



Warrumbungle Shire Council

Delivery Program Progress Report 30 June 2016



Executive Services						
No	Service Level	Indicator	Bench-Mark	Performance	Met ?	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	✓	
2	Requirements under the Local Government Act, relevant regulations and the DLG's Integrated Planning and Reporting Framework are met.	Development and implementation of the Community Strategic Plan, State of the Environment Report and Annual Report prepared and published within required timeframes.	Yes	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%	99%	✓	
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	No	X	Final expenditure was 3% under budget, with revenue coming in 11% under budget. The revenue budget included multiple major capital grants (e.g. \$4.5m for the TRRRC) some of which were not received resulting in the variance against budget. Council's final accrual and cash results were both excellent, with Council recording a roughly \$6.5m surplus in 2015/16 and a roughly \$1m unrestricted cash surplus.
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	> 5	✓	
6	Appropriate networking opportunities are maintained including regional stakeholder groups and individuals.	Relevant linkages established and maintained to Council satisfaction.	Yes	Yes	✓	
7	Private works are effectively managed and actively pursued	Maximum days taken for private works requests to be completed	14	< 14	✓	
8	Private works invoices are actioned promptly	Number of days post completion of job for private works invoices to be issued	5	Approx. 5	✓	Invoicing is completed and mailed within 5 working days of receiving completed information.
9	Major capital projects (>\$50k) are managed within budget	Total variance over/under budget	10%	4.6 %	✓	Completed projects have come in 4.6% under Budget.

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
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	N/A	N/A	T-Corp report 2016 not yet issued. Council did however meet a majority of the TCorp ratios in the 2015/16 financial year and the 2015/16 financial result has been a significant improvement over prior years.
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	Yes	✓	
3	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	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 three (3) business days of the meeting	Yes	No	✓	Business papers available within the timeframe as specified in the benchmark. Minutes generally published within five (5) days of meeting.
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	> 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	Yes	✓	

Technical Services						
No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
Management						
1	Technical Services completes capital projects within their budgeted timeline	% of capital projects completed to schedule	85%	90%	✓	Total capital expenditure of \$10.5m (77% spend vs budget).
2	Technical Services capital and recurrent program is completed within budget	Total variance over/under budget	10%	7% Under budget	✓	Net cost to council after revotes is 7% under budget.
3	Asset Management Improvement Project is complete	Completion of project	Complete	On going	X	Project is ongoing with updating of asset register information in Council's mapping system.
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%	✓	
2	Completion of site surveys and designs are accurate	% Design that meet specifications	95%	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%	90%	✓	
2	Completion of site surveys and designs are accurate	% Designs that meet specifications	95%	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	5 yearly	✓	Council staff are currently in the process of carrying out kerb and gutter, footpath and culvert asset condition surveys. Most surveys are done as part of asset revaluations.
2	Council's AMP is up to date and relevant	Frequency of review and updating of Asset Management Plan	4 yearly	4 yearly	✓	Council is currently reviewing its Asset Management Plans this financial year.
Road Safety Officer						
1	Approved road safety programs are completed	Programs completed on time	Yes	Yes	✓	
2	Council's Speed Advisory Sign trailer is effectively displayed	Number of days per quarter Speed Advisory Sign trailer is displayed	40	80	✓	
3	Meet the Road Safety Officer Program Guidelines	Funding objections of RSO funding are met	4 / 12	8 / 12	✓	
4	Local road safety issues are actively promoted	Number of road safety press releases in local newspapers per annum	8	20	✓	
5	Road toll is reduced as a result of RSO work	Met ? in count in fatalities and injuries compared to previous years	Reduction	-	N/A	Final figures not known

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
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%	✓	
2	Effective support is provided to the LEMC and LEMO	Meetings are well attended	80%	80%	✓	
3	Mapping is provided as required to the LEMC and EOC in a timely manner	Number of complaints from LEMC and EOC	None	None	✓	
4	Hazard Reduction guidelines suggested by the RFS are actively complied with	RFS or the public with regards to Hazard Reduction	None	100%	✓	
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%	95%	✓	Condition ratings have not been undertaken since the June 2015 report.
2	Condition rating for the shire's regional bridge and major culvert network meets standard	% of bridge/major culvert asset condition rating >= average	90%	96%	✓	Condition ratings have not been undertaken since the June 2015 report.
3	Emergency assistance calls on Regional Roads are addressed in a timely manner	Time for assistance from callouts	< 6hrs	< 6hrs	✓	
4	Regional Roads are generally accessible all year round	Number of closures per year	< 5	0	✓	
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	✓	
6	Pot hole patching is carried out on a regular basis	Pot hole repair undertaken within no of days from notification	< 7	< 7	✓	
7	Slashing of roadsides is carried out on a regular basis	Roadside slashing carried out annually subject to seasonal conditions	< 5	< 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	< 5	✓	

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
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%	96%	✓	
2	Local bridge and major culvert network meets standard	% of bridge/major culvert asset condition rating >= average	90%	80%	✗	
3	Condition rating for the shire's sealed Local Roads (pavement) is deemed acceptable	% of road pavement asset condition rating >= average	90%	100%	✓	
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 2 = 419km	Cat1 =1.5 Cat 2=1 Cat=0.33	1 = 0.56 2 = 0.37 3 = 0.29	✗	Benchmarks are too high given available budget. Adjustments made to benchmark for 2016/17.
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	C1= 16 C2= 69 C3 = 76	✗	Some resheeting projects not completed due to lack of water.
6	Pot hole patching is carried out on a regular basis	Pot hole repair undertaken within no of day from notification	< 7	< 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	2	✗	New road inspection methodology has been developed.
8	Slashing of roadsides is carried out on a regular basis	Annual program subject to seasonal conditions	< 5	< 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	0	✓	
10	Emergency assistance calls on Regional Roads are addressed in a timely manner	Time for assistance from callouts	< 6hrs	< 6 hrs	✓	
Aerodromes						
1	Aerodrome runways are maintained with sufficient regularity	Number of incidents related to aerodrome runways per year	None	None	✓	
2	Aerodromes are available for use	Number of days per year where an aerodrome is unavailable for use	< 5	0	✓	
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	1 month	✓	
Reseals						
1	Condition rating seals on Regional and Local Roads (including town streets) meets standard	% of road seal asset condition rating >= average	60%	Region = 81% Local = 98% Streets = 98%	✓	Regional and local roads and town streets all have condition rating > 60%.

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
2	Road seals on Regional Roads are renewed with sufficient frequency	Time between reseals	20 years	20 years	✓	
3	Road seals on rural Local Roads are renewed with sufficient frequency	Time between reseals	20 years	26 years	✗	Not all available funds in the 2015/16 budget were utilised.
4	Road seals on town streets are renewed with sufficient frequency	Time between reseals	20 years	13 years	✓	
Fleet Services Management						
1	Minimal Fleet downtime	% of time where fleet equipment is available for use	90 %	90%	✓	
2	Maintenance and replacement of Council's plant fleet is achieved within budget	Budget variance	Less than +/- 10%	Plt Inc. 4% under budget Plt Exp. 18% under budget	✓	Budget expectations exceeded, however some items of plant not purchased in the year.
Plant and Equipment						
1	All maintenance and repairs of plant and equipment are completed in a timely manner	Plant downtime	< 7.5%	< 7.5%	✓	
2	Plant and equipment is safe and reliable for use	% of items on prestart checklist that are complete	90%	90%	✓	
3	Greenhouse gas emissions are reduced	% of reduction in annual greenhouse gas emissions	2.5%	2.5%	✓	
4	Fleet registrations are completed in September	All plant and equipment is registered	Yes	Yes	✓	
5	All plant and equipment maintenance and repairs are recorded	All maintenance and repairs recorded in Ausfleet	Yes	Yes	✓	
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 %	95 %	✓	
2	Servicing within 20 hours or 500 kms of manufacturers specifications	% of times where servicing is within specifications	90 %	90 %	✓	
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	✓	
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 hrs	✓	
3	Streets in the six towns are kept clean and tidy	Streets cleaning schedule is adhered to: - Coonabarabran CBD- daily - Coonabarabran residential – monthly - Other towns CBD – weekly (by Hand) - Other towns residential – 6 weekly	Yes	Yes	✓	

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
4	Graffiti on Council buildings and other Council owned assets is removed in a timely manner.	Time taken to remove graffiti	1 week	< 1 week	✓	Within 1 week from notification.
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	✓	
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	✓	Three ovals closed due to sewing of rye grass, 14 to 21 days. Two ovals closed due to wet weather for one event only.
7	Ovals and sporting facilities are safe	Number of incidents/safety related complaints per year	< 2	< 2	✓	
Town Streets						
1	Town Streets meet the access, safety and aesthetic needs of the community	Meets timeframe and standards	95%	>95%	✓	
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%	✓	
Public Swimming Pools						
1	Public swimming pools and amenities are maintained and meet the needs of the community	Meets timeframe and standards	75%	>75%	✓	
2	Water quality is maintained to meet public health requirements	Number of unacceptable water quality test results	None	None	✓	
3	Pool opening hours meet community expectations	% pool user groups who have access to pools when required	80%	>80%	✓	
4	Pools are supervised by adequately trained life guards	Staff and volunteers follow Royal Life Saving NSW recommendations	Yes	Yes	✓	Excluding unsupervised lap sessions at Baradine, Coonabarabran and Binnaway.

Development Services						
No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
Development Services Management						
1	Development Services Directorate is financially responsible	Recurrent budget variance	Less than +/- 10%	Less than +/- 10%	✓	Both revenue and expenditure were exactly per budget (< 1% variance).
2	Warrumbungle Waste is operated in a cost effective manner	% increase in waste services costs	Less than CPI	Less than CPI	✓	Cost saving measures introduced with all waste collections and movements undertaken in-house.
3	Capital and key projects are completed on time and within budget	Capital and key projects are completed on time and within budget	Yes	Yes	✓	Within budget.
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%	✓	Inspections carried out within timeframes.
2	Local trades are well informed of changes to building legislation and codes	Email newsletter established and issued quarterly	Yes	No	✗	No relevant changes to building legislation and codes noted.
3	Complying Development Certificate applications are processed within legislated timeframes	Average application processing time for Certificates for Sale of Property	21 days	N/A	✗	Complying Development Certificates are not issued for Sale of Property.
4	Building Certificates processed within reasonable timeframes	Average application processing time	7 days	7 days	✓	Building Certificates processed within timeframes after payment received.
5	Complying Development Certificate applications and Buildings Certificates are processed effectively	% audit of 5 files demonstrating legislative and procedural compliance	90%	90%	✓	5 files show compliance with legislation.
6	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months	6 months	✓	Review commenced.
7	Plumbing installations meet statutory requirements and drainage diagrams provided	Number of properties audited per annum after inspection and installation complete	10	10	✓	Files have been reviewed showing statutory requirements have been met.
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%	100%	✓	Inspections carried out annually.
2	Implement actions from the Central West Councils Salinity and Water Quality Alliance 5 year strategic plan	% of actions funded and completed	60%	60%	✓	Meetings attended as required no available funding during reporting period.
3	Approvals processed within reasonable timeframes	Average approvals processing time- when all information is received from applicant	7 days	7 days	✓	Average time for approval maintained once all information has been received.
4	Approvals are processed accurately	% audit of 20 files demonstrating legislative and procedural compliance	80%	80%	✓	Only 3 OSSMS Approvals issued – files audited for compliance

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No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
5	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months		X	Yet to be commenced.
6	OSSMS do not pose a risk to public health or the environment	Inspections carried out from complaints within 3 days	95%	95%	✓	Inspections carried out within 3 days.
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	Weekly	✓	Sampling undertaken as required.
Town Planning						
1	Council Planning instruments are relevant and effective	Frequency of review of planning instruments	Annual	Annual	✓	Planning Proposal in progress for Dunedoo Re-Zoning.
2	Development applications processed in a timely manner	Average application processing time exclusive of stop the clock times	40 days	40 days	✓	Average processing time is within timeframes.
3	Development applications processed accurately	% audit of 20 files demonstrating legislative and procedural compliance	100%	100%	✓	Files audited for compliance.
4	Planning certificates processed in a timely manner	Average 149 certificate application processing time	7 days	7 days	✓	149 Certificates processed within 4 days of receiving payment.
5	Planning certificates processed accurately	% audit of 20 files demonstrating legislative and procedural compliance	90%	90%	✓	149 Certificates are checked prior to Manager sign off.
6	Heritage stock effectively managed	Heritage advisor service is maintained	Yes	Yes	✓	Heritage Advisor maintained with funding received from OEH.
7	Processes and procedures are current and meet best practice in field	Maximum time between review of procedures and processes	6 months		X	Review of procedures and processes yet to commence.
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	Yes	✓	DCP has been adopted by Council.
9	The Local Heritage fund is maintained	Number of different properties that benefit from the fund	5	4	✓	Only 4 applications received for Local Heritage Funding in 2015/2016.
10	Subdivision Certificates processed in a timely manner	Average time taken to release subdivision plan when all information and conditions met	15 days	15 days	✓	Once all information is received and conditions met release of subdivision plans are within timeframes.
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	✓	Microchipping Mondays continues to occur.
2	Roadways are kept largely free of straying stock through regular stock patrols (per agreed program) and timely responses to complaints	Complaint response time	< 48 hours	<48 hours	✓	Response time for complaints achieved.
3	The negative effects caused from the keeping of animals in urban areas is minimised	Response time for complaints	< 48 hours	<48 hours	✓	Response time for complaints achieved.
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	✓	Frequent patrols undertaken.

Warrumbungle Shire Council – Delivery Programme Progress Report 2015/16 – 30 June 2016

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
5	Alcohol free zones maintained in towns	Frequency of inspection of alcohol free zone signs	6 monthly	6 monthly	✓	Alcohol Free Zones maintained.
Noxious Weeds						
1	Noxious weeds are controlled throughout the shire	Membership of the Castlereagh Macquarie County Council is maintained	Yes	Yes	✓	Membership is maintained.
Property and Risk						
1	Council residential properties are appropriately tenanted	Occupancy rate	80%	100%	✓	
2	Maximum commercial rent returns on Council properties	Rent collected on all tenancies	98%	98%	✓	
3	Cleaning all Council buildings to an acceptable standard	Meet cleaning schedule within timeframe	95%	95%	✓	
4	Council Buildings and Assets are secured	Security systems are in place and operated at designated buildings	Yes	Yes	✓	100%
5	Business Continuity Plan is kept up to date and reviewed periodically	Regular review and updating	12 monthly review	12 monthly review	✓	Draft to go to MANEX being reviewed, required further work.
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	\$108,177	✓	Over \$100k in PRMFP Grants for Binnaway Showground and Coonabarabran Race Course.
7	Condition of all properties are of the highest standard achievable	Condition Rating	Average	Above Average	✓	
Cemetery Services						
1	All cemeteries are maintained within budget	As per schedule and timeframe	2 per year	2 per year	✓	
2	All internments are dealt with professionally	Council meets legislative requirements	Yes	Yes	✓	
Medical Facilities						
1	Council premises are appropriately tenanted	Occupancy Rate %	90%	100%	✓	Occupancy rate sitting at 100%.
2	Appropriate needs of medical services providers are met	Six (6) monthly Meeting/communication with Tenants	Yes	Yes	✓	Meetings held regularly with tenants.
Public Halls						
1	Halls are available for public use	Consistent usage percentage over a calendar year	60%	60%	✓	
2	Halls are being utilised to their full potential	Increase in usage	5%	5%	✓	Weetaliba Hall not compliant for public use.
3	Halls are maintained to a suitable level	Condition rating	Average	Steady	✓	Weetaliba Hall not compliant for public use.
4	Halls are available for public use	Consistent usage percentage over a calendar year	60%	60%	✓	

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
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	35,970	✓	16,064 for 6/12 period ending 30.06.2016 is 35,970 for year. Increase over previous year of 5.13% for whole year. Average 87 visitors a day to the counter.
2	The VIC achieves level 1 accreditation status with the AVIC network	Level 1 accreditation maintained	Yes	Yes	✓	
3	Support is provide to outlying information service sites	Distribution of information and onsite visits to outlying information service sites conducted monthly	Yes	No	✗	Stronger focus on visits to other sites needs to be undertaken.
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%	5.13%	✓	5.13% increase in visitors to the VIC in the year.
2	Council effectively pursues opportunities for community grants in Coonabarabran	Level of external grants sourced per annum	\$25K	\$12,000	✗	DPS-FRRR. Arts – CASP. Info distributed to local groups who have successfully sourced funding from various agencies. Though Warrumbungle Shire Council has not lodged our own grants, assistance has been provided to others.
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	10	✓	Conferences – T Fed, GRDC, Food Festival, Scroll Saw (2016). Various filming including television series location filming. Tour De Bungles.

Corporate and Community Services						
No	Service Level	Indicator	Bench-Mark	Performance	Met ?	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	✓	All Calendar of compliance items submitted on time. All IP&R items also on time, and fin stats for 2014/15 unqualified and on time.
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	✓	Second sponsorship round to be held this February.
3	Corporate & Community Services Directorate is financially responsible	Recurrent budget variance	Less than +/- 10%	Less than +/- 10%	✓	<p><u>Corporate Services</u> Revenue is at 102% of the annual budget, with expenditure at 102% of the budget due to higher than forecast payroll internal charges (99% ex this item).</p> <p><u>Children's & Community Services</u> Revenue is at 99% of the yearly budget and expenditure is at 101% predominantly due to the repayment of a prior year Restricted Asset balance not used.</p> <p><u>Corporate & Community Other</u> This item relates mostly to RFS and revenue is 7% under budget with expenditure 15% over budget.</p>
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	Day of receipt	✓	Requests submitted electronically via InfoXpert document management system or Authority Customer Request Management system at time of request .
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%	✓	Messages submitted to action officers through Authority Customer Request Management System.
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	48hrs	✓	Target Timeframe met subject to staff absences.

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
Community Banking Agency						
1	Westpac agency outcome targets are met and quarterly assessment achieves satisfactory results	Satisfactory quarterly statistical and mystery shopping results	100%	100%	✓	Satisfactory quarterly statistical results achieved. Agency closed on 26 February 2016 due to termination of the agency agreement by Westpac.
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	✓	
2	A Council presence at the Liaison Committee is maintained	Attendance at Liaison Committee (%)	90%	95%	✓	
3	Bushfire hazard programs are implemented within budget	Completion of bushfire hazard reduction response	Yes	Yes	✓	Budget to be increased in 2016-2017.
4	Incident control is timely and effective	Response is immediate and Displan implemented as appropriate	Yes	Yes	✓	
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%	8.55%	✓	Result roughly per prior year, and below the OLG 10% benchmark for rural councils.
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	Yes	✓	2014/15 Financial statements signed off as unqualified on time.
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	Yes	✓	All IP&R documents and other returns submitted on time.
4	Accounts payable is managed effectively	Number of creditor accounts over 60 days at end of month	5	<5	✓	
5	Internal and external audit management points addressed within a reasonable time frame	Number of repeat issues	1	None	✓	
6	Council's finances are effectively managed within Council's budget	Final recurrent variance against budget	<10%	Exp (3%) Rev (11%)	X	Final expenditure was 3% under budget, with revenue coming in 11% under budget. The revenue budget included multiple major capital grants (e.g. \$4.5m for the TRRRC) some of which were not received resulting in the variance against budget. Council's final accrual and cash results were both excellent, with Council recording a roughly \$6.5m surplus in 2015/16 and a roughly \$1m unrestricted cash surplus.

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
7	Council's investments are managed effectively per DLG guidelines and gain a good return for Council	Rate of return above BBSW	0.10%	0.776%	✓	Council averaged 2.6% return on a very depressed interest market an this was well above the average BBSW of 1.824%
8	Debt is managed effectively in the funding of Council's business, with consideration of intergenerational equity	Debt services ratio	<5%	<5%	✓	4.4%
Communications and IT						
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	✓	Council consistently publishes articles/notices in each publication across the shire.
2	Implementation of IT Strategic Plan	Review and implementation of Council's IT strategic plan is complete	Yes	Yes	✓	
3	Development and implementation of Council's Communication Strategy	Completion and adoption by Council of a WSC Communication Strategy	Yes	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	Yes	✓	No major issues raised by staff.
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%	-	✓	Community engagement surveyed as part of developing Customer Service Charter. Engagement is monitored for specific projects as detailed in the respective Communications Plan for each project.
6	Content on Councils website and staff intranet is up to date and accurate	Number of new items per week	>2	>2	✓	Facebook and Twitter now also used as a means of communication
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	Yes	✓	As per Asset Management Plan. Roads data now all in GIS.
8	New asset additions are captured in Council's GIS system	Frequency of updating of asset information	6 monthly	-	✓	Pending data capture by staff working on infrastructure projects.
9	Disaster Recovery implemented as per Business Continuity Plan	Disaster Recovery system implemented	Yes	Yes	✓	Business Continuity Plan revised with Disaster Recovery processes in place.
Community Transport						
1	Transport services provided to HACC Clients	Number of trips provided per annum	2,800	6,529	✓	Revised Benchmark: 4,806 6 Months: 6,529 12 Months: 11,879, 247.17% of yearly target / benchmark
2	Transport services provided to CTP Clients	Number of trips provided per annum	400	2,016	✓	Revised Benchmark: 1,676 6 Months: 2,016 12 Months: 3,565, 212.71% of yearly target / benchmark

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
3	Transport services provided to Health Related Transport Clients	Number of trips provided per annum	40	58	✓	Revised Benchmark: 124 6 Months: 58 12 Months: 138, 110.4% of yearly target / benchmark
4	Services are provided in line with Community Care Common Standards and HACC Guidelines	Number of action items completed from Action Plan	15	15	✓	
Multiservice Outlet						
1	Social Support services provided to HACC clients	Number of services provided per annum	7,441	2,407	✗	Revised Benchmark CHSP: 6,249. 6 Months: 2,407 12 Months: 4,135, 66.17% of yearly target / benchmark An increase has been seen in this six (6) month period.
2	Meals Services provided to HACC clients	Number of meals provided per annum	12,188	5,008	✗	Revised Benchmark CHSP: 15,807. 6 Months: 5,008 12 Months: 8,783, 55.56% of yearly target / benchmark An increase has been seen in this six (6) month period.
3	Respite Services provided to HACC clients	Number of services provided per annum	1,557	429	✗	Revised Benchmark CHSP: 1,308. 6 Months: 429 12 Months: 601, 45.93% of yearly target / benchmark A significant increase has been seen in this six (6) month period.
4	Home Maintenance Services provided to HACC clients	Number of services provided per annum	2,392	1,003	✗	Revised Benchmark CHSP: 2,010. 6 Months: 1,003 12 Months: 1,566, 77.89% of yearly target / benchmark A significant increase has been seen in this six (6) month period,
5	Services are provided in line with Community Care Common Standards and HACC Guidelines	Number of action items completed from Action Plan	15	15	✓	

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
Yuluwirri Kids						
1	Scheme meets Quality Improvement Plan and ACECQA assessment Rating	Minimum assessment rating	Meets Assessment Rating	Meets Assessment Rating	✓	Meeting Quality Standards in five (5) quality areas. Exceeding in two (2) quality areas. Significant improvement from last assessment. Assessment & Rating Visit March, 2016.
2	The service is well utilised by members of the community	Utilisation rate as a percentage of total capacity	95%	83%	✗	January to June utilisation – overall capacity, all programs: 83% Bandulla Street Campus: 81% LDC: 86% Preschool: 76% Preschool Monkey Room: 99%
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	✓	Surplus of \$16k
4	Capital extension project completed within the four year timeframe and is fully funded by external grants	Extension completed	Yes	No	✗	Current capacity levels and lack of a Waiting List does not support the need for and extension at this time.
5	Medium to long term needs of the community for child care services are addressed	Five (5) year business plan is complete	Yes	Yes	✓	Quality Improvement Plan (QIP) completed. Four (4) year budget completed. Five (5) year business plan to be completed as part of Operational Support Project.
Libraries						
1	Provision of library services to residents of the shire is maintained	Membership of Macquarie Regional Library is maintained	Yes	Yes	✓	
2	Branches are safe for staff and the public	Complete annual inspections of all outlets	Complete	Complete	✓	Completed December 2015 / January 2016.
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	Yes	✓	

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
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	Yes	✓	
2	Venues identified and licenced according to community requirements	Number of venues that are identified and licenced at any one time	9	9	✓	9 venues licensed. 9 groups operating. Other venues wet weather venues, not always required.
3	Play sessions are provided to meet the emerging needs of the community	Number of play sessions per term	45	T1:42 T2:43	✓	1 session cancelled due to wet weather
4	Play sessions are well patronised	Number of children in attendance per term	360	T1: 511 T2: 562	✓	Largest session: 33 Average per session: 13
5	The resources in the Toy Library are clean and in good repair	Toys washed and cleaned on a fortnightly basis	Yes	Yes	✓	
6	The Toy Library is well utilised by the community	Number of items loaned per term	60	T1:75 T2:78	✓	Good levels of borrowing. Lending available to other Children's Services also. \$5,000 grant received to update resources.
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	None	✓	
8	The service meets the needs and expectations of the community	Survey Results	Positive result	Good	✓	
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	✓	
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	Deficit	X	Deficit indicates that Connect Five Children's Services was unable to fit the additional charges of \$3,365 from Council, as well as increased staffing costs, into a budget that hasn't increased in a number of years. Demand for the service is increasing but funding is not.

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
Family Day Care						
1	The number of registered Educators meet the needs of the Family Day Care service	Number of registered Educators	18	15	X	n=15 Educators were operational in the period January – June, 2016. Return of one (1) educator in January will increase this number. EFT is the highest it has been in two (2) years – n= 37. There is high demand for FDC, however increased requirements on Educators and Services has resulted in decreased numbers of services being available.
2	New Educators are registered and inducted including a thorough home safety audit (WHS)	New Educators are inducted and meet NSWFD standards	Yes	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	1	✓	Current staffing sees Educators visited by the Nominated Supervisor at least once every six (6) weeks. Visits are both planned and impromptu.
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%	50%	X	Time constraints and current staffing levels do not allow for the Service to provide Play Sessions in all towns on a monthly basis. Nominated Supervisor (NS) attends Connect Five Play Sessions with Educators every three (3) months in Mendooran and Coolah. Play Sessions with Coonabarabran Educators are attended at the Coordination Unit every three (3) months. In Gilgandra, play sessions are held, and attended by the NS every three months. Coonamble and Gulargambone do not have play sessions with the NS. In 2017 NS will continue to provide Play Sessions with Gulargambone and Coonamble Educators every three (3) months.
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	Surplus	✓	
6	Requirements of all funding agreements (DEEWR) are met	Annual acquittals and reports returned on time and meet with approval	Yes	Yes	✓	

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
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	Meeting NQS	✓	Assessment completed 2015. Working Towards for two (2) Quality Areas out of seven (7). Meeting for other five (5) QA's Coordination Unit has continued focussing on working with Educators to improve QA1 which relates to programming.
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	Yes	✓	Coordination Unit posts on the CFDC Facebook Page after visits to Educators. Emails to families are forwarded within the following week. Excellent response to Facebook Group and Page continues. High levels of engagement through this communication method.
9	Provide support and visits to IHC families and Educators as per requirements	Frequency of eligibility review visits to each IHC family	6 monthly	6 monthly	✓	IHC Home Visits are attached to CFDC Educator visits wherever possible as no funding is provided for IHC Home Visits or travel to these.
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	Yes met	✗	Review process to begin soon.
Youth Development						
1	Requirements and objectives of all funding agreements are met	Annual acquittals and reports returned on time and meet with approval	Yes	Yes	✓	
2	Delivery of Youth Action Group program across the shire	Number of young people engaged within Youth Action Groups	72	N/A	✗	Funding ceased in December 2014, although currently developing a new informal model for Youth Advisory Groups.
3	Delivery of cost effective and quality school holiday program	Number of young people and children engaged within program	225	193	✓	Funding for this program ceased in December, 2014. Council continues to coordinate and participate in a School Holiday Program in Coonabarabran. The sessions are delivered by local organisations free of charge.

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
4	Delivery of National Youth Week across the shire	Number of youth engaged in developing / managing activities	90	38	✓	1,052 young people were involved in attending and / or participating in the local National Youth Week activities. With the introduction of a Youth Advisory Group this performance measure will increase. Warrumbungle Shire Council was selected as a finalist in the NYW Awards in 2016.
5	Enhance communities social infrastructure to support desired outcomes	Number of young people engaged within programs	1,600	1,420	✓	Includes National Youth Week, School Holiday Program and Life Skills Programs.
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	✗	Small deficit of \$190.
7	Promotion of youth services, information sharing and networking between youth and community services	Number of printed media distributed through shire	1,600	1,100	✓	Information also distributed via local media, Facebook, Twitter and School Newsletters.
OOSH						
1	Requirements and objectives of all funding agreements are met	Annual acquittals and reports returned on time and meet with approval	Yes	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	Yes	✓	Next review process to begin soon.
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	40	✗	
4	Scheme meets all National Regulations and Quality Standards, gaining an appropriate rating during assessment	Minimum National Quality Standard (NQS) rating	Meeting NQS	Working Towards NQS	✓	Assessment completed 2014. Working Towards for one (1) Quality Area of seven (7). Meeting for other six (6) QA's.
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	✓	

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
6	Service is sustainable in the long run	Level of surplus or deficit	Surplus	Deficit	X	Enrolments are increasing with the move to new venue. Savings of \$500 rent per term for should contribute to a surplus next FY. ISS funding will also benefit the service, children and budget. Staff fundraising and sourcing free / preloved items will increase resources and save on the budget. Regular posts of activities and upcoming events on OOSH Facebook page is to raise the communities awareness of the After School Program and hopefully increase numbers.
Community Development						
1	DCs are employed in Coolah, Dunedoo, Mendooran, Binnaway and Baradine	Funding MOU is signed and adopted by each community	Yes	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	>\$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	TBA	N/A	N/A	
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	✓	Net result of the November and May stocktakes excluding obsolete stock was a net write on of \$168.38.
2	Stock levels are effectively managed and idle stock is minimised	Stock turnover by store	3 p/a	>3 p/a	✓	Stock Turnover 3.78.
3	Hazardous materials are securely stored according to best practices	Number of audited and reportable incidents	0	0	✓	There have been no incidents and a Hazmat system is being implemented by HR in 2016-2017
4	Procurement policy is adhered to	Number of breaches of policy	0	0	✓	
5	Sale of excess stock carried out annually	Sale completed	Yes	Yes	✓	Sales are carried out as required

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
Human Resources Management						
1	Efficient and effective recruitment of vacated positions	Time taken to fill vacated positions within the organisation structure	6 weeks	100%	✓	Staffing is at the highest level recorded over the last 4 years.
2	Relationships between management and unions remain positive	Percentage of industrial relations issues resolved with no breaches of government legislation	98%	100%	✓	
3	Turnover of staff is kept to a minimum	Staff turnover ratios are managed to % of total staff	15%	7.4%	✓	Significantly reduced turnover in the 2015/16 financial year.
4	All HR Policies are relevant and adhere to legislative requirements	Frequency of review and updating of policies	Annual	Annual	✓	As per review date of policy.
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	Yes	✓	
6	Content on Councils Intranet is up-to-date and accurate.	Daily monitoring	Yes	Yes	✓	New intranet being implemented
7	Staff kept informed via staff newsletter	Number of staff newsletters per year	6	4	✓	Reduced to quarterly
Payroll Services						
1	Council staff are informed and provide opportunities for feedback	Number of internal staff newsletters per year	6 p/a	4p/a	✓	Reduced to quarterly
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	None	✓	
3	Superannuation payments paid within the prescribed timeframe	Number of payments made outside of prescribed timeframe	None	None	✓	
4	Staff termination payments made within one week from final date of employment	Number of complaints	None	None	✓	
Workplace Health and Safety						
1	All Safety Policies are relevant and adhere to legislative requirements	Frequency of review and updating of policies	Annual	Annual	✓	Review as required
2	StateCover Safety Audit is completed on time and overall result is improved upon	Results of Audit	60%	74.6%	✓	This result is an improvement on the prior year
3	Specific workers compensation injury Met ?s are reported	Injuries are investigated and repeat injuries reported to Management	95%	100%	✓	All incidents reported to MANEX.
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	Yes	✓	Currently undertaking formal plan encompassing all policies and procedures.
5	WH&S practices lead to a reduction in the number of injuries and claims	Annual reduction in workers compensation premium	Yes	No	✗	Premium not reduced due to several large claims.
6	WH&S issues are minimised within the Technical Services Department	Number of WH&S incidents per annum	<5	7	✓	More incidents reported due to improvements in processes.

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
Learning and Development						
1	Traineeships are offered to staff at a minimum level of Cert III	% of staff who possess minimum qualification requirements	90%	100%	✓	
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%	100%	✓	
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	2	✓	
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	Yes	✓	Safe grave digging techniques.
5	Staff performance and competency review processes are in place	All processes in place and reviewed annually	Yes	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%	100%	✓	
7	Department Staff had appropriate skills to meet organisational needs	All Staff have individual training plans	Yes	Yes	✓	

Business Arms Of Council						
No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
Warrumbungle Water						
1	Quality potable water is supplied to connected properties	Water quality meets criteria established by Australian Drinking Water Guidelines.	Yes	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	<30	✓	
3	Supply of water to connected properties is at lowest possible recurrent cost	Variance over/under budget	< +/- 10%	< +/- 10%	✓	1% under budget
4	Water charging for connected properties is accurate	Number of incorrect meter readings	< 20	<120	✗	Down from 210 in previous year
5	Best practice water and sewer recommendations are completed	Recommendations actioned/completed	Yes	No	✓	Working through recommendations. Time and Budget constraints affect.
6	Capital projects are completed within their budgeted time line	% of capital projects completed to schedule	85%	64%	✗	Still working on bore and Timor Dam projects – other projects complete. 9 out of 14 projects complete. 24% of budget complete.
7	Capital program is completed within budget	Total variance over/under budget	10%	Under budget	✓	Projects completed to date under budget.
8	Potable water is safe for drinking	Number of boil alerts	None	None	✓	
9	The water business operates as a fully self funding business	Yearly financial outcome against budget	Surplus	Surplus	✓	Cash surplus of \$290k and accrual surplus of \$141k.
Warrumbungle Sewer						
1	Sewage treated and discharged in accordance with EPA licence conditions	Compliance with EPA conditions	80%	90%	✓	
2	Sewer pumping stations are effective and efficient	Number of breakdowns or overflows from pumping stations per annum	< 1	< 1	✓	
3	Efficient and effective sewer pumping stations	Number of odour complaints from pumping stations per annum	< 5	<5	✓	Baradine largely effective
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	<50	✓	
5	Capital projects are completed within their budgeted time line	% of capital projects completed to schedule	85%	92%	✓	11 out of 12 projects completed. Budget at 86% spend.
6	Capital program is completed within budget	Total variance over/under budget	10%	Under budget	✓	Projects completed to date under budget.
7	The sewer business operates as a full self funding business	Yearly financial outcome against budget	Surplus	Surplus	✓	Cash surplus of \$135k and an accrual deficit of \$86k.

No	Service Level	Indicator	Bench-Mark	Performance	Met ?	Comments
Warrumbungle Waste						
1	The waste service operates as a fully self funding business	Yearly financial outcome against budget	Surplus	Deficit	X	\$15k deficit in waste services. Surplus expected post full implementation of the waste strategy.
2	Weekly residential waste pick up service is provided to eligible residents	Number of complaints for missed services per year	<10	<10	✓	Only occasional missed bins reported; less than 10
3	Weekly residential recycling pick up service is provided to eligible residents	Number of complaints for missed services per year	<10	<10	✓	Only occasional missed bins reported; less than 10
4	Council's waste facilities operate within regulatory guidelines	Amount of penalties imposed on Council by Regulators	\$0	\$0	✓	No Penalties received.
5	WH&S issues are minimised within the Waste Branch	Number of WH&S incidents per annum	2	0	✓	No reported instances
Warrumbungle Quarry						
1	Sales level of quarry product achieves a profit margin for Council	Level of surplus/deficit in quarry operations	Surplus	Surplus	✓	Actual surplus of \$116k is down from budget surplus of \$220k
2	Production is in accordance with the Mine Safety Management Plan	Number of incidents of non-compliance with Mine Safety Management Plan	None	2	X	Loader collided with truck during loading operations – minor damage to truck. Weighbridge collapsed.



Warrumbungle Shire Council

**20-22 John Street,
Coonabarabran**

Phone: 02 6849 2000

Fax: 02 6842 1337

**59 Binnia Street,
Coolah**

Phone: 02 6378 5000

Fax: 02 6842 1337

info@warrumbungle.nsw.gov.au • www.warrumbungle.nsw.gov.au