	Commenced	Y	Has commenced for this year – tracking to reach target.
4	Incident control is timely and effective	Response is immediate and Displan implemented as appropriate	Yes	Yes	Y	
Finance						
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 OLG are met	Council's financial statements are not qualified and submitted to the OLG on time	Yes	No	N	Extension of time sought for completion of Financial Statements 2020/2021.
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	No	N	Grant return still to be completed.
4	Accounts payable is managed effectively	Number of creditor accounts over 60 days at end of month	5			
5	Internal and external audit management points addressed within a reasonable time frame	Number of repeat issues	1	16	N	
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 OLG 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 AND COMMUNITY SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Supply Services						
1	Stock is securely stored and effectively monitored	Fuel and Stores stocktake variances minimised- stock written off	< \$1,000 p/a	< \$1,000 p/a	Y	
2	Stock levels are effectively managed and idle stock is minimised	Stock turnover by store	3 p/a	3.71	Y	
3	Hazardous materials are securely stored according to best practices	Number of audited and reportable incidents	0	0	Y	
4	Procurement policy is adhered to	Number of breaches of policy	0	0	Y	
5	Sale of excess stock carried out annually	Sale completed	Yes	No	N	Sale not held at this time as it is combined with Fleet.
Communications						
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	> 1	Y	
2	Development and implementation of Council's Communication Strategy	Completion and adoption by Council of a WSC Communication Strategy	Yes	No	N	Community Engagement Strategy, and Communication and Community Liaison Policy adopted and implemented.
3	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%	2.59%	Y	
4	Content on Councils website and staff intranet is up to date and accurate	Number of new items per week	> 2	Average 2-3 per week	Y	
Information Technology (IT)						
1	Implementation of IT Strategic Plan	Review and implementation of Council's IT strategic plan is complete	Yes	No	N	Strategy in draft form and going through approvals processes

CORPORATE AND COMMUNITY SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
IT (cont)						
2	IT Support and assistance provided to staff	Managed support services and helpdesk response and resolving of issues timeframe as per priority matter	Yes	Yes	Y	
3	Disaster Recovery implemented as per Business Continuity Plan	Disaster Recovery system implemented	Yes	Yes	Y	
Risk Management						
1	Business Continuity Plan is kept up to date and reviewed periodically	Regular review and updating	12 monthly review	> 12 months	N	Review commenced
Community Transport						
1	Transport services provided to CHSP Clients	Number of trips provided per annum	4,806	450	N	Full cost clients cannot be added to data. Full cost clients – 87 trips. COVID has limited seating capacity and trips.
2	Transport services provided to CTP Clients	Number of trips provided per annum	1,676	293	N	COVID has limited seating capacity and trips.
3	Transport services provided to Health-Related Transport Clients	Number of trips provided per annum	124	18	N	COVID and lockdowns.
4	Transport services provided to NDIS clients	Number of trips provided per annum	231	0	N	COVID has limited seating capacity and trips. None provided during the reporting period due to lockdowns.
5	Transport services provided to DVA clients	Number of trips provided per annum	N/A	4	Y	No target to reach. Trips provided as needed.
6	Taxi Vouchers provided to clients	Number of vouchers provided per annum	N/A	548	Y	Taxi ceased for several weeks and then operated a limited service due to COVID.

CORPORATE AND COMMUNITY SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Multiservice Outlet						
1	Social Support services provided to CHSP clients	Number of services provided per annum	6,249	2,278	Y	Full cost clients cannot be added to data. COVID has limited all SS. Full cost clients – 357 hours.
2	Meals Services provided to CHSP clients	Number of meals provided per annum	15,807	4,225	Y	Full cost clients cannot be added to data. Full cost clients – 1,459 meals delivered.
3	Respite Services provided to CHSP clients	Number of services provided per annum	1,308	0	N	Full cost clients cannot be added to data. HCP to other providers. Full cost clients – 0 hours delivered.
4	Home Maintenance Services provided to HACC clients	Number of services provided per annum	2,010	455.5	N	Full cost clients cannot be added to data. COVID and weather conditions. Full cost clients – 81.5 hours delivered.
Yuluwirri Kids						
1	The Service completes a Quality Improvement Plan and achieves a satisfactory ACECQA Assessment Rating	Satisfactory Assessment Rating	Satisfactory Assessment Rating	Satisfactory Assessment Rating	Y	Meeting all Quality areas.
2	The service is well utilised by members of the community	Utilisation rate as a percentage of total capacity	90%	79%	N	LDC 86% PRE 65% MKY 95% Overall 79% Service capping on two days a week due to ECT requirements

CORPORATE AND COMMUNITY SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Yuluwirri Kids (cont)						
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	Surplus	Y	Revenue \$391,850.07 Expenditure -\$295,086.24 Surplus \$96,763.83
4	Medium to long term needs of the community for child care services are addressed	Five (5) year business plan is complete	Yes	On track	Y	Quality Improvement Plan (QIP) completed. Four (4) year budget completed. Funding changes regularly meaning industry is unable to plan for five (5) years. Previous recommendation from Department of Education is to plan for two (2) years. Children Services are currently working on improving the business model and service sustainability. This includes business plans. Community Connections Solutions Australia is our partner in this project.
Libraries						
1	Provision of library services to residents of the shire is maintained	Membership of Macquarie Regional Library is maintained	Yes	Yes	Y	
2	Branches are safe for staff and the public	Complete annual inspections of all outlets	Complete	Completed by MRL	Y	

CORPORATE AND COMMUNITY SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Libraries (cont)						
3	Library opening hours meet the needs of the residents of the Shire	The following opening hours are met: <ul style="list-style-type: none"> - Baradine 7.5 hours - Binnaway 4 hours - Coolah 30.5 hours - Coonabarabran 31.5 hours - Dunedoo 20 hours - Mendooran 7 hours 	Yes	Yes, subject to COVID-19 restrictions	Y	Libraries were closed by Macquarie Regional Library in line with public health orders relating to COVID-19. Normal operating hours followed at all times apart from during lockdown periods.
Connect Five						
1	Requirements of funding agreements are met	Annual acquittals and reports returned on time and meet with approval	Yes	On track	Y	
2	Venues identified and licenced according to community requirements	Number of venues that are identified and licenced at any one time	9	9	Y	Service working on new venue management plans.
3	Play sessions are provided to meet the emerging needs of the community	Number of play sessions per term	45	40	N	COVID-19 lockdown caused a short shutdown during Term 3. 50 scheduled in Term 3 we held between June to September 61 sessions & 21 cancelled sessions
4	Play sessions are well patronised	Number of children in attendance per term	360	253	N	Numbers are recovering from COVID-19.
5	The resources in the Toy Library are clean and in good repair	Toys washed and cleaned on a fortnightly basis	Yes	Yes	Y	
6	The Toy Library is well utilised by the community	Number of items loaned per term	60	90	Y	Toy Library was used during COVID-19. C5 Educators had Toy Library runs to meet families (COVID safety in place) to drop off resources.

CORPORATE AND COMMUNITY SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Connect Five (cont)						
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	1	N	One (1) staff member incident during term 3.
8	The service meets the needs and expectations of the community	Survey Results	Positive result	Positive result	Y	Whole Children's Services survey completed.
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	Yes	Y	All policies continue to be updated to comply with regulation updates. Services are working on a combined children services not individual service policy.
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	Surplus	Y	Revenue \$46,242.31 Expenditure -\$35,242.31 Surplus \$11,000.00
Youth Services						
1	Requirements and objectives of all funding agreements are met	Annual acquittals and reports returned on time and meet with approval	Yes	N/A	Y	Due 31 October 2021; working on completing required documentation by due date. On track to meet target.
2	Delivery of National Youth Week across the shire	Number of youth engaged in developing / managing activities	90	N/A	N/A	Youth Week scheduled 4-14 April 2022. WSC finalist in 2021 Local Government Week Awards for 2021 Youth Week Program.
3	Enhance communities' social infrastructure to support desired outcomes	Number of young people engaged within programs	1,600	171	N	First quarter numbers are low due to many activities postponed or cancelled due to COVID-19 lockdowns and restrictions.

CORPORATE AND COMMUNITY SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Youth Services (cont)						
4	Service is sustainable in the long run and does not receive subsidies from Council beyond the current agreement	Level of surplus or deficit	Surplus	Surplus	Y	Current 2021/22 Budget indicates surplus.
5	Promotion of youth services, information sharing and networking between youth and community services	Number of printed media distributed through shire	1,600	350	N	First quarter promotions and information sharing low due to many activities postponed or cancelled due to COVID 19 lockdowns and restrictions. Also shared information via Social Media and emails to youth and community.
OOSH						
1	Requirements and objectives of all funding agreements are met	Annual acquittals and reports returned on time and meet with approval	Yes	On track	Y	
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	On track	Y	All policies continue to be updated to comply with regulation updates. Services are working on a combined children services policies not individual service policy
3	An appropriate After School Care is provided five (5) days a week during school terms	Number of places booked per week	50	40 (and increasing)	N	Currently have 40 bookings a week with extra bookings occasionally. VC July- (5days) 60 Bookings ASC Term 3-378 Bookings VC Sept- 35 Bookings Covid 19 has had an impact on bookings.

CORPORATE AND COMMUNITY SERVICES						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
OOSH (cont)						
4	The Service completes a Quality Improvement Plan and achieves a satisfactory ACECQA Assessment Rating	Satisfactory Assessment Rating	Satisfactory Assessment Rating	Satisfactory Assessment Rating	Y	Meeting all Quality Areas. Rating issued November 2017. Entered next round of assessment. Self-assessment has been submitted. Assessment visit has been rescheduling to happen sometime between 21 February and 21 May 2022 2021
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	None	Y	The service conducts daily WHS checks. & COVID-19 hygienic practices implemented daily.
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	Deficit	N	Revenue \$15,606.38 Expenditure -\$23,763.44 Deficit -\$8,157.06
Community Development						
1	Development Coordinators are employed in Baradine, Binnaway, Coolah, Coonabarabran, Dunedoo and Mendooran	Funding MOU is signed and adopted by each community group	Yes	No	Y	Tracking to meet the annual benchmark; however, MOU not yet entered into during the reporting period.
2	Development Coordinators meet conditions of the MOU and expectations of external grants are achieved	Level of external grants sourced per annum per town over a four-year term	\$50k	Not measured	Y	The amount of external grants sourced has not been collected during the reporting period. Development Coordinators have sourced grants well in excess of \$50,000 for each of the last two years.

BUSINESS ARMS OF COUNCIL						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Warrumbungle Water						
1	Quality potable water is supplied to connected properties	Water quality meets criteria established by Australian Drinking Water Guidelines.	Yes	No	N	ADWG Health Guideline Value Breaches: Nil (0) ADWG Aesthetic Guideline Value Breaches: 1 low pH in Coolah 2 high hardness in Coolah and Dunedoo 1 high dissolved solids in Dunedoo 1 elevated aluminium in Baradine
2	Water supply to connected properties is continuous and there is no disruption due to broken water mains	Number of breaks per year	< 30	6	Y	Coolah (1) Baradine (2) Binnaway (0) Coonabarabran (2) Dunedoo (1)
3	Supply of water to connected properties is at lowest possible recurrent cost	Variance over/under budget	< +/- 10%	-4%	Y	The September YTD Actuals amounted to 21% of this FY Water budget
4	Water charging for connected properties is accurate	Number of incorrect meter readings	< 20	5	Y	
5	Best practice water and sewer recommendations are completed	Recommendations actioned/completed	Yes	No	N	Finalisation of IWCM Strategy, including development of or exemption from Development Servicing Plan; implementation of appropriate non-residential water access charges to be undertaken.

BUSINESS ARMS OF COUNCIL						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Warrumbungle Water (cont)						
6	Capital projects are completed within their budgeted time line	% of capital projects completed to schedule	85%	66%	N	The three capital projects scheduled for completion in the first quarter were completed. One of them was completed delayed due to extraordinary delivery time delays out of Council control.
7	Capital program is completed within budget	Total variance over/under budget	10%	-14%	N	Project delivery came in under the budget of \$167,768 for the three completed projects
8	Potable water is safe for drinking	Number of boil alerts	None	None	Y	No boil water alerts
9	The water business operates as a fully self-funding business	Yearly financial outcome against budget	Surplus			Budget yet to be uploaded in Authority correctly.
Warrumbungle Sewer						
1	Sewage treated and discharged in accordance with EPA licence conditions	Compliance with EPA conditions	80%	65% for concentration limits 92% for volumetric discharge limits	N Y	Out of the 20 effluent parameters tested, 7 failed. Non-compliances occurred across the plants of Coolah (6) and Dunedoo (1). Out of 184 discharge events across the two plants with daily volumetric limits there were 12 breaches, 7 at Dunedoo and 5 at Coonabarabran due to rain events.
2	Sewer pumping stations are effective and efficient	Number of breakdowns or overflows from pumping stations per annum	< 1	0	Y	No sewage pump overflows or breakdowns
3	Efficient and effective sewer pumping stations	Number of odour complaints from pumping stations per annum	< 5	0	Y	No reported odour issues from sewage pump stations

BUSINESS ARMS OF COUNCIL						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Warrumbungle Sewer (cont)						
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	12	Y	Coolah (4) Coonabarabran (7) Dunedoo (1)
5	Capital projects are completed within their budgeted time line	% of capital projects completed to schedule	85%	N/A	N/A	There were no Sewer capital projects due for completion this quarter
6	Capital program is completed within budget	Total variance over/under budget	10%	N/A	N/A	There were no Sewer capital projects due for completion this quarter
7	The sewer business operates as a full self funding business	Yearly financial outcome against budget	Surplus			Budget yet to be uploaded in Authority correctly
Warrumbungle Waste						
1	The waste service operates as a fully self-funding business	Yearly financial outcome against budget	Surplus	Surplus	Y	
2	Weekly residential waste pick-up service is provided to eligible residents	Number of complaints for missed services per year	< 10	19	N	9 complaints due to <ul style="list-style-type: none"> • rang before truck go to pick up • Gates locked unable to gain entry • Bins not out when truck arrived • Blocked by private vehicles Service not been paid via rates
3	Weekly residential recycling pick-up service is provided to eligible residents	Number of complaints for missed services per year	< 10	7	Y	4 complaints due to Bins not out when truck arrived
4	Council's waste facilities operate within regulatory guidelines	Amount of penalties imposed on Council by Regulators	\$0	\$0	Y	Nil Penalties

BUSINESS ARMS OF COUNCIL						
No	Service Level	Indicator	Bench-Mark	Performance	On Target Y/N	Comments
Warrumbungle Waste (cont)						
5	WH&S issues are minimised within the Waste Branch	Number of WH&S incidents per annum	2	0	Y	



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