

REPORT BY RESPONSIBLE ACCOUNTING OFFICER

<p style="text-align: center;">DUBBO REGIONAL COUNCIL Quarterly Budget Review Statement - Quarter Ending 31 March 2017</p>
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The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

It is my opinion that the Quarterly Budget Review Statement for Dubbo Regional Council for the Quarter Ended 31 March 2017 indicates that Council's projected financial position as at 30 June 2017 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:

Name:


Craig Giffin
Responsible Accounting Officer

Date:

10 April 2017

CASH & INVESTMENTS

DUBBO REGIONAL COUNCIL

Quarterly Budget Review Statement - Quarter Ending 31 March 2017

Comment on Cash and Investments Position

There have been no major impacts during the quarter that have impacted on Council's original budgeted cash and investments position.

Statements:

Investments

Restricted funds have been invested in accordance with Council's investment policies.

Cash

A reconciliation of cash with bank statements has been undertaken, with the latest reconciliation being prepared on 3 April 2017.

Reconciliation

The YTD total Cash and Investments has been reconciled with funds invested and cash at bank

Signed:

Name:



Craig Giffin
Responsible Accounting Officer

Date:

10 April 2017

CONSULTANCY AND LEGAL EXPENSES

DUBBO REGIONAL COUNCIL

Quarterly Budget Review Statement - Quarter Ending 31 March 2017

Expense	Expenditure YTD	Budgeted (Y/N)
Legal Expenses	\$115,823.38	Y
Consultant Services (Quarterly Details provided on Engaged Consultants Report)	\$307,745.20	Y

CONTRACT LISTING

DUBBO REGIONAL COUNCIL

Quarterly Budget Review Statement - Quarter Ending 31 March 2017

Contractor	Details and Purpose	Contract Value	Commencement Date	Duration	Budgeted (Y/N)
The Trustee for Towers Family Trust T/as Belmur Pty Ltd	Landfill Capping	324,592	3/01/2017	4 Months	Y
AAM Pty Ltd	Supply of Ortho-Rectified Aerial Imagery	91,470	6/01/2017	6 Months	Y
Nature Play Solutions Pty Ltd	Dubbo Regional Botanic Garden Playground Design and Supply	56,300	24/01/2017	5 Months	Y
Maas Civil Pty Ltd	Construct Airport RFS Hardstand and Road	600,686	30/01/2017	5 Months	Y
Bearena Pty Ltd	60 VDI Desktops	109,720	30/01/2017	2 Months	Y
NSW Public Works Dept of Finance & Services	Tender preparation and supervision of Water Treatment Plant Electrical Upgrade	56,300	31/01/2017	8 Months	Y
Leading Well	Change Management & Resilience Training	65,000	2/02/2017	2 Months	Y
Stanaway Pty Ltd T/as David Payne Constructions	Contract variation for South Dubbo Weir Rock Ramp	242,836	3/02/2017	7 Months	Y
Yoff Pty Ltd	RFBI Access Road	51,303	6/02/2017	6 Months	Y
MBC Asbestos & Demolition	Demolition of Dwellings - 65 Gipps St, 6 Dibbs St & 20 Dibbs St Wellington	76,464	10/02/2017	2 Months	Y
J R & E G Richards (NSW) Pty Ltd T/as J R Richards & Sons	2017 Kerbside Green Waste Collection	63,128	13/03/2017	3 Weeks	Y
The Trustee for Proficiency Trust T/as Information Proficiency	HPE RM Amalgamation Services	105,300	21/02/2017	6 Months	Y
Maas Constructions (Dubbo) Pty Ltd	Playmates Childcare Centre Construction	1,793,124	3/03/2017	8 Months	Y
NSW Public Works Dept of Finance & Services	Contract Management & Administration Reservoir Rectifications	78,685	6/03/2014	10 Months	Y

CONTRACT LISTING

DUBBO REGIONAL COUNCIL					
Quarterly Budget Review Statement - Quarter Ending 31 March 2017					
Contractor	Details and Purpose	Contract Value	Commencement Date	Duration	Budgeted (Y/N)
Aqua West Pumping & Irrigation	Victoria Park Irrigation System	405,550	27/02/2017	4 Months	Y
Maas Civil Pty Ltd	Keswick Channel Drain Extension	445,534	13/03/2017	15 Weeks	Y
Owen Johns & Associates Pty Ltd	Engagement to assist with amalgamation with previous Wellington Council	97,062	20/03/2017	9 Months	Y
Simoco Australasia Pty Ltd	Two Way Communications Upgrade	416,631	21/03/2017	6 Months	Y
H & S Maintenance Pty Ltd	Hydrant Maintenance	141,344	27/03/2017	5 Months	Y
State Wide Sheds (NSW) Pty Ltd	Shed Construction services	51,289	29/03/2016	3 Months	Y

Note: Contracts listed are those entered into during the quarter and have yet to be fully performed.

VANDALISM COST REPORT FOR MARCH 2017

Division – vandalism costs	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Parks and Landcare	\$37,048.90	\$26,742.68	\$49,120.65	\$84,396.83	\$46,972.98	\$46,388.97	\$34,137.71
Technical Services	\$30,077.95	\$23,522.30	\$15,495.97	\$14,318.54	\$14,596.59	\$15,930.62	\$12,957.67
Corporate Development	\$6,757.00	\$8,156.10	\$3,342.27	\$617.50	\$983.16	\$1,563.64	NIL
Community Services	\$4,536.01	\$7,957.00	\$1,889.63	\$1,262	\$786.82	\$216.62	\$1,602.24
Organisational Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Environmental Services	N/A	\$1,091.91	\$600	\$1,694	\$801	\$2,000	NIL
Wellington	N/A	N/A	N/A	N/A	N/A	N/A	\$11,754
Total	\$78,419.86	\$67,469.99	\$70,448.52	\$102,288.87	\$64,140.55	\$66,099.85	\$60,451.62
Rewards approved	Nil	Nil	Nil	1 (\$2,500)	Nil	Nil	Nil



**DUBBO
REGIONAL
COUNCIL**

Civic Administration Building
P.O. Box 81 Dubbo NSW 2830
T (02) 6801 4000
F (02) 6801 4259
ABN 53 539 070 928

Consultants Engaged between 1/01/2017 - 31/03/2017

Date	Supplier Name	Details/Order Description	Division	Value
9/01/2017	Meinhardt Infrastructure and Environment	Environmental monitoring Whylandra Waste and Recycling Centre 2016/2017	Technical Services	\$1,000.00
24/01/2017	Gretchen Mary Armitage T/as Business Sense Solutions	Provision of Consultancy services Building Better Regions Grant application - Boundary Road Infrastructure Project	Technical Services	\$34,700.00
24/01/2017	Nature Play Solutions Pty Ltd	P&L DRBG Adventure Playground Design & Contract	Parks and Landcare	\$56,300.00
2/03/2017	Geolyse Pty Ltd	Keswick Open Space DA preparation - Town Planning and Project Management Services	Corporate Development	\$4,890.00
3/03/2017	NSW Business Chamber Ltd	Ignite Skill Building Program	Corporate Development	\$19,250.00
17/03/2017	Lambert & Rehbein SEQ Pty Ltd T/as Rehbein Airport Consulting	Airport Apron / Taxiway RDFS Amendments	Corporate Development	\$4,500.00

----- End of Report -----

**DUBBO REGIONAL COUNCIL
SUMMARISED STATEMENT OF RESTRICTED ASSETS
AS AT 31 MARCH 2017**

PURPOSE OF INTERNALLY RESTRICTED ASSET	FUNCTION	BALANCE AS AT 01/07/2016	TRANSFERS TO 2016/2017	TRANSFERS FROM 2016/2017	BALANCE AS AT 30/06/2017
General					
Footpaths & Cycleways	1.07	456,208	12,434	302,513	166,129
Traffic Management	1.10	71,461	0	0	71,461
Street Lighting	1.11	427,025	0	0	427,025
Road Network - State Roads	1.201	774,229	538,302	0	1,312,531
Road Network - Urban Roads	1.202	1,425,193	4,297,823	1,261,532	4,461,484
Road Network - Rural Roads	1.203	4,117,213	883,766	1,998,034	3,002,945
Other Waste Management Services	2.07	3,718,052	255,417	20,300	3,953,169
Stormwater	4.01	13,553	0	0	13,553
Fire Services	4.02	531,992	719	51,685	481,026
Emergency Management	4.03	143,162	0	36,665	106,497
Livestock Markets	5.01	4,890,511	0	2,956,592	1,933,919
Dubbo City Regional Airport	5.02	763,662	192,274	0	955,936
City Development	5.03	113,962	0	0	113,962
Property Development	5.04	4,797,977	0	2,206,441	2,591,536
Dubbo City Holiday Park	5.05	521,041	0	108,213	412,828
City Marketing & Communications	5.06	305,028	8,000	214,346	98,682
Showground	5.07	196,176	6,337	137,272	65,241
Wellington Caves Complex	5.09	399,587	0	392,407	7,180
Environment & Health Services	6.01	30,199	0	0	30,199
Building & Development Services	6.02	621,431	42,190	86,950	576,671
Environmental Sustainability Services	6.04	15,000	0	0	15,000
City Strategy	6.09	262,387	0	103,466	158,921
Ranger Services	6.10	15,439	0	0	15,439
Animal Shelter	6.11	367,950	15,000	0	382,950
Cemeteries	7.07	621,323	13,006	0	634,329
Recreation Services	7.08	227,102	20,035	164,563	82,574
Library Services	7.10	71,335	27,690	0	99,025
Old Dubbo Gaol	7.11	106,836	138,738	0	245,574
Social Services	7.14	289,706	25,187	86,544	228,349
Rainbow Cottage	7.16	239,154	41,613	7,782	272,985
Family Day Care	7.17	270,315	0	12,893	257,422
Cultural Services	7.18	24,314	4,079	0	28,393
Regional Theatre & Covention Centre	7.20	489,074	88,205	0	577,279
Western Plains Cultural Centre	7.21	885,426	140,766	55,126	971,066
Human Environment Services	8.01	84,090	14,804	0	98,894
Horticultural Services	9.01	396,035	64,146	180,046	280,135
Landcare Services	9.02	206,776	15,600	111,444	110,932
Parks & Landcare Business Support Services	9.04	78,443	25,645	0	104,088
Sporting Facilities	9.05	1,091,291	215,204	111,929	1,194,566
Recreation Planning & Programs	9.07	123,084	23,727	0	146,811
Dubbo Aquatic Leisure Centre	9.08	112,139	86,219	36,054	162,304
Corporate Development/Srategic Management	10.02	98,068	0	98,068	0
Fleet Management Services	10.03	11,793,823	0	2,945,929	8,847,894
Financial Accounting Services	10.05	1,106	0	1	1,105
Human Resource Services	10.06	231,846	0	0	231,846
Information Management Services	10.07	2,127,720	70,135	676,202	1,521,653
Governance & Risk Services	10.08	622,066	0	100,797	521,269
Civic Administration Building	10.09	1,257,818	45,000	1,992	1,300,826
Technical Support Services	10.10	712,167	148,954	169,816	691,305
Business Support Services (Technical)	10.11	6,381	0	2,500	3,881
Depot Services	10.12	937,546	78,121	146,199	869,468
Rates & General Revenue	10.13	12,546,736	6,056,198	3,765,102	14,837,832
Employment Overheads	10.14	364,776	70,000	0	434,776
Corporate Overhead	10.15	1,653,884	333,615	0	1,987,499
Works Services Operations	10.16	395,207	0	253,120	142,087
Governance	11.01	174,549	257,000	57,000	374,549
Total		63,218,574	14,255,949	18,859,523	58,615,000
Balance Internal Borrowing Account		(2,887,925)	319,651	0	(2,568,274)
TOTAL GENERAL FUND		60,330,649	14,575,600	18,859,523	56,046,726

DUBBO REGIONAL COUNCIL
SUMMARISED STATEMENT OF RESTRICTED ASSETS
AS AT 31 MARCH 2017

PURPOSE OF EXTERNALLY RESTRICTED ASSET	FUNCTION	BALANCE AS AT 01/07/2016	TRANSFERS TO 2016/2017	TRANSFERS FROM 2016/2017	BALANCE AS AT 30/06/2017
Water Supply					
Major Improvements	3.02	31,750,770	1,331,252	199,554	32,882,468
Total Water Supply		31,750,770	1,331,252	199,554	32,882,468
Sewerage Services					
Major Improvements	2.05	41,547,052	62,920	4,582,077	37,027,895
Total Sewerage Services		41,547,052	62,920	4,582,077	37,027,895
General					
Traffic Management	1.10	6,611	0	3,152	3,459
Urban Roads	1.202	400	0	0	400
Rural Roads	1.203	2,252,692	0	400,000	1,852,692
Domestic Waste Management Services	2.06	2,499,177	899,844	0	3,399,021
Other Waste Management Services	2.07	4,390,981	9,887	533,026	3,867,842
Stormwater	4.01	3,004,209	40,000	180,868	2,863,341
Fire Services	4.02	405,063	0	29,623	375,440
Emergency Management	4.03	5,213	1,000	0	6,213
Environment & Health Services	6.01	44,000	0	0	44,000
Environmental Sustainability Services	6.04	4,000	0	0	4,000
Western Plains Cultural Centre	7.21	8,629	0	0	8,629
Horticultural Services	9.01	3,168	0	3,168	0
Landcare Services	9.02	11,358	0	11,358	0
Section 94 Contributions - Urban Roads	S94 1.10	5,520,957	631,293	15,944	6,136,306
Section 94 Contributions - Car Parking	S94 C 1.10	84,847	23,000	0	107,847
Section 94 Contributions - Stormwater Drainage	S94 4.01	2,087,397	111,353	255,352	1,943,398
Section 94 Contributions - Open Space	S94 9.01	1,234,870	38,771	53,943	1,219,698
Section 94 Contributions - Roadworks	S94 W 1.202	114,384	3,000	117,384	0
Section 94 Contributions - Stormwater Drainage	S94 W 4.01	67,160	1,700	0	68,860
Section 94 Contributions - Emergency Services	S94 W 4.03	33,480	0	0	33,480
Section 94 Contributions - Sporting/Play Grounds	S94 W 9.01	34,477	1,200	0	35,677
Section 94 Contributions - Community Amenities	S94 WA 9.01	8,834	0	0	8,834
Section 94A Contributions - Transport & Communication	S94A 1.202	2,318	0	0	2,318
Section 94A Contributions - Economic Affairs	S94A 5.03	3,990	0	0	3,990
Section 94A Contributions - Recreation & Culture	S94A 7.08	3,990	0	0	3,990
Section 94A Contributions - Community Serv & Education	S94A 7.14	3,990	0	0	3,990
Section 94A Contributions - Public Order & Safety	S94A 8.01	3,990	0	0	3,990
Section 94A Contributions - Household & Comm Amenities	S94A 9.01	3,990	0	0	3,990
Grant Funds Carried Over	Various	19,625,188	14,635,237	21,050,635	13,209,790
Total General		41,469,363	16,396,285	22,654,453	35,211,195

**DUBBO REGIONAL COUNCIL
SUMMARISED STATEMENT OF RESTRICTED ASSETS
AS AT 31 MARCH 2017**

SUMMARY OF GRANT FUNDS CARRIED OVER (AS ABOVE)	FUNCTION	BALANCE AS AT 01/07/2016	TRANSFERS TO 2016/2017	TRANSFERS FROM 2016/2017	BALANCE AS AT 30/06/2017
Grant - Traffic Management	1.10	41,642	0	0	41,642
Grant - Urban Roads	1.202	325,541	0	280,617	44,924
Grant - Rural Roads	1.203	1,215,581	217,770	804,693	628,658
Grant - Domestic Waste Management Services	2.06	795,710	0	0	795,710
Grant - Other Waste Management Services	2.07	1,907,292	0	0	1,907,292
Grant - Stormwater	4.01	22,106	0	22,106	0
Grant - Fire Services	4.02	33,064	0	0	33,064
Grant - Emergency Management	4.03	2,220	0	0	2,220
Grant - Environment & Health Services	6.01	6,606	0	0	6,606
Grant - Building & Development Services	6.02	32,700	0	0	32,700
Grant - Environmental Sustainability Services	6.04	3,326	0	0	3,326
Grant - Ranger Services	6.10	28,200	0	0	28,200
Grant - Library Services	7.10	32,000	0	0	32,000
Grant - Old Dubbo Gaol	7.11	2,000	0	0	2,000
Grant - Social Services	7.14	162,583	0	135,189	27,394
Grant - Western Plains Cultural Centre	7.21	6,250	0	0	6,250
Grant - Horticultural Services	9.01	0	64,000	0	64,000
Grant - Landcare Services	9.02	31,250	0	24,625	6,625
Grant - Recreation Planning & Programs	9.07	24,911	0	24,911	0
Grant - Corporate Development/Strategic Management	10.02	10,459	0	0	10,459
Grant - Management Accounting Services	10.04	4,941,747	0	4,941,747	0
Grant - Rates & General Revenue	10.13	10,000,000	0	10,000,000	0
Grant - Transition Project Management	10.17	0	14,353,467	4,816,747	9,536,720
Total Grant Funds Carried Over		19,625,188	14,635,237	21,050,635	13,209,790

BUDGET SUMMARY - Quarter Ending 31 March 2017

	Original Estimate	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Revised Estimate	YTD Actuals
Transport							
1.07 Footpaths & Cycleways	455,223	360,974	-96,870	719,327	0	719,327	595,284
1.10 Traffic Management	934,981	32,616	0	967,597	0	967,597	445,943
1.11 Street Lighting	892,070	137,600	0	1,029,670	0	1,029,670	701,828
1.201 State Roads	-47,227	-236,000	0	-283,227	0	-283,227	1,547,934
1.202 Urban Roads	5,064,052	2,813,122	96,870	7,974,044	125,000	8,099,044	6,091,317
1.203 Rural Roads	3,011,850	236,339	0	3,248,189	-125,000	3,123,189	5,672,360
TOTAL	10,310,949	3,344,651	0	13,655,600	0	13,655,600	15,054,666
Sewerage Services							
2.05 Sewerage	0	0	0	0	0	0	-730,000
TOTAL	0	0	0	0	0	0	-730,000
Waste Services							
2.06 Domestic Waste Management Services	0	0	0	0	0	0	-2,511,862
2.07 Other Waste Management Services	0	0	0	0	0	0	-239,782
TOTAL	0	0	0	0	0	0	-2,751,644
Water							
3.02 Water Supply	0	0	0	0	0	0	1,309,253
TOTAL	0	0	0	0	0	0	1,309,253
Community Protection							
4.01 Stormwater	367,068	98,776	0	465,844	0	465,844	-370,179
4.02 Fire Services	920,351	246,645	0	1,166,996	0	1,166,996	1,188,488
4.03 Emergency Management	108,000	31,242	0	139,242	0	139,242	150,053
TOTAL	1,395,419	376,663	0	1,772,082	0	1,772,082	968,362
City Development							
5.01 Livestock Markets	-287,000	5,654	0	-281,346	0	-281,346	-211,010
5.02 Airport	-315,000	0	0	-315,000	0	-315,000	-598,349
5.03 City Development	887,962	28,121	0	916,083	0	916,083	598,149
5.04 Property Development	-237,000	13,912	0	-223,088	0	-223,088	-1,029,144
5.05 Holiday Park	-200,000	0	0	-200,000	0	-200,000	-150,000
5.06 City Marketing & Communications	1,133,722	380,550	15,000	1,529,272	0	1,529,272	1,138,815
5.07 Showground	474,514	67,919	0	542,433	0	542,433	407,019
5.09 Wellington Caves Complex	0	159,464	0	159,464	0	159,464	139,183
TOTAL	1,457,198	655,620	15,000	2,127,818	0	2,127,818	294,663

BUDGET SUMMARY - Quarter Ending 31 March 2017

	Original Estimate	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Revised Estimate	YTD Actuals
Built & Natural Environment							
6.01 Environment & Health Services	433,683	86,544	390	520,617	0	520,617	173,546
6.02 Building & Development Services	1,330,670	65,140	0	1,395,810	-31,000	1,364,810	675,797
6.04 Environmental Sustainability Services	349,202	0	0	349,202	0	349,202	214,012
6.05 Environmental Support	0	0	0	0	0	0	-126,273
6.09 City Strategy	650,242	0	-951	649,291	-4,000	645,291	445,234
6.10 Ranger Services	776,755	135,983	561	913,299	0	913,299	659,135
6.11 Animal Shelter	570,347	-1,226	0	569,121	0	569,121	298,100
TOTAL	4,110,899	286,441	0	4,397,340	-35,000	4,362,340	2,339,551
Community Services							
7.07 Cemeteries	136,148	40,930	0	177,078	0	177,078	14,430
7.08 Recreation Services	728,670	-153,268	0	575,402	0	575,402	389,238
7.10 Library Services	1,877,316	316,409	0	2,193,725	0	2,193,725	1,649,828
7.11 Old Dubbo Gaol	366,047	0	0	366,047	0	366,047	210,432
7.14 Social Services	804,380	381,202	-15,000	1,170,582	2,000	1,172,582	1,093,177
7.16 Rainbow Cottage	100,775	0	0	100,775	0	100,775	83,715
7.17 Family Day Care	156,915	0	0	156,915	0	156,915	135,657
7.18 Cultural Services	215,470	2,503	0	217,973	7,058	225,031	150,571
7.19 Community Support	0	0	0	0	0	0	-6,683
7.20 Regional Theatre & Convention Centre	2,572,484	-2	0	2,572,482	0	2,572,482	1,554,336
7.21 WPCC	2,176,339	54,061	0	2,230,400	-9,058	2,221,342	1,652,434
TOTAL	9,134,544	641,835	-15,000	9,761,379	0	9,761,379	6,927,135
Human Environment							
8.01 Human Environment Services	228,954	9,967	0	238,921	0	238,921	170,776
TOTAL	228,954	9,967	0	238,921	0	238,921	170,776
Parks and Landcare							
9.01 Horticultural Services	3,308,733	897,337	0	4,206,070	0	4,206,070	1,996,910
9.02 Landcare Services	1,002,564	142,725	0	1,145,289	35,000	1,180,289	489,423
9.04 Parks & Landcare Business Support Services	0	0	0	0	0	0	-104,763
9.05 Sporting Facilities	2,024,439	297,610	0	2,322,049	0	2,322,049	1,821,172
9.06 Parks & Landcare Operations	0	0	0	0	0	0	336,194
9.07 Recreation Planning & Programs	0	0	0	0	0	0	-24,573
9.08 Aquatic Leisure Centres	725,526	335,994	0	1,061,520	0	1,061,520	591,189
TOTAL	7,061,262	1,673,666	0	8,734,928	35,000	8,769,928	5,105,552

BUDGET SUMMARY - Quarter Ending 31 March 2017

	Original Estimate	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Revised Estimate	YTD Actuals
Corporate Services							
10.01 Customer Services	0	0	0	0	0	0	-58,183
10.02 Corporate Development/Strategic Management	0	0	0	0	0	0	-173,169
10.03 Fleet Management Services	0	0	0	0	0	0	882,325
10.04 Management Accounting Services	0	0	0	0	0	0	92,771
10.05 Financial Accounting Services	0	0	0	0	0	0	-177,694
10.06 Human Resource Services	0	0	0	0	0	0	-154,492
10.07 Information Management Services	0	0	0	0	0	0	-8,035
10.08 Governance & Risk Services	0	0	0	0	0	0	64,871
10.09 Civic Administration Building	0	254,306	0	254,306	0	254,306	52,944
10.10 Technical Support Services	0	0	0	0	0	0	-364,069
10.11 Business Support Services (Technical)	0	0	0	0	0	0	-153,864
10.12 Depot Services	0	110,666	0	110,666	0	110,666	88,488
10.13 Rates & General Revenue	-33,699,225	-8,302,335	0	-42,001,560	0	-42,001,560	-40,009,906
10.14 Employment Overhead Distribution	0	0	0	0	0	0	-160,691
10.15 Corporate Overheads	0	948,520	0	948,520	0	948,520	-350,211
10.16 Works Services	0	0	0	0	0	0	2,594,951
10.17 Transition Project Management	0	0	0	0	0	0	668,390
TOTAL	-33,699,225	-6,988,843	0	-40,688,068	0	-40,688,068	-37,165,574
Governance							
11.01 Governance	0	0	0	0	0	0	-220,442
TOTAL	0	0	0	0	0	0	-220,442
Wellington Branch							
12.01 Wellington Branch	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0
TOTAL ALL FUNCTIONS	0	0	0	0	0	0	-8,697,702

OPERATIONAL PLAN

Function No. **1.07**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Footpaths & Cycleways
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**Manager Responsible: Manager Civil Infrastructure & Solid Waste
Mr S Clayton**

Function Objectives:

To minimise Council's liability with regard to pedestrian hazards by efficiently and effectively preserving and maintaining the footpath and cycleway asset.
 To promote and facilitate pedestrian and cyclist transport as alternatives to vehicular modes of transport.
 To integrate and facilitate the transport, recreation and safety needs of pedestrian and cyclist.
 To provide for the transport, recreation and safety needs of pedestrians and cyclists.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Risk Management	Maintain Footpaths and Cycleways in accordance with the Defined Asset Management Policy (DAMP)	All footpath defect related claims successfully defended under the provisions of the DAMP
	Maintenance service levels were suspended for the duration of the natural disaster event and are still suspended.	All claims have been successfully defended.
Management Services – from other Functions	The corporate services pertaining to management, financial, technical, information technology functions are engaged.	Level of service adhere to terms of agreed brief(s).
	Services are being engaged.	Service level is being adhered to.
Management Services	Provision of management services for maintenance, construction and strategic planning activities.	Effective management of footpath and cycleway Assets.
	Services are being rendered.	This is being managed.
	3.1.13.1 Submit an annual application to Roads and Maritime Services for cycleway funding.	Submission by December annually.
	Application not successful.	Applied in September.
	3.1.13.2 Annually review the long term Strategic Cyclepath Network Development Plan with respect to assigned priorities and funding requirements.	Review completed by January annually.
	Bike Plan has been reviewed and updated, plan to be publicly exhibited in March	Final draft completed.
	3.1.16.2 Annually review the long term Strategic Footpath Network Development Plan with respect to assigned priorities and funding Requirements.	Review completed by January annually.
Footpath Maintenance	Pedestrian Access and Mobility Plan reviewed and updated.	Review has been completed.
	Undertake regular inspections and maintenance programmes on paved footpaths network	One third of paved footpaths inspected annually.
Cycleway Maintenance	Rolling inspections of one third of City ongoing each year.	Inspections ongoing as resources permit.
	Undertake regular path and verge maintenance	Cycleways maintained in accordance with agreed brief(s).
Acquisition of Assets	Maintenance programs are ongoing.	Service briefs are being implemented but were wet weather affected in winter and spring.
	3.1.16.1 Implement the Footpath Construction and Reconstruction Programmes.	The footpath network extension per year is increased to 1km by 2016/2017.
	Proposed projects include Wingewarra Street and Brisbane Street.	Minor Road footpath stages 1 & 2 extended network by 1km.

OPERATIONAL PLAN

Function No. 1.07

Performance Review

Quarter ended: March

Principal Activity:	TRANSPORT	Function:	Footpaths & Cycleways
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-172,600	0	-113,611	-286,211	-6,068	1	-292,279	-40,709
Expenditure	724,520	10,200	184,659	919,379	-196,007	2	723,372	667,325
Operating Total	551,920	10,200	71,048	633,168	-202,075		431,093	626,616
Capital								
Income	-505,229	0	0	-505,229	0	3	-505,229	-329,329
Expenditure	903,579	632,742	-546,519	989,802	88,774	4	1,078,576	429,061
Capital Total	398,350	632,742	-546,519	484,573	88,774		573,347	99,732
Available Funds Movement Prior to Restricted Asset Funding								
	950,270	642,942	-475,471	1,117,741	-113,301		1,004,440	726,348
Restricted Assets								
	-495,047	-281,968	378,601	-398,414	113,301	5	-285,113	-131,064
Funds Available to (-), or Required From Rates and Other Council Revenue								
	455,223	360,974	-96,870	719,327	0		719,327	595,284

Note	Details
1	Operating income has increased by \$6,068 due to increased income in Hoarding Footpath Rental
2	Operating expenditure has decreased by \$196,007 due mainly to an increase in services provided by sewer of \$202,075 and an increase of \$6,068 to footpath maintenance.
3	No variance to budget
4	Capital expenditure has increase by \$88,774 due to Cycleway construction of \$202,075 and savings of \$25,867 in the Minore Road project. Also the Wingewarra Street project of \$87,434 has been deferred to 2017/2018. Bothe the Minore Road savings and Wingewarra Street project have been returned to Restricted Assets.
5	Transfers from Restricted Asset decreased by \$113,301 due to the Minore Road savings and the deferred Wingewarra Street project.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Length of paved footpath maintained	81.6km	81.6km	82.6km	cost/m2 to construct concrete footpath/cycleway	\$190/m2	\$190/m2	\$157/m2	No. of reported complaints/requests (CRM System)	102	120	102
Area of footpath/cyclepath to be constructed	2,550m2	8023m2	410m ²	cost/m2 to reconstruct asphalt footpath	\$130/m2	\$140/m2	\$61.7/m ²	No. of claims for footpath related injuries	6	4	7
Length of paved cyclepath maintained	25.5km	16.4km	25.5km								

OPERATIONAL PLAN

Function No. **1.07***Performance Review*Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Footpaths & Cycleways
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Key Projects**Capital Works Program**

Footpaths & Cycleways - Acquisition of Assets 01.09006 - Paved Footpaths - Construction	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6570 - Sheraton Road - Rail Crossing Project complete	67,613	0	38,482	0	106,095	106,095
6574 - Minore Road Project complete	0	131,307	-42,712	-25,867	62,728	62,728
01.09006 - Paved Footpaths - Construction Total	67,613	131,307	-4,230	-25,867	168,823	168,823

Footpaths & Cycleways - Acquisition of Assets 01.09008 - Cycleways Construction	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6536 - Troy Gully Reserve Cyclepath	155,080	0	-80,080	0	75,000	4,290
6549 - Wheelers Lane (Gilgai to Hennessy Drive) Project complete	0	0	0	36,200	36,200	36,200
6550 - Hennessy Dri(Wheelers Ln to Keswick PS) Project complete	0	0	0	36,450	36,450	36,450
6551 - Hennessy Dr (Keswick PS D/Way to S Lakes) Project complete	0	0	0	39,425	39,425	39,425
6552 - Cycle Bridge (A) Wheelers Lane Project complete	0	0	0	45,000	45,000	45,000
6553 - Cycle Bridge (B) Hennessy Drive Project complete	0	0	0	45,000	45,000	45,000
01.09008 - Cycleways Construction Total	155,080	0	-80,080	202,075	277,075	206,365

OPERATIONAL PLAN

Function No. **1.07**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Footpaths & Cycleways
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Footpaths & Cycleways - Acquisition of Assets 01.09010 - Cycleway & Footpath Preconstruction	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6521 - Bike Plan/PAMP	10,000	26,511	-26,511	0	10,000	4,950
01.09010 - Cycleway & Footpath Preconstruction Total	10,000	26,511	-26,511	0	10,000	4,950

Footpaths & Cycleways - Acquisition of Assets 01.09012 - Contributed Assets - Footpaths	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6516 - Footpaths	80,000	0	0	0	80,000	0
01.09012 - Contributed Assets - Footpaths Total	80,000	0	0	0	80,000	0

Footpaths & Cycleways - Asset Renewals 01.09004 - Paved Footpaths - Reconstruction	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6014 - Wingewarra St (Darling to Bourke) Project deferred to 2017/2018	75,000	0	12,434	-87,434	0	0
6506 - Development Reconstruction	7,754	0	0	0	7,754	5,295
6543 - Brisbane St (Reakes to Cobra)	150,732	0	-90,732	0	60,000	0
6671 - Bultje St F/path Recon (Bourke-Darling) Project deferred to 2017/2018	93,000	0	-93,000	0	0	0
6672 - Cobra St F/path Recon(Palmer to Fitzroy) Project deferred to 2017/2018	115,400	0	-115,400	0	0	0
6673 - Gipps St Fpath Reon (Cobra- Wingewarra) Project deferred to 2017/2018	149,000	0	-149,000	0	0	0
01.09004 - Paved Footpaths - Reconstruction Total	590,886	0	-435,698	-87,434	67,754	5,295

OPERATIONAL PLANFunction No. **1.07***Performance Review*Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Footpaths & Cycleways
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Wellington - Capital Expenses 01.08020 - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6100 - Paved Footpaths Reconstruction	0	474,924	0	0	474,924	43,628
01.08020 - Asset Renewals Total	0	474,924	0	0	474,924	43,628

Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.00011 - Footpaths Total	60,055	0	15,739	6,068	81,862	56,688
01.00017 - Cycleway Total	64,826	0	885	0	65,711	212,134

OPERATIONAL PLAN

Function No. 1.10

Performance Review

Quarter ended: March

Principal Activity:	TRANSPORT	Function:	Traffic Management
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**Manager Responsible: Manager Technical Support
Mr Mark Stacey**

Function Objectives:

To optimise traffic flow throughout road network to maximise community benefits
 To minimise accident potential for all road users within the road network
 To provide clear and safe traffic guidance throughout road network (line marking and signposting)
 To plan the future road network based on the above 3 objectives
 To raise the level of road safety in Dubbo

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Action	Performance Targets/Service Level
Traffic Management Services	3.1.2.1 Complete at least one Road Safety Audit on an urban or rural road per annum. <i>No action to date.</i>	Audits completed June annually. <i>No action to date.</i>
	3.1.3.1 Lobby the State and Federal Government agencies for the need for an additional flood free bridge across the Macquarie River at Dubbo. <i>RMS currently undertaking a "Study" related to this project and State election promise of \$50M for duplication of the LH Ford Bridge.</i>	Lobbying to occur when appropriate. Delays to traffic in peak hours remain acceptable. <i>Lobbying occurring as appropriate. Delays remain acceptable</i>
	3.1.14.1 Review the programme for the provision of public transport infrastructure and consult with the Dubbo Transport Working Group. <i>The Dubbo Transport Working Group for this area has been disbanded by Transport of NSW.</i>	90% of urban area serviced by commuter bus routes. <i>Ongoing. At this stage this is being achieved.</i>
	3.1.14.3 Meet on an annual basis with private bus and taxi company representative(s) to review urban bus and taxi service provision, and public transport linkages generally. <i>Annual meeting with private bus company held 23 November 2016.</i>	Contact to be made with Bus and Taxi Companies annually. <i>Annual meeting with private bus company held 23 November 2016</i>
	3.1.9.2 Lobby for continuation of the Inland Rail Project. <i>Letter sent in August 2015 from Mayor to Mark Coulton, Federal Member for Parkes, continuing support for the Inland Rail.</i>	Ongoing <i>Progress will be ongoing. Dubbo is <u>not</u> on the Designated Inland Corridor as adopted by the Government. The adopted line is Parkes, Narromine, Gwabegar, Narrabri.</i>
	3.1.10.1 Meet on an annual basis with Rail Corp representative(s) to review service provision timetables and to ensure service retained. <i>No action to date.</i>	Retention of hub and spoke bus/rail transport facilities to and from Dubbo/Western NSW/Sydney <i>Ongoing. At this stage this is being achieved.</i>
	3.1.10.3 Continue to support the Dubbo Zirconia Mines proposal to reopen the Dubbo – Toongi railway line and/or develop sections of Obley Road. <i>Support is continuing and as when appropriate.</i>	Ongoing support until the DA consent granted. <i>DA consent granted. Minister for Planning approved (with DA Consent Conditions) DZP on 28 May 2015.</i>

OPERATIONAL PLAN

Function No. **1.10**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Traffic Management
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Activity	Action	Performance Targets/Service Level
	3.1.10.4 Lobby Australian Rail Transport Corporation (ARTC)/John Holland to install automated switching through the Dubbo urban area so as to minimise disruption to traffic on key level crossings.	Lobbying for automated switching through Dubbo is ongoing.
	Railway triangle upgraded.	This has been achieved.
	3.1.10.5 Support all opportunities for development of additional road freight terminal/truck interchange/truck stop facilities within the city as they arise.	Freight systems to and from Dubbo are rated as adequate.
	This is being achieved as required and/or as appropriate.	This is being achieved as required.
Traffic Improvements - Signs and Markings	Provision of minor traffic facilities and minor approved works from Traffic Committee.	All requests met subject to funding
	This is being achieved as required or as appropriate	This is being achieved as required or as appropriate
Traffic Improvements Investigation and Design	Provision of Technical Support Services for minor traffic investigations and provision of services to the Traffic Committee.	Appropriate reports submitted to Traffic Committee.
	This is being achieved as required or as appropriate	This is being achieved as required or as appropriate
Traffic Studies/Preconstruction (Section 94)	3.1.12.1 Undertake an annual on-street parking inventory in the Central Business District (CBD).	Inventory by December annually.
	Total CBD on and off street car parking inventory plan has been completed.	Inventory plan continually updated as required.
Management Services From Other Functions	Management Services including:- Management, Financial, Technical, Information Technology and Corporate Overheads provided to Traffic, Road Safety and Parking Enforcement activities.	Level of service provided to Agreed Briefs.
	Service continually rendered as appropriate or as required.	Service continually rendered as appropriate or as required.
Parking Management and Enforcement	3.1.12.4 Monitor on-street truck parking in the urban area and target instances of repeated inappropriate truck parking on city street.	Monitor on a regular basis throughout the year.
	Monitoring continuously as appropriate or as required/requested.	Monitoring continuously as appropriate or as required/requested.
Minor Safety Improvements	Provision of minor road safety improvements on Council's road network.	Road safety improvements carried on with the approval of the Local Traffic Committee.
	Actioned	Pedestrian refuges constructed in North St (Minore Rd intersection) and Torvean Ave (Baird Drive intersection). Plus improvements to St Andrews Drive/Cypress Point Drive roundabout intersection.
Car Park Maintenance	Undertake regular maintenance.	No Council car park in unsatisfactory condition.
	This is being achieved or as appropriate.	This is being achieved or as appropriate.
Road Safety Programs	Undertake Community and Council education programs on road safety.	Projects completed in the defined time frames.
	This is being achieved.	This is being achieved.
Development of Road Safety Plans	3.1.1.1 Develop and implement an annual Road Safety Plan.	Completed by June annually.
	Continuing in conjunction with 3.1.1.2 below.	This is being achieved.

OPERATIONAL PLAN

Function No. **1.10**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Traffic Management
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Activity	Action	Performance Targets/Service Level
Acquisition of Assets	3.1.1.2 Prepare an annual Road Safety Action Plan.	Completed by May annually.
	<i>The Roads and Maritime Services (RMS) advised of 50/50 continual funding for the Road Safety Officer's (RSO) position for next 3 years. Thus, 2014-2017 Road Safety Action Plan has been prepared and adopted by RMS.</i>	<i>2014-2017 Action Plan as submitted to RMS in May 2014 has been approved. 2016/2017 Component has been approved May 2016.</i>
	Undertake the approved Capital Works Programme as defined in the Key Projects Section of the Operational Plan.	Programme(s) implemented.
	Achieved	This is being achieved as required and/or as appropriate.

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-1,166,490	32,616	153,657	-980,217	-246,869	1	-1,227,086	-1,025,045
Expenditure	1,485,427	0	-32,408	1,453,019	-63,853	2	1,389,166	811,429
Operating Total	318,937	32,616	121,249	472,802	-310,722		162,080	-213,616
Capital								
Income	-27,821	0	0	-27,821	0	3	-27,821	-18,552
Expenditure	282,100	0	-100,000	182,100	0	4	182,100	135,255
Capital Total	254,279	0	-100,000	154,279	0		154,279	116,702
Available Funds Movement Prior to Restricted Asset Funding	573,216	32,616	21,249	627,081	-310,722		316,359	-96,914
Restricted Assets	361,765	0	-21,249	340,516	310,722	5	651,238	542,856
Funds Available to (-), or Required From Rates and Other Council Revenue	934,981	32,616	0	967,597	0		967,597	445,942

Note	Details
1	Operating Revenue increased by \$246,869 mainly due to additional revenue from Section 94 Contributions of \$256,036 and Blight Street/Heyer Ford carpark walkway leasing of \$27,000. There was also a reduction in the anticipated revenue from Parking enforcement of \$38,989.
2	Operating Expenditure reduced by \$63,853 mainly due to a reduction in Parking Management & Enforcement of \$33,468 (Police Administration fees). Also there was an increase in Less Services Provided to Other Function (Property Development – Headworks) of \$32,040.
3	No variance in this quarter.
4	No variance in this quarter.
5	Transfer to Restricted Asset increased by \$310,722 mainly due to addition Section 94 income and additional Headworks contributions.

OPERATIONAL PLAN

Function No. **1.10**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Traffic Management
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Signs installed	321	410	267	Cost/sign to install	\$315.90	\$372	\$293.45	Number of complaints/ requests for Traffic Facilities	15	105	32
Parking Enforcement Statistics											
Time	254	1500	423								
Bus Zone	1	15	8								
Disable	5	75	24								
Footpath	0	5	0								
Loading Zone	14	45	17								
No Parking	1	25	8								
No Stopping	11	10	3								
Taxi Zone	0	10	1								
Across Driveway	0	10	2								
Double Park	0		0								
With Drawn	0	40	11								
Warnings	8		18								

Key Projects**Capital Works Program**

Traffic Management - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09023 - Intersection Improvement Program						
6590 - AIPP Intersection Improvements	100,000	0	-100,000	0	0	0
01.09023 - Intersection Improvement Program Total	100,000	0	-100,000	0	0	0

OPERATIONAL PLAN

Function No. **1.10***Performance Review*Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Traffic Management
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Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.00031 - Traffic Management Services Total	356,683	0	0	0	356,683	257,203
01.00033 - Traffic Improvements-Signs & Markings Total	96,010	0	15,944	0	111,954	55,787
01.00035 - Traffic Improvements - Invest & Design Total	111,398	0	0	0	111,398	59,097
01.00037 - Traffic Studies/Preconstruction (Sec 94) Total	104,280	0	0	0	104,280	9,113
01.00044 - Parking Management & Enforcement Total	347,182	0	-70,000	-33,468	243,714	167,857
01.00046 - Traffic Facility-Minor Safety Improvements Total	40,000	0	0	0	40,000	8,187
01.00047 - Road Safety Programs Total	231,729	0	1,508	0	233,237	154,279

OPERATIONAL PLAN

Function No. **1.11**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Street Lighting
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**Manager Responsible: Manager Civil Infrastructure & Solid Waste
Mr S Clayton**

Function Objectives:

- To provide a street lighting system to Australian Standards for public lighting for the benefit of users of the City's road network, parks and walkways.
- To ensure that in all developing areas of the City, street lighting infrastructure aesthetically compliments the streetscape as much as practicable.
- To provide a street lighting service to the City at the lowest possible cost to ratepayers.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Management Services	Provision of management services for the effective operation of the street lighting system.	Effective management of street lighting function.
	<i>Services are being rendered.</i>	<i>Operation and maintenance of street lighting meets the public lighting code.</i>
Management Services – from other functions	Ensure provision of management, financial, technical, information technology services and corporate overheads for the function.	Level of service adheres to terms of agreed brief(s).
	<i>Services are being rendered.</i>	<i>Service level as agreed.</i>
Provision of Street Lighting	3.1.15.2 Annually review street lighting service levels performance report provided by electricity provider.	Review undertaken December annually.
	<i>Essential Energy reports reviewed quarterly</i>	<i>Review completed.</i>
Street Lighting Improvements	Provide additional lighting to meet standards.	100% of new street lighting complies with Dubbo ALIVE objectives.
	<i>No specific upgrading proposed at this stage until LED lighting standards are advised by Essential Energy.</i>	<i>This is generally being achieved.</i>

OPERATIONAL PLAN

Function No. **1.11**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Street Lighting
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-147,000	-46,000	0	-193,000	0	1	-193,000	0
Expenditure	1,038,551	183,600	0	1,222,151	0	2	1,222,151	701,568
Operating Total	891,551	137,600	0	1,029,151	0		1,029,151	701,568
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding								
	891,551	137,600	0	1,029,151	0		1,029,151	701,568
Restricted Assets								
	519	0	0	519	0	5	519	260
Funds Available to (-), or Required From Rates and Other Council Revenue								
	892,070	137,600	0	1,029,670	0		1,029,670	701,828

Note	Details
1	No variance in this quarter.
2	No variance in this quarter.
3	No variance in this quarter.
4	No variance in this quarter.
5	No variance in this quarter.

Key Performance Indicators:

Workload	Prev.			Est.			YTD			Effective.	Prev.			Est.			YTD		
	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.		Est.	YTD	Prev.	Est.	YTD	Prev.	Est.	YTD	
Number of Street Lights	5,425	5,500	5,441	Cost per light	\$138.67	\$180	\$84.27	No. of requests for improved lighting	Nil	3	1								

Key Projects**Operational Program**

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.00066 - Provision Of Street Lighting Total	844,959	0	0	0	844,959	537,229
01.00068 - Street Lighting Improvements Total	118,719	0	0	0	118,719	3,191

OPERATIONAL PLAN

Function No. **1.201**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	State Roads
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**Manager Responsible: Manager Civil Infrastructure & Solid Waste
Mr S Clayton**

Function Objectives:

To provide a road management service for the Roads and Traffic Authority on the urban sections of the Newell and Mitchell Highways and the full length of the Dubbo City section of the Golden Highway as per the terms of the RMS Maintenance Contract relating and for the other Projects as they arise.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Management Services	Ensure the provision of management, financial, technical, information technology services and contribute to and corporate overheads to this function.	Level of service to agreed brief(s) provided.
	<i>Services are being rendered.</i>	<i>Service levels are being provided.</i>
	Hold two consultative meetings with the RMS Regional Manager and senior staff each year.	Meetings held in December and May annually.
	<i>Two meetings held to date.</i>	<i>Meeting held 13 July 2016 and 24 November 2016.</i>
	3.1.10.2 Pursue a commitment from the Roads and Maritime Services (RMS) to continue upgrading of aged and degraded highway infrastructure in the urban area.	Seek commitment by March annually.
	<i>Current upgrading projects include Fitzroy/Cobra Streets intersection, Victoria/Whylandra Streets intersection, duplication of L H Ford Bridge, pavement rehabilitation of Whylandra Street, shoulder widening on Golden Highway.</i>	<i>Commitment updates are reviewed at 6 monthly meetings.</i>
M & R State Highway 7	Undertake maintenance in accordance with Maintenance Contract.	Adherence to service levels in Maintenance Contract.
	<i>Road Maintenance Council contract active.</i>	<i>Contract service levels are being delivered.</i>
M & R - State Highway 27	Undertake maintenance in accordance with Maintenance Contract.	Adherence to service levels in Maintenance Contract.
	<i>Road Maintenance Council contract active.</i>	<i>Contract service levels are being delivered.</i>
M & R - National Highway 17	Undertake maintenance in accordance with Maintenance Contract.	Adherence to services levels in Maintenance Contract.
	<i>Road Maintenance Council contract active.</i>	<i>Contract service levels being delivered.</i>

OPERATIONAL PLAN

Function No. **1.201**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	State Roads
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-720,537	-2,861,200	-205,686	-3,787,423	-3,048,799	1	-6,836,222	-2,483,927
Expenditure	671,205	2,625,200	205,686	3,502,091	2,510,497	2	6,012,588	4,030,809
Operating Total	-49,332	-236,000	0	-285,332	-538,302		-823,634	1,546,882
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding								
	-49,332	-236,000	0	-285,332	-538,302		-823,634	1,546,882
Restricted Assets								
	2,105	0	0	2,105	538,302	5	540,407	1,053
Funds Available to (-), or Required From Rates and Other Council Revenue								
	-47,227	-236,000	0	-283,227	0		-283,227	1,547,935

Note	Details
1	Operating Revenue increased by \$3,048,799 due to additional Works Orders issued by Roads and Maritime Services.
2	Operating Expenditure increased by \$2,510,497 which reflect the additional works Council will undertake for the Roads and Maritime Services.
3	No variance in this quarter.
4	No variance in this quarter
5	Transfer to Restricted Assets increased by \$538,302 which is to be utilised on Roads and Maritime Services assets in the event of failures.

Key Performance Indicators:

Workload	Prev.			Efficiency	Est.			Effective.	YTD		
	Prev.	Est.	YTD		Prev.	Est.	YTD		Prev.	Est.	YTD
Length of National Highway (km)	5.36	5.36	5.36	Average maintenance ie. cost \$/lane km	\$113,194	\$399,171	\$18,785	No. of client and customer complaints	NIL	NIL	Nil
Lane length (km)	16.58	16.58	16.58		\$9,384	\$40,280	\$13,877		Compliance (%) with Maintenance Service Level targets	100%	100%
Length of State Road (km)	46	46	46								
Lane length (km)	100.62	100.62	100.62								

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Urban Roads
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**Manager Responsible: Manager Civil Infrastructure & Solid Waste
Mr Stephen Clayton**

Function Objectives:

To provide a safe, reliable and serviceable road network.

To minimise the whole of life cost of the road network asset.

To provide an aesthetically pleasing road environment.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Roadside Furniture Maintenance	Undertake regular maintenance and repair.	Street furniture is in a safe, presentable and functional condition.
	<i>Maintenance undertaken as required and as resources permit.</i>	<i>No reasonable criticism of furniture received.</i>
Road and Traffic Signs Maintenance	Undertake routine repair and replacement of signs and remarking of pavement markings.	Signs and line markings maintained to a visible and legible condition.
	<i>Maintenance undertaken in accordance with resources availability.</i>	<i>Signs and line marking meet minimum standards of legibility.</i>
Risk Management Program	3.1.8.4 Continue to implement Defined Asset Management Policy (DAMP) for roads and bridges and monitor compliance.	The effectiveness of the Defined Asset Management Policy (DAMP) is confirmed by periodic reviews.
	<i>Policy service levels have been suspended for duration of flood damage restoration program.</i>	<i>No reasonable criticism received with respect to DAMP service levels.</i>
Other Roads - Urban General Maintenance	Undertake regular maintenance and minor improvement works.	Road network is maintained in a safe and trafficable condition.
	<i>Undertaken as necessary with respect to maintenance policy.</i>	<i>CRM reports that road maintenance demand has increased significantly due to flooding.</i>
Minor Kerb Replacement	Repair localised kerb defects.	Kerb drainage is unobstructed and is in safe and sound condition.
	<i>Annual repair programme is being implemented subject to resource availability.</i>	<i>No reasonable criticism received for obstructed or defective kerb drainage.</i>
Management Services - from other functions	Services including management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	<i>Services are being provided.</i>	<i>Agreed service levels are being achieved.</i>
Management Services	3.1.11.2 Integrate the elements of the "City Park" concept with road redevelopment projects as they occur.	Develop Concept plans for Stage 1 of Church Street Redevelopment.
	<i>Church Street is the next Park Street proposed.</i>	<i>Preliminary plan development is in progress.</i>
	3.1.4.1 Review and establish priorities for urban and rural road construction/reconstruction for input into the annual Business Plans.	Review by February annually.
	<i>Review has been completed.</i>	<i>Asset condition data has been updated in preparation for review.</i>

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Activity	Action	Performance Targets/Service Level
	3.1.8.5 Annually maintain the Road Network Asset Register.	Maintained by June annually.
	Asset register is updated.	The five yearly network survey was completed in the last 36 months.
	3.1.14.1 Review the Programme for the provision of public transport infrastructure and consult with the Dubbo Transport Working Group.	Review by December annually.
	Council has consulted with bus company to develop program.	The 2016-2017 program has been finalised.
	3.1.4.2 Review the Transport Asset Management Plan including the financial strategy to address known deficiencies with current road funding options.	By December annually prior to budget planning process.
	The plan has been reviewed and updated.	Plan was tabled at the August 2015 meeting of Council.
	3.1.8.2 Monitor increasing water table levels beneath roads and streets for potential increased salinity damage.	Review monthly following receipt of monitoring reports.
	Bore levels have been marginally above the 10yr average at present. EC levels are normal.	Monitoring reports monthly or as reports are received.
	3.1.17.2 Disseminate and discuss strategies with Roads and Maritime Services to identify potential joint future actions.	Meet six monthly with RMS managers to raise issues and actions.
	Council meets with Roads and Maritime Services (RMS) staff six monthly.	Most recent meeting held 24 November 2016.
Verge Maintenance	3.1.11.1 - Implement phase up and phase down provisions as necessary for the maintenance service levels for roadside landscaping in respect of the City's entrances and major sub-arterials , including medians in particular.	Review by June annually. Roadsides maintained in neat and attractive condition.
	Service levels are reviewed periodically and adjusted as appropriate.	Roadsides maintenance is meeting agreed service levels.
Street Tree Maintenance	Provide arboricultural maintenance of street trees.	Tree foliage does not obstruct signs, street lights or traffic thoroughfares.
	Routine and reactive maintenance provided.	No reasonable criticism received.
Roundabout Maintenance	3.1.11.1 - Implement phase up and phase down provisions as necessary for the maintenance service levels for roadside landscaping in respect of the City's entrances and major sub-arterials , including medians in particular.	Review by June annually. Roundabouts maintained in neat and attractive condition.
	Service levels have had to be varied due to wet winter/spring.	Roundabouts maintained to agreed service levels.
CBD Maintenance	Undertake regular minor maintenance of road furniture, cleaning of the footpaths and maintenance of garden beds within the beautification sections of the CBD.	Beautification sections of the CBD are kept in a clean and attractive condition. Roundabouts are maintained to a presentable standard.
	CBD maintained on a daily schedule.	Regular attention given to furniture, paving and soft landscaping.
Street Cleaning Operations	Undertake cyclic sweeping of the CBD/Urban and selected areas.	CBD and neighbourhood centres to project a clean and presentable appearance.
	CBD streets are swept nightly.	Presentation of CBD is always to a high standard. Neighbourhood Centres treated cyclically.

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Activity	Action	Performance Targets/Service Level
Pavement Management System	3.1.4.4 - Annually maintain the Road Network Asset Register and undertake a comprehensive qualitative Update every five (5) years.	New assets updated on register annually.
	<i>The schedule is being met.</i>	<i>Register updated annually.</i>
Acquisition of Assets	3.1.14.2 Implement the Public Transport Infrastructure Improvement programme.	Programme implemented.
	<i>Programme not commenced.</i>	<i>Programme to commence in March quarter subject to weather impact.</i>
An attractive and well maintained Central Business District	3.1.8.1 Annually review and implement Resealing Programme for rural and urban roads.	To be reviewed and implemented by June annually.
	<i>Programme has been established.</i>	<i>Programme has commenced.</i>
	CBD Beautification Project.	Complete CBD beautification project within grant funding budget and timeline.
	<i>There is no current beautification project in 2016 - 2017</i>	<i>Not applicable</i>
	Continue to maintain the CBD within Council's maintenance and renewal budget.	Weekly street sweeping program Litter removal, hedge trimming, irrigation maintenance, plant/shrub replacement.
	<i>CBD is provided with a daily maintenance regime</i>	<i>All CBD presentation procedures are being implemented.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-4,114,293	-1,115,834	-828,963	-6,059,090	1,118,910	1	-4,940,180	-251,267
Expenditure	5,685,481	2,288,956	192,253	8,166,690	568,221	2	8,734,911	6,439,638
Operating Total	1,571,188	1,173,122	-636,710	2,107,600	1,687,131		3,794,731	6,188,371
Capital								
Income	-2,415,077	0	0	-2,415,077	0	3	-2,415,077	-2,035,787
Expenditure	8,177,280	3,391,641	733,580	12,302,501	-6,242,178	4	6,060,323	2,000,627
Capital Total	5,762,203	3,391,641	733,580	9,887,424	-6,242,178		3,645,246	-35,160
Available Funds Movement Prior to Restricted Asset Funding	7,333,391	4,564,763	96,870	11,995,024	-4,555,047		7,439,977	6,153,211
Restricted Assets	-2,269,339	-1,751,641	0	-4,020,980	4,680,047	5	659,067	-61,894
Funds Available to (-), or Required From Rates and Other Council Revenue	5,064,052	2,813,122	96,870	7,974,044	125,000		8,099,044	6,091,317

Note	Details
1	Operating Revenue decreased by \$1,118,910 due to a reduction in Roads to Recovery Program of \$308,517 and Grants and Subsidies of \$953,614 CBD Beautification Wellington, however additional revenue was received from Private Works, \$138,733, and Traffic Facilities Improvements of \$4,488.
2	Operating Expenditure increased by \$568,221 due increased Private Works, \$138,733, General maintenance -\$425,000 (State Highway 7/Capstan Dr roundabout \$300,000 due to additional lane works), and Roads & Traffic Signs maintenance of \$4,488.
3	No Variance in this quarter.
4	Capital Expenditure reduced by \$6,242,718 mainly due to Boundary Road Extension, \$2,968,273, Brisbane Street- \$300,000 Cobra St to Reakes Ave, St Georges Terrace - \$190,000 Murrayfield Dr to Pine Knoll, Boundary Road & Margaret Cr - \$182,600, Talbragar Street - \$771,383, Wingewarr Street - \$120,000, Wellington CBD Beautification -\$953,614 and Urban construction Wellington - \$706,308. All of these projects are to be carried over to 2017/2018 Financial Year. Additional funds of \$370,000 have been allocated to the Kerb and Gutter project in Wingewarr St (Darling St to Bourke St).
5	Transfer from Restricted Asset reduced by \$4,680,047 mainly due to the above mentioned Capital works being carried over to 2017/2018 from construction.
6	This function required and additional \$125,000 which is funded by Rural Roads function 1.203.

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Road pavement Length Maintained	324km	271km	324km	cost/m2 to reconstruct Road Pavement	\$130	\$134	\$120	No. of request/ Complaints	337	300	313
Total length of kerb & gutter	401km	402km	401km	cost/m to reconstruct Kerb & Gutter	\$310	\$320	N/A				
Horticultural area - Gardens	28,920m2	30,000m2	28,920m2	Average gardens maintenance costs	\$6.31/m2	\$6.96/m2	\$4.32/m2				
Medians & Verges	21ha	21ha	21ha	Annual slashing cost	\$8,847/ha	\$8,961	\$4,250/ha				

Key Projects

Capital Works Program

Urban Roads - Acquisition of Assets 01.09039 - Urban Road Construction	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6650 - Boundary Rd Extens.-Transport Strategy \$2,968,273 carried over to 2017/2018	1,900,000	901,004	238,517	-2,968,273	71,248	38,742
01.09039 - Urban Road Construction Total	1,900,000	901,004	238,517	-2,968,273	71,248	38,742

Urban Roads - Acquisition of Assets 01.09043 - Preconstruction	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6617 - Technical Support Charge-Preconstruction	180,000	-77,803	-52,586	-8,053	41,558	0
6669 - Church Street Redevelopment Project completed	0	0	4,100	6,423	10,523	10,523
6719 - Brisbane St K&G (Cobra to Reakes)	0	16,697	8,255	0	24,952	19,206
6720 - Wingewarra St K&G (Darling to Gipps) Project completed	0	12,936	4,311	0	17,247	27,883
6722 - Boundary Road & Margaret Cres Intersect.	0	2,170	13,330	0	15,500	7,130
6724 - Boundary Road Extension Project completed	0	27,480	6,866	974	35,320	35,425

OPERATIONAL PLAN

Function No. **1.202***Performance Review*Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Urban Roads - Acquisition of Assets 01.09043 - Preconstruction	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6726 - Talbragar Street Reconstruction Project completed	0	12,480	3,531	480	16,491	16,491
6727 - Purvis Lane Freightway Upgrade	0	0	55,500	0	55,500	26,085
6728 - Macquarie St K&G (Cobra to Mitchell) Project completed	0	6,040	12,193	176	18,409	18,752
01.09043 - Preconstruction Total	180,000	0	55,500	0	235,500	161,495

Urban Roads - Acquisition of Assets 01.09045 - Contributed Assets - Roads	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6625 - Roads	2,000,000	0	0	0	2,000,000	0
01.09045 - Contributed Assets - Roads Total	2,000,000	0	0	0	2,000,000	0

Urban Roads - Acquisition of Assets 01.09053 - Public Transport Infrastructure Program	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6688 - Whylandra St Bus Shelter (2014/2015)	0	25,362	0	0	25,362	10,879
01.09053 - Public Transport Infrastructure Program Total	0	25,362	0	0	25,362	10,879

OPERATIONAL PLAN

Function No. **1.202***Performance Review*Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Urban Roads - Asset Renewals - Asset Maintenance 01.09041 - Urban Road Construction & Reconstruct	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6615 - Purvis Lane Upgrading	0	0	174,500	0	174,500	0
6656 - St Georges Terr (Murrayfield/Pine Knoll) Project carried over to 2017/2018	190,000	0	0	-190,000	0	0
6660 - Gipps Lane	142,213	0	-142,213	0	0	0
6661 - Gipps St Shoulder - Macleay / Erskine	0	156,244	-55,492	0	100,752	42,565
6664 - Brisbane St - Cobra to Reakes Project carried over to 2017/2018	300,000	0	0	-300,000	0	0
6673 - Wheelers Lane Level Crossing	1,188,517	-450,000	-238,517	-50,000	450,000	401,538
6674 - Boundary Road & Margaret Cres Intersecti Project carried over to 2017/2018	182,600	0	0	-182,600	0	0
01.09041 - Urban Road Construction & Reconstruct Total	2,003,330	-293,756	-261,722	-722,600	725,252	444,103

Urban Roads - Asset Renewals - Asset Maintenance 01.09042 - Urban Road - Construction & Reconstruction Backlog	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6672 - Fitzroy/Myall St Intersection	179,512	0	134,105	0	313,617	283,667
6673 - Talbragar Street Project carried over to 2017/2018	771,383	0	0	-771,383	0	4,142
01.09042 - Urban Road - Construction & Reconstruction Backlog Total	950,895	0	134,105	-771,383	313,617	287,809

OPERATIONAL PLAN

Function No. **1.202***Performance Review*Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Urban Roads - Asset Renewals - Asset Maintenance 01.09044 - Urban Roads - Resealing	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6730 - Annual Reseal Program	607,224	0	0	0	607,224	378,436
01.09044 - Urban Roads - Resealing Total	607,224	0	0	0	607,224	378,436

Urban Roads - Asset Renewals - Asset Maintenance 01.09055 - K&G Construct	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6671 - Wingewarra St - Darling to Bourke Project carried over to 2017/2018	120,000	0	0	-120,000	0	0
6672 - Brisbane St (Mitchell to Reakes)	250,000	0	0	-19,109	230,891	0
6675 - Macquarie St (Cobra to Mitchell)	128,600	0	74,400	19,109	222,109	0
01.09055 - K&G Construct Total	498,600	0	74,400	-120,000	453,000	0

Wellington - Capital Expenses 01.08019 - Renewal - Road Construction	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Urban Roads Reconstruction \$706,308 carried over to 2017/2018	0	1,206,308	0	-706,308	500,000	228,674
6501 - CBD/Main Street Beautification \$953,614 carried over to 2017/2018	0	960,834	492,780	-953,614	500,000	93,018
6502 - Reseals	0	340,880	0	0	340,880	186,344
6503 - K & G Reconstruction	0	251,009	0	0	251,009	143,473
01.08019 - Renewal - Road Construction Total	0	2,759,031	492,780	-1,659,922	1,591,889	651,508

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Manager Responsible: Manager Civil Infrastructure & Solid Waste
Mr Stephen Clayton

Function Objectives:

To provide a safe, reliable and serviceable road network.

To preserve and protect the road network asset's integrity.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Rural Bridges – General Maintenance	Undertake regular maintenance.	Structures are maintained in sound, safe and trafficable condition.
	Maintenance on regular cycle.	Achieved.
Sundry Contributions	3.1.8.3 - Analyse Weight of Loads Group breach report on a monthly basis.	Weight of Loads inspector to maintain a weekly presence in the Dubbo City LGA (Intercept benchmark to be established after 12 months operation).
	Data from the North West Weight of Loads Group is analysed at each committee meeting 3 times per year.	Weekly presence of inspector is being maintained in the LGA. Current benchmark is 220 intercepts. Intercepts in 2016/2017 are 615
Rural Drains Maint - Sealed Roads	Undertake regular maintenance.	Drainage structures in sound and safe condition. Clear waterway area to all structures.
	Maintenance is being provided.	Structures are generally in a clear and operable condition.
Rural Sealed Surfaces - General Maintenance	Undertake regular maintenance.	Sealed Road network is maintained in a safe and trafficable condition.
	Maintenance is being provided.	Network condition has been affected by rain damage during winter/spring.
Rural Roads & Traffic Sign Maintenance	Undertake routine repair and replacement of signs and remarking of pavement markings.	Signs and line markings maintained to a visible and legible condition.
	Routine maintenance and repair undertaken as required.	All signs and markings in a reasonable state of legibility.
Roadside Furniture Maintenance	Undertake regular maintenance.	Furnishings are in a sound and safe condition.
	This is being done.	Being achieved.
Risk Management Programs	3.1.5.2 Continue to implement the Defined Asset Management Policy (DAMP) for roads and bridges and monitor compliance.	The overall condition of the road network, as reflected in customer complaints, does not deteriorate.
	Policy service levels have been suspended during flood damage restoration program	The overall condition of the network has been significantly impacted by rain events in this financial year.
Management Services - from other functions	Services including management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	Services are being provided.	

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Activity	Action	Performance Targets/Service Level
Management Services	Provision of Management Services for maintenance, construction and strategic planning activities.	Management team objectives being met.
	Services are being provided.	Objectives being met.
M & R - Regional Roads	Undertake regular maintenance programs.	Road network is maintained in a safe and trafficable condition.
	Maintenance programs are affected by flood damage	Condition of road is affected by wet Spring.
	Make application for Regional Road REPAIR Grant Funding.	Application submitted by December annually.
	Application for projects submitted.	Application submitted.
Railway Level Crossing Improvements	3.1.7.1 Conduct a biennial review and establish the priorities within the Railway Level Crossing Programme.	March 2016
	Annual review not commenced.	Review proposed June quarter.
Asset Management Program	3.1.4.1 - Review and establish priorities for urban and rural construction/reconstruction for input into the annual Business Plans.	Review by February annually.
	Review undertaken.	Review completed.
	3.1.4.2 - Review the Transport Asset Management Plan including the financial strategy to address known deficiencies with current road funding options.	Review by December annually.
	Plan progressively developed under the Superior Asset Management Project.	Project is generally on track.
	3.1.8.5 Annually maintain the Road Network Asset Register.	Maintained by June annually.
	Asset inventory has recently been updated.	Asset register updated.
Rural Drains Maintenance - Unsealed	Undertake regular maintenance.	Drainage structures in sound and safe condition with clear waterway areas.
	Drains are maintained as resources permit.	Condition of network has been adversely affected by local flooding.
Rural Unsealed Surfaces - General Maint.	Undertake regular maintenance	Road network is maintained in a safe and trafficable condition.
	Maintenance is being undertaken on a priority basis.	No reasonable criticism received regarding road conditions.
Pavement Management System	3.1.4.4 Annually maintain the Road Network Asset Register and undertake a comprehensive qualitative update every five (5) years.	Road condition survey completed by November annually.
	Survey of network last conducted in 2014.	Condition Survey is undertaken every five years.
Acquisition of Assets	3.1.5.1 (3.1.8.1) Annually review and implement Resealing Programme for Rural Roads.	Bitumen seal age does not exceed 14 years by 2018.
	Resealing programme has been completed.	Programme has been complete.

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Activity	Action	Performance Targets/Service Level
	3.1.10.7 Incorporate progressive upgrading of designated and proposed B Double and road train routes in annual rolling programme of road reconstruction	June 2016
	<i>Work proposed to commence on Purvis Lane upgrading in 2016/2017.</i>	<i>Work to commence in 2016/2017.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-2,003,055	-6,503,595	-381,876	-8,888,526	39,790	1	-8,848,736	-2,928,419
Expenditure	5,904,808	4,396,290	81,999	10,383,097	444,037	2	10,827,134	4,769,174
Operating Total	3,901,753	-2,107,305	-299,877	1,494,571	483,827		1,978,398	1,840,755
Capital								
Income	-3,520,563	-3,379,471	0	-6,900,034	0	3	-6,900,034	-2,104,406
Expenditure	5,109,666	7,855,009	-907,425	12,057,250	-1,923,525	4	10,133,725	5,936,011
Capital Total	1,589,103	4,475,538	-907,425	5,157,216	-1,923,525		3,233,691	3,831,605
Available Funds Movement Prior to Restricted Asset Funding								
	5,490,856	2,368,233	-1,207,302	6,651,787	-1,439,698		5,212,089	5,672,360
Restricted Assets								
	-2,479,006	-2,131,894	1,207,302	-3,403,598	1,314,698	5	-2,088,900	0
Funds Available to (-), or Required From Rates and Other Council Revenue								
	3,011,850	236,339	0	3,248,189	-125,000		3,123,189	5,672,360

Note	Details
1	Operating Revenue reduced by \$39,790 due to a reduction in Regional Road Maintenance of \$151,000 and Roads to Recovery funding of \$439,262. Additional income for Rural Roads Flood Damage \$500,000 – Roads and Maritime Services, 3x3 Improvements of \$36,000, Voluntary Planning Agreement \$1,488 – Colbram, Traffic Facilities Improvements \$5,512 and Other Revenues of \$7,472.
2	Operating Expenditure increased by \$444,037 mainly due to Rural Sealed General Maintenance (\$205,825) and Operational Maintenance Wellington of \$239,159.
3	No variance in this quarter.
4	Capital Expenditure reduced by \$1,923,525 due to Old Mendooran Road \$719,169, Oakdene Road \$489,000, Westella Road \$451,200 and sealed road reconstruction of \$323,573 (Wellington) all being carried over to 2017/2018. Roads and Maritime reduced Regional Roads Maintenance funding (3X3) of \$151,000. Additional costs were incurred in Construction & Reconstruction (\$59,417) and Land Acquisition (Coreena Road realignment) of \$151,000.
5	Transfer from Restricted Asset reduced by \$1,314,698 mainly due to additional funds required of \$239,159 for Unsealed Roads – Wellington, Asset renewals – Wellington \$33,616, Section 94 -\$117,384 and Regional Roads Maintenance of \$58,081. There is funding of \$1,488 Voluntary Planning Agreement – Colbram, Roads and Maritime Flood funding of \$217,770 and carry over projects mentioned above being placed in restricted asset for use in 2017/2018.
6	This Function has a surplus of \$125,000 which is funding a deficit on Urban Roads function 1.202.

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Sealed road pavement length to maintain	482.02km	485km	482.02km	cost/m2 to reconstruct road pavement (avg)	\$65	\$50	N/A	No. of complaints and requests	81	190	268
Unsealed road pavement length to maintain	441.62km	429km	441.62km	Average cost/km to maintain sealed network	\$1,318	\$1,363	\$868.68				
Regional Road length (km)	62.12km	62.12km	62.12km	Average cost/km to maintain unsealed network	\$2,024	\$2,318	\$1,453				
Area of sealed road pavement to be reconstructed/constructed	25,080m2	50,000m2	Nil	Average cost/km to maintain regional roads	\$1,139	\$7,163	\$3,204				

Key Projects**Capital Works Program**

Rural Roads - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09078 - Extension Sealed Road Network						
6678 - Village Sealing - Wongarbon - Railway St	125,000	0	302,000	0	427,000	0
6679 - Village Sealing - Eumungerie Project deferred to 2017/2018	125,000	0	-125,000	0	0	0
6680 - Village Sealing - Ballimore Project deferred to 2017/2018	125,000	0	-125,000	0	0	0
6681 - Torwood Road Project deferred to 2017/2018 pending planning approval for adjacent private subdivision	487,388	0	-487,388	0	0	0
6682 - Village Sealing-Barbijal St Brocklehurst	125,000	0	28,933	0	153,933	37,163
6683-Village Sealing -Wongarbon-Derribong St	0	0	150,000	0	150,000	0
6695 - Pinedale Road Sealing Project deferred to 2017/2018 pending planning approval for adjacent private subdivision	719,914	0	-719,914	0	0	0
6699 - Old Mendooran Road (R2R additional) Project deferred to 2017/2018	719,169	0	0	-719,169	0	0
01.09078 - Extension Sealed Road Network Total	2,426,471	0	-976,369	-719,169	730,933	37,163

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Rural Roads - Acquisition of Assets 01.09079 - Rural Roads - Land Acquisition	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6699 - Cooreena Rd Realignment (Crown Land) Project completed	0	0	0	151,000	151,000	151,000
01.09079 - Rural Roads - Land Acquisition Total	0	0	0	151,000	151,000	151,000

Rural Roads - Asset Renewals - Asset Maintenance 01.09072 - Rural Road-Major Construction & Reconstruction	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6675 - Westella Road Project carried over to 2017/2018	451,200	0	0	-451,200	0	0
6687 - Barbijal Street Brocklehurst	0	0	48,599	0	48,599	37,163
6695 - Benelong Road	367,426	0	0	0	367,426	0
6705 - Mendooran Road (Seg 745)	246,000	306,969	0	0	552,969	5,955
6724 - Troy Rail Deviation	0	8,509	0	8,734	17,243	17,243
6729 - Troy Rail Deviation-RMS Funded Troy Brdg Project completed	0	409	0	15,444	15,853	15,853
6739 - Troy Rail Land Transfer	0	137,721	0	-24,178	113,543	1,443
6740 - Bungle/Mitch Hwy Intersect.Shoulder Wide	0	241,367	0	0	241,367	43,956
6742 - Burraway St / Mogriguy Rd Curve Project completed	0	531,367	0	58,081	589,448	589,448
6743 - Ballimore Road Water Filling Access	0	0	0	0	0	185
6744 - Westella Road Water Filling Access Project completed	0	13,349	0	91	13,440	13,440

OPERATIONAL PLAN

Function No. **1.203***Performance Review*Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Rural Roads - Asset Renewals - Asset Maintenance 01.09072 - Rural Road-Major Construction & Reconstruction	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6746 - Burraway Street Water Filling Access Project completed	0	4,075	0	0	4,075	4,075
6747 - Coreena Road Water Filling Access Project completed	0	5,547	0	0	5,547	5,547
6749 - Federation Street Water Filling Access Project completed	0	1,810	0	0	1,810	1,810
6750 - Eulomogo Road Water Filling Access Project completed	0	3,574	0	1,245	4,819	4,819
6751 - Oakdene Road Pavement Rehabilitation Project carried over to 2017/2018	489,000	0	0	-489,000	0	0
6755 - Whitewood Road	424,800	0	0	0	424,800	0
6756 - Weonga Road Crossing	0	0	0	0	0	378
6760 - Ponto Falls Road	0	0	0	0	0	750
01.09072 - Rural Road-Major Construction & Reconstruction Total	1,978,426	1,254,697	48,599	-880,783	2,400,939	742,065

OPERATIONAL PLAN

Function No. **1.203***Performance Review*Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Rural Roads - Asset Renewals - Asset Maintenance 01.09074 - Rural Road Construction - Preconstruction	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
4504 - Old Mendooran Road Straight & Curve	0	5,400	61,600	-5,051	61,949	59,195
6670 - Technical Support Charge - Rural Roads Project completed	125,000	-23,280	-98,858	0	2,862	2,862
6687 - Benelong Road Improvement Project completed	0	5,000	29,000	932	34,932	39,014
6706 - Railway St Wongarbone Sealing Project completed	0	6,760	21,240	2,043	30,043	30,500
6707 - Derribong St Wongarbone Sealing Project completed	0	6,120	7,363	2,076	15,559	15,559
01.09074 - Rural Road Construction - Preconstruction Total	125,000	0	20,345	0	145,345	147,130

Rural Roads - Asset Renewals - Asset Maintenance 01.09077 - Rural Roads - Resealing	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6695 - Annual Reseal Program	579,769	0	0	0	579,769	299,606
01.09077 - Rural Roads - Resealing Total	579,769	0	0	0	579,769	299,606

OPERATIONAL PLAN

Function No. **1.203***Performance Review*Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Wellington - Capital Expenses 01.08017 - Renewal - Road Construction	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6501 - Rural Roads - Sealed - Reconstruction \$323,573 carried over to 2017/2018	0	623,573	0	-323,573	300,000	157,767
6503 - Rural Roads - Unsealed - Reconstruction	0	669,252	0	0	669,252	247,172
6504 - Regional Roads Maint. & Traffic & 3X3 Reduction in funding	0	1,199,000	0	-151,000	1,048,000	1,001,123
6505 - Regional Roads - Renewals	0	3,608,487	0	0	3,608,487	3,133,937
01.08017 - Renewal - Road Construction Total	0	6,100,312	0	-474,573	5,625,739	4,539,999

Wellington - Capital Expenses 01.08018 - Road Construction	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6502 - Rural Roads - Construction	0	500,000	0	0	500,000	19,048
01.08018 - Road Construction Total	0	500,000	0	0	500,000	19,048

OPERATIONAL PLANFunction No. **1.203***Performance Review*Quarter ended: **March**

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.00173 - Rural Road & Traffic Signs Maintenance Total	64,440	0	0	0	64,440	11,564
01.00193 - Rural - Unsealed Surfaces-General Maint. Total	918,212	0	0	0	918,212	547,948
01.00165 - Sundry Contributions Total	48,010	0	2,997	0	51,007	49,940
01.00169 - Rural Sealed Surfaces - General Total	573,195	0	1,165	205,825	780,185	717,083
01.00185 - M&R - Regional Roads Total	445,000	0	0	0	445,000	30,294
01.00186 - Railway Level Crossing Improvements Total	0	30,000	0	0	30,000	18,437

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **March**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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**Manager Responsible: Manager Water Supply/Sewerage
Mr Stephen Carter**

Function Objectives:

To provide an environmentally responsible sewerage service which maintains the health of the Dubbo community, is cost-effective, customer focused and caters for the sustainable growth of the City.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Action	Performance Targets/Service Level
Private Works	Undertake installation services at request of consumers.	Recover full cost of work.
	<i>Sewerage connections undertaken at request of customers.</i>	<i>Customer charged full cost of connection work plus 10%.</i>
Treatment and Disposal of Sewerage Operation	3.3.2.2 Ensure that sewage treatment and effluent disposal continues to support the principles of ecological and sustainable development.	Compliance with principles of economic and ecologically sustainable development.
	<i>Sewage treatment and disposal continues to comply with ecological sustainable development.</i>	<i>Sewage treatment and disposal continues to comply with ecological sustainable development.</i>
Treatment & Disposal of Sewerage Maintenance	Maintain buildings, civil, mechanical and electrical assets used to treat.	Sewage treatment and disposal facilities continues to meet rated specifications except for power failures.
	<i>Building civil, mechanical and electrical assets are maintained</i>	<i>Facilities continue to meet original design specifications.</i>
Client Services Operations	3.3.4.1 Continue to pursue non-compliant trade waste dischargers.	96% of premises identified as requiring trade waste licensing have current approvals in place.
	<i>Council continues to pursue non-compliant trade waste dischargers.</i>	<i>All identified trade waste discharges have current approvals.</i>
Sewer Reticulation Maintenance	Maintain sewerage pipes, manholes and vents.	Continued satisfactory operation of reticulation.
		Less than 138 sewer chokes occurring in the sewerage system.
	<i>Customer service standards are on the website.</i>	<i>Customer service standards are on the website.</i>
Pumping Stations - Operations	Operate and maintain pumping stations.	No unscheduled shutdown of pump stations other than power failures.
	<i>Sewerage assets are being maintained.</i>	<i>58 Sewer chokes recorded.</i>
Pumping Stations - Maintenance	Maintain pumping stations.	Maintain building and pumping equipment in a satisfactory condition.
	<i>Pumping stations are operated and maintained.</i>	<i>No shut downs of pump stations have occurred.</i>
Property/Cottage Maintenance	Maintain property and cottages.	Ensure properties and cottages are maintained in a satisfactory condition.
	<i>Pump station being maintained.</i>	<i>Building and pump stations are satisfactory maintained.</i>
Management Services - from other functions	Services including management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	<i>Property and residences are being maintained.</i>	<i>Property and residences are being maintained.</i>

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **March**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Activity	Action	Performance Targets/Service Level
Management Services	3.3.1.4 Review Council's Section 64 Contributions Policy for Water Supply and Sewerage Services.	Review by June 2018.
	<i>To be reviewed once guidelines released.</i>	<i>To be reviewed once guidelines released.</i>
Infrastructure Services	Develop and adopt infrastructure standards.	Comply with infrastructure standards.
	<i>Infrastructure standards are being developed.</i>	<i>Existing standards are being complied with.</i>
Community Service Obligations	Supply sewerage services to Council owned facilities free of charge.	Sewerage services provide free of charge to Council facilities.
	<i>Sewerage supplied free of charge to Council facilities.</i>	<i>Sewerage supplied free of charge to Council facilities.</i>
Asset Management	3.3.1.1 Review and update 20 year programme of augmentation works required to continue to service customers.	Due by March annually.
	<i>Review undertaken periodically.</i>	<i>Review currently being done.</i>
	3.3.1.3 Record the number of sewer chokes and breaks in the sewerage system each year.	Data updated by June annually.
Acquisition of Assets	<i>Number of chokes are being recorded.</i>	<i>Data is updated by June annually.</i>
	3.3.1.2 Implement the approved annual programme of sewerage augmentation works.	Programme implemented.
Councils infrastructure maintained and improved to meet the needs of our community	<i>Capital work program being implemented.</i>	<i>Capital work program being implemented.</i>
	Water and Sewer infrastructure maintained in accordance with Asset Management Plans.	Maintenance of water and sewer infrastructure in accordance with adopted budget and 30 year financial plan.
	<i>Capital work program being supplemented</i>	<i>Capital work program being supplemented</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-15,348,398	-1,981,031	-600,221	-17,929,650	-467,948	1	-18,397,598	-15,608,993
Expenditure	12,735,497	2,165,018	515,735	15,416,250	-380,028	2	15,036,222	9,494,520
Operating Total	-2,612,901	183,987	-84,486	-2,513,400	-847,976		-3,361,376	-6,114,473
Capital								
Income	-4,885,898	-779,761	-3,026	-5,668,685	-26,123	3	-5,694,808	-3,151,761
Expenditure	13,420,415	1,300,700	1,304,794	16,025,909	-2,450,568	4	13,575,341	8,536,235
Capital Total	8,534,517	520,939	1,301,768	10,357,224	-2,476,691		7,880,533	5,384,474
Available Funds Movement Prior to Restricted Asset Funding	5,921,616	704,926	1,217,282	7,843,824	-3,324,667		4,519,157	-729,999
Restricted Assets	-5,921,616	-704,926	-1,217,282	-7,843,824	3,324,667	5	-4,519,157	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	-729,999

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **March**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Note	Details
1	Operating Income increased by \$467,948 mainly due to an increase in Section 64 Contributions of \$91,030, Private Works \$14,641, Interest on Investments \$616,369 and Sale of Land at Greengrove to Dubbo Car Club for \$65,500 and a decrease in Sundry Income from Greengrove – Sale of Produce for \$330,000
2	Operating Expenditure reduced by \$380,028 mainly due to saving of \$135,131 in Pumping Station operations - electricity and plant hire costs and a saving in ISR Insurance expenses of 58,896, Less Services Provided to Other Functions increased by \$399,875 - Section 64 Headworks – Property and Sewerage Supply Services. Additional costs were incurred in Treatment and Disposal Maintenance of \$88,011, Treatment and Disposal Operations \$84,283 - mainly EPA Licence Fee and Treatment Works expenses – Wellington of \$16,824.
3	Capital Income increased by \$26,123 due to two additional motor vehicles changed over.
4	Capital Expenditure decreased by \$2,450,568 due to Augmentation Works \$2,287,846 - mainly Cootha Pump Station being carried over to 2017/2018 Financial Year and Asset Replacement/Refurbishment \$399,528 due to review of replacement schedule. Additional costs were incurred in Mains Rehabilitation of \$220,035 and Pressure Sewer System of \$16,771.
5	Transfer from Restricted Asset reduced by \$3,324,667 mainly due to the reduction in Capital expenditure as well as additional revenue and savings as mentioned above.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Sewage collection, treatment & disposal in megalitres	1,076ML	3,210ML	2,661. ML	Operating Expenses per MI treated	\$3,778	\$3968/MI	\$3,272 /MI	% of treated effluent disposed to land	85.32%	100%	52.1%
				Operating expense per connection	\$812.91	\$850	\$578.74				
No. of chokes in sewer mains per year	58	312	126	Management costs as proportion of total operating costs.	19.82%	20.05%	19.27%	% of chokes rectified within 3 hours	100%	100%	100%
Average Sewage collection per connection	185.71KL	235KL	177KL	Trade Waste Dischargers with current approval	335	340	338				
Sewerage connections	15,044	15,162	15,044								
Effluent recycling by irrigation, evaporation or discharge to river	838MI	2,700MI	3,044. MI								

OPERATIONAL PLAN

Function No. **2.05***Performance Review*Quarter ended: **March**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Key Projects**Capital Works Program**

Sewerage - Proceeds from Sale of Assets 03.08004 - Plant & Equipment - Sales	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
4035 - Utility Sewer Operator (141) Project completed	0	0	0	-19,832	-19,832	-19,832
4045 - Utility Sewer (142)	-22,000	0	0	0	-22,000	0
4049 - Utility (113) Project completed	-14,081	0	-3,026	0	-17,107	-17,107
5174 - Utility (135) Project completed	-13,000	0	0	-6,291	-19,291	-19,291
03.08004 - Plant & Equipment - Sales Total	-49,081	0	-3,026	-26,123	-78,230	-56,230

Sewerage - Acquisition of Assets 03.08051 - Pumps & Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5057 - Telemetry Equipment	20,000	0	0	0	20,000	28
5120 - Telemetry RTU Upgrades	25,000	0	0	0	25,000	0
5135 - CCTV Camera	60,000	0	0	0	60,000	0
03.08051 - Pumps & Equipment Total	105,000	0	0	0	105,000	28

Sewerage - Acquisition of Assets 03.08053 - Plant & Equipment Purchases	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5109 - Utility Sewer Operator (141) Project completed	0	0	30,944	0	30,944	30,944
5130 - Utility (142)	35,438	0	0	0	35,438	0
5137 - Utility (113)	33,437	0	0	0	33,437	0

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **March**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Sewerage - Acquisition of Assets 03.08053 - Plant & Equipment Purchases	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5173 - Ford Ranger (135) Project completed	32,380	0	1,360	0	33,740	33,740
5180 - Detroit Generator (995) Project completed	0	69,085	15,735	0	84,820	84,820
5201 - John Deere Tractor (386)	140,000	0	0	0	140,000	0
5215 - Cummins 220KVA Generator (991) Project completed	0	55,510	13,590	0	69,100	69,100
5233 - 4WD Tractor (395) Project completed	0	0	135,295	0	135,295	135,295
03.08053 - Plant & Equipment Purchases Total	241,255	124,595	196,924	0	562,774	353,899

Sewerage - Acquisition of Assets 03.08055 - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5120 - Dubbo STP Boundary Fencing	150,000	0	0	0	150,000	69,202
5135 - Delroy Park Sewerage Pump Station	20,000	0	0	0	20,000	0
5141 - Delroy park Sewerage Pump Station PC	20,000	0	0	0	20,000	0
5143 - Dissolved Air Float.Sept. Receival Stat.	60,000	0	0	0	60,000	0
03.08055 - Other Structures Total	250,000	0	0	0	250,000	69,202

Sewerage - Acquisition of Assets 03.08056 - New House Services	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5100 - Pressure Sewer Systems Project completed	0	8,136	62	16,771	24,969	25,158
03.08056 - New House Services Total	0	8,136	62	16,771	24,969	25,158

OPERATIONAL PLAN

Function No. **2.05***Performance Review*Quarter ended: **March**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Sewerage - Acquisition of Assets 03.08057 - Land & Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5163 - Bungaribee Homestead Major Repairs Project completed	0	0	120	0	120	120
5164 - 18 William Farrer	0	0	0	0	0	43,636
03.08057 - Land & Buildings Total	0	0	120	0	120	43,756

Sewerage - Acquisition of Assets 03.08059 - Contributed Assets - Sewer	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5123 - Sewer Mains	250,000	0	0	0	250,000	0
03.08059 - Contributed Assets - Sewer Total	250,000	0	0	0	250,000	0

Sewerage - Acquisition of Assets 03.08071 - Augmentation	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5369 - Erskine St PS - Rising Main (PC)	0	0	2,450	0	2,450	2,450
5383 - Erskine Street PS - Upgrade RM (S) Project completed	0	44,109	105,891	709	150,709	150,709
5386 - Erskine Street PS - Upgrade RM (C)	6,319,590	0	0	0	6,319,590	3,585,383
5595 - DSTP - Inlet Odour Control Works (PC)	20,000	0	0	0	20,000	0
5740 - Troy Junction Bird Hide (PC)	50,000	0	0	0	50,000	18,000
5823 - Dubbo STP Major Upgrade (C) Project completed	0	33,992	174,630	100,402	309,024	309,161
5910 - Cootha SPS - Upgrade (PC)	0	0	54,800	125,200	180,000	54,800

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **March**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Sewerage - Acquisition of Assets 03.08071 - Augmentation	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5911 - Cootha SPS - Upgrade (C) Project carried over to 2017/2018	2,103,552	0	0	-2,103,552	0	3,578
5914 - Cootha SPS - RM (C) Project carried over to 2017/2018	447,744	0	0	-447,744	0	0
5916 - Cootha SPS - Overflow (2ML) (PC) Project carried over to 2017/2018	43,296	0	0	-43,296	0	0
5945 - Camp Road SPS RM4.6km DN150 PC	0	0	0	35	35	35
5946 - Camp Rd SPS RM (4.6km DN150)(C) Project completed	0	186,577	313,423	60,486	560,486	650,538
5947 - Camp Rd SPS Rm (4.6km DN150) (S)	0	2,562	15,438	0	18,000	16,780
5979 - Delroy Park PS - Rising Main (PC)	75,000	0	0	0	75,000	0
5988 - Upgrade Sewer R (incl all components) PC Project completed	0	8,000	17,000	5,064	30,064	30,064
5999 - Odour Control Works Dubbo STP Project completed	0	2,662	0	0	2,662	2,662
6003 - Septage Reveal Station Macerator	30,000	0	0	0	30,000	0
6004 - Odour Control Miriam Pump Station Project completed	0	936	0	0	936	936
6017 - Keswick SPS - Odour Control System Project completed	0	684	147	0	831	831
6019 - DSTP Clarifer Launder Covers Project completed	0	0	165,470	12,850	178,320	178,320
6020 - Scour Pits - Cootha Pipeline Project completed	0	251	1,054	0	1,305	3,305
6025 - Richardson Road SPS	0	83,000	0	0	83,000	1,127
6029 - Thompson Street Odour Control Project completed	0	87,337	9,595	0	96,932	96,317
6050 - Dubbo STP Gas Generator (PC) Project completed	0	16,500	0	2,000	18,500	18,500
03.08071 - Augmentation Total	9,089,182	466,610	859,898	-2,287,846	8,127,844	5,123,496

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **March**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Sewerage - Acquisition of Assets 03.08073 - Asset Replacement/Refurbishment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5600 - Alfred St SPS - 450mm Valve	0	0	0	0	0	10,495
5668 - Dubbo STP RAS Screw 2 (Archimedis)	5,000	0	0	0	5,000	0
5676 - Troy STP Step Screen Refurbishment Project completed	0	0	0	5,472	5,472	5,472
6014 - Erskine St Sub Pump #1 (Dry) Project under review	20,000	0	0	-20,000	0	0
6019 - Boothenba Road SPS Switchboard Project under review	5,000	0	0	-5,000	0	0
6204 - Alfred St SPS Flowmeter Project under review	15,000	0	0	-15,000	0	0
6219 - Brocklehurst SPS Pump 1 Project under review	50,000	0	0	-50,000	0	0
6220 - Brocklehurst SPS Pump 2 Project under review	50,000	0	0	-50,000	0	0
6221 - Brocklehurst SPS Switchboard Project under review	5,000	0	0	-5,000	0	0
6225 - Bunglegumbie SPS Pump 3	100,000	0	0	0	100,000	11,333
6228 - Cooreena Rd SPS Pump 1 Project under review	50,000	0	0	-50,000	0	0
6510 - Dubbo STP Grit Removal 2 Project under review	5,000	0	0	-5,000	0	0
6516 - Dubbo STP Polymer Pump 1	5,000	0	0	0	5,000	0
6530 - Dubbo STP Stormwater Return Pump 2	5,000	0	0	0	5,000	0
6531 - Dubbo STP Supernatant Pump 1	5,000	0	0	0	5,000	0
6541 - Erskine St SPS Switchboard Project under review	5,000	0	0	-5,000	0	0
6542 - Keswick SPS Air-Conditioner Project under review	10,000	0	0	-10,000	0	0
6548 - Margaret Crescent SPS Flowmeter Project under review	15,000	0	0	-15,000	0	0

OPERATIONAL PLAN

Function No. **2.05***Performance Review*Quarter ended: **March**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Sewerage - Acquisition of Assets 03.08073 - Asset Replacement/Refurbishment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6570 - Railway St SPS Switchboard Project under review	5,000	0	0	-5,000	0	0
6571 - Thompson Street Well Odour System Project under review	170,000	0	0	-170,000	0	0
6585 - Troy Gully SPS Pump 4	100,000	0	0	0	100,000	0
03.08073 - Asset Replacement/Refurbishment Total	625,000	0	0	-399,528	225,472	27,300

Sewerage - Asset Renewals - Asset Maintenance 03.08077 - Main Rehabilitation	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5653 - Mains Rehabilitation (Relining) Project completed	1,000,000	3,000	247,790	175,633	1,426,423	1,574,946
5659 - Vent Replacement Project completed	0	10,400	0	44,402	54,802	54,802
5662 - Manhole Rectification Program	200,000	0	0	0	200,000	49,690
03.08077 - Main Rehabilitation Total	1,200,000	13,400	247,790	220,035	1,681,225	1,679,438

Wellington - Capital Expenses 03.07301 - Sewerage - Asset Renewal	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7100 - Renewals Other Infrastructure	0	529,000	0	0	529,000	2,796
03.07301 - Sewerage - Asset Renewal Total	0	529,000	0	0	529,000	2,796

OPERATIONAL PLANFunction No. **2.05***Performance Review*Quarter ended: **March**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
03.00005 - Treatment & Disposal Of Sewerage - Maintenance Total	249,121	0	3,089	88,011	340,221	316,202
03.00003 - Treatment & Disposal Of Sewage - Operations Total	2,195,903	0	111,257	25,387	2,332,547	1,244,661
03.00011 - Sewer Reticulation Total	689,271	0	66,206	2,910	758,387	526,116
03.00013 - Pumping Stations - Operations Total	499,566	0	-9,157	-139,003	351,406	166,462

OPERATIONAL PLAN

Function No. **2.06**

Performance Review

Quarter ended: **December**

Principal Activity:

WASTE SERVICES

Function:

Domestic Waste Management Services

Manager Responsible: Manager Civil Infrastructure & Solid Waste
Mr S Clayton

Function Objectives:

To provide high quality cost effective waste management services for the residents of the City of Dubbo.

To facilitate public participation in waste avoidance and the reduction of domestic waste being disposed of to landfill.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Waste Recycling Service	3.4.1.1 Provide a fortnightly domestic recycling service to all properties serviced by a Council garbage collection service and other commercial and industrial properties on request.	16,480 recycling services provided each fortnight. More than 80% of dry recyclables diverted from the domestic waste stream following the introduction of kerbside recycling. (Increase from 30% in 2008/2009).
	<i>Service is being provided.</i>	<i>Approximately 70% of dry recyclables is being diverted from domestic waste stream as per results of the April 2015 recycling bin audit.</i>
	3.4.2.1 Implement a four (4) year education programme to promote domestic recycling services.	Due by June annually.
	<i>Quarterly recycling updates are being posted on Council's website. A School's education programs summary handout (in PDF format for upload to council's website) is being prepared.</i>	<i>Not completed at this stage.</i>
	3.4.4.1 Monitor quantities of recyclables collected through the kerbside recycling and drop-off centre services.	Due by June annually.
	<i>1,718t were collected for period July to January.</i>	<i>This is being done.</i>
	3.4.4.6 Introduce a kerbside garden/organics waste bin service to all residential properties.	More than 500 tonnes of garden waste diverted from the domestic waste stream. (Average for previous 4 years = 468 tonnes).
Waste Management Strategy	<i>Tender for regional waste services (including organics collection and processing) in cooperation with the other participating councils (Narromine Shire & Mid-Western Regional) currently open and closes 26 April 2017.</i>	<i>516t diverted for the YTD.</i>
	Implement solid waste management strategy programmes as appropriate. <i>This is being done.</i>	All programmed actions pertaining to solid waste management strategy are completed/pursued. <i>Strategies are being implemented.</i>
Rural Household Garbage Transfer Stations	3.4.3.3 Monitor usage rates of the Rural Transfer Stations and Whylandra Waste & Recycling Centre.	Review monthly.
	<i>Based on throughput to date, the notional average monthly throughput for our 3 transfer stations is 70t compared to 79t in 2015/2016.</i>	<i>This is being done.</i>

OPERATIONAL PLAN

Function No. **2.06**

Performance Review

Quarter ended: **December**

Principal Activity:	WASTE SERVICES	Function:	Domestic Waste Management Services
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Activity	Action	Performance Targets/Service Level
Management Services - from other functions	Cost of services including:- management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	Charges reviewed in February prior to budget preparation.	Agreed briefs monitored.
Management Services	3.4.3.1 Review annual domestic waste management charge and tipping charges to ensure operating expenses are recovered and capital programs funded over the long term.	Review completed by March annually.
	Has been undertaken as part of annual operating plan review process for 2017/2018.	2017/2018 charges drafted.
Kerbside Collection/Transportation	Provide a once weekly domestic kerbside garbage collection service for residents located within the designated kerbside collection area.	16,498 services provided each week.
	Service is being provided.	Currently 16,648 services provided per week.
	Provide free yearly kerbside cleanup service for residents located within the designated kerbside collection area which includes the villages of Eumungerie, Ballimore, Wongarbon and Mogriguy.	Service provided annually in August/September.
	Service was provided.	690t was collected overall under the 2016 Bulky rubbish Clean Up.
Greenwaste Service	Provide and monitor greenwaste yields from kerbside cleanup services for bulky rubbish/green waste in Aug/Sept and prunings and tree trimmings in March.	500 tonnes of greenwaste recovered and diverted from domestic waste stream.
	This is being done.	42t collected under the 2016 bulky Rubbish clean up.
	Provide an annual prunings and tree trimmings cleanup kerbside collection to the built up areas of Dubbo Brocklehurst and Wongarbon in March.	Service provided annually in March.
	Service to be provided in March.	Not achieved at this stage.
Disposal – Domestic Waste	Provide for the disposal of domestic waste at the Whylandra Waste and Recycling Centre.	Ongoing.
	This is being done.	This is being achieved.
Acquisition of Assets	Undertake the approved Capital Works programme as defined in the Key Projects section of the Operational Plan.	Programme implemented.
	This is being done.	Not fully achieved at this stage.

OPERATIONAL PLAN

Function No. **2.06**

Performance Review

Quarter ended: **December**

Principal Activity:	WASTE SERVICES	Function:	Domestic Waste Management Services
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-4,806,071	-1,021,596	-51,210	-5,878,877	-5,223	1	-5,884,100	-5,855,628
Expenditure	5,424,226	896,839	-1,182,146	5,138,919	0	2	5,138,919	3,476,945
Operating Total	618,155	-124,757	-1,233,356	-739,958	-5,223		-745,181	-2,378,683
Capital								
Income	-197,239	0	0	-197,239	0	3	-197,239	-133,180
Expenditure	0	0	0	0	0	4	0	0
Capital Total	-197,239	0	0	-197,239	0		-197,239	-133,180
Available Funds Movement Prior to Restricted Asset Funding	420,916	-124,757	-1,233,356	-937,197	-5,223		-942,420	-2,511,863
Restricted Assets	-420,916	124,757	1,233,356	937,197	5,223	5	942,420	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	-2,511,863

Note	Details
1	Operating income has increased by \$5,223 due to an increase in revenue with annual charges \$5,056 – Dubbo and \$167 - Wellington
2	No variance to budget
3	No variance to budget
4	No variance to budget
5	External restricted assets increased by \$5,223 due to the increased revenue noted above

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of weekly Domestic "weekly collection/fortnightly recycling collection" Services.	16,480	16,130	16,648	Total operating expenses (excl. Rural Transfer Station (Exp) per service	\$220.86	\$243.86	\$157.63	No. of instances where customer service level not met	Nil	Nil	Nil

OPERATIONAL PLANFunction No. **2.06***Performance Review*Quarter ended: **December**

Principal Activity:	WASTE SERVICES	Function:	Domestic Waste Management Services
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Key Projects**Operational Program**

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.00216 - Waste Recycling Total	1,549,254	0	0	0	1,549,254	979,334
01.00220 - Rural Household Garbage Transfr Stations Total	200,000	0	0	0	200,000	91,339
01.00226 - Kerbside Collection/Transportation Total	1,635,731	0	12,319	0	1,648,050	1,069,663
01.00227 - Greenwaste Service Total	111,000	0	0	0	111,000	3,519

OPERATIONAL PLAN

Function No. **2.07**

Performance Review

Quarter ended: **March**

Principal Activity:

WASTE SERVICES

Function:

**Other Waste
Management Services**

**Manager Responsible: Manager Civil Infrastructure & Solid
Waste
Mr S Clayton**

Function Objectives:

To provide a high quality cost effective environmentally responsible waste collection transportation and disposal service for the owners/occupiers of commercial/industrial premises located within the kerbside collection area.
To provide an efficient roadside/reserves litter collection service.
To provide an efficient street litter receptacle collection, transportation, disposal and cleaning service for the Parks and Landcare Division and Civil Infrastructure Branch.
To provide a waste disposal and resource recovery service for both residential and non-residential properties that consistently satisfies the changing needs of customers and has a positive impact on the environment and climate change.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Rural Household Garbage Transfer Stations	Maintain Rural Household Waste Transfer Stations (RHWTs's)	No reasonable criticisms received in respect of RHWTs's maintenance standard.
	Transfer stations being maintained.	None received for YTD.
Collection Costs Other Waste Services	Provide domestic garbage and recycling bin collection service to owners/occupiers of commercial/industrial premises located within the designated kerbside collection area.	Service levels are met by contractors in accordance with conditions of the contract. Day labour services provided in accordance with internal agreed briefs.
	Service being provided.	This is being achieved.
Waste Audit/Recycling	Conduct a biennial domestic waste audit in accordance with OEH guidelines.	Waste audits conducted and findings reported to Waste Services Working Party.
	Next Domestic Waste audit scheduled for first half of 2017/2018.	Not achieved at this stage.
Street Litter/Park Bins	Provision of street litter receptacles collection service.	832 litter bin services provided each week.
	Service being provided.	This services being achieved.
Roadside Litter Cleanup	Provide a service to collect garbage illegally dumped on reserves and roadsides.	Roadsides and reserves are kept in clean condition within budgeting limitations.
	Service is being provided.	This is being achieved.
	3.4.2.4 Monitor the number of incidences of illegal dumping on roadsides and reserves.	Review by June annually.
	76 incidences of illegal dumping reported for YTD.	Not achieved at this stage.
Litter cleanups for major transport corridors.	Litter cleanups for major transport corridors.	Regular cleanups conducted along highways and major arterial urban roads.
	This is being provided.	This is being done.

OPERATIONAL PLAN

Function No. **2.07**

Performance Review

Quarter ended: **March**

Principal Activity:	WASTE SERVICES	Function:	Other Waste Management Services
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Activity	Action	Performance Targets/Service Level
Management Services - from other functions	Cost of Services including:- management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	Charges reviewed in February prior to budget preparation.	Agreed briefs monitored.
Management Services	3.4.3.1 Review annual Domestic Waste management charge and tipping charges to ensure operating expenses are recovered and capital programs funded over the long term.	Review by March annually.
	Has been undertaken as part of annual operating plan review process for 2017/2018.	Review completed.
Disposal Area Operations	3.4.3.3 Monitor usage rates of the Rural Transfer Stations and Whyandra Waste & Recycling Centre.	Reviewed monthly.
	32,691t of waste has been land filled for the YTD made of 14,138t of domestic waste and 18,553t of commercial waste.	This is being done.
	3.4.4.4 Develop additional strategies to increase resource recovery from the commercial waste stream.	More than 20% of commercial waste stream is set aside for reuse or recycling at the Whylandra Waste and Recycling Centre.
	Council resolved at its July meeting to proceed to the next stage of the Dubbo Organics project involving calling tenders for construction of an organics processing plant.	Diversion rate is currently running at 14%.
Waste Education Program	3.4.2.5 Undertake to partner with other educators such as other branches of Council, NetWaste and local educational institutes and waste industry members in relation to one litter prevention initiative.	Completed by June annually.
	Council is participating in an initiative involving developing a regional litter plan (completed in 2016/2017) and implementing an action plan in 2016/2017. A litter reduction campaign targeting Elston Park as part of the first year of implementation is being developed.	Being achieved.
	3.4.2.3 Conduct a campaign promoting the Whylandra Waste & Recycling Centre services for receipt of low risk household hazardous waste, paint, gas bottles, fluorescent tubes etc prior to their transfer off site for recycling.	Completed by June annually.
	Council is participating in a 3 year regional and local campaign to promote Community Recycling Centres, including Dubbo CRC at the Whylandra Waste and Recycling Centre.	Not achieved at this stage.

OPERATIONAL PLAN

Function No. **2.07***Performance Review*Quarter ended: **March**

Principal Activity:	WASTE SERVICES	Function:	Other Waste Management Services
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Activity	Action	Performance Targets/Service Level
Environmental Management Investigations	3.4.2.6 Conduct the Waste 2 Art Competition and exhibition launch.	Completed by June annually.
	<i>Entries have been invited for the 2017 Dubbo Waste to Art competition which will culminate in an exhibition at the WPCP running from 01 April to 28 May.</i>	<i>Not achieved at this stage.</i>
	Fulfil requirements of the Landfill Environmental Management Plan (LEMP).	Whylandra Waste & Recycling Centre is operated in accordance with the EPA licence and LEMP.
Charge Out Station Operations	<i>The annual license return and Annual Environmental Monitoring Report have been submitted to the EPA.</i>	<i>This is being achieved.</i>
	Provide a charge out station to accurately charge customers for the reasonable cost of disposing of their waste.	Whylandra Waste & Recycling Centre is open to domestic and commercial/industrial users between 8.00am and 5.00pm daily except Christmas Day.
Asset Maintenance Program - Routine	<i>Service is being provided.</i>	<i>This is being achieved</i>
	Undertake ancillary and infrastructure asset management programs.	Internal road at the Whylandra Waste & Recycling Centre is maintained in a satisfactory condition.
Asset Maintenance Program - Cyclic	<i>Programme being undertaken.</i>	<i>This is being achieved.</i>
	Undertake major building asset maintenance as stated in the asset management plan for Waste Management Services.	Buildings are maintained in a satisfactory condition.
Acquisition of Assets	<i>Programme being undertaken.</i>	<i>Not completed at this stage.</i>
	Undertake the approved Capital Works programme as defined in the Key Projects section of the Operational Plan.	Programme implemented.
	<i>Programme being undertaken.</i>	<i>Not completed at this stage.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-5,136,134	-506,568	2,475,471	-3,167,231	-936	1	-3,168,167	-2,035,506
Expenditure	919,520	215,366	1,363,993	2,498,879	42,543	2	2,541,422	1,383,294
Operating Total	-4,216,614	-291,202	3,839,464	-668,352	41,607		-626,745	-652,212
Capital								
Income	-311,184	-137,817	0	-449,001	-20,000	3	-469,001	-199,282
Expenditure	7,318,182	1,058,810	-6,553,490	1,823,502	-578,259	4	1,245,243	611,711
Capital Total	7,006,998	920,993	-6,553,490	1,374,501	-598,259		776,242	412,429
Available Funds Movement Prior to Restricted Asset Funding	2,790,384	629,791	-2,714,026	706,149	-556,652		149,497	-239,783
Restricted Assets	-2,790,384	-629,791	2,714,026	-706,149	556,652	5	-149,497	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	-239,783

OPERATIONAL PLAN

Function No. **2.07**

Performance Review

Quarter ended: **March**

Principal Activity:	WASTE SERVICES	Function:	Other Waste Management Services
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Note	Details
1	Operating income has increased by \$936 due to the sale of used car batteries.
2	Operating expenditure has increased by \$42,543 mainly due to Transfer Stations & Tips M&R \$30,136 and an increase of \$9,903 of costs in the Organics Processing Facility Preliminary works
3	Capital income increase by \$20,000 due to a higher than expected trade price on the Landfill Compactor
4	Capital expenditure decreased by \$578,259 due to savings in Other Waste Plant and Equipment, \$194,000, (Landfill Compactor purchase process less) and Other Assets \$450,000 (Transfer Station construction) being carried over to 2017/2018. There was additional expenditure incurred in Other Waste – Other Structures of \$65,741.
5	Transfers from Restricted Assets reduced by \$556,652 due to additional income from sale of Plant (Landfill Compactor) as well as reduced expenditure for the purchase of the new landfill compactor and the carryover of the transfer station to 2017/2018

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of weekly commercial/ industrial kerbside garbage collection Services.	1,207	1,211	1,203	Cost of collection per service	\$83.56	\$197.60	\$60.94	No. of written complaints	Nil	NIL	Nil
Tonnes of waste entombed at Whylandra Waste & Recycling Centre per year	53,218	46,200	32,691	Total waste disposal expenses per tonnes of waste landfilled	\$28.32	\$41.97	\$22.60				

Key Projects

Capital Works Program

Other Waste - Proceeds from Sale of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09741 - Other Waste - Plant & Equipment Sold						
8041 - Landfill Compactor (719)	-100,000	0	0	-20,000	-120,000	-120,000
8060 - Box Trailer	-300	0	0	0	-300	0
01.09741 - Other Waste - Plant & Equipment Sold Total	-100,300	0	0	-20,000	-120,300	-120,000

OPERATIONAL PLAN

Function No. **2.07***Performance Review*Quarter ended: **March**

Principal Activity:	WASTE SERVICES	Function:	Other Waste Management Services
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Wellington - Capital Revenues 01.08670 - Proceeds from Sale of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Plant & Equipment	0	-6,695	0	0	-6,695	0
01.08670 - Proceeds from Sale of Assets Total	0	-6,695	0	0	-6,695	0

Other Waste - Acquisition of Assets 01.09114 - Other Waste - Plant & Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6756 - Box Trailer	1,782	0	0	0	1,782	0
6759 - Landfill Compactor (719)	650,000	0	0	-194,000	456,000	456,000
01.09114 - Other Waste - Plant & Equipment Total	651,782	0	0	-194,000	457,782	456,000

Other Waste - Acquisition of Assets 01.09116 - Other Waste - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6766 - Groundwater Bore Replacement	0	0	40,000	0	40,000	0
6767 - Leachate Drainage System /Garbage Cell	166,400	0	-166,400	0	0	0
6786 - Street Litter Enclosures	0	0	18,216	0	18,216	14,116
6802 - Community Recycling Centre	0	0	4,553	65,741	70,294	70,294
6803 - DROPP Structure	6,500,000	0	-6,450,000	0	50,000	10,376
01.09116 - Other Waste - Other Structures Total	6,666,400	0	-6,553,631	65,741	178,510	94,786

OPERATIONAL PLAN

Function No. **2.07***Performance Review*Quarter ended: **March**

Principal Activity:	WASTE SERVICES	Function:	Other Waste Management Services
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Other Waste - Acquisition of Assets 01.09119 - Other Waste - Land	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6775 - Crown Road Purchase	0	0	141	0	141	141
01.09119 - Other Waste - Land Total	0	0	141	0	141	141

Wellington - Capital Expenses 01.08112 - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Renewals - Landfill Rehabilitation	0	100,000	0	0	100,000	28,463
6501 - Renewals - Plant & Equipment	0	486,471	0	0	486,471	32,321
01.08112 - Asset Renewals Total	0	586,471	0	0	586,471	60,784

Wellington - Capital Expenses 01.08113 - Other Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6504 - Transfer Station Construction	0	450,000	0	-450,000	0	0
6505 - Purchase of Mobile Garbage Bins	0	3,080	0	0	3,080	0
01.08113 - Other Assets Total	0	453,080	0	-450,000	3,080	0

OPERATIONAL PLANFunction No. **2.07***Performance Review*Quarter ended: **March**

Principal Activity:	WASTE SERVICES	Function:	Other Waste Management Services
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Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.00253 - Waste Audit/Recycling Total	0	0	1,407	0	1,407	1,407
01.00255 - Street Litter/Parks Bins Total	165,954	0	1,135	0	167,089	114,243
01.00257 - Roadside Litter Clean Up Total	53,395	0	4,771	225	58,391	44,352
01.00265 - Disposal Area Operations Total	1,508,009	0	21,464	36	1,529,509	966,909
01.00266 - Waste Education Program Total	42,445	0	0	0	42,445	4,847
01.00267 - Environmental M/Ment Investigations Total	43,931	0	0	0	43,931	29,917
01.00269 - Charge Out Station Operations Total	211,309	0	0	0	211,309	122,626

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **March**

Principal Activity:	WATER	Function:	Water Supply
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**Manager Responsible: Manager Water Supply/Sewerage
Mr Stephen Carter**

Function Objectives:

To provide a safe, reliable and cost-effective water supply which is customer focused, enhances the Dubbo environment and caters for the sustainable growth of the City.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Water Treatment Operations	3.2.1.2 Implement Council's adopted Drinking Water Quality Management Plan.	Water is supplied to all customers at the agreed level of service.
	<i>Drinking water quality plan being implemented.</i>	<i>Water is supplied to all customers at the customer service standards and in accordance with ADWG 2011 guidelines</i>
	3.2.2.2 Maintain existing volumetric water extraction licences and acquire new licences from time to time.	Acquire high security licences when available.
Water Depot Operation	<i>Licenses retained.</i>	<i>Council considers suitable water licences for acquisition when placed on the market.</i>
	Efficient operation of water depot.	Efficient operation of water depot.
Water Treatment Maintenance	<i>Water Depot operated efficiently.</i>	<i>Water Depot operated efficiently.</i>
	3.2.1.3 Implement all operations and maintenance procedures inherent within Council's Water Supply Asset Management Plan.	Ensure maintenance procedures adhered to.
Property/Cottage Maintenance	<i>Council's water Asset Management Plan being compiled.</i>	<i>Water sites are well maintained.</i>
	Maintain sites to a satisfactory standard.	Ensure sites are well maintained and retain their asset value.
Water Supply Storage Systems Maintenance	<i>Water sites maintained to a satisfactory standard.</i>	<i>Water sites well maintained.</i>
	Maintenance of reservoirs, painting, landscaping, cleaning.	Water reservoirs are available for use.
Water Depot Maintenance	<i>Reservoirs are being maintained to a satisfactory standard.</i>	<i>All water reserves are available.</i>
	Maintenance of water depot.	Depot is available for service at all times.
Client Services Operations	<i>Water depot is well maintained.</i>	<i>Water Depot is available at all times.</i>
	3.2.6.1 Ensure water conservation information is readily available to water customers on Council's website.	Ensure website is updated regularly.
Infrastructure Services	<i>Water Conservation Information is available on website.</i>	<i>Water Conservation Information is available on Councils website.</i>
	Develop Infrastructure standards.	Comply with Infrastructure standards.
	<i>Infrastructure standards being drafted.</i>	<i>Existing standards are being complied with. New standards adopted and being complied with.</i>

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **March**

Principal Activity:	WATER	Function:	Water Supply
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Activity	Action	Performance Targets/Service Level
Pipelines Maintenance	Maintenance of pipelines to meet the original design duty.	All hydrants are serviced every 3 years.
	<i>Pipelines are being maintained.</i>	<i>Hydrants are serviced every three (3) years.</i>
Meter Maintenance	Replace old meters and maintain serviceability of meter fleet.	Replacement of meters after 12 years or 7,500KL registration.
	<i>Old meters being replaced in accordance with replacement policy.</i>	<i>Old meters being replaced in accordance with replacement policy.</i>
Meter Reading Operations	Meter reading effectively and efficiently managed.	All meters read within "window" of opportunity.
	<i>Meter reading contract being managed satisfactorily.</i>	<i>All meter reads are within the time frame to suite billing.</i>
Management Services – from other functions	Cost of Services including:- management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	<i>Services are being provided.</i>	<i>Levels of service to agreed brief being provided.</i>
Management Services	3.2.1.4 Monitor and respond as necessary to the proposed Murray Darling Basin Plan.	Prompt reply to basin plan when required.
	<i>Continuing to maintain and respond as necessary.</i>	<i>Council will reply to Murray Darling Basin plan as appropriate.</i>
	3.2.3.1 Monitor demand and implement management actions as required.	Ability to supply water to the City without heavy water restrictions in most years.
	<i>Council to implement demand management plan where required.</i>	<i>Council is able to supply water within restrictions in most years.</i>
	3.2.4.1 Review Water Supply Strategic Business Plan and Capital Works programme.	Review by February annually. Amalgamates SBP being developed March 17
	<i>Strategic Business Plans revised periodically.</i>	<i>Strategic Business Plan to be prepared every eight (8) years as required by NSW Government.</i>
	3.2.5.1 Maintain a water supply system that is robust enough to cater for growth.	Ensure regular maintenance of the system.
	<i>Water supply is robust enough to cater for growth.</i>	<i>System is regularly maintained.</i>
	3.2.6.3 Maintain water charging to ensure 75% or more of operational revenue is generated by usage charges.	Review annually in conjunction with strategic business plan.
	<i>Water charges set to adhere to objective.</i>	<i>Water charging is achieved continually.</i>
3.2.1.5 Review Council's Section 64 Contributions Policy for Water Supply and Sewerage Services in light of NSW Office of Water Guidelines (yet to be released).		Review by December 2016.
	<i>Council will review when guidelines are released.</i>	<i>Council will review when guidelines are released.</i>
Water Supply Storage Systems - Operations	Reservoirs are operated efficiently and effectively.	Reservoirs are operated efficiently and effectively.
	<i>Reservoirs are operated efficiently and effectively.</i>	<i>Reservoirs are operated efficiently and effectively.</i>
Land Leases - RSA	Railway Pipeline Agreements.	Ensure all pipeline agreements are maintained.
	<i>Council will maintain all known rail pipeline agreements.</i>	<i>Council will maintain and honour rail pipeline agreements.</i>

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **March**

Principal Activity:	WATER	Function:	Water Supply
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Activity	Action	Performance Targets/Service Level
Installation at Cost to Consumer	Undertake installation services at request of Consumers.	Recover full cost of work.
	Council to undertake installation work for customers.	Council to recover full cost of connection plus 10%.
Community Service Obligation	Supply water supply services to publically used community facilities, such as parks, racecourse, showground.	Water supply provided free of charge to community Facilities.
	Council supplies water free to community facilities.	Council supplies water free to community facilities.
Bore Operations	Operate and maintain water supply bores in accordance with DPI Water NSW..	No unscheduled shut downs other than power failure.
	Council operates and maintains water production bores.	Achieved to date.
Bores Maintenance - Potable	Reactive maintenance of bores used to source water for treatment.	Regular maintenance of bores.
	Reactive maintenance around and on water production bores.	Reactive maintenance carried out on water production bores.
Booster Pump Operations	Operate and maintain Booster pumping station.	No unscheduled shut downs other than power failure.
	Booster pump stations operated and maintained.	Achieved to date.
Booster Pump Station Maintenance	Maintenance of booster pump station.	Regular maintenance of pump stations.
	Booster pump stations maintained.	Booster pump stations maintained.
Asset Management Systems Operations	Review and update 20 year programme of augmentation works required to continue to service customers.	Review by March annually.
	Review undertaken periodically.	Review currently being done.
Strategic Plan for Operations Systems	Plans for operational systems.	Ensure plans are available to operators.
	Operations systems are planned.	Operational plans are available
Dead End Flushes	Plan for regular dead end flushes	Carry out regular dead end flushes.
	Dead ends are regularly flushed.	Dead ends are flushed half yearly.
Demand Drought Management	3.2.2.1 Seek additional water resources to cater for the growth of the City.	Increase town water licences beyond existing effective 10,000ML to 15,000ML by 2015 so as to cater for growth.
	Tender was sought but application was unsuccessful.	Council remains on the lookout for additional water licenses.
Acquisition of Assets	Undertake other approved capital works programme as defined in the Key Project Section of the Operational Plan.	Programme implemented.
	Capital works plan has been undertaken.	Programme being implemented.
Councils infrastructure maintained and improved to meet the needs of our community	Water and Sewer infrastructure maintained in accordance with Asset Management Plans.	Maintenance of water and sewer infrastructure in accordance with adopted budget and 30 year financial plan.
	Maintenance plans being met	Maintenance plans being met

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **March**

Principal Activity:	WATER	Function:	Water Supply
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-19,677,812	-2,981,399	55,787	-22,603,424	-480,388	1	-23,083,812	-13,031,072
Expenditure	15,895,564	2,725,968	606,133	19,227,665	-644,278	2	18,583,387	11,264,785
Operating Total	-3,782,248	-255,431	661,920	-3,375,759	-1,124,666		-4,500,425	-1,766,287
Capital								
Income	-3,835,665	-589,649	-39,141	-4,464,455	0	3	-4,464,455	-2,486,651
Expenditure	9,325,877	4,391,305	-3,587,219	10,129,963	-2,296,781	4	7,833,182	5,562,191
Capital Total	5,490,212	3,801,656	-3,626,360	5,665,508	-2,296,781		3,368,727	3,075,540
Available Funds Movement Prior to Restricted Asset Funding								
	1,707,964	3,546,225	-2,964,440	2,289,749	-3,421,447		-1,131,698	1,309,253
Restricted Assets								
	-1,707,964	-3,546,225	2,964,440	-2,289,749	3,421,447	5	1,131,698	0
Funds Available to (-), or Required From Rates and Other Council Revenue								
	0	0	0	0	0		0	1,309,253

Note	Details
1	Operating revenue increased by \$480,388 mainly due to an increase in Section 64 Contributions - \$97,723, Sundry Income -\$23,242, Interest on Investments -\$313,372, Installations Sales & Services -\$10,923, and Income from Sale on of Assets of \$12,505.
2	Operating Expenditure reduced by \$644,278 mainly due to savings Pipelines Maintenance, \$50,000, Water Treatment Operations, \$477,939 – (mainly electricity charges), Meter Reading Operations, \$23,153, Bores Operations, \$21,489, Booster Pump Station Operations, \$23,762, and Asset Management Systems Operations, \$106,404. There were increases in expenditure in Meter Maintenance, \$4,049, Management Services, \$23,436, and Installations at Cost to Consumer of \$28,215.
3	No variance in this quarter.
4	Capital Expenditure reduced by \$2,296,871 mainly due to Augmentation Works, \$1,764,597, – (mainly the Obley/Newell and Sheraton Road pipelines being carried over to 2017/2018) and Asset Replacement/Refurbishment of \$68,357 and Renewals-Other Infrastructure of \$516,805. There was increased expenditure in Wellington Plant and Equipment Renewals, \$25,364, and Mains Replacement of \$56,278.
5	Transfer from Restricted Asset reduced by \$3,421,447 due to the additional revenue, reduced expenditure as mentioned above.

Key Performance Indicators

Workload	Prev.			Est.			YTD			Effective.	Prev.			Est.			YTD		
	Prev.	Est.	YTD	Prev.	Est.	YTD	Prev.	Est.	YTD		Prev.	Est.	YTD	Prev.	Est.	YTD			
Quantity of water treated and distributed	1,007MI	8,200MI	5456. ML	Operating expenses per MI treated	\$1,830	\$1,870	\$1,892	Number of water restrictions imposed.	Nil	Nil	Nil								
				Operational expenses per connection	\$957.66	\$934.60	\$657.32	Number of written complaints about water pressure	Nil	Nil	40								
Average quantity of water supplied to each customer	15.66kl	690kl	347.317kl	Management costs as proportion of total operating costs	20.53%	23.50%	21.25%												
Total water supply connections	15,569	15,775	15,710																

OPERATIONAL PLAN

Function No. **3.02***Performance Review*Quarter ended: **March**

Principal Activity:	WATER	Function:	Water Supply
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Key Projects
Capital Works Program

Water Supply - Proceeds from Sale of Assets 02.08001 - Works Plant - Sales	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
4033 - Truck (408) Project completed	-50,000	0	-27,852	0	-77,852	-77,852
4037 - Ute T/Top Filtration Plant (136)	-14,472	0	0	0	-14,472	0
4038 - Utility (137)	-14,000	0	0	0	-14,000	0
4041 - Wagon Wtr/Treatment Plant (137) Project completed	0	0	-16,364	0	-16,364	-16,364
5200 - Truck (467) Project completed	-22,000	0	-13,275	0	-35,275	-35,275
02.08001 - Works Plant - Sales Total	-100,472	0	-57,491	0	-157,963	-129,491

Water Supply - Acquisition of Assets 02.08051 - Works Plant - Purchases	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5037 - Truck (408) Project completed	140,000	0	-7,373	0	132,627	132,627
5045 - Ute T/Top Filtration Plant (136)	34,182	0	0	0	34,182	0
5049 - Wagon Water Treatment Plant (137) Project completed	33,097	0	-1,304	0	31,793	31,793
5060 - Tipping Truck (467) Project completed	75,000	0	-7,809	0	67,191	67,191
5095 - Non Destructive Trailer (525) Project completed	80,000	0	-4,800	0	75,200	75,200
5096 - Emergency Trailer (526)	10,500	0	0	0	10,500	0
02.08051 - Works Plant - Purchases Total	372,779	0	-21,286	0	351,493	306,811

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **March**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Acquisition of Assets 02.08053 - Pumps & Equipment >\$5 & 000	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5100 - Various	84,000	0	0	0	84,000	41,640
5104 - Bourke Hill Motorised Valve	0	500	0	0	500	415
5163 - Telemetry Equipment	21,000	0	0	0	21,000	28
5174 - Pierzometer Network Project carried over to 2017/2018	6,300	0	0	-6,300	0	0
5179 - Security Cameras	6,300	0	0	0	6,300	0
5187 - PLC Upgrade	22,950	0	0	0	22,950	0
02.08053 - Pumps & Equipment >\$5 & 000 Total	140,550	500	0	-6,300	134,750	42,083

Water Supply - Acquisition of Assets 02.08055 - New House Services	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5171 - Construction - House Services	50,164	0	0	0	50,164	22,005
02.08055 - New House Services Total	50,164	0	0	0	50,164	22,005

Water Supply - Acquisition of Assets 02.08063 - Contributed Assets - Water Mains	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5197 - Water Supply Mains	499,307	0	0	0	499,307	0
02.08063 - Contributed Assets - Water Mains Total	499,307	0	0	0	499,307	0

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Function No. **3.02**

Performance Review

Quarter ended: **March**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Acquisition of Assets 02.08064 - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5214 - South Dubbo Weir Grant	0	1,586,680	0	0	1,586,680	1,142,896
5217 - Weir (PC) Project completed	0	0	11,138	0	11,138	11,138
5220 - Water Depot (PC) Project completed	0	0	2,500	3,000	5,500	5,500
02.08064 - Other Structures Total	0	1,586,680	13,638	3,000	1,603,318	1,159,534

Water Supply - Acquisition of Assets 02.08069 - Augmentation Works	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
3050 - Automated Meter Reading Equipment	2,000,000	0	-2,000,000	0	0	3,074
4101 - Reservoir - addit CW storage JGWTP (PC)	20,000	0	0	0	20,000	0
5437 - Pipelines - Obley Rd/Newell Hwy - (PC) Project completed	0	1,638	0	2,603	4,241	4,241
5438 - Pipelines - Obley/Newell (C) Project carried over to 2017/2018	1,745,000	0	0	-1,742,310	2,690	2,690
5516 - Eumungerie Water Supply Scheme	0	1,374,654	0	325,346	1,700,000	1,649,598
5610 - Birch Ave PRV Zone (800m & DN225) (C) Project under review	30,000	0	0	-30,000	0	0
5612 - Wheelers PRV (220m & DN225 & 750mDN300) (S)	9,000	0	-9,000	0	0	0
5613 - Wheelers PRV (220m & DN225 & 750m & DN300) (C)	200,000	0	-200,000	0	0	0
5640 - Pipeline-Erskine St to Myall Reseri (PC)	38,000	0	-38,000	0	0	0
5656 - Reservoir Cameras	20,000	0	0	0	20,000	14,073
5662 - WTP Clarifier Walkway Ladder&Lift Arm C	100,000	0	0	0	100,000	59,273
5666 - Unattended Fast Fill Standpipes (PC)/(C)	0	7,000	23,000	0	30,000	27,990

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Function No. **3.02**

Performance Review

Quarter ended: **March**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Acquisition of Assets 02.08069 - Augmentation Works	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5699 - Pipeline - Sheraton/Eulomogo (PC) Project carried over to 2017/2018	265,000	0	0	-265,000	0	0
5708 - Bore Water Pipeline Thorby to Newtown(PC) Project carried over to 2017/2018	21,000	0	0	-21,000	0	0
5712 - WTP Standby Chlorination Project completed	0	41,802	0	0	41,802	41,802
5714 - WTP Optimisation Electrical upgrade	0	28,370	4,800	0	33,170	22,385
5715 - WTP Optimisation Lime System	0	300	0	0	300	300
5722 - Pipelines @€" River Crossing(PC)	60,000	0	0	0	60,000	18,450
5723 - Pipelines @€" River Crossing	500,000	0	-500,000	0	0	0
5743 - Newtown Reservoirs Upgrade Concept (PC)	0	0	1,826	0	1,826	913
5744 - Newtown Reservoirs Upgrade (PC)	0	0	3,872	0	3,872	2,248
5746 - Newtown Reservoirs Upgrade (S)	275,000	0	-275,000	0	0	0
5792 - JGWTP - 15ML Storage (PC)	0	0	0	0	0	3,000
6210 - Lime Dosing Unit (C)	0	58,046	0	0	58,046	58,046
6211 - Pipeline - Chapmans Road (PC) Project under review	50,000	0	0	-50,000	0	0
6220 - Keswick Estate PRV Construction	0	3,000	1,945	0	4,945	4,945
6226 - Hydrated Lime (PC)	60,000	0	0	0	60,000	0
6227 - Argyle Ave (250mm main) (C) Project completed	0	2,178	57,822	15,000	75,000	76,427
6229 - Boundary Rd Main & PRV Relocation (PC) Project completed	0	8,000	800	0	8,800	8,880
6230 - Boundary Rd Main & PRV Relocation (C)	0	31,480	-1,285	0	30,195	29,438

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Function No. **3.02**

Performance Review

Quarter ended: **March**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Acquisition of Assets 02.08069 - Augmentation Works	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Bald Hill Reservoir & Geurie	0	0	0	764	764	929
02.08069 - Augmentation Works Total	5,393,000	1,556,468	-2,929,220	-1,764,597	2,255,651	2,028,702

Water Supply - Acquisition of Assets 02.08071 - Asset Replacement / Refurbishment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5577 - PRV` s	50,000	0	0	0	50,000	30,166
5578 - Shibbles Bore 1	0	500	0	0	500	120
5579 - Thorby Avenue Bore Project completed	50,000	1,000	0	-50,035	965	965
5580 - West Dubbo WPS	50,000	0	-50,000	0	0	0
5717 - Bore Asset Renewal Project under review	23,171	0	0	-23,171	0	0
5718 - WTP Asset Renewal	46,343	0	0	0	46,343	4,900
5719 - Booster Pump Stations	51,005	0	0	0	51,005	0
5720 - Reservoir Asset Renewals	26,611	0	0	0	26,611	1,656
5721 - Other Asset Renewals	0	3,950	0	0	3,950	3,950
5730 - Existing Clarifier Remediation Works (C)	20,000	0	-20,000	0	0	0
5766 - SCADA RTU Upgrades	12,000	0	0	0	12,000	0
5788 - Safety Equipment (B/A` s) Project under review	6,653	0	0	-6,653	0	0
5819 - Erskine St Booster Pump #1 Project under review	50,000	0	0	-50,000	0	0
6209 - Ballimore Reservoir Rectify Entry Points Project completed	0	4,804	0	0	4,804	4,804
6210 - Buninyong Reserv.1 Rectify Entry Points Project completed	0	4,806	0	0	4,806	4,806

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **March**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Acquisition of Assets 02.08071 - Asset Replacement / Refurbishment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6211 - Buninyong Reserv.2 Rectify Entry Points Project completed	0	4,316	0	0	4,316	4,806
6216 - Eulomogo Reservoir Rectify Entry Points Project completed	0	4,806	0	0	4,806	4,806
6219 - Myall St Reserv.2 Rectify Entry Points Project completed	0	4,806	0	0	4,806	4,806
6221 - Newtown Reservoir 5 Rectify Entry Points Project completed	0	4,810	0	0	4,810	4,810
6226 - Rifle Range Reserv.1 Rectify Entry Point Project completed	0	4,806	0	0	4,806	4,806
6233 - Wongarbon Reservoir Rectify Entry Points	0	4,806	0	0	4,806	4,806
6502 - WTP Online Instrument Replacement	12,000	0	0	0	12,000	3,135
6511 - SWTP Switchboard Replacement	700,000	0	-306,692	56,692	450,000	405,040
6512 - Rifle Range Reserv.2 Rectify Entry Point Project completed	0	4,806	0	0	4,806	4,806
6513 - Bourke Hill Reservoir Rectify Entry Poin Project completed	0	4,806	0	0	4,806	4,806
6514 - Newtown Reservoir 1 Rectify Entry Points Project completed	0	4,806	0	0	4,806	4,806
6515 - Newtown Reservoir 2 Rectify Entry Points Project completed	0	4,806	0	0	4,806	4,806
6516 - Newtown Reservoir 3 Rectify Entry Points Project completed	0	4,806	0	0	4,806	4,806
6517 - Newtown Reservoir 4 Rectify Entry Points Project completed	0	4,806	0	0	4,806	4,806

OPERATIONAL PLAN

Function No. **3.02***Performance Review*Quarter ended: **March**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Acquisition of Assets 02.08071 - Asset Replacement / Refurbishment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6518 - Myall Street Reserv.1 Rectify Entry Pts Project completed	0	4,806	0	0	4,806	4,804
6519 - Yarrandale Reservoir Rectify Entry Point Project completed	0	0	0	4,810	4,810	4,810
02.08071 - Asset Replacement / Refurbishment Total	1,097,783	77,052	-376,692	-68,357	729,786	526,832

Water Supply - Asset Renewals - Asset Maintenance 02.08073 - Mains Replacement	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5652 - Fitzroy - Myall to Roper Project completed	0	95,711	24,379	1,536	121,626	121,626
5657 - Fitzroy - Cobra to Bultje Project completed	0	0	10,602	5,190	15,792	16,436
5676 - Morgan - Muller to River Project completed	0	0	77,809	46,572	124,381	125,597
5678 - Longabardi - Morgan to Fitzroy Project completed	0	0	57,078	1,541	58,619	58,657
5862 - Fitzroy St (Myall/Roper) PC	0	2,000	0	0	2,000	1,787
6230 - Darling - Macquarie to Naman Project completed	0	0	-914	0	-914	-914
6530 - Airport (Narromine Rd to Terminal) (C) Project completed	0	0	23,030	0	23,030	23,030
6534 - Darling 300mm Talbragar to Wingewarr (C) Project completed	0	4,250	-24	0	4,226	4,226
6548 - Myall Street (Fitzroy St to Morgan St)	0	2,147	4,900	1,439	8,486	8,486
6559 - W139-142-Tamworth(Bris-Fitzroy 200 (C)	356,250	0	-356,250	0	0	0
6603 - W139-142-Tamworth(Bris-Fitzroy St 250(C)	456,750	0	-456,750	0	0	0
6606 - W143 Macquarie (Vet to Water Depot)(PC)	21,000	0	0	0	21,000	0

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Function No. **3.02**

Performance Review

Quarter ended: **March**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Asset Renewals - Asset Maintenance 02.08073 - Mains Replacement	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6610 - W144 Jubilee (Goode to Tamworth St (PC)	20,000	0	0	0	20,000	0
6615 - W150 Darling(W)(Bris-Cobra)(C)	10,000	0	0	0	10,000	0
6619 - W151 Darling(E)(Cobra to Carrington)(C)	23,000	0	0	0	23,000	0
6626 - W153-Dalton(Boundary-Wheatleys L)(PC)	34,000	0	0	0	34,000	0
6703 - Wingewarra St 75mm Bourke to Darling (C)	0	4,725	245,275	0	250,000	25,169
02.08073 - Mains Replacement Total	921,000	108,833	-370,865	56,278	715,246	384,100

Water Supply - Asset Renewals - Asset Maintenance 02.08074 - Mains Extensions	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5917 - Chapman`s Rd Water Maint Ext (PC) Project completed	0	1,288	0	0	1,288	1,288
5923 - Harefield Rd (C) Project completed	0	12,505	0	0	12,505	12,505
5935 - Holmwood PRV to 250mm T Section Project completed	0	25,938	8,021	0	33,959	33,959
5941 - Bunglegumbie SPS to Blizzardfield Rd (C) Project completed	0	212	3,504	0	3,716	10,036
5944 - Douglas Mawson mains Exrension (PC) Project completed	0	10,609	2,245	0	12,854	12,854
02.08074 - Mains Extensions Total	0	50,552	13,770	0	64,322	70,642

OPERATIONAL PLAN

Function No. **3.02***Performance Review*Quarter ended: **March**

Principal Activity:	WATER	Function:	Water Supply
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Wellington - Capital Expenses 02.07201 - Capital Renewal	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7100 - Renewals - Plant & Equipment Project completed	0	112,712	83,436	25,364	221,512	221,512
7102 - Renewals - Other Infrastructure	0	792,169	0	-542,169	250,000	198,342
02.07201 - Capital Renewal Total	0	904,881	83,436	-516,805	471,512	419,854

Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
02.00003 - Water Treatment Maintenance Total	404,641	0	26,960	4,990	436,591	289,168
02.00053 - Booster Pump Stations Maintenance Total	49,715	0	662	0	50,377	12,667
02.00001 - Water Treatment Operations Total	3,549,330	0	106,990	-477,939	3,178,381	2,112,638
02.00005 - Water Supply Storage Systems Total	133,333	-3,438	57,052	5,438	192,385	137,685
02.00015 - Pipelines Total	686,213	0	7,979	0	694,192	499,546
02.00019 - Meters Total	390,997	0	3,080	0	394,077	135,854
02.00021 - Meter Reading Operations Total	360,337	0	0	-23,153	337,184	127,166
02.00030 - Water Supply Storage Systems - Operations Total	20,316	0	-180	0	20,136	12,307
02.00045 - Bores Operations Total	250,754	0	27,183	-21,489	256,448	176,663
02.00051 - Booster Pump Stations Operations Total	143,225	0	-2,550	-26,262	114,413	56,980

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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**Manager Responsible: Manager Technical Support
Mr Mark Stacey**

Function Objectives:

To provide adequate infrastructure, together with planning for new infrastructure, to cater for the present and future disposal of stormwater within the City, taking into account both the control of volume and quality of the stormwater discharged.

To protect individual and minimise damage to property under threat from storm events, due to inadequacies within the drainage system.

To ensure safe and trafficable driving conditions in rainy weather to a defined and cost effective level of service.

To maintain existing stormwater system.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Urban Drainage - Maintain Existing System	1.5.8.1 Implement rolling programme to improve known deficiencies in existing drainage schemes.	At least one drainage deficiency rectified each year, subject to funding.
	<i>Actioned</i>	<i>New stormwater inlet pit and pipes constructed in Nelson Place to alleviate "pooling" of water, plus re-established overland drainage channel within electricity easement rear of properties 10A and 10B Pegasus Place.</i>
	1.5.8.3 Investigate new drainage complaints regarding stormwater inundation within six months of receipt of the complaint including village areas.	Number of complaints from property owners as a result of stormwater overflowing from Council drains/facilities is no more than 5.
	<i>This is being achieved as appropriate.</i>	<i>Major storm event, estimated to be greater than a 1:20 year storm event occurred Friday evening 16/12/2016. Underground pipe system in various areas of Dubbo (designed to cater for 1:5 or 1:10 year's storm events) could not cope. 10 Houses subjected to storm water inundation.</i>
	1.5.9.1 Implement a programme for maintenance of the City's drainage work.	Clear water way area and ensure sound stormwater structures.
	<i>This is being achieved as and is continually being met as required or required or as appropriate.</i>	<i>This is being achieved as required or as appropriate.</i>
Studies/Preconstruction (Section 94)	1.5.8.4 Develop stormwater models for one existing catchment each year within the urban area.	Develop by June annually.
	<i>Development of stormwater models on sub-catchment areas continue to be developed as and when required usually as a consequence of Development pressures in a particular sub-catchment area and/or deficiencies become known due to the Superior Asset Management Programme and production of the Stormwater Asset Management Plan.</i>	<i>This is being achieved.</i>
	1.5.8.5 Review Section 94 contributions Plan for Stormwater Drainage.	Plan reviewed by June 2017.
	<i>No action to date.</i>	<i>This date (June 2017) will no longer be achievable due to merger with Wellington and the need (priority one) to develop and integrated (Dubbo/Wellington) Asset Management Plan, Stormwater (due to be completed by September/October 2017).</i>

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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Activity	Action	Performance Targets/Service Level
Management Services – from other functions	Cost of services including:- management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	<i>This is being continually achieved.</i>	<i>This is being continually achieved.</i>
Management Services	1.5.12.1 Undertake a biennial survey of community attitudes and understanding regarding stormwater management of population.	Completed by July 2015.
	<i>This is now to be included in conjunction with “Community Needs Survey” in 2017.</i>	<i>This is now to be included in conjunction with “Community Needs Survey” in 2017. This action now with Corporate Development.</i>
Catchment Management Planning	1.5.12.2 Develop and implement a community based Stormwater Education programme.	Improve community awareness of the causes and effects of stormwater pollution as a result of urbanisation increases by June annually.
	<i>This is being continually achieved as required and/or as opportunities become available (ie: sustainability expo, etc).</i>	<i>This is being continually achieved as required and/or as opportunities become available (ie: sustainability expo, etc).</i>
Asset Management - Stormwater	5.3.1.10 Monitor the Corporate wide planning oversight and performance of Asset Management for functional areas of the Organisation.	Asset Management Plans for the Stormwater Function are prepared and submitted by due date.
	<i>This is being continually achieved as or when required/appropriate.</i>	<i>Asset Management Plan to be updated by Oct/Nov 2017.</i>
Acquisition of Assets	Undertake the approved Capital Works programme as defined in the Key Projects section of the Operational Plan.	Programme implemented.
	<i>No action to date.</i>	<i>No action to date.</i>
	1.5.10.1 Wongarbon Village Drainage Scheme is implemented.	Scope of Project completed by September 2015.
	<i>Report and funding requirements submitted to Council in July 2015.</i>	<i>\$7.5 million estimated costs considered too high, currently reviewing 2015 report. Draft report from consultants, Cardno, on an “alternate solution” has been received and is currently being reviewed.</i>

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-2,888,930	-33,550	-14,201	-2,936,681	122,411	1	-2,814,270	-1,467,278
Expenditure	2,369,051	98,976	0	2,468,027	-175,280	2	2,292,747	1,283,009
Operating Total	-519,879	65,426	-14,201	-468,654	-52,869		-521,523	-184,269
Capital								
Income	-963,100	0	0	-963,100	-1,190	3	-964,290	-580,903
Expenditure	4,717,358	31,650	0	4,749,008	-2,475,177	4	2,273,831	305,776
Capital Total	3,754,258	31,650	0	3,785,908	-2,476,367		1,309,541	-275,127
Available Funds Movement Prior to Restricted Asset Funding								
	3,234,379	97,076	-14,201	3,317,254	-2,529,236		788,018	-459,396
Restricted Assets								
	-2,867,311	1,700	14,201	-2,851,410	2,529,236	5	-322,174	89,216
Funds Available to (-), or Required From Rates and Other Council Revenue								
	367,068	98,776	0	465,844	0		465,844	-370,180

Note	Details
1	Operating Revenue decreased by \$122,411 due to loss of grant Funding for Dubbo Flood Plan Risk Management Study of \$100,000 and Eumungerie Flood Study of \$100,000. Additional revenue was received for Stormwater Other income of \$72,512 and Stormwater Drainage charge of \$5,103.
2	Operating Expenditure reduced by \$175,280 mainly due to Grant Works for flood Study of \$274,218 (Grant funds not available) and increase in the Less Services Provided Other Functions of \$17,417 (Headworks Charges Property Development). Additional expenditure was incurred in Urban Drainage Systems (\$88,788) and Grant (Stage 3) Education of \$22,106 – Bin Your Butts.
3	No significant variation in this quarter.
4	Capital Expenditure decreased by \$2,475,177 mainly due to Minor Drainage Extensions, \$80,000, Wongarbon Drainage, \$534,449, Hennessey Basin Facility. \$1,574,169, and Troy Basin Facility of \$349,099 all being carried over to 2017/2018 Financial Year. Additional expenditure was incurred in Rectification works of \$64,540 being repair works at Devil's Hole.
5	Transfer from Restricted Asset reduced by \$2,529,236 mainly due to the deferment of capital works which will now be undertaken in 2017/2018 Financial Year

Key Performance Indicators:

Workload	Prev.			Est.			YTD			Effective.	Prev.			Est.			YTD		
Drainage Complaints Investigated	0	4	23	Average time taken to complete investigation (weeks)	2	2	2	Total number of complaints received	0	2	28								
Number of Section 94 projects	0	0	0	Projects within Budget	N/A	N/A	N/A												
No. of Blockages rectified	0	0	11	Percentage completed within customer service levels	100%	100%	100%	Number of repeated complaints re same problem	0	2	0								

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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Key Projects**Capital Works Program**

Stormwater - Acquisition of Assets 01.09131 - Minor Drainage Extensions (In assoc with K&G)	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6816 - Brisbane St K & G (South Cobra Street)	80,000	0	0	-80,000	0	0
Project carried over to 2017/2018						
6824 - Preconstruction - Tech Support	20,000	0	0	0	20,000	7,359
01.09131 - Minor Drainage Extensions (In assoc with K&G) Total	100,000	0	0	-80,000	20,000	7,359

Stormwater - Acquisition of Assets 01.09133 - Gross Pollutant Trap Installation	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6818 - Bultje Street GPT	110,000	0	0	0	110,000	750
01.09133 - Gross Pollutant Trap Installation Total	110,000	0	0	0	110,000	750

Stormwater - Acquisition of Assets 01.09135 - Drainage Extensions	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6824 - Preconstruction - Tech Support	50,000	0	0	0	50,000	7,203
01.09135 - Drainage Extensions Total	50,000	0	0	0	50,000	7,203

OPERATIONAL PLAN

Function No. **4.01***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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Stormwater - Acquisition of Assets 01.09137 - Contributed Assets - Stormwater	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6826 - Stormwater Drainage	1,069,620	0	0	0	1,069,620	0
01.09137 - Contributed Assets - Stormwater Total	1,069,620	0	0	0	1,069,620	0

Stormwater - Acquisition of Assets 01.09145 - Wongarbon Drainage	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
4627 - Investigation & Design	20,000	0	0	0	20,000	11,586
4628 - Wongarbon Drainage Scheme Project carried over to 2017/2018	536,449	0	0	-536,449	0	0
01.09145 - Wongarbon Drainage Total	556,449	0	0	-536,449	20,000	11,586

Stormwater - Acquisition of Assets 01.09147 - Keswick Estate Development	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
4630 - Redirect.Channel Nth Keswick Stg4 Rel3B	400,000	0	165,712	0	565,712	1,454
01.09147 - Keswick Estate Development Total	400,000	0	165,712	0	565,712	1,454

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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Stormwater - Asset Renewals - Asset Maintenance 01.09127 - Rectification Works	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6805 - Technical Support Charge	30,000	0	0	0	30,000	3,897
6819 - Devils Hole Project Completed	0	0	0	63,155	63,155	0
6842 - West Dubbo Drain Reinstatement	30,000	0	0	0	30,000	20,646
6845 - Egret Park GPT	0	0	0	1,385	1,385	1,385
01.09127 - Rectification Works Total	60,000	0	0	64,540	124,540	25,928

Stormwater - Asset Renewals - Asset Maintenance 01.09142 - Hennessy Basin Facility	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
4622 - Stage 1 Consultant Design Project carried over to 2017/2018	704,948	0	0	-704,948	0	0
4624 - Treatment Pond Design Project carried over to 2017/2018	44,221	0	0	-44,221	0	0
4625 - Pipe Crossings of Hennessey Rd Design Project carried over to 2017/2018	825,000	0	0	-825,000	0	0
01.09142 - Hennessy Basin Facility Total	1,574,169	0	0	-1,574,169	0	0

OPERATIONAL PLAN

Function No. **4.01***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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Stormwater - Asset Renewals - Asset Maintenance 01.09144 - Troy Basin Facility	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
4624 - Design Project Completed	0	14,201	0	20,988	35,189	43,637
4625 - External Pipeline / Rail Crossing Const Project carried over to 2017/2018	150,000	0	0	-150,000	0	0
4626 - Basin Construction Project carried over to 2017/2018	400,000	-14,201	-165,712	-220,087	0	0
01.09144 - Troy Basin Facility Total	550,000	0	-165,712	-349,099	35,189	43,637

Wellington - Capital Expenses 01.08110 - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Other Infrastructure	0	31,650	0	0	31,650	25,341
01.08110 - Asset Renewals Total	0	31,650	0	0	31,650	25,341

Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.00298 - Urban Drainage - Existing System Total	304,441	0	0	16,276	320,717	112,936
01.00300 - Studies/Preconstruction (Section 94) Total	65,000	0	0	0	65,000	721
01.00314 - Catchment Management Planning Total	62,500	0	0	0	62,500	31,078

OPERATIONAL PLAN

Function No. 4.02

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY PROTECTION	Function:	Fire Services
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**Manager Responsible: Manager Civil Infrastructure & Solid Waste
Mr Stephen Clayton**

Function Objectives:

To protect people and minimise damage to property under threat from fire or other natural forces and/or external hazards.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Action	Performance Targets/Service Level
Contribution to NSW Fire Brigade	Contribute to Ministry for Police and Emergency Services for Fire and Rescue NSW Services.	Payments made by specified dates.
	Three invoice's received to date.	\$264,250 payment made to date.
	1.5.3.1 Meet annually with the Regional Manager of Fire and Rescue NSW.	Meet by October annually.
Operations - Reimbursed by Bush Fire Control	Contact made with Fire and Rescue Senior Management four times a year.	February was most recent contact.
	Claim all reimbursable expenses incurred under this heading in the following year against the Rural Fire Fighting Fund.	100% Eligible reimbursement from Bush Fire Fighting Fund.
	Claims lodged through the year.	Full reimbursement entitlement sought.
Operations and Emergency Response	Carry out land inspections and monitor fuel loadings	Land manager compliance with notices from Rural Fire Services.
	Inspections carried out at start of fire season.	5 non-compliance reports issued.
	1.5.4.1 Attend meetings of the Rural Fire Service Dubbo Liaison Committee four (4) time a year	July/October/February/April annually.
	Three meetings held to date.	Most recent meeting held 20 January 2017.
	1.5.4.3 Issue Notification letters and S66 Notices as required and reinspect properties for compliance within set time.	Full compliance from property owners.
	No notices issued.	No non compliance reports issued.
	1.5.4.4 Promote rural fire safety (e.g. firebreaks on rural lots), by giving media releases and advertisements to all media outlets.	Regular media releases regarding fire safety.
	Rural Fire Service is regularly conducting rural fire safety publicity.	RFS media team orchestrate publicity.
	1.5.4.5 Implement annual Hazard reduction Programmes and report activity to Rural Fire Service Zone Manager.	Complete by June annually.
Hazard reduction commenced in December quarter.	Hazard reduction ongoing.	

OPERATIONAL PLAN

Function No. **4.02**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Fire Services
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Activity	Action	Performance Targets/Service Level
Fire Control Centre - Operations	Education and development of all volunteer fire fighters.	Increase the number of trained volunteer fire fighters.
	Education programme implemented by Orana team RFS.	Numbers fluctuate but trend upwards. Currently 325.
	Maintain a 24 hour call out system.	Ensure adequate staff numbers to meet requirement.
	System operational.	Staffing contingent adequate.
	Ensure Emergency Operation Centre and Stations are on standby for activation at all times.	All firefighting plant and equipment readily available for use.
	Emergency operation centre is operational ready.	All plant has received annual maintenance.
Management Services - from other functions	1.5.4.2 Meet six (6) monthly with Rural Fire Service Orana Zone Manager to review training activity and accommodation/facility needs.	Meeting held by March/September annually.
	Meeting with Orana Team Manager held quarterly.	Meeting held August, November and February. Regular contact maintained.
	Services including management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
Electricity Charges - Brigade Stations	Services are being rendered.	Service level as agreed.
	Ensure all brigade stations have adequate electricity supply.	Electricity consumption is contained to within budget estimates.
Contribution to Bushfire Council	All connected stations are being supplied.	Currently within budget.
	Contributions made as determined by the Minister of the Rural Fire Fighting Fund.	Payments made by specified dates.
Asset Maintenance Program - Routine	Payment made on invoice.	\$442,460 payment made to date.
	Undertake minor building asset maintenance as required.	Buildings operational and presentable.
Acquisition of Assets	Building maintenance scheduled through the year.	Buildings in fair to good condition.
	Undertake the approved Capital Works programme as defined in the Key Projects section of the Operational Plan.	Programme implemented.
	Orana Zone storage shed extension and Orana Air Base hardstand pad are current projects.	Work has commenced on aircraft loading hardstand and scheduled to be completed end April.

OPERATIONAL PLAN

Function No. **4.02**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Fire Services
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-590,254	-650,735	-86,096	-1,327,085	-437	1	-1,327,522	-34,332
Expenditure	1,586,226	685,274	29,016	2,300,516	14,457	2	2,314,973	1,392,530
Operating Total	995,972	34,539	-57,080	973,431	14,020		987,451	1,358,198
Capital								
Income	-435,513	-228,094	0	-663,607	0	3	-663,607	-289,633
Expenditure	360,000	453,991	85,295	899,286	13,316	4	912,602	119,922
Capital Total	-75,513	225,897	85,295	235,679	13,316		248,995	-169,711
Available Funds Movement Prior to Restricted Asset Funding								
	920,459	260,436	28,215	1,209,110	27,336		1,236,446	1,188,487
Restricted Assets								
	-108	-13,791	-28,215	-42,114	-27,336	5	-69,450	0
Funds Available to (-), or Required From Rates and Other Council Revenue								
	920,351	246,645	0	1,166,996	0		1,166,996	1,188,487

Note	Details
1	No significant variance in this quarter.
2	Operating Expenditure increased by \$14,457 due to increase in Operations – Reimbursed By Bushfire (\$1,233), Operations and Emergency Response (\$6,365) and Fire Control Centre Operations of \$6,859.
3	No variance in this quarter.
4	Capital Expenditure increased by \$13,316 due to Fire Services Other Structures (\$7,165) and Fire Control Buildings of \$6,151.
5	Transfer from Restricted Assets increased by \$27,336 as a result of the addition costs in Operating and Capital Expenditure as mentioned above.

Key Performance Indicators

Workload	Prev.			Est.			YTD			Effective.	Prev.			Est.			YTD		
	Prev.	Est.	YTD	Prev.	Est.	YTD	Prev.	Est.	YTD		Prev.	Est.	YTD	Prev.	Est.	YTD			
No. of Bush Fire Brigades	16	16	16	\$25.25	\$23.62	\$23.17	No. of unit failures	1	0	0									
No. of Accredited Basic Fire Fighters (Audit of brigades undertaken to determine current number of active members)	325	450	305				No. of Fires started by children	0	0	0									
No. of Communications Brigades	1	1	1				No. of Fires started from escaped permit burns	0	0	0									
No. of Accredited Crew Leaders	72	80	72				No. of Section 66 Notices not complied with	0	0	0									
No. of Accredited Village Fire Fighters	152	170	153																
No. of Accredited Advanced Fire Fighters	115	118	111																

OPERATIONAL PLAN

Function No. **4.02**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Fire Services
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of constructed Fire Stations	16	16	16								
No. of Fire Tankers under 15 years	27	27	19								
No. of Section 66 Notices issued	0	0	5								

Key Projects**Capital Works Program**

Fire Services - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09156 - Fire Control - Plant & Equipment						
6840 - BFC Catalogue Items - Capital	360,000	0	0	0	360,000	0
01.09156 - Fire Control - Plant & Equipment Total	360,000	0	0	0	360,000	0

Fire Services - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09159 - Fire Services - Other Structures						
6897 - Orana Aircraft Operations Hardstand Area Project completed	0	13,791	4,795	6,389	24,975	24,975
6898 - Fire Tanks & Slabs Dubbo & Bodangora Project completed	0	0	40,500	776	41,276	41,276
6899 - Fire Tank - Install and Connect - Dubbo	0	0	40,000	0	40,000	0
01.09159 - Fire Services - Other Structures Total	0	13,791	85,295	7,165	106,251	66,251

OPERATIONAL PLAN

Function No. **4.02***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Fire Services
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Fire Services - Acquisition of Assets 01.09164 - Fire Control - Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6895 - SMSS Building - Dubbo FCC Project completed	0	0	0	1,217	1,217	1,478
6897 - Vehicle Storage Shed - Extension (PC/C) Project completed	0	0	0	4,934	4,934	5,310
01.09164 - Fire Control - Buildings Total	0	0	0	6,151	6,151	6,788

Wellington - Capital Expenses 01.08120 - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Land & Buildings	0	65,000	0	0	65,000	46,883
01.08120 - Acquisition of Assets Total	0	65,000	0	0	65,000	46,883

Wellington - Capital Expenses 01.08121 - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Plant & Equipment	0	375,200	0	0	375,200	0
01.08121 - Asset Renewals Total	0	375,200	0	0	375,200	0

OPERATIONAL PLANFunction No. **4.02***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Fire Services
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Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.00330 - Contribution to NSW Fire Brigade Total	330,000	22,334	0	0	352,334	264,251
01.00339 - Contribution To Bushfire Council Total	359,000	230,948	0	0	589,948	442,460

OPERATIONAL PLAN

Function No. **4.03**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Emergency Management
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**Manager Responsible: Manager Civil Infrastructure & Solid Waste
Mr S Clayton**

Function Objectives:

To protect people and minimise damage to property under threat from fire or other natural forces and/or external hazards.

NOTE: <i>This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.</i>

Activity	Action	Performance Targets/Service Level
Management Services - from other Functions	Cost of Services including:- management, financial, technical, information technology, and corporate overheads provided to this function.	Level of service adhered to in terms of agreed brief(s).
	Services are being rendered.	Service level as agreed.
Asset Maintenance Program - Routine	Undertake minor building asset maintenance as Required.	Buildings operational and presentable.
	Building maintenance undertaken as required.	Building is in a fair and functional condition.
Emergency Centre and Operations	1.5.5.1 Review Disaster PLAN (DISPLAN) and Local Emergency Management Sub Plans annually.	Review by April annually.
	DISPLAN has been completely redrafted into the new Emergency Management Plan format to comply with the SERM Act. Proposal to retain Wellington information as a separate plan.	Emergency Management Plan to be reviewed in June Quarter.
	1.5.5.3 Local Emergency Management Committee to meet four times a year.	Meeting to be held in August/ November/ February/May annually.
State Emergency Services Operations	Meetings held as Scheduled.	Meetings held 16 August, 15 November and 21 February.
	Maintain a 24 hour call out system.	The Local Units ranks have the capability of mobilising three vehicles simultaneously.
	System Operational.	Unit on Standby for activation as needed.
Contribution to SES	1.5.5.4 Meet with the Dubbo State Emergency Services Local Controller six (6) monthly to review recruitment and training programme for the Unit.	Meeting held in November/May annually.
	Activities of the unit are reported at the quarterly Local Emergency Management Committee.	New controller appointed in August and attended LEMC in November and February.
	Contributions made as determined by Emergency NSW.	Payments made by specified dates.
	Payment made on invoice.	\$46,923 payment made to date.

OPERATIONAL PLAN

Function No. **4.03***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Emergency Management
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	0	-2,100	0	-2,100	642	1	-1,458	245
Expenditure	105,033	34,039	0	139,072	7,650	2	146,722	128,150
Operating Total	105,033	31,939	0	136,972	8,292		145,264	128,395
Capital								
Income	0	-1,697	0	-1,697	0	3	-1,697	0
Expenditure	0	21,658	0	21,658	0	4	21,658	21,658
Capital Total	0	19,961	0	19,961	0		19,961	21,658
Available Funds Movement Prior to Restricted Asset Funding								
	105,033	51,900	0	156,933	8,292		165,225	150,053
Restricted Assets								
	2,967	-20,658	0	-17,691	-8,292	5	-25,983	0
Funds Available to (-), or Required From Rates and Other Council Revenue								
	108,000	31,242	0	139,242	0		139,242	150,053

Note	Details
1	Operating Income decreased by \$642 due to Less Council properties.
2	Operating Expenditure increased by \$7,650 due to Emergency Centre Operations (\$3,900 – Insurance Premiums) and Asset Maintenance Program of \$8,750 – Building maintenance. Savings of \$5,000 was made in Wellington Emergency Management.
3	No variance in this quarter.
4	No variance in this quarter.
5	Transfer from Restricted Asset increased by \$8,292 as result of the movements mentioned above.

Key Performance Indicators

Workload	Efficiency			Efficiency	Effective.						
	Prev.	Est	YTD		Prev.	Est	YTD				
No. of Emergency Response Units	3	3	3	Total Operating Cost per capita (40,975 pop.)	\$2.11	\$2.63	\$2.49	No. of Accredited Volunteers	30	30	28
No. of LEMC Meetings	4	4	3								

Key Projects**Capital Works Program**

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
Emergency Management - Acquisition of Assets						
01.09163 - Emergency Management - Facilities						
6883 - Airconditioning Unit	0	21,658	0	0	21,658	21,658
01.09163 - Emergency Management - Facilities Total	0	21,658	0	0	21,658	21,658

OPERATIONAL PLAN

Function No. **4.03**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY PROTECTION	Function:	Emergency Management
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Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.00357 - Contribution to SES Total	70,000	23,846	0	0	93,846	70,385

OPERATIONAL PLAN

Function No. 5.01

Performance Review

Quarter ended: March

Principal Activity: **CITY DEVELOPMENT**Function: **Livestock Markets**

**Manager Responsible: Director Corporate
Development
Mr Ken Rogers**

Function Objectives:

To operate a livestock selling facility that observes all regulations, legislation, codes and policies governing the handling, movement, welfare, disposal and sale of livestock which operated at no cost to ratepayers and generated income to undertake improvements whilst providing an annual dividend to General Purposes.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Yard Operations Costs	4.4.3.2 Carry out an "Asset Condition" assessment of the Regional Livestock Markets.	Minimum of 75% of users are satisfied with the operation and facilities (as shown by survey).
	Asset condition assessment completed.	Survey of users completed in March 2017. Results to be obtained.
Cleaning and Washdown Facility	Service/maintenance specification in development. Undertake cleaning of facilities and wash down of yards together with a value add truck wash facility	Yards and facilities are clean and available and vehicles leaving the site do not pollute the surrounding environment
	A five (5) year contract commenced 1/7/2015.	This is being achieved.
Marketing & Promotion	Cost of advertising & membership to industry association	Costs incurred are measurable and reasonable for the returns achieved.
	Two (2) advertisements have been placed, three (3) media releases, weekly radio segment maintained, Prime TV interview, ABC radio interview and 2WEB radio interview, feature in Dubbo Show Guide and sponsorship of 2828 Dinner Under the Stars.	This is being achieved.
Direct Sale Expenses	Cost of conduct of sales	Attain financial result in accordance with estimates
	Ongoing monitoring.	This is being achieved.
WHS, QA and Environmental Management	4.4.3.4 Undertake an annual review of the National Saleyards Quality Assurance Programme and prepare for external audit annually.	Review undertaken annually in November
	Audit undertaken in November 2016.	Accreditation maintained.
	4.4.3.9 Complete staged upgrade of the Cattle Management Facility.	Livestock selling facility throughput levels are maintained or increased Cattle: 215,000 Sheep: 1,200,000
	Holding yards project was completed in August 2016. Construction of the stack pens, drafting area and ramps are complete. Construction of the weighbridge is complete and associated work to the weighbridge has commenced. Demolition of the selling pens is underway.	Throughput year to date; Cattle 126,905 Sheep 926,775 Goats 7,202
	4.4.3.5 Undertake an external audit process for user compliance with the Work Health and Safety System every three years.	Review to be undertaken by November 2016.
	External audit undertaken in November 2016.	Achieved.
	4.4.3.6 Implement the requirements of the Market's Environmental Management Plan and undertake an independent external audit of implementation every two years.	Implementation due by November 2016.
	Current Environmental Management Plan has been implemented with a further review to be undertaken by Geolyse in July 2017.	External independent audit to be undertaken after the completion of Cattle Facility upgrade/expansion.

OPERATIONAL PLAN

Function No. 5.01

Performance Review

Quarter ended: March

Principal Activity:	CITY DEVELOPMENT	Function:	Livestock Markets
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Activity	Actions	Performance Targets/Service Level
Management Services - from to other Functions	Cost of services including: - management, financial, technical, information technology and corporate overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	Costs are determined by agreed brief and provided.	Charges are reasonable for level of service provided.
Asset Management Program - Routine	Undertake Building Asset Management Program	Buildings operational and presentable
	As per works program.	This is being achieved.
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Program	Buildings maintained in a satisfactory condition
	Scheduled for completion in May 2017. Reviewed in-line with Business Plan.	This is being achieved.
Management Services	4.4.1.1 Business Plans are developed for the Dubbo City Regional Airport, Regional Livestock Markets, Dubbo City Holiday Park and Property Development following discussions with stakeholders.	By March annually.
	Review of Business Plan commenced in November 2016 for 2017/2018.	Underway.
	4.4.3.3 Meet regularly with Roads and Maritime Services, Livestock and Bulk Carriers, Selling Agents and Saleyard Operators Association to develop 'Chain of Responsibility' processes.	No sustained examples of Council not meeting its obligations with regard to statutory 'Chains of Responsibility'.
	Ongoing.	Nil to date.

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-5,645,964	-182,283	0	-5,828,247	351,069	1	-5,477,178	-4,535,119
Expenditure	3,283,872	5,654	0	3,289,526	-21,980	2	3,267,546	2,017,340
Operating Total	-2,362,092	-176,629	0	-2,538,721	329,089		-2,209,632	-2,517,779
Capital								
Income	-1,057,888	0	0	-1,057,888	0	3	-1,057,888	-725,133
Expenditure	4,924,094	1,560,878	0	6,484,972	-581,603	4	5,903,369	3,700,802
Capital Total	3,866,206	1,560,878	0	5,427,084	-581,603		4,845,481	2,975,669
Available Funds Movement Prior to Restricted Asset Funding								
	1,504,114	1,384,249	0	2,888,363	-252,514		2,635,849	457,890
Restricted Assets								
	-1,791,114	-1,378,595	0	-3,169,709	252,514	5	-2,917,195	-668,900
Funds Available to (-), or Required From Rates and Other Council Revenue								
	-287,000	5,654	0	-281,346	0		-281,346	-211,010

Note	Details
1	Operating income has decreased by \$351,069 mainly due the carryover of grant income \$329,089 to 2017/2018, a reduction of travelling stock income \$36,616 and an increase in truck wash income \$10,950.
2	Operating expenditure has decreased by \$21,980 due to cost savings from yard operation expenses.
3	No variance to budget.
4	Capital expenditure has decreased by \$581,603 mainly due to the carryover of capital works to 2017/2018 including upgrade of the sale pens \$250,000, reseal of the carpark \$75,000 and upgrade of the sheep yard panels \$20,000 and the carry over to 2018/2019 of the upgrade of the main toilet block \$100,000 and the upgrade of the canteen \$100,000.
5	Transfers from restricted assets decreased by \$252,514 mainly due to capital works carry overs to 2017/2018 and 2018/2019.

OPERATIONAL PLAN

Function No. 5.01

Performance Review

Quarter ended: **March**

Principal Activity: CITY DEVELOPMENT	Function: Livestock Markets
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of sale days	132	140	85	Total operating expenses per sale day	\$12,145	\$20,105	\$13,017	Stock throughput rating -Cattle -Sheep -Combined	1 3 2	1 3 2	1 3 2
Number of animals sold - Cattle - Sheep - Goats	236,651 1,382,335 12,181	215,000 1,200,000	126,905 926,775 7,202	Total operating expenses per head sold	\$0.98	\$1.98	\$1.04	% of agents/vendors/buyers who rate facilities and operations as satisfactory	73.43%	70%	Survey conducted in March 2017. Results to be obtained.

Key Projects**Capital Works Program**

Livestock Markets - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09167 - Livestock Markets - Other Structures						
6900 - Upgrade Cattle Loading Ramps <i>No longer required.</i>	0	20,000	0	-20,000	0	0
6907 - Upgrade Sheep Loading Ramps/Winches <i>Project completed.</i>	0	40,000	0	-1,603	38,397	38,397
6937 - Workshop Upgrade	75,000	0	0	0	75,000	0
6953 - Draft & Sale Pens	4,554,094	943,947	0	-433,069	5,064,972	2,955,063
6955 - Weighbridge Area	0	541,931	0	183,069	725,000	707,342
01.09167 - Livestock Markets - Other Structures Total	4,629,094	1,545,878	0	-271,603	5,903,369	3,700,802

Livestock Markets - Asset Renewals - Maintenance	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09174 - Livestock - Infrastructure - Road & Bridge & Footpath						
6881 - Reseal Car Park <i>Carry over to 2017/2018.</i>	75,000	0	0	-75,000	0	0
01.09174 - Livestock - Infrastructure - Road & Bridge & Footpath Total	75,000	0	0	-75,000	0	0

OPERATIONAL PLAN

Function No. 5.01

Performance Review

Quarter ended: **March**

Principal Activity: CITY DEVELOPMENT	Function: Livestock Markets
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Livestock Markets - Asset Renewals - Maintenance 01.09176 - Livestock Markets - Buildings - Non Specialised	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Main Toilet Upgrade <i>Carry over to 2018/2019.</i>	100,000	0	0	-100,000	0	0
01.09176 - Livestock Markets - Buildings - Non Specialised Total	100,000	0	0	-100,000	0	0

Livestock Markets - Asset Renewals - Maintenance 01.09177 - Livestock Markets - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6909 - Sheeppanels <i>Carry over to 2017/2018.</i>	20,000	0	0	-20,000	0	0
01.09177 - Livestock Markets - Other Structures Total	20,000	0	0	-20,000	0	0

Livestock Markets - Asset Renewals - Maintenance 01.09179 - Livestock Markets - Other Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6922 - Upgrade Truck Wash Pumps <i>Project completed (claimed under insurance).</i>	0	15,000	0	-15,000	0	0
6923 - Upgrade Canteen <i>Carry over to 2018/2019.</i>	100,000	0	0	-100,000	0	0
01.09179 - Livestock Markets - Other Assets Total	100,000	15,000	0	-115,000	0	0

OPERATIONAL PLAN

Function No. 5.02

Performance Review

Quarter ended: March

Principal Activity: **CITY DEVELOPMENT**Function: **Airport**

**Manager Responsible: Manager Airport Operation
Mrs Natalie Nissen**

Function Objectives:

To provide an airport facility approved by the Air Services Australia that caters for private and commercial aviation operators and their passengers which operates at no cost to ratepayers and generates income to undertake improvements and further generates sufficient funds to provide an amount for transfer to General Revenue.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Airside Operations	Conduct regular and statutory maintenance program	Runway in a safe working condition. All inspections satisfy CASA requirements
	Conducted as per Manual of Standards part 139 requirement included in Aerodrome Manual.	This is being achieved.
		Pavements meet CASA Standards for Safe operation as inspected
		This is being achieved.
Management Services	3.1.18.6 Undertake Safety/Technical Audit utilising Civil Aviation Safety Authority approved auditor.	Meet Requirements of Manual Of Standards 139. September annually
	Auditor engaged.	Audit undertaken in August.
	Provide budget and operational advice and direction	Supervise Groundsman Works schedules completed Attain financial result in accordance with estimates
	Advice provided.	This is being achieved.
	3.1.18.1 Continue to lobby Federal and State Governments and utilise the resources of the Australian Airport Association to ensure continued viable access to Kingsford Smith Airport for regional airlines.	Access to Kingsford Smith Airport maintained
	Watching brief maintained.	Attended NSW Australian Airports Association meeting on 1st September 2016. Update was given on Western Sydney Airport. Discussion was had around protection of Sydney Airport for Regionals. Sydney Airport has no plans to remove access to Kingsford Smith Airport.
	3.1.18.2 Maintain membership of the Australian Airport Association.	Membership renewed in July 2015
	Maintained.	Membership is being maintained, AAA conference was attended in November 2016.
3.1.18.3 Implement the regional promotions program aimed at expanding the user base of the Airport.	At least 175,000 RPT passengers utilise the Airport on an annual basis.	
Dubbo City Guide, Twitter and Facebook programs utilised.	Passenger's year to date 126,012 .Currently passenger growth is up by 7.09% to the end of January 2017.	
3.1.18.7 Undertake an annual emergency exercise.	One emergency exercise (either Table Top or Mock) complete per year as per MOS136	
As per Civil Aviation Safety Regulation part 139.215.	A real emergency on runway 05/23 occurred 31st October 2016 at 9.54am, the Aerodrome Emergency Plan was implemented and the runway was re-opened by 10.56am.	

OPERATIONAL PLAN

Function No. 5.02

Performance Review

Quarter ended: **March**

Principal Activity:	CITY DEVELOPMENT	Function:	Airport
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Activity	Actions	Performance Targets/Service Level
	3.1.18.8 Monitor the extent of compliance to the Dubbo City Airport Transport Security Programme.	No breaches of transport security program
	<i>Watching brief maintained.</i>	<i>Transport Security Plan has been updated and lodged in the new entity name under Dubbo Regional Council. A minor breach was reported in February 2017, with Airlines involved receiving re-training.</i>
	3.1.18.9 Maintain attendance of Regional Infrastructure Consultancy Meeting (RICM)	Report complete on requirements for the Airport.
	<i>Watching brief maintained.</i>	<i>Meeting attended 1 March 2017.</i>
	3.1.18.10 Maintain a watching brief on developments with respect to the proposed Badgerys Creek airport	Provide Council with updated information as received, including communication with Sydney Airport Corporation directly, or via Australian Airports Association
	<i>Watching brief maintained.</i>	<i>Attended NSW Australian Airports Association meeting on 1st September 2016. Update was given on Western Sydney Airport. Federal Government still in negotiations with Sydney Airport Corporation at this stage.</i>
	4.4.1.1 Business Plans is developed for the Dubbo City Regional Airport following discussions with stakeholders.	No foreseeable business risks not identified.
	<i>Business Plan is currently being reviewed.</i>	<i>Nil identified.</i>
	4.4.1.2 Airlines are advised of any changes to fees associated with the adopted Business Plan for the Dubbo City Regional Airport three months prior to the commencement of any change in fees in accordance with IATA rules.	Council to notify airlines by March of any changes to fees.
	<i>In accordance with 2017/18 Business Plan approval.</i>	<i>Letters are drafted.</i>
Management Services - From Other Functions	Cost of services including: - management, financial, technical, information technology, and corporate overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Costs are determined by agreed brief and provided.</i>	<i>Charges are reasonable for level of service provided.</i>
Building Operations & Maintenance	Undertaken Building Asset Management Program	Buildings operational and presentable.
	<i>Routine Asset Maintenance Program in place.</i>	<i>This is being achieved.</i>
Landside Operations	Conduct regular mower and cleaning program	Grounds clean and tidy at all times.
	<i>Routine Asset Maintenance Program in place.</i>	<i>This is being achieved.</i>
Asset Management Program - Routine	Undertake Building Asset Management Program	Buildings operational and presentable.
	<i>Routine Asset Maintenance Program in place.</i>	<i>This is being achieved.</i>
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Program	Buildings operational and presentable.
	<i>Cyclic Asset Maintenance Program in place.</i>	<i>Works scheduled in annual budget for Airport Business Plan.</i>

OPERATIONAL PLAN

Function No. 5.02

Performance Review

Quarter ended: **March**Principal Activity: **CITY DEVELOPMENT**Function: **Airport****Financial Statement**

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-3,508,891	-166,285	-101,874	-3,777,050	-97,212	1	-3,874,262	-2,849,811
Expenditure	2,788,353	100,438	5,966	2,894,757	-2,730	2	2,892,027	2,026,499
Operating Total	-720,538	-65,847	-95,908	-882,293	-99,942		-982,235	-823,312
Capital								
Income	-720,634	0	0	-720,634	0	3	-720,634	-482,430
Expenditure	978,581	95,030	136,430	1,210,041	-180,969	4	1,029,072	348,596
Capital Total	257,947	95,030	136,430	489,407	-180,969		308,438	-133,834
Available Funds Movement Prior to Restricted Asset Funding	-462,591	29,183	40,522	-392,886	-280,911		-673,797	-957,146
Restricted Assets	147,591	-29,183	-40,522	77,886	280,911	5	358,797	358,797
Funds Available to (-), or Required From Rates and Other Council Revenue	-315,000	0	0	-315,000	0		-315,000	-598,349

Note	Details
1	Operating income has increased by \$97,212 mainly due to grant funding contribution for design phase of lighting upgrade and tarmac strengthening project.
2	No significant variance to budget.
3	No variance to budget.
4	Capital expenditure has decreased by \$180,969 mainly due to the advanced design works for the lighting upgrade and tarmac strengthening project \$100,000 and the carry over to 2017/2018 of the security car park \$280,911.
5	Transfers to restricted assets have increased by \$280,911 due to the carry over to 2017/2018 of the security carpark.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective	Prev.	Est	YTD
Number of aircraft landings	9,981	9,400	6,981	Total operating expenses per passenger	\$11.53	\$11.33	\$11.68	Percentage of inspections that satisfy CASA requirements	100%	100%	100%
Number of passengers per annum	203,294	185,000	126,012		% Availability of aerodrome for unrestricted use	100%	100%	100%			
					Number of written complaints	Nil	Nil	2			

OPERATIONAL PLAN

Function No. 5.02

Performance Review

Quarter ended: **March**Principal Activity: **CITY DEVELOPMENT**

Function:

Airport

Key Projects

Capital Works Program

Airport - Acquisition of Assets 01.09200 - Airport - Plant & Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6942 - Ground to Air Radios - Airport Vehicles <i>Project completed.</i>	0	0	2,076	0	2,076	2,076
6943 - Ground Power Unit <i>Project completed.</i>	0	0	14,995	0	14,995	14,995
01.09200 - Airport - Plant & Equipment Total	0	0	17,071	0	17,071	17,071

Airport - Acquisition of Assets 01.09201 - Airport Furniture & Fittings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6940 - Cafe Equipment <i>Project completed.</i>	0	0	717	0	717	717
01.09201 - Airport Furniture & Fittings Total	0	0	717	0	717	717

Airport - Asset Renewals - Maintenance 01.09208 - Airport - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6977 - 43L Bunglegumbie Rd - New Water Tank <i>Project completed.</i>	0	0	4,800	0	4,800	4,800
01.09208 - Airport - Other Structures Total	0	0	4,800	0	4,800	4,800

OPERATIONAL PLAN

Function No. 5.02

Performance Review

Quarter ended: **March**

Principal Activity: CITY DEVELOPMENT	Function: Airport
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Airport - Asset Renewals - Maintenance 01.09210 - Airport - Other Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6950 - Zip Tap Installed NTL Kitchenette Area <i>Project completed.</i>	0	0	3,741	-58	3,683	3,683
01.09210 - Airport - Other Assets Total	0	0	3,741	-58	3,683	3,683

Airport - Asset Renewals - Maintenance 01.09212 - Airport - Infrastructure Pavements	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6952 - Runway 05/23 Lighting Replacement	30,000	0	0	0	30,000	1,524
6956 - Design Asphalt Overlay Runway 05/23	40,000	40,000	108,521	100,000	288,521	224,149
6960 - Internal Road From RFS to New GA Area	250,000	40,000	0	0	290,000	5,378
6961 - Extend GA Apron/Foxtrot Taxiway	0	50,000	0	0	50,000	24,016
6974 - NSRF - Stage 1 - Road/Drainage Services <i>Ongoing.</i>	0	0	1,580	0	1,580	1,580
01.09212 - Airport - Infrastructure Pavements Total	320,000	130,000	110,101	100,000	660,101	256,647

Airport - Asset Renewals - Maintenance 01.09213 - Airport Infrastructure - Roads	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6956 - Security Car Park <i>Balanced and carried over 2017/2018.</i>	308,581	-24,690	0	-280,911	2,980	2,980
6962 - Hire Car Car Park	350,000	-21,480	328,520	0	328,520	32,289
01.09213 - Airport Infrastructure - Roads Total	658,581	-46,170	328,520	-280,911	331,500	35,269

OPERATIONAL PLAN

Function No. 5.02

*Performance Review*Quarter ended: **March****Principal Activity: CITY DEVELOPMENT****Function:****Airport**

Airport - Asset Renewals - Maintenance	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09215 - Asset Renewal Airport - Buildings						
6905 - Roof Replacement 43L Bunglegumbie Rd <i>Project completed.</i>	0	11,200	0	0	11,200	11,200
01.09215 - Asset Renewal Airport - Buildings Total	0	11,200	0	0	11,200	11,200

OPERATIONAL PLAN

Function No. 5.03

Performance Review

Quarter ended: March

Principal Activity: **CITY DEVELOPMENT**Function: **City Development**

**Manager Responsible: City Development and
Communications
Ms Natasha Comber**

Function Objectives:

Facilitate the economic development of the City, implementation of the adopted Economic Development Strategy Plan with a view to increasing employment opportunities and maintaining population growth within the City along with expanding the level of services available to the regional community.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Economic Development	1.1.6.1 Provide support to businesses / agencies endeavouring to recruit skilled workers to the City.	No examples of opportunities to support industry sector recruitment campaigns overlooked.
	<i>695 Jobs uploaded to the Dubbo Jobs website July – March 2017.</i>	<i>Support continues to major industries such as Corrective Services, NSW Police, NSW Health and University of Rural Health in recruiting skilled professionals to the Local Government Area.</i>
	2.2.5.9 Develop a mining industry services development strategy.	Strategy to be developed by August 2016.
	<i>The adopted Mining Services Action Plan is being implemented as part of the adopted Economic Development Action Plan.</i>	<i>Action Plan being implemented.</i>
	4.1.1.1 Undertake an annual review of the Economic Development Strategy.	No reasonable criticism of strategy and action plan implementation. Review due May annually.
	<i>Review undertaken in August 2016.</i>	<i>Review undertaken in August 2016 to allow for the development of a bridging Economic Development Action Plan for the new Local Government Area.</i>
	4.1.1.2 Develop the annual Economic Development Action Plan.	Plan is to be developed in May and adopted by 30 June annually.
	<i>Action plan developed in August 2016.</i>	<i>Plan adopted by Council in August 2016.</i>
		<i>Quarterly report submitted to Council in December 2016.</i>
		<i>Quarterly report submitted to Council in March 2016</i>
	2.4.1.2 Undertake an annual review of the Economic Profile of the City.	Economic Profile updated by June annually.
	<i>Online economic profile updated regularly with release of new Australian Bureau Statistics and Tourism Research Australia data.</i>	<i>Quarterly updates of population and tourism research integrated into public economic profile and economic modelling software.</i>
<i>2016 hard copy investment prospectus in development. Delayed due to Amalgamation.</i>	<i>Updated Population Projections for Dubbo City completed July 2016.</i>	
<i>Dubbo Data Centre updated.</i>	<i>Western Plains Economic Profile completed July 2016.</i>	
<i>Local Government Area profile completed.</i>	<i>Dubbo City and Dubbo Region Economic Profile completed for Dubbo Regional Council.</i>	
	<i>Dubbo City and Dubbo Region Population Projections completed for Dubbo Regional Council.</i>	

OPERATIONAL PLAN

Function No. 5.03

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: City Development
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Activity	Actions	Performance Targets/Service Level
	4.1.2.5 City Marketing program (web, media) support the attraction of skilled professionals.	A minimum of 6,895 skilled professionals in the City (increased from 6,157) (measured through the ABS Census).
	<i>Evocities Dubbo Jobs website maintained.</i>	There are 10,535 skilled professionals in the City. Including categories of professionals, clerical and administration, technicians, trades and managers.
	<i>Evocities digital marketing program being implemented.</i>	
	<i>Evocities positive media program being supported.</i>	
<i>New Evojobs platform developed.</i>		
	<i>Evojobs platform launched with advertising and PR campaign undertaken.</i>	
	<i>Local case studies provided to Evocities PR Officer.</i>	
	<i>Wellington residential attraction video and local case studies developed to support Correctional Centre attraction of staff.</i>	
	<i>Resident enquiry management process established.</i>	
	<i>Dubbo Regional Council Website updated to support New Resident engagement (Wellington & Dubbo).</i>	
	<i>Updated content on the 'Love the life we live' website including links to the new Wellington Visitor/New Resident Guide.</i>	
	2.2.5.8 Participate in the DCC / University of New South Wales mining working party to promote Dubbo as a Centre for sustainable mining.	Active participation on the Mining Working Party.
	This Working Party no longer exists.	No participation required to date.
City Development/Partnerships	Implement the Economic Development Strategy	Increase number of new business and expansion of existing business.
	Economic Development Action Plan Implemented.	Year to date:
	229 new and existing businesses provided with assistance through economic development services from July – March 2017.	<ul style="list-style-type: none"> • Enquiries - 93 • Projects – 21 • Support to establish, expand or set up pop up shops in the CBD – 16
	Ignite Action Plan implemented including:	<ul style="list-style-type: none"> • Introduction of the MyDubbo Card into Orana Mall • 61 businesses registered as MyDubbo Card redemption stores • comprehensive marketing campaign developed across multiple channels to promote the MyDubbo Card • 40,000 awarded through the Energise Enterprise Fund (EEF) for an Ignite Skill Building Program • Ignite Skill Building Program delivered in March for CBD business in Dubbo and Wellington
	<ul style="list-style-type: none"> • Vacant Shop Front engagement and activation with Real Estate Agents, Landlords, Artlands / BOOMDubbo and local school. • \$40K funding received through Round 2 of the Murray Darling Energize Enterprise Fund for public arts project, business activation, and proactive promotion of CBD activation. • \$40K funding received through Round 3 of the Murray Darling Energize 	

OPERATIONAL PLAN

Function No. 5.03

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: City Development
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Activity	Actions	Performance Targets/Service Level
	<p><i>Enterprise Fund for business acumen training for CBD business owners & managers.</i></p> <ul style="list-style-type: none"> • <i>\$40K funding received through Round 3 of the Murray Darling Energize Enterprise Fund for public light activation projects.</i> • <i>Ignite program Facebook page development to promote businesses and activities.</i> <i>https://www.facebook.com/dubboignite/?fref=ts</i> • <i>Seasonal activation plan drafted for the White Rhino of the Church Street Rotunda.</i> • <i>Continued analysis of the 29 CBD CCTV cameras in conjunction with Simtec and Local Area Command regarding positions, repositioning and upgrades.</i> • <i>Smile It's Christmas retail and place making activities for the CBD festive Season.</i> • <i>Introduction of myDubbo card – eftpos based gift card exclusive to Dubbo.</i> • <i>Busking Program implemented.</i> • <i>CBD Networking Group implemented</i> 	<ul style="list-style-type: none"> • <i>Analysis and investigation into parking provisions, ample parking signage and change in parking officer rotations.</i> • <i>\$40,000 received from the Murray-Darling Basin Regional Economic Diversification Program for Ignite Light Activation Program is focused on delivering targeted illumination, ambiance, safety and security to the CBD of Dubbo.</i>
Other Promotions/Activities	<p>4.1.2.1 Continue to partner with other regional cities in the "Evocities" programme.</p> <p><i>Membership maintained.</i></p> <p><i>Dubbo Jobs website maintained: 829 jobs and business opportunities uploaded for Dubbo LGA. 128,090 visits to the portal have been recorded to March 2017.</i></p>	<p>Evocities membership is maintained.</p> <p><i>18.639 visitors to Evocities website January – March 2017.</i></p> <p><i>21,874 visitors to Evojobs website January – March 2017.</i></p> <p><i>30 national/metro editorials achieved July 2016 – March 2017.</i></p> <p><i>Evocities digital marketing program has been supported through regular posting on Facebook, Twitter and Linked In.</i></p> <p><i>\$20,000 advertising plan to promote the 2016 Evocities MTB Series utilising event funding provided by Destination NSW implemented.</i></p> <p><i>Regular blog content to drive visitation to the new Evocities website developed.</i></p> <p><i>New Welcome post card initiative commenced.</i></p> <p><i>New Evojobs launch.</i></p> <p><i>Evomtb series event report completed.</i></p>
Management Services - from other Functions	<p>Cost of services including: - management, technical, information technology and corporate overhead provided to this function.</p> <p><i>Costs are determined by agreed brief and provided.</i></p>	<p>Amount charged are accepted as reasonable for the level of service provided.</p> <p><i>Charges are reasonable for level of services provided.</i></p>

OPERATIONAL PLAN

Function No. 5.03

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: City Development
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Activity	Actions	Performance Targets/Service Level
Economic Development Projects	<p>4.1.1.3 Implement the annual Economic Development Action Plan.</p> <p><i>Economic Development Action Plan implemented including.</i></p> <ul style="list-style-type: none"> • <i>Economic profile of the City maintained and public access to statistics provided for both Community and Economic Profiles.</i> • <i>Business attraction and investment service provided.</i> • <i>Business retention and expansion services provided.</i> • <i>Dubbo business training calendar maintained.</i> • <i>Economic modelling service provided.</i> • <i>Monthly tourism market report collated and distributed.</i> • <i>Support and facilitation of the Dubbo Accommodation Network maintained.</i> • <i>Support and facilitation of Destination Management Working group maintained.</i> • <i>Product development assistance provided to Dubbo Observatory, Royal Flying Doctor Service, Dundullimal, National Parks, local flying business.</i> • <i>Tourism Circuit signage completed.</i> • <i>Participated in regional economic opportunities and infrastructure priorities project.</i> • <i>High level support provided to Regional Development Australia Orana to support attendance at an expo in in China.</i> • <i>Supported development of video to promote region as Super Centre with direct agricultural trade to China.</i> • <i>Family of CSU undertaken.</i> • <i>Regional Platters agriculture workshops completed.</i> • <i>Economic support provided to potential solar investor, transport business, health service, river trails project, hospitality service, Accommodation operator & visitor experience.</i> • <i>Hosted family for potential Aboriginal Tourism Development.</i> • <i>Regional Platters Guide developed in partnership with involves 30 Producers and 6 Tour operators across 7 Local government Areas and was launched on 10 March at the DRTCC.</i> • <i>Successful Round 3 Murray Darling Basin Energise Enterprise Fund application (\$25,000) to conduct LGA Freedom Camper Economic Study</i> • <i>Successful Round 3 Murray Darling Basin Energise Enterprise Fund application (\$35,000) to conduct Business Development Program across the LGA</i> 	<p>Responsible parties are monitored for timeliness of actions</p> <p><i>Parties monitored.</i></p> <p><i>All actions completed in a timely manner and in accordance with Economic Development Action Plan.</i></p>

OPERATIONAL PLAN

Function No. 5.03

Performance Review

Quarter ended: March

Principal Activity:	CITY DEVELOPMENT	Function:	City Development
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Activity	Actions	Performance Targets/Service Level
	<ul style="list-style-type: none"> • <i>Wellington Visitor and New Resident video developed</i> • <i>Wellington resident case studies developed</i> • <i>Membership to Small business friendly Council' initiative supported</i> • <i>Obtained \$10,000 to support delivery of 2 back to business events in February</i> • <i>'Easy to do business' Service NSW program supported.</i> • <i>Presented at regional and Sydney Recruitment events in partnership with the Wellington Correction Centre.</i> • <i>Hosted city tour form Indian and Japanese Counsel General.</i> 	
	4.1.3.1 Implement the Economic Development Strategy for the City.	The level of development in the City increases as measured by annual Development Application Values.
	<i>Economic Development Action Plan being implemented.</i>	<i>495 development applications worth an estimated \$128,825,049 achieved year to date.</i>
	4.1.3.2 Develop and publish an annual economic/demographic profile of the City.	Due March annually. Published by June.
	<i>Online Economic and Community profiles of the City maintained.</i>	<i>Updated Population Projections for Dubbo City completed July 2016 and made available on-line.</i>
	4.1.3.3 Report quarterly on the implementation of the Economic Development Strategy.	Reports submitted in the financial reporting cycle
	<i>This is being achieved.</i>	<i>March 2017 report submitted.</i>
	4.1.3.4 Support and promote local business development activities, such as development programmes, seminars and business awards.	Minimum of two development programmes are supported
	<ul style="list-style-type: none"> • <i>Maintained business training calendar</i> • <i>Renewed membership with Dubbo Chamber of Commerce.</i> • <i>Gold supporter 2016 Orana Mutual Chamber of Commerce Business Awards</i> • <i>Ongoing support and facilitation of the Ignite Program.</i> • <i>Continued support provided to the Dubbo Accommodation Network.</i> • <i>City Development Partnership Program membership opportunities and benefits promoted.</i> • <i>Facilitation of grant information to local businesses for infrastructure development projects.</i> • <i>Submitted Round 3 Murray Darling Basin Energise Enterprise Fund applications – Ignite Program, Business Development Program and Freedom Camper Economic Study.</i> • <i>Active lead in Destination Management activities</i> 	<p><i>Received \$20,000 in Round 2 Murray Darling Basin Energise Enterprise Fund applications for Regional Agricultural Trails Project.</i></p> <p><i>Regional Platters industry workshops completed.</i></p> <p><i>Wellington Correctional Centre Expansion Opportunities Paper and Action plan adopted by Council in December 2016. Action plan being implemented including development of a Wellington New Resident Guide and support for Wellington Correctional Centre recruitment activities.</i></p> <p><i>Received \$40,000 in Round 2 Murray Darling Basin Energise Enterprise Fund for Ignite activation activities (website, MyDubbo Card).</i></p> <p><i>Introduction of myDubbo - an EFTPOS based gift card which can be used to purchase goods and services in any participating local store in Dubbo. Currently 60 redemption stores are activated.</i></p>

OPERATIONAL PLAN

Function No. 5.03

Performance Review

Quarter ended: March

Principal Activity:	CITY DEVELOPMENT	Function:	City Development
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Activity	Actions	Performance Targets/Service Level
A diverse and sustainable business sector, with the skills and business acumen to develop, grow and prosper	<ul style="list-style-type: none"> • <i>Quarterly Economic development newsletter provided to local businesses.</i> • <i>Regional Platter Workshops complete</i> • <i>My Dubbo Card in market.</i> • <i>Attended Destination NSW forum.</i> • <i>Attended Economic Development Officer network meeting.</i> • <i>Facilitated Destination Management Working Group Meeting.</i> • <i>Regional platters guide launched in partnership with industry in March</i> • <i>Back to business presentations supported by \$10,000 Grant from NSW Department of Industry. Presentations open to all LGA businesses free of Charge. A presentation was also delivered to Dubbo and Wellington Chamber Members at a Dubbo Chamber Breakfast.</i> 	<p><i>Received \$35,000 in Round 3 Murray-Darling Basin Energise Enterprise Fund For LGA Business Development Program.</i></p> <p><i>Murray-Darling Basin Energise Enterprise Fund Round 3 provided \$40,000 grant for Ignite Skill Activation program & \$40,000 Ignite Light Activation project.</i></p>
	4.1.3.5 Support where necessary initiatives by major investors to establish operations in Dubbo.	Provide support as necessary.
	<i>All enquiries have been responded to appropriately.</i>	<i>Provided support to 26 potential new businesses and/or investors.</i>
	4.1.3.6 Quarterly update programme is implemented to monitor and maintain key statistical information.	All information supplied to prospective investors is accurate, relevant and timely.
	<i>Program implemented.</i>	<i>Information provided as appropriate.</i>
	Develop prospectus for attraction and retention of industry and residents.	Adopt and implement prospectus.
	<i>Local Government Area prospectus to be developed in June 2017 and Local Government Area Economic Profile developed for prospective investors.</i>	<i>Local Government Area prospectus to be developed in June 2017.</i>
	<i>Dubbo investment website refreshed. Wellington New Resident Guide developed.</i>	
	Review existing Economic Development Plan and establish clear and identifiable linkages with Orana Regional Action Plan.	Adopt and implement plan.
	<i>Economic Development Action Plan reflects relevant Activities. Ongoing communication with Regional Development Australia Orana is being maintained.</i>	<i>Action plan being implemented.</i>
A recognized "Wellington" brand that promotes the opportunities and benefits of living, working or visiting the local government area.	Develop promotion plan for Wellington targeted at the attraction of residents and major project relocations.	Branding Marketing Strategy Economic Development prospectus Investment/relocation (residents) prospectus
	<i>Wellington New Resident Guide completed.</i>	<i>Developed Wellington Correctional Centre Opportunities Paper and Action Plan.</i>
	<i>Wellington New Resident video completed.</i>	<i>Developed Wellington Visitor and New Resident Guide.</i>
	<i>Enquiry management process for Wellington New Resident enquiries established.</i>	<i>Wellington included in the Rhino Adventure visitor experience.</i>
		<i>Creation of Jingle on the Bell promotion including spend local promotion.</i>

OPERATIONAL PLAN

Function No. 5.03

Performance Review

Quarter ended: March

Principal Activity:	CITY DEVELOPMENT	Function:	City Development
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Activity	Actions	Performance Targets/Service Level
		<p><i>Wellington Boot promotion completed.</i></p> <p><i>Wellington Caves promoted significantly in the Brisbane and Melbourne Train promotion for 'fly to a great adventure' campaign.</i></p>
<p>Medical and specialist services are available and accessed across the local government area</p> <p>A strong agricultural sector with increased value adding of locally produced commodities</p>	<p>Community economic development projects.</p> <p><i>Wellington Correctional Centre Expansion Opportunities Paper and Action plan adopted by Council in December 2016. Project included consultation with 60 stakeholders.</i></p> <p><i>Regional Platters Program developed in partnership with 60 producers and 6 tour operators and 7 Local Governments.</i></p>	<p>Small business friendly Council participation Renew Wellington project</p> <p><i>Council remains small business friendly.</i></p>
	<p>Support programmes which assist in attracting medical professionals to the local government area.</p> <p><i>New Wellington New Resident Guide developed.</i></p> <p><i>Content on the 'Love the life we live' website including links to the new Wellington Visitor/New resident Guide.</i></p> <p><i>New resident page on Council website update to reflect LGA approach to managing new resident enquiries.</i></p>	<p>Support the Wellington Learning Committee who link medical students to training opportunities in Wellington through Sydney University and Rural Far West.</p> <p><i>No Action to date.</i></p>
	<p>Support and encourage a strong agricultural sector.</p> <p><i>4 Wellington and 4 Dubbo based businesses are participating in the Regional Platters program.</i></p>	<p>Provide support for fundraising, promotional projects and grant applications within the sector Planning proposals to support growth and development.</p> <p><i>Regional Platters Program being implemented.</i></p>

Financial Statement:

	2016 /2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	0	-20,000	-70,000	-90,000	-100,000	1	-190,000	-120,273
Expenditure	855,012	179,712	90,300	1,125,024	100,000	2	1,225,024	685,472
Operating Total	855,012	159,712	20,300	1,035,024	0		1,035,024	565,199
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	855,012	159,712	20,300	1,035,024	0		1,035,024	565,199
Restricted Assets	32,950	-131,591	-20,300	-118,941	0	5	-118,941	32,950
Funds Available to (-), or Required From Rates and Other Council Revenue	887,962	28,121	0	916,083	0		916,083	598,149

OPERATIONAL PLAN

Function No.

5.03

Performance Review

Quarter ended:

March

Principal Activity: CITY DEVELOPMENT**Function:****City Development**

Note	Details
1	Operating income has increased by \$100,000 due to grant funding for the Ignite Light Activation, Ignite Skill Building, Business Development, Freedom Camping and Back to Business Projects.
2	Operating expenditure has increased by \$100,000 due to the Ignite Light Activation, Ignite Skill Building, Business Development, Freedom Camping and Back to Business Projects
3	No variance to budget.
4	No variance to budget.
5	No variance to budget.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Number of enquiries for assistance/ information received by Economic Development	276	170	239	Cost per enquiry	\$1,067	\$1,276	\$743.23	Customer satisfaction with Economic Development services	100%	80%	100%
City Development Programs implemented/supported	12	15	8					Estimate Residential Population (ABS)	41,934	41,384	51,007
Number of enquiries managed via Evo Central	326	370	394	Enquires Resulting in Actual New Residents	177 household (329 individuals)	135	203 household (133 individuals)	Number of complaints	Nil	Nil	Nil
Number of Industry Family and network events attended	12	12	8					Number of subscriptions to City Development Invest in Dubbo Newsletter	186	150	517
Number of City Development Invest in Dubbo newsletters	4	4	2								

Key Projects**Operational Program**

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
1571 - Economic Development - Projects	100,000	0	26,110	39,150	165,260	90,060
1593 - CBD Ignite Project	115,853	101,591	0	20,000	237,444	138,920
01.00433 - Economic Development Projects Total	215,853	101,591	26,110	59,150	402,704	228,980

OPERATIONAL PLAN

Function No. 5.04

Performance Review

Quarter ended: March

Principal Activity: **CITY DEVELOPMENT**Function: **Property Development**

**Manager Responsible: Manager Commercial Facilities
Mr Simon Tratt**

Function Objectives:

To undertake a residential land development programme which provides land at market prices in response to market forces and which provides funding for On-going development opportunities and provides funding for one off major projects. Provides an annual dividend to general Revenue.

To provide sufficient land at the shortest possible lead time of industrial land to meet market requirements with such land marketed at a break-even price.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Actions	Performance Targets/Service Level
Ground Maintenance / Sundries	Implement a regular grounds maintenance program	All grounds clean and tidy, and in serviceable condition.
	Maintenance program implemented.	This is being achieved.
Residential Land - Management Services.	Cost of services including: - management, financial, technical, information technology and corporate overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided.
	Costs are determined by agreed brief and provided.	Charges are reasonable for level of service provided.
	4.4.2.3 Undertake construction of residential allotments based on market conditions.	Meet residential land market requests and achieve a ROI of 10%. ROI to include land value at its purchase price plus CPI
Other Land	Keswick Stage 4 Release 3 construction completed February 2017. There are currently 9 lots available to purchase off the plan in release 3A & a further 6 dual occupancy lots to be auctioned. There are no remaining lots currently for sale in Keswick Stage 4 Release 2.	ROI for all current projects exceeds 10%.
	Costs of investigating acquisition of property outside of councils portfolio	Undertake necessary investigation in a cost effective manner and accurately capture all costs
Industrial Land- Management Services	Ongoing on an as required basis.	Feasibility studies undertaken to assess acquisitions.
	Co-ordinate the design, construction and sale of industrial land.	Have a minimum of 5 service industrial allotments available for sale
Property Portfolio - Management Services	Moffatt Stage 3 construction design plans are currently being prepared by Tech Support.	This is being achieved.
	Oversee the Council Property Portfolio	Meet all Council land requests
	Ongoing.	This is being achieved.
	Develop a user friendly portfolio, including land acquisitions and disposals policies	Policies and portfolio documentation must be complete, logical and able to be understood and implemented
Property Portfolio - Management Services	Delayed due to amalgamation process.	This is being achieved. Policy details the processes for different situations.
	4.4.2.1 Maintain a comprehensive database of property market statistics and indicators from which to monitor the Dubbo market for residential and industrial development.	10% return on investment (measured by net profit over assets employed, on a commercial accounting basis).
	Ongoing.	This is being achieved.

OPERATIONAL PLAN

Function No. 5.04

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: Property Development
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Activity	Actions	Performance Targets/Service Level
	4.4.1.1 Business Plans are developed for the Dubbo City Regional Airport, Regional Livestock Markets, Dubbo City Holiday Park and Property Development following discussions with stakeholders.	No foreseeable business risks not identified.
	Review of Business Plans commenced in November 2016.	Nil identified.
	1.4.4.2 Identify and take advantage of opportunities to add to Council's land portfolio in regard to the "River spine" of the urban area as defined in the Open Space Masterplan and Recreation Strategy.	Maintain watching brief to identify opportunities
	Ongoing. Actioned as opportunities arise.	This is being achieved.

FINANCIAL STATEMENT:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-2,794,031	71,642	-36,288	-2,758,677	-519,684	1	-3,278,361	-2,808,285
Expenditure	213,330	15,209	2,429	230,968	9,000	2	239,968	183,331
Operating Total	-2,580,701	86,851	-33,859	-2,527,709	-510,684		-3,038,393	-2,624,954
Capital								
Income	-504,070	730,000	0	225,930	0	3	225,930	0
Expenditure	4,409,891	-950,370	33,859	3,493,380	0	4	3,493,380	1,710,067
Capital Total	3,905,821	-220,370	33,859	3,719,310	0		3,719,310	1,710,067
Available Funds Movement Prior to Restricted Asset Funding	1,325,120	-133,519	0	1,191,601	-510,684		680,917	-914,887
Restricted Assets	-1,562,120	147,431	0	-1,414,689	510,684	5	-904,005	-114,257
Funds Available to (-), or Required From Rates and Other Council Revenue	-237,000	13,912	0	-223,088	0		-223,088	-1,029,144

Note	Details
1	Operating income has increased by \$519,684 mainly due to an increase in Residential sales \$1,180,418 less development costs for headworks charges \$80,047 and a decrease in Industrial sales \$579,320.
2	Operating expenditure has increased by \$9,000 due to increased expenditure for other land investigations.
3	No variance to budget.
4	No variance to budget.
5	Transfers from restricted assets have decreased by \$510,684 mainly due to the increase in operating income.

Key Performance Indicators – Land Development

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
	No	Yes	No								
Review residential and industrial land holdings and report to Council	No	Yes	No	No. of residential land available for sale	3	33	15	Number of industrial lots available for sale - Moffatt Estate	5	5	4

OPERATIONAL PLAN

Function No. 5.04

Performance Review

Quarter ended: **March**

Principal Activity: CITY DEVELOPMENT	Function: Property Development
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Number of lots sold											
- Industrial	1	3	1	Respond to all land sales within 24 hours	95%	95%	100%				
- Residential	23	15	23								
Review and provide a report on DCC Property Portfolio	Delayed due to amalgamation	Yes	Delayed due to amalgamation	Residential Return on Investment % (including land value)	13.5%	13%	14.3%	Feasibility analysis provided with all industrial developments	N/A	Yes	N/A
								Feasibility analysis provided with all residential developments	Yes	Yes	Yes
Number of Projects assistance required	10	6	7	Acquisitions and Disposals Strategy is adopted by Council	No	Yes	No	Number of Acquisitions and Disposals processed	5	6	4
Audit Council Maintenance Schedule for Property	ongoing	Yes	No	Building asset management plan updated annually and adopted by Council	No	Yes	Yes	All projects are managed to the agreed brief	Yes	Yes	Yes

Key Projects

Capital Works Program

Property Development - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09234 - Assets Const - Land Development - Stormwater						
7027 - Keswick Stage 4 Release 3A <i>Project not complete, adjustments to be made to proportion costs between Release 3A and 3B on completion of project.</i>	200,000	92,740	10,747	0	303,487	303,487
7072 - Keswick Stage 4 Release 3B	407,000	-197,900	-10,747	0	198,353	0
7073 - Keswick RFBI Re-alignment <i>Project Completed.</i>	0	0	3,493	0	3,493	3,493
01.09234 - Assets Const - Land Development - Stormwater Total	607,000	-105,160	3,493	0	505,333	306,980

OPERATIONAL PLAN

Function No. 5.04

Performance Review

Quarter ended: **March**

Principal Activity: CITY DEVELOPMENT	Function: Property Development
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Property Development - Acquisition of Assets 01.09238 - Assets Const - Land Development - Water	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7027 - Keswick Stage 4 Release 3A	160,000	26,960	0	0	186,960	17,434
7073 - Keswick Stage 4 Release 3B	220,000	-116,680	0	0	103,320	0
01.09238 - Assets Const - Land Development - Water Total	380,000	-89,720	0	0	290,280	17,434

Property Development - Acquisition of Assets 01.09240 - Assets Const - Land Development - Sewer	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7074 - Keswick Stage 4 Release 3A <i>Project not complete, adjustments to be made to proportion costs between Release 3A and 3B on completion of project.</i>	60,000	220,440	87,554	0	367,994	367,994
7076 - Keswick Stage 4 Release 3B	125,000	71,800	-87,554	0	109,246	0
01.09240 - Assets Const - Land Development - Sewer Total	185,000	292,240	0	0	477,240	367,994

Property Development - Acquisition of Assets 01.09242 - Assets Const - Land Development - Roads	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7051 - Moffatt Estate	700,000	-700,000	0	0	0	0
7080 - Keswick Stage 5 - Works Services	605,000	0	0	0	605,000	283,153
7082 - Keswick Stage 4 Release 3A - 36 Lots <i>Project not complete. Adjustments to be made to relevant accounts.</i>	900,000	-347,730	0	0	552,270	704,140
01.09242 - Assets Const - Land Development - Roads Total	2,205,000	-1,047,730	0	0	1,157,270	987,293

OPERATIONAL PLAN

Function No. 5.04

*Performance Review*Quarter ended: **March**

Principal Activity:	CITY DEVELOPMENT	Function:	Property Development
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Property Development - Acquisition of Assets 01.09243 - Assets Const - Land Development - Land	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7091 - Part Lot 20 DP 817323 - 25 Purvis Lane <i>Project Completed.</i>	0	0	30,366	0	30,366	30,366
01.09243 - Assets Const - Land Development - Land Total	0	0	30,366	0	30,366	30,366

OPERATIONAL PLAN

Function No. 5.05

Performance Review

Quarter ended: March

Principal Activity: **CITY DEVELOPMENT**Function: **Dubbo City Holiday Park**

**Manager Responsible: Manager Commercial Facilities
Mr Simon Tratt**

Function Objectives:

To operate a star Holiday Park at a minimum AAAT classification of 4 stars, that provides facilities and services consistent with contemporary tourist expectations which operates at no cost to ratepayers and generates income to undertake improvement whilst providing an annual dividend to General Revenue.

Activity	Actions	Performance Targets/Service Level
Management Services - from other functions	Cost of services including:- management , financial, technical, information technology and corporate	Amounts charged are accepted as reasonable for the level of service provided.
Management Services	<p>Costs are determined by agreed brief and provided.</p> <p>4.4.1.1 Business Plans are developed for the Dubbo City Regional Airport, Regional Livestock Markets, Dubbo City Holiday Park and Property Development following discussions with stakeholders.</p>	<p>Charges are reasonable for level of service provided.</p> <p>No foreseeable business risks not identified.</p>
	<p>Review of Business Plans commenced in November 2016.</p> <p>4.4.4.1 Monitor security breaches and develop strategies where appropriate to ensure Park remains a safe environment for users.</p>	<p>Nil identified. Monitoring ongoing.</p> <p>No examples of reasonable criticism of the operation and/or facilities of the park.</p>
	<p>This is being achieved. A Night watchman continues to be employed at Park by ATPM.</p> <p>4.4.4.2 Review the rating criteria developed by AAA Tourism to ensure that the Park's long term Capital Improvement Programme is relevant to achieving a minimum 4 star rating.</p>	<p>Nil identified. Customer feedback forms are reviewed weekly.</p> <p>AAA Tourism rating is four (4) stars.</p>
Grounds Operations	<p>Ongoing.</p> <p>Conduct regular pool & playground maintenance program</p>	<p>4 star rating maintained.</p> <p>All grounds clean and tidy</p>
	<p>Regular maintenance and inspections are undertaken.</p>	<p>This is being achieved.</p> <p>Maintain AAAT rating</p> <p>This is being achieved.</p> <p>Pool & Playground are clean, safe and functional.</p> <p>This is being achieved.</p>
Marketing & Promotion	<p>4.4.4.4 Implement a promotion programme which includes membership of the Top Tourist Park chain.</p>	<p>Costs incurred are measurable and reasonable for the returns achieved.</p>
	<p>Marketing campaigns are developed in conjunction with ATPM and implemented.</p>	<p>This is being achieved.</p>
Building Operations	<p>Conduct regular building maintenance program.</p>	<p>All buildings clean, safe and serviceable</p>
	<p>Ongoing.</p>	<p>This is being achieved.</p>
Asset Management Program - Routine	<p>Undertaken Building Asset Management Program</p>	<p>Buildings operational and presentable</p>
	<p>Completed using buildings PLUS software program.</p>	<p>This is being achieved.</p>
Asset Management Program - Cyclic	<p>4.4.4.5 Review and update the Capital Works Programme to ensure that the Caravan Park remains one of the leading caravan parks in the region.</p>	<p>Buildings maintained in a satisfactory condition.</p>
	<p>Capital works program adopted by Council and 90% complete.</p>	<p>This is being achieved.</p>
	<p>4.4.4.6 Develop and implement a quality assurance programme for the Park.</p>	<p>Program has systematic measurement, compares to a standard, includes process monitoring and feedback loop.</p>
	<p>Utilising quality assurance programme of ATPM.</p>	<p>Monitored regularly by Site Managers.</p>

OPERATIONAL PLAN

Function No. 5.05

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT Function: Dubbo City Holiday Park

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-1,590,527	0	-3,000	-1,593,527	0	1	-1,593,527	-1,091,614
Expenditure	1,410,104	0	-20,060	1,390,044	0	2	1,390,044	962,356
Operating Total	-180,423	0	-23,060	-203,483	0		-203,483	-129,258
Capital								
Income	-159,635	0	0	-159,635	0	3	-159,635	-116,056
Expenditure	202,000	70,600	23,060	295,660	27,276	4	322,936	181,900
Capital Total	42,365	70,600	23,060	136,025	27,276		163,301	65,844
Available Funds Movement Prior to Restricted Asset Funding	-138,058	70,600	0	-67,458	27,276		-40,182	-63,414
Restricted Assets	-61,942	-70,600	0	-132,542	-27,276	5	-159,818	-86,586
Funds Available to (-), or Required From Rates and Other Council Revenue	-200,000	0	0	-200,000	0		-200,000	-150,000

Note	Details
1	No variance to budget.
2	No variance to budget.
3	No variance to budget.
4	Capital expenditure has increased by \$27,276 mainly due to increased scope of works for the Southern Amenities refurbishment.
5	Transfers from restricted assets has increased by \$27,276 mainly due to increased scope of works for the Southern Amenities refurbishment.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Number of				Total operating				% Utilisation of			
- Family Unit 6 berth	3	3	3	Operating Expenses per site (134 sites)	\$10,476	\$7,492	\$6,549	- Family Units 5 berth	41	60	48
- Family Unit 5 berth	5	5	3					- Family Units 6 berth	40	65	58
- Deluxe Cabin	8	8	8	Average Length of Stay	1.96	2	1.97	- Deluxe Cabin	68	73	64
- Family Budget Cabin	8	8	8					- Family Budget Cabin	56	70	61
- Studio Cabin	9	9	9					- Studio Cabin	80	73	73
- Ensuite Powered Sites	10	10	10					- Ensuite Powered Sites	52	55	52
- Drive thru	27	30	30					- Drive thru Sites	70	80	61
- Powered sites	42	42	42					- Powered Sites	47	65	60
- Tent sites	19	9	9					- Tent Sites	15	15	18
- Unpowered Caravan Sites	0	10	12					- Unpowered Caravan Sites	0	50	18
	131	134	134								

OPERATIONAL PLAN

Function No. 5.05

Performance Review

Quarter ended: **March**

Principal Activity:	CITY DEVELOPMENT	Function:	Dubbo City Holiday Park
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
No. of sites used per annum	23,126	24,000	16,150					Has Park maintained its 4 Star AAAT rating	Yes	Yes	Yes
								Number of written complaints relating to facilities or staff	1	1	1

Key Projects

Capital Works Program

Holiday Park - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09263 - Holiday Park - Plant & Equipment						
7089 - Washing Machine/Dryers <i>Project completed.</i>	0	4,600	0	0	4,600	4,600
01.09263 - Holiday Park - Plant & Equipment Total	0	4,600	0	0	4,600	4,600

Holiday Park - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09277 - Holiday Park - Other Structures						
7142 - Shade Sails - Jumping Pillow <i>Project completed.</i>	35,000	0	10,325	0	45,325	45,325
01.09277 - Holiday Park - Other Structures Total	35,000	0	10,325	0	45,325	45,325

Holiday Park - Asset Renewals - Maintenance	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09262 - Holiday Park - Other Assets						
7080 - Concrete Pool Relining	12,000	0	0	0	12,000	0
7082 - Upgrade caravan & ensuite sites <i>Project completed.</i>	0	0	28,705	0	28,705	28,705
01.09262 - Holiday Park - Other Assets Total	12,000	0	28,705	0	40,705	28,705

OPERATIONAL PLAN

Function No. 5.05

Performance Review

Quarter ended: **March**

Principal Activity: CITY DEVELOPMENT	Function: Dubbo City Holiday Park
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Holiday Park - Asset Renewals - Maintenance 01.09265 - C/Park - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7090 - Jumping Pillows <i>Project completed.</i>	40,000	-26,000	0	-2,614	11,386	11,386
7102 - Trampoline <i>Project completed.</i>	0	7,000	0	-110	6,890	6,890
01.09265 - C/Park - Other Structures Total	40,000	-19,000	0	-2,724	18,276	18,276

Holiday Park - Asset Renewals - Maintenance 01.09276 - Asset Renewal - Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7105 - Southern Amenities Refurbishment	115,000	85,000	-25,000	30,000	205,000	74,928
01.09276 - Asset Renewal - Buildings Total	115,000	85,000	-25,000	30,000	205,000	74,928

Holiday Park - Asset Renewals - Maintenance 01.09278 - Holiday Park - Furniture & Fittings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7052 - Replacement of mattresses <i>Project completed.</i>	0	0	9,030	0	9,030	9,030
01.09278 - Holiday Park - Furniture & Fittings Total	0	0	9,030	0	9,030	9,030

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Manager Responsible: Manager City Development & Communications
Mrs Natasha Comber

Function Objectives:

To provide an effective and efficient city marketing, corporate communications and city information service in a professional manner.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Design & Production Services	Provide design and production services to the organisation.	Amounts charged are accepted as reasonable for the level of service provided.
City Promotions Program	<i>Design and production services are ongoing.</i>	<i>This is being achieved.</i>
	Funding/resources to implement marketing and promotion activities	Any relevant co-funding opportunities are recognised.
	<i>Actions under the Economic Development Action Plan are being undertaken.</i>	<i>2016/2017 City Development Partnership Program established. Program supported by 140 businesses and 6 destinations.</i>
	<i>All opportunities to attract visitors, events and new residents recognised and actions undertaken as appropriate.</i>	<i>The Rhino Adventure annual program finalised, partnered by Dubbo, Dubbo Square, Bathurst, Orange, Parkes and Taronga Western Plains Zoo along with a new rhino launched in Wellington.</i> <i>NSW Train Link campaign promoting discounted train travel to Dubbo completed.</i> <i>Newcastle and Dubbo holiday giveaway campaign completed. Partnered by Dubbo City Regional Airport, Fly Pelican, Newcastle City Council, Taronga Western Plains Zoo and Old Dubbo Gaol.</i> <i>Transforce engaged as a partner for the new truck campaign with new curtains promoting Dubbo as a place to invest and a 'City on the Move' developed (to be launched in January).</i> <i>Dubbo and Great Western Plains, Great Big Adventures \$25,000 brand building television campaign to promote visitation in the summer school holidays completed.</i> <i>New Wellington Visitor and New Resident Guide developed.</i>
	4.1.2.2 Implement the adopted Marketing and Communication Programme for the City.	All promotional activities are utilised to promote Dubbo as a leading regional centre.
	<i>Marketing activities implemented through the Local Government Area Economic Development Action Plan.</i>	<i>Dubbo and Great Western Plains Visitors Guide Project (130,000 copies) completed.</i> <i>Dubbo Events Guide Project (3,000 copies) completed.</i> <i>City's New Resident Guide Project (1,000 copies) completed.</i> <i>Updates to dubbo.com.au including online flip books completed.</i> <i>City Map project (25,000 copies) completed.</i>

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
		<p><i>Online Dubbo Directory update completed.</i></p> <p><i>Dubbo City Map completed.</i></p> <p><i>Dubbo.com.au website refresh completed.</i></p> <p><i>800 Dubbo and Great Western Plains Visitor Guides distributed at the Melbourne Caravan and Camping Show. 500 distributed at the Adelaide Caravan and Camping Show.</i></p> <p><i>4000 Wellington Guides distributed locally and regionally in two months of release.</i></p>
	4.1.2.3 Report on progress and performance of current Marketing and Communication Strategy for the City (City Development Delivery Plan).	Progress report submitted to Council in November and May annually on implementation of City Marketing Strategy.
	<i>Progress and performance to be reported on through the Economic Development Action Plan.</i>	<p><i>First quarter report adopted by Council in December 2016.</i></p> <p><i>Second quarter report provided to Council in March 2017.</i></p>
	4.1.2.4 Communicate with industry to provide information on co-operative campaign/promotional opportunities.	Opportunities communicated via monthly e-updates, targeted emails, industry meetings and one on one meetings.
	<p><i>All channels of communications are being utilised to reach and target industry as appropriate.</i></p> <p><i>Monthly eBlast has a reach of 1,609 recipients.</i></p>	<p>Opportunities communicated:</p> <ul style="list-style-type: none"> • <i>Launch of City Development Partnership Program</i> • <i>Smile its Christmas</i> • <i>Ignite Program</i> • <i>Special Offer Program (event attraction)</i> • <i>Visitation influxes (leisure and events)</i> • <i>Meetings of the Dubbo Event Network</i> • <i>Fly Pelican campaign</i> • <i>NSW TrainLink campaign</i> • <i>Regional Platters</i> • <i>Jingle On the Bell</i> • <i>2016/2017 Dubbo and Great Western Plains, Great Big Adventures</i> • <i>Wellington Visitor and Resident Guide</i> • <i>New Resident Night – November 2016</i> • <i>Council's Financial Assistance Program</i> • <i>Event Funding Program</i> • <i>New Wellington Rhino</i> • <i>Back to Business Week – Dan Gregory</i> • <i>Major events in 2017</i> • <i>Fly Pelican Canberra service</i> • <i>Dubbo.com.au refresh</i> • <i>Transforce truck campaign</i>
	4.1.3.6 Quarterly Update Programme is implemented to monitor and maintain key statistics and information.	All information supplied to prospective investors is accurate, relevant and timely.
	<i>Key statistics maintained.</i>	<p><i>Economic Profile update completed.</i></p> <p><i>Population Projection Paper completed.</i></p> <p><i>Online Dubbo Data Centre maintained.</i></p> <p><i>Dubbo.com.au refresh completed</i></p>
	4.2.1.1 Develop and implement a 12 month City Development Strategy and Delivery Plan.	100% of identified actions completed.
	<i>City Development activities included in the Local Government Area Economic Development Action Plan.</i>	<p>Identified actions completed</p> <ul style="list-style-type: none"> • <i>2016/2017 City Development Partnership Program</i> • <i>Media and School Room on</i>

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
	<i>Plan adopted by Council at August 2016 meeting.</i>	<p>dubbo.com.au</p> <ul style="list-style-type: none"> • Rhino Design Program – Gateway Signs • Installation of Digital Sign • Direct Marketing Campaign – school groups • Fly Pelican social media campaign • Wellington Rhino competition and design • My Dubbo Shop local card • Smile its Christmas (Dubbo) program • Jingle on the Bell (Wellington) program.
	4.2.1.4 Report on the progress and performance of the 12 month City Development Strategy and Delivery Plan.	Financial support contributed to promotional campaigns by industry.
	<i>Progress and performance reported through the Economic Development Action Plan. First quarter report provided to Council in December 2016.</i>	<p>\$240,000 funding was contributed by industry to support 18 months of activities from July 2016-December 2017.</p> <p>76 Businesses supported Smile its Christmas.</p> <p>12 Businesses supported Jingle on the Bell in addition to three local businesses partnering with Council to install community Christmas tree.</p>
	4.2.1.5 Communicate with industry to provide information on local, regional and state cooperative campaign/promotional opportunities.	100% of relevant local, regional and state cooperative promotions opportunities communicated to industry.
	<p>Communication undertaken through Events Network, Accommodation Network, Destination Management Working Group, quarterly Economic Development newsletter, monthly City Development Newsletter and Ignite stakeholder newsletter.</p> <p>Attended, chaired and provided on going leadership and administrative support to regional Destination Management Group meetings held in Coonabarabran and Warren</p> <p>Industry familiarisation coordinated for the Wellington Caves, Burrendong Arboretum, Burrendong Sport & Recreation Centre and Burrendong Holiday Park.</p>	<p>Opportunities communicated including</p> <ul style="list-style-type: none"> • Smile its Christmas • Ignite Program • Special Offer Program (event attraction) • Visitation influxes (leisure and events) • Meetings of the Dubbo Event Network • Fly Pelican campaign • NSW TrainLink campaign • Regional Platters • Jingle On the Bell • 2016/17 Dubbo and Great Western Plains, Great Big Adventures • Wellington Visitor and Resident Guide • New Resident Night – November 2016 • Council's Financial Assistance Program • Event Funding Program • New Wellington Rhino • Back to Business – Dan Gregory • Fly Pelican Promotion (Canberra service) • Ignite Skill capacity program
	4.2.1.6 Dubbo City Development Partnerships Programme is maintained.	A minimum of 130 partners involved in the City Partnership Programme.
	<i>Partnership Programs maintained.</i>	140 businesses in the City Development Program while the VIC Program has an additional 49 direct partners.
	4.2.2.4 Undertake monthly and quarterly reviews and updates of key information and promotional material.	Weekly reviews of the City Promotional website and quarterly reviews of the key promotional materials ensures accuracy, relevance and timeliness.
	<i>Cyclic review of print, digital and outdoor touchpoints complete.</i>	No incidents of misinformation or irrelevant messages/content/images.
	4.3.1.1 All key promotional activities reflect the City Brand and support key brand messages.	80% stakeholder satisfaction with key areas of the Promotions Programme.
	<i>All collateral and digital platforms under the City</i>	No action to date.

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
	<i>Development Partnership Program reflect the Dubbo brand.</i>	
	<p>4.3.2.1 City Promotions Strategy and other associated programmes and strategies to include activities that support local promotion and community pride on being home of the TWPZ.</p> <p>Taronga Western Plains Zoo supported in relevant programs and promotions.</p>	<p>All relevant promotional activities within the City Promotions Strategy and Action Plan support local promotion of Taronga Western Plains Zoo (TWPZ).</p> <p>Taronga Western Plains Zoo promoted and supported via:</p> <ul style="list-style-type: none"> • <i>Featuring on front cover of Dubbo and Great Western Plains Visitors Guide</i> • <i>Featured heavily in design and content of the Guide.</i> • <i>Taronga Western Plains Zoo image on front cover of Dubbo City Map.</i> • <i>Repositioning of The Rhino Adventure product to align with Taronga Western Plains Zoo's endangered species program.</i> • <i>Inclusion in the Special Offer Program for events.</i> • <i>Partnership in Fly Pelican campaign.</i> • <i>Promotion of discounted zoo tickets promoted as a call-to-action for NSW TrainLink campaign.</i> • <i>Promotion of discounted zoo tickets in \$25,000 Dubbo and Great Western Plains brand building television campaign.</i> • <i>Partnership with Zoo on NXFM outside broadcast and promotion.</i> • <i>Partnership with Zoo on filming of Caravan and Camping Australia DVD.</i> • <i>Zoo prize used as a lucky door prize for November New Residents Night.</i> • <i>Zoo image used on one-third of flags in CBD Banner Campaign to promote the new suite of guides in market August – December.</i> • <i>Zoo prize for first giveaway as part of relaunched Rhino Adventure.</i> • <i>New animal arrivals and experience developments promoted on social media</i> • <i>Inclusion of Taronga Western Plains Zoo as an event venue or social activity in development of event attraction bids</i> • <i>Zoo chosen as venue for Back to Business Week.</i> • <i>Taronga Western Plains Zoo highly promoted in the Brisbane and Melbourne trains advertising campaign and subsequent social media activity</i>
		<p>No key opportunity to collaborate with the TWPZ is overlooked.</p> <p>No opportunity overlooked.</p>
	5.3.5.1 Implement Community Consultation procedures in line with Council's Community Engagement Policy.	<p>Community satisfaction with the current level of communication with the community (target - 85%, current level is 62%).</p>

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
Events Attraction / Delivery	<p><i>Community Consultation policy updated.</i></p> <p><i>Presentation provided to Executive Staff on increasing engagement through engaging communications</i></p>	<p><i>70% satisfaction rating achieved as per most recent Community Needs Survey.</i></p> <p><i>New corporate website completed.</i></p>
	<p>1.3.5.1 Review and Implement the Dubbo City Event Strategy as adopted (City Development Delivery Plan).</p> <p><i>Actions being delivered under the Economic Development Action Plan.</i></p>	<p>All actions in the Dubbo City Event Strategy are completed each year.</p> <p>Actions completed:</p> <ul style="list-style-type: none"> • <i>Regular meetings of the Dubbo Event Network</i> • <i>Review and update of on-line Event Organisers Toolbox.</i> • <i>Communications with industry regarding event activity in the City and opportunities for local businesses.</i> • <i>Event Development Fund (Stream 1) and Major Event Sponsor Program (Stream 1) opened July 2016.</i> • <i>Digital sign installed</i> • <i>Event bid – Country v City 2017 submitted - unsuccessful</i> • <i>Event bid successful – Local Government Water Conference</i> • <i>Direct Marketing Campaign – conference market completed.</i> • <i>Support appropriate to scale of event provided</i> • <i>Event bid – NSW Farmers Conference – unsuccessful</i> • <i>Communications with Wellington event organisers/owners regarding support and promotional channels</i> • <i>High level support included:</i> <i>Athletics NSW Country Championships (Dubbo)</i> <i>U13 & U14 State Cricket Championships (Dubbo)</i> <i>NSW/National Indigenous Touch Championships (Dubbo)</i> <i>NSW Swimming Country Championships (Wellington)</i> <i>NSW Correctional Services Golf Day (Wellington)</i> <i>Athletics NSW Country Championships</i> <i>Water Polo NSW U14 State Championships</i> <i>U9-U13 NSW Junior State Cycling Titles and Open Carnival</i> <i>Red Hot Summer Tour</i> <i>Nitro Circus</i> <i>NSW Indigenous Touch Championships</i> <i>Torana State Gathering</i> <i>Goldwing 2018</i> <i>100 Years of Public Education</i> <i>2017 National Science Championships</i> • <i>Delivery of NSW Water Management Conference commenced.</i> • <i>Funding of \$64,257 provided to 12 events (Stream 2 – Event Development Fund and Major Event Sponsor Program)</i> • <i>Early EOI submitted – Melbourne Cup</i> • <i>Dubbo successful in attracting 2018 NSW</i>

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
		<p>Fire and Rescue Championships</p> <ul style="list-style-type: none"> Marketing campaign developed to promote the city as a venue for 1800 conference delegates in progress
	1.4.3.3 Implement the City Events Strategy and City Promotions Action Plan (City Development Delivery Plan).	Financial support contributed to promotional campaigns by industry.
	This is being achieved.	<ul style="list-style-type: none"> \$40,000 NSW TrainLink campaign (funded by NSW TrainLink) completed \$1,500 provided by Dubbo City Regional Airport for Fly Pelican campaign \$3,464 in-kind support provided by Fly Pelican, Taronga Western Plains Zoo and Old Dubbo Gaol for Fly Pelican campaign Artlands contributed \$680 to CBD flags Taronga Western Plains Zoo contributed \$5,000 to Dubbo and Great Western Plains \$25,000 television campaign. Coonamble, Gilgandra, Narromine, Warren and Warrumbungles contributed \$25,000 to 2016/17 Dubbo and Great Western Plains Visitor Attraction campaign. Old Dubbo Gaol contributed \$5,000 to 2016/17 Dubbo and Great Western Plains Visitor Attraction campaign. Wellington Caves contributed \$5,000 to 2016/17 Dubbo and Great Western Plains Visitor Attraction campaign
	4.1.2.6 Deliver two (2) major campaigns targeting key tourism markets annually.	No major initiative/opportunities are overlooked to support attraction of skilled professionals and visitors.
	Visit Wellington Guide completed. Website redevelopment completed.	No major initiative/opportunities are overlooked.
	Phase three Great Western Plains Great Big Adventure campaign concept, timeline and budget completed.	
	4.1.2.7 Deliver at least one major campaign/initiative promoting Dubbo City as service/retail centre.	Campaigns delivered on time and on budget, no major initiative/opportunities are overlooked.
	My Dubbo shop local card launched. Marketing campaign to promote card is underway, 60 businesses participating to date.	My Dubbo Card launched. LGA wide Program due to market in April 2017.
	35,000 funding received from the Round 3 Murray Darling Basin Energise Enterprise Fund for a new LGA wide 'your Dubbo' program in development.	
Staff Communications	5.4.3.4 Review, update and implement the Internal Communications Strategy.	Strategy and report presented in December annually.
	Prepared and progressively implemented staff engagement plan for the Transition Project. All required internal communication activities completed.	Strategy adopted by Executive Staff in December 2016.
Corporate Communications	Prepare Annual Report- Appendix B	Meet requirements of the 1993 Local Government Act as a minimum.

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
	Achieved.	Annual report snapshot developed and communicated.
	1.4.3.4 Implement the Corporate Communications Programme.	Positive opinion of the Organisation is achieved and no reasonable criticism of performance of corporate communications.
	Programme being implemented.	No reasonable criticism of performance.
	5.3.5.2 Review the adopted Social Media Policy.	Policy reviewed annually.
	Policy reviewed.	Updated policy adopted by Executive Staff in December 2016.
	5.4.3.1 Review, update and submit to Council a draft Corporate Communications Strategy.	Overall satisfaction with performance of Council measured biannually - target 85%
	Prepared Community Engagement Strategy in line with Department of Premier and Cabinet requirements for merged Councils.	Community Satisfaction Survey for New Councils undertaken by Department of Premier and Cabinet.
	New Corporate Communication strategy adopted by Executive staff November 2016.	
	New Corporate Communications Strategy adopted by executive staff in December 2016.	
	5.4.3.2 Implement as required and report to Council annually on the achievements in implementing the adopted Corporate Communications Strategy.	Report provided in June annually
	Interim Corporate Communication Strategy adopted by Executive staff in July 2016.	Report on Interim strategy adopted by Executive Staff in December 2016.
	New Corporate Communications Strategy adopted by Executive Staff in December 2016.	
	Presentation provided to Executive Staff on increasing engagement through engaging communications.	
	Social Media Policy presentations to outdoor staff at Dubbo and Wellington.	
	5.4.3.3 Provide communications support to major projects.	All major projects provided support
	Communications support provided.	Projects supported include: <ul style="list-style-type: none"> • <i>Free cuppa for the driver</i> • <i>Stronger Communities Fund</i> • <i>Airport Runway project</i> • <i>Weir Safety</i> • <i>Dubbo City website</i> • <i>Rhino Adventure</i> • <i>Wellington Guide Launch</i> • <i>Smile its Christmas</i> • <i>My Dubbo Shopping card</i> • <i>Great Western Plains</i> • <i>Financial Assistance grants</i> • <i>Luna Park Playground consultation</i> • <i>Theatre Season launch</i> • <i>State of the City Annual Report</i> • <i>Australia Day promotions</i> • <i>Critical incident management for tech Services</i>

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
Visitors Information Services	4.2.2.1 Provide an effective City Information service that promotes the City and its various attractions and services.	<ul style="list-style-type: none"> • Wellington Caves redevelopment • Back to Business • WestView Drive-In • Visit Wellington website • Dubbo Ignite website
	Service provided.	Visitor Information Centre operates 364 days a year.
	4.2.2.6 Monitor commercial accommodation occupancy rates for trends.	Centre operates every day except Christmas day.
	Rates monitored.	Average commercial accommodation occupancy rate increases by an average of 2% over the average of the past 3 years.
	Wellington Accommodation occupancy measurement program established.	Average rate year to date is 64.16%
	1.4.5.7 Develop Regional RV and Caravanning positioning paper in cooperation with Inland NSW and Destination Management Plan working group	Action supported through the Destination Management Plan
Application to Round 3 Murray Darling Basin Energise Enterprise Fund to conduct LGA Freedom Camper Economic Study was successful.	Action is listed as priority in Destination Management Plan.	
Project to be completed by June 2017.		
4.2.2.7 Conduct an annual City Promotions Program Customer Satisfaction Survey.	80% stakeholder satisfaction with key areas of the Promotions Programme.	
No action to date.	No action to date	
4.2.2.2 Develop and implement a program for all permanent staff and Ambassadors of the Visitor Information Centre (VIC) to spend at least 35 hours p.a. each on familiarisations across all sectors of the City.	100% of visitors rate tourism/visitor information services as satisfactory.	
Program implemented.	Service satisfaction rating of 100% achieved. Current quality of information satisfaction rating of 100 % achieved.	
Families include:	VIC staff from Wellington and Dubbo attended Visual Merchandising training course.	
- Wellington Caves		
- Burrendong Arboretum		
- Lake Burrendong Sport & Rec Centre		
- Lake Burrendong Holiday Park		
- Teronga Western Plains Zoo Savanah Safari		
- Big 4 Discovery Parks new tents & cabins		
- Western Plains Cultural Centre new black box theatre		
- Adventure Watersports		
Visitors Information Centre Operations	4.1.2.8 Distribute a series of information packages for the various market segments that provide information for the following enquiry types: - events and conferences - visitor - investment - new resident	90% of Visitor Information Centre customers satisfied with quality of service provided (as measured by rolling survey).
	202 Information packs provided.	100 % satisfaction rating achieved for service provided.

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: March

Principal Activity:	CITY DEVELOPMENT	Function:	City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
	4.1.2.9 Undertake a monthly rolling customer satisfaction survey <i>Survey program implemented.</i>	Surveys undertaken. <i>79 surveys completed.</i>
	4.2.2.3 Review service levels and Capital Works Programme to ensure that the VIC maintains its Visitor Information Network Accreditation. <i>Completed.</i>	Level one accreditation maintained. <i>Accreditation currently maintained.</i> <i>Facilitated visit from Accreditation contractor to the Dubbo and Wellington VIC in February 2017.</i>
	4.2.2.8 Promote community use of the event staging and seating area deck <i>Deck promoted.</i>	Deck area is utilised by the community. <i>Regularly utilised by Dubbo Farmers Markets, Riverside Markets, Mothers Groups, Tour Groups, School Groups and Visitors and locals. Utilised by White Ribbon Day and Rotary Christmas Fair.</i>
	Trading Stock Purchases Manage souvenirs available for sale to ensure products are popular and cost effective <i>Souvenirs maintained.</i> <i>New Great Western Plains souvenirs ordered in collaboration with other Councils.</i>	To increase yield per customer. <i>Year to date customer yield - \$0.91</i>
Management Services-From Other Function	Cost of Services including: - management, financial, technical, information technology, parks and land care services and corporate overheads provided to this function. <i>Costs are determined by agreed brief and provided.</i>	Amounts charged are accepted as reasonable for the level of service provided. <i>Charges are reasonable for level of service provided.</i>
Asset Management Program - Routine	Undertake Building Asset Management Program <i>Ongoing.</i>	Buildings operational and presentable. <i>This is being achieved.</i>
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Program <i>Ongoing.</i>	Buildings maintained in a satisfactory condition. <i>This is being achieved.</i>
A thriving tourism industry including building on our Aboriginal culture and heritage	Update tourist publications. <i>Publications maintained.</i>	Monthly advertising Biannual Visitor Guide Aboriginal Cultural Strategy <i>Discover Magazine promotions maintained Wellington Visitor and resident Guide developed. No action to date on the Aboriginal Cultural Strategy.</i>
	Ongoing participation in Western Plains and Central NSW Tourism Initiatives. <i>This is being achieved.</i>	Actions in line with Dubbo and Great Western Plains Marketing initiatives Communications maintained with members of Great Western Plains and Central NSW Tourism <i>2016/2017 City Development Partnership Program established, partnered by 6 destinations across Great Western Plains.</i> <i>The Rhino Adventure annual program finalised, partners included Central NSW Tourism destinations Bathurst, Orange and Parkes.</i> <i>Dubbo and Great Western Plains, Great Big Adventures \$25,000 brand building television campaign to promote visitation in the summer</i>

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: **March**

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
		<i>school holidays completed.</i>
Community cooperation, participation and coordination around arts and cultural activities.		\$20,000 'Fly your way to a big adventure' completed.
	Continued support and promotion of local events.	Continued support of Major Local Events Financial support provided to major local events.
	Support provided to events including: Athletics NSW Country Championships (Dubbo) U13 & U14 State Cricket Championships (Dubbo) NSW/National Indigenous Touch Championships (Dubbo) NSW Swimming Country Championships (Wellington) NSW Correctional Services Golf Day (Wellington) Athletics NSW Country Championships Water Polo NSW U14 State Championships U9-U13 NSW Junior State Cycling Titles and Open Carnival Red Hot Summer Tour Nitro Circus NSW Indigenous Touch Championships Torana State Gathering Goldwing 2018 100 Years of Public Education 2017 National Science Championships Delivery of NSW Water Management Conference commenced.	Event Development Fund (over \$1,000) applications reviewed and funding provided. Major Event Sponsorship program being implemented. Funding of \$64,257 provided to 12 events (Stream 2 – Event Development Fund and Major Event Sponsor Program)
A contemporary community website that helps build participation in the arts	Council website provide links to cultural activities and events.	Update the Visit Wellington website with current links to cultural activities and events.
	Website promotes events and arts.	Website being maintained.

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT **Function: City Marketing & Communications**

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-164,035	-32,925	-14,882	-211,842	-3,206	1	-215,048	-163,184
Expenditure	1,283,156	660,991	19,108	1,963,255	3,206	2	1,966,461	1,247,281
Operating Total	1,119,121	628,066	4,226	1,751,413	0		1,751,413	1,084,097
Capital								
Income	-46,362	-11,670	0	-58,032	0	3	-58,032	-30,660
Expenditure	0	13,642	2,774	16,416	0	4	16,416	16,416
Capital Total	-46,362	1,972	2,774	-41,616	0		-41,616	-14,244
Available Funds Movement Prior to Restricted Asset Funding	1,072,759	630,038	7,000	1,709,797	0		1,709,797	1,069,853
Restricted Assets	60,963	-249,488	8,000	-180,525	0	5	-180,525	68,963
Funds Available to (-), or Required From Rates and Other Council Revenue	1,133,722	380,550	15,000	1,529,272	0		1,529,272	1,138,816

Note	Details
1	No significant variance to budget.
2	No significant variance to budget.
3	No variance to budget.
4	No variance to budget.
5	No variance to budget.

Key Performance Indicators

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Local retail/CBD campaigns or activities	4	4	2	Industry funding for City Marketing campaigns	\$65,164	\$25,000	\$44,644	Number of placed or supported positive media articles	19	20	7
Visitor Attraction Campaigns	3	2	2	Number of people maintained / on Communications Database	1592	1400	1609	Number of visits to city website dubbo.com.au	261,279	200,000	164,946
Support Destination NSW / Inland Tourism collaborative / initiatives	4	3	2	City Development Delivery Plan is adopted by Council.	Yes	Yes	Yes	Key stakeholder satisfaction with City Development program	100%	80%	no action to date
Number of event bids submitted/supported	9	6	4					Number of City Development Partners	182	180	189
								Successful event bids	2	2	2

OPERATIONAL PLAN

Function No.

5.06

Performance Review

Quarter ended:

March

Principal Activity:	CITY DEVELOPMENT	Function:	City Marketing & Communications
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Number of City Development Newsletter	12	12	9					Number of events assisted (high level)	153	50	57
Visitor Satisfaction surveys completed	427	100	79 (281 surveys issued)					Average occupancy % of commercial accommodation	66.63%	64%	64.16%
Industry surveys conducted	5	2	2					Level 1 Accreditation maintained	Yes	Yes	Yes
Number of hours Visitors Information Centre opened	2,974	2,912	2,244	Total operating expenses for Visitors Information Centre per attendee. (operating exp/door count only)	\$6.22	\$ 6.50	\$6.55	Number of complaints regarding service by staff of the VIC	NIL	Nil	Nil
Number of attendees at Visitors Info Centre	81,886	90,000	50,178 Dub - 9,253 Well - 1,919	Average Souvenir purchases per visitor at Dubbo VIC (souvenir income/door count)	\$0.70	\$0.90	\$0.93	Satisfaction with quality of service provided	99.5%	95%	100%
Number of City Tours conducted	8	8	11	Satisfaction with quality of information provided	99.7%	95%	100%	Number of City Ambassadors	12	10	13
Number of Visitor Information Packs mailed out/emailed/downloaded	629	700	235								
Media releases	330	250	211	Number of Web Administrators	23	20	27	Number of visits to Council website dubbo.nsw.gov.au	153,745	165,000	143,545
Media Enquires	193	600	224	Client satisfaction with communication services	85%	80%	No action to date				
Council Meetings attended	28	22	18								

OPERATIONAL PLAN

Function No.

5.06

Performance Review

Quarter ended:

March

Principal Activity:	CITY DEVELOPMENT	Function:	City Marketing & Communications
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
				Total organic reach of Dubbo City (Facebook profile)	146,904	230,000	181,601	Number of engaged followers of Dubbo City (Facebook profile)	N/A	30,000	24,231
				Design Service charges to Council Divisions	\$101,120	\$137,296	\$76,920	Community engagement opportunities promoted	Yes	Yes	Yes
Weekly placements City Connection	51	52	38								
Annual Report to residents completed	Yes	Yes	Yes								
State of the City Report completed	Yes	Yes	Yes								
Statutory Report developed and provided to Minister	Yes	Yes	Yes								
Communications Strategy revised and updated in June	Yes	Yes	Yes	Corporate Communication policies adhered to	Yes	Yes	Yes				
Internal Communications Strategy revised and updated in December	Yes	Yes	Yes								
Staff information sessions held	4	2	4								
Staff newsletters produced	3	4	NA Managed by transition team								
GM monthly updates to staff	11	11	6								

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Key Projects

Capital Works Program

City Marketing & Comm- Acquisition of Assets 01.09486 - City Image - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7924 - Digital Sign Board <i>Project completed.</i>	0	13,642	2,774	0	16,416	16,416
01.09486 - City Image - Other Structures Total	0	13,642	2,774	0	16,416	16,416

Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
3721 - Event Development	30,000	0	0	0	30,000	18,000
3722 - Event Development (under \$1 & 000)	10,000	5,000	15,000	-15,000	15,000	5,928
01.01704 - Events Attraction / Delivery Total	40,000	5,000	15,000	-15,000	45,000	23,928

OPERATIONAL PLAN

Function No. 5.07

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT**Function: Showground****Manager Responsible: Director Corporate Development
Mr Ken Rogers****Function Objectives:**

To provide a modern public showground facility that is a venue for a wide variety of user group activities.

To market the facilities of the Showground and fulfil the needs of a wide variety of users which results in the Dubbo Showground becoming a major contributor to the economic well-being of the City of Dubbo.

To fund the operation and maintenance of the Showground to a suitable standard.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Show and Sale Set Up	Provide appropriate infrastructure and service for shows and sales	Showground is secured outside working hours.
	Infrastructure and services are being provided.	Security controls are being undertaken.
Marketing and Promotions	4.4.5.2 Implement the marketing programme aimed at increasing the revenue of the facility.	Increase profile of Showground
	Implementation ongoing.	Dubbo Showground has advertised in the Dubbo Events Guide which includes 3000 copies distributed to event holders. The website is updated showcasing weekly events. Ongoing work with Council's Events team to attract new users.
Management Services - From Other Functions	Cost of Services including:- Management, Administration, Corporate Development, Information Technology & Corporate Overheads provided to this function.	Amounts charged and accepted as reasonable for the level of service provided.
	Costs are determined by agreed brief and provided.	Charges are reasonable for level of service provided.
Management Services	Provide pertinent financial and operational advice and instructions	Attain financial result in accordance with estimates
	Advice is provided.	This is being achieved.
Grounds Operations	4.4.5.1 Survey major event organisers of the Showground facility on an ongoing basis to ensure satisfaction levels retained, and return business achieved.	70% of users are satisfied with facilities and services (as shown by survey).
	Surveys are issued to event holders at the conclusion of events.	75% of users rate the Showground Facilities as being good to very good.
Grounds Operations	Implement a regular grounds maintenance program	All grounds clean and tidy, and in serviceable condition.
	As per works program.	This is being achieved.
Building Operations	Undertake operation of the Showground	Showground is provided in a cost effective manner and available at all times.
	Ongoing.	This is being achieved.
Building Operations	Conduct regular building maintenance program	All buildings clean, safe and serviceable.
	As per works program.	This is being achieved.

OPERATIONAL PLAN

Function No. 5.07

Performance Review

Quarter ended: March

Principal Activity:	CITY DEVELOPMENT	Function:	Showground
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Activity	Actions	Performance Targets/Service Level
Bar - Expo Centre	Engage staff and supplies, supervise operations	Users satisfied with service provided and such service is provided in a cost effective manner.
	<i>Ongoing.</i>	<i>This is being achieved.</i>
Asset Management Program - Routine	Undertake Building Asset Management Program	Buildings operational and presentable.
	<i>As per works program.</i>	<i>This is being achieved.</i>
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Programme	Buildings maintained in a satisfactory condition.
	<i>As per works program.</i>	<i>This is being achieved.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-358,913	-24,033	-47	-382,993	-12,857	1	-395,850	-229,425
Expenditure	1,079,712	190,616	47	1,270,375	-12,143	2	1,258,232	786,666
Operating Total	720,799	166,583	0	887,382	-25,000		862,382	557,241
Capital								
Income	-334,972	-98,664	0	-433,636	0	3	-433,636	-210,364
Expenditure	137,000	231,368	13,718	382,086	-7,000	4	375,086	208,577
Capital Total	-197,972	132,704	13,718	-51,550	-7,000		-58,550	-1,787
Available Funds Movement Prior to Restricted Asset Funding	522,827	299,287	13,718	835,832	-32,000		803,832	555,454
Restricted Assets	-48,313	-231,368	-13,718	-293,399	32,000	5	-261,399	-148,434
Funds Available to (-), or Required From Rates and Other Council Revenue	474,514	67,919	0	542,433	0		542,433	407,020

Note	Details
1	Operating income has increased by \$12,857 mainly due to a contribution from the Show Society for a portable amenities block \$25,000 and a decrease in bar sales \$12,318.
2	Operating expenses has decreased by \$12,143 due to savings in maintenance expenses.
3	No variance to budget.
4	Capital expenditure has decreased by \$7,000 due to the carry over to 2017/2018 of the Office Building upgrade \$32,000 and acquisition of the portable amenities block \$25,000.
5	Transfers from restricted assets have decreased by \$32,000 due to the carry over to 2017/2018 of the Office Building upgrade.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of days Expo Centre used	31	70	48	Total Operating Expenses per day (365 days)	\$2,750	\$3,553	\$2,863	Number of written complaints relating to facilities or staff	Nil	Nil	Nil
No. of events Showground used											
-Livestock	52	65	46								
-Non Livestock	33	40	31								

OPERATIONAL PLAN

Function No. 5.07

*Performance Review*Quarter ended: **March**

Principal Activity: CITY DEVELOPMENT	Function: Showground
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Key Projects**Capital Works Program**

Showground - Acquisition of Assets 01.09297 - Showground - Other Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7121 - Electricity Upgrade	0	100,000	0	0	100,000	93,304
7123 - Upgrade Horse Panels	25,000	0	0	0	25,000	0
7141 - Portable Amenities	80,000	0	0	25,000	105,000	0
01.09297 - Showground - Other Assets Total	105,000	100,000	0	25,000	230,000	93,304

Showground - Asset Renewals - Maintenance 01.09295 - Showground - Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7121 - Office Building Upgrade <i>Carry over 2017/2018.</i>	32,000	0	0	-32,000	0	0
01.09295 - Showground - Buildings Total	32,000	0	0	-32,000	0	0

Wellington - Capital Expenses 01.08221 - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Land & Buildings	0	22,140	13,718	0	35,858	29,445
7001 - Other Infrastructure	0	3,500	0	0	3,500	0
7009 - Electricity Upgrade	0	105,728	0	0	105,728	85,828
01.08221 - Asset Renewals Total	0	131,368	13,718	0	145,086	115,273

OPERATIONAL PLAN

Function No. 5.09

Performance Review

Quarter ended: March

Principal Activity: **CITY DEVELOPMENT**Function: **Wellington Caves Complex**

**Manager Responsible: Director Corporate
Development
Mr Ken Rogers**

Function Objectives:

Wellington Caves reserve is a tourist attraction with significant cultural, historical and educational values. The site offers guided tours and interpretation of the Caves Reserve. The Caves Caravan Park operates at a minimum rating of 3.5 stars, the Kiosk supports the complex with souvenirs / merchandise sales. The facilities and services provided are consistent with contemporary tourist expectations. The Wellington Caves Reserve operates to ensure the conservation and protection of the reserve and enable public recreation of this important tourist attraction.

A further review of the facility is to commence following implementation of the interim integrated structure.

Activity	Actions	Performance Targets/Service Level
Operating Expenditure	Provide day to day operations of the Caves and Caravan Park Complex including Tours, Accommodation, Cleaning, Promotions, Café Operations and Sale of Souvenirs.	Facility operates daily except for Christmas Day.
	<i>This is being achieved. Day to day operations are undertaken.</i>	<i>This is being achieved.</i>
Marketing & Promotion	1.2 A thriving tourism industry, including acknowledgement of the Aboriginal heritage and culture.	Annual visitor number to the Wellington Caves.
	<i>Aboriginal heritage and history on the Caves Reserve is acknowledged through interpretation in the Visitors Centre and Wellington Caves Souvenir book.</i>	<i>Year to date visitors 18,658.</i>
	Develop co-operative arrangements with other tourist destinations and businesses with a view to packaging complex products and services.	Marketing and Promotion program is structured across multiple target markets and based on holiday, general admission and events.
	<i>The Caves Manager regularly attends the Dubbo Accommodation meetings. Wellington Caves is currently working with Burrendong Sport and Recreation in a collaborative promotional program. The Wellington Caves works with the Wellington Golf course in offering stay & play packages for accommodation and course fees. The Operations Supervisor and Group Booking Officer at the Old Dubbo Gaol attended a family of the Wellington Caves.</i>	<i>Development of the Wellington Caves Business Plan has commenced. Development of a Strategic Marketing plan is underway.</i>
	1.2.2 Promotion and Advertising – Develop and implement an annual Marketing and Promotion Program for the Wellington Caves Complex.	Media Campaigns are undertaken using variety of media.
	<i>Business cards have been developed and a signage plan created.</i>	<i>Media release for the completion of the accommodation upgrade and Official Opening held in March 2017. Advertisement placed in the Mudgee Guardian.</i>
Trading Stock Purchases	Manage souvenirs available for sale to ensure products are popular and cost effective.	To increase yield per customer.
	<i>This is being achieved.</i>	<i>Yield to date data not available. A new point of sales system is being implemented to capture data and report more efficiently.</i>
Management Services	1.2.5 Develop a Business Plan and Asset Improvement Strategy for the Caves and Caravan Park Complex.	Business Plan developed including 20 years rolling Total Asset Management Strategy.
	<i>Underway.</i>	<i>Development of Business Plan commenced. Master Plan and Asset Management Program to be developed.</i>

OPERATIONAL PLAN

Function No. 5.09

Performance Review

Quarter ended: March

Principal Activity: **CITY DEVELOPMENT**Function: **Wellington Caves Complex**

Activity	Actions	Performance Targets/Service Level
Grounds Operations	Implementation of new website for the Caves.	Tourism Website Updates Caves online Booking System Implemented.
	<i>Achieved.</i>	Online booking implemented for accommodation bookings. 38 online bookings taken. Ticket sales to be implemented.
Building Operations	Conduct regular maintenance program ensuring historical and heritage significance is taken into account.	No unreasonable adverse criticism of condition of the complex.
	<i>This is being achieved.</i>	Nil identified.
		Tourism rating is three and a half (3.5) stars for Caravan Complex. This is being achieved.
Asset Management Program - Routine	Conduct regular Building Maintenance Program.	Pool & Playground and amenities are clean, safe and functional. This is being achieved. New pool installed in February 2017.
	Building Maintenance Program to be developed.	This is being achieved.
Asset Management Program - Cyclic	Conduct Asset Management Program.	Maintenance Service Levels Specifications Developed.
	Asset Management Program to be developed.	To be developed.
A thriving tourism industry including building on our Aboriginal culture and heritage	Undertake 20 year Building Asset Management Program.	Facilities and Structures are maintained and fit for purpose conditions.
	Asset Management Program to be developed.	This is being achieved.
	Implementation of new websites for Tourism, Caves and Council.	Tourism website updated. Caves online booking system.
	<i>Achieved.</i>	Online booking system implemented.

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	0	-850,127	-45,536	-895,663	47,000	1	-848,663	-562,339
Expenditure	0	1,093,791	0	1,093,791	-47,000	2	1,046,791	633,150
Operating Total	0	243,664	-45,536	198,128	0		198,128	70,811
Capital								
Income	0	-84,000	0	-84,000	0	3	-84,000	0
Expenditure	0	542,225	100,000	642,225	0	4	642,225	444,798
Capital Total	0	458,225	100,000	558,225	0		558,225	444,798
Available Funds Movement Prior to Restricted Asset Funding	0	701,889	54,464	756,353	0		756,353	515,609
Restricted Assets	0	-542,425	-54,464	-596,889	0	5	-596,889	-376,425
Funds Available to (-), or Required From Rates and Other Council Revenue	0	159,464	0	159,464	0		159,464	139,184

OPERATIONAL PLAN

Function No. 5.09

Performance Review

Quarter ended: March

Principal Activity: **CITY DEVELOPMENT**Function: **Wellington Caves Complex**

Note	Details
1	Operating income has decreased by \$47,000 due to a reduction in accommodation income \$30,000 and catering revenue \$17,000.
2	Operating expenditure has decreased by \$47,000 mainly due to savings from the development of the Caves Business Plan in house \$15,000 and reduction of operating expenses at the caravan park \$33,000.
3	No variance to budget.
4	No variance to budget.
5	No variance to budget.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Days operational per year - Caves		363	273	Total operating expenses per Caves Visitor		\$17.39	\$32.16	No. of visitors to the Caves		30,000	18,658
								Percentage of satisfied customers as per Visitors online survey		100%	Customer satisfaction survey to be developed.
Site Numbers								Occupancy			
- Standard Units		7	7	7				- Standards Units		50%	25.54%
- Golf Club Units		7	7	7				-Golf Club Units		50%	12.64%
- Park Cabins		4	4	4				- Park Cabins		50%	26.43%
- Powered Sites		36	36	36				-Powered Sites		50%	15.61%
- Camp Sites		29	29	29				- Camp Sites		50%	3.56%
Total		83	83	83							
								Has Park maintained its 3.5 Star Rating		Yes	*Occupancy has been affected by the refurbishment of cabin accommodation Yes
								Number of sustainable complaints relating to facilities or staff		0	0

OPERATIONAL PLAN

Function No. 5.09

Performance Review

Quarter ended: March

Principal Activity: CITY DEVELOPMENT	Function: Wellington Caves Complex
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Key Projects

Capital Works Program

Wellington Caves Complex - Acquisition of Assets 01.08150 - Caravan Park - Other Infrastructure	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7050 - Caravan Park - Other Infrastruct.&Repair <i>Project completed.</i>	0	23,510	0	5,419	28,929	28,929
01.08150 - Caravan Park - Other Infrastructure Total	0	23,510	0	5,419	28,929	28,929

Wellington Caves Complex - Asset Renewals - Maint. 01.08200 - Land & Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7100 - Caravan Park - Land & Buildings & Repair	0	392,159	-6,708	-5,419	380,032	345,735
7101 - Caves - Land & Buildings & Repair	0	21,432	0	0	21,432	5,944
7102 - Kiosk - Land & Buildings & Repair	0	8,450	0	0	8,450	2,725
7103 - Wellington Experience Centre	0	0	100,000	0	100,000	278
01.08200 - Land & Buildings Total	0	422,041	93,292	-5,419	509,914	354,682

Wellington Caves Complex - Asset Renewals - Maint. 01.08201 - Other Infrastructure	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7100 - Caravan Park-Other Infrastruct.&Repair <i>Project completed.</i>	0	19,574	6,708	0	26,282	26,838
7101 - Caves - Other Infrastructure & Repair	0	67,600	0	0	67,600	34,349
01.08201 - Other Infrastructure Total	0	87,174	6,708	0	93,882	61,187

OPERATIONAL PLAN

Function No. 6.01

Performance Review

Quarter ended: March

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Environment & Health Services
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**Manager Responsible: Manager Environmental Control
Mrs Debbie Archer**

Function Objectives:

To monitor and report on public health issues and respond to and assess potential threats to the environment.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Action	Performance Targets/Service Level
Food Premise Regulation and Education Services	Inspection of food premises as detailed in Agreed Brief.	100% of premises inspected annually
	All high risk food premises are inspected at least once annually. Low risk premises inspected every three years in accordance with Agreed Brief. Food handling seminar / program conducted as detailed in Agreed Brief.	Procedure in place to ensure all premises inspected in accordance with Agreed Brief. Inspection currently meeting target. Seminar completed by October
	Procedure in place to ensure program carried out in 2016/2017.	Canteen seminar completed 6/9/2016
Health Program Regulation and Education Services	Inspections of pools, skin penetration and registered premises as detailed in Agreed Brief	100% of premises inspected annually
	Procedure in place to ensure all inspections carried out in accordance with Agreed Brief.	68% of regulated premises inspected at least once during review period in accordance with Agreed Brief. Inspections currently meeting target.
Health and Food Services Administration	Planning, organising, directing and controlling human and other resources relating to food and health Agreed Brief.	Agreed Brief successfully carried out
	Sufficient funding and other necessary resources provided to effectively carry out this activity.	Services provided to Human Environment Services function in accordance with Agreed Brief.
Waste Management/Recycling	Monitor compliance of Whylandra Landfill operation as detailed in Agreed Brief.	Implementation monitored for compliance in accordance with statutory requirements.
	Procedure in place to ensure monitoring carried out.	Monitoring carried out as required. No examples of non-compliance.
Pollution Control	2.2.8.1 Hold meetings with the Office of Environment and Heritage to exchange knowledge and updates on environmental matters including licences and pollution incidents.	Meetings to be held October and April annually
	Meetings programmed to take place twice in 2016/2017.	First meeting held in October 2016.
	2.2.8.2 Undertake a minimum of three (3) media and/or education campaigns on pollution including litter issues.	Programs completed in March, July and November annually
Management Services - from other Functions	Procedure in place to ensure a minimum of three (3) campaigns carried out as scheduled.	Illegal dumping program undertaken in July 2016.
	Amounts charged for management, financial, technical, information technology and corporate overheads are accepted as reasonable for the level of service provided.	Charges agreed and services provided considered satisfactory
	Internal overheads accepted under Agreed Brief for services from other Divisions.	Amounts considered fair and reasonable for the level of service provided.

OPERATIONAL PLAN

Function No. **6.01**

Performance Review

Quarter ended: **March**

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Environment & Health Services
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Activity	Action	Performance Targets/Service Level
Management Services (Environmental Control)	Planning, organising, directing and controlling human and other resources to achieve the functions objectives.	Amounts charged are accepted as reasonable for the level of service provided
	Sufficient funding and other necessary resources provided to effectively carry out this activity.	Achieved and ongoing.
	5.2.2.1 Implement the adopted Actions within both the Delivery Program and Operational Plan.	100% of adopted Actions within both the Delivery Program and Operational Plan are achieved by June annually.
	Procedure in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved in 2016/2017.	Programmed actions achieved to date.
	General Environmental Control	Assess Part 5 proposals, Development Applications and relevant Section 68 applications as detailed in Agreed Brief.
	Processes and procedures in place to ensure assessment are carried out within set timeframes.	For period 1/7/2016 to 31/03/2017 – sixty seven (67) referrals received. Two (2) Pt V Assessments received in period 1/7/2016 to 31/03/2017. All assessments completed within set timeframes.
	Planning, organising, directing and controlling human and other resources pertaining to environmental investigation and regulation.	Achievement of function objectives in terms of general environmental matters
	Sufficient funding and other necessary resources provided to effectively carry out this activity.	Achieved and ongoing. Service levels maintained.

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-6,740	0	-100,000	-106,740	10,289	1	-96,451	-87,069
Expenditure	402,349	86,544	100,390	589,283	-10,289	2	578,994	260,615
Operating Total	395,609	86,544	390	482,543	0		482,543	173,546
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure						4		
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	395,609	86,544	390	482,543	0		482,543	173,546
Restricted Assets	38,074	0	0	38,074	0	5	38,074	0
Funds Available to (-), or Required From Rates and Other Council Revenue	433,683	86,544	390	520,617	0		520,617	173,546

Note	Details
1	Operating Income has decreased by \$10,289 due to reduction in income to be recouped in respect of the demolition of burnt out dwellings in Wellington.
2	Operating Expenditure has decreased by \$10,289 due to an adjustment of the cost associated with the demolition of dwellings in Wellington.
3	No variation to budget.
4	No variation to budget.
5	No variation to budget.

OPERATIONAL PLAN

Function No. **6.01***Performance Review*Quarter ended: **March**

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Environment & Health Services
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of pollution incidents investigated.	214 (Includes animal noise investigations)	240	199 (Includes animal noise invest.)	Investigation of incidents commenced within 24 Hrs of notification.	100%	100%	100%	Offender provided with relevant information to prevent further incident.	Yes	Yes	yes

OPERATIONAL PLAN

Function No. 6.02

Performance Review

Quarter ended: December

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Building & Development Serv.
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**Manager Responsible: Manager Building & Development Serv.
Mr Stephen Wallace**

Function Objectives:

Provide a service to the Community in the processing and assessment of development and regulatory applications within statutory time frames and provide a comprehensive inspection of buildings during the following construction and encourage development which is compatible with and enhances the environment.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Actions	Performance Targets/Service Level
Onsite Waste Treatment Device control	Process applications and monitor for compliance.	100% of complete applications determined within 28 days.
	Applications processed in accordance with statutory requirements.	For period 1/7/2016 to 31/03/2017 - 100% completed within 28 Days.
Water Connection - Plumbing Inspection	Inspect all water connection installations for compliance with relevant statutory requirements.	Respond to 90% of all requests for inspections within a 24 hour period.
	Inspections undertaken in accordance with statutory requirements.	100% responded to within 24 hours
Sewer - Drainage/Inspections	Inspect all plumbing and drainage installations for compliance with relevant statutory requirements.	Respond to 90% of all requests for inspections within a 24 hour period.
	Ongoing.	100% responded to within 24 hours.
Pool Legislation/Inspection	Inspect all private swimming pools approved within previous two years to ensure compliance with statutory safety standards and advise all pool owners on pool safety standards.	No pools approved in the previous twelve months within the City that do not comply with statutory requirements of the Swimming Pool Act.
	Procedure in place to ensure all private swimming pools approved within previous two years comply with safety standards and owner are aware of requirements.	100% of pools inspected in period 1/7/2016 to 31/03/2017 met safety standards.
	1.5.1.8 Undertaken compliance inspections of all registered private swimming pools.	Ongoing.
	Processes in place to ensure all registered private swimming pools inspected in accordance with Swimming Pool Regulations.	Inspections carried out on an ongoing basis.
Management Services - from other Functions	Cost of services including management, financial, technical, information technology and corporate overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	Internal overheads accepted under Agreed Brief for services from other Divisions.	Amounts considered fair and reasonable for the level of services provided.
Management Services	Planning, organising, directing and controlling human and other resources.	Achievement of Function Objectives in terms of key indicators
	Funding and other necessary resources provided to effectively carry out this activity.	Achieved and ongoing.
	5.2.2.1 Implement the adopted Actions within both the Delivery Program and Operational Plan.	100% of adopted Actions within both the Delivery Program and Operational Plan are achieved by June annually.
	Procedures in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved in 2016/2017.	Program achieved to date.

OPERATIONAL PLAN

Function No. 6.02

Performance Review

Quarter ended: December

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Building & Development Serv.
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Activity	Actions	Performance Targets/Service Level
	2.2.3.2 Produce annual documentation for the development and construction industries advising of legislative changes including Building Code of Australia (BCA) amendments and variations in Council's policies and requirements.	Produce and distribute document by July annually
	<i>Procedure in place to ensure documentation advising of legislative changes and BCA amendments and variations is produced as circumstances require.</i>	<i>Documents to be produced and distributed if necessary by June 2017.</i>
Fire Safety	2.2.3.3 Undertake an annual conference with the real estate agents, development and building industries on planning and building issues.	Conference with real estate agents and building and development industries to be held by August annually.
	<i>Procedure in place to ensure conference takes place as programmed.</i>	<i>Combined with Administrator's Forum held 20 July 2016.</i>
Building Certificates - (Sec 149(A)&(B))	Inspect existing buildings for compliance with relevant fire safety standards.	Four (4) major buildings inspected annually for compliance with relevant fire standards
	<i>Procedure in place to ensure at least four (4) buildings inspected in 2016/2017.</i>	<i>Three (3) buildings inspected in period 1/7/2016 to 31/03/2017.</i>
Building Certificates - Assessment, approval and inspection	Inspect, consider and determine all applications as required under Section 149 (A) and (B) of EP&A.	90% of compliant Building Certificates issued within 15 days
	<i>All Section 149 (A) and (B) (EP&A) issued in accordance with legislation.</i>	<i>For period 1/7/2016 to 31/03/2017 - Compliant applications issued – 15/15 (100%). Total number approved - 22.</i>
	Assess and approve applications in accordance with statutory standards, codes and requirements and Council policies.	(a) 95% of fully documented Construction Certificates processed within 28 days where no referral is required.
	<i>Processes and procedures in place to ensure all applications are assessed and determined in accordance with statutory requirements, codes and Council Policies.</i>	<i>For period 1/7/2016 to 31/03/2017 - Fully documented 283/336 (84.2%). Total number issued - 335</i>
Approvals other - (Sec 68 LG Act)	Consider and determine all relevant applications as outlined in Section 68 of the Local Government Act 1993.	85% of clients satisfied with level of service.
		<i>Last survey period - 2014/2015. Satisfaction level determined at 89%.</i>
		95% of fully documented Complying Development Certificates processed within 10 working days.
		<i>For period 1/7/2016 to 31/03/2017 – 15/18 (83.3%) achieved. 29 Applications determined.</i>
Section 149 (2) and (5) Certificates	Process and issue certificates pursuant to Section 149(2) and (5) of the EP&A Act 1979.	90% of all requests for inspections responded to within 24 hours
		<i>For period 1/7/2016 to 31/03/2017 - 100% achieved.</i>
		All relevant applications as defined by Section 68 Local Government Act 1993, processed and approved within fourteen (14) days where all relevant information has been provided and where no referrals are required
	<i>Procedures in place to ensure service levels are achieved.</i>	<i>For the period 1/7/2016 to 31/03/2017 - 100% achieved within 14 days (where information supplied).</i>
	<i>Processes and procedures in place to ensure service levels are maintained.</i>	<i>For period 1/7/2016 to 31/03/2017– 787/798 - 98.7%.</i>

OPERATIONAL PLAN

Function No. 6.02

Performance Review

Quarter ended: December

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Building & Development Serv.
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Activity	Actions	Performance Targets/Service Level
Strategic Landuse Policy Development	2.2.3.5 Undertake an annual review of the Development Control Plan to ensure relevance and compatibility with changing needs and ecologically sustainable development principles.	95% of Section 149(5) Certificates issued within 10 working days. For period 1/7/2016 to 31/03/2017 – 252/252 (100%). Review carried out by December annually.
	Review to form a component of the Amalgamation Harmonisation Project programmed to be undertaken by September 2017.	Review to be carried out by September 2017 as a component of the Amalgamation Harmonisation Project.
Management Services - Statutory Planning	Consultation with Developers and Consultants to provide advice on planning and development requirements of the EP&A Act 1979 and the Dubbo City Council.	No examples of general dissatisfaction by the broad community of the adopted development standards contained in the DCP(s).
	Procedures and processes in place to ensure consultation service is available and provided as and when required.	No examples of general dissatisfaction by the broader community during review period.
	2.2.3.1 Undertaken an annual review of all Development Policy Codes and the Development Control Plan to ensure relevance and compatibility with changing needs and ecologically sustainable development principles.	Review of Development Policy Codes and Development Control Plan carried out by December annually.
	Review to form a component of the Amalgamation Harmonisation Project programmed to be undertaken by September 2017.	Review to be carried out by September 2017 as a component of the Amalgamation Harmonisation Project.
Environmental Control	Cost of salaries relating to the provision of services to environmental management activities	Achieve function and policy objectives in terms of environmental regulation.
	Sufficient funding has been provided to carry out this activity.	Assessment and inspection processes in place.
Development Application assessment/approval/inspection	Assess and determine applications in accordance with statutory standards and requirements and Council policies	Fully documented Development Applications are processed within the following criteria: 85% within 28 days where advertising/ referral not required;
	Processes and procedures in place to ensure applications are determined in accordance with regulations and policies.	For period 1/7/2016 to 31/03/2017 – 302/322(93.7%).
	2.2.9.6 Assess landuse applications within adopted Performance Targets.	85% within 28 days plus 21 additional days where advertising is required;
	Procedures in place to ensure landuse applications are assessed within adopted performance targets.	For period 1/7/2016 to 31/03/2017 – 52/67 (77.6%) 70% within 40 working days when referred to statutory authorities;
		For period 1/7/2016 to 31/03/2017 – 11/25 (44%).

OPERATIONAL PLAN

Function No. 6.02

Performance Review

Quarter ended: December

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Building & Development Serv.
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Activity	Actions	Performance Targets/Service Level
		70% within 60 working days when referred to other 'approval' authorities as an integrated development under the Environmental Planning and Assessment Act 1979;
		For period 1/7/23016 to 31/03/2017 - Nil (0) applications received that have not been included in other categories.
		50% within 60 working days where the 'approval' requires the concurrence of another authority (ie Crown developments).
		For period 1/7/2016 to 31/03/2017 - Nil (0) applications received that have not been included in other categories.
	2.2.9.1 Undertake an annual review of the procedure for processing Development Applications.	Review to be carried out by July annually
	Review of procedures ongoing. Major review to be undertaken by March 2017 as part of the Organisation Service Review emanating from the merger of Dubbo and Wellington Councils.	Major review to be undertaken by March 2017 as part of the Organisational Review emanating from the merger.
	Undertake inspection of all developments to ensure compliance with Council approvals.	No reasonable examples of development taking place which is incompatible with the surrounding natural and built environment.
	Procedure and inspection program in place to ensure all developments comply with development consent.	Nil (0) examples for period 1/7/2016 to 31/03/2017.
	2.2.9.2 Continue to implement the adopted Environmental Services Communication Strategy.	Ongoing.
	Implementation ongoing.	Ongoing.
	2.2.9.4 Undertake a biannual review of application processing times and numbers.	Reviews to be carried out March and October annually.
	Major review to be undertaken January 2017 as part of the Organisation Service Review emanating from the merger of Dubbo and Wellington Councils.	Major review undertaken January 2017 as part of the Organisational Service Review.
	2.4.3.3 Undertake an annual conference with the real estate agents, development and building industries and Chamber of Commerce on planning and building issues.	Conference to be held by August annually.
	Procedure in place ensured annual conference took place.	Combined with Administrator's Forum held 20 July 2016.
	2.6.1.1 Ensure landscaping of private and public developments maximizes opportunities for low maintenance and environmentally sustainable beautification works.	Landscaping of all new residential, commercial and industrial developments positively contributes to the aesthetic and environmental condition of the City.
	Considered during the DA assessment process. Determinations conditioned where relevant and inspections procedure in place to ensure compliance	For period 1/7/2016 to 31/03/2017 - all applications received were assessed in accordance with legislative requirements and adopted plans and policies.

OPERATIONAL PLAN

Function No. **6.02**

Performance Review

Quarter ended: **December**

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Building & Development Serv.
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-1,354,400	-147,100	0	-1,501,500	-65,527	1	-1,567,027	-1,259,420
Expenditure	2,630,504	212,240	0	2,842,744	-7,663	2	2,835,081	1,935,476
Operating Total	1,276,104	65,140	0	1,341,244	-73,190		1,268,054	676,056
Capital								
Income	-793	0	0	-793	0	3	-793	-259
Expenditure						4		
Capital Total	-793	0	0	-793	0		-793	-259
Available Funds Movement Prior to Restricted Asset Funding								
	1,275,311	65,140	0	1,340,451	-73,190		1,267,261	675,797
Restricted Assets								
	55,359	0	0	55,359	42,190	5	97,549	0
Funds Available to (-), or Required From Rates and Other Council Revenue								
	1,330,670	65,140	0	1,395,810	-31,000		1,364,810	675,797

Note	Details
1	Operating Income has increase by \$65,527 due to additional revenue from fees relating to of Development and Construction Certificate applications.
2	No significant variation to budget.
3	No variation to budget.
4	No variation to budget.
5	Transfer to restricted assets has increased by \$42,190 to fund future Employee Leave Entitlements.

Key Performance Indicators:

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Number of Construction Certificates issued (Ccl)	518	520	335	% of CCs processed within 28 days (no referral)	92.4%	100%	84.2% (283/336)	% of clients satisfied with level of services provided	89%	82%	89%
No. of Building Certificates issued (Section 149(A))	51	40	22	90% of compliant certificates issued in 15 days.	95.7%	95%	100%	Number recorded complaints	Nil	Nil	Nil
No. Section 149 Certificates issued:											
149(2)	988	1000	798	% processed within 5 days	92.8%	95%	98.7%	No. of written complaints	Nil	Nil	Nil
149(5)	319	240	252	% processed within 10 days	100%	100%	100%				

OPERATIONAL PLAN

Function No. 6.02

Performance Review

Quarter ended: December

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Building & Development Serv.
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
				Cost per S149 Cert .	\$55.13	\$52.53	\$44.06				
No. of Waste Treatment Device (WTD) Approvals	27	38	19	Cost per WTD application processed and inspected	\$594.15	\$352.37	\$464.83	% of applications processed within 21 days	100%	100%	100%
No. of DAs assessed and approved	629	650	456	% of DAs processed in 28 days (no referrals)	92.1%	90%	84.2%	% of clients satisfied with DA processing	89%	82%	89%
No of CDCs assessed and approved.(DCC and Private Cert.)	153	145	121	Cost per DA (include assessment, approval and inspection)	\$2800.68	\$2,606.30	\$2272.07	% of fully documented Council assessed CDC's determined within 10 days.	90.%(9/10)	85%	83.3%(15/18) Total - 29

OPERATIONAL PLAN

Function No. 6.04

Performance Review

Quarter ended: March

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function: Environmental Sustainability Serv.
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**Manager Responsible: Manager Environmental Control
Mrs Debbie Archer**

Function Objectives:

To support the Organisation and community to plan and implement environmentally-sustainable initiatives and to report on the Organisation and community's progress.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Management Services	<p>Planning, organising, directing and controlling human and other resources</p> <p><i>Funding and other necessary resources provided to effectively carry out this activity in 2016/2017.</i></p> <p>5.2.2.1 Implement the adopted Actions within both the Delivery Program and Operational Plan.</p>	<p>Achievement of Function objectives within satisfactory timeframes and budget</p> <p><i>Function objectives achieved in period 1/7/2016 to 31/03/2017.</i></p> <p>100% of adopted Actions within both the Delivery Program and Operational Plan are achieved by June annually.</p>
Environmental Sustainability Services	<p><i>Procedure in place to ensure the adopted actions within the Delivery Program and operational Plan are achieved in 2016/2017</i></p> <p>2.1.1.1 Review the implementation of and monitor the Dubbo Environmental Management Plan with respect to all identified environmental sectors.</p> <p><i>Draft Environmental Management Plan waiting on development of Corporate Plan before Management Plan can continue.</i></p> <p>2.1.1.2 Undertake an annual audit of energy consumption across Council activities.</p> <p><i>Audit undertaken October 2016.</i></p> <p>2.1.1.4 Review of Council's Energy Strategy and report on the outcomes of the review.</p> <p><i>Review of Strategy's implementation plan now due by July 2017 in light of the merger of Dubbo and Wellington.</i></p> <p>2.1.2.2 Monitor Council's groundwater network and report annually.</p> <p><i>Procedure in place ensured report completed by December 2016.</i></p> <p>2.1.2.4 Actively participate on the Central West Catchment Management Authority (CMA) Local Government Reference Group.</p> <p><i>Sustainability Coordinator represents Council at regular forums.</i></p>	<p><i>Program achieved to date.</i></p> <p>Report progress in November and April annually</p> <p><i>No update provided in November due to the Plan being under review.</i></p> <p>Energy consumption audit to be undertaken by October annually</p> <p><i>Consumption reported in SOE released in October 2016.</i></p> <p>Review of Council's Energy Strategy to be undertaken by July annually</p> <p><i>Council's Energy Strategy will require further review in due course as a result of the merger.</i></p> <p>Report completed by December annually.</p> <p><i>Report presented to Executive Staff Committee February 2017. Progress also reported through SOE.</i></p> <p>Attend quarterly meetings.</p> <p><i>Alliance Meeting held November 2016.</i></p>

OPERATIONAL PLAN

Function No. **6.04***Performance Review*Quarter ended: **March**

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Environmental Sustainability Serv.
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Activity	Actions	Performance Targets/Service Level
Management Services - from other Functions	2.1.2.5 Prepare and formulate the State of the Environment report in accordance with the requirements of the Local Government Act 1993. <i>SOE report completed November 2016.</i>	Completion of State of Environment Report by October annually. <i>Report completed November 2016 and available on website.</i>
	2.1.3.1 Undertake an annual review of the Education for Sustainability Strategy. <i>Procedure in place to ensure Strategy Review carried out by November 2016.</i>	Review of the Education for Sustainability Strategy to be undertaken by November annually. <i>Council's Energy Strategy will require further review in due course as a result of the merger.</i>
	2.1.3.2 Provide up-to-date information to the community regarding sustainability initiatives and opportunities. <i>Programmed regular information day held annually. Print and television media used where appropriate</i>	Sustainable City Expo to be held by June annually. <i>Utilising web, social media and media to raise awareness within the community. Dubbo City Expo and Science Festival held 27 August 2016 with 950 people in attendance.</i>
	Cost of services including: management, financial, technical, information technology and corporate overheads provided to this Function. <i>Automated journal process in place to ensure reporting timetables achieved.</i>	Amounts charged are accepted as reasonable for the level of service provided <i>Automated monthly journals occurred in accordance with agreed brief.</i>
	Increased production and use of renewable energy <i>E 21 program available to monitor energy use. Renewable energy opportunities monitored.</i>	Identify and apply for available grant funding. Participate in renewable energy program. Work on Council's energy efficiencies. <i>Funding opportunities monitored.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	0	0	-1,500	-1,500	0	1	-1,500	-1,500
Expenditure	338,725	0	1,500	340,225	0	2	340,225	215,512
Operating Total	338,725	0	0	338,725	0		338,725	214,012
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	338,725	0	0	338,725	0		338,725	214,012
Restricted Assets	10,477	0	0	10,477	0	5	10,477	0
Funds Available to (-), or Required From Rates and Other Council Revenue	349,202	0	0	349,202	0		349,202	214,012

OPERATIONAL PLAN

Function No. **6.04**

Performance Review

Quarter ended: **March**

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function: Environmental Sustainability Serv.
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Note	Details
1	No variation to budget.
2	No variation to budget.
3	No variation to budget.
4	No variation to budget.
5	No variation to budget.

Key Performance Indicators:

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Organisation energy usage (MWh)	18,330 MWH (2015)	17,000 MWH (2016)	17,940 MW (2016)	No of accounts with reduced usage	66% (48out of 73)	70%	55% 40/73	Reduction in consumption (for corresponding period last financial year)	5.9% (Incr.)	2% (Incr)	2.7% Inc. (on same period 2015/16
Number of bore sites monitored	120	120	120	No of months bore network monitored	12 Mths 6 Insp.	12 Mths 6 Insp.	12 Mths 9 Insp.	Number of sites with reduced SWL	46/120	30/120	30/120

OPERATIONAL PLAN

Function No. 6.05

Performance Review

Quarter ended: March

BUILT & NATURAL

Principal Activity:

ENVIRONMENT

Function:

Environmental Support Serv.

**Manager Responsible: Manager Business Support
Mr Ken Williams**

Function Objectives:

Provide a management and business support service which provides for the effective and efficient operation of the Environment Services Division; and provide an effective Land Information System that satisfies the needs of the organisation.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Management Support Operations	Provide strategic direction and management to the Environmental Services Division.	Division operating in an effective and efficient manner.
	<i>Input into strategic direction and management of the Division provided as and when required.</i>	<i>Support services provided as and when required. Division's operating and efficiency objectives achieved.</i>
Management Services	5.2.2.1 Implement the adopted Actions within both the Delivery Program and Operational Plan.	100% of Actions within both the Delivery Program and Operational Plan are achieved by June annually.
	<i>Procedure in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved in 2016/2017</i>	<i>Programmed actions achieved to date.</i>
Management Services from other Functions	Cost of services including management, financial, technical, information technology and corporate overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Internal overheads accepted under Agreed Brief for services from other Divisions.</i>	<i>Amounts considered fair and reasonable for the level of service provided.</i>
Land Information Services (LIS)	To develop and maintain Land Information System	Corporation's satisfaction with LIS output
	<i>Development and maintenance ongoing. Pertinent staff to attend LIS User Group meetings</i>	<i>Nil complaints received in respect of LIS services provided.</i>
	2.2.9.7 Implement e-Services Project Plan to increase the extent of land use information available electronically.	Development Applications are able to be lodged electronically with Council. Plan implementation ongoing.
	<i>E Certificates programmed to be implemented in 2016/2017.</i>	<i>E Certificates implementation on hold due to merger. Authority based computer system under development for the merged Council includes e Planning and e Certificate capabilities.</i>
Immunisation support services	Administrative support for infant immunisation activity	Monthly clinics organised and conducted achieving Greater Western Area Health Service standards
	<i>Administrative services provided to Function 8.1 to conduct monthly immunisation clinics in 2016/2017.</i>	<i>Nine (9) clinics held on schedule. Nil complaints received.</i>
Administration/Secretarial Support	Provide business support services to the Environmental Services Division and for ratepayers, Councillors and other Divisions	Provide Councillors, ratepayers and all Council Divisions with accurate information and advice in a timely manner. Annual Operating Plan and Budget adopted and reviewed by specified dates
	<i>Procedure in place to ensure Operating Plan and Budget development achieves adopted timetable.</i>	<i>Operating Plan and Budget to be adopted by Council June 2017.</i>

OPERATIONAL PLAN

Function No. 6.05

Performance Review

Quarter ended: March

BUILT & NATURAL		
<i>Principal Activity:</i> ENVIRONMENT	<i>Function:</i>	Environmental Support Serv.

Activity	Actions	Performance Targets/Service Level
Certificate processing operations	Receipt, register, preparation and administrative support for certificates processed and issued by Division.	Customer services levels achieved
	<i>Services provided to Function 6.2 to ensure targets achieved.</i>	<i>Section 149(2) and (5) and Building Certificates achieved adopted service levels for the review period.</i>
Application processing operations	Receipt, register, preparation and administrative support for certificates processed and issued by Division	Customer service levels achieved
	<i>Services provided to Function 6.2 to ensure targets achieved.</i>	<i>Services provided by Business Support Services enabled service levels to be achieved for complete DAs and CCs issued within the review period.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	0	0	-230	-230	0	1	-230	-563
Expenditure	-51,921	0	230	-51,691	0	2	-51,691	-125,710
Operating Total	-51,921	0	0	-51,921	0		-51,921	-126,273
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure						4		
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	-51,921	0	0	-51,921	0		-51,921	-126,273
Restricted Assets	51,921	0	0	51,921	0	5	51,921	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	-126,273

Note	Details
1	No variation to budget.
2	No variation to budget.
3	No variation to budget.
4	No variation to budget.
5	No variation to budget.

OPERATIONAL PLAN

Function No. 6.05

*Performance Review*Quarter ended: **March****BUILT & NATURAL****Principal Activity: ENVIRONMENT****Function: Environmental Support Serv.****Key Performance Indicators – Land Development:**

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Number of functions requiring OP/budget assistance	7	7	7					OP & budget time frames met	Yes	Yes	yes
								Delivery Program objectives and time frames met	Yes	Yes	yes
Land Information System developed and maintained	Yes	Yes	Yes					No. of complaints	Nil	Nil	Nil

OPERATIONAL PLAN

Function No. 6.09

Performance Review

Quarter ended: March

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	City Strategy Services
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Manager Responsible: Manager City Strategy Services**Function Objectives:**

Prepare, implement, monitor and review Council's Strategic Landuse Plans to provide philosophy and direction for future management of rural, industrial, commercial, recreational, residential and other urban development.

To develop policies and standards to achieve a healthy and sustainable environment.

Interpret and review Council's Strategic Landuse Strategies to assist with implementation through the relevant provisions of the Environmental Planning and Assessment Act.

Introduce and continually review LEPS, DCPs and Contribution Plans under the Environmental Planning and Assessment Act 1979 and the Local Government Act 1993.

Undertake City Strategy development on behalf of the organisation.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Local Environmental Plan management	Planning, organising, directing and controlling human and other resources.	Achievement of Function objectives in terms of key indicators.
	Funding and other necessary resources provided to effectively carry out this activity in 2016/2017.	Achieved.
Strategic Landuse Planning and Development	Implement Council's adopted Rural and Urban Development Strategies	Strategic Landuse Plans enable Council to facilitate appropriate future growth. Plans reviewed every seven years.
	Procedures in place to ensure DCP and DCOP development is carried out.	Last review carried out October 2015.
Statutory Services	Developer Contribution Plans/Policies reviewed on behalf of other Divisions/Functions	Maintain and review Section 94 and 64 Plans and Policies in accordance with current legislation and practice.
	Review of contribution Plan/ Policies carried out in accordance with Agreed Briefs.	Section 94 Plans and Policies maintained. Reviews to be undertaken as required by plan owner.
Management Services	5.2.2.1 Implement the adopted Actions within both the Delivery Program and Operational Plan	100% of adopted Actions within both the Delivery Program and Operational Plan are achieved by June annually.
	Procedures in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved.	New Section 94 Plan for Open Space commenced 1 July 2016. Urban Roads Plan delayed by RMS actions associated with LH Ford Bridge.
Management Services - from other Functions	Cost of services including: management, financial, technical, information technology and corporate overheads provided to this function. Ensure key land use planning related data is held by Corporation.	Amounts charged are accepted as reasonable for the level of service provided.
		No key data unavailable when needed.
	Internal overheads accepted under an Agreed Brief for services from other Divisions. Maintenance of LIS in respect of data is ongoing.	Amounts charged considered fair and reasonable for the level of service provided. Key data available when required.
Development Support	Monitor and assist in the interpretation and application of strategic land use strategies, LEPS and DCPs as appropriate when considering DAs.	Interpretation and advice available in good time.
	Pre-lodgement advice and Council Planners are available for assistance as and when required.	For period 1/7/2016 to 31/03/2017 - 100% availability.

OPERATIONAL PLAN

Function No. 6.09

Performance Review

Quarter ended: March

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	City Strategy Services
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Activity	Actions	Performance Targets/Service Level
	2.2.3.2.1 Produce annual documentation for the development industry, advising of legislative changes.	Documentation regarding changes to Strategic Landuse LEP and DCP is produced and distributed by July annually.
	<i>Procedure in place to ensure documentation prepared and distributed timely and as and when required.</i>	<i>Undertaken through quarterly Mayoral Developers Forums and in conjunction with annual document provided by Building and Development Service. Forum held 20 July 2016.</i>
	2.2.5.1 Provide input into NSW Regional Landuse Strategy (Mining).	Ongoing.
	<i>Meeting held with the Director General of Planning and information provided in respect of the Dubbo context.</i>	<i>Ongoing.</i>
	2.2.5.2 Participate in the Regional Mining Working Group.	Ongoing.
	<i>Director Environmental Services is a member of the Regional Mining Taskforce. Meetings held bi-monthly.</i>	<i>Ongoing.</i>
	2.2.5.7 Undertaken an annual review of the Urban Land Monitors. (Mining)	Review undertaken November annually.
	<i>Procedure in place ensured annual review carried out by November 2016.</i>	<i>Review undertaken and presented to February 2017 Executive Staff Committee.</i>
	2.4.1.1 Undertake an annual review of the Urban Land Monitors. (Available land)	Review to be carried out by November annually.
	<i>Procedure in place ensured review carried out.</i>	<i>Review undertaken and presented to February 2017 Executive Staff Committee.</i>
	2.4.2.1 Undertake a review of the Urban Areas Development Strategy on a seven (7) year cycle.	Review to be carried out by June 2017.
	<i>Procedure in place to ensure review carried out by July 2018.</i>	<i>Review to be carried out by July 2018 as a component of the amalgamation harmonisation projects.</i>
	2.4.3.1 Liaise with the NSW Real Estate Institute, the Dubbo Chamber of Commerce and Industry Inc and development industry on locational demands and development types affecting the City.	Liaison undertaken by August annually.
	<i>Procedure in place to ensure liaison takes place in 2016/2017.</i>	<i>Frequent liaison undertaken through the Administrators Development Forum every three months. Forum held 20 July 2016.</i>
	Prepare minor LEPs/DCPs if appropriate for particular developments.	DCPs completed within four (4) months and submitted to Council for adoption.
	<i>Procedure and processes in place to enable the preparation of minor LEP/DCP amendments as required.</i>	<i>For period 1/7/2016 to 31/03/2017 – All applications received were completed and reported to Council within four months.</i>
	Assess planning proposal relating to amendments to the LEP.	Ongoing.
	<i>Processes in place to ensure determinations are in line with policy requirements.</i>	<i>Ongoing.</i>
	2.4.3.2 Review the comprehensive LEP every five years following the five year Strategic Review.	Review to be carried out by June 2017.
	<i>Processes in place to ensure comprehensive LEP is reviewed following the five year Strategic Review.</i>	<i>Operational review to be carried out by September 2017 as a component of the amalgamation harmonisation projects.</i>

OPERATIONAL PLAN

Function No. **6.09**

Performance Review

Quarter ended: **March**

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	City Strategy Services
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-86,000	0	-50,000	-136,000	11,000	1	-125,000	-87,000
Expenditure	706,686	50,000	59,049	815,735	-15,000	2	800,735	532,234
Operating Total	620,686	50,000	9,049	679,735	-4,000		675,735	445,234
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding								
	620,686	50,000	9,049	679,735	-4,000		675,735	445,234
Restricted Assets								
	29,556	-50,000	-10,000	-30,444	0	5	-30,444	0
Funds Available to (-), or Required From Rates and Other Council Revenue								
	650,242	0	-951	649,291	-4,000		645,291	445,234

Note	Details
1	Operating Income has decreased by \$11,000 due to the transfer of expected grant funding for Heritage activities to Building and Development Services.
2	Operating Expenditure has decrease by \$15,000 due to the transfer of expected grant funding for Heritage activities to Building and Development Services.
3	No variation to budget.
4	No variation to budget.
5	No variation to budget.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Section 94 Plans revised and updated to meet statutory obligations and Council requirements	1	4	1	Section 94 Plans prepared in accordance with Agreed Brief requirements	Yes	4	1	Section 94 Plans meet Council requirements	Yes	Yes	Yes

OPERATIONAL PLAN

Function No. 6.10

Performance Review

Quarter ended: **March**

BUILT & NATURAL

Principal Activity: **ENVIRONMENT**Function: **Ranger Services**Manager Responsible: **Manager Environmental Control**

Mrs Debbie Archer

Function Objectives:

To respond to community requests on matters relevant to the function and, where necessary, enforce the requirements of various acts, regulations and Policies.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Stock Impounding	2.2.8.3 Undertake media and/or education campaigns on stock related incidents in consultation with Livestock, Health and Pest Authority	Campaign completed by June annually
	<i>Procedure in place to ensure campaign is undertaken in consultation with Livestock Health and Pest Authority as appropriate time and generally corresponds with extended dry weather periods.</i>	<i>Campaign generally carried out by June each year.</i>
Management Services - from other Functions	Amounts charged for management, financial, technical, information technology and corporate overheads are accepted as reasonable for the level of service provided	Charges agreed and services provided considered satisfactory
Management Services	<i>Automated Journal process in place to ensure reporting timetable achieved.</i>	<i>Automated monthly journals occurred in accordance with Agreed Briefs.</i>
	Planning, organising, directing and controlling human and other resources to achieve the functions objectives	Achievement of Function objectives within satisfactory timeframes and budget
	<i>Sufficient funding and other necessary resources provided to effectively carry out this activity.</i>	<i>Achieved and ongoing.</i>
	5.2.2.1 Implement the adopted Actions within both the Delivery Program and Operational Plan.	100% of adopted Actions within both the Delivery Program and Operational Plan are achieved by June annually.
Companion Animal Control	<i>Procedure in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved in 2016/2017.</i>	<i>Programmed actions achieved to date.</i>
	1.5.6.1 Undertake an annual review of the Companion Animals Action Plan	Review carried out by May annually
	<i>Procedure in place to ensure review carried out by May 2017.</i>	<i>Review scheduled to take place by May 2017.</i>
	1.5.6.6 Implement an education program to ensure residents are aware of the requirements for keeping Companion Animals	Implement education program by May annually
	<i>Program in place ensured educational program implementation by May 2017. Funding application submitted for further education.</i>	<i>Pet month held August 2016.</i>
		Number of dog related incidents is less than previous year <i>For period 1/7/2016 to 31/03/2017- 8.2% reduction on corresponding period 2015/2016.</i> Increase in number of dogs registered under the Companion Animals Act (compared to previous year) <i>For period 1/7/2016 to 31/03/2017 8.5% reduction on corresponding period 2015/2016.</i>

OPERATIONAL PLAN

Function No. 6.10

Performance Review

Quarter ended: March

BUILT & NATURAL ENVIRONMENT	Function:	Ranger Services
<i>Principal Activity:</i>		

Activity	Actions	Performance Targets/Service Level
Pollution Control	Investigate and enforcement of incidents of pollution. <i>Funding and other necessary resources provided to effectively carry out this activity.</i>	Increase in number of cats registered under the Companion Animals Act (compared to previous year) <i>For period 1/7/2016 to 31/03/2017- 0% increase on corresponding period 2015/2016.</i> Complaints responded to in a timely manner <i>Complaints responded to on a priority of risk bases.</i>
Pest Destruction	Control noxious birds/animals. <i>Funding and other necessary resources provided to effectively carry out this activity.</i>	Complaints responded to in a timely manner <i>Complaints responded to on a priority of risk basis. Coordination with NPWS and P & L regarding Magpie control.</i>
Other Ranger Services	Enforce relevant statutory requirements <i>Funding and other necessary resources provided to effectively carry out this activity.</i> Enforce litter reduction policies in defined areas. <i>Funding and other necessary resources provided to effectively carry out this activity.</i>	Increased public awareness of statutory requirements <i>Promotion of issues carried out via media, web, information days and penalty notices and cautions ongoing.</i> Littering and illegal dumping incidents are effectively managed. <i>Ongoing monitoring of public areas and reserves. Mail-outs to affected properties.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-80,050	-15,500	0	-95,550	-10,954	1	-106,504	-61,662
Expenditure	827,135	154,454	561	982,150	10,954	2	993,104	721,669
Operating Total	747,085	138,954	561	886,600	0		886,600	660,007
Capital								
Income	0	-2,971	0	-2,971	0	3	-2,971	-872
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	-2,971	0	-2,971	0		-2,971	-872
Available Funds Movement Prior to Restricted Asset Funding	747,085	135,983	561	883,629	0		883,629	659,135
Restricted Assets	29,670	0	0	29,670	0	5	29,670	0
Funds Available to (-), or Required From Rates and Other Council Revenue	776,755	135,983	561	913,299	0		913,299	659,135

Note	Details
1	Operating Income has increased by \$10,949 mainly due to fines issued under the Companion Animal Act.
2	Operating Expenditure has increased by \$10,949 mainly due to cost associated with Companion Animal Management.
3	No variation to budget.
4	No variation to budget.
5	No variation to budget.

OPERATIONAL PLAN

Function No.

6.10

Performance Review

Quarter ended:

March**BUILT & NATURAL***Principal Activity:***ENVIRONMENT***Function:***Ranger Services****Key Performance Indicators:**

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Dogs registered per annum (CAA):	848	900	544	Operating cost per animal registered (including shelter cost)	\$1028.98	\$1044.41	\$1130.02	Increase in dog registrations under CAA	42.4% (decrease)	9.7%	8.5% (decrease)
Cats registered per annum (CAA):	54	60	35					Increase in cat registrations under CAA	41.9% (decrease)	20%	0%
Dog complaints	1007	950	670	% complaints actioned within 7 days	85.6%	90%	83.5%	Reduction in number of complaints (comparable per. 15/16)	15.5% (increase)	2%	8.2%
Cat complaints	203	190	135	% of complaints actioned within 7 days.	84.2%	85%	88.6%	Decrease in cat complaints	15.5%	3%	6.9%
Stock impounding/ complaints	84	65	51	% of complaints actioned within 2 hours (main highways)	100%	100%	100%	Decrease in stock impounded	34.8%	0%	6.2% (increase)
No. of litter infringements issued	15	24	3					Decrease in number of infringements issued	25%	0%	83.3%
Abandoned vehicles investigated	172	125	157	Impounding Act procedures commenced within 24 hours of vehicle determination	95% Est	75%	84%	Reduction in number of abandoned vehicles investigations / impounded	23.7% (increase)	21.8%	2.7% (increase)

OPERATIONAL PLAN

Function No. 6.11

Performance Review

Quarter ended: March

BUILT & NATURAL

Principal Activity:

ENVIRONMENT

Function:

Animal Shelter

**Manager Responsible: Manager Environmental Control
Mrs Debbie Archer**

Function Objectives:

To respond to community requests on matters relevant to the function and, where necessary, enforce the requirements of various acts, regulations and policies.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Actions	Performance Targets/Service Level
Management Services - from other Functions	Amounts charged for management, financial, technical, information technology and corporate overheads are accepted as reasonable for the level of service provided	Charges agreed and services provided considered satisfactory
Management Services	Internal overheads accepted under Agreed Brief for services from other Divisions. Planning, organising, directing and controlling human and other resources to achieve the functions objectives	Amounts considered fair and reasonable for the level of service provided. Achievement of Function objectives within satisfactory timeframes and budget
	Sufficient funding and other necessary resources provided to effectively carry out this activity. 5.2.2.1 Implement the adopted Action within both the Delivery Program and Operational Plan.	Achieved and ongoing. 100% of adopted Actions within both the Delivery Program and Operational Plan are achieved by June annually.
Companion Animal Management	Procedure in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved in 2016/2017. Companion animals impounded and sheltered in accordance with relevant Regulations and Guidelines.	Programmed actions achieved to date. Regulatory standards achieved.
	Procedure in place to ensure companion animals are impounded and sheltered in accordance with relevant Regulations and Guidelines.	Currently standards achieved.
Animal Shelter Operations	Sufficient funding provided to maintain and operate the shelter to a satisfactory level and to meet relevant Regulations and Guidelines.	Regulatory requirements and Guidelines achieved.
	Sufficient funds held in Restricted Assets to carry out shelter building improvements required under new National Regulations expected to be introduced by June 2017 relating to animal welfare and the keeping of animals.	Current requirements and guidelines achieved.
Animal Shelter Operations	1.5.6.3 Undertake an annual audit of the operations of the Dubbo City Animal Shelter	Audit carried out by July annually
	Procedure in place to ensure audit carried out annually.	Audit to be carried out by July 2017 and as part of the Organisation Service Review emanating from the merger of Dubbo and Wellington Councils.
	1.5.6.4 Undertake an annual review of the adopted Management Procedures Manual for the operation of the Animal Shelter in conjunction with the Royal Society for the Prevention of Cruelty to Animals (RSPCA).	Review carried out by April annually
	Procedure in place to ensure Management Procedures Manual is reviewed by April 2017.	Review programmed to be carried out by April 2017.

OPERATIONAL PLAN

Function No. 6.11

Performance Review

Quarter ended: March

BUILT & NATURAL	ENVIRONMENT	Function:	Animal Shelter
<i>Principal Activity:</i>			

Activity	Actions	Performance Targets/Service Level
Asset Management Routine	<p>Animal Shelter under Council's Asset Management Improvement Strategy for Council's Assets.</p> <p><i>Essential Service program in place. Twenty year asset maintenance program adopted and forms part of Animal Shelter Business Plan.</i></p>	<p>Building maintained in a satisfactory condition.</p> <p><i>Building maintenance carried out as and when required. Essential Services Inspection carried out annually in accordance with regulatory requirements. Audit of Wellington shelter undertaken October 2016.</i></p>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-73,200	0	0	-73,200	0	1	-73,200	-51,415
Expenditure	561,659	-1,226	0	560,433	0	2	560,433	352,218
Operating Total	488,459	-1,226	0	487,233	0		487,233	300,803
Capital								
Income	-45,890	0	0	-45,890	0	3	-45,890	-30,599
Expenditure	136,770	0	0	136,770	0	4	136,770	27,896
Capital Total	90,880	0	0	90,880	0		90,880	-2,703
Available Funds Movement Prior to Restricted Asset Funding	579,339	-1,226	0	578,113	0		578,113	298,100
Restricted Assets	-8,992	0	0	-8,992	0	5	-8,992	0
Funds Available to (-), or Required From Rates and Other Council Revenue	570,347	-1,226	0	569,121	0		569,121	298,100

Note	Details
1	No variation to budget.
2	No variation to budget.
3	No variation to budget.
4	No variation to budget.
5	No variation to budget.

Key Performance Indicators

Workload	2016/17			Efficiency	2017/18			Effective.	2018/19		
	Prev.	Est	YTD		Prev.	Est.	YTD		Prev.	Est	YTD
Dogs impounded per annum	1518	1510	1094	Operating cost per animal impounded	\$196.90	\$236.00	\$241.72	Dog impoundings increase by less than 5% on corresponding figure for previous year	2.7%	1.3%	6%
Cat impounding/surrenders	969	900	834					Cat impoundings increase by less than 5% on corresponding figure for previous years.	7.2%	1.1%	12.3%

OPERATIONAL PLAN

Function No. 6.11

*Performance Review*Quarter ended: **March****BUILT & NATURAL***Principal Activity:***ENVIRONMENT***Function:***Animal Shelter****Key Projects****Capital Works Program**

Animal Shelter - Asset Renewals - Maintenance 01.09368 - Asset Renewals - Asset Maintenance	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7500 - Animal Shelter Animal Enclosure Upgrade	80,000	0	0	0	80,000	0
01.09368 - Asset Renewals - Asset Maintenance Total	80,000	0	0	0	80,000	0

OPERATIONAL PLAN

Function No. 7.07

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Cemeteries
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**Manager Responsible: Manager Business Support (CS)
Mr Jamie Angus**

Function Objectives:

To provide a cost effective and sympathetic Cemetery service and facility to the Community.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Action	Performance Targets/Service Level
Asset Management Program – Cyclic	Undertake 20 year Cemetery Asset Management Program.	No written complaints regarding condition of assets.
	Achieved to date.	One written complaint received regarding the condition of the Old Dubbo Cemetery.
Asset Management Program – Routine	Undertake Cemetery asset maintenance as required.	No written complaints regarding condition of assets.
	Achieved to date.	One written complaint received regarding the condition of the Old Dubbo Cemetery.
Grounds Maintenance	Undertake regular maintenance program.	No instances of cemeteries being in poor condition.
	Achieved to date.	Only instances are due to rain weather events.
Interments	Provide timely interments upon request by Funeral Directors to Public Health Standards.	No instances of Public Health Regulations being contravened.
	Achieved to date.	Nil to date.
Management Services from other Functions		No more than 3 complaints received annually in regard to Council interment and maintenance programmes.
		One written complaint received.
		95% satisfaction rating by funeral directors and community of the quality of the Council managed cemeteries.
		Regular contact and meetings as requested with funeral directors. No issues raised in relation to the quality of the Cemeteries.
	Review Cemetery Business Plan; determine policy and procedures; determine annual revenue policy; financial and strategic planning; administration of interments; administration of interment and maintenance contracts with third parties; determine and oversee capital works program.	No reasonable criticism of overall cemetery management policies and decisions.
	Achieved to date.	Nil to date.
		Capital works program ensures adequate grave sites are available as required and landscaping enhances the cemeteries' appearance.
		September audit of available plots in each area carried out and no issues with level of plots available. Capital purchases of onsite storage and grass protection mats as part of the site landscape and beautification project at New Dubbo Cemetery.

OPERATIONAL PLAN

Function No. **7.07**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Cemeteries
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Activity	Action	Performance Targets/Service Level
	Cost of services including; management and financial accounting; information technology; corporate overheads.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Achieved to date.</i>	<i>Achieved to date.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-209,207	-136,890	-59	-346,156	-32,709	1	-378,865	-327,567
Expenditure	369,610	163,568	660	533,838	6,423	2	540,261	422,276
Operating Total	160,403	26,678	601	187,682	-26,286		161,396	94,709
Capital								
Income	-27,379	-9,548	0	-36,927	0	3	-36,927	-19,774
Expenditure	85,000	16,334	2,000	103,334	-66,827	4	36,507	16,507
Capital Total	57,621	6,786	2,000	66,407	-66,827		-420	-3,267
Available Funds Movement Prior to Restricted Asset Funding								
	218,024	33,464	2,601	254,089	-93,113		160,976	91,442
Restricted Assets								
	-81,876	7,466	-2,601	-77,011	93,113	5	16,102	-77,011
Funds Available to (-), or Required From Rates and Other Council Revenue								
	136,148	40,930	0	177,078	0		177,078	14,431

Note	Details
1	Operating income has increased by \$32,709 mainly due to increased interment fees (\$20,000) and exclusive rights (\$10,000).
2	Operating expenditure has increased by \$6,423 mainly due to increases in Wellington Cemetery – Operating Expenses (\$30,000) and decrease in Management Services from Other Functions (\$13,790).
3	No variance to budget.
4	Capital Expenditure has decreased by \$66,827 due to deferred Cemetery – Land Improvements projects to 2017/18.
5	Transfer from Internally Restricted Asset has decreased by \$93,113 due to deferred capital works and increased Operating Income.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of Dubbo interments	70	65	58	Cost per grave dug for Dubbo Cemeteries.	\$846.27	\$897	\$777.16	No. of complaints re: cemetery interments for Dubbo Cemeteries.	NIL	NIL	NIL
No. of ashes in New Dubbo Cemetery	2	1	1	Graves dug as per Manual of Procedure for Dubbo Cemeteries.	100%	100%	100%	No. of written complaints regarding condition of New Dubbo Cemetery	NIL	NIL	NIL

OPERATIONAL PLAN

Function No. 7.07

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Cemeteries
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of Reservations in New Dubbo Cemetery	51	36	43	Cost per hectare to maintain Lawn Cemetery & Old Dubbo Cemetery	\$6,001.79	\$6,504	\$4,019	No. of written complaints regarding condition of Old Dubbo Cemetery	NIL	NIL	1
No. of hectares maintained											
-New Dubbo Cemetery	11.42ha	11.42ha	11.42ha								
-Old Dubbo Cemetery	6.5ha	6.5ha	6.5ha								

Key Projects

Capital Works Program

Cemeteries - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09401 - Cemetery - Road Infrastructure						
7170 - Road Reseal	20,000	0	0	0	20,000	0
7171 - Storage	0	3,009	0	0	3,009	3,009
01.09401 - Cemetery - Road Infrastructure Total	20,000	3,009	0	0	23,009	3,009

Cemeteries - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09403 - Cemetery - Land Improvements						
7178 - Irrigation Extension	0	0	2,000	-1,827	173	173
7182 - Landscaping/Furniture/Signage	50,000	0	0	-50,000	0	0
7183 - Extend Ashes Section	15,000	0	0	-15,000	0	0
01.09403 - Cemetery - Land Improvements Total	65,000	0	2,000	-66,827	173	173

OPERATIONAL PLANFunction No. **7.07***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Cemeteries
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Cemeteries - Acquisition of Assets 01.09404 - Cemetery - Plant & Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7190 - Grass Protection Flooring	0	13,325	0	0	13,325	13,325
01.09404 - Cemetery - Plant & Equipment Total	0	13,325	0	0	13,325	13,325

OPERATIONAL PLAN

Function No. **7.08**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Recreation Services
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**Manager Responsible: Director of Community Services
Mr David Dwyer**

Function Objectives:

To encourage residents to pursue recreational activities; to provide a range of recreation facilities and programs to meet the needs of residents in a cost effective and efficient manner.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Actions	Performance Targets/Service Level
Services Provided to Other Functions	Fees charged to internal Council clients for use of facilities. Fees are charged where applicable to internal clients.	No reasonable criticism by clients of the charge rates and condition of facilities. No criticism to date.
Recreation Programs - Other	Insurance of South Dubbo Scout hall and annual contribution to the Western Region Academy of Sport. Allocations are provided in 2016/2017 budget for these purposes and insurances have been renewed.	South Dubbo Scout hall is insured for fair value and contributions to the Western Region Academy of Sport are made in accordance with agreed formula. Achieved.
Recreation Planning & Management	Residents and sporting organisations provided with current and accurate information, enquiries relating to recreational matters, administration of Sports Council, booking the hire of recreation venues and facilities. Covers the cost of salaries and overheads and ancillary employment costs. Residents and Sporting organisations are provided with current and accurate information. Budget allocations are made to cover these costs. Agreed brief with Parks & Landcare Services Division to undertake these activities.	No reasonable criticisms of recreation planning, venue bookings, administration of the Sports Council and advice. No criticism received to date in relation to recreation planning, venue bookings, administration of the Dubbo City Sports Council, or advice.
	Payment to Parks and Landcare Division for sportsground preparation and maintenance. Payment is made as per agreed brief.	No reasonable criticism of the standard of sports fields. Charges by Parks and Landcare Division accepted as fair and reasonable for the level of service provided. No criticism to date.
	5.3.1.2.1 Operational Plans (including budget) adopted in June each year for the Recreational Services Branch on a quarterly basis. Scheduled for June 2017.	Operational Plans for the Recreational Services Function adopted by Council by due date. Scheduled for June 2017.
	5.3.1.5.1 Branch reviews of the Operational Plan (including budget) undertaken for the Recreational Services Branch on a quarterly basis. September, December and March reviews completed.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date. Achieved to date.
	5.3.1.10.1 Monitor the development of Asset Management Plans for the Recreational Services Branch. Twenty year asset maintenance plans developed for all buildings. Further development of plans monitored.	Asset Management Plans for the Recreational Services Branch are prepared and submitted by due date. Twenty year maintenance plans are in place. All corporate asset management requirements are complied with.
	5.3.1.11.1 Zero based budgeting framework is utilised within the Recreational Services Branch. Zero based budgeting monitored and utilised where applicable.	All Zero based budgeting requirements are fully adhered to within the Recreational Services Branch. Zero based budgeting requirements adhered to within the function where applicable.
Recreation Facilities Operations	Cleaning, utility costs, insurance and security of community halls and racecourse. Budget allocation made to fully cover these costs in 2016/2017. For racecourse, insurance only is provided.	No reasonable criticism of cleanliness of facilities. No criticism to date.

OPERATIONAL PLAN

Function No. **7.08**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Recreation Services
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Activity	Actions	Performance Targets/Service Level
Major Sporting Events	Financial support for major sporting events held in the City by the provision of field preparation and supply of additional services such as toilets, garbage bins, portable grandstands.	Community has the opportunity to view high quality sporting events.
	Financial support for Group 11 Rugby League Grand Final included in the 2016/2017 financial budget.	NSW Athletics and NSW Country Championships.
Asset Management Program - Routine	Routine repairs and maintenance to recreation facilities	No reasonable complains relating to the condition of recreation facilities. No injuries caused due to poor building condition.
	Ongoing Funds provided in 2016/2017 budget.	No complaints or injuries to date.
Asset Management Program - Cyclic	Cyclic repairs and maintenance to recreation facilities in accordance with 20 year asset management plans.	No complaint relating to the condition of recreation facilities. No injuries caused due to poor building condition.
	Repairs and maintenance budgeted for and undertaken in accordance with 20 year plan.	No complaints or injuries to date.

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-20,044	-21,748	-3,287	-45,079	0	1	-45,079	-27,648
Expenditure	845,212	198,624	30,998	1,074,834	0	2	1,074,834	734,318
Operating Total	825,168	176,876	27,711	1,029,755	0		1,029,755	706,670
Capital								
Income	-103,575	-330,581	0	-434,156	0	3	-434,156	-331,330
Expenditure	6,600	147,937	6,261	160,798	54,090	4	214,888	160,066
Capital Total	-96,975	-182,644	6,261	-273,358	54,090		-219,268	-171,264
Available Funds Movement Prior to Restricted Asset Funding	728,193	-5,768	33,972	756,397	54,090		810,487	535,406
Restricted Assets	477	-147,500	-33,972	-180,995	-54,090	5	-235,085	-146,168
Funds Available to (-), or Required From Rates and Other Council Revenue	728,670	-153,268	0	575,402	0		575,402	389,238

Note	Details
1	No variance to Budget.
2	No variance to Budget.
3	No variance to Budget.
4	Capital Expenditure has increased by \$54,090 mainly due to increased expenditure on Recreation Services – Buildings (Renewals) \$60,690.
5	Transfers from internally restricted asset has increased by \$54,090 to cover the increase in Capital Expenditure.

Key Performance Indicators:

Workload	Prev.			Est.			YTD			Effective.	Prev.			Est.			YTD												
No. Applications for Major Sporting Events funding.		3			4			8		Cost per capita for Recreation Planning & Management expenditure		\$15.02			\$15.98			\$10.91		No. of complaints about condition of community halls		1			2			NIL	

OPERATIONAL PLAN

Function No. **7.08**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Recreation Services
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Key Projects**Capital Works Program**

Recreation Services - Proceeds from Sale of Assets 01.09855 - Assets Sold - Land & Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7100 - Sale of Racecourse Land	0	-261,851	0	0	-261,851	-261,851
01.09855 - Assets Sold - Land & Buildings Total	0	-261,851	0	0	-261,851	-261,851

Recreation Services - Asset Renewals - Maintenance 01.09415 - Recreation Services - Buildings (Renewals)	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7201 - Underpinning of Racecourse Toilet Block	0	36,740	2,570	60,690	100,000	66,731
01.09415 - Recreation Services - Buildings (Renewals) Total	0	36,740	2,570	60,690	100,000	66,731

Recreation Services - Asset Renewals - Maintenance 01.09417 - Recreation Services - Furniture & Fittings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7211 - Girl Guides Hall - Painting	6,600	0	0	-6,600	0	0
7316 - Wongarbon Hall Painting	0	0	3,691	0	3,691	3,691
01.09417 - Recreation Services - Furniture & Fittings Total	6,600	0	3,691	-6,600	3,691	3,691

OPERATIONAL PLAN

Function No. **7.08***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Recreation Services
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Recreation Services - Asset Renewals - Maintenance 01.09419 - Recreation Services - Road Infrastructure	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7200 - Turf Club Road	0	60,000	0	0	60,000	39,460
01.09419 - Recreation Services - Road Infrastructure Total	0	60,000	0	0	60,000	39,460

Wellington - Capital Expenses 01.08260 - Asset Renewals - Land & Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7250 - Public Halls	0	51,197	0	0	51,197	50,184
01.08260 - Asset Renewals - Land & Buildings Total	0	51,197	0	0	51,197	50,184

OPERATIONAL PLAN

Function No. 7.10

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Library Services
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**Manager Responsible: Director Community Services
Mr David Dwyer**

Function Objectives:

To provide an effective and efficient educational and recreational library service for the residents of Dubbo.
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NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.
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Activity	Actions	Performance Targets/Service Level
Asset Maintenance Program - Cyclic	Cyclic repairs and maintenance to the Dubbo Branch Library Building as per the twenty year asset management plan.	Library remains operational and presentable.
	<i>Cyclic repairs and maintenance are budgeted for and are undertaken in accordance with twenty year maintenance plan.</i>	<i>Achieved to date.</i>
Asset Maintenance Program - Routine	Routine repairs and maintenance to the Dubbo Branch Library Building.	No reasonable complaints on the condition of the Library Building.
	<i>Routine maintenance is undertaken.</i>	<i>No complaints received to date.</i>
Contributions to Macquarie Regional Library	Funding to cover the costs of Dubbo Branch Library and Regional Library Staff salaries and ancillary costs and overheads and the purchase of library materials.	The Macquarie Regional Library performs to average industry library service standard as per the NSW Public Library Statistics. A minimum of 230,000 articles borrowed from the library per annum.
	<i>Budget allocation is made to cover these costs. Quarterly allocation is made to Macquarie Regional Library for these costs.</i>	<i>Report due to be submitted to Council in March 2017.</i>
Research Operating Expenses	Funds to preserve, conserve and catalogue the local history collection.	No instances of the local history collection deteriorating due to inadequate resources and procedures / policies.
	<i>\$4,000 is provided in 2016/2017 budget for this purpose.</i>	<i>No instances to date.</i>
Library Building Operations	Funding for cleaning, electricity, gardening, waste collection, insurance and security.	No reasonable complaints concerning the Library's amenity. No instances for the Library being compromised due to inadequate security arrangements.
	<i>Budget allocation is made to fully cover these costs.</i>	<i>No complaints or instances to date.</i>
Management Services	Proportion of costs of Community Support Services to manage this function.	All required reports, budgets and plans are completed on time and to the satisfaction of General Manager / Council.
	<i>Costs based on estimated time spent on this function by Director Community Services, Manager Business Support and Business Support Officer.</i>	<i>Achieved to date.</i>
	1.3.6.2 Provide input to the Macquarie Regional Library's Corporate Strategic Plan to define the long term library service needs and facility needs for the Dubbo Community.	65% of residents are borrowers at the Macquarie Regional Library.
	<i>Not due until April 2017.</i>	<i>53.67% of residents are enrolled borrowers.</i>
	1.3.6.3 Continue to lobby the State Government for increased recurrent funding for local government library services.	Increased funding is received from the State Government.
	<i>No increase in recent State budget of recurrent per capita funding. Lobbying continuing.</i>	<i>No increase in recent State budget of recurrent per capita funding.</i>

OPERATIONAL PLAN

Function No. 7.10

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Library Services
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Activity	Actions	Performance Targets/Service Level
Management Services from Other Functions	1.3.6.4 Provide a report on the performance of Macquarie Regional Library in providing a library service to the City. <i>Report to be submitted in March 2017.</i>	Report due by March annually. <i>Report not yet due.</i>
	1.3.6.1 Undertake biennial survey of residents to ascertain requirements of a Library service. <i>Survey not due until 2017/2018.</i>	Survey completed September 2016. A satisfaction rating of 95% by patrons of the services and facilities of the Dubbo Branch Library. <i>Survey not due until 2017/2018.</i>
	Cost of services from internal service providers such as financial and management accounting, corporate overhead and printing. <i>2016/2017 budget accommodates these costs.</i>	Amounts charged are accepted as reasonable for the level of service provided. <i>Amounts considered fair and reasonable for the levels of service provided.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-149,897	-39,085	0	-188,982	7,031	1	-181,951	-181,951
Expenditure	1,996,827	360,799	0	2,357,626	-7,031	2	2,350,595	1,815,420
Operating Total	1,846,930	321,714	0	2,168,644	0		2,168,644	1,633,469
Capital								
Income	-68,863	-5,305	0	-74,168	0	3	-74,168	-76,962
Expenditure	14,000	422,068	7,553	443,621	2,769	4	446,390	437,693
Capital Total	-54,863	416,763	7,553	369,453	2,769		372,222	360,731
Available Funds Movement Prior to Restricted Asset Funding	1,792,067	738,477	7,553	2,538,097	2,769		2,540,866	1,994,200
Restricted Assets	85,249	-422,068	-7,553	-344,372	-2,769	5	-347,141	-344,372
Funds Available to (-), or Required From Rates and Other Council Revenue	1,877,316	316,409	0	2,193,725	0		2,193,725	1,649,828

Note	Details
1	Operating Income has decreased by \$7,031 mainly due to reduced Library Grants and Subsidies \$5,864.
2	Operating Expenditure has decreased by \$7,031 mainly due to reduced Contributions to Macquarie Regional Library \$5,864.
3	No variance to Budget.
4	No significant variance to Budget.
5	No significant variance to Budget.

OPERATIONAL PLAN

Function No. **7.10**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Library Services
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Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of articles borrowed per annum	192,122	230,000	136,130	Total operating expenses per borrowing	\$9.89	\$8.82	\$12.11	No. of registered borrowers as percentage of population	55.40%	65%	53.67%
								No. of complaints about condition of library building, fixtures and furniture.	NIL	NIL	NIL
No. of hours library open to public per week	49	49	49					No. of borrowings per registered borrower per annum	8.23	8.6	8.09

Key Projects**Capital Works Program**

Library Services - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09441 - Library - Office Equipment						
7245 - Office Equipment	6,000	0	0	0	6,000	0
01.09441 - Library - Office Equipment Total	6,000	0	0	0	6,000	0

Library Services - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09444 - Furniture and Fittings						
7252 - Various Furniture & Fittings	8,000	0	0	0	8,000	0
01.09444 - Furniture and Fittings Total	8,000	0	0	0	8,000	0

Library Services - Asset Renewal - Maintenance	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09442 - Library - Buildings Renewal						
7245 - Building Improvement - Dubbo	0	422,068	7,553	2,769	432,390	437,693
01.09442 - Library - Buildings Renewal Total	0	422,068	7,553	2,769	432,390	437,693

OPERATIONAL PLAN

Function No. 7.11

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Old Dubbo Gaol
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**Manager Responsible: Manager Business Support (CS)
Mr Jamie Angus**

Function Objectives:

To provide an historical and educational tourist attraction in an efficient and effective manner.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Trading Stock Purchases	Manage souvenirs available for sale to ensure products are popular and cost effective.	Yield per customer from sources other than admissions is increased.
	Achieved to date.	YTD yield for 2016/17 achieved is \$1.54. Yield in 2015/16 was \$3.07.
Operating Expenditure	Day to day running costs including cleaning and promotions, purchase and sale of souvenirs.	Operating costs per patron to either remain static or Decrease.
	Achieved to date.	Operating cost per patron is currently \$20.35. The 2015/2016 value was \$18.11.
Management/Admissions-Salaries & O/Heads	Staff salaries for managers and gatekeepers to supervise admissions, financial management, general administration and exhibition development maintenance.	Management and overhead costs per patron to either remain static or decrease.
	Achieved to date.	The YTD figure for 2016/2017 December Quarter is \$9.85, this is compared to the 2015/2016 value of \$9.10.
	1.3.7.2 Develop co-operative arrangements with other tourist destinations and businesses with a view to packaging Old Dubbo Gaol products and services.	50,000 people visit the Gaol per annum.
	Achieved to date. Welcome to Dubbo Event Package Wine and Nourishment Event Great Western Plains Destination Campaign	30,922 visitors to date.
Management Services from other Functions	1.3.7.3 Develop and implement an annual Marketing and Promotion Programme for the Old Dubbo Gaol.	Marketing and Promotion program structured across multiple mediums and based on holiday, general admission and events.
	Marketing and Promotion Programme adopted as a component of the 2016/17 Business Plan.	Achieved to date.
Management Services from other Functions	Cost of Services including: - management, financial, technical, information technology and corporate overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided.
	These costs are determined by agreed brief between internal parties.	Amounts considered reasonable for level of service.
Interpretation/Exhibition Project	1.3.7.1 Undertake the development of one (1) new exhibition per annum.	100% of patrons are satisfied with exhibitions.
	No action to date.	Achieved to date.
Asset Management Program - Routine	Undertake Building Asset Management Program.	Buildings operational and presentable.
	Progressively implemented.	Achieving to date.

OPERATIONAL PLAN

Function No. 7.11

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Old Dubbo Gaol
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Activity	Action	Performance Targets/Service Level
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Program.	Buildings maintained in a satisfactory condition.
	Budget allocations made to cover cost of program and being progressively implemented.	Achieving to date.
	1.3.7.4 Implement the actions contained in the 20 year Asset Management Plan to take into account the heritage significance of the site and buildings.	
	Actions implemented as per Plan.	

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-554,093	-160,355	-22,638	-737,086	23,950	1	-713,136	-519,752
Expenditure	861,072	29,503	55,980	946,555	-86,638	2	859,917	692,582
Operating Total	306,979	-130,852	33,342	209,469	-62,688		146,781	172,830
Capital								
Income	-73,667	0	-14,532	-88,199	0	3	-88,199	-113,935
Expenditure	66,000	133,852	-25,128	174,724	-33,240	4	141,484	81,484
Capital Total	-7,667	133,852	-39,660	86,525	-33,240		53,285	-32,451
Available Funds Movement Prior to Restricted Asset Funding	299,312	3,000	-6,318	295,994	-95,928		200,066	140,379
Restricted Assets	66,735	-3,000	6,318	70,053	95,928	5	165,981	70,053
Funds Available to (-), or Required From Rates and Other Council Revenue	366,047	0	0	366,047	0		366,047	210,432

Note	Details
1	Operating Income has decreased by \$23,950 mainly due to reduced Gate Takings \$24,000.
2	Operating Expenditure has decreased by \$86,638 mainly due to reduced Asset Maintenance Program Routine \$15,474, Asset Maintenance Cyclic \$25,000, Trading Stock Purchased \$5,600, Operating Expenditure \$9,813, Management / Admissions – Salaries and Overheads \$6,446.
3	No Variance to Budget.
4	Capital Expenditure has decreased by \$33,240 due to reduced expenditure on Old Dubbo Gaol – Buildings.
5	Transfers to Internally Restricted Assets has increased by \$95,928 due to reduced Operating and Capital Expenditure

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Hours open per week	49	49	49	Total operating expenses per patron	\$18.11	\$17.39	\$20.79	No. of patrons	46,829	50,000	30,922
				Total surplus (deficit) from Operations	\$248,975	\$366,047	(\$142,304)	Percentage of satisfied customers as per Visitors Comment Book	100%	100%	100%

OPERATIONAL PLAN

Function No. **7.11***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Old Dubbo Gaol
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Key Projects**Capital Works Program**

Old Dubbo Gaol - Acquisition of Assets 01.09458 - Assets Purchased - Other Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5664 - Historical Exhibition	0	5,000	0	-6,049	-1,049	-1,049
6518 - Outdoor Cinema	2,000	0	0	-2,000	0	0
6520 - Event Lighting - Event Space Coborra	0	7,107	0	0	7,107	7,107
6521 - Event Space - Marquees	0	0	6,655	0	6,655	6,655
6522 - Event - Portable Stage	0	0	0	4,880	4,880	4,880
01.09458 - Assets Purchased - Other Assets Total	2,000	12,107	6,655	-3,169	17,593	17,593

Old Dubbo Gaol - Asset Renewals - Maintenance 01.09455 - Old Dubbo Gaol - Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5906 - Watchtower & Render Project NSW Heritage	64,000	0	-64,000	0	0	0
5909 - Entrance Signage Cobbora Transition	0	30,000	30,000	0	60,000	0
5910 - Foyer Project Cobbora Transition	0	59,411	2,217	0	61,628	61,628
5911 - Event Space Project Cobbora Transition	0	32,334	0	-30,071	2,263	2,263
01.09455 - Old Dubbo Gaol - Buildings Total	64,000	121,745	-31,783	-30,071	123,891	63,891

OPERATIONAL PLAN

Function No. 7.14

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Social Services
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Manager Responsible: Manager Social Services
Mr John Watts

Function Objectives:

To support social service programs for the benefit of residents; to provide financial support to community groups; to provide community facilities, to undertake social planning activities.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Community Facilities Education	Operational costs of providing buildings for culture, childcare and education activities	No reasonable criticism of standard of facilities
	2016/2017 budget accommodates these costs.	No criticism received.
Asset Maintenance Program - Routine	Undertake Building Asset Management Program	Buildings operational and presentable
	Routine maintenance undertaken as required.	All buildings are operational and presentable.
Asset Maintenance Program - Cyclic	Undertake 20 year Building Asset Management Program	Buildings maintained in a satisfactory condition
	Cyclic repairs and maintenance budgeted for and undertaken in accordance with twenty year asset management plan.	All buildings are maintained in a satisfactory condition.
Services Provided to Other Functions	The proportioned costs of the salaries and overheads of the Manager Social Services to Family Day Care Services and Rainbow Cottage Child Care Centre	The amounts charged are accepted or fair and reasonable for the level of service provided
	Costs based upon estimated time spent on these functions by Manager Social Services.	Achieved to date.
Management Services from other Functions	Cost of Services including: management, financial, technical, information technology and corporate overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided
	2016/2017 budget accommodates these costs.	Amounts are considered reasonable for the level of service provided.
Contributions - Gen Donations (Sec 356)	Contributions and subsidies to community groups to undertake social, educational and cultural programs	Applications invited by due date & reports submitted to Council.
	Financial Assistance Program is undertaken in February and July each year.	Financial Assistance Program is undertaken in February and July each year. July round was deferred due to the merger. \$15,000 donated in October 2016. \$15,000 to be donated in April 2017.
Community Service Programs	Preparation and implementation of Dubbo Social Plan, Conduct of Social Impact Assessments, input to planning such as LEPs, Integrated Planning, Business Plans, and Administration of Community Services Committee. Support to Youth Council, Management of Youth Development Strategies.	Social Plan recommendations implemented.
	Council employs the Manager Social Services, Aboriginal Liaison Officer and the Youth Development Officer to undertake these activities. They regularly attend meetings etc with key stakeholders.	Social Plan actions are being implemented. Quarterly reports made to the Finance and Policy Committee on the progress of the Plan.

OPERATIONAL PLAN

Function No. **7.14**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Social Services
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Activity	Actions	Performance Targets/Service Level
	1.2.1.2 Report on the provision of and demand for child care places in Dubbo.	938 long day childcare centre places in Dubbo. Report submitted to Council in June annually.
	Report to address child care requirements in Dubbo in June 2017.	Report is due June 2017.
	1.2.1.3 Monitor the availability of State and Federal Government capital and recurrent funding for additional preschool places.	740 full day preschool places per week available in the community.
	All funding opportunities are monitored.	Monitoring ongoing. No decrease in preschool places to date.
	1.2.2.1 Develop and implement on an annual basis a new Social Plan for the Dubbo Local Government Area.	100% of needs identified and documented and addressed for provision of social services.
	Social Plan developed December each year.	100% of needs addressed.
	1.2.3.1 Implement Council's component of and provide support for the Youth Foundation in the community.	Youth Foundation activities supported.
	Council is a member of the Dubbo Youth Foundation. The Manager Social Services regularly attends meetings.	Support provided.
	1.2.7.3 Attend quarterly meetings of the Strategic Human Services Interagency Group Forum.	Quarterly meetings attended.
	Interagency activities suspended due to merger.	Interagency activities suspended due to merger.
	1.2.9.1 Annually review and implement the actions of the Ageing Strategy.	Review conducted May annually.
	Ageing Strategy actions implemented and reviewed annually.	Review due May 2017.
	1.5.2.3 Continue to monitor complaints regarding the operation of licensed premises in the City.	No complaints to the Liquor Administration Board regarding licensed premises.
	Council is a member of the Liquor Accord. The Manager Social Services attends meetings.	No complaints received.
	1.5.2.4 Support initiatives developed by the Community Drug Action Team and Dubbo Liquor Accord and support initiatives there from.	CDAT and Liquor Accord supported. Manager Social Services active member of Liquor Accord Group.
	Council is a member of the Community Drug Action Team and the Liquor Accord. The Youth Development Officer attends the Community Drug Action Team. The Manager Social Services attends Liquor Accord meetings.	CDAT and Liquor Accord supported. Manager Social Services active member of Liquor Accord Group.
	1.5.2.5 Review the implementation of the Dubbo Crime Prevention Plan.	100% of actions in the Crime Prevention Plan implemented
	The 2015-2018 Dubbo Crime Prevention Plan has been approved by the Department of Justice.	The 2015-2018 Dubbo Crime Prevention Plan has been approved by the Department of Justice.
	5.3.1.2.1 Operational Plans (including budget) adopted in June each year for the Social Services Branch.	Operational Plans for the Social Services Branch adopted by Council by due date.
	Plans adopted in June each year.	Plans adopted in June each year.

OPERATIONAL PLAN

Function No. **7.14**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Social Services
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Activity	Actions	Performance Targets/Service Level
Aboriginal Liaison Operations	5.3.1.5.1 Branch reviews of the Operational Plan (including budget) undertaken for the Social Services Branch on a quarterly basis.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	Branch reviews of the Operational Plan undertaken on a quarterly basis.	Quarterly reviews for 2016/2017 submitted to the Finance and Policy Committee meetings.
	5.3.1.9.1 Monitor the ongoing implementation of the NAMSPlus asset reporting tool for the Social Services Branch.	NAMSPlus is being implemented with the Social Services Branch.
	NAMSPlus is no longer applicable for Community Services Division. Asset Management reporting now comes under National Asset Management Accounting Framework (NAMAF).	NAMSPlus is no longer applicable for Community Services Division. Asset Management reporting now comes under National Asset Management Accounting Framework (NAMAF). This is currently being implemented through the Superior Asset Management Group.
	5.3.1.10.1 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation for the Social Services Branch.	Asset Management Plans for the Social Services Branch are prepared and submitted by due date.
	Monitoring ongoing.	Plans submitted by due date.
	5.3.1.11.1 Monitor the use of the zero based budgeting framework by the Organisation within the Social Services Branch.	All Zero based budgeting requirements are fully adhered to within the Social Services Branch.
	Zero based budgeting is monitored and utilised.	Zero based budgeting requirements are adhered to within the Social Services Branch where appropriate.
	The provision of effective and strong links, communication and networks within the local Aboriginal Community, Dubbo City Council and State and Federal Government Agencies.	No reasonable criticism of Aboriginal Liaison Officer.
	Council employs an Aboriginal Liaison Officer to undertake these activities. He attends regular meetings etc with key stakeholders.	No criticism to date. Grace Toomey has taken 12 months Leave Without Pay. Lionel Wood undertaking role.
1.2.5.1 Make representations to the State and Federal Governments to increase coordinated funding for programmes to improve the education, health, employment and economic development opportunities of Aboriginal people.	The unemployment rate of Aboriginal people decreases annually.	
Council continues to make representations to Government Agencies for increased funding. The Manager Social Services and Aboriginal Liaison Officer regularly attend meetings etc with key stakeholders.	Dubbo Aboriginal population unemployment was 18.5% - 2011 Census. Details are not yet available from 2016 Census.	
1.2.5.2 Council continues to have an Aboriginal Liaison Officer to support and assist the Aboriginal Community.	Funding provided in budget for employment of Aboriginal Liaison Officer.	
The Aboriginal Liaison Officer is a permanent position.	2016/2017 budget accommodates these costs.	

OPERATIONAL PLAN

Function No. 7.14

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Social Services
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Activity	Actions	Performance Targets/Service Level
Dubbo Neighbourhood Centre	Contributors to rent of the Dubbo Neighbourhood Centre; subsidy of the Dubbo Neighbourhood Centre operations; professional management of services delivered by the Dubbo Neighbourhood Centre.	100,000 enquiries per annum handled by Dubbo Neighbourhood Centre.
	Council continues to provide financial assistance to the Dubbo Neighbourhood Centre.	58,260 enquiries to the Dubbo Neighbourhood Centre.
	1.2.2.2 Provide financial contribution for the operations of the Dubbo Neighbourhood Centre.	100% utilisation rate of services provided at Dubbo Neighbourhood Centre
	2016/2017 budget accommodates these costs. \$65,500 for a Subsidy along with \$94,500 provided in the 2016/2017 budget.	Services are utilised 100% of the time.
	1.2.8.2 Dubbo Neighbourhood Centre to review the Community On Line Directory monthly and to include the outcomes of the review in the biannual reports to Council on the status of the Directory.	Online Directory updated monthly.
	The Dubbo Neighbourhood Centre provides six (6) monthly reports to Council in June and December each year.	Report delivered to Finance and Policy Committee in December 2016.
Aboriginal Employment Project	Employment of 2 Aboriginal Apprentices	Apprenticeships successfully completed
	Apprentices employed in Fleet Services and Parks and Landcare.	The Fleet Services apprenticeship is due for completion in February 2018. The Parks and Landcare apprenticeship is due for completion in October 2020.
Youth Development Officer	The provision of strategies through a community development model undertaking a number of youth related activities.	No reasonable criticism of Youth Development Officer
	Youth Development Officer consults with the Dubbo Youth Council and the community to develop activities and strategies.	No criticism.
	1.2.3.2 Develop and deliver youth programmes to meet identified needs in consultation with appropriate youth agencies.	100% of issues affecting youth resolved by Council with Youth Council input.
	The Youth Development Officer develops programs in consultation with agencies. The annual Youth Week program is undertaken with the assistance of the Dubbo Youth Council.	All issues referred to Youth Council for input.
		1,300 young people attend Youth Week activities.
		Youth Week to be held in April 2017.
	All activities and entertainment are planned and organised with the assistance of young people.	
	Youth Development Officer ensures all activities are undertaken with the assistance of young people.	

OPERATIONAL PLAN

Function No. **7.14***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Social Services
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Activity	Actions	Performance Targets/Service Level
	1.2.3.3 In consultation with the Dubbo Youth Council, develop a prioritised list of future youth services and facilities for consideration by Council.	Submission made by Youth Council to Council every November on issues for upcoming budget considerations.
	Youth Council requested a Trainee position to be engaged in the Social Services Branch.	Youth Council requested a Trainee position to be engaged in the Social Services Branch.
	1.2.3.4 Youth Council to submit two reports to Council on its deliberations on youth issues and activities undertaken.	Presentations made to Council in June & December each year.
	Youth Council submitted a report in December 2016 with the next one scheduled for June 2017.	Youth Council submitted a report in December 2016 with the next one scheduled for June 2017.
	1.2.8.1 Conduct reviews of the Youth Services Directory managed by Dubbo City Council.	Community and Youth Services Directories maintained to 95% accuracy.
	Youth Development Officer regularly updates Youth Services Directory.	95% accuracy is maintained.
SBS Radio	Transmission of news/current events in languages other than English.	Positive community response to the service.
	Council continues to support the ongoing operation of SBS Radio. \$500 is provided in 2016/2017 budget to cover the licensing costs.	There has been no criticism of this service.
DACWP Support Expenses	Administrative support of the DACWP	No reasonable criticism of Council's involvement with the DACWP
	Council provides clerical and financial management support of the DACWP.	No complaints to date.
A range of aged facilities, respite and crisis accommodation options across the local government area.	Provide and maintain the Wellington Senior Citizen Centre.	Senior Citizen Centre maintained in accordance with Maintenance Program
	Centre maintained in line with asset maintenance requirements.	Centre maintained.
Medical and specialist services are available and accessed across the local government area	Support in programmes that promote a healthy lifestyle.	Facilitate Senior Citizen activities which are health based Foster relationships with other Allied Health services to implement programmes
	The Community Services Coordinator develops programs in consultation with agencies and the community.	Activities are delivered and relationships maintained.

OPERATIONAL PLAN

Function No. **7.14**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Social Services
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Activity	Actions	Performance Targets/Service Level
Indigenous culture is valued, recognised and celebrated.	Support the promotion of Indigenous culture.	Aboriginal Community Advisor provides support to Aboriginal & Torres Strait Island activities and Wellington Local Aboriginal Land Council. Encourage opportunities to promote Aboriginal Culture. Adopt and Implement Wellington Aboriginal Cultural Strategy. Support other Aboriginal community based organisations (including Gungi).
	<i>Council employs an Aboriginal Community Advisor to undertake these activities. He attends regular meetings etc with key stakeholders.</i>	<i>All required activities delivered.</i>
Provision of Ageing & Disability position within Council	Community Services Coordinator position is provided in Council's organisational structure.	Community Services Coordinator to continue to provide information and referral for aged and disabled community members to receive services and support. Coordinator to collaborate with other service providers regarding ageing and disability services within the Wellington LGA. Coordinator to source continued funding for position through government agencies. Coordinator to review current service position relating to relevant future funding.
	<i>Community Services Coordinator position is funded on a permanent basis.</i>	<i>All required activities delivered.</i>
Mentoring programmes are available and used across the community.	Support the Communities for Children Coordinator role in conjunction with supporting the mentoring programs run with Centacare and other appropriate organisations.	Communities for Children Coordinator to continue Mums to Mentor program through external funding through Centacare.
	<i>Communities for Children position supported.</i>	<i>Program continued.</i>
	Work in partnership with education providers and business on programmes to develop employment skills.	Engage with development proponents to establish training opportunities Work experience program/identify training opportunities
Young people have the facilities and opportunities to be engaged in recreation, learning and community life.	<i>Council employs a Community Services Coordinator to undertake these activities. She attends regular meetings etc with key stakeholders.</i>	<i>All required activities delivered.</i>
	Communities for Children Coordinator to provide activities for children aged 0-12 years	Provide intensive support to families who are not accessing services, focusing on Parent Education, children aged 6-12 years and providing service coordination and collaboration
	<i>Communities for Children Coordinator undertakes activities.</i>	<i>Families supported.</i>
Support Indigenous Youth Development Programs.	Support Indigenous Youth Development Programs.	Liaise with Wellington Local Aboriginal Land Council, local schools, TAFE and Interagency and Community Services Advisory Committee to support Indigenous Youth development programs
	<i>Council employs an Aboriginal Community Advisor to undertake these activities. She attends regular meetings etc with key stakeholders.</i>	<i>Liaison ongoing.</i>

OPERATIONAL PLAN

Function No. **7.14***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Social Services
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Activity	Actions	Performance Targets/Service Level	
Safe community and reduced levels of crime.	Continue maintenance of the CCTV network and its capability.	CCTV network maintained and renewed with minimum disruption in accordance with Council's annual maintenance budget. Request for footage from NSW Police provided within determined time frames.	
	CCTV network maintained.	CCTV network maintained, footage provided within determined timeframes.	
	Support Crime Prevention Committee.	Facilitate the outcomes of the Crime Prevention Plan. Bi-Monthly meetings of Crime Prevention committee. Work with community groups and agencies to promote a safer community and implementation of new Crime Prevention Plan. Work with grants and submission officer to apply for funding (when applicable) with Attorney Generals Department to implement strategies.	
	Crime Prevention Committee disbanded due to merger.	The 2015-2018 Wellington Crime Prevention Plan has been approved by the Department of Justice.	
	Capable and self-sufficient communities engaged in decision making about issues that affect them	Community representations on Council Section 355 Committees.	Reviewed annually by Council (September). Committee agenda's in line with outcomes of Community Strategic Plan
		Section 355 Committees disbanded due to merger.	Section 355 Committees disbanded due to merger.
		Encourage and support volunteer involvement across the community.	Encourage and support community participation in activities. Support agencies that utilise community volunteers.
	Council employs a Community Services Coordinator to undertake these activities. She attends regular meetings etc with key stakeholders.	All support and encouragement provided.	
	Engage in Community Consultation Meetings across the Wellington Local Government Area.	Engage with the community via methods listed in the Community Engagement Strategy including 2 x Community Consultation meetings per year and a dedicated email address haveyoursay@wellington.nsw.gov.au	
	Council employs a Community Services Coordinator to undertake these activities. She attends regular meetings etc with key stakeholders.	All required activities delivered.	
Provision of Community Transport in Wellington	Provision of Community Transport for Wellington LGA through existing community transport funding from Transport for NSW	Provide daily pickups for eligible community members (Monday-Friday) with wheelchair accessible buses. Fortnightly village transfers to Wellington from Yeoval and Mumbil. Provide transport to Dubbo and Orange as required (for specialist appointments). Provide a weekly hydrotherapy trip to Dubbo. Provide 3 day per week pickups for the "Young at Heart" Club.	
	Community Transport still provided. Submission made to Transport for NSW for Council to relinquish contract.	Community Transport still provided. Submission made to Transport for NSW for Council to relinquish contract.	

OPERATIONAL PLAN

Function No. **7.14**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Social Services
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-99,997	-312,378	-15,829	-428,204	-71,674	1	-499,878	-306,006
Expenditure	990,800	838,129	-549	1,828,380	45,169	2	1,873,549	1,461,004
Operating Total	890,803	525,751	-16,378	1,400,176	-26,505		1,373,671	1,154,998
Capital								
Income	-43,135	-16,762	0	-59,897	0	3	-59,897	-28,604
Expenditure	35,346	10,778	92,590	138,714	2,000	4	140,714	176,626
Capital Total	-7,789	-5,984	92,590	78,817	2,000		80,817	148,022
Available Funds Movement Prior to Restricted Asset Funding								
	883,014	519,767	76,212	1,478,993	-24,505		1,454,488	1,303,020
Restricted Assets								
	-78,634	-138,565	-91,212	-308,411	26,505	5	-281,906	-209,843
Funds Available to (-), or Required From Rates and Other Council Revenue								
	804,380	381,202	-15,000	1,170,582	2,000		1,172,582	1,093,177

Note	Details
1	Operating income increased by \$71,674 due to Youth Week grant (\$1,517), projected WestView Drive In income (\$70,000).
2	Operating expenditure increased by \$45,169 due to projected WestView Drive In costs.
3	No variance to budget.
4	Capital expenditure increased by \$2,000 due to expenses relating to the Playmates Cottage Project.
5	Transfer from Internally Restricted Asset has decreased by \$26,505 due to Social Services-Youth Activities.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of enquiries handled at the Dubbo Neighbourhood Centre	125,956	100,000	58,260	Cost per enquiry at the Dubbo Neighbourhood Centre	\$1.27	\$1.60	\$2.75	Average utilisation rate of DNC	100%	100%	100%
Number of activities co-ordinated by MSS, ALO & YDO	50	25	36					No reasonable criticism of Community Services Management	NIL	NIL	NIL

OPERATIONAL PLAN

Function No. **7.14***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Social Services
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Key Projects**Capital Works Program**

Social Services - Acquisition of Assets 01.09501 - Social Services - Acquisition of Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7300 - Playmates Cottage	0	6,278	68,610	2,000	76,888	118,018
7310 - Development Costs	0	0	23,980	0	23,980	24,267
01.09501 - Social Services - Acquisition of Buildings Total	0	6,278	92,590	2,000	100,868	142,285

Social Services - Acquisition of Assets 01.09504 - Social Services - Capital Items	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7381 - Mens Shed Stronger Building Roof Project	0	0	0	0	0	19,300
01.09504 - Social Services - Capital Items Total	0	0	0	0	0	19,300

Social Services - Asset Renewals - Maintenance 01.09502 - Social Services - Furniture & Fittings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7306 - House in the Park - Painting	5,346	0	0	0	5,346	0
7308 - House in the Park - Flooring	30,000	0	0	0	30,000	11,641
01.09502 - Social Services - Furniture & Fittings Total	35,346	0	0	0	35,346	11,641

OPERATIONAL PLAN

Function No. **7.14***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Social Services
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Wellington - Capital Expenses 01.08015 - Renewals - Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Renewals - Land & Buildings	0	4,500	0	0	4,500	3,400
01.08015 - Renewals - Buildings Total	0	4,500	0	0	4,500	3,400

OPERATIONAL PLAN

Function No. 7.16

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Rainbow Cottage Child Care Centre
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Manager Responsible: Manager Social Services
Mr John Watts

Function Objectives:

To provide a quality, cost effective, centre-based child care service.
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NOTE: <i>This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.</i>

Activity	Action	Performance Targets/Service Level
Professional Expenses	Costs of professional services such as audit fees.	Costs are increased by no more than CPI each year.
	Budget allocation made to fully cover these costs in 2016/2017.	Costs for 2016/2017 are only increased by 2015/2016 CPI figure.
Asset Maintenance Program – Routine	Undertake Building Asset Management Program.	Buildings operational and presentable and meet relevant Government regulations.
	Routine maintenance undertaken as required.	Buildings are operational and meet Government regulations and legislation.
Operations Other Expenses	Day to day running costs including advertising consumables and equipment.	Costs are increased by no more than CPI each year.
	Budget allocation made to fully cover these costs in 2016/2017.	Costs for 2016/2017 are only increased by the 2015/2016 CPI figure.
Asset Maintenance Program – Cyclic	Undertake Building Asset Maintenance Program.	Buildings operational and presentable and meet relevant Government regulations.
	Cyclic repairs and maintenance budgeted for and undertaken in accordance with twenty year asset management plan.	Buildings are operational and meet Government regulations and legislation.
Operations Building and Grounds	Security, running expenses of child care centre building and playground	No reasonable criticism of standard of child care centre.
	Budget allocation made to fully cover these costs in 2016/2017.	No criticism of standard of child care.
Operations – Salaries and Overheads	Provision of quality child care, financial and policy planning, staff training and publicity. Adherence to National Quality Framework and accreditation requirements.	100% utilisation rate of available child care places.
	Budget allocation made to fully cover these costs in 2016/2017. The National Quality Framework Guidelines are followed.	100% utilisation achieved.
Management Services from other Functions		Accreditation is maintained.
		Accreditation has been maintained.
	Costs of Services including: management, financial, technical, information technology and corporate overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided.
	2016/2017 budget accommodates these costs.	Amounts are considered reasonable for the level of service provided.
Communications	Costs of communication including telephone and Postage	Costs are increased by no more than CPI each year.
	2016/2017 budget accommodates these costs.	Costs for 2016/2017 are only increased by 2015/2016 CPI figure.

OPERATIONAL PLAN

Function No. 7.16

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Rainbow Cottage Child Care Centre
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-1,193,148	-32,719	-3,000	-1,228,867	28,696	1	-1,200,171	-785,092
Expenditure	1,254,752	32,719	9,973	1,297,444	-68,056	2	1,229,388	871,252
Operating Total	61,604	0	6,973	68,577	-39,360		29,217	86,160
Capital								
Income	-28,246	0	0	-28,246	0	3	-28,246	-20,862
Expenditure	45,000	0	-2,973	42,027	-42,027	4	0	0
Capital Total	16,754	0	-2,973	13,781	-42,027		-28,246	-20,862
Available Funds Movement Prior to Restricted Asset Funding								
	78,358	0	4,000	82,358	-81,387		971	65,298
Restricted Assets								
	22,417	0	-4,000	18,417	81,387	5	99,804	18,417
Funds Available to (-), or Required From Rates and Other Council Revenue								
	100,775	0	0	100,775	0		100,775	83,715

Note	Details
1	Operating income has decreased by \$28,696 due to a reduction in parent fees (\$35,196) and an increase in Fee Relief (\$6,000).
2	Operating expenditure has decreased by \$68,056 due to a reduction in the Asset Maintenance Program (\$37,000), Bank Fees (\$3,360) and Prime Staff Salaries (\$27,696).
3	No variance to budget.
4	Capital Expenditure decreased by \$42,027 due to Asset Renewals deferred to 2017/2018.
5	Transfer to Internally Restricted Assets has increased by \$81,387 due to reductions in operating and capital expenditure.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of hours centre is open per week	50	50	50	Total operating expenses per child care place	\$20,876	\$21,787	\$22,198	Utilisation of available child care places	98%	100%	100%
								No reasonable criticism of quality of child care	NIL	NIL	NIL
Number of child care places	58	58	58					No reasonable criticism of standard of child care centre	NIL	NIL	NIL

OPERATIONAL PLAN

Function No. **7.16***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Rainbow Cottage Child Care Centre
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Key Projects**Capital Works Program**

Rainbow Cottage - Asset Renewals - Maintenance 01.09517 - Rainbow - Furniture & Fittings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7305 - Bathroom	30,000	0	0	-30,000	0	0
01.09517 - Rainbow - Furniture & Fittings Total	30,000	0	0	-30,000	0	0

Rainbow Cottage - Asset Renewals - Maintenance 01.09518 - Rainbow - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7306 - Rainbow - Playground Landscaping	15,000	0	-2,973	-12,027	0	0
01.09518 - Rainbow - Other Structures Total	15,000	0	-2,973	-12,027	0	0

OPERATIONAL PLAN

Function No. 7.17

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Family Day Care Services
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**Manager Responsible: Manager Social Services
Mr John Watts**

Function Objectives:

To provide an affordable and quality home-based child care service.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.
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Activity	Action	Performance Targets/Service Level
Management Services from other Functions	Cost of Services including: management, financial, technical, information technology, and corporate overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided.
	2016/2017 budget accommodates these costs.	Amounts are considered reasonable for the level of service provided.
Minor Equipment Purchases	Costs associated with the purchase of toys and office equipment.	Costs increased by no more than CPI each year.
	2016/2017 budget accommodates these costs. \$2,200 provided in 2016/2017 budget.	Costs are only increased by CPI.
Operations – Fee Relief	Cost of expenses associated with the receipt of government fee relief.	Fee Relief Expenses match Fee Relief Income.
	2016/2017 budget accommodates these costs.	Fee Relief Expenses match Fee Relief Income.
Operations – Other Expenses	Day to day running costs including advertising consumables and equipment.	Total surplus (deficit) from operations.
	2016/2017 budget accommodates these costs.	Total to date (\$111,876)
Operations – Salaries & Overheads	Provision of places for home-based child care service, publicity, staff training, financial and management planning, accreditation requirement and National Quality Framework, adherence to Licensing requirements, provision of toys and equipment to carers, advice to carers and parents.	Accreditation is maintained. No breaches concerning National Quality Framework.
	2016/2017 budget accommodates these costs. The National Quality Framework requirements are followed.	Accreditation is maintained. There are no breaches under the National Quality Framework.
	1.2.1.1 Actively pursue the recruitment of additional carers in the Dubbo Family Day Care Scheme.	300 children Family Day Care child care places in Dubbo.
	There is an ongoing program to recruit additional carers.	There are currently 425 Family Day Care child care places in Dubbo.

OPERATIONAL PLAN

Function No. 7.17

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Family Day Care Services
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Financial Statement:

	2016 /2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-1,903,913	0	-12,747	-1,916,660	0	1	-1,916,660	-1,344,359
Expenditure	2,046,808	0	4,700	2,051,508	0	2	2,051,508	1,455,610
Operating Total	142,895	0	-8,047	134,848	0		134,848	111,251
Capital								
Income	-3,425	0	0	-3,425	0	3	-3,425	-1,086
Expenditure	0	0	0	0	0	4	0	0
Capital Total	-3,425	0	0	-3,425	0		-3,425	-1,086
Available Funds Movement Prior to Restricted Asset Funding								
	139,470	0	-8,047	131,423	0		131,423	110,165
Restricted Assets								
	17,445	0	8,047	25,492	0	5	25,492	25,492
Funds Available to (-), or Required From Rates and Other Council Revenue								
	156,915	0	0	156,915	0		156,915	135,657

Note	Details
1	No variance to budget.
2	No variance to budget.
3	No variance to budget.
4	No variance to budget.
5	No variance to budget.

Key Performance Indicators

Workload	Prev.			Efficiency	Est.			Effective.	YTD		
	Prev.	Est	YTD		Prev.	Est.	YTD		Prev.	Est	YTD
Number of carers inducted into the Scheme per annum	6	15	8	Total operating expenses per annum	\$1,947,032	\$2,046,808	\$1,385,433	Satisfaction level of parents and carers is above 95%	100%	100%	100%
Number of carers in scheme	55	60	41					Number of children in care.	459	610	425
Number of home visits conducted per annum per carer	15	12	9	Average time to conduct a home visit	1.5HRS	1.5HRS	1.5HRS	Number of breaches and complaints made against carers	2	2	3

OPERATIONAL PLAN

Function No. **7.18**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Cultural Services
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**Manager Responsible: Director Community Services
Mr D Dwyer**

Function Objectives:

To provide facilities and financial subsidies to cultural groups to improve the level of cultural activity and awareness in the Dubbo community.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Action	Performance Targets/Service Level
Band Operations	Provide funding subsidies to the City's major musical organisations.	Funding ensures musical groups continue to provide public entertainment at major City events and celebrations and that residents have the opportunity to engage in music as a recreational pastime.
	2016/2017 budget allocations made for Macquarie Philharmonia, Dubbo District Concert Band and Pipe Band as subsidies and to cover insurance of instruments in the case of the Concert Band.	All bands continue to provide public performances.
Asset Maintenance Program – Routine	Routine repairs and maintenance is undertaken on the South Dubbo Band Hall.	South Dubbo Band Hall remains operational and there are no reasonable complaints on the presentation of the building.
	Routine repairs carried out as required.	No reasonable complaints to date.
Asset Maintenance Program – Cyclic	Cyclic repairs and maintenance is undertaken on the South Dubbo Band Hall in accordance with the 20 year asset management plan.	South Dubbo Band Hall remains operational and there are no reasonable complaints on the presentation of the building.
	Cyclic repairs and maintenance budgeted for and carried out in accordance with the 20 year asset management plan.	No reasonable complaints to date.
Contributions – Dubbo Eisteddfod	Providing funding for the conduct of the annual Eisteddfod at the Dubbo Regional Theatre and Convention Centre.	A quality event is staged for spectators and participants.
	\$8,000 provided in 2016/2017 budget.	Eisteddfod due to be held in June 2017.
Contributions – Christmas Tree	Costs of erecting, dismantling and purchasing decorations and lights for the CBD Christmas Tree.	The Christmas Tree contributes to a festive feel and spirit for residents and visitors.
	Christmas Tree scheduled to be erected on 29 November 2016 and dismantled on 10 January 2017. \$3,500 provided for the Christmas Tree in the 2016/17 budget.	The Christmas Tree adds colour and interest to the CBD during the Christmas/New Year period.
Contributions – Carols By Candlelight	Financial support to the organisation conducting the annual Carols by Candlelight.	The Carols provide residents with a quality festive event to celebrate Christmas as a community.
	\$2,500 provided in 2016/2017 budget for Carols by Candlelight in Victoria Park.	Carols held in December 2016.
Contributions – Red Ochre Events Inc.	Financial support to the organisation conducting the annual Aboriginal Red Ochre Festival.	The event allows the Aboriginal community to showcase and celebrate its culture and for residents and visitors to enjoy a quality and entertaining event.
	The Aboriginal Red Ochre Festival was not held in 2016.	The Aboriginal Red Ochre Festival was not held in 2016.
Contributions – Central Orana Arts	Annual fee for Council to maintain its membership of Orana Arts.	Membership of Orana Arts is maintained.
	\$22,602 allocated in the 2016/2017 budget for membership of Orana Arts.	Membership maintained for 2016/2017.

OPERATIONAL PLAN

Function No. **7.18**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Cultural Services
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Activity	Action	Performance Targets/Service Level
Contributions – Macquarie Philharmonia	1.3.2.2 Continue membership of and fully participate in the activities of Orana Arts.	
	<i>Council staff at DRTCC and WPCC and the Director Community Services have regular contact with Orana Arts. Director is a board member for 2016/17.</i>	
Management Services From Other Functions	Financial support of the Regional Orchestra	Financial support of the Macquarie Philharmonia is maintained.
	<i>\$5,000 allocated in the 2016/2017 budget for Macquarie Philharmonia Orchestra.</i>	<i>Support maintained.</i>
Sister City Activities	Internal service costs for management accounting, corporate overheads, community support services and printing.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Costs covered the overheads of administering cultural services in the city.</i>	<i>Amounts considered to be fair and reasonable for the levels of service provided.</i>
A Thriving tourism industry including building on our Aboriginal culture and heritage	Administer the City's Sister City relationships and provide subsidised airfares for the Minokamo Student Exchange Programme. Funding covers the costs of staff salaries and overheads.	No reasonable complaints relating to the maintenance of good international and national relationships.
	<i>A part time Sister Cities Officer is employed to manage the Sister City Affairs and \$22,000 is allocated in 2016/2017 for travel subsidies for students and chaperones travelling to Minokamo and Wujiang as part of the student exchange programme. The costs of hosting Minokamo and Wujiang students and other Sister City delegations are covered in the budget.</i>	<i>No complaints to date.</i>
Community cooperation, participation and coordination around arts and cultural activities.	Develop an Aboriginal Cultural Strategy.	No reasonable complaints on the management of the Minokamo Student Exchange Programme. <i>No complaints to date.</i> Adoption and implementation of Aboriginal Cultural Strategy.
	<i>No action to date due to Council merger.</i>	<i>No action to date due to Council merger.</i>
Develop arts and cultural programmes.	Continued support and promotion of local events.	Support external Arts and Culture program. Support Aboriginal Cultural Strategy.
	<i>Ongoing support provided to events such as the Wellington Bicentenary and NSW Swimming Championships.</i>	<i>Ongoing support provided.</i>
	Support the delivery of arts and cultural events within the local government area.	Support external Arts and Culture program.
	<i>Ongoing support provided.</i>	<i>Ongoing support provided e.g. Stuart Town Ironbark Festival.</i>

OPERATIONAL PLAN

Function No. 7.18

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Cultural Services
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-3,171	0	2,259	-912	-3,579	1	-4,491	-4,491
Expenditure	218,142	2,503	811	221,456	1,488	2	222,944	157,633
Operating Total	214,971	2,503	3,070	220,544	-2,091		218,453	153,142
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding								
	214,971	2,503	3,070	220,544	-2,091		218,453	153,142
Restricted Assets								
	499	0	-3,070	-2,571	9,149	5	6,578	-2,571
Funds Available to (-), or Required From Rates and Other Council Revenue								
	215,470	2,503	0	217,973	7,058		225,031	150,571

Note	Details
1	No significant variance to Budget.
2	No significant variance to Budget.
3	No variance to Budget.
4	No variance to Budget.
5	Transfers from Internally Restricted Asset have decreased by \$9,149 due to increased Operating Income and savings in other Divisional Budgets.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Sister City Advisory Committee meetings per annum	3	4	2	Total operating expenses per capita	\$5.16	\$5.19	\$3.81	Number of reasonable complaints on condition of South Dubbo Band Hall.	NIL	NIL	NIL
					Percentage of Japanese students who rate their student exchange to Dubbo as excellent/satisfactory.	100%	100%	100%			
					Percentage of Dubbo students who rate their student exchange to Minokamo as excellent/satisfactory.	100%	100%	100%			

OPERATIONAL PLAN

Function No. 7.19

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Community Support Services
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**Manager Responsible: Manager Business Support
Mr J Angus**

Function Objectives:

To provide a management and business support service which provides for the effective and efficient operation of the Community Services Division.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Services Provided to Other Functions	The proportioned costs of the salaries and overheads of the Director Community Services, Manager Business Support and Business Support Officer. Administration and support of other functions of the Division.	The amounts charged are accepted as fair and reasonable for the level of service provided.
	Costs are proportioned of salaries and overheads amongst all functions of the Community Services Division and based upon an estimation of time spent on each function by Director Community Services, Manager Business Support and Business Support Officer.	Amounts considered reasonable for level of service and time spent engaged with each function of the Division.
Management Services from other Functions	Internal service costs for customer service, telephones, printing, management accounting, information management and Civic Administration Centre accommodation.	The amounts charged are accepted as fair and reasonable for the level of service provided.
	Internal overheads accepted under Agreed Brief for support services from other Divisions to Business Support Services.	Amounts considered to be fair and reasonable for the level of service provided.
Community Services Management	Salaries and ancillary costs for the employment of the Director Community Services. Provide strategic management and direction to the Community Services Division.	Division operates in an efficient and effective manner. All required reports, plans, budgets are provided on time and to the satisfaction of the General Manager and Council. All advice to Council is satisfactory.
	Employment of the Divisional Director for leadership of the Division and representation of the Division at various Council Committee, Working Parties and internal committees and working parties.	Achieved to date.
	1.1.4.1 Hold three (3) meetings per annum of the Dubbo City Council/ Charles Sturt University Working Party to discuss future development and operations of the Dubbo campus.	360 students are undertaking courses at university campus in Dubbo.
	One meeting held to date.	329 students enrolled until October 2016. However there are a further 90 students enrolled from November to February 2017.
	1.1.5.1 Monitor the position and lobby the State Government to provide a variety of high quality primary and secondary education and vocational training facilities and opportunities in the City.	No evidence of a decrease in the quality of education facilities and opportunities in the City.
	Monitoring ongoing. No lobbying to date.	90.5% answered yes to the question "do you believe Dubbo has an appropriate range of educational services?" 2013 Community Needs Survey.
1.1.5.3 Hold an annual meeting with the Dubbo Office of the Department of Education to discuss primary and secondary education in Dubbo.	No examples of the loss of any primary, secondary and vocational training programmes in the City.	
Meeting not due until May 2017.	No examples to date.	

OPERATIONAL PLAN

Function No. 7.19

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Community Support Services
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Activity	Action	Performance Targets/Service Level
	1.3.2.5 Cultural events continue to be included in the Council's weekly "What's On" calendar of events and activities.	No incidences of significant cultural events not being included in the "What's On" calendar.
	Achieved to date.	No incidences to date.
	1.3.4.2 The Arts/Cultural Forum meets quarterly to discuss marketing of facilities and services and cooperative/complimentary services and activities.	A forum of Government, private sector and not for profit arts groups meet regularly.
	Quarterly meetings held to date and next meeting to be held in May 2017.	Next meeting due to be held in May 2017.
	1.5.2.1 Meet on a quarterly basis with local senior officials of NSW Police to discuss service provision.	Meetings held in September, December, March and June annually.
	Three meetings held to date.	Three meetings held to date.
	1.5.2.2 Monitor police numbers in the City.	Police numbers are maintained at or above establishment levels.
	Monitoring ongoing.	Achieved to date.
	5.1.1.2 Undertake an annual review of the number of volunteers available to Council activities and the number of volunteered hours contributed.	Number of volunteers involved in Council activities increases.
	13,485 hours for 2016 figures in comparison to 10,298 hours in 2015.	Number of volunteers was 385 for 2016 compared to 294 for 2015.
	5.1.1.3 Council supports Festivals and Events within the City that promote culture and harmony.	Cultural Festivals and Events are held in the City.
	For 2016/2017 DREAM Festival provided with \$40,000, Red Ochre Festival \$5,000, Jazz Festival \$12,000, Multicultural Festival \$15,000, Eisteddfod \$8,000 and Carols by Candlelight \$2,500. Guidance and assistance provided by staff as required.	Red Ochre Festival and Multicultural Festival not held in 2016, DREAM Festival held in October 2016 and Eisteddfod in June 2017.
	5.1.1.6 Continue to administer the City of Dubbo Hall of Fame and invite nominations each February for inductees.	Nominations invited February annually.
	Hall of Fame deferred indefinitely.	No further action on Hall of Fame.
	5.2.2.1 Implement the adopted actions within both the Delivery Program and Operational Plan.	100% of adopted actions within both the Delivery Program and Operational Plan are achieved.
	Achieved for September and December 2016 and March 2017.	Achieved to date.
	5.3.1.2.1 Operational Plan (including Budget) adopted in June each year for the Community Services Division.	Operational Plans for the Community Services Division adopted by Council by due date.
	Not due until June 2017.	Not due until June 2017.
	5.3.1.5.1 Divisional reviews of the Operational Plan (including budget) undertaken for the Community Services Division on a quarterly basis.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	Achieved for September and December 2016 and March 2017.	Achieved to date.
	5.3.1.10.1 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation for the Community Services Division.	Asset Management Plans for the Community Services Division are prepared and submitted by due date.
	Achieved to date.	Achieved to date.

OPERATIONAL PLAN

Function No. 7.19

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Community Support Services
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Activity	Action	Performance Targets/Service Level
Business Support Services	5.3.1.11.1 Monitor the use of the zero based budgeting framework by the Organisation for the Community Services Division.	All Zero based budgeting requirements are fully adhered to within the Community Services Division.
	Zero based budgeting framework implemented in the Division for all Capital Expenditure.	Achieved for all Capital Expenditure.
	Salaries and ancillary costs for the employment of the Manager Business Support and Business Support Officer. Provide business support services including reception services to the Community Services Division.	Division operates in an efficient and effective manner. All required reports, plans, budgets are provided on time and to the satisfaction of the General Manager and Council. All advice and support to the Branches of the Community Services Division are satisfactory.
	Employment of staff to assist Director Community Services to manage the Division.	Achieved to date.
	5.3.2.2 Provide relevant information to Directors and Managers in regard to accessing grant funding.	Monthly grants reports submitted to the Executive Staff Committee meeting.
	Information relating to grants regularly distributed to staff. Reports submitted to Executive Staff and Administrator on grant related data.	Achieved to date.

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-2,000	0	0	-2,000	0	1	-2,000	-1,718
Expenditure	-14,778	0	0	-14,778	0	2	-14,778	-21,743
Operating Total	-16,778	0	0	-16,778	0		-16,778	-23,461
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	-16,778	0	0	-16,778	0		-16,778	-23,461
Restricted Assets	16,778	0	0	16,778	0	5	16,778	16,778
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	-6,683

Note	Details
1	No variance to Budget.
2	No variance to Budget.
3	No variance to Budget.
4	No variance to Budget.
5	No variance to Budget.

OPERATIONAL PLAN

Function No. **7.19***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Community Support Services
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of functions of Council serviced.	11	11	11					AOP & Budget time frames met	Yes	Yes	Yes
Number of grants reports submitted to Executive Staff Committee	11	11	8					Management Plan objectives and time frames met	Yes	Yes	Yes
								Agreed Strategies and Actions, AOP Comments time frames met	Yes	Yes	Yes
								No reasonable complaints received	Nil	Nil	Nil

OPERATIONAL PLAN

Function No. 7.20

Performance Review

Quarter ended: March

Principal Activity:

COMMUNITY SERVICES

Function:

Regional Theatre & Convention Centre

**Manager Responsible: Manager Theatre & Convention Centre
Ms Linda Christof**

Function Objectives:

To provide a first class facility for the entertainment and convention requirements of the residents of and visitors to Dubbo on a cost effective basis.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Action	Performance Targets/Service Level
Asset Maintenance Program – Routine	Maintain the property at 20 Carrington Avenue. <i>Property upgraded and maintained.</i>	No reasonable complaints from tenants on the condition of the asset. <i>Occupied by Corporate Development - Marketing and Communication's Branch. No complaints received.</i>
	Routine maintenance and repairs to the DRTCC according to the Asset maintenance/ Replacement Plan. <i>Asset Maintenance Program Budget of \$55,000 allocated in FY 2016/2017. Investigated source of numerous roof leaks in the Theatre. Repair work being conducted in two stages.</i>	DRTCC remains operational and there are no reasonable complaints on the presentation of the building. <i>Stage one of repairs completed November 2016. Stage two of repairs to be completed by end of third quarter.</i> <i>Fallen ceiling in men's toilets of Wellington Convention Centre repaired in November 2016.</i>
Administration Operating Expenses	Monitor expenses relating to Box Office, Venue Bookings and office management. <i>Expenses monitored.</i>	DRTCC operates in an efficient and effective manner within the allocated budget. <i>Operations of both facilities constantly monitored.</i>
	Building Operations	Maintain funding for cleaning, repairs and maintenance, energy, gardening, waste collection, insurance and security. <i>Building Operations Budget of \$259,717 allocated in Financial Year 2016/2017 in place.</i>
Management Salaries and Overheads		Monitor salaries and ancillary costs for the employment of DRTCC staff and performance level of staff. <i>Management Salaries & Overheads Budget of \$900,957 in place. Functions Officer and Venue Technician positions are vacant with temporary appointments in place. Recruitment will commence March/April.</i>
	1.3.1.5 Seek sponsorships for the Dubbo Regional Theatre and Convention Centre.	Secure a Platinum/Gold/Silver Sponsor.
	<i>Re-negotiated the following sponsorships that expired in December 2016. Top Hat Gold – Laser Electrical Dubbo (for an additional year due to transition of management)</i>	<i>Approached by Manera Heights Apartments regarding sponsorship. Deemed not a suitable match. Seeking 2018 Season Launch Sponsor.</i>

OPERATIONAL PLAN

Function No. 7.20

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Regional Theatre & Convention Centre
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Activity	Action	Performance Targets/Service Level
	<i>Astley Plumbing and Hardware – two years Curtain Raiser – Paula O’Leary, Physiotherapy – two years. Secured inaugural 2017 Season Launch Sponsor – Kings Hall Jewellers.</i>	
Management Services from other Functions	5.3.1.2.1 Operational Plans (including budget) adopted in June each year for the Dubbo Regional Theatre & Convention Centre Branch.	Operational Plans for the Dubbo Regional Theatre & Convention Centre Branch adopted by Council by due date.
	<i>Due for completion June 2017.</i>	<i>To be adopted June 2017.</i>
	5.3.1.5.1 Branch reviews of the Operational Plan (including budget) undertaken for the Dubbo Regional Theatre & Convention Centre Branch.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	<i>Second review completed for December quarter.</i>	<i>Completed on time.</i>
	5.3.1.9.1 Monitor the ongoing implementation of the NAMSPlus asset reporting tool for the Dubbo Regional Theatre & Convention Centre Branch.	NAMSPlus is being implemented with the Dubbo Regional Theatre & Convention Centre Branch.
	<i>NAMSPlus is no longer applicable for Community Services Division. Asset Management reporting now comes under National Asset Management Accounting Framework (NAMAF).</i>	<i>NAMSPlus is no longer applicable for Community Services Division. Asset Management reporting now comes under National Asset Management Accounting Framework (NAMAF). This is currently being implemented through the Superior Asset Management Group.</i>
	5.3.1.10.1 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation for the Dubbo Regional Theatre & Convention Centre Branch.	Asset Management Plans for the Dubbo Regional Theatre & Convention Centre Branch are prepared and submitted by due date.
	<i>20 year asset maintenance plan in place to cover buildings and equipment.</i>	<i>All asset maintenance undertaken in accordance with asset maintenance plan.</i>
	5.3.1.11.1 Monitor the use of the zero based budgeting framework by the Organisation for the Dubbo Regional Theatre & Convention Centre Branch.	All Zero based budgeting requirements are fully adhered to within the Dubbo Regional Theatre & Convention Centre Branch.
	<i>Zero based budgeting utilised where required.</i>	<i>Zero based budgeting utilised where required.</i>
Bar Operations	Internal services provided - Administration Printing, Community Support, Corporate Overhead, Financial Accounting, IT, Management Accounting and Telephones.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Management Services from other functions to be in-line with percentage of year elapsed.</i>	<i>Amounts accepted as reasonable.</i>
	Monitor cost of operating bar including wages, drinks, confectionary and bar supplies and maintaining reasonable profit margin.	No reasonable criticism of quality of stock and customer service. Achieve a 10% surplus after all expenses.
	<i>Bar operations monitored.</i>	<i>No reasonable criticism of quality of stock and customer service. Achieved 29% surplus.</i>

OPERATIONAL PLAN

Function No. 7.20

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Regional Theatre & Convention Centre
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Activity	Action	Performance Targets/Service Level
Promotion & Market & Audience Development	Monitor cost of marketing products and services through Season Brochure, website, radio, television, print and social media, mail outs, flyers and posters.	Introduce new marketing channels aimed at achieving cost effectiveness.
	<i>Marketing costs monitored and print runs reduced due to the reliance on electronic media.</i>	<i>Considering brochure display at Orana Mall similar to Dubbo Square. Reviewed advertising commitments with Dubbo Photo News and Rural Press.</i>
	1.3.1.6 Conduct an annual survey of patrons to seek ratings and comments on the Dubbo Regional Theatre and Convention Centre's products and facilities.	A satisfaction rating of 85% by patrons of the products and facilities of the Dubbo Regional Theatre and Convention Centre.
	<i>Annual survey for subscribers conducted October 2016.</i>	<i>Survey results indicate that the subscriber satisfaction rating is 84.4%.</i>
		Dubbo Regional Theatre and Convention Centre used a minimum of 130 days per annum for business/community events.
		<i>DRTCC - Total of 84 days compared with 87 days for the same period last year.</i>
		Dubbo Regional Theatre and Convention Centre used a minimum of 100 days for ticketed performances.
		<i>DRTCC - Total of 59 days compared with 71 days for the same period last year.</i>
		Two joint projects with local / and or regional arts education / youth agencies and organisations.
		<i>June-August – Macquarie Conservatorium – Children's Choir performed in Marriage of Figaro by Opera Australia.</i>
	<i>August – Local Ballet Schools – Creative/Technical Dance Workshop – CounterMove – Sydney Dance Company</i>	
	<i>November – Teacher Information Session on 2017 Season (Department of Education, WPCC, Macquarie Regional Library, Dubbo Branch and Day Care Centre Teachers)</i>	
DRTCC Events - Show Expenditure	Monitor cost of performance fees, royalties, equipment hire, accommodation and per diems, advertising, labour and sundry expenses.	Budget monitored and no instances of costs higher than budget without justification.
	<i>Monitoring of each show from Contract to reconciliation. Ticket sales monitored daily and marketing campaigns adjusted.</i>	<i>Budget forecast formula used for each production.</i>
	1.3.1.8 Attract and program a diverse range of local, touring and school shows for a wide range of target audiences, including aged care residents.	Average 60% attendance across all performances over 12 months (industry average 59%)
	<i>Shows selected based on DRTCC's programming policy and productions available for touring.</i>	<i>Average attendance of season shows 64.5%.</i>

OPERATIONAL PLAN

Function No. **7.20**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Regional Theatre & Convention Centre
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Activity	Action	Performance Targets/Service Level
Services Provided to Other Functions	1.3.1.9 Develop an annual Subscription Season Programme for Dubbo Regional Theatre and Convention Centre.	Minimum of 22 shows selected by September.
	<i>Total of 25 shows selected for 2017 comprising of 19 entrepreneured shows and six hirer/promoter shows.</i>	<i>Total of 25 shows in the 2017 Season program.</i>
	Fees charged to internal service hirers.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>As per Revenue Policy. Community/Not for Profit Rate.</i>	<i>Amounts charges are accepted as reasonable.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-1,773,616	0	-46,374	-1,819,990	239,789	1	-1,580,201	-1,287,754
Expenditure	4,435,875	-2	-7,130	4,428,743	-200,576	2	4,228,167	2,879,055
Operating Total	2,662,259	-2	-53,504	2,608,753	39,213		2,647,966	1,591,301
Capital								
Income	-641,063	0	0	-641,063	0	3	-641,063	-369,394
Expenditure	585,818	5,000	0	590,818	-140,000	4	450,818	318,455
Capital Total	-55,245	5,000	0	-50,245	-140,000		-190,245	-50,939
Available Funds Movement Prior to Restricted Asset Funding	2,607,014	4,998	-53,504	2,558,508	-100,787		2,457,721	1,540,362
Restricted Assets	-34,530	-5,000	53,504	13,974	100,787	5	114,761	13,974
Funds Available to (-), or Required From Rates and Other Council Revenue	2,572,484	-2	0	2,572,482	0		2,572,482	1,554,336

Note	Details
1	Operating income decreased by \$239 789 due to reduced income from Venue Hire and Season show income due to less bookings than anticipated.
2	Operating expenditure decreased by \$200 576 due general savings in expenditure on Hirer Promoters Events (\$160,000), DRTCC Events (\$12,000) and Operating Expenses (\$24,076).
3	No significant variance to budget.
4	Capital Expenditure reduced by \$140 000 due to deferral of projects to 2017/2018.
5	Transfer to restricted assets increased by \$100 787 due to deferred capital works.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Days hired for business/ community related events	154	130	84	Operational costs per capita.	\$102.71	\$114.60	\$105.20	No. of reasonable complaints of Centre's operation	0	4	0
Days hired for performing arts related	109	100	59					No. of people attending ticketed theatre performances	32,656	28,000	16,176
No. of season subscribers	313	260	287								

OPERATIONAL PLAN

Function No. 7.20

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Regional Theatre & Convention Centre
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Key Projects**Capital Works Program**

Regional Theatre & Cnvntn - Asset Renewals-Mainten 01.09578 - DRTCC - Furniture & Fittings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7301 - DRTCC - Macquarie Room Divider	150,000	0	0	-150,000	0	0
7304 - Air Conditioners	4,500	0	0	0	4,500	0
7306 - Heating Water Pressurisation Tank	6,000	0	0	0	6,000	0
01.09578 - DRTCC - Furniture & Fittings Total	160,500	0	0	-150,000	10,500	0

Regional Theatre & Convention C-Acquisition Assets 01.09549 - Regional Theatre & Convention Ctr-Plant & Equip.	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7393 - Dubbo Regional Theatre	0	1,350	0	0	1,350	1,350
01.09549 - Regional Theatre & Convention Ctr-Plant & Equip. Total	0	1,350	0	0	1,350	1,350

Regional Theatre & Convention C-Acquisition Assets 01.09551 - DRTCC - Furniture & Fittings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
9001 - Lighting	0	0	0	10,000	10,000	0
9010 - Minor Equipment - Stage Operations	0	3,650	0	0	3,650	3,100
01.09551 - DRTCC - Furniture & Fittings Total	0	3,650	0	10,000	13,650	3,100

OPERATIONAL PLAN

Function No. 7.21

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Western Plains Cultural Centre
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**Manager Responsible: Manager Western Plains Cultural Centre
Mr Andrew Glassop**

Function Objectives:

To create a sense of place for the region's residents, workers and visitors alike, integral to the sustainability of Dubbo's lifestyle needs, through active engagement in learning and cultural heritage.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Actions	Performance Targets/Service Level
Services Provided to Other Functions	Fees charged to internal Council clients for use of facilities. All fees itemised in WPCCC Revenue Policy.	No reasonable criticism by clients of the charge rates and condition of facilities or services. Nil to date.
Building Operations	Building and system Inspections and maintenance according to legislation requirements, energy and other running costs. Contracts for essential services established for air conditioning, security, fire monitoring and prevention and lifts.	No breaches of regulations or legislation. No threats to the operation or security of the building. Nil to date.
Asset Maintenance - Routine	Routine repairs and maintenance to WPCCC facilities. Asset maintenance plan in place including regular inspections and repairs as needed. \$76,665 allocated in FY 2016/2017.	No reasonable complains relating to the condition of recreation facilities. Nil to date.
Salaries and Overheads	Payment for salaries and wages by WPCCC officers and casual staff. All staff salaries budgeted for in WPCCC budget. \$811,250 allocated in FY 2016/2017.	
Salaries and Overheads	2.6.2.2 Implement the adopted Public Art Strategy. Policy implemented and monitored. Report on Public Art Register to be submitted in February 2017.	Public Artwork Installed biennially. Scoreboard works installed October and December 2016 and February 2017.
	1.3.2.4 Ensure the Community Arts Centre is made available for venue hire to community and corporate groups at reasonable prices. Revenue charges accepted as reasonable by Dubbo City Council under WPCCC Revenue Policy and approved.	The Western Plains Cultural Centre's Community Arts Centre is utilised for a minimum of 2500 hours per annum. 2,884 to date. Increase due to the hire of four rooms full time until the end of the year by Western College.
	1.3.3.1 The Western Plains Cultural Centre Advisory Board continues to hold a position for a member of the Dubbo Aboriginal Community Working Party. Following the merger of Dubbo City Council and Wellington Council the WPCCC Advisory Board was disbanded. A decision on any replacement board/committee/panel has yet to be made.	A specific position is maintained and filled. Following the merger of Dubbo City Council and Wellington Council the WPCCC Advisory Board was disbanded. A decision on any replacement board/committee/panel has yet to be made.
	1.3.3.2 Include Aboriginal culture in the Western Plains Cultural Centre's exhibition and event calendar each year. Inclusion of Aboriginal cultural material indicated in WPCCC policy.	A minimum of one (1) exhibition or public programme per annum is held at the Western Plains Cultural Centre which focuses on Aboriginal culture. Aleshia Lonsdale (July 2016) Saltwater Country (August 2016) Old Land New Marks (October 2016) Unfinished Business (November 2016), Colonial Afterlives (January 2017).

OPERATIONAL PLAN

Function No. **7.21**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Western Plains Cultural Centre
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Activity	Actions	Performance Targets/Service Level
	5.3.1.2.1 Operational Plans (including budget) adopted in June each year for the Western Plains Cultural Centre Branch.	Operational Plans for the Western Plains Cultural Centre Branch adopted by Council by due date.
	Operational plan to be adopted in June 2017.	Operational plan to be adopted in June 2017.
	5.3.1.5.1 Operational Plan (including budget) review undertaken for the Western Plains Cultural Centre Branch on a quarterly basis.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	Operational Plan (including Budget) reviewed in September 2016, December 2016.	Achieved to date.
	5.3.1.9.1 Monitor the ongoing implementation of the NAMSPlus asset reporting tool for the Western Plains Cultural Centre Branch.	NAMSPlus is being implemented with the Western Plains Cultural Centre Branch.
	NAMSPlus is no longer applicable for Community Services Division. Asset Management reporting now comes under National Asset Management Accounting Framework (NAMAF).	NAMSPlus is no longer applicable for Community Services Division. Asset Management reporting now comes under National Asset Management Accounting Framework (NAMAF). This is currently being implemented through the Superior Asset Management Group.
	5.3.1.10.1 Monitor the development of Asset Management Plans for the Western Plains Cultural Centre Branch.	Asset Management Plans for the Western Plains Cultural Centre Branch are prepared and submitted by due date.
	20 year asset management plan for buildings in place.	NAMSPlus is no longer applicable for Community Services Division. Asset Management reporting now comes under National Asset Management Accounting Framework (NAMAF). This is currently being implemented through the Superior Asset Management Group.
	NAMSPlus is no longer applicable for Community Services Division. Asset Management reporting now comes under National Asset Management Accounting Framework (NAMAF).	
	5.3.1.11.1 Zero based budgeting framework is utilised within the Western Plains Cultural Centre Branch.	All Zero based budgeting requirements are fully adhered to within the Western Plains Cultural Centre Branch.
	Capital Works expenditure delivered through zero based budgeting.	Achieved to date.
Management Services from other functions	Cost of services from internal service providers such as financial and management accounting, corporate overhead and printing.	Amounts charged are accepted as reasonable for the level of service provided.
	Amounts allocated within WPCC budget. \$326,111 allocated in FY 2016/17.	Agreed briefs accepted detailing levels of service.
Administration Operating Expenses	Administrative support for WPCC services and processes	Ensure administration runs within budget.
	Amounts allocated within WPCC budget. \$57,721 allocated in FY 2016/17.	Achieved to date.
Audience Development - Promotion	Funding for marketing and promotion of WPCC exhibitions, facilities' and events.	Ensure all marketing materials are produced on time.
	Amounts allocated within WPCC budget. \$43,808 allocated in FY 2016/17.	6-month printed programme was delayed and was distributed in January 2017.
	1.3.1.1 Undertake an annual survey of residents to gauge satisfaction on the Western Plains Cultural Centre's level of service.	A satisfaction rating of 95% by patrons of the services and facilities of the Western Plains Cultural Centre.
	Survey undertaken in November each year.	98% satisfaction with the WPCC, 89% satisfaction the Outlook Café.
	1.3.1.2 Develop and implement appropriate marketing plans and education programmes for schools and the general public for key exhibitions at the Western Plains Cultural Centre.	A minimum of 75,000 visitors to the Western Plains Cultural Centre per annum.
	Plans developed and implemented on an annual basis.	60,567 visitors to date.

OPERATIONAL PLAN

Function No. **7.21**

Performance Review

Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Western Plains Cultural Centre
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Activity	Actions	Performance Targets/Service Level
Education Expenses	1.3.1.3 Develop an exhibition programme for the Western Plains Cultural Centre for each coming financial year that utilises all relevant spaces.	24 exhibitions held at the Western Plains Cultural Centre during the year.
	Programme developed on an annual basis and submitted to WPCC Advisory Board for comment. Amounts allocated within WPCC budget. \$92,625 allocated in FY 2016/2017.	20 exhibitions installed to date.
	1.3.1.4 Develop and implement educational programmes that utilise the capabilities of the Western Plains Cultural Centre's Education Resource Centre.	A minimum of 4,000 people attend public and education programmes at the Western Plains Cultural Centre.
	Amounts allocated within WPCC budget. \$33,551 allocated in FY 2016/2017.	8,101 to date.
Trading Stock - Purchases	1.3.2.1 Develop public and education programmes for the Western Plains Cultural Centre for each financial year.	Public and Education programmes developed and implemented.
	Plans developed and implemented on an annual basis.	Achieved to date.
	1.3.2.3 Continue to conduct workshops, lectures, education programmes and school term and school vacation workshops for children at the Western Plains Cultural Centre.	Workshops, Lectures and Education Programmes available during school holiday periods.
	Plans developed and implemented on an annual basis.	Achieved to date.
Events Expenses	Funds for the purchase of goods to be sold in the WPCC shop.	No reasonable complaints received regarding quality of goods.
	Amounts allocated within WPCC budget. \$4,400 allocated in FY 2016/2017.	Nil to date.
Exhibitions	Funds for presenting events and public programmes at WPCC.	All events and public programmes adhere to WPCC policy.
	Amounts allocated within WPCC budget. \$14,500 allocated in FY 2016/2017.	Achieved to date.
Exhibitions	Funds for the preservation, conservation, cataloguing and research of WPCC collections.	All objects in WPCC collections are cared for and stored according to WPCC policy.
	Amounts allocated within WPCC budget. \$40,831 allocated in FY 2016/2017.	Achieved to date.

OPERATIONAL PLAN

Function No. 7.21

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Western Plains Cultural Centre
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-282,414	-330	-23,937	-306,681	-275	1	-306,956	-144,347
Expenditure	2,230,222	61,169	12,752	2,304,143	-104,060	2	2,200,083	1,598,467
Operating Total	1,947,808	60,839	-11,185	1,997,462	-104,335		1,893,127	1,454,120
Capital								
Income	-204,901	-7,108	0	-212,009	0	3	-212,009	-144,147
Expenditure	305,278	182,586	41,585	529,449	-106,489	4	422,960	394,869
Capital Total	100,377	175,478	41,585	317,440	-106,489		210,951	250,722
Available Funds Movement Prior to Restricted Asset Funding								
	2,048,185	236,317	30,400	2,314,902	-210,824		2,104,078	1,704,842
Restricted Assets								
	128,154	-182,256	-30,400	-84,502	201,766	5	117,264	-52,408
Funds Available to (-), or Required From Rates and Other Council Revenue								
	2,176,339	54,061	0	2,230,400	-9,058		2,221,342	1,652,434

Note	Details
1	No significant variance to Budget.
2	Operating Expenditure has decreased by \$104,060 due mainly to deferment of non-essential maintenance and decrease in building operations.
3	No variance to Budget.
4	Capital Expenditure has decreased by \$106,489 due mainly to deferment of non-essential maintenance.
5	Transfer to Internally Restricted Assets has increased by \$210,824 due mainly to deferment of non-essential maintenance.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Days open to the public	322	363	271	No. of exhibitions installed on time	92%	100%	100%	No. of people using the Community Arts Centre	10,687	12,000	10,798
No. of bookings at Community Arts Centre	2,122	1,300	1,298	Percentage of programmes held on time	100%	100%	100%	No. of patrons attending Museum/Gallery	93,864	75,000	60,567
Hours utilised by casual hirers of CAC	12,625	11,000	5,917	No. of complaints due to double bookings, missed bookings, incorrect bookings of venues	NIL	NIL	NIL	No. of complaints from venue hirers regarding facilities, equipment, staff, cleanliness etc	1	NIL	NIL
No. of rooms available for hire	14	14	14	No. of complaints by venue hirers due to incorrect induction etc for venue hirers	NIL	NIL	NIL	No. of people taking part in public and education programmes	5,531	8,000	8,101
No. of bookings for Auditorium and Boardroom.	120	200	171	No. of complaints due to incorrect information regarding exhibitions	NIL	NIL	NIL	No. of hours lost due to workplace injury	NIL	NIL	NIL
				No. of complaints due to incorrect information regarding public programmes	NIL	NIL	1	Adherence to Asset Maintenance schedule	100%	95%	100%

OPERATIONAL PLAN

Function No. 7.21

Performance Review

Quarter ended: March

Principal Activity:	COMMUNITY SERVICES	Function:	Western Plains Cultural Centre
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Key Projects**Capital Works Program**

Wellington - Capital Expenses 01.08250 - Asset Renewals - Land & Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Museum	0	85,000	0	-85,000	0	0
01.08250 - Asset Renewals - Land & Buildings Total	0	85,000	0	-85,000	0	0

Wellington - Capital Expenses 01.08251 - Asset Renewals - Other Infrastructure	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Museum	0	16,000	0	-16,000	0	0
01.08251 - Asset Renewals - Other Infrastructure Total	0	16,000	0	-16,000	0	0

WPCC - Acquisition of Assets 01.09535 - WPCC - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7052 - CBD Heritage Trail Manufacture - Install	0	307	31,787	0	32,094	29,905
01.09535 - WPCC - Other Structures Total	0	307	31,787	0	32,094	29,905

WPCC - Acquisition of Assets 01.09541 - WPCC - Furniture & Fittings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7104 - Dry Studio Seating	0	81,279	4,034	985	86,298	86,298
01.09541 - WPCC - Furniture & Fittings Total	0	81,279	4,034	985	86,298	86,298

OPERATIONAL PLANFunction No. **7.21***Performance Review*Quarter ended: **March**

Principal Activity:	COMMUNITY SERVICES	Function:	Western Plains Cultural Centre
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WPCC - Acquisition of Assets 01.09542 - WPCC - Plant & Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7452 - Mechanical Upgrade	0	0	5,764	-524	5,240	5,240
01.09542 - WPCC - Plant & Equipment Total	0	0	5,764	-524	5,240	5,240

WPCC - Asset Renewals - Maintenance 01.09533 - WPCC - Furniture & Fittings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7301 - Ceiling Fan	5,950	0	0	-5,950	0	0
7308 - Heating Water Pressurisation Tank	7,000	0	0	0	7,000	0
7310 - Hot Water Pumps	9,000	0	0	0	9,000	0
7311 - Exhaust Fan	10,000	0	0	0	10,000	0
01.09533 - WPCC - Furniture & Fittings Total	31,950	0	0	-5,950	26,000	0

OPERATIONAL PLAN

Function No. **8.01**

Performance Review

Quarter ended: **March**

Principal Activity:	HUMAN ENVIRONMENT	Function:	Human Environment Services
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**Manager Responsible: Director Community Services
Mr David Dwyer**

Function Objectives:

To maintain public health standards by controlling and regulating the use of particular premises and activities and ensuring compliance with statutory requirements; conduct health programs to protect public health and education the public.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Alcohol Free Zone	Expenses related to maintaining signage & advertising alcohol free zones.	No reasonable criticism of the lack of adequate signage of the zones. Zones are renewed within the required timeframes.
	Sufficient funds budgeted in 2016/2017 to maintain the signs in good order.	No complaints to date. Zones not due for renewal until 2018.
Safety Cameras - CBD	Expenses related to the maintenance of the CBD safety cameras including minor equipment replacement.	Safety cameras are operational for a minimum of 95% of time.
	Sufficient funds allocated in 2016/2017.	100% for year to date.
Food Premises Inspection	1.5.1.2 Review the partnership arrangements with the NSW Food Authority for Council to implement the provisions of the Food Act and Regulations.	Review to be carried out by June annually.
	Programmed review undertaken March 2017.	Review carried out March 2017.
	1.5.1.3 Undertake at least one (1) inspection of all food premises per year.	At least one (1) inspection of all food premises carried out by March each year. 85% of food premises comply with statutory requirements on initial inspection.
Management Services from Other Functions	Cost of services including financial and management accounting, corporate overheads and Environmental Services Administration.	Amounts charged are accepted as reasonable for the service provided.
	Costs covering the overheads of administering this function allocated in the budget.	Amounts considered fair and reasonable for the levels of services provided.
Management Services	The proportioned part of the salaries and overheads of the Community Services Support Branch staff involved in managing this function – financial and strategic planning, pandemic planning, developing policies and procedures, reporting to Council, community liaison and liaison with contractors and suppliers.	No policies, procedures and programs for the protection of public health to be found inadequate.
	Costs cover part of the salaries and overheads of the Director Community Services, Manager Business Support and Business Support Officer.	No inadequacies identified.

OPERATIONAL PLAN

Function No. **8.01***Performance Review*Quarter ended: **March**

Principal Activity:	HUMAN ENVIRONMENT	Function:	Human Environment Services
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Activity	Actions	Performance Targets/Service Level
Health Programs	1.1.1.1 Continue to lobby and support Western NSW Local Health network to attract general and specialist medical practitioners to Dubbo including community health staff.	No decrease in the number of General Practitioners in Dubbo.
	<i>Lobbying undertaken.</i>	<i>No decrease identified to date.</i>
	1.1.1.2 Lobby the State Government to ensure adequate professional staff are available to service the Dubbo Base Hospital and associated services.	No incidences of long term vacancies of medical staff at Dubbo Base Hospital.
	<i>Administrator and Interim General Manager meet regularly with Local Member Troy Grant MP to discuss hospital redevelopment progress and personnel resources.</i>	<i>No incidences identified to date.</i>
	1.1.1.3 Monitor the impact on Dubbo of the management/operations of the Western NSW Local Health Network.	No decisions made by Local Health Network adversely impacting on Dubbo.
	<i>Dubbo and Orana Region have a good level of representation on the local Health Network. No adverse impacts identified.</i>	<i>No adverse decisions identified to date.</i>
	1.1.2.1 Lobby the State Government for the ongoing staged development of the Dubbo Base Hospital facility.	Dubbo Base Hospital is substantially redeveloped.
	<i>Redevelopment work well underway. Master Plan for future redevelopment completed. Announcement of \$150M for stages 3 and 4 of the redevelopment.</i>	<i>Construction underway with stage 1 of the redevelopment completed at the end of 2014 and Stage 2 officially opened in January 2016. Stage 3 builder announced & Scheduled for completion by end of 2017.</i>
	1.1.3.1 In conjunction with Sydney University and Charles Sturt University, lobby the Federal Government for health tertiary courses and training courses and facilities in the City.	The range of health tertiary courses available in the City is increased.
	<i>The Administrator has held discussions with Sydney University and Charles Sturt University in relation to these matters. Letter of support provided to CSU to submit application to Federal Government for selection as a rural health training university.</i>	<i>No increase identified to date.</i>
1.1.3.2 Hold two (2) meetings per annum between Dubbo City Council and Sydney University to discuss future development and operations of the University's Rural Medical School in the City.	Two meetings to be held annually.	
<i>The Administrator is a member of the University of Sydney Community Advisory Board. No meetings held in 2016/2017 to date.</i>	<i>No meetings held to date.</i>	
1.5.1.9 Undertake at least one (1) inspection of all registered regulated premises per year.	100% of registered premises comply with statutory requirements on initial inspection. All premises to be inspected by March annually.	
<i>Program in place to ensure all registered premises are inspected at least once in 2016/2017.</i>	<i>100% of registered premises comply with statutory requirements on initial inspection.</i>	

OPERATIONAL PLAN

Function No. **8.01**

Performance Review

Quarter ended: **March**

Principal Activity:	HUMAN ENVIRONMENT	Function:	Human Environment Services
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Activity	Actions	Performance Targets/Service Level
Immunisation Services	1.5.1.5 Undertake the annual inspection and water sampling program of all public swimming pools and spas including motels and hotels in November, January and February each year, and indoor pools every two months to ensure water quality standards are maintained.	100% of public pools and spas inspected meet statutory health requirements. Inspections to be completed by end of February annually.
	Inspection regime commenced in November 2016 for public swimming pools and spas.	Inspection program completed. 100% meet statutory health requirements.
	1.5.1.8 Undertake compliance inspections of all registered private swimming pools.	Ongoing
	Inspection program commenced April 2016.	Ongoing.
	1.5.1.7 Conduct two (2) public health programs per year.	Health programs to be conducted by December and April each year.
	Program in place to ensure two (2) public health programs conducted in 2016/2017.	Information package mailed out to owners of Registered Premises in September 2016. Food Calendar Mail out - December 2016.
	1.5.2.7 Meet with local senior officials of the Ambulance Service to discuss service provision.	100% satisfaction rating for ambulance services and facilities for the region.
	Meeting to be held May 2017.	Survey completed with 94% satisfaction rating.
	Immunisation of children and adults against a range of diseases including whooping cough, tetanus, diphtheria, Hib, measles, mumps, rubella, polio and hepatitis.	100% of infants participate in immunisation program.
	Program in place to ensure immunisation clinics held on the third Wednesday of each month in 2016/2017	Nine (9) clinics held to date - 2016/2017.

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-49,850	0	0	-49,850	0	1	-49,850	-28,068
Expenditure	282,388	9,967	0	292,355	0	2	292,355	211,106
Operating Total	232,538	9,967	0	242,505	0		242,505	183,038
Capital								
Income	-18,388	0	0	-18,388	0	3	-18,388	-12,262
Expenditure	0	0	0	0	0	4	0	0
Capital Total	-18,388	0	0	-18,388	0		-18,388	-12,262
Available Funds Movement Prior to Restricted Asset Funding	214,150	9,967	0	224,117	0		224,117	170,776
Restricted Assets	14,804	0	0	14,804	0	5	14,804	0
Funds Available to (-), or Required From Rates and Other Council Revenue	228,954	9,967	0	238,921	0		238,921	170,776

Note	Details
1	No variance to Budget.
2	No variance to Budget.
3	No variance to Budget.
4	No variance to Budget.
5	No variance to Budget.

OPERATIONAL PLAN

Function No. **8.01***Performance Review*Quarter ended: **March**

Principal Activity:	HUMAN ENVIRONMENT	Function:	Human Environment Services
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of water samples taken per annum	128	130	151	Cost per sample	\$44.75	\$140.92	\$78.81	Number of cases of illness reported due to unhealthy pool and spa water	Nil	NIL	Nil
	Inspections now only carried out Twice a year)										
Number of immunisations per annum	1698	1850	887	Net Council cost per immunisation	\$25.05	\$22.05	\$18.84	Percentage of children entering school being immunised	96%	97%	N/A
Number of health education programs held each year	3	2	2	Cost per Education Program	\$4296	\$6,796.50	\$4366.00	Number of participants in Health Programs	337	200	328
Number of registered premises inspected per annum(Skin Penetration, Cooling towers every 3 years)	61	60	45	Cost per premises inspection	\$181.75	\$185.00	\$146.71	Number of registered premises which comply on first inspection	100%	100%	100 %
Number of Food Premises inspected per annum(Low risk inspected every 3 years)	372 (242 Premises)	235	229	Cost per premises inspection	\$213.64	\$222.86	\$173.94	Number of food premises which comply on first inspection	65%	75%	65 % (Approx)
								Number of incidences of safety camera failure	0	2	0

OPERATIONAL PLAN

Function No. **9.01**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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**Manager Responsible: Manager Horticultural Services
Mr Ben Pilon**

Function Objectives:

To provide high quality recreation space and facilities to meet the widest practical range of passive recreational needs and expectations of both residents and visitors to Dubbo. To provide an arboricultural service for the City which will develop and maintain a safe aesthetically pleasing and environmentally beneficial urban arboricultural setting.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Urban Parks Operations	Provision of a regular gardening and turf maintenance service to all passive recreation areas and public gardens	All passive recreation areas and public gardens are maintained to the standard of their specified Maintenance Service Levels. High percentage of available garden space displaying colour and/or greenery.
	<i>A regular gardening and turf maintenance service is being provided through the Parks and Landcare Operations branch for 2016/17. Agreed briefs are in place.</i>	<i>Passive recreational areas and public gardens have consistently been maintained at 95-100% of their Maintenance Service Levels.</i>
	Inspect and rectify defects of hard assets such as irrigation systems, playgrounds, park furniture and water fountains.	Inspections carried out as per the maintenance standard specification and defects rectified accordingly.
	<i>Asset inspections have been completed down to and including those identified as Local Medium.</i>	<i>Inspections completed within Organisational timeframe and in accordance with the Maintenance Service Levels.</i>
	<i>Defects have been recorded and scheduled in accordance with the Maintenance Service Levels for each category.</i>	<i>A Determination of Variation has been completed by DPL, as required under the DAMP, to modify the inspection schedule of the lower classified parks.</i>
	1.1.1.5 Concept Plans for the redesign of Theresa Maliphant Park into a therapeutic park to service the customers of Dubbo Base Hospital shall be adopted by Council.	Concept plans adopted by Council by June 2016.
	<i>A concept design has been received and presented to DRC in March 2017 by Moir Landscape Architecture.</i>	<i>June date not achieved. Concept designs received during March 2017. Project to be postponed until further notice due to road infrastructure development within the area.</i>
	1.4.5.3 Review horticultural, arboricultural and open space components of all development applications and provide recommendations for any conditions of approval in accordance with the Open Space Master Plan and Recreational Strategy.	Active participation in Development Unit meetings ensuring 100% of landscaping associated with new development is considered consistent with the Open Space Masterplan and Recreation Strategy - ongoing.
<i>All new sub-division Development Applications are being assessed in accordance with the Open Space Master Plan with appropriate recommendations being included in the Conditions.</i>	<i>Active membership is continuing to be maintained. No examples of inappropriate provision of horticultural, arboricultural or open space have occurred to date.</i>	
2.2.4.1 Conduct a minimum of three (3) planning meetings with Centre of Excellence Advisory Committee and key organisations.	Identify new stakeholders and facilitate initial meetings.	
<i>Committee has not been established due to the low level of development of the Dubbo Regional Botanic Garden (<20% of Garden developed to date).</i>	<i>No meetings held to date. However annual visits from the Minokamo Gardeners are continuing.</i>	
	<i>Excellent feedback about the condition of Shoyoen is being received from the Gardeners and from other visitors.</i>	

OPERATIONAL PLAN

Function No. **9.01**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Activity	Actions	Performance Targets/Service Level
	2.2.4.5 Continue to develop the Specialist Japanese Horticultural skills training programme for the Parks and Landcare staff and others.	No significant examples of opportunities not addressed.
	<i>The Specialist Japanese horticultural skills programme is continuing. Japanese Gardeners visited Shoyoen and oversaw staff training in late August / early September. Planning has begun for development of next years visit from the Specialist Japanese Horticulturalist.</i>	<i>Additional training opportunities in Japanese gardening and cultural elements assessed and implemented as appropriate.</i>
	2.2.4.6 Liaise with Minokamo for advice and assistance in maintaining authenticity of Shoyoen.	No more than 3 discreet elements of the Shoyoen requiring modification post audit.
	<i>Minokamo gardener (Kondoh-san and Toshi-san) assisted staff in pruning of trees, construction of viewing deck and carried out an audit on Shoyoen in August/September.</i>	<i>No discreet elements were identified for further modifications.</i>
	2.2.4.7 Conduct on-site/ remote audits of the Shoyoen utilising Minokamo resources.	An audit undertaken and reviewed by Minokamo by March 2017.
	<i>Minokamo gardeners carried out an audit on Shoyoen in August/September.</i>	<i>Japanese Gardeners consider Shoyoen as ‘true Japanese Garden’.</i>
	2.2.4.8 Pursue opportunities for the acquisition of grant support from external sources to aid in the activities and development of the Regional Botanic Garden.	No significant examples of grant opportunities not addressed.
	<i>Opportunities being pursued as they are identified.</i>	<i>Grant submissions being prepared and submitted as opportunities are identified.</i>
	<i>An EOI under ClubGrants Cat 3 for the Adventure Playground was prepared and successful in getting through to the funding round.</i>	<i>2 grant applications successful under the Stronger Communities (Major Projects)</i>
	<i>However \$1.54million funding was secured under Stronger Communities (Major Projects) to construct the playground and carpark.</i>	<i>-Adventure Playground \$1.3million -DRBG Carpark \$240,000</i>
	<i>Discussions are being held with the grant agency to determine whether we can submit an application for an associated and adjacent project – Horticultural Centre of Excellence.</i>	<i>The Horticultural Centre of Excellence Development Application has been completed by Environmental Services.</i>
	2.2.6.1 Review horticultural, arboricultural and open space components of all development applications and provide recommendations for any conditions of approval that can enhance biodiversity outcomes.	Active participation in Development Unit meetings ensuring no examples of opportunities to enhance the biodiversity of open space are missed.
	<i>DAs are assessed with recommendations being provided on biodiversity enhancement within the city.</i>	<i>Attended 90% Development Unit meetings and continue to actively promote the enhancement of biodiversity within the City as opportunities have allowed.</i>
	2.2.6.2 Ensure the provision of drainage reserves in urban areas incorporate biodiversity considerations.	100% of approved designs and landscape plans for drainage reserves address biodiversity considerations.
	<i>Standard landscape plans for stormwater infrastructure (including swales and water retarding basins) that address biodiversity considerations has been developed and approved.</i>	<i>Development and adoption of the standardised landscape plans for stormwater assets will enable this target to be achieved.</i>
	2.2.7.3 Water sensitive urban design elements are incorporated into landscape components of development both internal and external to Council.	Active participation in Development Unit and Project planning meetings ensure all opportunities to incorporate Water Sensitive Urban Design are implemented.
	<i>Water Sensitive Urban Designs (WSUD) are being applied in situations where the Parks and Landcare Division have direct input into design phase.</i>	<i>MHS attends DU meetings and promotes the use of WSUD principles where appropriate.</i>

OPERATIONAL PLAN

Function No. **9.01**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Activity	Actions	Performance Targets/Service Level
Public Amenities Operations and Maintenance	Regularly clean amenities buildings in accordance with frequency of use by public.	High use amenities cleaned daily and no reasonable criticism from the public.
	<i>Serenity Landscapes have the contract for the cleaning of the amenities. No unreasonable criticism received within the past 12 months.</i>	<i>All amenities cleaned within defined schedule (none daily) with no unreasonable criticism received.</i>
	Provision of a building maintenance service including programmed renovation works.	Maintenance as per Council's recommended Asset Management Schedule for buildings.
	<i>Buildings under the control of this function are being maintained in accordance with the asset plan, and are inspected annually.</i>	<i>This is being achieved with no negative comment being received by the general public.</i>
Parks and Reserves Lighting	Identified works are scheduled and carried in accordance with the asset plan.	
	Cost of providing electricity for pedestrian lighting in this function.	Amounts charged are accepted as reasonable for the level of service provided.
Management Services from other functions	<i>The cost of providing electricity for pedestrian lighting is budgeted for within the Horticultural Services function and paid for through Manager Civil Infrastructure and Solid Waste</i>	<i>Electricity costs continue to rise and place pressure on the funding of this service.</i>
	Cost of services including management, financial, technical, information technology and corporate overheads provided to this function are acceptable.	Amounts charged are accepted as reasonable for the level of service provided.
Asset Maintenance Program - Horticulture	<i>Services are being provided.</i>	<i>Amounts being charged are within the constraints of the identified operating overheads.</i>
	Undertake schedule of works identified in the Asset Maintenance Replacement Plan contained in the Horticulture Function Plan	All works scheduled are completed in a timely and effective manner.
Asset Maintenance Horticulture Amenities	<i>The majority of identified asset maintenance works for this function are carried out through the Parks and Landcare Operations Branch.</i>	<i>Asset maintenance tasks are currently completed within the identified timeframe and within budget.</i>
	<i>These works have been scheduled, with works progressing well and are expected to be fully completed by April 2017.</i>	
Asset Maintenance 2% Special Variation	Undertake schedule of works identified in the Amenities Maintenance Replacement Plan contained in the Horticulture Function Plan	All works scheduled are complete in a timely and efficient manner.
	<i>Only a relatively small amount of scheduled works are programmed for Amenities Maintenance in 2016/17.</i>	<i>These works are programmed and are expected to be completed by April 2017.</i>
Street Tree Maintenance	Undertake additional Maintenance that could not be undertaken with existing budget to maintain Park Standards	All works completed in a timely and efficient manner.
	<i>Additional maintenance works are on schedule to be completed.</i>	<i>Scheduled works are currently being completed on time and within budget.</i>
Street Tree Maintenance	Provision of an efficient and effective arboricultural service to the organisation.	Actions specified in agreed briefs are professionally undertaken and are completed within budgeted allocation.
	<i>This is being achieved through the ongoing development of strategic planning documents, implementation of plans and the provision of arboricultural advice.</i>	<i>Street Tree Maintenance is undertaken by the Parks and Landcare Operations Branch for the Civil Infrastructure and Solid Waste Function.</i> <i>Other tree related projects are carried out for other functions on request through the Agreed Brief process and at full cost recovery.</i>

OPERATIONAL PLAN

Function No. **9.01**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Activity	Actions	Performance Targets/Service Level
Trees - Special Projects	Provision of an efficient and effective arboricultural service to the organisation.	Actions specified in agreed briefs are professionally undertaken and are completed within budgeted allocation.
	<i>Strategic tree planning services are continuing to be provided for a number of high profile jobs throughout the City as they are identified. Upcoming projects include Wingewarra Street (Darling Street to Bourke Street) and Brisbane Street (Cobra Street to Reakes Avenue)</i>	<i>Horticultural Services assist the Operations Branch in negotiating Tree Special Project Works. Actual Agreed Brief is between the Operations Branch and the Client. Horticultural Services acts in a Quality Assurance role.</i>
	<i>Horticultural Services have been successful in gaining \$80,000 in grant funding provided by the Office of Environment and Heritage with the outcome to achieve an 80% increase in shade throughout central Bultje Street. Consultation and planning has begun with Technical Services Division to initiate this project.</i>	
Infrastructure	3.1.11.3 Develop a Maintenance Service Level based inspection regime for trees in road reserves	No more than then 1% of standing street trees are in the category of "hazardous requiring removal" by July 2015.
	<i>Draft documentation is in development with a report pending in April for consideration by Executive Staff.</i>	<i>This was achieved with the completion of the removal of the 45 high risk / high consequence hazardous trees.</i>
		<i>\$59,000 was allocated in 2016/17 to manage the next most hazardous category of trees. These works are continuing.</i>
Acquisition of Assets	2.2.1.7 A suite of standard landscape plans are developed for stormwater infrastructure (including swales and water retarding basins) that meet water sensitive urban design principles, allow for water harvesting / reuse schemes to be incorporated into their developments and / or address biodiversity considerations.	Review standard plans for specific sites and implement as required.
	<i>Standard landscape plans have been developed and implemented for stormwater infrastructure (including swales and water retarding basins) that address biodiversity considerations.</i>	<i>Plans will be reviewed as required.</i>
Acquisition of Assets	1.3.3.4 Implement components of the Wiradjuri Park Masterplan including sourcing external funding opportunities.	Continue to seek external funding as opportunities arise.
	<i>Implementation of the master plan will continue as external funding is identified.</i>	<i>Funding opportunities will be followed up as they are identified.</i>

OPERATIONAL PLAN

Function No. **9.01**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-243,670	41,639	-227,634	-429,665	-166,343	1	-596,008	-570,206
Expenditure	3,908,729	1,081,202	27,847	5,017,778	-76,764	2	4,941,014	3,175,688
Operating Total	3,665,059	1,122,841	-199,787	4,588,113	-243,107		4,345,006	2,605,482
Capital								
Income	-917,498	-115,638	0	-1,033,136	0	3	-1,033,136	-600,889
Expenditure	584,500	303,860	340,169	1,228,529	156,721	4	1,385,250	429,332
Capital Total	-332,998	188,222	340,169	195,393	156,721		352,114	-171,557
Available Funds Movement Prior to Restricted Asset Funding								
	3,332,061	1,311,063	140,382	4,783,506	-86,386		4,697,120	2,433,925
Restricted Assets								
	-23,328	-413,726	-140,382	-577,436	86,386	5	-491,050	-437,016
Funds Available to (-), or Required From Rates and Other Council Revenue								
	3,308,733	897,337	0	4,206,070	0		4,206,070	1,996,909

Note	Details
1	Operating Income increased by \$166,343 mainly due to increased Section 94 Contribution revenue and capital contributions for grant funds for CBD Heat Amelioration (\$64,000).
2	Operating Expenditure decreased \$76,764 mainly due to the carry over of the CBD Heat Amelioration (\$64,000) and other operating expenses.
3	No variance to budget.
4	Capital Expenditure increased \$156,721 mainly due to Victoria Park Irrigation Project expansion (\$152,000).
5	Transfers from Restricted Assets decreased \$86,386 mainly due to restricted Section 94 Contributions and the restriction of CBD Projects (\$64,000).

Key Performance Indicators

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Maintenance of Regional Medium Parks - Urban	18.2 ha	18.2 ha	18.2ha	Annual cost per Ha to maintain Regional Medium Parks	\$35,393	\$34,986	\$19,295	% of Regional Medium Parks Maintenance to Standards	100%	100%	95%
Maintenance of Regional Basic Parks - Urban	57.3ha	57.3ha	57.3ha	Annual cost per Ha to maintain Regional Basic Parks - Urban	\$0	Leased	Leased	Percentage of Regional Basic Parks - Urban maintained to standard	N/A	Leased	0
Maintenance of District High Parks - Urban	4.04ha	4.04ha	4.04ha	Annual cost per Ha to maintain District High Parks	\$58,799	\$56,967	\$37,773	Percentage of District High Parks maintained to standard	100%	100%	95%

OPERATIONAL PLAN

Function No. **9.01**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Maintenance of District Medium Parks - Urban	23.47ha	23.47ha	23.47ha	Annual cost per Ha to maintain District Medium Parks	\$10,218	\$15,795	\$8,614	Percentage of District Medium Parks maintained to standard	100%	100%	95%
Maintenance of District Low Parks - Urban	8.79ha	8.79ha	8.79ha	Annual cost per Ha to maintain District Low Parks	\$8,082	\$9,926	\$8,306	Percentage of District Low Parks maintained to standard	100%	100%	95%
Maintenance of Local High Parks	9.95ha	9.95ha	9.95ha	Annual cost per Ha to maintain Local High Parks	\$15,652	\$13,902	\$7,344	Percentage of Local High Parks maintained to standard	100%	100%	95%
Maintenance of Local Medium Parks - Urban	24.92ha	24.92ha	24.92ha	Annual cost per Ha to maintain Local Medium Parks	\$8,798	\$8,225	\$5,749	Percentage of Local Medium Parks maintained to standard	90%	100%	95%
Maintenance of Local Low Parks - Urban	30.02ha	30.02ha	30.02ha	Annual cost per Ha to maintain Local Low Parks	\$4,563	\$3,935	\$3,838	Percentage of Local Low Parks maintained to standard	90%	100%	95%
Maintenance of Local Basic Parks - Urban	15.80ha	15.80ha	15.80ha	Annual cost per Ha to maintain Local Basic Parks	\$4,750	\$5,980	\$3,957	Percentage of Local Basic Parks maintained to standard	90%	100%	95%
Maintenance of General Low Parks - Urban	18.8 ha	18.8 ha	18.8 ha	Annual cost per Ha to maintain General Basic Parks	\$916	\$1046	\$935	Percentage of General Basic Parks maintained to standard	90%	100%	95%
Maintenance of General Basic Parks - Urban	22 ha	22 ha	22 ha	Annual cost per Ha to maintain General Basic Parks	\$1,410	\$1,003	\$791	Percentage of General Basic Parks maintained to standard	90%	100%	95%

OPERATIONAL PLAN

Function No. **9.01**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Percentage of Playgrounds with Shade Structures	33% plus 5 (27%) with natural shade	67%	30% plus 5 (25%) with natural shade	Number of shade structures constructed within budget estimate	0	1	1	Number of new playground structures constructed	2	2	1
Percentage of playgrounds structures that are 15 years and older	22%	10%	20%	Number of playgrounds replaced within budget estimate	1	2	1	Number of 15 years and older playgrounds replaced	2	2	1
Number of vandalism incidents per year per playground	2	3	3					Number of complaints regarding playground vandalism	1	3	3
Percentage of softfall undersurfaces that comply with Australian Standards	100%	100%	100%	Average cost per square metre to replace under surfaces that do not comply with standards	\$350	\$350	\$380	Number of sustainable complaints/injuries as a result of playground undersurfaces	0	0	0

Key Projects

Capital Works Program

Horticulture - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09555 - Horticultural Services - Other Structures						
7432 - Korean War Memorial Completed	0	10,000	-974	0	9,026	9,026
7472 - Driftwells Park Monument Completed	0	3,110	3,390	0	6,500	6,500
7493 - Elizabeth Park Viewing Deck	0	18,094	0	0	18,094	17,753
7501 - Elizabeth Park Quercus	0	30,900	9,634	16,549	57,083	40,582
01.09555 - Horticultural Services - Other Structures Total	0	62,104	12,050	16,549	90,703	76,177

OPERATIONAL PLAN

Function No. **9.01**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Horticulture - Acquisition of Assets 01.09559 - Horticultural Services - Land	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
9421 - Regand Park/Smith Land Completed	0	200,416	0	0	200,416	200,416
01.09559 - Horticultural Services - Land Total	0	200,416	0	0	200,416	200,416

Horticulture - Asset Renewals - Maintenance 01.09563 - Horticultural Service- Other Structures (Renewals)	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7428 - Sir Roden Cutler Bubbler Funds reallocated to Biddybungie Path	8,000	0	0	-8,000	0	0
7429 - Wahrenonga Park BBQ South	10,000	-2,500	0	0	7,500	0
7430 - Elizabeth Park - Oasis Shelters	8,000	0	0	0	8,000	0
7431 - Elizabeth Park Signage	6,000	0	0	0	6,000	0
7432 - Daphne Park Playground	25,000	0	0	0	25,000	2,433
7433 - York Street Park Log Fencing Replacement	5,500	0	0	0	5,500	4,831
7460 - Victoria Park Irrigation	270,000	0	0	152,000	422,000	8,722
7517 - Elizabeth Park - Shoyoen Pumps	5,000	0	0	0	5,000	0
8476 - Daphne Park Playground Softfall	25,000	0	0	0	25,000	0
8501 - Macquarie Lions Shade Cloth Completed – Claimed under insurance	18,000	0	0	-15,913	2,087	2,087
8503 - Sir Roden Cutler Platform Path Funds reallocated to Biddybungie Path	12,000	0	0	-12,000	0	0
8518 - Wahrenonga Park Central BBQ Completed	0	2,500	0	0	2,500	2,500
8527 - Victoria Park Bin Surrounds	12,000	0	0	0	12,000	5,998
8542 - Spears Drive Playground Completed	0	50,000	16,316	0	66,316	66,343

OPERATIONAL PLAN

Function No. **9.01***Performance Review*Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Horticulture - Asset Renewals - Maintenance 01.09563 - Horticultural Service- Other Structures (Renewals)	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
9002 - Elston Park Bore Motor Replacement Completed	0	0	0	10,460	10,460	10,460
9003 - Victoria Park Skate Park	80,000	-20,000	0	0	60,000	0
9004 - Lunar Park Playground	100,000	0	0	0	100,000	38,947
9006 - Ollie Robbins Fence	0	0	19,803	0	19,803	0
9008 - Cameron Park Amenities	0	0	292,000	-6,375	285,625	0
9009 - Biddybungie Park Granite Pathway	0	0	0	20,000	20,000	0
01.09563 - Horticultural Service- Other Structures (Renewals) Total	584,500	30,000	328,119	140,172	1,082,791	149,221

Wellington - Capital Expenses 01.08500 - Horticulture - Asset Renewal	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Renewals - Land & Buildings	0	11,340	0	0	11,340	3,518
01.08500 - Horticulture - Asset Renewal Total	0	11,340	0	0	11,340	3,518

OPERATIONAL PLAN

Function No. **9.02**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Landcare Services
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Manager Responsible: **Manager Landcare Services**
Mr Lynton Auld

Function Objectives:

To provide and enhance habitat for indigenous flora and fauna across the City, to provide quality passive recreation space and facilities to meet the widest practical range of community and visitor needs and expectations and to protect and enhance the environment and agricultural production through the control of noxious weeds and pest species across the City.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Actions	Performance Targets/Service Level
Noxious Plant Inspection	Inspection of private properties, road reserves and river foreshore areas to identify and monitor weed infestation.	Full compliance with Council's Weed Action Program commitments.
	<i>Inspections are continuing for the 2016/17 year.</i>	<i>Inspection targets nominated in the 2015-2020 Weed Action Plan are well understood and compliance has been achieved to date.</i>
	Rural Parks & Foreshores Operations	
	1.3.3.5 Continue to build working relationships with the Terramungamine Reserve Traditional Owners.	Traditional Owners needs and wishes are considered and met wherever possible.
	<i>Terramungamine Reserve traditional owners, the Tubba-Gah people, have formed a burial ground management committee in conjunction with Community Services. That committee is aware of the need to form a Reserve management committee but has yet to convene such a group despite ongoing requests from Council. As issues have arisen in the past members of that group have approached MLS for support and advice, this has been fostered and will continue to be supported while still seeking formation of a formal committee.</i>	<i>Traditional owner needs and desires are sought and met wherever possible.</i>
	1.3.3.6 Undertake consultation with all stakeholders when undertaking strategic planning and redevelopment of open space elements to allow for the incorporation of appropriate and community approved Indigenous culture focused interpretative material.	Indigenous stakeholders are included in consultation process during development of strategic plans and redevelopment of open space.
	<i>Consultation with the Indigenous community is a key part of all redevelopment planning.</i>	<i>Indigenous community members are consulted during development of plans and redevelopment of open space.</i>
	1.4.4.1 Complete design and documentation for river based recreational infrastructure that is consistent with the Open Space Masterplan, regional eco-tourism plans/opportunities and the Recreation Strategy	60% of the urban river corridor is developed for passive and active recreational pursuits.
	<i>Planning for future recreational development along the river corridor continues. Designs for the Boat Shed at Sandy Beach are complete as are plans for the development of Regand Park. Discussions with community groups are leading to targeted infrastructure development.</i>	<i>60% of the urban river corridor is developed and accessible for public recreation. Further development which will expand and improve upon this infrastructure is proposed. This is specifically aimed at Regand Park as the current highest priority for new work, and the already busy Sandy Beach.</i>
	1.4.4.2 Identify and take advantage of opportunities to add to Council's land portfolio in regard to the "River Spine" of the urban area as defined in the Open Space Masterplan and the Recreation Strategy	No examples of opportunities for appropriate acquisition not undertaken.
	<i>Opportunities are monitored, none have been identified to date in 2016/17.</i>	<i>No missed opportunities have been identified.</i>

OPERATIONAL PLAN

Function No. **9.02**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Landcare Services
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Activity	Actions	Performance Targets/Service Level
Regular Urban and Rural Programme	1.4.4.3 Identify and source available government assistance programmes as they become available in respect of the river corridor.	60% of the urban river corridor is developed for passive and active recreational pursuits.
	Opportunities are monitored and actioned as they become available. Assistance is also provided to community groups seeking grant funding.	60% of the urban river corridor has been developed for recreational use. Current facilities are constantly upgraded as resources allow.
	1.4.5.1 Review compliance with the response/repair times defined in the adopted Risk Management Plan (Defined Asset Management Plan).	No incidence of reported injuries incurred through use of Council's open space and recreation facilities
	Response times are monitored and have been satisfactory to date.	No injuries reported to date.
	2.1.4.5 Investigate any possible commercial opportunities to take advantage of the carbon offset methodologies and programmes.	Through the development of the 'Neutral Drive' program offer an example of an effective carbon offset program and investigate the feasibility of targeting other organisations for carbon offsetting using the same methodology.
	Council is currently registered as a carbon sequestration provider which allows us to act in this field as soon as an opportunity is identified.	The Neutral Drive program has been extended to the Golf Links Creek Reserve in Dubbo's west. This site will allow enhanced promotion of the program, thereby raising the program's profile and increasing opportunities for outside investment.
	2.2.1.8 Undertake an annual review and quantify impact of salinity on public open space using the data from the groundwater monitoring network	No more than three (3) hectares of public open space is affected by urban salinity
	A review of saline impacted open space across the LGA reveals no increase in area. Less than 3 hectares remains impacted by scalds across the former Dubbo City LGA.	There has been no increase in scalded land with less than 3 ha remaining impacted in the former Dubbo LGA. An assessment of the Dubbo Regional Council, Wellington urban area has commenced with no evidence of salinity found to date.
	2.2.1.9 Monitor opportunities for revegetation through agro forestry, carbon sequestration and related programs and target these plantings for "at risk" sub-catchments	Develop planting plans for "at risk" sub-catchments.
	Revegetation opportunities continue to be investigated, particularly in the carbon sequestration and biodiversity offsetting arenas.	Troy Gully remains the primary "at risk" catchment. Existing plantings will be complemented by planting and small engineering works following Council adoption of the current Review into Troy Gully Salinity.
	2.2.1.10 Implement the Noxious Weeds/Pest Species management programme and Plans.	Noxious Weed and Pest Species Plans are implemented as programmed
	The Weed Action Plan commitment Council has committed to is being adequately met. Starling control in Macquarie Street continues to be the principle action from Council's Feral Animal Strategy. Monitoring of Indian Myna's also continues.	Noxious Weeds and Pest Species Plans continue to be implemented as planned.
2.2.1.11 Stage at least two (2) noxious weeds displays at appropriate public exhibitions per year	Noxious Weed education displays are conducted at two (2) public forums	
None have been undertaken to date.	To be completed by June 2017.	
2.2.1.14 Develop and submit grant funding applications for the Noxious Weeds Programme.	As appropriate and required grant applications are completed for the Noxious Weed Programme.	
Grant funding submissions and reports for the 2016-17 year are up to date.	Grant funding applications to the NSW Weed Action Program are up to date and complete.	

OPERATIONAL PLAN

Function No. **9.02**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Landcare Services
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Activity	Actions	Performance Targets/Service Level
	2.2.2.1 Advise landholders of their responsibilities under the Noxious Weeds Act.	Less than five (5) Section 18 Noxious Weeds Notices required to be issued.
	<i>This is undertaken at each private land inspection.</i>	<i>No Section 18 notices have been recorded to date for 2016/17.</i>
	2.2.2.2 Implement the programme to encourage landholders to avail themselves of Councils self-help Noxious Weed Control resources	
	<i>This program is promoted at each private landholder inspection.</i>	
	Treatment of declared Noxious weeds as per classification priority and seasonal factors.	Effective reduction in weed infestation area.
	<i>Noxious Weed treatments continue appropriately.</i>	<i>Weed loads ebb and flow with seasons, high profile weeds are low priority for DPI (being well established already across the landscape), therefore attracting limited funding. This may well result in an apparent spread in well-known weeds while at the same time high profile, well-funded, new incursion weeds are being reduced in area.</i>
	Cost of services including management, financial, technical, information technology and corporate overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
Management Services from other functions.	<i>Costs are being charged as per agreed briefs.</i>	<i>Amounts charged are seen to be reasonable.</i>
Landcare Operations	2.2.7.1 Provide flora and fauna information to inform road design and maintenance works and incorporate into a Geographical information System (GIS) mapping layer to enable forward planning for rural roadside works design and programmes	Prompt response to requests for data ensuring that the design or construction process is aware of potential environmental constraints
	<i>Flora and Fauna advice is provided as requested across the organisation. Advice was provided to IT in relation to the Mount Wellesley tower proposal in the form of a Part V environmental assessment. Similar advice was provided to IT in relation to the towers at 12 Mile Creek Rd and Rifle Range Rd. An assessment of an internally developed Part V was provided to Technical Services Division in relation to the extension of Boundary Road. REF memos have been provided to Technical Services for road works planned for Railway Street Wongarbron, Bennelong Road south of Dubbo and Purvis Lane in Dubbo.</i>	<i>All requests for data have been promptly responded to.</i>
	2.5.1.3 Implement the revised Recreation Strategy Plan as it applies to the Villages.	The revised Recreation Strategy Plan is incorporated in Village designs and recommendations are prioritised.
Gardening Services	<i>As far as it applies to the villages the Recreation Strategy has been applied.</i>	<i>The Recreation Strategy has been incorporated into village planning.</i>
	2.5.1.5 Implement Village Beautification Plans	Develop a priority of works in consultation with Village communities.
	<i>Village Beautification Plans are implemented as planting guides whenever Council or Community planting occurs.</i>	<i>Given low levels of demand in villages this prioritisation tends to be based upon requests as they are received. All requests to date have been met.</i>
	Provision of an efficient and effective Landcare gardening advice service to the organisation.	Actions specified in agreed briefs are professionally undertaken and are completed within budget allocation.
	<i>Landcare advice is made available to the organisation upon request.</i>	<i>Agreed briefs are actioned appropriately.</i>

OPERATIONAL PLAN

Function No. **9.02**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Landcare Services
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Activity	Actions	Performance Targets/Service Level
Landcare Services	Provision of Landcare services to open passive recreational areas.	All passive open space areas are maintained to the standard of their specified Maintenance Service Level.
	Landcare services are provided to Council open passive areas in conjunction with Council Parks and Landcare Operations Branch or contractors and managed by MLS.	80% compliance with Maintenance Service Levels.
CMA Special Projects	Undertake joint Local Land Services projects as agreed.	All works are completed in a timely and effective manner.
	Joint projects will continue to be undertaken as they are funded or designed. Council continues to manage funds on behalf of the LLS Local Government Reference Group which is the residual of a CMA funded project. MLS is a lead player in the development of the LLS' Regional Weed Strategy.	All works requested are undertaken as required.
Asset Maintenance Program - Landcare	Undertake schedule of works identified in the Asset Maintenance Replacement Plan contained in the Landcare Function Plan.	All works scheduled are completed in a timely and effective manner.
	The majority of scheduled works are carried out by Council Parks and Landcare Operations Branch. These works are scheduled.	No asset maintenance works have been completed by Council Parks and Landcare Operations Branch to date in 2016/17. These works are scheduled to be undertaken in the last quarter of 2016/17.
Asset Maintenance Program - Landcare Amenities	Undertake schedule of works identified in the Asset Maintenance Replacement Plan contained in the Landcare Function Plan.	All works scheduled are completed in a timely and effective manner.
	The majority of scheduled works are carried out by Council Parks and Landcare Operations Branch. These works are scheduled.	No asset maintenance works have been completed by Council Parks and Landcare Operations Branch to date in 2016/17. Identified works have been prioritised and will be undertaken accordingly.
Asset Maintenance - 2% Special Variation	Undertake additional maintenance that could not be undertaken with existing budget to maintain reserve standards.	All works scheduled are completed in a timely and effective manner.
	Works funded by the 2% special variation are prioritised ahead of other work.	Previously all scheduled work was carried out in a timely manner. This is expected to continue when staffing levels return to normal.
Acquisition of Assets	Undertake the approved Capital Works Program as defined in the Key Projects section of the Operational Plan.	Capital Works are completed.
	A meeting was recently held with stakeholders in Wongarbron who are invested in maintaining and developing the Wongarbron School Centenary Park. That meeting has progressed planning for upgrading of the Park as per the Management Plan.	Riverbank Park Fencing, Moxon Picnic Shelter and Village Beautification in Euchareena Capital Works programmed for 2016/17 have been completed.
WELLINGTON DELIVERY PROGRAM ACTIONS Increased use of our river assets for leisure activities	Secure grant funding to provide improved ancillary recreation activities, signage, seating, boat ramps.	Identify and apply for available grant funding with Council's Grants Officer.
	No grant funding received for works along the river corridor. Working with community groups that were successful under Stronger Communities (Community Grants) to provide additional recreational facilities.	Additional lights are being installed along the river walkway south of the LH Ford Bridge that is being funded through the Stronger Communities (Community Grants).
	Support community and government groups to improve river habitat at recreational areas.	Provide in-kind support to community groups and agencies.
	Support to Landcare groups and river assistance programs are continuing.	Support provided upon request.

OPERATIONAL PLAN

Function No. **9.02**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Landcare Services
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Activity	Actions	Performance Targets/Service Level
Attractive and well maintained villages that showcase their heritage	Maintenance and improvements to villages within Council's Maintenance and Renewal budgets	Monthly Village Maintenance Program. Mowing, whipper snipping, general maintenance, monitored monthly.
	<i>Improvements to village recreational areas identified through function's Capital Works program. Wongarbron is the focus for 2016/17.</i>	<i>Support and assistance provided to village communities as requested. Communication has commenced with villages in the former Wellington Council LGA.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-50,703	-52,899	-25,872	-129,474	-32,721	1	-162,195	-111,608
Expenditure	1,207,407	204,512	40,113	1,452,032	73,794	2	1,525,826	905,864
Operating Total	1,156,704	151,613	14,241	1,322,558	41,073		1,363,631	794,256
Capital								
Income	-212,309	0	0	-212,309	0	3	-212,309	-114,884
Expenditure	33,000	65,988	169,700	268,688	261,977	4	530,665	43,699
Capital Total	-179,309	65,988	169,700	56,379	261,977		318,356	-71,185
Available Funds Movement Prior to Restricted Asset Funding								
	977,395	217,601	183,941	1,378,937	303,050		1,681,987	723,071
Restricted Assets								
	25,169	-74,876	-183,941	-233,648	-268,050	5	-501,698	-233,648
Funds Available to (-), or Required From Rates and Other Council Revenue								
	1,002,564	142,725	0	1,145,289	35,000		1,180,289	489,423

Note	Details
1	Operating Income increased by \$32,721 mainly due to Rural Fire Service Slashing programme (\$40,000).
2	Operating Expenditure increased by \$73,794 mainly due to Rural Fire Service Slashing programme (\$40,000).
3	No variance to budget.
4	Capital Expenditure increased \$261,977 mainly due the Geurie Multi Court Facility (\$278,000).
5	Transfers from Restricted Assets increased \$268,050 mainly due to funds required for Geurie Multi Court Facility (\$278,000).

Key Performance Indicators

Workload	2016/17			Efficiency	2015/16			Effective.	2014/15		
	Prev.	Est.	YTD		Prev.	Est.	YTD		Prev.	Est.	YTD
Number of rural properties inspected	265	300	91	Cost to inspect per property (initial insp.)	\$207	\$335	\$119	Percentage Compliance to recommended treatment program	100%	100%	100%
Length of road to be inspected or treated for noxious weeds	2362	2362Km	2245km	Cost to inspect/treat roads per km	\$51	\$45	\$32	Number of infestations brought to Council's attention	0	10	0

OPERATIONAL PLAN

Function No. **9.02**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Landcare Services
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Maintenance of District Medium Parks – Rural	22.47	26.17 Ha	26.17 Ha	Annual Cost per Ha to maintain District Medium Parks	\$4,755	\$5,290	\$3,505	Percentage of District Medium Parks maintained to standard.	95%	100%	95%
Maintenance of District Low Parks - Rural	44.60 Ha	44.60 Ha	44.60 Ha	Annual cost per Ha to maintain District Low Parks - Rural	\$2,586	\$2,420	\$784	Percentage of District Basic maintained to standard.	95%	95%	95%
Maintenance of Local Medium Parks - Rural	4Ha	4Ha	4Ha	Annual cost per Ha to maintain Local Medium Parks - Rural	\$1302.00	\$2,493	\$2,487	Percentage of Local Medium maintained to standard.		95%	95%
Maintenance of Local Low Parks - Rural	124 Ha	124 Ha	124 Ha	Annual cost per Ha to maintain Local Low parks - Rural	\$741	\$574	\$414	Percentage of Local Low maintained to standard	95%	95%	95%
Maintenance of General Community Medium Parks - Rural	32.12 Ha	32.12 Ha	32.12 Ha	Annual cost per Ha to maintain General Community Medium Parks - Rural	\$0	\$53	\$53	Percentage of General Community Medium maintained to standard.	95%	100%	95%
Maintenance of General Community Low Parks - Rural	253 Ha	253 Ha	253 Ha	Annual cost per Ha to maintain General Community Low Parks - Rural	\$43	\$113	\$36	Percentage of General Community Low maintained to standard.	95%	95%	95%
Maintenance of General Community Basic Parks - Rural	50.46 Ha	50.46 Ha	50.46 Ha	Annual cost per Ha to maintain General Community Basic Parks - Rural	\$80	\$167	\$125	Percentage of General Community Basic maintained to standard	95%	95%	95%
Number of Gardening Services briefs	2	2	2	Number of briefs undertaken within agreed costings	2	2	2	Number of Gardening Services briefs rated as satisfactory by clients	2	2	2

OPERATIONAL PLAN

Function No. **9.02***Performance Review*Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Landcare Services
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Key Projects**Capital Works Program**

Landcare Services - Acquisition of Assets 01.09577 - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7400 - Riverbank Park Foreshore Lighting Ongoing	0	23,492	0	2,650	26,142	28,699
7402 - Moxon Park Improvements - Stuart Town	0	0	85,000	0	85,000	0
7403 - Euchareena Local Projects	0	0	84,700	0	84,700	0
7404 - Geurie Multi Court Facility	0	0	0	278,000	278,000	0
01.09577 - Acquisition of Assets Total	0	23,492	169,700	280,650	473,842	28,699

Landcare Services - Asset Renewals - Maintenance 01.09558 - Renewal of Assets-Asset Maintenance Program-West	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7423 - Wongarbon School Cent Tennis Court Fence	33,000	0	0	0	33,000	0
7472 - Egret Park Irrigation	0	0	0	10,000	10,000	0
7483 - Wongarbon School Centenary - Playground Funds reallocated to Geurie Multi Court Facility 2016/2017 with Playground to be completed during 2017/2018.	0	33,000	0	-33,000	0	0
7492 - Riverbank Park Fencing Completed	0	2,393	0	0	2,393	2,393
7493 - Moxon Park Picnic Shelter Completed	0	1,075	0	0	2,252	2,252
7495 - Village Beautification - Euchareena Completed	0	0	0	4,327	4,327	4,327
01.09558 - Renewal of Assets-Asset Maintenance Program-West Total	33,000	36,468	0	-18,673	50,795	8,972

OPERATIONAL PLAN

Function No. **9.02***Performance Review*Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Landcare Services
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Landcare Services - Asset Renewals - Maintenance	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09576 - Regand Park - Acquisition of Assets						
7495 - Regand Park Granite Pathways Completed	0	6,028	0	0	6,028	6,028
01.09576 - Regand Park - Acquisition of Assets Total	0	6,028	0	0	6,028	6,028

OPERATIONAL PLAN

Function No. **9.04**

Performance Review

Quarter ended: **March**

Principal Activity:

PARKS & LANDCARE

Function:

Parks & Landcare Business Support Services

**Manager Responsible: Manager Business Support
Mrs Natasha Everett**

Function Objectives:

To provide management and business support services which provide for the effective and efficient operation of the Parks and Landcare Services Division. To maintain a continuous improvement culture within the Function to ensure we remain relevant, effective and up to date with the current industry standards and advances.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Actions	Performance Targets/Service Level
Management Services	Provide strategic direction and management to the Parks and Landcare Services Division.	To provide Councillors ratepayers and all Council divisions with accurate information and advice in a timely manner.
	Provision of Management Services to all Functions within the Division without exception.	Provision of Management Services to all Functions within the Division without exception was achieved.
	1.4.5.1 Review Compliance with the response / repair time defined in the adopted Risk Management plan (Defined Asset Management Plan) DAMP.	Conduct Divisional internal audits quarterly for DAMP compliance. Comply with the Organisational requirements for Integrated planning and reporting.
	Ongoing assessment for compliance is undertaken.	Audits completed Quarterly for DAMP compliance. March Audit and reporting has been completed.
	1.4.5.6 Implement adopted Section 94 Open Space Contributions Plan.	Ensure development of the Open Space Network is consistent with the Adopted Open Space Section 94 Contribution Plan.
	Adopted Section 94 Open Space Contributions Plan will be implemented accordingly.	The Open Space Network is being developed consistently with the Open Space Section 94 Contribution Plan and Masterplan.
	1.4.6.4 Identify grant funding opportunities and facilitate the preparation of grant applications to support community groups to undertake maintenance and development projects on and for recreational facilities.	Coordinate the Division's approach to grant funding ensuring opportunities are properly investigated and where appropriate applied for.
Business Support Services	Undertaken as opportunities arise, sourced from various government agencies and funding bodies.	All grant opportunities are investigated and applied for where appropriate.
	Provide business support services to the Parks and Landcare Services Division.	Various corporate and operational plans reviewed, implemented and updated. Division operating in an effective and efficient manner.
Annual Operational Plan (including Annual Budget) Preparation	Provision of Business Support Services to all Functions within the Division without exception.	Provision of Business Support Services to all Functions within the Division without exception is being achieved.
	5.3.1.1.1 Operational Plans for the Parks and Landcare Division adopted by Council by due date.	Operational Plans (including budget) adopted in June each year for the Parks and Landcare Division.
	Operational Plans developed and will be adopted for the Division by due date.	Operational Plans developed and budget to be completed by June 2017.

OPERATIONAL PLAN

Function No. **9.04**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Business Support Services
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Activity	Actions	Performance Targets/Service Level
Quarterly Budget Review	5.3.1.10.1 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation, for the Parks and Landcare Division.	Asset Management Plans for the Parks and Landcare Division are prepared and submitted by due date.
	<i>Divisional Asset Management Plans are monitored and reviewed on an ongoing basis.</i>	<i>Plans will be prepared and submitted by due date.</i>
	5.3.1.11.1 Monitor the use of the zero based budgeting framework by the Organisation within the Parks and Landcare Division.	All zero based budgeting requirements are fully adhered to within the Parks and Landcare Division.
	<i>Framework is utilised within the Division.</i>	<i>Zero Based budgeting frameworks utilised.</i>
Management Services from other functions.	5.3.4.1.1 Divisional reviews of the Operational Plan (including budget) undertaken for the Parks and Landcare Division on a quarterly basis.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	<i>Review of Operational Plans and budgets are being undertaken on a quarterly basis.</i>	<i>Reviews undertaken and submitted by due date.</i>
	Cost of services including management, financial, technical, information technology and corporate overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Provision of Management Services to all Functions within the Division without exception.</i>	<i>Provision of Management Services to all Functions within the Division without exception is achieved.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	0	0	0	0	0	1	0	0
Expenditure	-78,809	0	6,457	-72,352	25,000	2	-47,352	-152,115
Operating Total	-78,809	0	6,457	-72,352	25,000		-47,352	-152,115
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	-78,809	0	6,457	-72,352	25,000		-47,352	-152,115
Restricted Assets	78,809	0	-6,457	72,352	-25,000	5	47,352	47,352
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	-104,763

Note	Details
1	No variance to budget.
2	Operating Expenditure increased by \$25,000 due to employment expenses for the Business Support Officer Wellington based position.
3	No variance to budget.
4	No variance to budget
5	Transfers to Restricted Assets decreased by \$25,000 due to employment expenses for the Business Support Officer Wellington based position.

OPERATIONAL PLAN

Function No. **9.04**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Business Support Services
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Agreed Briefs	7	7	7					AOP & Budget time frames met	100%	100%	100%
								Management Plan objectives and timeframes met	100%	100%	100%

OPERATIONAL PLAN

Function No. 9.05

Performance Review

Quarter ended: March

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Manager Responsible:

Manager Sporting Facilities
Mr Wes Giddings

Function Objectives:

To provide high quality recreation space and facilities to meet the widest practical range of active recreational needs and expectations of both residents and visitors to Dubbo.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Sporting Facilities Operations	Provision of sporting ground and associated facilities.	Sporting grounds maintained to a standard of their respective Maintenance Service Level.
	All sporting grounds and associated facilities are maintained to Maintenance Service Levels.	Sporting grounds are being maintained at 95% of Maintenance Service Levels.
	1.4.6.4 Identify grant funding opportunities and facilitate preparation of grant applications to support community groups to undertake maintenance and development projects for facilities.	No significant examples of grant funding opportunities not addressed.
	This function continues to apply for grant funding, either directly or through the provision of support from community groups.	There are no examples of grant funding that have not been pursued, if deemed appropriate, or can be supported by matching funds. The Sporting function is currently applying for a grant through Crown Lands for new sports lighting at John McGrath Oval.
	1.4.6.7 Implement the Barden Park Regional Centre for Athletics Business Plan in regard to targeting regional events.	Barden park is the Regional Centre for Athletics in the Central West NSW and the Orana Region.
	The business plan will continue to be implemented and regional events will be targeted.	Barden Park remains the regional centre for athletics.
	1.4.6.9 Continue to co-ordinate development of Junior Rugby/Cricket club facilities at Victoria Park including targeting of external funding opportunities.	Victoria Park sporting precinct is capable of holding regional level sporting events/carnivals.
	All external funding opportunities are targeted where appropriate.	Victoria Park is capable of holding regional events.
1.4.6.11 Complete design and documentation for Victoria Park No 1 Oval in regard to the removal of cycleway and subsequent upgrading of the Oval.	Victoria Park sporting precinct is capable of holding regional level sporting events/carnivals.	
Unit rates have developed a project estimate for this project. Currently unaffordable with the need for matching funds for large grants excluding Council from applying.	The Victoria Park sporting precinct is already capable of holding regional level sporting events/carnivals. Major element missing is suitable canteen facilities. Designs to Construction Certificated standard are being developed.	

OPERATIONAL PLAN

Function No. **9.05***Performance Review*Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Activity	Actions	Performance Targets/Service Level
	1.4.6.13 In conjunction with Sporting Groups seek external funding for the construction of a second synthetic field at Pioneer Park.	Pioneer Park Hockey Complex is capable of holding regional events.
	<i>Council has completed a detailed design and costing for a second synthetic field and applied for grants in this regard. Council will continue to work with Dubbo Hockey Association seeking external funding. Funding is unlikely due to Hockey Association playing numbers.</i>	<i>Pioneer Park Hockey Complex is capable of holding low level regional events. The complex will not be able to host high level regional events until a second synthetic field is constructed.</i>
	1.4.6.15 Source external funds through the application of the Sponsorship policy to regional sporting assets.	Ensure at least 1 Regional Sporting facility receives funds sourced through the Sponsorship Policy.
	<i>External funds have been sourced for Caltex Park (Apex Oval). Targeting for sponsorship now is focused on the Lady Cutler Oval and Barden Park complexes.</i>	<i>Council has been successful in naming rights and sponsorship for Apex Park (Dubbo Apex Club's Caltex Park) 2016/2017.</i>
	1.4.6.16 Implement an Apex Oval sand base profile 'best practice' Maintenance Manual	Dubbo Apex Clubs Caltex Park is acknowledged as the best football facility in regional NSW.
	<i>Council continues to follow the best practice manuals that were given to Council by the contractor who installed the playing surface.</i>	<i>The ground continues to be acknowledged as one of the best football facility in regional NSW. Council has received great feedback from regional towns that have played at Caltex Park during the above average rain fall that Dubbo received.</i>
	1.4.6.19 In conjunction with Sporting Groups seek external funding for the upgrade of tennis facilities to a regional standard.	Tennis sporting precinct is capable of holding regional level sporting events/carnivals.
	<i>Council continues to work with Paramount Tennis Club in seeking external funding.</i>	<i>Tennis sporting precinct is capable of holding minor regional level sporting events/carnivals.</i>
	1.4.6.20 Implement the Regional Centre of Excellence for Athletics Business Plan.	Barden Park is the Regional Centre for Athletics in the Central West NSW and the Orana Region.
	<i>The Barden Park Business Plan continues to be updated and implemented.</i>	<i>Barden Park is the Centre of Athletics for country NSW.</i>
	1.4.6.21 In conjunction with Sporting Groups seek external funding for the construction of a new cycle track off Victoria Park No 1 Oval and the expansion of the Victoria No 1 Oval turf surface.	Victoria Park Sporting precinct is capable of holding regional level sporting events/carnivals.
	<i>Council to continuing to work with Sporting Groups when external funding is made available.</i>	<i>Victoria Park Sporting precinct is capable of holding events with precinct holding the U/19 Country Cricket Championship and U/13 & U/14 State Cricket Championship playing this year.</i>
	2.2.7.4 Continue to roll out of the Centralised Irrigation Control System throughout the Open Network.	Quantified reduction in the reliance on potable water by Open Space and other horticultural elements.
	<i>All Sporting Facilities within Dubbo have the Centralised Irrigation Control System installed.</i>	<i>Feasibility study has started looking at getting Pioneer Park, Lions Parks West, Sir Roden Cutler Park, Delroy Park off town water.</i>

OPERATIONAL PLAN

Function No. **9.05**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Activity	Actions	Performance Targets/Service Level
WELLINGTON DELIVERY PROGRAM		
Preparation of Sporting Facilities	1.4.6.6 Undertake the annual review of Sporting Associated requirements and associated Agreed Briefs for Sporting Preparation.	Cost of Sporting Preparation does not increase above CPI.
	<i>Sporting fee review commenced and is progressing. The review will be complete for the 2017/2018 budget.</i>	<i>Adopted costs of sporting preparation is not forecasted to increase above CPI.</i>
Public Amenities Maintenance - Sport	1.4.2.6 Review costs and programmes associated with sport preparation in regard to achieving efficiencies and passing on savings to users.	Cost of sports field preparation does not increase above CPI.
	<i>Internal cost and programme review is conducted at the end of each sporting season</i>	<i>Adopted costs of sporting preparation is not forecasted to increase above CPI.</i>
Trees Special Project Iconic Tree Planting	Regularly clean amenities buildings in accordance with frequency of use by public.	High use amenities cleaned daily and no reasonable criticism from the public.
	<i>A cleaning schedule for all amenities under the control of this function has been developed and is being implemented.</i>	<i>Amenities are cleaned in accordance with the schedule and available budget. No significant complaints have been received from the public</i>
Management Services from other Functions	Shade and aesthetics around the City's sports fields is improved through a staged planting program that enhances the sporting field's amenity.	Minimum of one sporting oval is planted with shade trees each year.
	<i>A forecast planting program has been developed to continue to improve shade and aesthetics at sporting field amenities.</i>	<i>Trees have been planted at Barden Park on the spectator mounds.</i> <i>Shade trees have been scheduled to be planted at the Victoria Park 2 and 3 Amenities Building.</i>
Acquisition of Assets	Cost of services including management, financial, technical, information technology and corporate overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Services were charged to function.</i>	<i>Amounts charged were accepted as reasonable.</i>
Attractive and well maintained parks, recreation and sporting facilities.	Undertake the approved Capital Works Program as defined in the Key Projects section of the Operational Plan.	Capital Works are completed on time and on budget.
	<i>Capital Works program currently on schedule.</i>	<i>Capital Works are scheduled to be completed within budget with minimal carry over of works.</i>
Attractive and well maintained parks, recreation and sporting facilities.	Rygate Park Development.	Complete Rygate Park development project within grant funding budget and timeline.
	<i>Stage one of Rygate Park Development has been completed.</i>	<i>Stage one has been completed within grant funding budget and timeline. Council will look at other possibilities for grant funds to complete the next stages of Rygate Park Development.</i>
Attractive and well maintained parks, recreation and sporting facilities.	Maintenance and improvement to parks and recreational areas within Council's Maintenance and Renewal budgets in conjunction with community sporting and facilities groups.	Sporting field maintenance in accordance with relevant sports and seasons.
	<i>Maintenance and improvements to the sporting facilities are being carried out according to the 2016/2017 Budget.</i>	<i>Preparation of sporting fields are being carried out in accordance to user group's requests that are within budget.</i>

OPERATIONAL PLAN

Function No. **9.05**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-242,871	-422,600	-796	-666,267	-19,484	1	-685,751	-546,879
Expenditure	3,032,333	415,588	8,354	3,456,275	-5,205	2	3,451,070	2,376,341
Operating Total	2,789,462	-7,012	7,558	2,790,008	-24,689		2,765,319	1,829,462
Capital								
Income	-1,380,694	-95,481	0	-1,476,175	0	3	-1,476,175	-888,358
Expenditure	411,622	650,797	265,514	1,327,933	-286,418	4	1,041,515	888,678
Capital Total	-969,072	555,316	265,514	-148,242	-286,418		-434,660	320
Available Funds Movement Prior to Restricted Asset Funding								
	1,820,390	548,304	273,072	2,641,766	-311,107		2,330,659	1,829,782
Restricted Assets								
	204,049	-250,694	-273,072	-319,717	311,107	5	-8,610	-8,610
Funds Available to (-), or Required From Rates and Other Council Revenue								
	2,024,439	297,610	0	2,322,049	0		2,322,049	1,821,172

Note	Details
1	Operating Income increased \$19,484 mainly due to Building Stronger Community Grants (\$30,000) for South Dubbo Cricket.
2	No significant variance to budget.
3	No variance to budget.
4	Capital Expenditure decreased \$286,418 due to the transfer of Geurie Multi Court Facility project to the Landcare Services function (\$245,000) and carry over of Lighting Projects for completion in 2017/2018.
5	Transfers from Restricted Assets decreased \$311,107 mainly due to the Geurie Multi Court project transfer (\$245,000), Victoria Park No 1 (\$21,418), Hans Claven Lighting (\$39,921) and Vic Park 2&3 Carpark (\$11,084).

Key Performance Indicators:

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Maintenance of Regional Premium Sporting Facilities	8.9Ha	8.9Ha	8.9Ha	Annual cost per Ha to maintain Regional Premium facilities	\$21,105	\$16,253	\$12,955	Percentage of Regional Premium Facilities maintained to standard	95%	100%	95%
Maintenance of Regional High Sporting Facilities	2.8Ha	6.2Ha	6.2Ha	Annual cost per Ha to maintain Regional High facilities	\$12,094	\$12,090	\$8,832	Percentage of Regional High Facilities maintained to standard	95%	100%	95%
Maintenance of Regional Medium Sporting Facilities	3.4Ha	22.7Ha	22.7Ha	Annual cost per Ha to maintain Regional Medium facilities	\$11,777	\$10,448	\$12,321	Percentage of Regional Medium Facilities maintained to standard	95%	100%	95%
Maintenance of District Medium Sporting Facilities	10.3Ha	12.5Ha	12.5Ha	Annual cost per Ha to maintain District Medium Facilities	\$11,705	\$10,428	\$9,730	Percentage of District Medium Facilities maintained to standard	95%	100%	95%

OPERATIONAL PLAN

Function No. **9.05**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Maintenance of District Low Sporting Facilities	22.3Ha	20.4Ha	20.4Ha	Annual cost per Ha to maintain District Low Facilities	\$7,291	\$6,951	\$8,035	Percentage of District Low Facilities maintenance to standard	95%	100%	95%
Maintenance of Local Medium Sporting Facilities	13.4Ha	13.4Ha	13.4Ha	Annual cost per Ha to maintain Local Medium facilities	\$1,567	\$1,183	\$1,408	Percentage of Local Medium Facilities maintained to standard	95%	100%	95%
Maintenance of Local Low Sporting Facilities	0	13.4Ha	13.4Ha	Annual cost per Ha to maintain Local Low Facilities	0	\$604	\$100	Percentage of Local Low Facilities maintained to standard	0	100%	95%
Area of sporting facilities prepared for Community Services (ha)	88.66Ha	96.56Ha	96.56Ha	Annual cost per ha	\$2,524	\$2,351.0	\$1,648	Number of sustainable complaints received from Community Services Division	0	0	0

Key Projects

Capital Works Program

Sporting Facilities - Acquisition of Assets 01.09596 - Sporting Facilities - Other Structures Completed	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7739 - Victoria Park Storage Shed Covers	0	12,500	16,339	0	28,839	28,839
7805 - Geurie Multi Court Fac. & Playground Eqp Project transferred to the Landcare Services Function.	0	0	245,000	-245,000	0	0
7806 - Rygate Park Goal Posts	0	0	0	4,505	4,505	0
01.09596 - Sporting Facilities - Other Structures Total	0	12,500	261,339	-240,495	33,344	28,839

OPERATIONAL PLAN

Function No. **9.05***Performance Review*Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Sporting Facilities - Acquisition of Assets 01.09597 - Sporting Facilities - Buildings - West	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7553 - Vic 2 & 3 Amenities Post Construction Completed	0	0	12,675	0	12,675	12,676
01.09597 - Sporting Facilities - Buildings - West Total	0	0	12,675	0	12,675	12,676

Sporting Facilities - Acquisition of Assets 01.09598 - Sporting Facilities - Land Improvement	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7542 - Victoria Park No 2 & 3 Carpark Carry Over 2017/2018	0	20,000	0	-11,084	8,916	8,916
01.09598 - Sporting Facilities - Land Improvement Total	0	20,000	0	-11,084	8,916	8,916

Sporting Facilities - Asset Renewals - Maintenance 01.09600 - Sporting Fac. -Other Structures (Renewals) - West	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7545 - Hans Clavan Sport Field Lighting Carry Over 2017/2018	189,722	-4,145	-8,500	-46,371	130,706	130,706
7550 - Lady Cutler Sth Synthetic Cricket Covers	7,500	0	0	-7,500	0	0
7699 - Victoria Park/Cricket Covers Completed	0	4,145	0	0	4,145	4,145
7701 - Victoria Park No1 Grandstand Surrounds Carry Over 2017/2018	0	48,000	0	-21,418	26,582	26,582
7702 - Victoria Park No2 & 3 Carpark	20,000	-20,000	0	0	0	0
7763 - Victoria Park No. 3 Pitch Completed	50,000	0	0	0	50,000	50,000
7764 - Caltex (EDSC) Sports Lighting	0	0	0	6,450	6,450	6,683

OPERATIONAL PLAN

Function No. **9.05***Performance Review*Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Sporting Facilities - Asset Renewals - Maintenance 01.09600 - Sporting Fac. -Other Structures (Renewals) - West	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7766 - Lighting Control for Sports Lights	0	7,000	0	4,000	11,000	7,359
7767 - Lady Cutler Nets	0	0	0	30,000	30,000	27,575
01.09600 - Sporting Fac. -Other Structures (Renewals) - West Total	267,222	35,000	-8,500	-34,839	258,883	253,050

Wellington - Capital Expenses 01.08300 - Sporting - Asset Renewal - East	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Renewals-Other Infrast. (Rygate Park)	0	583,297	0	0	583,297	440,756
01.08300 - Sporting - Asset Renewal - East Total	0	583,297	0	0	583,297	440,756

OPERATIONAL PLAN

Function No. 9.06

Performance Review

Quarter ended: March

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Operations
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Managers Responsible: Managers Parks & Landcare Operations
West - Mr Mark Kelly
East – Mr Duane Whittle

Function Objectives:

The provision of specialised horticultural and landcare related services to in-house service purchasers (clients) and customers external to council in a cost effective and efficient manner with full cost recovery to be achieved.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Parks and Landcare Operations – West Urban Parks Operations	Maintain parks to Agreed Brief.	Works completed within timeframe, budget and maintenance service levels.
	All parks maintained to Agreed Briefs.	All works completed on time, within their identified maintenance service levels.
	2.2.4.5 Continue to develop the 'Specialist Japanese Horticultural Skills' training programme for Parks & Landcare staff and others.	Facilitate an annual visit by Minokamo landscape professionals to undertake training.
	The Specialist Japanese Horticultural skills training program continued with the assistance of 2 gardeners from Minokamo in September 2016. Three Parks and Landcare Operations staff received training in Japanese gardening techniques during the Minokamo Gardeners visit.	Annual visit by Minokamo Landscapers for 2016 was successful with training provided to three Parks and Landcare Operations staff.
	1.4.5.1 Review compliance with the response/repair times defined in the adopted Risk Management Plan (Defined Asset Management Plan).	No incidence of reported injuries incurred through use of Council's open space and recreation facilities.
	All Defects repaired within the required timeframe.	No reports submitted to date.
Community Participation	2.2.1.1 Conduct at least four community tree planting activities per year.	Facilitate more than 600 hours of community assisted tree planting and maintenance projects.
	Three community tree planting activities have been conducted to date primarily along the river foreshores.	There has already been 265 hours of community assisted tree planting and maintenance projects been conducted to date with approximately 580 trees planted. It is estimated that 600 hours of Community assisted tree planting and maintenance projects will be completed by June 2017.
	2.2.1.2 Provide support to the Troy Landcare, Clean-up Australia Day, Adopt-a-Park Groups, Friends of Elizabeth Park and Orchid Society.	5,000 hours of community involvement in parks, gardens, Landcare and sporting facilities development and maintenance.
Support has been provides to the above identified groups on request. This has involved the provision of resources and information.	There has been a total of 4213 community volunteer hours been dedicated to parks, gardens, Landcare and sporting facilities development and maintenance to date. It is estimated that 5,000 community volunteer hours will be achieved by June 2017.	

OPERATIONAL PLAN

Function No. 9.06

Performance Review

Quarter ended: March

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Operations
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Activity	Actions	Performance Targets/Service Level
	2.2.1.3 Work with the community to establish additional Adopt-a Park groups.	Establish three new Adopt-a-Park groups.
	<i>Ongoing promotion of new adopt-a- park groups and opportunities are currently being investigated.</i>	<i>It is estimated that through investigating and promoting new adopt-a- park groups and other opportunities that two new Adopt-A-Park groups will be established by June 2017.</i>
	2.2.1.4 Actively support the organisers of the Dubbo Clean Up Australia Day.	Participation at Clean Up Australia Day increases from 2014/2015 levels.
	<i>Support has been scheduled for Dubbo's Clean Up Australia Day. Clean up Australia Day was successfully held on March 5th.</i>	<i>Clean Up Australia Day was held on March 5th. Parks and Landcare staff fostered community support through media and other activities leading up to this event.</i>
	2.2.1.5 Provide opportunities for the community to participate in environmental programs along the river corridor.	At least two (2) community engagement activities are held along the river corridor reserves annually.
Gardening Services	<i>Opportunities for the community to participate in environmental programs are continuing to be provided through National and local events that have included: National Tree Day – which supported Dubbo Bushcare and Dubbo Field Nats as well as the wider community in planting trees at Regand Park and at Wattle Grove.</i>	<i>This has been exceeded with three community activities being completed to the end of January 2017. These have included Macquarie River Bushcare working bees, National Tree Day Challenge Work Groups, and school groups.</i>
	2.5.1.2 Provide ongoing support to the village based Adopt-a-Park Groups.	Assist the community to implement the beautification plans.
	<i>Providing support to groups as required through the provision of materials, and other resources.</i>	<i>All requests are considered and will be acted upon as appropriate in accordance with the village beautification plan, once they are adopted.</i>
Gardening Services	3.1.11.1 Implement phase up/phase down provisions as necessary for the maintenance service levels for roadside landscaping in respect of the City's entrances and major sub-arterials, including medians in particular.	Ensure adequate Branch input and recommendations to Civil Infrastructure review of service levels in accordance with Corporate timetables.
	<i>All city's entrances and medians maintained to Agreed Briefs.</i>	<i>All works completed on time, within maintenance service levels within defined timeframe, budget and specification.</i>
Gardening Services	2.1.4.6 Utilise Council generated green waste productivity.	Green waste generated from Parks and Landcare Services Operations are fully utilised.
	<i>Mulching was completed in September 2016 at Bunglegumbie green waste site. Mulch will be utilised in City landscaping as deemed appropriate.</i>	<i>Mulch from greenwaste will be used this financial year on Council's assets.</i>
Private Works	Undertake private works as opportunities arise.	Works completed within timeframe, budget and specification.
	<i>No private works undertaken due to current high work load.</i>	<i>No private works undertaken.</i>
Asset Maintenance - Landcare	Maintain assets to Agreed Brief.	Works completed within timeframe, budget and specification.
	<i>All Asset Maintenance Works programmed were undertaken according to the Asset Maintenance program.</i>	<i>All Asset Maintenance Works programmed for the Third quarter were completed within defined timeframe, budget and specification.</i>

OPERATIONAL PLAN

Function No. **9.06**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Operations
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Activity	Actions	Performance Targets/Service Level
Asset Maintenance - Amenities Landcare	Maintain assets to Agreed Brief.	Works completed within timeframe, budget and specification.
	All Asset Maintenance Works programmed were undertaken according to the Asset Maintenance program.	All Asset Maintenance Works programmed for the Third quarter were completed within defined timeframe, budget and specification.
Rural Parks and Foreshores Operations	Maintain Parks to Agreed Brief.	Works completed within timeframe, budget and maintenance service levels.
	All parks maintained to Agreed Brief.	All works completed on time, within maintenance service levels within defined timeframe, budget and specification.
Sporting Facilities Asset Maintenance	Maintain assets to Agreed Brief.	Works completed within timeframe, budget and specification.
	All Asset Maintenance Works programmed for the first two quarters were undertaken according to the Asset Maintenance program.	All Asset Maintenance Works programmed for the Third quarter were completed within defined timeframe, budget and specification.
Sporting Asset Maintenance Amenities	Maintain assets to Agreed Brief.	Works completed within timeframe, budget and specification.
	All sporting facilities maintained to Agreed Brief.	All works completed on time, within maintenance service levels within defined timeframe, budget and specification.
Preparation of Sporting Facilities	1.4.2.6 Review costs and programs associated with sport preparation in regard to achieving efficiencies.	Cost of sports field preparation does not increase above CPI.
	Costs and programs have been reviewed with the development of new agreements with user groups for sporting preparation in December.	The cost of sporting preparation will be dependent upon the annual review of sporting associations' requirements for sporting preparation. This will be monitored against the CPI throughout the year.
Preparation of Sporting Special Works	Carry out sporting field preparation to Agreed Brief.	Works completed within timeframe allocation and Code of Practice.
	Agreed Briefs created as Special Works as required.	All works completed on time and in accordance with Code of Practice guidelines.
Management Services	Cost of services provided to this function including management, financial, information technology and corporate overheads.	Amounts charged are accepted as reasonable for the level of service provided.
	Management services charged to the function in accordance with Agreed Briefs.	Amounts charged were acceptable.
Parks and Landcare Operations – East		
Horticultural Services Maintenance	Continue to maintain the CBD within Council's Maintenance and Renewal budgets	- Weekly street sweeping program - Litter removal, hedge trimming, irrigation maintenance, plant/shrub replacement
	Wellington CBD area is maintained within current budgets.	Weekly street sweeping program is maintained whilst hand litter removal is performed daily and as required in between times. Hedge trimming, irrigation maintenance and plant/shrub replacement is performed according to programs to sustain a neat tidy appearance.

OPERATIONAL PLAN

Function No. **9.06**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Operations
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Activity	Actions	Performance Targets/Service Level
Sporting Facilities Maintenance	Maintenance and improvements to villages within Council's Maintenance and Renewal budgets	- Monthly Village Maintenance Program - Mowing, whipper snipping, general maintenance, monitored monthly
	<i>Villages are maintained and continually improved within current budgets.</i>	<i>All villages are monitored for any safety issues and maintenance issues on a monthly basis. Mowing, whipper snipping, weed spraying and any other general maintenance is performed as required.</i>
	Rygate Park Development	- Complete Rygate Park development project within grant funding budget and timeline
	<i>The Rygate Park sporting ground development is complete.</i>	<i>The Rygate Park development (new lighting, irrigation system and playing surface upgrade) was completed within the grant funding budget and within the agreed and allotted time frame. User groups are currently benefiting by playing twilight and night summer sports.</i>
	Maintenance and improvement to parks and Recreational areas within Council's Maintenance and Renewal budgets in conjunction with community sporting and facilities groups.	- Sporting field maintenance in accordance with relevant sports and seasons.
	<i>All parks and recreation areas were maintained and improved within budget controls and within reasonable requests from community and sporting groups.</i>	<i>All sporting fields were maintained to a high standard relevant to each sporting group's particular season. We have positive feedback from user groups throughout the year.</i>
	Buildings maintained in accordance with Asset Management Plans.	- Infrastructure maintained in accordance with maintenance plans
	<i>All buildings are maintained in accordance with the asset management plan.</i>	<i>All infrastructure is maintained as per maintenance plans and work schedules to a standard.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	0	0	0	0	0	1	0	0
Expenditure	-67,702	0	0	-67,702	0	2	-67,702	337,043
Operating Total	-67,702	0	0	-67,702	0		-67,702	337,043
Capital								
Income	-1,350	0	0	-1,350	0	3	-1,350	-849
Expenditure	0	0	0	0	0	4	0	0
Capital Total	-1,350	0	0	-1,350	0		-1,350	-849
Available Funds Movement Prior to Restricted Asset Funding	-69,052	0	0	-69,052	0		-69,052	336,194
Restricted Assets	69,052	0	0	69,052	0	5	69,052	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	336,194

OPERATIONAL PLAN

Function No. **9.06**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Operations
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Note	Details
1	No variance to budget.
2	No variance to budget.
3	No variance to budget.
4	No variance to budget.
5	No variance to budget.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Parks and Landcare Services Agreed Briefs	155	190	183	Number of Briefs undertaken within agreed costings	155	190	183	Number of briefs rates as being undertaken satisfactorily by clients	100%	100%	100%
								Full cost recovery obtained	Yes	Yes	Yes

OPERATIONAL PLAN

Function No. **9.07**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Recreation Planning & Programs
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**Manager Responsible: Manager Recreation Planning & Programs
Mrs Tracey Whillock**

Function Objectives:

To encourage residents to pursue recreational activities; to provide a range of recreation facilities and programs to meet the needs of residents in a cost effective and efficient manner.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Actions	Performance Targets/Service Level
Services Provided to Other Functions Recreation Planning & Management	Fees charged to internal Council clients for use of facilities.	No reasonable criticism by clients of the charge rates and condition of facilities.
	<i>Fees have been charged to internal clients.</i>	<i>No negative feedback from clients has been received.</i>
	Residents and sporting organisations provided with current and accurate information, enquiries relating to recreational matters, administration of Sports Council, booking the hire of recreation venues and facilities. Covers the cost of salaries and overheads and ancillary employment costs.	No reasonable criticisms of recreation planning, venue bookings, administration of the Sports Council and advice.
	<i>Residents and Sporting organisations provided with current and accurate information. Budget allocations made to cover these costs.</i>	<i>No criticism received in relation to recreation planning and programs, venue bookings, administration of the Dubbo Regional Sports Council (formally Dubbo City Sports Council), or advice.</i>
	1.4.1.1 In consultation with the Dubbo City Sports Council and the Dubbo Youth Council, review requirements for the provision of future recreation facilities for young people.	Continue to liaise with Dubbo City Sports Council to implement provision for recreation facilities for young people,
	<i>Dubbo Regional Sports Council (formally Dubbo City Sports Council) was consulted through participation in the development of the Dubbo Recreation Strategy, Sports Council AGM and Community Needs Survey. Consultation undertaken with the Dubbo Youth Council by inclusion in the draft exhibition phase of the Recreation Strategy.</i>	<i>Dubbo Regional Sports Council (formally Dubbo City Sports Council) was consulted through participation in the development of the Dubbo Recreation Strategy, Sports Council framework/AGM and Community Needs Survey.</i>
	1.4.2.1 In consultation with the Dubbo Regional Sports Council and other stakeholders, review requirements for the provision of future recreation facilities for all sectors of the Dubbo community e.g. aged, youth, disabled, families and indigenous groups.	60% of residents participate in recreational activities.
	<i>Dubbo Regional Sports Council (formally Dubbo City Sports Council) was consulted for the provision of future recreational facilities for many diverse categories such as aged, youth, disabled, families and Indigenous groups.</i>	<i>Consultation has occurred with Dubbo and District Football Association in applying for a grant to develop a new amenities facility at Lady Cutler East which provides access to disability toilets.</i>
1.4.2.2 Oversee the implementation of the Recreation Strategy for the City.	90% of residents rate sporting and recreational facilities as satisfactory.	
<i>Undertaken in consultation with user groups and asset owners of Council.</i>	<i>Latest results of the community satisfaction survey show close to 90% satisfied with sporting infrastructure.</i>	

OPERATIONAL PLAN

Function No. 9.07

Performance Review

Quarter ended: March

Principal Activity:	PARKS & LANDCARE	Function:	Recreation Planning & Programs
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Activity	Actions	Performance Targets/Service Level
	1.4.2.3 Encourage and foster community awareness, participation and self-help in the development and maintenance of recreation facilities through the Dubbo City Sports Council.	90% of residents rate sporting and recreational facilities as satisfactory.
	Council has undertaken a strategic planning workshop process via the Sports Council with all interested sporting groups. This enables groups to be better at applying for grant funding and developing their own sporting facilities.	Latest results of the community satisfaction survey show close to 90% satisfied with sporting infrastructure. Consultation with sporting clubs has occurred throughout March in regard to planning of developments to sporting facilities at Lady Cutler East, Nita McGrath Netball Courts, Riverbank Ovals and Junior Rugby League Clubhouse.
	1.4.2.5 Ensure input is received from seasonal sportsground users for field preparation requirements.	Input is received by due date.
	Input from Winter 2017 Sportsground User Groups received by mid-February 2017. Draft allocations adopted at the February Sports Council meeting.	The Winter 2017 Sporting Ground Usage applications were received by the due date from all Dubbo and Wellington sporting groups and have been adopted by the Dubbo Regional Sports Council Management Meeting held in February.
	1.4.2.6 Review Costs and programs associated with sport preparation in regard to achieving efficiencies.	Cost of sport field preparation does not increased above CPI.
	Costs are reviewed annually in regard to efficient sporting preparation.	Costs of sport field preparation have not risen above CPI.
	1.4.6.2 Implement the Dubbo Events Strategy as it relates to sporting associations and potential events.	The number of high profile sporting events held in the City have increased.
	Events Strategy communicated to sporting groups. Potential events have been referred to Dubbo and Wellington Events Strategy when applicable.	The number of high profile sporting events held in the Dubbo Regional Council area continues to increase with the following events held Dubbo New Year's Athletics Carnival, Athletics NSW Country Championships, Under 13 and Under 14 State Cricket Carnival, Swimming NSW Country Regional Meet (Wellington Swimming Pool), Little Athletics NSW Regional 3 Championships, Cycling NSW State Junior Track Championships, Dubbo Rugby Club 7's Carnival and Macquarie Titan Mud Run.
	1.4.6.3 Ensure the incorporation of sporting event requirements into the capital improvements of recreational facilities.	The number of high profile sporting events held in the City increases.
	All capital improvements are assessed incorporating sporting event requirements and prioritised through the capital works prioritisation process.	Every opportunity is taken to increase the number of high profile sporting events in conjunction with RPP and City Development. Currently discussions are being held with: <ul style="list-style-type: none"> - NSW Touch, Touch Football Australia and Wellington Aboriginal Health Corporation Service to host a NSW Indigenous Touch Knockout - National Rugby League to host a NRL Game in 2018 - Central Coast Mariners to host an A League game

OPERATIONAL PLAN

Function No. **9.07***Performance Review*Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Recreation Planning & Programs
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Activity	Actions	Performance Targets/Service Level
	1.4.6.6 Undertake an annual review of sporting association requirements and associated Agreed Briefs for Sporting Preparation.	Review undertaken in June annually.
	An annual review of sporting association requirements for sporting preparation has commenced and is scheduled to be completed by June 2017.	Meetings have been held with all sporting clubs of Dubbo and Wellington and total fees have been provided to Community Services for review. All adopted fees and charges will be incorporated in the 2017/2018 revenue policy.
	5.3.1.2.1 Operational Plans (including budget) adopted in June each year for the Recreational Services Function.	Operational Plans for the Recreational Services Function adopted by Council by due date.
	Operational Plan for Recreational Planning and Programs branch commenced in February 2017.	Operational Plan for Recreational Planning and Programs branch is scheduled for completion by June 2017.
	5.3.1.5.1 Branch reviews of the Operational Plan (including budget) undertaken for the Recreational Services Branch on a quarterly basis.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	September, December & March Quarterly Reviews completed on time.	Achieved to date.
	5.3.1.11.1 Zero based budgeting framework is utilised within the Recreational Services Branch.	All Zero based budgeting requirements are fully adhered to within the Recreational Services Branch.
	All zero based budgeting requirements have been achieved to date.	All zero based budgeting requirements have been achieved to date.
Preparation of Sporting Facilities	Payment to Parks and Landcare Division for sportsground preparation and maintenance.	No reasonable criticism of the standard of sports fields. Charges by Parks and Landcare Division accepted as fair and reasonable for the level of service provided.
	Payment made as per agreed brief.	Achieved to date. No reasonable criticism received in relation to sports ground standards and conditions. Charges determined as fair and reasonable.
Management Services from other Functions	Internal services provided – financial and management accounting, corporate overhead, telephone, printing, Civic Administration Building accommodation, computer and information management.	Amounts charged are accepted as reasonable for the level of service provided.
	Internal overheads accepted under Agreed Brief for support services from other Divisions to Recreation Planning and Programs Branch.	Amounts considered fair and reasonable for the level of service provided.
Major Sporting Events	Financial support for major sporting events held in the City by the provision of field preparation and supply of additional services such as toilets, garbage bins, portable grandstands.	Community has the opportunity to view high quality sporting events.
	Financial support in the provision of services will be provided for major events.	High quality sporting facilities provide the community with the opportunity to view high calibre events.
Contributions - DA Fees	Council's financial support of sporting bodies submitting DAs for projects on Council owned and controlled land.	No requests for financial support for DA fee costs.
	An amount of \$500 has been budgeted for provided support to sporting bodies submitting DAs for projects on Council owned and controlled land.	Currently no requests have been received to date.

OPERATIONAL PLAN

Function No. **9.07**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Recreation Planning & Programs
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Activity	Actions	Performance Targets/Service Level
Sports Council	Auspice funds to ensure the ongoing operation of the Dubbo City Sports Council.	No complaints relating to the management of the Sports Council funds.
	<i>An estimated \$620 in income is raised from Sports Councils member fees. This amount is reinvested in supporting the ongoing operation of the Dubbo City Sports Council.</i>	<i>No complaints have been received in relation to the management of the Sports Council Funds.</i>
	1.4.3.1 Conduct an annual sports award presentation ceremony to recognise excellence in sporting achievements of Dubbo residents.	Conducted November annually.
	<i>Dubbo Sports Awards held in November 2016.</i>	<i>Dubbo Sports Awards were held on Friday 18 November 2016 at the Dubbo RSL and recognised sporting achievements and volunteers from Wellington and Dubbo communities.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-101,988	-19,211	-15,389	-136,588	12,775	1	-123,813	-105,535
Expenditure	57,306	19,211	15,389	91,906	12,136	2	104,042	36,280
Operating Total	-44,682	0	0	-44,682	24,911		-19,771	-69,255
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	-44,682	0	0	-44,682	24,911		-19,771	-69,255
Restricted Assets	44,682	0	0	44,682	-24,911	5	19,771	44,682
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	-24,573

Note	Details
1	Operating Revenue decreased \$12,775 due to a decrease in funds projected for MTB Evocities Series.
2	Operating expenditure increased \$12,136 due to costs associated with MTB Evocities Series.
3	No variance to budget.
4	No variance to budget.
5	Transfers to restricted assets have decreased \$24,911 mainly due to expenditure of external grant funding from Destination NSW (\$13,211) and Little Athletics (\$11,700)

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
No. of Sports Council Meetings per annum	11	14	12	Cost per capita for Recreation Planning & Management expenditure	\$15.34	\$16.50	\$16.00	No. of sports affiliated with Sports Council	28	44	30

OPERATIONAL PLAN

Function No. **9.07**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Recreation Planning & Programs
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Seasonal Ground Allocations completed by set time frame	6	6	6					Percentage of Seasonal Ground Allocation requests able to be met	100%	100%	100%
Number of applications for major sporting events funding	6 via Event Development Fund & 10 other events supported by Council funding.	13	13					Adherence to wet weather policy	100%	100%	100%
								Adherence to conditions of use	95%	100%	100%

OPERATIONAL PLAN

Function No. **9.08**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Aquatic Leisure Centres
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**Manager Responsible: Manager Sporting Facilities
Mr Wes Giddings**

Function Objectives:

To provide an aquatic facility for the social, recreational and sporting requirements of the residents of and visitors to Dubbo on a cost effective basis.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Actions	Performance Targets/Service Level
Pool Operations	Operation of pool infrastructure, promotion of facility and learn to swim campaign.	90,000 patrons to attend pool each year. A minimum of 31% of pool costs recovered from users.
	<i>A media release was organised for the DALC's opening. Promotions and other advertising have been scheduled to be released throughout the year.</i>	<i>Additional promotion of Waterside Packages and Pool Party Packages and Learn to Swim Campaigns have all been promoted for additional patronage. Attendance is tracking well.</i>
Management Services from other Functions	Cost of Services including: - management, financial, technical, information technology and corporate overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Costs considered appropriate.</i>	<i>Amounts charged accepted as fair and reasonable for level of service provided.</i>
Management Services	Supervision of pool operation including safety and convenience of patrons, financial management and customer services.	No reasonable criticism of Pool operations. No reported pool accidents or injury. No incidents of pool being closed for health reasons.
	<i>Contract enforced and upheld to date in respect of these matters. Fortnightly facility inspections commenced 5 September 2016.</i>	<i>No reasonable criticism has been received to date with no accidents reported and no incidents of closure for health reasons.</i>
	1.4.7.1 Pursue grant funding for the upgrade option plan for the Dubbo Aquatic Leisure Centre.	More than 90,000 patrons utilise Dubbo Aquatic Leisure Centre for each swimming season.
	<i>\$800,000 received from Stronger Communities (Major Projects) for the installation of a Water Park at the DALC.</i>	<i>82,893 patrons from 10/09/2016 – 03/03/2017</i>
	1.4.7.4 Undertake a statistically valid survey of patrons rating the services offered and delivered at the DALC by June 2017.	90% of patrons rate the services and facilities of the Dubbo Aquatic Leisure Centre as satisfactory.
	<i>Action has commenced.</i>	<i>Action has commenced.</i>
	Monitor and annually appraise the performance of the Dubbo Aquatic Leisure Centre Management Contractor.	90% of patrons rate the services and facilities of the Dubbo Aquatic Leisure Centre as satisfactory.
	<i>Monitoring processes established and implemented. No breach of Contract reported to date.</i>	<i>Monitoring processes established and implemented. No breach of Contract reported to date.</i>
Asset Management Program - Routine	Undertake Building Asset Management Program.	Buildings operational and presentable.
	<i>During the closure of the DALC major works where completed on the amenities.</i>	<i>All buildings where operational and presentable for the opening of the DALC. Continued monitoring of buildings had been undertaken to make sure buildings continue to be operational and presentable while the DALC is open.</i>
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Program.	Buildings maintained in a satisfactory condition.
	<i>Asset program is on schedule.</i>	<i>All building maintenance is being maintained in a satisfactory condition.</i>

OPERATIONAL PLAN

Function No. **9.08**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Aquatic Leisure Centres
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-333,443	-97,400	-380	-431,223	19,452	1	-411,771	-327,798
Expenditure	1,001,623	512,388	51,091	1,565,102	-16,596	2	1,548,506	1,019,067
Operating Total	668,180	414,988	50,711	1,133,879	2,856		1,136,735	691,269
Capital								
Income	-116,370	-86,994	0	-203,364	0	3	-203,364	-83,252
Expenditure	430,721	225,208	238,289	894,218	-107,689	4	786,529	641,553
Capital Total	314,351	138,214	238,289	690,854	-107,689		583,165	558,300
Available Funds Movement Prior to Restricted Asset Funding	982,531	553,202	289,000	1,824,733	-104,833		1,719,900	1,249,570
Restricted Assets	-257,005	-217,208	-289,000	-763,213	104,833	5	-658,380	-658,380
Funds Available to (-), or Required From Rates and Other Council Revenue	725,526	335,994	0	1,061,520	0		1,061,520	591,190

Note	Details
1	Operating Income has decreased \$19,452 due to lower than expected admissions to the Dubbo Aquatic Leisure Centre (\$50,000) offset by an increase in Water Slide revenue (\$17,954) and Geurie Pool (\$776) admission fees.
2	Operating Expenditure has decreased \$16,596 mainly due to a decrease in contract payments for gate receipts and season tickets (\$20,000).
3	No variation to budget.
4	Capital Expenditure has decreased \$107,689 mainly due to carry over projects for DALC renewals (\$74,966) and Wellington Pool (\$29,867).
5	Transfers from Restricted Assets has decreased \$104,833 mainly due to carry over projects for DALC renewals (\$74,966) and Wellington Pool (\$29,867).

Key Performance Indicators:

Workload	Prev.			Efficiency	Est.			Effective.	YTD		
	Prev.	Est.	YTD		Prev.	Est.	YTD		Prev.	Est.	YTD
Number of days pool is open	206	203	182	Total operating expenses per patron	\$6.25	\$10.86	\$8.86	Number of patrons	92,248	90,000	82,893
									Compliance to Management Agreement by Contractor.	100%	100%
Water temperature in degrees Celsius.	24	25	24					No of Swimming Carnivals held at DALC	24	26	23
								Number of written complaints re:-			
								- health	Nil	Nil	Nil
								- safety	Nil	Nil	Nil
								- customer service	Nil	1	1

OPERATIONAL PLAN

Function No. **9.08**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Aquatic Leisure Centres
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Key Projects**Capital Works Program**

Aquatic Leisure Centres - Acquisition of Assets 01.09472 - DALC - Acquisition of Assets - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7289 - BBQ Area Completed	0	0	0	597	597	597
01.09472 - DALC - Acquisition of Assets - Other Structures Total	0	0	0	597	597	597

Aquatic Leisure Centres - Acquisition of Assets 01.09474 - DALC - Acquisition of Assets - Plant & Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7199 - Lane Ropes Carry Over 2017/2018	12,500	13,000	0	-8,370	17,130	17,130
7286 - Pool Blanket Carry Over 2017/2018	30,000	-21,000	0	-9,000	0	0
7288 - Equipment Replacement - Lane Ropes Carry Over 2017/2018	5,200	0	0	-5,200	0	0
01.09474 - DALC - Acquisition of Assets - Plant & Equipment Total	47,700	-8,000	0	-22,570	17,130	17,130

Aquatic Leisure Centre -Asset Renewals - Maintenance 01.08030 - Wellington Pool-Asset Renewals-Maint.-Other Struct	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6001 - 50m Pool Infrastructure Carry Over 2017/2018	0	0	50,000	-29,867	20,133	20,133
01.08030 - Wellington Pool-Asset Renewals-Maint.-Other Struct Total	0	0	50,000	-29,867	20,133	20,133

OPERATIONAL PLAN

Function No. **9.08**

Performance Review

Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Aquatic Leisure Centres
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Aquatic Leisure Centre -Asset Renewals - Maintenance 01.08035 - Geurie Pool - Asset Renewals- Maint.-Other Struct.	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6015 - Pool Resurface	0	0	140,000	0	140,000	0
01.08035 - Geurie Pool - Asset Renewals- Maint.-Other Struct. Total	0	0	140,000	0	140,000	0

Aquatic Leisure Centre -Asset Renewals - Maintenance 01.08037 - Geurie Pool - Asset Renewals - Plant & Equip.	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6020 - Chlorination System Completed	0	0	39,000	-653	38,347	38,347
6021 - Backwash Tank	0	0	5,000	0	5,000	0
01.08037 - Geurie Pool - Asset Renewals - Plant & Equip. Total	0	0	44,000	-653	43,347	38,347

Aquatic Leisure Centre -Asset Renewals - Maintenance 01.08040 - Wellington Pool-Asset Renewals- Plant & Equip	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
3000 - CCTV Upgrade Completed	0	0	8,681	0	8,681	8,681
3001 - Kiosk - Air Conditioning Completed	0	0	4,727	0	4,727	4,727
01.08040 - Wellington Pool-Asset Renewals- Plant & Equip Total	0	0	13,408	0	13,408	13,408

OPERATIONAL PLAN

Function No. **9.08***Performance Review*Quarter ended: **March**

Principal Activity:	PARKS & LANDCARE	Function:	Aquatic Leisure Centres
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Aquatic Leisure Centre -Asset Renewals - Maintenance 01.09470 - DALC - Asset Renewal - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7284 - Pool Blankets Completed	44,500	7,500	3,617	-1,000	54,617	54,617
7292 - 50m Pool Joints Completed	0	50,000	0	-1,950	48,050	48,050
7295 - Renewal of Clubroom Kitchen Completed	0	23,000	-8,407	0	14,593	14,593
7297 - DALC Entrance Roller Doors Completed	0	9,250	0	150	9,400	9,400
7298 - 50m Pool - Heater Carry Over 2017/2018	0	143,458	0	-32,439	111,019	111,019
7302 - Trolleys - Pool Blankets/Lane Ropes Carry Over 2017/2018	15,000	0	0	-3,017	11,983	11,983
7303 - 50m Pool Winch Completed	0	0	8,520	0	8,520	8,520
01.09470 - DALC - Asset Renewal - Other Structures Total	59,500	233,208	3,730	-38,256	258,182	258,182

Aquatic Leisure Centre -Asset Renewals - Maintenance 01.09473 - DALC - Asset Renewal - Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7289 - Upgrade Amenities Block Carry Over 2017/2018	290,000	0	-12,849	-16,940	260,211	260,211
01.09473 - DALC - Asset Renewal - Buildings Total	290,000	0	-12,849	-16,940	260,211	260,211

OPERATIONAL PLAN

Function No. **10.01**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Customer Services
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**Manager Responsible: Manager Customer Services
Mr Michael Bridge**

Function Objectives:

To provide services to customers in a proactive and informative manner.

NOTE: <i>This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme.</i>
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Activity	Action	Performance Targets/Service Level
Customer Service	Provide services to all customers of Council.	All customer enquiries attended to using defined customer service procedures.
	<i>Services are being effectively and efficiently provided to customers.</i>	<i>Customer Services procedures are adhered to by Customer Services staff when dealing with enquiries from customers.</i>
	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Customer Services Function.	Delivery Program and Operational Plan actions implemented.
	<i>Implementation has commenced and is on target for completion by due date.</i>	<i>To be completed by 30 June 2017.</i>
Call Centre Services	5.3.6.1 Review and update the implementation of the Customer Service Strategy.	Customer Services Strategy reviewed and updated.
	<i>Review completed January 2017, the document is relevant and accurate.</i>	<i>Review completed in March 2017.</i>
Front Counter Operations	Provide services to all customers contacting Council via telephone.	All customer enquiries attended to using defined customer service procedures.
	<i>Services are being effectively and efficiently provided to customers.</i>	<i>Customer Services procedures are adhered to by Customer Services staff when dealing with enquiries from customers.</i>
Reception	Provide services to customers entering the Civic Administration Building.	All customer enquiries attended to using defined customer service procedures.
	<i>Services are being effectively and efficiently provided to customers.</i>	<i>Customer Services procedures are adhered to by Customer Services staff when dealing with enquiries from customers.</i>

OPERATIONAL PLAN

Function No. **10.01**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Customer Services
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	0	0	-12,107	-12,107	0	1	-12,107	-12,107
Expenditure	-31,616	0	-14,721	-46,337	0	2	-46,337	-92,727
Operating Total	-31,616	0	-26,828	-58,444	0		-58,444	-104,834
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding								
	-31,616	0	-26,828	-58,444	0		-58,444	-104,834
Restricted Assets								
	31,616	0	26,828	58,444	0	5	58,444	46,651
Funds Available to (-), or Required From Rates and Other Council Revenue								
	0	0	0	0	0		0	-58,183

Note	Details
1	No variance to budget.
2	No variance to budget.
3	No variance to budget.
4	No variance to budget.
5	No variance to budget.

Key Performance Indicators

Workload	2016/2017			Efficiency	2015/2016			Effective.	2014/2015		
	Prev.	Est	YTD		Prev.	Est.	YTD		Prev.	Est	YTD
Number of customers attended to at front counter and reception (Dubbo office)	34,149	36,000	25,105	% of abandoned calls is less than 5%	2%	3%	2%	% of requests attended to by CSC in accordance with defined service standards	95%	95%	95%
									85%	85%	85%
Number of customers to in call centre (Dubbo office)	57,256	60,500	45,459	Average time taken to answer calls in less than 30 seconds	12	15	16				
				Longest delay before call answered is less than 120 seconds	298	240	356				

OPERATIONAL PLAN

Function No. 10.02

Performance Review

Quarter ended: March

Principal Activity:

CORPORATE SERVICES

Function:

Corporate Development/Strategic Management

**Manager Responsible: Manager Business Support
Mrs Natalie Nissen**

Function Objectives:

- To actively promote local government as an effective, responsible and responsive form of government.
- To promote and improve public awareness of Council's activities and operations thereby promoting the Corporate image of the Council.
- To ensure Council operates using innovative, flexible and responsible management systems capable of providing efficient and timely manner the functions of Council.
- To effectively plan, organise, direct and control in an efficient and timely manner the functions of Council.
- To facilitate inter-government relations to ensure the maximum co-operation between the Council and the Federal and State Governments to achieve the optimum Government support for the City of Dubbo.
- To maintain the potential of Council's non rate income generating activity.
- To develop a draft "4 Year Delivery Program" for the Council and the organisation.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Actions	Performance Targets/Service Level
Strategic Management	5.1.1.5 & 5.2.2.4 An annual Report is provided to the Community on Council's progress in the delivery of Dubbo 2036.	Annual report distributed by due date.
	Annual Report completed November 2016 and available on website.	Annual report distributed by 30 November 2016.
Internal Audit	Implement Audit function.	All potential or actual inadequacies in the organisations systems, standards and controls are addressed.
	New committee formed and audit charter recommended post amalgamation.	Ongoing.
Business Support Services	5.2.2.5 Report on the progress with the Delivery Program.	Biannual report prepared as required.
	Six monthly report for July -December 2016 completed.	Report submitted to February 2017 Council Meeting.
Development of Corporate Plans and Strategies	4.4.1.1 Business Plans are developed for the Dubbo City Regional Airport, Regional Livestock Markets, Dubbo City Holiday Park and Property Development following discussions with stakeholders.	Meetings are held with working parties as required.
	Reviews for 2017/2018 commenced in November 2016.	Livestock Markets working party to be held April 2017.
	5.2.2.1 Implement the adopted actions with both the Delivery Program and Operational Plan.	100% of adopted actions with both the Delivery Program and Operational Plan are achieved.
	Actions being implemented.	Ongoing.
	5.2.2.3 Report on the progress with the Community Strategic Plan, Delivery Program and Resourcing Strategy.	Progress report due by June 2017.
	Expressions of Interest were called for a system to develop a new Community Strategic plan. Ten (10) submissions were received from software providers for potential management and reporting.	End of term report no longer required for the current Delivery Program as per the proclamation.

OPERATIONAL PLAN

Function No. **10.02***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Corporate Development/Strategic Management
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Activity	Actions	Performance Targets/Service Level
Commercial Facilities Services	5.3.1.21 Review each year the various marketing strategies contained in the various Business Plans.	25% of total revenue is from user charges.
	Reviews for 2017/2018 commenced in November 2016.	This is being achieved.
	5.3.1.15 A review of the Community Strategic Plan to develop the rolling 4 year Delivery Program, Operating Plan and Resource Strategy documents are adopted by Council.	Review undertaken by June 2017.
	As per the proclamation a new Delivery Program must be established by 1 July 2018.	Processes are in place to ensure reviews are undertaken.
	5.4.1.2 Pursue opportunities for strategic alliances and/or resource sharing with neighbouring councils.	At least two strategic alliances are maintained.
	Opportunities are being monitored.	Alliances maintained include; Internal Audit – BOD Alliance Lower Macquarie Water Utility Central West Local Government Water Quality
	5.4.1.3 Implement an annual Strategic Internal Audit Programme based on resource sharing model involving Bathurst/Orange/ Dubbo Councils.	A 4 x 1 year rolling Internal Audit Programme is approved by 30 June each year.
	A new audit programme will be developed once risk assessments for the new Council have been completed. In the meantime, Internal audit priorities are determined by the Interim General Manager.	Internal Audit meeting held March 2017.
	5.3.1.1 Co-ordinate Council's Integrated Planning and Reporting requirements.	100% of statutory requirements of the Local Government Act in respect of Integrated Planning and Reporting are met.
	This is being achieved.	This is being achieved.
	5.1.1.4 The Dubbo 2036 Champions Group report annually on the progress against the identified community Performance Indicators.	Report provided by July.
	Report has been rescheduled.	The State of the City report has been rescheduled.
	5.4.1.5 Monitor the Local Government Reform Agenda and report to Council on issues, opportunities and threats.	Ongoing monitoring.
	Ongoing monitoring.	This is being achieved.
4.4.1.1 Business Plans are developed for the Dubbo City Holiday Park and Property Development following discussions with stakeholders.	Meetings are held with working parties as required.	
Reviews for 2017/2018 commenced in November 2016.	Working parties have not been formed.	
5.3.1.10 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation.	Ongoing monitoring.	
Monitoring ongoing.	This is being achieved.	

OPERATIONAL PLAN

Function No. 10.02

Performance Review

Quarter ended: March

Principal Activity:	CORPORATE SERVICES	Function:	Corporate Development/Strategic Management
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-600	0	0	-600	0	1	-600	-371
Expenditure	-41,096	98,068	0	56,972	0	2	56,972	-214,494
Operating Total	-41,696	98,068	0	56,372	0		56,372	-214,865
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding								
	-41,696	98,068	0	56,372	0		56,372	-214,865
Restricted Assets								
	41,696	-98,068	0	-56,372	0	5	-56,372	41,696
Funds Available to (-), or Required From Rates and Other Council Revenue								
	0	0	0	0	0		0	-173,169

Note	Details
1	No variance to budget.
2	No variance to budget.
3	No variance to budget.
4	No variance to budget.
5	No variance to budget.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Number of appearances on talk back radio by General Manager	11	11	7					Has Annual Report been distributed as required by Act	Yes	Yes	Yes
Number of IA investigations	8	12	9	Staff Morale	77% participation rate from my say survey undertaken August 2015. Development program to be developed.	80% participation rate from the Organisation and Development Program developed to address key area's	Processes are in place to undertake a staff moral survey by June 2017.	Delivery Program, Operational Plan & Budget time frames met	Yes	Yes	Yes
Number of meetings held per annum with members of Parliament	15	20	10	Level of Grant Income	\$31.61m	\$15.8m	\$28.63m	Audit and Risk Management Committee is supported	Yes	Yes	Yes

OPERATIONAL PLAN

Function No. **10.02**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Corporate Development/Strategic Management
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Number of Functions requiring Operational & Budget Assistance	8	8	8								
Total Hours spent on Internal Auditing	80	105	50								

OPERATIONAL PLAN

Function No. 10.03

Performance Review

Quarter ended: March

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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**Manager Responsible: Manager Fleet Management Services
Mr Steve Colliver**

Function Objectives:

To provide sound management of the plant and vehicle resources of Council, meet statutory requirements and provide fleet management services and technical advice to the organisation in a timely and cost effective manner.
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NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.
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Activity	Action	Performance Targets/Service Level
Two Way Radio Maintenance	Under a regular maintenance program monitor user needs and user levels.	Achieve maximum availability of all radio equipment.
	<i>Following the merger a complete review of the two way system was carried out with a view to upgrade to a single digital system that will provide whole of LGA coverage.</i>	<i>Tender assessment currently being undertaken with a report being prepared for GM approval.</i>
Repairs to Workshop Plant & Tools	Provision of a suitable up to date environment for servicing/maintenance of Council's plant and vehicle fleet.	Achieve a minimum level of serviceability of workshop plant and tools.
	<i>The Hawthorn Street workshop is a modern facility that meets the requirement for servicing and maintaining Council's fleet. A full audit will be conducted on the Wellington workshop to ascertain what if any upgrades are required.</i>	<i>Currently being achieved.</i>
Workshop Expenses Not Directly Charged	Identify consumables associated with the workshop operations and ensure cost recovery across fleet operations.	Workshop expenses not directly charged are fully recovered.
	<i>A review was undertaken in conjunction with the annual Fleet Budget to ensure that the Dubbo workshop costs were identified as a cost recovery item. No details are available at this time as to the cost recovery with the Wellington workshop.</i>	<i>Currently being achieved.</i>
Fleet Management Operations	Ensure that the Council Fleet is appropriate to meet operational requirements by the provision of Plant & Equipment either by ownership or external hire.	Review on a quarterly basis the fleet make up to ensure operational requirements are being met.
	<i>A review was conducted in conjunction with the Annual Plant Report regarding the provision of plant and equipment for the Dubbo Office. The outcome of this review was presented to Council.</i>	<i>Currently being achieved.</i>
	5.3.4.2 Provide quarterly and an annual Plant report to Motor Vehicle and Plant Committee.	Reports provided by August/October/February/April.
	<i>Quarterly and Annual Plant reports are provided within Corporate timeframe.</i>	<i>Annual Plant Report presented to Council in August 2016 and Quarterly Plant Reports presented in October 2016 and February 2017.</i>
	5.3.4.3 Monitor and take appropriate action in respect of motor vehicle crashes involving Council vehicles.	Report submitted by June annually.
	<i>Crash information is recorded on an ongoing basis and action regarding crashes is as per the policy.</i>	<i>Submitted as part of the Annual Plant Report in August 2016.</i>

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Activity	Action	Performance Targets/Service Level
Fleet Operations	5.3.1.10 Ongoing development of Asset Management Plans for the Fleet Management Function.	Asset Management Plans for the Fleet Management Function are prepared and submitted by due date.
	<i>Fleet Management Services Asset Management Plans are incorporated into Ausfleet and are reviewed on an ongoing basis.</i>	<i>No action to date.</i>
	5.3.1.11 Zero based budgeting framework is utilised within the Fleet Management Function.	Zero based budgeting requirements are fully adhered to within the Fleet Management Function.
	<i>Fleet Management Services is a zero based budget function.</i>	<i>Currently being achieved.</i>
	5.3.4.1 Review the makeup of the fleet to ensure operational requirements are being met in a cost effective manner.	Review completed by September annually.
	<i>Ongoing process that is reported on in the Quarterly Plant Reports.</i>	<i>Achieved.</i>
	Undertake the servicing and maintenance of the Rural Fire Service "White Fleet".	Service items in accordance with agreed service levels.
	<i>The "white fleet" of the Rural Fire Services is maintained and serviced by workshop staff.</i>	<i>Currently being achieved.</i>
Running Expenses – Plant/Vehicle	Review the sundry plant and equipment register and identify replacement/additions as required.	Update the sundry plant and equipment on an annual basis to ensure optimum operational outcomes.
	<i>An annual audit is conducted on sundry plant to determine condition and suitability.</i>	<i>Currently being achieved, a sundry plant audit to be undertaken at the Wellington Branch.</i>
	Reduce the environmental impact of operating a large diverse plant and equipment fleet.	Plant approx 1,600 trees to offset CO2 emissions. Maintain Clean Fleet membership.
	<i>Recycling programs are undertaken to maintain Clean Fleet membership and planted trees in accordance with the Neutral Drive program.</i>	<i>Approx 1,000 Trees have been planted at Golf Links Creek.</i>
Acquisition of Assets	Ensure all costs associated with the servicing and running of Council's fleet are captured effectively.	Service items in accordance with agreed service levels and are fully cost recovered.
	<i>Ongoing process.</i>	<i>Currently being achieved.</i>
Councils infrastructure maintained and improved to meet the needs of our community	Undertake the approved Capital Works programme as defined in the Key Projects section of the Operational Plan.	Program implemented.
	<i>Ongoing process.</i>	<i>Currently being achieved.</i>
	Commit funds to plant modernisation.	Plant replacement program reviewed annually.
	<i>10 Year Plant Replacement Program has been established to ensure that a modern and well utilised fleet is appropriately funded.</i>	<i>10 Year Plant Replacement Program completed and awaiting formal approval.</i>

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-280,047	-35,800	-24,288	-340,135	-16,145	1	-356,280	-202,509
Expenditure	-79,682	35,800	4,968	-38,914	14,057	2	-24,857	-49,506
Operating Total	-359,729	0	-19,320	-379,049	-2,088		-381,137	-697,578
Capital								
Income	-2,897,432	-1,226,392	-358,711	-4,482,535	55,957	3	-4,426,578	-2,387,695
Expenditure	3,855,047	2,665,407	848,327	7,368,781	42,191	4	7,410,972	3,967,598
Capital Total	957,615	1,439,015	489,616	2,886,246	98,148		2,984,394	1,579,903
Available Funds Movement Prior to Restricted Asset Funding								
	597,886	1,439,015	470,296	2,507,197	96,060		2,603,257	882,325
Restricted Assets								
	-597,886	-1,439,015	-470,296	-2,507,197	-96,060	5	-2,603,257	0
Funds Available to (-), or Required From Rates and Other Council Revenue								
	0	0	0	0	0		0	882,325

Note	Details
1	Operating income has increased by \$16,145 due to an increase in Sundry Income of \$14,057 from Isuzu Australia and increase in Profit on sale of asset of \$2,088.
2	Operating expenditure has decreased by \$14,057 mainly due to mainly due to a reduction of \$62,193 in Workshop overheads and increase in Management Services \$26,145, additional costs in Fleet Management Operations of \$4,107 and additional Plant Hire Income of \$27,137.
3	Capital Income decreased by \$53,869 due to a reduction in Sale prices on Assets Sold – Light Vehicles of \$22,049 (various plant) and Major Plant of \$70,000 (Street sweeper). Additional income from the Sale of Minor Plant of \$38,180 was received in this quarter.
4	Capital expenditure has increased by \$42,191 mainly due to the purchase of light vehicles which were scheduled to be replaced next year but have been bought forward in line with the replacement policy.
5	Transfer from restricted assets has increased by \$96,060 due to the above comments.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
								Major plant availability	96.71%	90%	96.70%
								Utilisation rate major plant items	91.70%	85%	96.67%
								Utilisation rate of specialised items	53.08%	55%	55.13%

OPERATIONAL PLAN

Function No. **10.03***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Key Projects**Capital Works Program**

Fleet - Proceeds from Sale of Assets 01.09927 - Assets Sold - Sundry Plant	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
8239 - Trailer (572)	-500	0	0	0	-500	0
8253 - Trailer (536)	-227	0	-46	0	-273	0
8500 - Welder/Generator (952)	-500	0	-1,734	0	-2,234	-2,234
8514 - Light Plant Trailer (514)	-500	-2,077	0	0	-2,577	0
8517 - Light Plant Trailer (547)	-800	0	0	0	-800	0
01.09927 - Assets Sold - Sundry Plant Total	-2,527	-2,077	-1,780	0	-6,384	-2,234

Fleet - Proceeds from Sale of Assets 01.09929 - Assets Sold - Small Plant	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
8248 - Linemarker (935)	-1,000	0	0	0	-1,000	0
8254 - Mower (960)	-3,000	0	0	0	-3,000	0
8260 - Mower F/Cut (350)	-5,000	0	0	0	-5,000	0
8273 - Trailer (594)	0	0	-8,591	0	-8,591	-8,591
8299 - Line Marker (934)	-1,000	0	0	0	-1,000	0
8303 - Trailer - 546	-1,200	0	0	0	-1,200	0
8346 - Mower (328)	-6,000	0	-3,340	0	-9,340	-9,340
8359 - Speed Trailer (524)	-1,000	0	0	0	-1,000	0
01.09929 - Assets Sold - Small Plant Total	-18,200	0	-11,931	0	-30,131	-17,931

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Proceeds from Sale of Assets 01.09931 - Assets Sold - Minor Plant	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
8307 - Skidsteer Loader (439)	-30,000	0	0	0	-30,000	0
8308 - Skidsteer Loader (201)	-30,000	0	0	0	-30,000	0
8316 - Tractor (388)	-8,000	0	0	0	-8,000	-7,173
8326 - Truck 4T (154)	-30,000	0	0	0	-30,000	0
8328 - Truck 5T (162)	-40,000	0	0	0	-40,000	0
8332 - Truck C/Cab (158)	-40,000	0	0	-9,545	-49,545	-49,545
8333 - Truck C/Cab (157)	-40,000	0	0	-9,545	-49,545	-49,545
8334 - Truck C/Cab (156)	-40,000	0	0	-9,545	-49,545	-49,545
8335 - Truck C/Cab (155)	-40,000	0	0	-9,545	-49,545	-49,545
8342 - Truck Canter (326)	-20,000	0	0	0	-20,000	0
8352 - Truck (323)	-12,000	0	0	0	-12,000	0
8353 - Skidsteer Loader (380)	-30,000	0	0	0	-30,000	0
8361 - Forklift (959)	-8,000	0	0	0	-8,000	0
8364 - Elevated Work Platform (513)	0	0	-8,436	0	-8,436	-8,436
01.09931 - Assets Sold - Minor Plant Total	-368,000	0	-8,436	-38,180	-414,616	-213,789

OPERATIONAL PLAN

Function No. **10.03***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Proceeds from Sale of Assets 01.09933 - Assets Sold - Major Plant	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
8339 - Grader (282)	0	0	-116,364	0	-116,364	-116,364
8342 - Grader (284)	0	0	-116,364	0	-116,364	-116,364
8350 - Roller M/T (218)	-35,000	0	0	0	-35,000	0
8353 - Roller S/P (212)	-40,000	0	0	0	-40,000	0
8356 - Sweeper (166)	-130,000	0	0	70,000	-60,000	-60,000
01.09933 - Assets Sold - Major Plant Total	-205,000	0	-232,728	70,000	-367,728	-292,728

Fleet - Proceeds from Sale of Assets 01.09935 - Assets Sold - Light Vehicles	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
4047 - Environmental-Building & Development (99)	-12,000	0	0	182	-11,818	-11,818
7725 - Technical - Tech Support (64)	-15,500	0	-8,136	0	-23,636	-23,636
8300 - Environmental-Building & Develop. (59)	-12,000	-3,455	0	0	-15,455	-15,455
8301 - Corp Development - Comm Facilities (45)	-19,000	-2,818	0	0	-21,818	-21,818
8302 - Environmental-Building & Develop. (60)	-21,000	1,734	0	0	-19,266	-19,266
8376 - Technical - Tech Support (103)	-12,000	0	0	0	-12,000	0
8379 - Environmental - Env Control (73)	-13,000	-3,221	0	0	-16,221	-16,221
8383 - P&LC - Landcare Services (95)	-19,000	0	-7,031	2,366	-23,665	-23,665
8384 - P&LC - Sporting (71)	-19,000	0	0	0	-19,000	0

OPERATIONAL PLAN

Function No. **10.03***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Proceeds from Sale of Assets 01.09935 - Assets Sold - Light Vehicles	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
8387 - Technical - Works (75)	-14,000	0	0	0	-14,000	0
8391 - Technical - Civil Infrastructure (61)	0	0	-14,531	1,321	-13,210	-13,210
8392 - Comm Services - Business Support (74)	-16,159	0	0	-5,659	-21,818	-21,818
8394 - Technical - Works (69)	-14,000	0	0	0	-14,000	0
8395 - Corp Development - Airport (89)	-21,000	0	0	0	-21,000	-28,765
8398 - Technical - Tech Support (96)	-16,000	-6,923	0	0	-22,923	-22,923
8399 - Grader Roller (2219)	-12,000	0	0	0	-12,000	-15,468
8401 - Org Services - Director (32)	-21,500	0	0	0	-21,500	-30,356
8402 - Comm Services - Director (36)	-18,000	0	-3,376	0	-21,376	-21,376
8405 - Corp Development - Director (37)	-41,000	881	0	0	-40,119	-40,119
8406 - Technical - Director (33)	-24,000	0	0	0	-24,000	0
8408 - Technical - Tech Support (82)	-14,000	0	0	0	-14,000	0
8413 - Corp Development - General Manager (31)	-59,000	0	0	0	-59,000	0
8417 - Org Services - Administration (81)	0	0	0	0	0	-28,583
8418 - Corp Development - Official Vehicle (30)	-14,000	0	-7,038	0	-21,038	-21,038
8429 - Technical - Works (101)	-19,239	0	0	0	-19,239	0
8431 - P&LC - Operations (114)	-12,000	0	0	0	-12,000	0
8434 - P&LC - Operations (110)	-11,000	0	0	0	-11,000	0

OPERATIONAL PLAN

Function No. **10.03***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Proceeds from Sale of Assets 01.09935 - Assets Sold - Light Vehicles	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
8435 - P&LC - Operations (111)	-9,500	0	-2,318	0	-11,818	-11,818
8436 - Environmental - City Strategy (108)	-15,000	-5,107	0	0	-20,107	-20,107
8441 - Technical - Fleet (106)	-12,000	0	-8,015	1,820	-18,195	-18,195
8445 - Environmental - Business Support (50)	-19,752	0	0	0	-19,752	0
8447 - Org Services - GIS (139)	-13,000	0	0	0	-13,000	0
8465 - Environmental - Building & Develop (55)	0	0	-23,215	0	-23,215	0
8468 - Environmental - Building & Develop. (43)	-15,000	0	0	0	-15,000	0
8471 - Environmental- Building & Develop. (46)	-14,000	0	-29,639	23,782	-19,857	-19,857
8472 - Environmental - City Strategy (44)	0	0	-19,857	-1,763	-21,620	-21,620
01.09935 - Assets Sold - Light Vehicles Total	-567,650	-18,909	-123,156	22,049	-687,666	-467,132

Wellington - Capital Revenues 01.08850 - Proceeds from Sale of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
8200 - Plant & Equipment	0	-428,950	0	0	-428,950	-227,622
01.08850 - Proceeds from Sale of Assets Total	0	-428,950	0	0	-428,950	-227,622

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets 01.09613 - Assets Purchased - Two Way Radio Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7609 - Communication Equipment	200,000	0	0	0	200,000	0
01.09613 - Assets Purchased - Two Way Radio Equipment Total	200,000	0	0	0	200,000	0

Fleet - Acquisition of Assets 01.09615 - Assets Purchased - Sundry Plant	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7871 - Welder/Generator (952)	8,000	-332	0	0	7,668	7,668
7887 - Trailer (572)	3,000	0	0	0	3,000	0
7903 - Trailer (536)	2,000	-1,048	0	0	952	0
7924 - Light Plant Trailer (514)	3,876	-3,273	0	0	603	0
7928 - Light Plant Trailer (547)	6,000	0	0	0	6,000	0
7932 - Dual Axle Plant Trailer (544)	0	5,273	0	0	5,273	5,273
01.09615 - Assets Purchased - Sundry Plant Total	22,876	620	0	0	23,496	12,941

Fleet - Acquisition of Assets 01.09619 - Assets Purchased - Minor Plant	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7613 - Bobcat Skidsteer (201)	78,200	0	0	0	78,200	0
7628 - Skidsteer Bobcat (439)	94,688	0	0	0	94,688	0
7633 - Tractor (380)	78,500	0	0	0	78,500	0

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets 01.09619 - Assets Purchased - Minor Plant	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7634 - Tractor (388)	90,827	0	-23,388	0	67,439	67,439
7642 - Truck 3T (162)	148,000	0	0	0	148,000	0
7647 - Truck C/Cab (154)	145,000	0	0	0	145,000	0
7648 - Truck C/Cab (155)	145,000	0	0	-16,254	128,746	128,746
7649 - Truck C/Cab (156)	145,000	0	0	-16,254	128,746	128,746
7650 - Truck C/Cab (157)	145,000	0	0	-15,894	129,106	129,106
7651 - Truck C/Cab (158)	145,000	0	0	-16,254	128,746	128,746
7804 - Truck (326)	90,000	0	0	0	90,000	0
7809 - Truck 4T (323)	75,000	0	0	0	75,000	0
7811 - Forklift (959)	91,000	0	0	0	91,000	0
8476 - Mini Excavator 5t (491)	73,709	0	7,591	0	81,300	81,300
01.09619 - Assets Purchased - Minor Plant Total	1,544,924	0	-15,797	-64,656	1,464,471	664,083

Fleet - Acquisition of Assets 01.09621 - Assets Purchased - Major Plant	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7653 - Grader (282)	0	0	343,500	14,840	358,340	358,340
7655 - Grader (284)	0	0	358,000	0	358,000	358,000
7661 - Roller M/T (218)	170,000	0	0	0	170,000	0
7664 - Roller S/P (212)	170,000	0	0	0	170,000	0

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets 01.09621 - Assets Purchased - Major Plant	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7667 - Sweeper (166)	345,000	0	-33,848	0	311,152	311,152
01.09621 - Assets Purchased - Major Plant Total	685,000	0	667,652	14,840	1,367,492	1,027,492

Fleet - Acquisition of Assets 01.09623 - Assets Purchased - Light Vehicles	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7684 - Technical - Tech Support (103)	34,606	0	0	0	34,606	0
7686 - Environmental - Env Control (73)	32,000	0	0	0	32,000	0
7692 - P&LC - Sporting (71)	37,000	0	0	0	37,000	0
7693 - P&LC - Landcare Services (95)	37,000	0	-3,547	1	33,454	33,454
7694 - Environmental - City Strategy (108)	32,000	-3,167	0	0	28,833	28,833
7696 - Technical - Works (75)	32,719	0	0	0	32,719	0
7700 - Technical - Tech Support (82)	32,000	0	0	0	32,000	0
7701 - Corp Development - Airport (89)	37,000	0	0	-3,321	33,679	33,679
7702 - Technical - Civil Infrastructure (61)	0	0	37,151	0	37,151	37,151
7703 - Technical - Tech Support (64)	32,000	0	-32,000	0	0	0
7704 - Technical - Works (69)	35,763	0	0	0	35,763	0
7707 - Technical - Tech Support (96)	32,000	-2,326	0	0	29,674	29,674
7708 - Environmental - Env Control (85)	32,000	0	0	-6,666	25,334	25,334

OPERATIONAL PLAN

Function No. **10.03***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets 01.09623 - Assets Purchased - Light Vehicles	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7709 - Org Services - Director (32)	39,942	0	0	793	40,735	40,735
7713 - Corp Development - Director (37)	53,892	-2,846	0	0	51,046	51,046
7715 - Environmental - Building & Develop. (59)	32,000	-809	0	0	31,191	31,191
7716 - Environmental - Building & Develop. (60)	37,000	-1,711	0	0	35,289	35,289
7719 - Corp Development - General Manager (31)	67,942	0	0	0	67,942	0
7725 - Corp Development - Comm Facilities (45)	37,000	-3,556	0	0	33,444	33,444
7726 - Org Services - Administration (81)	0	0	0	33,464	33,464	33,464
7727 - Corp Development - Official Vehicle (30)	49,563	-4,068	0	0	45,495	45,495
7728 - Comm Services - Business Support (74)	37,000	0	0	-3,490	33,510	33,510
7734 - Technical - Fleet (106)	35,591	0	1,152	0	36,743	36,743
7737 - Technical - Works (101)	41,385	0	0	0	41,385	0
7742 - P&LC - Operations (114)	29,450	0	0	-2,041	27,409	27,409
7745 - P&LC - Operations (110)	32,492	0	0	0	32,492	0
7746 - P&LC - Operations (111)	25,806	0	-3,763	0	22,043	22,043
7752 - Environmental - Building Develop. (99)	32,000	0	0	-809	31,191	31,191
7819 - Technical - Director (33)	41,684	0	0	0	41,684	0
7823 - Org Services - GIS (139)	32,000	0	0	0	32,000	0

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets 01.09623 - Assets Purchased - Light Vehicles	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7827 - Environmental - Business Support (50)	37,000	0	0	0	37,000	0
7830 - Pooled (130)	0	0	28,588	0	28,588	28,588
7833 - Environmental - Building & Develop. (55)	0	0	30,092	1	30,093	30,093
7834 - Org Services - Management Account. (80)	0	0	25,745	0	25,745	25,745
7836 - Comm Services - Director (36)	37,612	-3,519	0	0	34,093	34,093
7840 - Comm Services - Recreation Services (86)	0	0	35,207	0	35,207	35,207
7846 - Technical - Tech Support (42)	0	0	0	32,341	32,341	32,341
7847 - Environmental - Building & Develop. (43)	32,000	0	0	-2,846	29,154	29,154
7848 - Environmental - City Strategy (44)	0	0	0	31,191	31,191	31,191
7850 - Environmental - Building & Develop. (46)	32,000	-4,182	0	0	27,818	27,818
7876 - Org Serv.- Safety Systems Officer (146)	0	0	28,119	0	28,119	28,119
7911 - Director Technical Services 2 (9)	0	0	38,836	0	38,836	38,836
01.09623 - Assets Purchased - Light Vehicles Total	1,169,447	-26,184	185,580	78,618	1,407,461	950,870

Fleet - Acquisition of Assets 01.09625 - Assets Purchased - Small Plant	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7765 - Line Marker (935)	34,900	0	0	2,905	37,805	37,805

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets 01.09625 - Assets Purchased - Small Plant	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7772 - Mower (960)	43,500	0	0	0	43,500	0
7779 - Mower F/Cut (350)	40,000	0	0	0	40,000	0
7792 - Trailer (594)	0	0	226	10,484	10,710	10,710
7814 - Trailer (546)	19,000	0	0	0	19,000	0
7815 - Line Marker (934)	34,900	0	0	0	34,900	0
7908 - Mower (328)	42,000	-7,504	0	0	34,496	34,496
7920 - Speed Trailer (524)	18,500	0	0	0	18,500	0
7921 - Generator 8kva (998)	0	0	10,666	0	10,666	10,666
01.09625 - Assets Purchased - Small Plant Total	232,800	-7,504	10,892	13,389	249,577	93,677

Wellington - Capital Expenses 01.08290 - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7500 - Plant & Equipment	0	2,651,675	0	0	2,651,675	1,218,535
01.08290 - Acquisition of Assets Total	0	2,651,675	0	0	2,651,675	1,218,535

Wellington - Capital Expenses 01.08291 - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7500 - Other Infrastructure	0	46,800	0	0	46,800	0
01.08291 - Asset Renewals Total	0	46,800	0	0	46,800	0

OPERATIONAL PLAN

Function No. 10.04

Performance Review

Quarter ended: March

Principal Activity:	CORPORATE SERVICES	Function:	Management Accounting Services
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**Manager Responsible: Manager Management Accounting Serv.
Mrs Jane Bassingthwaite**

Function Objectives:

To develop Annual Operating Plans and Budgets. Prepare Quarterly Statements and provide Management Reports which enable the Organisation's performance to be monitored against the Annual Operating Plan & Budget. To develop and maintain a Total Asset Management Strategy for the Organisation.
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Activity	Action	Performance Targets/Service Level
Total Asset Management Strategy Development	5.3.1.4.1 Finalise Annual Review of the Asset Management Strategy.	Asset Management Strategy maintained, and asset owners provided with advice and assistance.
	<i>Consolidated Dubbo and Wellington Asset Management Strategy to be developed by the Asset Management Group for inclusion in the 2018 IP&R documentation.</i>	<i>Review due to be complete in September 2017.</i>
Annual Operating Plan & Budget Preparation	5.3.1.2 Operational Plan (including budget) adopted in June each year.	Annual Operating Plan & Budget adopted by Council by the specified date.
	<i>Consolidated Dubbo and Wellington Operational Plan will be developed commencing December 2016 for adoption in June 2017.</i>	<i>Consolidated Operational Plan to be adopted by Council on 26 June 2017.</i>
	5.3.1.11 Monitor the use of the zero based budgeting framework by the Organisation.	Zero Based Budgeting requirements included in budgets.
	<i>Processes developed to monitor the use of zero based budgeting.</i>	<i>The use of zero based budgeting requirements will be included in 2017/2018 budgets.</i>
Quarterly Statements Preparation & Review	5.3.1.12 Update Council's long term planning financial model annually.	Long Term Planning Financial Model updated annually to reflect adopted strategies.
	<i>Consolidated Dubbo and Wellington Long Term Financial Plan for 2017/2018 will be developed for adoption in June 2017.</i>	<i>To be developed as part of the 2017/2018 budget process.</i>
	5.3.1.5 Operational Plan (including budget) review undertaken by Council on a quarterly basis.	Reviews undertaken and reported to Council each quarter.
Management Accounting Services	<i>Consolidated Dubbo and Wellington Quarterly reviews will be undertaken at the end of September, December, March and June.</i>	<i>The first consolidated Dubbo and Wellington quarterly review submitted to Council in October 2016.</i>
	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Management Accounting Services Function.	Delivery Program and Operational Plan actions implemented.
Wellington Delivery Program Actions	<i>Management Accounting actions investigated and implemented.</i>	<i>Actions implemented in accordance with Delivery Program and Operational Plan requirements.</i>
	Council is well managed, meeting its statutory and operational requirements. Ensure the long term financial sustainability of council.	Quarterly budget reviews completed and reported to Council.
	<i>Consolidated Dubbo and Wellington Operational Plan, Budget and Long Term Financial Plan will be developed commencing December 2016 for adoption in June 2017.</i>	<i>Consolidated Operational Plan to be adopted by Council on 26 June 2017.</i>

OPERATIONAL PLAN

Function No. **10.04***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Management Accounting Services
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Activity	Action	Performance Targets/Service Level
		Long Term Financial Plan completed and reviewed annually.
		Consolidated Dubbo and Wellington Long Term Financial Plan for 2017/2018 will be developed for adoption in June 2017.
		Monthly reports on major projects submitted.
		<i>This is being achieved</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-14,854	0	0	-14,854	0	1	-14,854	-11,140
Expenditure	-14,785	0	0	-14,785	0	2	-14,785	74,272
Operating Total	-29,639	0	0	-29,639	0		-29,639	63,132
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	-29,639	0	0	-29,639	0		-29,639	63,132
Restricted Assets	29,639	0	0	29,639	0	5	29,639	29,639
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	92,771

Note	Details
1	No variance to budget.
2	No variance to budget.
3	No variance to budget.
4	No variance to budget.
5	No variance to budget.

OPERATIONAL PLAN

Function No. **10.04**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Management Accounting Services
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Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD		
Number of Functions in the Operational Plan and Quarterly Statements	63	63	65	Cost of Management Accounting Services as a % of the total Budget	0.37%	0.35%	.31%	Cost per Function	\$7,840	\$8,084	\$5,876		
											Yes	Yes	Yes
												Yes	Yes

OPERATIONAL PLAN

Function No. **10.05**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Financial Accounting Services
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**Manager Responsible: Manager Financial Accounting Services
Mr Wayne Sonneman**

Function Objectives:

To provide Statutory Financial Accounting Services to the Organisation.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme.*

Activity	Action	Performance Targets/Service Level
Statutory Accounting & Reporting	5.3.1.3 Complete Financial Statements and other statutory reports and returns as required.	Complete by due date.
	Achieved.	Audit of former Dubbo City Council and Wellington Council complete.
Rates Revenue and Rating Structure	5.3.2.4 Complete an annual review of rating structure.	Review conducted by due date, and includes recommendations on rating structure and impacts on Rates revenue estimates.
	Reviewed in February 2017, reported submitted to Council in March 2017.	Rating Structure report recommendations adopted at the March 2017 Ordinary Council meeting.
	Raise and recover Rates, Charges and other debtors on behalf of the Functions of Council.	Rates and Annual Charges levied by due date, user charges and other debtors raised and recovered effectively.
Expenditure Accounting Services	Currently being achieved.	Currently being achieved.
	Accurate and correct costing of expenditure (including Payroll, Accounts Payable, Stores, and Assets) on behalf of the Functions of Council.	Accounts payable paid within required timeframe, all stores issued at correct value and correctly costed to Functions, all employees paid correctly and on time, all assets accounted for accurately in the Capital Value Register.
	Currently being achieved.	Currently being achieved.
	2.1.4.7 Monitor Government initiatives regarding carbon reduction/offset schemes for opportunities.	Government initiatives monitored.
	No new initiatives at this stage that will benefit Council. Monitoring ongoing.	Monitoring ongoing.
	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Financial Accounting Services Function.	Delivery Program and Operational Plan actions implemented.
	Currently being achieved.	Currently being achieved.
5.3.2.3 Monitor the level of State and Federal Government grants payable to local government including Financial Assistance Grants (FAGs) and make necessary submissions.	Grants monitored and submissions made.	
Feedback received from Grants Commission on calculation of disabilities for 2016/2017 grant calculation. No scope for submission to vary the methodology.	No submissions required at this stage.	

OPERATIONAL PLAN

Function No. **10.05**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Financial Accounting Services
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Activity	Action	Performance Targets/Service Level
Central Supply Service	5.3.2.5 Council funds are invested in accordance with legislative provisions and Council's adopted Investment Policy and Strategy.	Investments made in accordance with Investment Policy and Strategy reported to Council in July and December annually.
	<i>All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy.</i>	<i>All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy. Policy and Strategy adopted at the December 2016 Ordinary Council Meeting.</i>
	5.3.1.13 Provide a cost effective supply, contract administration, purchasing, storage and distribution facility.	Stock levels are appropriate and reflect the usage requirements of Council. All purchases are at the most competitive cost with all items supplied under contract in accordance with contract terms.
Wellington Delivery Program Actions	<i>Currently being achieved.</i>	<i>Stock monitored and various LG Procurement and Regional Procurement contracts utilised to obtain best price for Council.</i>
Council is well managed, meeting its statutory and operational requirements.	Ensure council meets its statutory requirements.	Annual report submitted by November. Strategic Planning documents adopted by June. Financial statements audited September. Pecuniary interest returns completed September. Pension rebate, rating return submitted.
	<i>Financial Statements for both former Council's completed within statutory time frame.</i>	<i>Completed within required time frame.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-156,214	0	-163,400	-319,614	-811	1	-320,425	-197,594
Expenditure	46,515	0	269,515	316,030	812	2	316,842	35,734
Operating Total	-109,699	0	106,115	-3,584	1		-3,583	-161,860
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	-109,699	0	106,115	-3,584	1		-3,583	-161,860
Restricted Assets	109,699	0	-106,115	3,584	-1	5	3,583	-15,834
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	-177,694

Note	Details
1	No significant variance to budget.
2	No significant variance to budget.
3	No variance to budget.
4	No variance to budget.
5	No significant variance to budget.

OPERATIONAL PLAN

Function No. **10.05**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Financial Accounting Services
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Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Rate Assessments	18,368	18,482	18,529	Cost of Rates Management Services per assessment	\$87.17	\$88.97	\$51.09	Rates outstanding as a percentage of rates collectable	4.60%	5.00%	29.26%
Number of pays prepared weekly	401	395	404	Cost per accounts payable transaction	\$6.69	\$7.20	\$4.52	Financial Reports completed within statutory timeframe	Yes	Yes	Completed by due date
Total number of accounts receivable transactions processed	20,865	19,500	11,380	% of amounts paid on Creditors statements current and 30 days.	96.27%	97%	98.6%				
Number of Accounts Payable transactions processed	55,153	51,602	42,694	% of amount outstanding more than 90 days on Accounts Receivable	5.21%	30%	2.69%				
Number of Section 603 Certificates issued.	1,120	1,175	639	Index of performance of Council's Cash Plus accounts compared to the UBS Australian Bank Bill Index	1.53	1.54	1.80				

OPERATIONAL PLAN

Function No. 10.06

Performance Review

Quarter ended: March

Principal Activity:	CORPORATE SERVICES	Function:	Human Resource Services
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**Manager Responsible: Manager Human Resource Services
Ms Maria Crisante**

Function Objectives:

To provide a Human Resource service to the Organisation.
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NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.
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Activity	Action	Performance Targets/Service Level
Human Resources	Provide operational support to the HR Branch.	Appropriate support provided.
	<i>Operational Support provided on a daily basis.</i>	<i>Ongoing monitoring continues</i>
	1.2.5.3 Council's Workforce Plan provides opportunities for employment of Aboriginal Trainees and Apprentices.	Opportunities for employment of Aboriginal Trainees and Apprentices provided.
	<i>An indigenous employment plan was developed to ensure Council's workforce demographics match that of the community</i>	<i>Employment Plan developed December 2015 as part of Council's workforce plan.</i>
	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Human Resource Services Function.	Delivery Program and Operational Plan actions implemented.
	<i>Actions implemented as per required timeframe.</i>	<i>Achieved to date.</i>
	5.3.1.4 Finalise Annual Review of the Workforce Plan.	Workforce Plan reviewed annually.
	<i>Workforce Plan reviewed to reflect Council's workforce requirements. This new Workforce Plan will change significantly on the basis of the amalgamation.</i>	<i>Review completed March 2017.</i>
	Provide recruitment services to all Divisions.	Vacant positions filled within 10 weeks of approval to recruit.
	<i>During the protection phase of an amalgamated council, certain restrictions regarding recruitment are defined by the Local Government Act 1993.</i>	<i>All vacant positions must be advertised internally first. A new recruitment policy will be implemented to support legislative requirements of a merged Council.</i>
	5.3.7.1 The Equal Employment Opportunity (EEO) Management Plan is developed biennially.	Actions in EEO Management Plan implemented and reported.
	<i>EEO Management Plan 2014-2016 in place.</i>	<i>New EEO Plan deferred until it can be reflective of the new Council.</i>
5.3.7.2 Implement actions within the adopted Workforce Management Strategy.	Actions implemented by due date.	
<i>Projects actioned as per timeframe.</i>	<i>Report to ESC in August 2016 has deferred most projects identified in the strategy to ensure the focus from HR is on the amalgamation. These projects will be reviewed in the new Workforce Management Plan scheduled for 2017.</i>	

OPERATIONAL PLAN

Function No. **10.06**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Human Resource Services
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Activity	Action	Performance Targets/Service Level
	5.3.7.3 Implement and monitor the annual Safety Systems Development plan to ensure the organisation meets its legislative requirements.	The Safety Systems Development plan is implemented and reviewed annually.
	2016/2017 Workplace Health and Safety Plan developed.	New plan currently being drafted to reflect new Council.
	5.3.7.4 Undertake a biennial Organisation wide Staff Climate Survey.	Actions implemented by due date.
	My Say Survey undertaken in Dubbo in August 2015.	Actions from this survey are no longer applicable. Currently reviewing options to conduct another survey to establish a baseline for the new Council.
	5.3.7.5 A Corporate Training Programme is developed and implemented.	The Corporate Training Program is developed and implemented by due dates.
	2016 Learning and Development Calendar was in place.	Learning and Development Calendar for 2016 implemented and training provided as per schedule. This now needs to be reviewed to incorporate new Council requirements.
	5.3.7.6 Implement an audit programme that ensures that Work Safe Management Systems are being implemented and enable the Organisation to meet the requirements of the Work Health and Safety Act.	Audit programs implemented and reported to Executive Staff Committee
	Complete organisational wide self-audit.	Self-Audit completed by all divisions. External audit also completed in September 2015.
	5.3.7.12 Develop and implement Corporate succession plans.	Actions implemented by due date.
	Plans Developed.	Achieved.
	Provide a Workers Compensation and Injury Management service to all Divisions.	All statutory obligations are met. Injuries are effectively managed throughout the Organisation.
	All statutory obligations are met. Injuries are effectively managed throughout the Organisation.	Procedures for managing injuries followed. Reporting completed and sent to Executive Staff monthly.
	Provide an Employee Assistance Program to the Organisation.	Employee Assistance Program is provided and communicated to staff.
	Employee Assistance Program provided and accessed by staff as required.	Providers communicated to staff via staff meetings, Communique and posters on notice boards.
	Provide an efficient payroll service to the Organisation.	All employees paid weekly in accordance with awards and agreements.
	Efficient payroll services provided to all staff.	Award increase processed and paid as of first pay period in July 2016. All pays processed on time and on a weekly basis.
	Provide advice to management on industrial matters and negotiate matters with staff and Industrial Bodies	Industrial matters negotiated satisfactorily.
	Industrial advice and support provided.	Grievances and other industrial matters attended to in a timely manner. Providing significant industrial advice on the basis of the amalgamation.

OPERATIONAL PLAN

Function No. **10.06**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Human Resource Services
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Activity	Action	Performance Targets/Service Level
Improved employment opportunities for all ages and sectors of the community	Provide Work Health & Safety services to staff.	Work Health & Safety services provided as required.
	<i>Work Health and Safety support provided on a daily basis.</i>	<i>Investigations, training sessions and audits conducted on a regular basis</i>
Wellington Delivery Program Actions	Support local schools with work experience placement.	4 work experience placements per year.
	<i>Work Experience placements are accommodated where operationally able.</i>	<i>On target to achieve placement requirements.</i>
	Continue to explore opportunities to employ apprentices.	Develop succession planning strategies. Identify internal training opportunities.
	<i>Apprentices to be considered as part of new Organisational Structure.</i>	<i>Succession planning to be revisited. Internal training opportunities incorporated into Training Plan for Council.</i>
	Support the Wellington Learning Community.	Participation in the Wellington Learning Community.
	<i>No action.</i>	<i>No action.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	0	0	0	0	-110,000	1	-110,000	-110,000
Expenditure	-76,393	0	-56,958	-133,351	110,000	2	-23,351	-158,762
Operating Total	-76,393	0	-56,958	-133,351	0		-133,351	-268,762
Capital								
Income	-200	0	0	-200	0	3	-200	-133
Expenditure	0	0	0	0	0	4	0	0
Capital Total	-200	0	0	-200	0		-200	-133
Available Funds Movement Prior to Restricted Asset Funding	-76,593	0	-56,958	-133,551	0		-133,551	-268,895
Restricted Assets	76,593	0	56,958	133,551	0	5	133,551	114,403
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	-154,492

Note	Details
1	Operating income has increased by \$110,000 due to StateCover Incentive payment.
2	Operating expenditure has increased by \$110,000 due to the StateCover Incentive funding additional Work Health and Safety programs.
3	No variance to budget.
4	No variance to budget.
5	No variance to budget.

OPERATIONAL PLAN

Function No. **10.06**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Human Resource Services
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Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of employees -Permanent	314	315	435 (464.99 FTE)	Total operating expenses of Human Resource Service per permanent employee	\$3,745	\$4,108	\$1,806				

OPERATIONAL PLAN

Function No. **10.07**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Information Management Serv.
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**Manager Responsible: Manager Information Management Serv.
Mr Matthew Green**

Function Objectives:

To promote and support the effective and efficient use of Information Management systems extensively within Council.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Printing & Photocopying Service	Provision of effective and efficient printing and photocopying service to the Organisation.	A competitive cost and proficient service is provided.
	<i>Photocopying services provided effectively and efficiently to organisation.</i>	<i>All realistic demands of the photocopying services are met at agreed cost.</i>
Corporate Information Services	Provision of an accurate and comprehensive Records Management service for the Corporation.	Time efficient and accurate provision of data to the Corporation.
	<i>Records management service provided that meets the needs of the organisation.</i>	<i>Time efficient and accurate provision of data to the Corporation achieved.</i>
Telecommunications/Telecommunications Accounts	Manage telephone accounts/provide support for Telecommunication equipment and services.	Suitable services and equipment are provided to meet the need of the organisation.
	<i>Accounts managed effectively and support provided on as needs basis for telecommunications equipment and services.</i>	<i>Telecommunications needs of the organisation met. Review of Unified Communications tenders commenced.</i>
Strategic Planning	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Information Management Services Function.	Delivery Program and Operational Plan actions implemented.
	<i>Information Management actions under implementation.</i>	<i>Actions implemented in accordance with Delivery Program and Operational Plan requirements.</i>
	5.3.3.1 Implement actions within the adopted Information Management Strategy.	Information Management Strategy actions implemented.
	<i>Information Management Delivery Program adopted by Executive Staff Committee in July 2014. Actions have been prioritised by consultation throughout organisation and due dates have been determined.</i>	<i>Information Management Delivery Program adopted by Executive Staff Committee in July 2014. Actions are currently being implemented.</i>
	5.3.3.2 Undertake full review of the Information Security Controls.	Review and implementation of security policies occurs annually.
	<i>Security Audit conducted by independent security specialist with resulting actions currently being implemented.</i>	<i>Preliminary review undertaken.</i>

OPERATIONAL PLAN

Function No. **10.07***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Information Management Serv.
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Activity	Action	Performance Targets/Service Level
	5.3.3.3 Undertake a review of mobile alternatives for remote access to Council.	Review undertaken of alternate mobile technologies and recommendations assessed.
	<i>Mobile alternatives currently available for remote access to Council's systems include Apple iPads, Motion tablet devices, Getac devices and terminal services.</i>	<i>Apple iPads approved as corporate devices. Microsoft Surface Pro devices currently being trialed.</i>
	5.3.3.4 Develop internet based solutions for the submission of applications, payments and customer enquiries.	Solutions developed.
	<i>Implementation of Authority on-line rates payments complete. Development Application tracking has been implemented. Development Application lodgement to be implemented as part of merger upgrades</i>	<i>Implementation of Authority online rates payments complete. Online tracking made available in December 2015. Future plans of on-line capabilities include on-line certificates.</i>
Operations Services – Infrastructure Asset Management	Infrastructure Asset Management.	All infrastructure assets are effectively managed.
	<i>Infrastructure assets have been effectively managed.</i>	<i>Infrastructure have been effectively managed.</i>
Operations Services – Service Desk	Service Desk Services.	Service Desk system is maintained. All support requests are satisfactorily met. User Support Services available between 8.00am – 5.30pm Monday to Friday.
	<i>Service Desk Services provided effectively within available resource limitations.</i>	<i>Majority of support requests met satisfactorily. User Support Services are available between 8am – 5.30pm Monday to Friday.</i>
Operations Services – Software Management	Software Management.	Software Licence compliance is achieved.
	<i>Effective software management provided to the organisation.</i>	<i>Software licence compliance reviewed annually and supported by volume licensing programs.</i>
Support & Development	Maintain adequate licence renewals for current software.	Manage development of software applications and maintain adequate licensing levels.
	<i>Software licence compliance reviewed annually and supported by volume licensing programs.</i>	<i>No software development performed.</i>
Management Services from Other Functions	Cost of Services for printing, telephone, office space rental and GIS services.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Costs are based on a user pays system and recovered monthly.</i>	<i>Amounts charged are calculated on the infrastructure, software and support of the network and associated devices.</i>
Information Services	Develop solutions to the information needs of Management and provide support.	Management Information Systems are developed. Documentation and training is provided and user problems addressed.
	<i>Report writing and specification development undertaken according to user requirements.</i>	<i>Management Information Systems are sourced and implemented according to user requirements. Documentation and training facilitated.</i>
Consulting & Advisory Service – General	Project Management and Team Leading.	Services are provided to agreed brief.
	<i>Project management services are offered as required. Methodology for project management of IT related projects currently being undertaken.</i>	<i>Project management services are achieved.</i>

OPERATIONAL PLAN

Function No. **10.07**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Information Management Serv.
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Activity	Action	Performance Targets/Service Level
Functional Planning	Solutions Provision.	Systems development is arranged with third party and/or undertaken in house to specifications/agreed brief.
	<i>Solutions investigated and implemented.</i>	<i>No instance of third party systems development undertaken.</i>
	Oversee all Information Management implementations in organisation. Maintain Corporate IM Maturity and awareness of system to optimise utilisation/exploitation by users.	Regular reports are provided to GM/ESC. Selected applications are reviewed annually. All enhancement requirements are documented and communicated to supplier.
Consulting & Advisory Service – Major Systems Implementation	<i>Active involvement in Information Management Implementations throughout organisation. Continual education and research opportunities provided to staff to increase level of IM maturity for exploitation by users.</i>	<i>Information Management reporting to Executive Staff is occurring on a bi-monthly basis.</i>
	Solutions Provision.	System developments are arranged with third party and/or undertaken in house to specifications/agreed brief.
	<i>Active involvement in Information Management Implementations throughout organisation. Continual education and research opportunities provided to staff to increase level of IM maturity for exploitation by users.</i>	<i>Information Management reporting to Executive Staff is occurring on a bi-monthly basis.</i>
Server Room/Infrastructure Facilities	Maintain infrastructure.	Servers and Facilities are maintained.
	<i>Server room infrastructure is maintained.</i>	<i>Server room infrastructure maintained and upgrade completed in September 2015.</i>
Geographical Information Systems	To develop and maintain a digital record of the City's cadastre.	New subdivisions recorded within one month of the linen being released.
	<i>City's cadastre maintained up to date.</i>	<i>Corporate GIS updated with newly released linen plans within one month of receiving.</i>
	To develop mapping based systems using Council's digital database linked to available textual databases (eg. Property System). <i>Implementation of noxious weeds application with GIS Integration.</i>	Mapping based systems developed and linked to available textual databases. <i>Implementation of noxious weeds application with GIS integration. Integration with TRIM achieved.</i>
Acquisition of Assets	Undertake the approved Capital Works Program as defined in the Key Projects section of the Operational Plan.	Program implemented.
	<i>Capital Works Program undertaken.</i>	<i>Capital Works Program has been executed as scheduled.</i>

OPERATIONAL PLAN

Function No. **10.07**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Information Management Serv.
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-16,500	0	0	-16,500	0	1	-16,500	-9,974
Expenditure	-174,062	0	194,361	20,299	17,898	2	38,197	-326,589
Operating Total	-190,562	0	194,361	3,799	17,898		21,697	-336,563
Capital								
Income	-133,829	0	0	-133,829	0	3	-133,829	-72,344
Expenditure	425,000	170,000	0	595,000	102,753	4	697,753	190,207
Capital Total	291,171	170,000	0	461,171	102,753		563,924	117,863
Available Funds Movement Prior to Restricted Asset Funding								
	100,609	170,000	194,361	464,970	120,651		585,621	-218,700
Restricted Assets								
	-100,609	-170,000	-194,361	-464,970	-120,651	5	-585,621	210,665
Funds Available to (-), or Required From Rates and Other Council Revenue								
	0	0	0	0	0		0	-8,035

Note	Details
1	No variance to budget.
2	Operating expenditure has increased by \$17,898 mainly due to additional expenditure on major systems implementation.
3	No variance to budget.
4	Capital expenditure has increased by \$102,753 due to acquisition of additional servers.
5	Transfer from restricted assets has increased by \$120,651 due to purchase of office equipment and the additional operating expenditure.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. workstation users supported	365	430	415					% availability of major CCF Services Components			
No. Mobile users	282	370	405					-Internet	100%	99.999%	99.999%
								-File Server	99.9778%	99.900%	99.985%
								-Authority	99.996%	99.900%	99.996%
								-GIS Server	99.999%	99.900%	99.996%
								-TRIM	99.9995	99.900%	99.996%
								-Remote Access	100%	99.900%	99%
								-Email	99.992%	99.900%	99.993%
No. of Service Desk requests recorded/handled	3120	4000	3150	Average service desk call resolution time	1.25 days	3 days	1.5 days	Client satisfaction with Service Desk call handling is >80%	84.5%	90%	88%
				% of service desk resolutions provided within defined timeframes	89%	90%	90.15%				

OPERATIONAL PLAN

Function No. **10.07**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Information Management Serv.
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of packages and/or applications	150	150	150								
No. of servers supported				No. of Computer Virus incidents identified	1780	4,500	3570	No. of Computer Virus Outbreaks	0	0	0
-Physical	9	15	9	No. of Intrusion attempts to Council's network	2960	1,000	450	No. of security breaches	0	0	0
-Virtual	91	100	150								
No. of remote sites supported	22	35	33					% emails identified as SPAM and removed	8.54%	30%	10%
No. of Information Systems projects Undertaken	100	75	55								
No. of documents processed in Records System	220,934	360,000	278,759	Cost per document processed in Records Management System	\$0.50	\$0.50	\$0.50				
No. of Geographical Information Projects undertaken	25	60	22					No. of Geographical Information interfaces with other applications	19	35	14

Key Projects

Capital Works Program

Information Management - Acquisition of Assets 01.09653 - Office Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7928 - Hardware Purchases - Server <i>Project Complete</i>	0	0	0	95,775	95,775	98,035
7935 - Software <i>Project Complete</i>	50,000	0	0	6,978	56,978	56,978
7950 - Hardware Purchases - Misc	0	0	0	0	0	5,250
7960 - Mobile Computing Development	10,000	0	0	0	10,000	0
7962 - Upgrade Network at Remote Sites	50,000	0	0	0	50,000	7,977
7965 - Sharepoint Development	15,000	0	0	0	15,000	0

OPERATIONAL PLAN

Function No. **10.07***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Information Management Serv.
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Information Management - Acquisition of Assets 01.09653 - Office Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
8301 - Electronic Timesheet Capture <i>Project ongoing</i>	0	0	11,210	0	11,210	11,210
8302 - Unified Communications System	300,000	0	-11,210	0	288,790	0
01.09653 - Office Equipment Total	425,000	0	0	102,753	527,753	179,450

Wellington - Capital Expenses 01.08115 - Office Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Plant & Equipment (IT)	0	170,000	0	0	170,000	10,757
01.08115 - Office Equipment Total	0	170,000	0	0	170,000	10,757

OPERATIONAL PLAN

Function No. **10.08**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Governance & Risk Services
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**Manager Responsible: Manager Governance & Risk Services
Mr Michael Ferguson**

Function Objectives:

To develop and maintain an effective administrative service system to ensure optimum performance to the organisation.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Risk Management Strategy	5.3.1.8 Review the Enterprise Risk Management Strategy to determine its effectiveness in managing risk.	Review undertaken, effectiveness determined and report submitted to the Executive Staff Committee.
	<i>Echelon Australia engaged to review existing documentation and facilitate the development of an updated Enterprise Risk Management Policy and Plan. Draft copies of reviewed policies and plans provided by Echelon. Expected to be completed by June 2017.</i>	<i>Echelon Australia engaged to review existing documentation and facilitate the development of an updated Enterprise Risk Management Policy and Plan. Draft copies of reviewed policies and plans provided by Echelon. Expected to be completed by June 2017.</i>
Operational services for the Council	5.3.1.6 Update Councillors Notebook annually and incorporate any requirements under the Local Government Act or other legislation applicable to the elected representatives.	Notebook updated annually.
	<i>Revised Councillor Notebook under development for new Council following elections in September 2017.</i>	<i>Revised Councillor Notebook under development for new Council following elections in September 2017.</i>
Administrative Support to the Organisation	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Administrative Services Function.	Delivery Program and Operational Plans implemented.
	<i>Actions undertaken</i>	<i>Actions undertaken.</i>
	5.4.2.1 Maintain an up to date database of Council's statutory requirements.	Database established and maintained.
	<i>Investigations into possible solutions to provide management tool for managing Council's Statutory requirements being investigated.</i>	<i>Investigations into possible solutions to provide management tool for managing Council's Statutory requirements being investigated.</i>
Council is well managed, meeting its statutory and operational requirements.	2.2.3.6 Undertake Mayoral quarterly forum with developers to discuss Council related issues.	Forums are undertaken each quarter.
	<i>Developers Forum conducted on 20 July 2016.</i>	<i>Developers Forum conducted on 20 July 2016.</i>
	Ensure council decision making processes are transparent, ethical and accountable.	Council resolutions promptly actioned. Timely reports presented to council with clear and concise information with stand-alone recommendations.
	<i>Council decision making processes are transparent, ethical and accountable.</i>	<i>Council resolutions are promptly actioned. Timely reports are presented to council with clear and concise information with stand-alone recommendations.</i>

OPERATIONAL PLAN

Function No. **10.08**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Governance & Risk Services
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-70,000	0	-16,626	-86,626	-176	1	-86,802	-16,821
Expenditure	-100,312	0	45,080	-55,232	77,194	2	21,962	-11,339
Operating Total	-170,312	0	28,454	-141,858	77,018		-64,840	-28,160
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding								
	-170,312	0	28,454	-141,858	77,018		-64,840	-28,160
Restricted Assets								
	170,312	0	-28,454	141,858	-77,018	5	64,840	93,031
Funds Available to (-), or Required From Rates and Other Council Revenue								
	0	0	0	0	0		0	64,871

Note	Details
1	No significant variance to budget.
2	Operating expenditure has increased by \$77,194 mainly due to additional Risk Management costs (\$77,018).
3	No variance to budget.
4	No variance to budget.
5	Transfer to restricted assets has decreased by \$77,018 due to additional Risk Management costs.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
								Insurances reviewed and updated annually.	Yes	Yes	Yes
								Agendas delivered within required time frames.	Yes	Yes	Yes

OPERATIONAL PLAN

Function No. 10.09

Performance Review

Quarter ended: March

Principal Activity:	CORPORATE SERVICES	Function:	Civic Administration Building
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**Manager Responsible: Manager Governance & Risk Services
Mr Michael Ferguson**

Function Objectives:

To provide a clean and safe working environment for the Corporation.
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NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Action	Performance Targets/Service Level
Other Council Building Operations	Provide a cleaning service to other Council facilities.	Facilities cleaned as per agreed briefs.
	Cleaning service provided.	Buildings cleaned daily.
Civic Administration Building – Operational Services	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Civic Administration Building Function.	Delivery Program and Operational Plan actions implemented.
	Actions undertaken.	Actions undertaken.
	5.3.6.2 Review, test and update annually the Civic Administration Building Disaster Response Plan.	Annual review undertaken, however review extended regarding long term alternative accommodation.
	No action to date.	No action to date.
Civic Administration Building Cleaning Services	Provision of a clean work amenity.	Civic Administration Building cleaned daily to agreed brief specification.
	Cleaning service provided.	Building cleaned daily.
Asset Management Program – Routine	Work amenity maintained to appropriate standard.	Minor maintenance undertaken in accordance with quarterly check.
	Asset maintenance program formalised and implemented.	Undertaken as programmed.
Asset Management Program – Cyclic	Work amenity maintained to appropriate standard.	Other maintenance undertaken in accordance with Asset Management Program.
	Asset maintenance program formalised and implemented.	Undertaken as programmed.
Acquisition of Assets	Undertake the approved Capital Works Program as defined in the Key Projects section of the Operational Plan.	Program implemented.
	Capital Works undertaken in accordance with Capital Works Program	Capital Works undertaken in accordance with Capital Works Program
Wellington Delivery Program Actions	Ensure the continuity of council's functions and minimise risks associated with such activities.	Business Continuity Plan in place. Implementation of Disaster Recovery Plan.
	Business Continuity and Disaster Recovery Plan in place for functions located within Civic Administration Building	Business Continuity and Disaster Recovery Plan in place for functions located within Civic Administration Building

OPERATIONAL PLAN

Function No. **10.09**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Civic Administration Building
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-50,918	0	-136	-51,054	0	1	-51,054	-39,241
Expenditure	-260,760	313,380	10,251	62,871	62,835	2	125,706	-140,424
Operating Total	-311,678	313,380	10,115	11,817	62,835		74,652	-179,665
Capital								
Income	-130,030	-127,690	0	-257,720	-51,081	3	-308,801	-166,012
Expenditure	228,286	127,376	35,400	391,062	0	4	391,062	294,112
Capital Total	98,256	-314	35,400	133,342	-51,081		82,261	128,100
Available Funds Movement Prior to Restricted Asset Funding								
	-213,422	313,066	45,515	145,159	11,754		156,913	-51,565
Restricted Assets								
	213,422	-58,760	-45,515	109,147	-11,754	5	97,393	104,510
Funds Available to (-), or Required From Rates and Other Council Revenue								
	0	254,306	0	254,306	0		254,306	52,945

Note	Details
1	No variance to budget.
2	Operating expenditure has increased by \$62,835 mainly due to Depreciation of \$51,081 and increase in cleaning expenditure of \$9,427.
3	Capital income has increased by \$51,081 due to depreciation.
4	No variance to budget.
5	Transfer from Restricted Assets has decreased by \$11,754 due to the increase in operating expenditure.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Area of available office accommodation	1635.06m ²	1635.06m ²	1685m ²	Total operating expense per m ² of useable space	\$763.92	\$795.51	\$510.61	% of personnel satisfactorily accommodated.	95%	95%	95%

Key Projects**Capital Works Program**

Civic Admin. Building - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09665 - CAB - Furniture & Fittings						
7922 - Minor Furniture	22,000	0	0	0	22,000	2,276
01.09665 - CAB - Furniture & Fittings Total	22,000	0	0	0	22,000	2,276

OPERATIONAL PLAN

Function No. **10.09**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Civic Administration Building
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Civic Admin. Building - Acquisition of Assets 01.09666 - Plant & Equipment - CAB	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
7927 - Replacement of Council Chamber Air-Con <i>Project Complete</i>	0	0	35,400	0	35,400	35,400
01.09666 - Plant & Equipment - CAB Total	0	0	35,400	0	35,400	35,400

Wellington - Capital Expenses 01.08280 - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
5900 - Land & Buildings	0	78,760	0	0	78,760	50,100
01.08280 - Asset Renewals Total	0	78,760	0	0	78,760	50,100

OPERATIONAL PLAN

Function No. **10.10**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Technical Support Services
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**Manager Responsible: Manager Technical Support
Mr Mark Stacey**

Function Objectives:

To provide an Engineering Design, Development and Technical Support service to the organisation.
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NOTE: <i>This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.</i>

Activity	Action	Performance Targets/Service Level
Management Services	Management advice is provided to branch functions and provide advisory service to the organisation for engineering related matters.	Advice is delivered as appropriate.
	<i>This is being achieved.</i>	<i>This is being achieved.</i>
Development Section	Provide Engineering advice and assessment for all Development Applications and Subdivision Construction Certificates referred to the Branch.	100% of "complete" development applications processed within 15 working days (non referred).
	<i>This is being achieved.</i>	<i>This is being achieved.</i>
	To supervise contractors for both private and Council subdivision activities.	Inferior infrastructure works undertaken NOT accepted.
	<i>This is being achieved.</i>	<i>This is being achieved.</i>
Design Section	To survey, design and prepare plans for Council works.	Plans completed a minimum two months prior to construction.
	<i>This is being achieved.</i>	<i>This is being achieved.</i>
	Undertaken project management of survey, design and construction activities for all Council subdivisions.	Co-ordination ensures land release not delayed due to incomplete works.
	<i>This is being achieved. Design for Council's residential sub-division is now one stage release "in front" of construction requirements.</i>	<i>This is being achieved.</i>
Acquisition of Assets	Undertake the approved Capital Works programme as defined in the Key Projects section of the Operational Plan.	Programme implemented.
	<i>No Capital Works identified for 2016/2017 Financial Year.</i>	<i>No Capital Works identified for 2016/2017 Financial Year.</i>

OPERATIONAL PLAN

Function No. **10.10**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Technical Support Services
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-101,896	0	-116,713	-218,609	-35,386	1	-253,995	-254,515
Expenditure	-82,934	0	18,145	-64,789	0	2	-64,789	-103,290
Operating Total	-184,830	0	-98,568	-283,398	-35,386		-318,784	-357,805
Capital								
Income	-9,394	0	0	-9,394	0	3	-9,394	-6,264
Expenditure	0	0	0	0	0	4	0	0
Capital Total	-9,394	0	0	-9,394	0		-9,394	-6,264
Available Funds Movement Prior to Restricted Asset Funding	-194,224	0	-98,568	-292,792	-35,386		-328,178	-364,069
Restricted Assets	194,224	0	98,568	292,792	35,386	5	328,178	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	-364,069

Note	Details
1	Operating Revenue increased by \$35,386 due to additional Subdivision fees of \$18,922 and Sundry Income of \$16,464.
2	No variance this quarter.
3	No variance this quarter.
4	No variance this quarter.
5	Transfer to Restricted Asset increased by \$35,386 and funds are to be utilised within the function.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of design projects				Number of unwarranted disputes over fees charged	0	0	0	Draft designs completed by agreed date	100%	100%	100%
Major	5	10	20								
Minor	5	50	30								
No. of DA referrals processed	18	90	105	No. of subdivision stages supervised	9	10	18				

OPERATIONAL PLAN

Function No. **10.11**

Performance Review

Quarter ended: **March**

Principal Activity:

CORPORATE SERVICES

Function:

**Business Support Services
(Technical)**

**Manager Responsible: Manager Business Support
Mr Ray Mills**

Function Objectives:

To collate and assist in the development of the Division's Annual Operational Plan (including Annual Budget) and review the quarterly Budget. Ensure that expenditure is contained within the Budget approved by Council.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Quarterly Budget Review	5.3.1.5 Operational Plan (including budget) review undertaken by Council on a quarterly basis.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	Quarterly reviews will be undertaken at the end of September, December, March and June.	March 2017 Quarterly Review submitted to the Finance and Policy Committee meeting in April 2017.
Business Support Operations	Provide Business Support Operations that relate to the Technical Services Division and for ratepayers, Councillors and other Divisions	To provide ratepayers, Councillors, other Divisions and Branches of the Technical Services Division with accurate information and advice in a timely manner.
	Undertaken and ongoing.	Undertaken and ongoing.
	Provide Strategic Management and Direction to the Technical Services Division.	Division operating in an efficient and effective manner.
	Undertaken and ongoing.	Achieved.
	5.3.1.10 Monitor the ongoing implementation of the NAMSPlus asset reporting tool for the Technical Services Division	NAMSPlus is being implemented within the Technical Services Division.
	NAMSPlus is no longer applicable for Technical Services Division. Asset Management reporting now comes under National Asset Management Accounting Framework (NAMA).	NAMSPlus is no longer applicable for Technical Services Division. Asset Management reporting now comes under National Asset Management Accounting Framework (NAMA). This is currently being implemented through the Superior Asset Management group.
	5.3.1.10 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation.	Asset Management Plans for the Technical Services Division are prepared and submitted by due date.
	Asset Management Plans have been developed for required branches in Technical Services.	Asset Management Plans submitted by required date.
	5.3.1.11 Monitor the use of the zero based budgeting framework by the Organisation.	All zero based budgeting requirements are fully adhered to within the Technical Services Division.
	Zero based budgeting utilised.	Zero based budgeting adhered to.
Annual Operational Plan (including Annual Budget) Preparation	5.3.1.2 Operational Plans (including budget) adopted in June each year.	Operational Plans for the Technical Services Division adopted by Council by due date.
	Operational Plans for 2016/2017 adopted by Council in June 2016 for Technical Services Division.	Operational Plans for 2016/2017 were adopted at Councils meeting in June 2016.

OPERATIONAL PLAN

Function No. **10.11***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Business Support Services (Technical)
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-293	0	293	0	0	1	0	0
Expenditure	-31,482	0	-73,925	-105,407	0	2	-105,407	-175,503
Operating Total	-31,775	0	-73,632	-105,407	0		-105,407	-175,503
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	2,500	0	0	2,500	0	4	2,500	0
Capital Total	2,500	0	0	2,500	0		2,500	0
Available Funds Movement Prior to Restricted Asset Funding	-29,275	0	-73,632	-102,907	0		-102,907	-175,503
Restricted Assets	29,275	0	73,632	102,907	0	5	102,907	21,639
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	-153,864

Note	Details
1	No variance to budget
2	No variance to budget
3	No variance to budget
4	No variance to budget
5	No variance to budget

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of functions requiring Operational Plan (including Annual Budget) assistance	17	17	17	Cost of Business Support Services as a % of Total Divisional Expenditure	1.04%	1.05%	0.81%	Delivery program, Operational Plan (including Annual Budget) time frames met	Yes	Yes	Yes
Number of Branches requiring secretarial or administrative assistance	6	6	6	Cost per Function	\$67,274	\$69,124	\$44,149	Delivery Program and Quarterly Budget timeframes met.	Yes	Yes	Yes

OPERATIONAL PLANFunction No. **10.11***Performance Review*Quarter ended: **March**Principal
Activity:**CORPORATE SERVICES**

Function:

**Business Support Services
(Technical)****Key Projects****Capital Works Program**

Business Support Tech. - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.09684 - Technical Support - Office Equipment						
7930 - Scanner	2,500	0	0	0	2,500	0
01.09684 - Technical Support - Office Equipment Total	2,500	0	0	0	2,500	0

OPERATIONAL PLAN

Function No. **10.12**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Depot Services
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**Manager Responsible: Manager Governance & Risk Services
Mr Michael Ferguson**

Function Objectives:

To provide a clean, safe and adequately sized functional working environment for the users of the Depot.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Action	Performance Targets/Service Level
Depot Operations	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Civic Administration Building Function.	Delivery Program and Operational Plan actions Implemented.
	Actions undertaken.	Actions implemented.
Asset Management – Routine	Provide routine maintenance on an as required basis.	Building routine maintenance carried out within an acceptable time.
	Routine maintenance provided.	Routine maintenance provided.
Asset Management - Cyclic	Carry out cyclic maintenance in accordance with the Building Asset Management Plans	Cyclic maintenance carried out as scheduled in the Building Asset Management Plans.
	Cyclic maintenance provided.	Cyclic maintenance provided.

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-12,500	0	0	-12,500	0	1	-12,500	-3,606
Expenditure	-10,701	183,711	0	173,010	29,119	2	202,129	67,416
Operating Total	-23,201	183,711	0	160,510	29,119		189,629	63,810
Capital								
Income	-122,399	-53,045	0	-175,444	0	3	-175,444	-79,589
Expenditure	0	146,199	0	146,199	0	4	146,199	44,457
Capital Total	-122,399	93,154	0	-29,245	0		-29,245	-35,132
Available Funds Movement Prior to Restricted Asset Funding	-145,600	276,865	0	131,265	29,119		160,384	28,678
Restricted Assets	145,600	-166,199	0	-20,599	-29,119	5	-49,718	59,811
Funds Available to (-), or Required From Rates and Other Council Revenue	0	110,666	0	110,666	0		110,666	88,489

Note	Details
1	No variance to budget.
2	Operating expenditure has increased by \$29,119 due to Routine Building Maintenance at Hawthorn Depot of \$21,112 and Depot Road Fuel Tank Investigation of \$8,007.
3	No variance to budget.
4	No variance to budget.
5	Transfer from restricted assets has increased by \$29,119 due to increase in expenditure.

OPERATIONAL PLAN

Function No. **10.12**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Depot Services
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Site area available	28,320m ²	28,320m ²	28,320m ²	Total operating expense per m ² of usable site area.	\$16.72	\$15.45	\$7.81	% of personnel satisfactorily accommodated.	95%	95%	95%
Building Area				Total operating expense per m ² of usable space	\$105.65	\$99.66	\$50.37				
Available Stores Pt B5	740m ²	740m ²	740m ²								
Mechanical Workshop Pt B5	900m ²	900m ²	900m ²								
Noxious Weeds B3	243.8m ²	243.8m ²	243.8m ²								
Concrete Trades B1	180.5m ²	180.5m ²	180.5m ²								
Utilities B4	608m ²	608m ²	608m ²								
Amenities/Offices B2	351.5m ²	351.5m ²	351.5m ²								
Rangers/Trades/Waste B7	463.6m ²	463.6m ²	463.6m ²								
Ancillary B6	126.8m ²	126.8m ²	126.8m ²								
Truck Wash B9	312m ²	312m ²	312m ²								
Parks & Landcare Building	466.2m ²	466.2m ²	466.2m ²								

Key Projects**Capital Works Program**

Wellington - Capital Expenses	2016/2017 Original Budget	September Adjustment	December Adjustment	March Adjustment	Revised Annual Estimate	YTD Actuals
01.08016 - Wellington Depot - Buildings						
6501 - Washbay	0	146,199	0	0	146,199	44,457
01.08016 - Wellington Depot - Buildings Total	0	146,199	0	0	146,199	44,457

OPERATIONAL PLAN

Function No. **10.13**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Rates & General Revenue
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Manager Responsible: Manager Financial Accounting Services
Mr Wayne Sonneman

Function Objectives:

To raise General Revenue for the Organisation.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Action	Performance Targets/Service Level
General Purpose Rates	5.3.2.4 Complete an annual review of rating structure.	Rates structure reviewed and adopted for incorporation into the Delivery Plan and Operational Plan by due date.
	<i>Reviewed in February 2017, reported submitted to Council in March 2017.</i>	<i>Rating Structure report recommendations adopted at the March 2017 Ordinary Council meeting.</i>
Interest on Investments	5.3.2.5 Council's funds invested in accordance with Legislative provisions, and Council's adopted Investment Policy and Strategy.	Return on investment maximised and investments compliant with requirements.
	<i>All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy.</i>	<i>All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy. December return was 3.13% per annum compared to the Ausbill Index of 2.01%.</i>
Financial Assistance Grants	5.3.2.3 Monitor the level of State and Federal Government grants payable to local government including Financial Assistance Grants (FAGS) and make any necessary submissions.	Grants Commission return is submitted by due date, is accurate and maximise Council's Financial Assistance Grant. All allowable disabilities are included in return.
	<i>Feedback received from Grants Commission on calculation of disabilities for 2016/2017 grant calculation. No scope for submission to vary the methodology.</i>	<i>Return completed by November 2016.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-34,927,561	-11,043,585	990,780	-44,980,366	-107,814	1	-45,088,180	-40,598,177
Expenditure	682,893	0	9,220	692,113	0	2	692,113	523,685
Operating Total	-34,244,668	-11,043,585	1,000,000	-44,288,253	-107,814		-44,396,067	-40,074,492
Capital								
Income	-556,027	0	0	-556,027	0	3	-556,027	-302,630
Expenditure	0	0	0	0	0	4	0	0
Capital Total	-556,027	0	0	-556,027	0		-556,027	-302,630
Available Funds Movement Prior to Restricted Asset Funding	-34,800,695	-11,043,585	1,000,000	-44,844,280	-107,814		-44,952,094	-40,377,122
Restricted Assets	1,101,470	2,741,250	-1,000,000	2,842,720	107,814	5	2,950,534	367,216
Funds Available to (-), or Required From Rates and Other Council Revenue	-33,699,225	-8,302,335	0	-42,001,560	0		-42,001,560	-40,009,906

OPERATIONAL PLAN

Function No. **10.13**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Rates & General Revenue
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Note	Details
1	Operating income has increased by \$107,814 due to Interest Income.
2	No variance to budget.
3	No variance to budget.
4	No variance to budget.
5	Transfer to restricted assets has increased by \$107,814 to fund future Employee Leave Entitlements.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Rate Assessments	18,368	18,482	18,529	Cost of Rates Management Services per assessment	\$87.17	\$88.97	\$51.09	Grants Commission Return submitted by due date 30/11	Yes	Yes	Yes
Total number of 603 certificates issued	1,120	1,175	639	Index of performance of Cash Plus accounts – 12 months to date	1.53	1.54	1.80	Percentage of Rates and Annual Charges outstanding to Percentage collectable reduced.	4.60%	5%	29.26%

OPERATIONAL PLAN

Function No. **10.16**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Works Services
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**Manager Responsible: Manager Works
Mr Robert Flakeler**

Function Objectives:

To carry out construction and maintenance activities to clients agreed briefs in an effective and timely manner and maintain a high quality output.

NOTE: *This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.*

Activity	Action	Performance Targets/Service Level
Kerbside Collection & Disposal	Maintain Collections to Agreed Brief.	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Footpaths & Cycleways	Maintenance, construction and reconstruction of Footpath and Cycleways as to agreed brief(s).	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Traffic	Maintenance, and construction of Carparks and other Traffic facilities to agreed brief(s).	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Miscellaneous Projects	Provision of minor services or construction works to other Council functions as requested.	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
State Roads	Maintenance, construction and reconstruction of State Roads and National Highway as agreed in Contract.	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Urban Roads	Maintenance, construction and reconstruction of roads and kerb & gutter to agreed brief(s).	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Rural Roads	Maintenance, construction and reconstruction of Rural Roads, Regional Roads to agreed brief(s).	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Other Customers	Provision of minor services or construction works to other Council functions as requested.	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Stormwater	Maintenance construction of Stormwater facilities to agreed brief(s).	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Quarry Management and Rehabilitation	Operate quarries to provide gravel for works.	Quarry operations are maintained on a sustainable basis.
	Stockpiles in place.	Regularly maintained.
	5.3.1.10.1 Ongoing development of Asset Management Plans for the Works Services Function.	Asset Management Plans for the Works Services Function are prepared and submitted by due date.
	Regularly monitored and replaced as required.	Regularly monitored and replaced as required.

OPERATIONAL PLAN

Function No. **10.16***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Works Services
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Activity	Action	Performance Targets/Service Level
Private Works	Carry out works for external clients of Council to Agreed brief.	Works completed on time, and within budget.
	<i>Service levels adopted and Agreed Brief in place.</i>	<i>Agreed Brief monitored and within budget.</i>
Management Services from other Functions	Cost of Services including: - management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	<i>Charges reviewed in February prior to budget preparation. Any negotiation to change in service levels take place prior to draft budget.</i>	<i>Agreed Brief monitored.</i>
Management Services	To provide co-ordination of activities within this function.	Project completed within defined time frames.
	<i>Management Activities as required.</i>	<i>Monitored and within budget.</i>
Rural Transfer Stations	Maintain to Agreed Brief.	Works completed on time, and within budget.
	<i>Service levels adopted and Agreed Brief in place.</i>	<i>Agreed Brief monitored and within budget.</i>
Waste Disposal Services	Operate and Maintain to Agreed Brief.	Works completed on time, and within budget.
	<i>Service levels adopted and Agreed Brief in place.</i>	<i>Agreed Brief monitored and within budget.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	-80,000	0	-200,000	-280,000	63,826	1	-216,174	-213,922
Expenditure	57,565	260,233	200,000	517,798	-63,826	2	453,972	3,086,559
Operating Total	-22,435	260,233	0	237,798	0		237,798	2,872,637
Capital								
Income	-32,724	0	0	-32,724	0	3	-32,724	-24,566
Expenditure	0	0	0	0	0	4	0	0
Capital Total	-32,724	0	0	-32,724	0		-32,724	-24,566
Available Funds Movement Prior to Restricted Asset Funding	-55,159	260,233	0	205,074	0		205,074	2,848,071
Restricted Assets	55,159	-260,233	0	-205,074	0	5	-205,074	-253,120
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	2,594,951

Note	Details
1	Operating Income increased by \$63,826 due to Private Works.
2	Operating Expenditure increased by \$63,826 due to additional Private Works.
3	No variance in this quarter.
4	No variance in this quarter
5	No variance in this quarter

OPERATIONAL PLAN

Function No. **10.16**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Works Services
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Length of State Roads (km)	46km	46km	46km	Cost/M2 (urban) Reconstruction	\$130	\$134/m2	\$120	Number of complaints from clients	0	0	0
Length of National Road (km)	5.36km	5.36km	5.36km	Cost/M2 (rural) Reconstruction	\$70	\$75	N/A				
Length of Urban Sealed Road	324km	324km	324km	Cost/lm to reconstruct kerb & gutter	\$310	\$320	\$3.48/m ²				
Length of Rural Sealed Road	482.02 km	485km	482.02km								
Length of Rural Unsealed Road	441.62km	492km	441.62km								
Length of paved footpaths maintained	81.6km	81.6km	82.6km								
Length of off road cyclepath	25.5km	25.5km	25.5km								
Length of kerb and gutter	401km	402km	401km								
Value of total Works undertaken to Agreed Briefs	\$15,653,019	\$23,589,107	\$14,459,936								

OPERATIONAL PLAN

Function No. **10.17***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Transition Project Management
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**Manager Responsible: Transition Project
Mr Murray Wood**

Function Objectives:

To coordinate the projects and activities associated with Council amalgamations in order to deliver sustainable organisational change and meet NSW government requirements.

Activity	Action	Performance Targets/Service Level
Transition Project Management	To create a cost efficient and effective Amalgamation focused Project Management service.	Completion of the requirements of the Phase 1 – Roadmap issued by the Department of Premier and Cabinet.
	<p><i>Project plans approved by steering committee:</i></p> <p><i>Customer Service Harmonisation</i></p> <p><i>Website Redesign</i></p> <p><i>External Branding</i></p> <p><i>Internal Branding</i></p> <p><i>Asset Strategy and Plan</i></p> <p><i>Integrated 2 Way Radio system</i></p> <p><i>People and Engagement</i></p> <p><i>Organisation Redesign</i></p> <p><i>HR Systems and Policies</i></p> <p><i>Salary Management System</i></p> <p><i>Major Projects Stronger Communities Fund</i></p>	<p><i>Adoption of the process and timing for moving to new salary structure. Consultant is expected to deliver of new structure early in 2017</i> 100%</p> <p><i>Document service levels and plan a review process.</i> 100%</p> <p><i>Deliver initial community engagement activities.</i> 100%</p> <p><i>Continue to deliver the Implementation Plan and monitor and report progress.</i> 100%</p> <p><i>Council adopted the projects for the Stronger Communities Fund – major projects round after community consultation. Office of Local Government informed.</i></p> <p><i>New organisational structure development requires the analysis of service review outcomes.</i> 90%</p>
New Council Implementation Fund	To effectively allocate the Merger Implementation funding to appropriate projects.	Funded projects delivered in accordance with adopted Project plan scope and specifications.
	<p><i>Approved funding items to date:</i></p> <p><i>Implementation of a new Civica platform, installation of microwave link infrastructure between Dubbo and Wellington administration buildings,</i></p> <p><i>Consultancies for the service review, organisational culture, salary management system.</i></p> <p><i>Activities funded to date include GIS aerial photo integration, participation in Department and Cabinet workshops with other newly created Councils, logo replacement on signage, buildings and fleet items.</i></p>	<p><i>Projects continue to be implemented in accordance with project plans.</i></p> <p><i>Office of Local Government 6 monthly report submitted in January in accordance with requirements. Next report due in June 2017.</i></p>
Stronger Communities Fund	To effectively oversee the Stronger Communities funding to approved projects	Funded projects delivered in accordance with Office of Local Government requirements
	<i>All community groups that received funding in Round of the community round have been contacted by Council staff in regards to providing acquittal documentation.</i>	<i>Templates and correspondence have clearly articulated Fund requirements to community groups to enable effective and efficient acquittal processes.</i>

OPERATIONAL PLAN

Function No. **10.17***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Transition Project Management
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Activity	Action	Performance Targets/Service Level
	<p><i>Timetable and documentation for Community Projects Round 2 have been developed for release in the fourth quarter.</i></p> <p><i>Major Projects have been allocated budgets in accordance with determination of the Stronger Communities Fund selection panel and subsequently via formal resolution of Council.</i></p> <p><i>The Stronger Communities Major Projects have been selected to trial a web based platform to enable ease of access to project updates by the community.</i></p>	<i>All projects are in the planning phase to date</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	0	0	-200,500	-200,500	-200,500	1	-401,000	-163,376
Expenditure	0	4,941,747	349,580	5,291,327	0	2	5,291,327	1,907,069
Operating Total	0	4,941,747	149,080	5,090,827	-200,500		4,890,327	1,743,693
Capital								
Income						3		
Expenditure						4		
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	0	4,941,747	149,080	5,090,827	-200,500		4,890,327	1,743,693
Restricted Assets	0	-4,941,747	-149,080	-5,090,827	200,500	5	-4,890,327	-1,075,303
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	668,390

Note	Details
1	Operating income has increased by \$200,500 due to increase in Interest Income from Stronger Communities Grants.
2	No variance to budget.
3	No variance to budget.
4	No variance to budget.
5	Transfer from restricted assets has decreased by \$200,500 due to the increase in Interest Income allocated to the balance of the Stronger Communities Grants (as per the grant funding agreement).

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Project Plans endorsed by Project Steering Committee		35	17	DPC – Roadmap requirements within timeframe		22	16	All projects (including Stronger Communities Fund) managed in accordance with adopted Project Plans		10	50

OPERATIONAL PLAN

Function No. **11.01**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Governance
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**Manager Responsible: Manager Governance & Risk Services
Mr Michael Ferguson**

Function Objectives:

To develop and maintain an effective Administrative Service System that ensures optimum support to the Council.

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the Key Performance Indicators, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Action	Performance Targets/Service Level
Subscriptions to Associations	Maintain membership to Local Government Associations.	Memberships appropriate for responsible and representative Government.
	Membership maintained.	Current membership appropriate.
Strategic Management	Services provided regarding the direction and control of the functions of the Council.	Amounts charged are accepted as reasonable for the services provided.
	Services provided.	Charges are reasonable/actual.
Statutory Accounting and Reporting	Services provided for preparation of Statutory Reports.	Amounts charged are accepted as reasonable for the services provided.
	Services provided.	Charges are reasonable/actual.
Sister City Activities	Maintain contributions towards Sister City Activities.	Donations are appropriate.
	Contribution maintained.	Donations are reasonable.
Dubbo City Council Scholarship (CSU)	Annual Charles Sturt University Scholarship.	Scholarship awarded on an annual basis.
	Scholarship maintained.	Provided and awarded annually.
Receptions and Civic Activities	Provision of services and facilities for civic activities.	Activities represent responsible and representative Government.
	Services provided.	Activities considered appropriate.
Public Relations	Cost of services provided including preparation of annual reports and public relation activities.	Amounts charged are acceptable as reasonable for the services provided.
	Budgeted estimates provide for these services.	Audited to comply.
	5.2.1.1 Undertake a community survey to determine community satisfaction levels of the elected Councillors.	Overall satisfaction with the performance of elected Councillors (measured biennially – target 85%).
	Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.	Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.
Services Provided – Admin Services	Cost of services including secretarial support and office accommodation for Council.	Amounts charged are accepted as reasonable for the service provided.
	Budgeted estimates provide for these services.	Charges are reasonable.
Members Expenses	Costs of elected members including fees, travel, insurance etc.	Expenses are in accordance with relevant Acts, regulations and policy documents.
	Administrator's expenses provided in budget.	Audited to comply.
	5.3.1.7 Provide funding to permit Councillors to undertake individual training programs.	Funding provided and Councillors advised of all training opportunities.
	Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.	Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.

OPERATIONAL PLAN

Function No. **11.01**

Performance Review

Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Governance
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Activity	Action	Performance Targets/Service Level
Election Expenses	5.2.1.1 Undertake a community survey to determine community satisfaction levels of the elected Councillors.	Overall satisfaction with the performance of elected Councillors (measured biennially – target 85%).
	<i>Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.</i>	<i>Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.</i>
Mayors Discretionary Fund	Costs of running quadrennial election of Councillors.	Elections carried out according to Act and Regulations.
	<i>Provision currently made in the 2016/2017 Budget however this will be required to carry forward to 2017/2018 as the election has been deferred until September 2017 following the merger of the former Dubbo City and Wellington councils.</i>	<i>Act and Regulations complied with. Election has been deferred until September 2017 following the merger of the former Dubbo City and Wellington councils. Elections to be conducted by the Electoral Commission of NSW as specified in the merger proclamation.</i>
	Discretionary payments for Mayoral Activities.	Activities are appropriate for responsible and representative Government.
	<i>Provision for payments made in budget.</i>	<i>Audited internally.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate at December	March Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating								
Income	0	0	0	0	0	1	0	0
Expenditure	66,893	-289,054	8,000	-214,161	0	2	-214,161	-220,442
Operating Total	66,893	-289,054	8,000	-214,161	0		-214,161	-220,442
Capital								
Income	0	0	0	0	0	3	0	0
Expenditure	0	0	0	0	0	4	0	0
Capital Total	0	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	66,893	-289,054	8,000	-214,161	0		-214,161	-220,442
Restricted Assets	-66,893	289,054	-8,000	214,161	0	5	214,161	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0	0		0	-220,442

Note	Details
1	No variance to budget.
2	No variance to budget.
3	No variance to budget.
4	No variance to budget.
5	No variance to budget.

OPERATIONAL PLAN

Function No. **11.01***Performance Review*Quarter ended: **March**

Principal Activity:	CORPORATE SERVICES	Function:	Governance
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of Councillors	0*	0	0	Cost per Capita for Receptions and Civic Activities/ Members Expenses/ Subscriptions	\$13.44	\$12.08	\$7.86				
No. of Council/ Committee Meetings	44	46	34	Cost per capita of Governance	\$40.30	\$42.06	\$23.57	All agendas prepared and delivered in accordance with time frame	Yes	Yes	Yes

* Following merger of the former Dubbo City and Wellington councils on 12 May 2016, Council was dissolved and Council is currently governed by an Administrator.