

REPORT BY RESPONSIBLE ACCOUNTING OFFICER

DUBBO REGIONAL COUNCIL

Quarterly Budget Review Statement - Quarter Ending 31 December 2016

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 December 2016 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:

30 January 2017

CASH & INVESTMENTS

DUBBO REGIONAL COUNCIL

Quarterly Budget Review Statement - Quarter Ending 31 December 2016

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 9 January 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:

30 January 2017

CONTRACT LISTING

DUBBO REGIONAL COUNCIL

Quarterly Budget Review Statement - Quarter Ending 31 December 2016

Contractor	Details and Purpose	Contract Value	Commencement Date	Duration	Budgeted (Y/N)
Michael & Narelle Dorin t/as Micky D's Cleaning	Wellington Caves - Annual Caretaking Caves Caravan Park 2016/2017	181,667	1/07/2016	1 Year	Y
UASG T/as Skilltech Consulting Services	Water meter reading	148,497	5/10/2016	17 Months	Y
GHD Pty Ltd	Airport Lighting Project design work	58,663	14/10/2016	14 Months	Y
Aqseptence Group Pty Ltd	Sewerage Treatment Plant Inlet band screen	81,905	20/10/2016	2 Months	Y
GCM Enviro Pty Ltd	Tana E260 Landfill Compactor	576,000	25/10/2016	4 Months	Y
Tracserv Pty Ltd t/as Tracserv	2 x Isuzu FRR110-260 Dual Cab Table Top Trucks	303,613	25/10/2016	4 Months	Y
Tracserv Pty Ltd t/as Tracserv	4 x Isuzu FRR110-260 Dual Cab Tipping Trucks	513,585	25/10/2016	4 Months	Y
Otis Elevator Company Pty Ltd	WPCC - Replacement of Elevator	159,147	1/11/2016	32 Weeks	Y
Boral Cement Limited	Water Treatment Chemicals	125,000	1/11/2016	24 Months	Y
Telstra Network & Services	Telstra Relocation	80,967	1/11/2016	8 Months	Y
Large Industries Pty Ltd T/as JLE Electrical	Construction of powerline at Twelve Mile Road	75,690	5/11/2016	3 Months	Y
Downer EDI Works Pty Ltd	Various Stabilising jobs	140,813	30/09/2016	9 Months	Y
Civica Pty Ltd	Authority Amalgamation	737,339	21/10/2016	36 Weeks	Y
Water Infrastructure Services Pty Ltd	Clean and inspect Reservoirs	52,158	24/11/2016	1 Month	Y
Ixom Operations Pty Ltd	Ferric Chloride	146,000	1/11/2016	2 Years	Y
Redox Pty Ltd	Soda Ash	148,800	1/11/2016	2 Years	Y
Redox Pty Ltd	Powdered Activated Carbon	83,520	1/11/2016	2 Years	Y

CONTRACT LISTING

DUBBO REGIONAL COUNCIL					
Quarterly Budget Review Statement - Quarter Ending 31 December 2016					
Contractor	Details and Purpose	Contract Value	Commencement Date	Duration	Budgeted (Y/N)
Redox Pty Ltd	Fluoride	71,700	1/11/2016	2 Years	Y
Active Areas Pty Ltd	Livestock Markets - supply and delivery of rubber matting - Variation to fill container	253,886	28/11/2016	3 Months	Y
Maas Civil Pty Ltd	Keswick Stage 4 Release 3A - Variation 1 - Extension of lots from 74 to 76	255,324	5/12/2016	7 Weeks	Y
Maas Civil Pty Ltd	Keswick Stage 4 Release 3A - Variation 3 - Supply new substation	67,500	5/12/2016	7 Weeks	Y
NSW Public Works Department of Finance & Services	Project Management - Airport Asphalt and Runway Lights	99,000	5/12/2016	1 Year	Y
Ixom Operations Pty Ltd	Supply and Delivery of Chlorine Gas	98,000	1/11/2016	2 Years	Y
NSW Public Works Department of Finance & Services	Erskine Street Sewerage Pump Station - Extension of time mainly due to wet weather delays	52,896	15/12/2016	7 Weeks	Y
NSW Public Works Department of Finance & Services	Project Management - Cootha Pump Design	121,720	21/12/2016	16 Weeks	Y
Swan Environmental Project Management	Lower Macquarie Water Management Services	79,200	1/01/2017	6 Months	Y
NSW Public Works Department of Finance & Services	Project Management - Keswick Stage 4 Release 3B	82,000	23/12/2016	36 Weeks	Y

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

CONSULTANCY AND LEGAL EXPENSES

DUBBO REGIONAL COUNCIL

Quarterly Budget Review Statement - Quarter Ending 31 December 2016

Expense	Expenditure YTD	Budgeted (Y/N)
Legal Expenses	\$49,002.29	Y
Consultant Services (Quarterly Details provided on Engaged Consultants Report)	\$187,105.20	Y

Consultants Engaged between 1/10/2016 - 31/12/2016

Date	Supplier Name	Details/Order Description	Division	Value
21/11/2016	Cardno (NSW/ACT) Pty Ltd	Peer Review of Discussion Paper and provision of Flooding Advice related to the Macquarie River, Dubbo - Compliation of Flood Studies Project No W4669, March 2012	Technical Services	\$28,360.20
1/12/2016	Geolyse Pty Ltd	Feasibility Study - Sports Water Management - West	Parks & Landcare	\$12,000.00
22/12/2016	University of Technology Sydney	Development of Organisational Structure	Organisational Services	\$29,535.00

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

VANDALISM COST REPORT FOR DECEMBER 2016

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	\$15,191.34
Technical Services	\$30,077.95	\$23,522.30	\$15,495.97	\$14,318.54	\$14,596.59	\$15,930.62	\$4,141.88
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	\$670.46
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	\$10,153.91
Total	\$78,419.86	\$67,469.99	\$70,448.52	\$102,288.87	\$64,140.55	\$66,099.85	\$30,157.59
Rewards approved	Nil	Nil	Nil	1 (\$2,500)	Nil	Nil	Nil

DUBBO REGIONAL COUNCIL
SUMMARISED STATEMENT OF RESTRICTED ASSETS
AS AT 31 DECEMBER 2016

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	0	403,380	52,828
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	0	0	774,229
Road Network - Urban Roads	1.202	1,425,193	244,600	1,261,532	408,261
Road Network - Rural Roads	1.203	4,117,213	921,583	2,640,819	2,397,977
Other Waste Management Services	2.07	3,718,052	20,300	235,183	3,503,169
Stormwater	4.01	13,553	0	0	13,553
Fire Services	4.02	531,992	0	28,215	503,777
Emergency Management	4.03	143,162	0	28,373	114,789
Livestock Markets	5.01	4,890,511	0	3,209,106	1,681,405
Dubbo City Regional Airport	5.02	763,662	0	88,637	675,025
City Development	5.03	113,962	0	0	113,962
Property Development	5.04	4,797,977	0	1,815,197	2,982,780
Dubbo City Holiday Park	5.05	521,041	0	80,937	440,104
City Marketing & Communications	5.06	305,028	8,000	214,346	98,682
Showground	5.07	196,176	0	162,935	33,241
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	0	86,950	534,481
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	25,000	105,107	541,216
Recreation Services	7.08	227,102	13,435	103,873	136,664
Library Services	7.10	71,335	30,459	0	101,794
Old Dubbo Gaol	7.11	106,836	65,000	22,190	149,646
Social Services	7.14	289,706	13,410	101,272	201,844
Rainbow Cottage	7.16	239,154	0	47,556	191,598
Family Day Care	7.17	270,315	0	12,893	257,422
Cultural Services	7.18	24,314	0	5,070	19,244
Regional Theatre & Covention Centre	7.20	489,074	50,918	63,500	476,492
Western Plains Cultural Centre	7.21	885,426	40,000	55,126	870,300
Human Environment Services	8.01	84,090	14,804	0	98,894
Horticultural Services	9.01	396,035	70,211	89,545	376,701
Landcare Services	9.02	206,776	26,000	101,444	131,332
Parks & Landcare Business Support Services	9.04	78,443	25,645	0	104,088
Sporting Facilities	9.05	1,091,291	179,709	142,541	1,128,459
Recreation Planning & Programs	9.07	123,084	23,727	0	146,811
Dubbo Aquatic Leisure Centre	9.08	112,139	11,253	36,054	87,338
Corporate Development/Strategic Management	10.02	98,068	0	98,068	0
Fleet Management Services	10.03	11,793,823	0	2,849,869	8,943,954
Financial Accounting Services	10.05	1,106	0	0	1,106
Human Resource Services	10.06	231,846	0	0	231,846
Information Management Services	10.07	2,127,720	70,135	555,551	1,642,304
Governance & Risk Services	10.08	622,066	0	23,779	598,287
Civic Administration Building	10.09	1,257,818	54,762	0	1,312,580
Technical Support Services	10.10	712,167	113,568	98,568	727,167
Business Support Services (Technical)	10.11	6,381	0	2,500	3,881
Depot Services	10.12	937,546	107,240	146,199	898,587
Rates & General Revenue	10.13	12,546,736	5,916,384	4,238,394	14,224,726
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	8,721,758	19,960,702	51,979,630
Balance Internal Borrowing Account		(2,887,925)	319,651	0	(2,568,274)
TOTAL GENERAL FUND		60,330,649	9,041,409	19,960,702	49,411,356

**DUBBO REGIONAL COUNCIL
SUMMARISED STATEMENT OF RESTRICTED ASSETS
AS AT 31 DECEMBER 2016**

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	86,106	2,375,855	29,461,021
Total Water Supply		31,750,770	86,106	2,375,855	29,461,021
Sewerage Services					
Major Improvements	2.05	41,547,052	62,920	7,906,744	33,703,228
Total Sewerage Services		41,547,052	62,920	7,906,744	33,703,228
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	894,621	0	3,393,798
Other Waste Management Services	2.07	4,390,981	117,235	747,026	3,761,190
Stormwater	4.01	3,004,209	0	1,304,947	1,699,262
Fire Services	4.02	405,063	0	25,038	380,025
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	320,571	1,915,944	3,925,584
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	0	1,531,262	556,135
Section 94 Contributions - Open Space	S94 9.01	1,234,870	0	99,474	1,135,396
Section 94 Contributions - Roadworks	S94 W 1.202	114,384	3,000	0	117,384
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 & Educatio	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 Ameniti	S94A 9.01	3,990	0	0	3,990
Grant Funds Carried Over	Various	19,625,188	14,215,467	21,008,037	12,832,618
Total General		41,469,363	15,577,794	27,049,406	29,997,751

**DUBBO REGIONAL COUNCIL
SUMMARISED STATEMENT OF RESTRICTED ASSETS
AS AT 31 DECEMBER 2016**

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	0	746,612	468,969
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	0	22,106
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 - Landcare Services	9.02	31,250	0	24,625	6,625
Grant - Recreation Planning & Programs	9.07	24,911	0	0	24,911
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	14,215,467	4,879,247	9,336,220
Total Grant Funds Carried Over		19,625,188	14,215,467	21,008,037	12,832,618

BUDGET SUMMARY - Quarter Ending 31 December 2016

	Original Estimate	September Adjustment	Revised Annual Estimate at September	December Adjustment	Revised Estimate	YTD Actuals
Transport						
1.07 Footpaths & Cycleways	455,223	360,974	816,197	-96,870	719,327	358,884
1.10 Traffic Management	934,981	32,616	967,597	0	967,597	542,185
1.11 Street Lighting	892,070	137,600	1,029,670	0	1,029,670	474,978
1.201 State Roads	-47,227	-236,000	-283,227	0	-283,227	672,278
1.202 Urban Roads	5,064,052	2,813,122	7,877,174	96,870	7,974,044	4,048,841
1.203 Rural Roads	3,011,850	236,339	3,248,189	0	3,248,189	4,084,126
TOTAL	10,310,949	3,344,651	13,655,600	0	13,655,600	10,181,292
Sewerage Services						
2.05 Sewerage	0	0	0	0	0	-4,439,877
TOTAL	0	0	0	0	0	-4,439,877
Waste Services						
2.06 Domestic Waste Management Services	0	0	0	0	0	-3,363,557
2.07 Other Waste Management Services	0	0	0	0	0	-703,669
TOTAL	0	0	0	0	0	-4,067,226
Water						
3.02 Water Supply	0	0	0	0	0	-1,850,376
TOTAL	0	0	0	0	0	-1,850,376
Community Protection						
4.01 Stormwater	367,068	98,776	465,844	0	465,844	-545,750
4.02 Fire Services	920,351	246,645	1,166,996	0	1,166,996	801,595
4.03 Emergency Management	108,000	31,242	139,242	0	139,242	124,093
TOTAL	1,395,419	376,663	1,772,082	0	1,772,082	379,938
City Development						
5.01 Livestock Markets	-287,000	5,654	-281,346	0	-281,346	-140,673
5.02 Airport	-315,000	0	-315,000	0	-315,000	-157,500
5.03 City Development	887,962	28,121	916,083	0	916,083	419,416
5.04 Property Development	-237,000	13,912	-223,088	0	-223,088	-113,333
5.05 Holiday Park	-200,000	0	-200,000	0	-200,000	-154,985
5.06 City Marketing & Communications	1,133,722	380,550	1,514,272	15,000	1,529,272	744,148
5.07 Showground	474,514	67,919	542,433	0	542,433	271,217
5.09 Wellington Caves Complex	0	159,464	159,464	0	159,464	88,777
TOTAL	1,457,198	655,620	2,112,818	15,000	2,127,818	957,067

BUDGET SUMMARY - Quarter Ending 31 December 2016

	Original Estimate	September Adjustment	Revised Annual Estimate at September	December Adjustment	Revised Estimate	YTD Actuals
Built & Natural Environment						
6.01 Environment & Health Services	433,683	86,544	520,227	390	520,617	171,731
6.02 Building & Development Services	1,330,670	65,140	1,395,810	0	1,395,810	399,803
6.04 Environmental Sustainability Services	349,202	0	349,202	0	349,202	143,001
6.05 Environmental Support	0	0	0	0	0	-28,321
6.09 City Strategy	650,242	0	650,242	-951	649,291	293,364
6.10 Ranger Services	776,755	135,983	912,738	561	913,299	455,091
6.11 Animal Shelter	570,347	-1,226	569,121	0	569,121	213,597
TOTAL	4,110,899	286,441	4,397,340	0	4,397,340	1,648,266
Community Services						
7.07 Cemeteries	136,148	40,930	177,078	0	177,078	-4,141
7.08 Recreation Services	728,670	-153,268	575,402	0	575,402	149,037
7.10 Library Services	1,877,316	316,409	2,193,725	0	2,193,725	1,177,951
7.11 Old Dubbo Gaol	366,047	0	366,047	0	366,047	168,581
7.14 Social Services	804,380	381,202	1,185,582	-15,000	1,170,582	913,814
7.16 Rainbow Cottage	100,775	0	100,775	0	100,775	17,109
7.17 Family Day Care	156,915	0	156,915	0	156,915	78,020
7.18 Cultural Services	215,470	2,503	217,973	0	217,973	128,242
7.19 Community Support	0	0	0	0	0	20,776
7.20 Regional Theatre & Convention Centre	2,572,484	-2	2,572,482	0	2,572,482	1,123,588
7.21 WPCC	2,176,339	54,061	2,230,400	0	2,230,400	1,111,042
TOTAL	9,134,544	641,835	9,776,379	-15,000	9,761,379	4,884,019
Human Environment						
8.01 Human Environment Services	228,954	9,967	238,921	0	238,921	108,790
TOTAL	228,954	9,967	238,921	0	238,921	108,790
Parks and Landcare						
9.01 Horticultural Services	3,308,733	897,337	4,206,070	0	4,206,070	1,290,985
9.02 Landcare Services	1,002,564	142,725	1,145,289	0	1,145,289	478,037
9.04 Parks & Landcare Business Support Services	0	0	0	0	0	-60,430
9.05 Sporting Facilities	2,024,439	297,610	2,322,049	0	2,322,049	1,347,980
9.06 Parks & Landcare Operations	0	0	0	0	0	-92,763
9.07 Recreation Planning & Programs	0	0	0	0	0	13,685
9.08 Aquatic Leisure Centres	725,526	335,994	1,061,520	0	1,061,520	264,836
TOTAL	7,061,262	1,673,666	8,734,928	0	8,734,928	3,242,329

BUDGET SUMMARY - Quarter Ending 31 December 2016

	Original Estimate	September Adjustment	Revised Annual Estimate at September	December Adjustment	Revised Estimate	YTD Actuals
Corporate Services						
10.01 Customer Services	0	0	0	0	0	-3,507
10.02 Corporate Development/Strategic Management	0	0	0	0	0	-65,949
10.03 Fleet Management Services	0	0	0	0	0	802,308
10.04 Management Accounting Services	0	0	0	0	0	671,810
10.05 Financial Accounting Services	0	0	0	0	0	-117,765
10.06 Human Resource Services	0	0	0	0	0	-202
10.07 Information Management Services	0	0	0	0	0	137,241
10.08 Governance & Risk Services	0	0	0	0	0	86,583
10.09 Civic Administration Building	0	254,306	254,306	0	254,306	45,688
10.10 Technical Support Services	0	0	0	0	0	-271,810
10.11 Business Support Services (Technical)	0	0	0	0	0	-32,288
10.12 Depot Services	0	110,666	110,666	0	110,666	99,201
10.13 Rates & General Revenue	-33,699,225	-8,302,335	-42,001,560	0	-42,001,560	-36,795,839
10.14 Employment Overhead Distribution	0	0	0	0	0	-347,223
10.15 Corporate Overheads	0	948,520	948,520	0	948,520	-401,564
10.16 Works Services	0	0	0	0	0	600,462
10.17 Transition Project Management	0	0	0	0	0	-669,974
TOTAL	-33,699,225	-6,988,843	-40,688,068	0	-40,688,068	-36,262,828
Governance						
11.01 Governance	0	0	0	0	0	-125,388
TOTAL	0	0	0	0	0	-125,388
Wellington Branch						
12.01 Wellington Branch	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0
TOTAL ALL FUNCTIONS	0	0	0	0	0	-25,343,993

OPERATIONAL PLAN

Function No. **1.07**

Performance Review

Quarter ended: **December**

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 have now been resumed.	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 Minore Road Stage two, Wingewarra Street, Brisbane Street.	Minore Road footpath stages 1 & 2 extended network by 1km.

OPERATIONAL PLAN

Function No. **1.07**

Performance Review

Quarter ended: **December**

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-172,600	0	-172,600	-113,611	1	-286,211	-30,377
Expenditure	724,520	10,200	734,720	184,659	2	919,379	543,298
Operating Total	551,920	10,200	562,120	71,048		633,168	512,921
Capital							
Income	-505,229	0	-505,229	0	3	-505,229	-247,357
Expenditure	903,579	632,742	1,536,321	-546,519	4	989,802	224,385
Capital Total	398,350	632,742	1,031,092	-546,519		484,573	-22,973
Available Funds Movement Prior to Restricted Asset Funding							
	950,270	642,942	1,593,212	-475,471		1,117,741	489,948
Restricted Assets							
	-495,047	-281,968	-777,015	378,601	5	-398,414	-131,064
Funds Available to (-), or Required From Rates and Other Council Revenue							
	455,223	360,974	816,197	-96,870		719,327	358,884

Note	Details
1	Operating Income has increased by \$113,611 mainly due to natural disaster funding of \$167,810 and an increase in footpath rental of \$25,757, less \$80,080 for the Cycleway Subsidy Scheme which we will not receive.
2	Operating Expenditure has increased by \$184,659 mainly due to flood damage restoration work of \$167,810 and \$15,739 for footpath maintenance.
3	No variance to budget.
4	Capital Expenditure has decreased by \$546,519 due to a reduction in expenditure in Paved Footpath construction (\$4,230), Cycleway Construction (\$80,080 – Cycleway subsidy not received), Cycleway and Footpath Preconstruction (\$26,511) and Paved Footpath Reconstruction (\$435,698).
5	Transfer from restricted assets has decreased by \$378,601 mainly due to capital movements as detailed below.
6	This function has a surplus of \$96,870 which is to fund additional cost associated with Urban Roads Function 1.202.

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	\$190/m2	No. of reported complaints/requests (CRM System)	102	120	83
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: **December**

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

Footpaths & Cycleways - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09006 - Paved Footpaths - Construction					
6570 - Sheraton Road - Rail Crossing Project completed	67,613	0	38,482	106,095	106,095
6574 - Minore Road \$42,712 returned to Restricted Assets	0	131,307	-42,712	88,595	61,087
01.09006 - Paved Footpaths - Construction Total	67,613	131,307	-4,230	194,690	167,182

Footpaths & Cycleways - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09008 - Cycleways Construction					
6536 - Troy Gully Reserve Cyclepath \$80,080 subsidy not received	155,080	0	-80,080	75,000	4,290
01.09008 - Cycleways Construction Total	155,080	0	-80,080	75,000	4,290

Footpaths & Cycleways - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09010 - Cycleway & Footpath Preconstruction					
6521 - Bike Plan/PAMP \$8,617 returned to restricted assets. \$16,108 reallocated to Sheraton Road Rail Crossing	10,000	26,511	-26,511	10,000	4,950
01.09010 - Cycleway & Footpath Preconstruction Total	10,000	26,511	-26,511	10,000	4,950

OPERATIONAL PLAN

Function No. **1.07**

Performance Review

Quarter ended: **December**

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

Footpaths & Cycleways - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09004 - Paved Footpaths - Reconstruction					
6014 - Wingewarra St (Darling to Bourke)	75,000	0	12,434	87,434	0
6506 - Development Reconstruction	7,754	0	0	7,754	5,295
6543 - Brisbane St (Reakes to Cobra) \$12,434 to fund Wingewarra Street (Darling to Bourke) and \$78,298 to fund additional expenditure in Urban Roads	150,732	0	-90,732	60,000	0
6671 - Bultje St F/path Recon (Bourke-Darling) Project Carried over to 2017/2018	93,000	0	-93,000	0	0
6672 - Cobra St F/path Recon(Palmer to Fitzroy) Project Carried over to 2017/2018	115,400	0	-115,400	0	0
6673 - Gipps St Fpath Reon (Cobra-Wingewarra) Project Carried over to 2017/2018	149,000	0	-149,000	0	0
01.09004 - Paved Footpaths - Reconstruction Total	590,886	0	-435,698	155,188	5,295

Wellington - Capital Expenses	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.08020 - Asset Renewals					
6100 - Paved Footpaths Reconstruction	0	474,924	0	474,924	42,668
01.08020 - Asset Renewals Total	0	474,924	0	474,924	42,668

OPERATIONAL PLAN

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

Principal Activity:	TRANSPORT	Function:	Footpaths & Cycleways
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Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.00011 - Footpaths Total	60,055	0	15,739	75,794	52,880
01.00017 - Cycleway Total	64,826	0	885	65,711	194,795

OPERATIONAL PLAN

Function No. **1.10**

Performance Review

Quarter ended: **December**

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.</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>
	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. <i>Railway triangle upgraded.</i>	Lobbying for automated switching through Dubbo is ongoing. <i>This has been achieved.</i>

OPERATIONAL PLAN

Function No. **1.10**

Performance Review

Quarter ended: **December**

Principal Activity:	TRANSPORT	Function:	Traffic Management
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Activity	Action	Performance Targets/Service Level
	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.
	<i>This is being achieved as required or as appropriate.</i>	<i>This is being achieved as required.</i>
Traffic Improvements - Signs and Markings	Provision of minor traffic facilities and minor approved works from Traffic Committee.	All requests met subject to funding
	<i>This is being achieved as required or as appropriate</i>	<i>This is being achieved as required or as appropriate</i>
	Traffic Improvements Investigation and Design	Provision of Technical Support Services for minor traffic investigations and provision of services to the Traffic Committee.
	<i>This is being achieved as required or as appropriate</i>	<i>This is being achieved as required or as appropriate</i>
	Traffic Studies/Preconstruction (Section 94)	3.1.12.1 Undertake an annual on-street parking inventory in the Central Business District (CBD).
	<i>Total CBD on and off street car parking inventory plan has been completed.</i>	<i>Inventory plan continually updated as required.</i>
	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.
	<i>Service continually rendered as appropriate or as required.</i>	<i>Service continually rendered as appropriate or as required.</i>
	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.
	<i>Monitoring continuously as appropriate or as required/requested.</i>	<i>Monitoring continuously as appropriate or as required/requested.</i>
	Minor Safety Improvements	Provision of minor road safety improvements on Council's road network.
	<i>Actioned</i>	<i>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.</i>
	Car Park Maintenance	Undertake regular maintenance.
	<i>This is being achieved or as appropriate.</i>	<i>This is being achieved or as appropriate.</i>
	Road Safety Programs	Undertake Community and Council education programs on road safety.
	<i>This is being achieved.</i>	<i>This is being achieved.</i>
	Development of Road Safety Plans	3.1.1.1 Develop and implement an annual Road Safety Plan.
	<i>Continuing in conjunction with 3.1.1.2 below.</i>	<i>This is being achieved.</i>
	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>

OPERATIONAL PLAN

Function No. **1.10**

Performance Review

Quarter ended: **December**

Principal Activity:	TRANSPORT	Function:	Traffic Management
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Activity	Action	Performance Targets/Service Level
Acquisition of Assets	Undertake the approved Capital Works Programme as defined in the Key Projects Section of the Operational Plan.	Programme(s) implemented.
	<i>Achieved</i>	<i>This is being achieved as required and/or as appropriate.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-1,166,490	32,616	-1,133,874	153,657	1	-980,217	-736,555
Expenditure	1,485,427	0	1,485,427	-32,408	2	1,453,019	660,498
Operating Total	318,937	32,616	351,553	121,249		472,802	-76,057
Capital							
Income	-27,821	0	-27,821	0	3	-27,821	-13,915
Expenditure	282,100	0	282,100	-100,000	4	182,100	89,301
Capital Total	254,279	0	254,279	-100,000		154,279	75,386
Available Funds Movement Prior to Restricted Asset Funding	573,216	32,616	605,832	21,249		627,081	-671
Restricted Assets	361,765	0	361,765	-21,249	5	340,516	542,856
Funds Available to (-), or Required From Rates and Other Council Revenue	934,981	32,616	967,597	0		967,597	542,185

Note	Details
1	Operating income has decreased by \$153,657 mainly due to Black Spot Funding of \$100,000 not received and \$70,000 in Parking Enforcement Fines. Additional income was received for Section 94 Contributions of \$15,643.
2	Operating expenditure has decreased by \$32,408 mainly due to reduction in costs associated with Parking Management (\$70,000), however there were additional costs in Traffic Improvements – Signs and Lines (\$15,944) and a reduction in Internal contributions from Property development of \$15,944.
3	No variance to budget.
4	Capital expenditure has decreased by \$100,000 due to Black Spot Funding not received.
5	Transfer to restricted assets has decrease by \$21,249 mainly due to Internal Section 94 contributions of \$15,944.

OPERATIONAL PLAN

Function No. **1.10**

Performance Review

Quarter ended: **December**

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	141	Cost/sign to install	\$315.90	\$372	\$202.10	Number of complaints/ requests for Traffic Facilities	15	105	32
Parking Enforcement Statistics											
Time	254	1500	529								
Bus Zone	1	15	5								
Disable	5	75	16								
Footpath	0	5	0								
Loading Zone	14	45	12								
No Parking	1	25	4								
No Stopping	11	10	3								
Taxi Zone	0	10	0								
Across Driveway	1	10	2								
Double Park	0		0								
With Drawn	0	40	8								
Warnings	8		13								

Key Projects**Capital Works Program**

Traffic Management - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09023 - Intersection Improvement Program					
6590 - AIPP Intersection Improvements	100,000	0	-100,000	0	0
Funding not available in 2016/2017					
01.09023 - Intersection Improvement Program Total	100,000	0	-100,000	0	0

OPERATIONAL PLANFunction No. **1.10***Performance Review*Quarter ended: **December**

Principal Activity:	TRANSPORT	Function:	Traffic Management
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Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.00031 - Traffic Management Services Total	356,683	0	0	356,683	177,524
01.00033 - Traffic Improvements-Signs & Markings Total	96,010	0	15,944	111,954	53,134
01.00035 - Traffic Improvements - Invest & Design Total	111,398	0	0	111,398	58,712
01.00037 - Traffic Studies/Preconstruction (Sec 94) Total	104,280	0	0	104,280	21,618
01.00044 - Parking Management & Enforcement Total	347,182	0	-70,000	277,182	117,409
01.00046 - Traffic Facility-Minor Safety Improvements Total	40,000	0	0	40,000	8,187
01.00047 - Road Safety Programs Total	231,729	0	1,508	233,237	113,728

OPERATIONAL PLAN

Function No. **1.11**

Performance Review

Quarter ended: **December**

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: December

Principal Activity:	TRANSPORT	Function:	Street Lighting
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-147,000	-46,000	-193,000	0	1	-193,000	0
Expenditure	1,038,551	183,600	1,222,151	0	2	1,222,151	474,718
Operating Total	891,551	137,600	1,029,151	0		1,029,151	474,718
Capital							
Income	0	0	0	0	3	0	0
Expenditure	0	0	0	0	4	0	0
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding							
	891,551	137,600	1,029,151	0		1,029,151	474,718
Restricted Assets							
	519	0	519	0	5	519	260
Funds Available to (-), or Required From Rates and Other Council Revenue							
	892,070	137,600	1,029,670	0		1,029,670	474,978

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 Street Lights	5,425	5,500	5,441	Cost per light	\$138.67	\$180	\$71.05	No. of requests for improved lighting	Nil	3	Nil

Key Projects**Operational Program**

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.00066 - Provision Of Street Lighting Total	844,959	0	0	844,959	357,262
01.00068 - Street Lighting Improvements Total	118,719	0	0	118,719	2,864

OPERATIONAL PLAN

Function No. **1.201**

Performance Review

Quarter ended: **December**

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: **December**

Principal Activity:	TRANSPORT	Function:	State Roads
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	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-720,537	-2,861,200	-3,581,737	-205,686	1	-3,787,423	-1,535,341
Expenditure	671,205	2,625,200	3,296,405	205,686	2	3,502,091	2,206,566
Operating Total	-49,332	-236,000	-285,332	0		-285,332	671,225
Capital							
Income	0	0	0	0	3	0	0
Expenditure	0	0	0	0	4	0	0
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding							
	-49,332	-236,000	-285,332	0		-285,332	671,225
Restricted Assets							
	2,105	0	2,105	0	5	2,105	1,053
Funds Available to (-), or Required From Rates and Other Council Revenue							
	-47,227	-236,000	-283,227	0		-283,227	672,278

Financial Statement:

Note	Details
1	Operating income has increased by \$205,686 due to addition income from Roads and Maritime Services for Work Orders on various State and National Roads.
2	Operating expenditure has increased by \$205,686 due to addition work orders for Roads and Maritime Services.
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
Length of National Highway (km)	5.36	5.36	5.36	Average maintenance ie. cost \$/lane km	\$113,194	\$399,171	\$18,630	No. of client and customer complaints	NIL	NIL	Nil
Lane length (km)	16.58	16.58	16.58								
Length of State Road (km)	46	46	46	Average maintenance ie costs \$/lane km	\$9,384	\$40,280	\$13,732	Compliance (%) with Maintenance Service Level targets	100%	100%	100%
Lane length (km)	100.62	100.62	100.62								

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **December**

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 commenced.</i>	<i>Asset condition data has been updated in preparation for review.</i>

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **December**

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: **December**

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>
	3.1.8.1 Annually review and implement Resealing Programme for rural and urban roads.	To be reviewed and implemented by June annually.
An attractive and well maintained Central Business District	<i>Programme has been established.</i>	<i>Programme implementation is completed.</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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-4,114,293	-1,115,834	-5,230,127	-828,963	1	-6,059,090	-125,138
Expenditure	5,685,481	2,288,956	7,974,437	192,253	2	8,166,690	4,297,675
Operating Total	1,571,188	1,173,122	2,744,310	-636,710		2,107,600	4,172,537
Capital							
Income	-2,415,077	0	-2,415,077	0	3	-2,415,077	-1,541,074
Expenditure	8,177,280	3,391,641	11,568,921	733,580	4	12,302,501	1,479,272
Capital Total	5,762,203	3,391,641	9,153,844	733,580		9,887,424	-61,802
Available Funds Movement Prior to Restricted Asset Funding	7,333,391	4,564,763	11,898,154	96,870		11,995,024	4,110,735
Restricted Assets	-2,269,339	-1,751,641	-4,020,980	0	5	-4,020,980	-61,894
Funds Available to (-), or Required From Rates and Other Council Revenue	5,064,052	2,813,122	7,877,174	96,870		7,974,044	4,048,841

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **December**

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Note	Details
1	Operating income has increased by \$828,963 mainly due to Restart Program funding for Purvis Lane upgrade (\$230,000), Roads and Maritime Services contribution to Erskine Street Trees (\$50,000), CBD Beautification grant (\$492,780 – Wellington), additional Grant fund from Department of Transport (\$40,396), Sundry Income of \$7,778 and Other Revenues Section 67 of \$7,795.
2	Operating expenditure has increased by \$192,253 mainly due to additional Urban Roads General Maintenance (\$142,213) and Erskine Street Tree Planting (\$50,000).
3	No variance to budget
4	Capital Expenditure has increased by \$733,580 due to additional costs for Boundary Road Extension (\$238,517), Preconstruction works (\$55,500), Construction/Reconstruction Backlog (\$134,105), K & G Construction (\$74,400) and Renewal Road Construction (Wellington CBD Beautification) of (\$492,780). There was a reduction of \$261,722 in Urban Road Construction Reconstruction.
5	No variance to budget
6	This function is requiring additional funding of \$96,870 which is funded by savings in Footpath and Cycleway Function 1.07.

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	N/A	No. of request/ Complaints	337	300	100
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	\$3.48/m2				
Medians & Verges	21ha	21ha	21ha	Annual slashing cost	\$8,847/ha	\$8,961	\$3506/ha				

Key Projects**Capital Works Program**

Urban Roads - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09039 - Urban Road Construction					
6650 - Boundary Rd Extens.-Transport Strategy	1,900,000	901,004	238,517	3,039,521	3,467
Funding of \$238,517 from Wheelers Lane					
01.09039 - Urban Road Construction Total	1,900,000	901,004	238,517	3,039,521	3,467

OPERATIONAL PLAN

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

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	Revised Annual Estimate	YTD Actuals
6617 - Technical Support Charge-Preconstruction	180,000	-77,803	-52,586	49,611	0
Funding project lines below					
6669 - Church Street Redevelopment	0	0	4,100	4,100	4,100
Funded from line 6617 Preconstruction above					
6719 - Brisbane St K&G (Cobra to Reakes)	0	16,697	8,255	24,952	17,725
Funded from line 6617 Preconstruction above					
6720 - Wingewarra St K&G (Darling to Gipps)	0	12,936	4,311	17,247	17,247
Funded from line 6617 Preconstruction above					
6722 - Boundary Road & Margaret Cres Intersect.	0	2,170	13,330	15,500	6,355
6724 - Boundary Road Extension	0	27,480	6,866	34,346	34,346
Funded from line 6617 Preconstruction above					
6726 - Talbragar Street Reconstruction	0	12,480	3,531	16,011	16,011
Funded from line 6617 Preconstruction above					
6727 - Purvis Lane Freightway Upgrade	0	0	55,500	55,500	12,765
Funding from Restart Grant					
6728 - Macquarie St K&G (Cobra to Mitchell)	0	6,040	12,193	18,233	18,233
Funded from line 6617 Preconstruction above					
01.09043 - Preconstruction Total	180,000	0	55,500	235,500	126,782

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

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **December**

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

Urban Roads - Asset Renewals - Asset Maintenance 01.09041 - Urban Road Construction & Reconstruct	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6615 - Purvis Lane Upgrading Funding from Restart Grant	0	0	174,500	174,500	0
6656 - St Georges Terr (Murrayfield/Pine Knoll)	190,000	0	0	190,000	0
6660 - Gipps Lane Project deferred to future program. Part funding (\$134,105) reallocated to Fitzroy/Myall Street project. \$8,108 allocated to Macquarie Street (Cobra to Mitchell)	142,213	0	-142,213	0	0
6661 - Gipps St Shoulder - Macleay / Erskine Scope of works reduced and funds allocated to Macquarie Street (Cobra to Mitchell)	0	156,244	-55,492	100,752	34,032
6664 - Brisbane St - Cobra to Reakes	300,000	0	0	300,000	0
6673 - Wheelers Lane Level Crossing Funding provided to Boundary Road Extension	1,188,517	-450,000	-238,517	500,000	398,264
6674 - Boundary Road & Margaret Cres Intersecti	182,600	0	0	182,600	0
01.09041 - Urban Road Construction & Reconstruct Total	2,003,330	-293,756	-261,722	1,447,852	432,296

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **December**

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Urban Roads - Asset Renewals - Asset Maintenance 01.09042 - Urban Road - Construction & Reconstruction Backlog	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6672 - Fitzroy/Myall St Intersection Funding reallocated from Gipps Lane	179,512	0	134,105	313,617	19,772
6673 - Talbragar Street	771,383	0	0	771,383	0
01.09042 - Urban Road - Construction & Reconstruction Backlog Total	950,895	0	134,105	1,085,000	19,772

Urban Roads - Asset Renewals - Asset Maintenance 01.09044 - Urban Roads - Resealing	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6730 - Annual Reseal Program	607,224	0	0	607,224	372,442
01.09044 - Urban Roads - Resealing Total	607,224	0	0	607,224	372,442

Urban Roads - Asset Renewals - Asset Maintenance 01.09055 - K&G Construct	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6671 - Wingewarra St - Darling to Bourke	120,000	0	0	120,000	0
6672 - Brisbane St (Mitchell to Reakes)	250,000	0		250,000	0
6675 - Macquarie St (Cobra to Mitchell) Additional funds allocated from Gipps Street and Gipps Street shoulders	128,600	0	74,400	203,000	0
01.09055 - K&G Construct Total	498,600	0	74,400	573,000	0

OPERATIONAL PLAN

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

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Wellington - Capital Expenses 01.08019 - Renewal - Road Construction	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Urban Roads Reconstruction	0	1,206,308	0	1,206,308	221,176
6501 - CBD/Main Street Beautification Additional Grant Funds of \$492,780	0	960,834	492,780	1,453,614	0
6502 - Reseals	0	340,880	0	340,880	174,791
6503 - K & G Reconstruction	0	251,009	0	251,009	99,409
01.08019 - Renewal - Road Construction Total	0	2,759,031	492,780	3,251,811	495,376

OPERATIONAL PLANFunction No. **1.202***Performance Review*Quarter ended: **December**

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.00118 - Roadside Furniture - Maintenance Total	12,734	0	0	12,734	7,747
01.00122 - Road & Traffic Signs Maintenance Total	218,110	0	0	218,110	114,839
01.00126 - Other Roads - Urban - General Maint. Total	1,833,362	1,880,908	192,213	3,906,483	1,278,059
01.00128 - Minor Kerb Replacement Total	73,200	0	0	73,200	28,697
01.00138 - Verge Total	188,174	0	0	188,174	107,776
01.00140 - Street Trees Total	348,110	0	-51,250	296,860	185,595
01.00142 - Roundabout Total	117,840	0	0	117,840	79,448
01.00146 - CBD Total	287,357	0	0	287,357	138,400
01.00114 - Street Cleaning Operations Total	283,280	0	0	283,280	128,673

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **December**

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: **December**

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 March 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 scheduled for March quarter.	Review not yet commenced.
	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: **December**

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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-2,003,055	-6,503,595	-8,506,650	-381,876	1	-8,888,526	-1,857,429
Expenditure	5,904,808	4,396,290	10,301,098	81,999	2	10,383,097	3,624,574
Operating Total	3,901,753	-2,107,305	1,794,448	-299,877		1,494,571	1,767,145
Capital							
Income	-3,520,563	-3,379,471	-6,900,034	0	3	-6,900,034	-1,631,895
Expenditure	5,109,666	7,855,009	12,964,675	-907,425	4	12,057,250	3,948,876
Capital Total	1,589,103	4,475,538	6,064,641	-907,425		5,157,216	2,316,981
Available Funds Movement Prior to Restricted Asset Funding							
	5,490,856	2,368,233	7,859,089	-1,207,302		6,651,787	4,084,126
Restricted Assets							
	-2,479,006	-2,131,894	-4,610,900	1,207,302	5	-3,403,598	0
Funds Available to (-), or Required From Rates and Other Council Revenue							
	3,011,850	236,339	3,248,189	0		3,248,189	4,084,126

Note	Details
1	Operating Income has increased by \$381,876 mainly due to a grant for the August Floods for \$500,000 less a Regional Road Repair Grant not received for \$123,000. The Flood damage money will be utilised pending final agreement with Roads and Maritime claim.
2	Operating expenses increased by \$81,999 mainly due to rural bridge maintenance of \$77,493
3	No variance to budget
4	Capital Expenditure has decreased by \$907,425 due to projects for Seal Extension totalling \$1,457,302 (Village sealing Eumungerie – Deferred to 2017/2018, Ballimore – Deferred to future consideration as well as Pinedale and Torwood Roads both deferred to 2017/2018 pending planning approval for the adjacent private subdivision). Additional cost have been incurred with Village Seal Wongarbon – Railway Street (\$302,000), Barbijal Street Brocklehurst (\$28,933) and Derribong Street Wongarbon (\$150,000). Reconstruction and Construction expenditure increased by \$48,599 as did Preconstruction costs of \$20,345.
5	Transfer from restricted assets has decreased by \$1,207,302 mainly due to capital works being carried over to 2017/2018 as detailed in the capital program below.

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **December**

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	33
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	\$997.14				
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	\$320.49				

Key Projects**Capital Works Program**

Rural Roads - Acquisition of Assets 01.09078 - Extension Sealed Road Network	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6678 - Village Sealing - Wongarbron - Railway St	125,000	0	302,000	427,000	0
6679 - Village Sealing - Eumungerie Deferred to 2017/2018	125,000	0	-125,000	0	0
6680 - Village Sealing - Ballimore Deferred to future consideration	125,000	0	-125,000	0	0
6681 - Torwood Road Deferred to 2017/2018 pending planning approval for adjacent private subdivision	487,388	0	-487,388	0	0
6682 - Village Sealing-Barbijal St Brocklehurst	125,000	0	28,933	153,933	17,415
6683 - Village Sealing -Wongarbron -Derribong St	0	0	150,000	150,000	0
6695 - Pinedale Road Sealing Deferred to 2017/2018 pending planning approval for adjacent private subdivision	719,914	0	-719,914	0	0
6699 - Old Mendooran Road (R2R additional)	719,169	0	0	719,169	0
01.09078 - Extension Sealed Road Network Total	2,426,471	0	-976,369	1,450,102	17,415

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
6699 - Cooreena Rd Realignment (Crown Land)	0	0	0	0	151,000
01.09079 - Rural Roads - Land Acquisition Total	0	0	0	0	151,000

Rural Roads - Asset Renewals - Asset Maintenance 01.09072 - Rural Road-Major Construction & Reconstruction	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6675 - Westella Road	451,200	0	0	451,200	0
6687 - Barbijal Street Brocklehurst	0	0	48,599	48,599	17,415
6695 - Benelong Road	367,426	0	0	367,426	0
6705 - Mendooran Road (Seg 745)	246,000	306,969	0	552,969	5,626
6724 - Troy Rail Deviation	0	8,509	0	8,509	17,243
6729 - Troy Rail Deviation-RMS Funded Troy Brdg	0	409	0	409	15,853
6739 - Troy Rail Land Transfer	0	137,721	0	137,721	0
6740 - Bungle/Mitch Hwy Intersect.Shoulder Wide	0	241,367	0	241,367	27,370
6742 - Burraway St / Mogriguy Rd Curve	0	531,367	0	531,367	589,522
6744 - Westella Road Water Filling Access	0	13,349	0	13,349	13,440
6746 - Burraway Street Water Filling Access	0	4,075	0	4,075	4,075
6747 - Coreena Road Water Filling Access	0	5,547	0	5,547	5,547

OPERATIONAL PLAN

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

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	Revised Annual Estimate	YTD Actuals
6749 - Federation Street Water Filling Access	0	1,810	0	1,810	1,810
6750 - Eulomogo Road Water Filling Access	0	3,574	0	3,574	4,819
6751 - Oakdene Road Pavement Rehabilitation	489,000	0	0	489,000	0
6755 - Whitewood Road	424,800	0	0	424,800	0
6756 - Weonga Road Crossing	0	0	0	0	11
01.09072 - Rural Road-Major Construction & Reconstruction Total	1,978,426	1,254,697	48,599	3,281,722	702,731

Rural Roads - Asset Renewals - Asset Maintenance 01.09074 - Rural Road Construction - Preconstruction	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
4504 - Old Mendooran Road Straight & Curve	0	5,400	61,600	67,000	29,045
6670 - Technical Support Charge - Rural Roads	125,000	-23,280	-98,858	2,862	2,862
6687 - Benelong Road Improvement	0	5,000	29,000	34,000	23,379
6706 - Railway St Wongarbron Sealing Project completed	0	6,760	21,240	28,000	29,280
6707 - Derribong St Wongarbron Sealing Project completed	0	6,120	7,363	13,483	13,504
01.09074 - Rural Road Construction - Preconstruction Total	125,000	0	20,345	145,345	98,070

OPERATIONAL PLAN

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

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Rural Roads - Asset Renewals - Asset Maintenance 01.09077 - Rural Roads - Resealing	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6695 - Annual Reseal Program	579,769	0	0	579,769	70,653
01.09077 - Rural Roads - Resealing Total	579,769	0	0	579,769	70,653

Wellington - Capital Expenses 01.08017 - Renewal - Road Construction	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6501 - Rural Roads - Sealed - Reconstruction	0	623,573	0	623,573	71,129
6503 - Rural Roads - Unsealed - Reconstruction	0	669,252	0	669,252	160,653
6504 - Regional Roads Maint. & Traffic & 3X3	0	1,199,000	0	1,199,000	643,793
6505 - Regional Roads - Renewals	0	3,608,487	0	3,608,487	2,014,384
01.08017 - Renewal - Road Construction Total	0	6,100,312	0	6,100,312	2,889,959

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

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

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.00173 - Rural Road & Traffic Signs Maintenance Total	64,440	0	0	64,440	8,722
1157 - Works - Rural Unsealed General Maintenance	918,212	0	0	918,212	435,247
01.00193 - Rural - Unsealed Surfaces-General Maint. Total	918,212	0	0	918,212	435,247
01.00165 - Sundry Contributions Total	48,010	0	2,997	51,007	35,707
01.00169 - Rural Sealed Surfaces - General Total	573,195	0	1,165	574,360	411,437
01.00185 - M&R - Regional Roads Total	445,000	0	0	445,000	19,909
01.00186 - Railway Level Crossing Improvements Total	0	30,000	0	30,000	17,419

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **December**

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: **December**

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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-15,348,398	-1,981,031	-17,329,429	-600,221	1	-17,929,650	-15,084,837
Expenditure	12,735,497	2,165,018	14,900,515	515,735	2	15,416,250	6,973,856
Operating Total	-2,612,901	183,987	-2,428,914	-84,486		-2,513,400	-8,110,981
Capital							
Income	-4,885,898	-779,761	-5,665,659	-3,026	3	-5,668,685	-2,340,902
Expenditure	13,420,415	1,300,700	14,721,115	1,304,794	4	16,025,909	6,012,007
Capital Total	8,534,517	520,939	9,055,456	1,301,768		10,357,224	3,671,105
Available Funds Movement Prior to Restricted Asset Funding	5,921,616	704,926	6,626,542	1,217,282		7,843,824	-4,439,876
Restricted Assets	-5,921,616	-704,926	-6,626,542	-1,217,282	5	-7,843,824	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0		0	-4,439,876

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **December**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Note	Details
1	Operating income has increased by \$600,221 mainly due to additional income from Sewerage Annual charges (\$231,988), interest on investment (\$208,783), Section 64 Contributions (\$102,247), Sundry Income (\$17,620) and Private Works of \$32,132.
2	Operating Expenditure increased by \$515,735 mainly due to additional expenditure in Pumping Station operations (\$169,683 – additional pumping out of Camp Road Pump Station), Private Works (\$62,658), Treatment and Disposal Operations (\$111,257 – STP O & M Manuals), Sewer Reticulation (\$66,206), Infrastructure Services (\$61,335) and Asset Management Systems of \$49,475. There was a reduction of \$9,157 in Pumping Station maintenance.
3	No significant variance in budget.
4	Capital expenditure has increased by \$1,304,794 mainly due to Augmentation (\$859,898 – Camp Road, Dubbo STP upgrade and Clarifier Launder covers), Purchase of Plant and equipment (\$196,924) and Mains Relining (\$247,790).
5	Transfer from restricted assets has increased by \$1,217,282 to fund additional capital expenditure.

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	2238 ML	Operating Expenses per MI treated	\$3,778	\$3968/MI	\$1,979 /MI	% of treated effluent disposed to land	85.32%	100%	90.8%
				Operating expense per connection	\$812.91	\$850	\$142.00				
No. of chokes in sewer mains per year	58	312	116	Management costs as proportion of total operating costs.	19.82%	20.05%	26.81%	% of chokes rectified within 3 hours	100%	100%	100%
Average Sewage collection per connection	185.71KL	235KL	38.2KL	Trade Waste Dischargers with current approval	335	340	335				
Sewerage connections	15,044	15,162	15,044								
Effluent recycling by irrigation, evaporation or discharge to river	838MI	2,700MI	2326 MI								

Key Projects

Capital Works Program

Sewerage - Proceeds from Sale of Assets 03.08004 - Plant & Equipment - Sales	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
4045 - Utility Sewer (142)	-22,000	0	0	-22,000	0
4049 - Utility (113)	-14,081	0	-3,026	-17,107	-17,107
Project Complete					
5174 - Utility (135)	-13,000	0	0	-13,000	0
03.08004 - Plant & Equipment - Sales Total	-49,081	0	-3,026	-52,107	-17,107

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **December**

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

Sewerage - Acquisition of Assets 03.08053 - Plant & Equipment Purchases	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
5109 - Utility Sewer Operator (141) Project Complete	0	0	30,944	30,944	30,944
5130 - Utility (142)	35,438	0	0	35,438	0
5137 - Utility (113)	33,437	0	0	33,437	0
5173 - Ford Ranger (135) Project Complete	32,380	0	1,360	33,740	33,740
5180 - Detroit Generator (995) Project Complete	0	69,085	15,735	84,820	84,820
5201 - John Deere Tractor (386)	140,000	0	0	140,000	0
5215 - Cummins 220KVA Generator (991) Project Complete	0	55,510	13,590	69,100	69,100
5233 - 4WD Tractor (395) Project Complete	0	0	135,295	135,295	135,295
03.08053 - Plant & Equipment Purchases Total	241,255	124,595	196,924	562,774	353,899

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **December**

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

Sewerage - Acquisition of Assets 03.08056 - New House Services	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
5100 - Pressure Sewer Systems Project Complete	0	8,136	62	8,198	8,198
03.08056 - New House Services Total	0	8,136	62	8,198	8,198

Sewerage - Acquisition of Assets 03.08057 - Land & Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
5163 - Bungaribee Homestead Major Repairs Project completed	0	0	120	120	120
03.08057 - Land & Buildings Total	0	0	120	120	120

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **December**

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

Sewerage - Acquisition of Assets 03.08071 - Augmentation	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
5369 - Erskine St PS - Rising Main (PC)	0	0	2,450	2,450	2,450
5383 - Erskine Street PS - Upgrade RM (S)	0	44,109	105,891	150,000	110,509
5386 - Erskine Street PS - Upgrade RM (C)	6,319,590	0	0	6,319,590	2,244,481
5595 - DSTP - Inlet Odour Control Works (PC)	20,000	0	0	20,000	0
5740 - Troy Junction Bird Hide (PC)	50,000	0	0	50,000	16,380
5823 - Dubbo STP Major Upgrade (C) Project completed	0	33,992	174,630	208,622	208,622
5910 - Cootha SPS - Upgrade (PC) Project completed	0	0	54,800	54,800	54,800
5911 - Cootha SPS - Upgrade (C)	2,103,552	0	0	2,103,552	3,459
5914 - Cootha SPS - RM (C)	447,744	0	0	447,744	0
5916 - Cootha SPS - Overflow (2ML) (PC)	43,296	0	0	43,296	0
5946 - Camp Rd SPS RM (4.6km DN150)(C)	0	186,577	313,423	500,000	463,683
5947 - Camp Rd SPS Rm (4.6km DN150) (S)	0	2,562	15,438	18,000	9,234
5979 - Delroy Park PS - Rising Main (PC)	75,000	0	0	75,000	0

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
5988 - Upgrade Sewer R (incl all components) PC	0	8,000	17,000	25,000	13,264
5999 - Odour Control Works Dubbo STP Project completed	0	2,662	0	2,662	2,662
6003 - Septage Receival Station Macerator	30,000	0	0	30,000	0
6004 - Odour Control Miriam Pump Station Project completed	0	936	0	936	936
6017 - Keswick SPS - Odour Control System Project completed	0	684	147	831	831
6019 - DSTP Clarifer Launder Covers Project completed	0	0	165,470	165,470	165,470
6020 - Scour Pits - Cootha Pipeline Project completed	0	251	1,054	1,305	1,305
6025 - Richardson Road SPS	0	83,000	0	83,000	1,127
6029 - Thompson Street Odour Control Project completed	0	87,337	9,595	96,932	96,932
6050 - Dubbo STP Gas Generator (PC) Project completed	0	16,500	0	16,500	16,500
03.08071 - Augmentation Total	9,089,182	466,610	859,898	10,415,690	3,412,645

Sewerage - Acquisition of Assets 03.08073 - Asset Replacement/Refurbishment	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
5668 - Dubbo STP RAS Screw 2 (Archimedis)	5,000	0	0	5,000	0
5676 - Troy STP Step Screen Refurbishment	0	0	0	0	67
6014 - Erskine St Sub Pump #1 (Dry)	20,000	0	0	20,000	0
6019 - Boothenba Road SPS Switchboard	5,000	0	0	5,000	0
6204 - Alfred St SPS Flowmeter	15,000	0	0	15,000	0

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
6219 - Brocklehurst SPS Pump 1	50,000	0	0	50,000	0
6220 - Brocklehurst SPS Pump 2	50,000	0	0	50,000	0
6221 - Brocklehurst SPS Switchboard	5,000	0	0	5,000	0
6225 - Bunglegumbie SPS Pump 3	100,000	0	0	100,000	0
6228 - Cooreena Rd SPS Pump 1	50,000	0	0	50,000	0
6510 - Dubbo STP Grit Removal 2	5,000	0	0	5,000	0
6516 - Dubbo STP Polymer Pump 1	5,000	0	0	5,000	0
6530 - Dubbo STP Stormwater Return Pump 2	5,000	0	0	5,000	0
6531 - Dubbo STP Supernatant Pump 1	5,000	0	0	5,000	0
6541 - Erskine St SPS Switchboard	5,000	0	0	5,000	0
6542 - Keswick SPS Air-Conditioner	10,000	0	0	10,000	0
6548 - Margaret Crescent SPS Flowmeter	15,000	0	0	15,000	0
6570 - Railway St SPS Switchboard	5,000	0	0	5,000	0
6571 - Thompson Street Well Odour System	170,000	0	0	170,000	0
6585 - Troy Gully SPS Pump 4	100,000	0	0	100,000	0
03.08073 - Asset Replacement/Refurbishment Total	625,000	0	0	625,000	67

OPERATIONAL PLAN

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

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Sewerage - Asset Renewals - Asset Maintenance 03.08077 - Main Rehabilitation	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
5653 - Mains Rehabilitation (Relining) Project completed	1,000,000	3,000	247,790	1,250,790	1,250,790
5659 - Vent Replacement	0	10,400	0	10,400	50,339
5662 - Manhole Rectification Program	200,000	0	0	200,000	49,690
03.08077 - Main Rehabilitation Total	1,200,000	13,400	247,790	1,461,190	1,350,819

Wellington - Capital Expenses 03.07301 - Sewerage - Asset Renewal	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7100 - Renewals Other Infrastructure	0	529,000	0	529,000	467
03.07301 - Sewerage - Asset Renewal Total	0	529,000	0	529,000	467

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

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
03.00005 - Treatment & Disposal Of Sewerage - Maintenance Total	249,121	0	3,089	252,210	174,070
03.00003 - Treatment & Disposal Of Sewage - Operations Total	2,195,903	0	111,257	2,307,160	784,823
03.00011 - Sewer Reticulation Total	689,271	0	66,206	755,477	443,636
03.00013 - Pumping Stations - Operations Total	499,566	0	-9,157	490,409	134,414

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>1,400t were collected for period July to December.</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).
	<i>Tender documents for regional waste services (including organics collection and processing) have been prepared in consultation with the other participating councils (Narromine Shire & Mid-Western Regional) in readiness for tender invitation commencing in early January.</i>	<i>214t diverted for the YTD.</i>
Waste Management Strategy	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 national 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 and any negotiations to changes in service levels take place prior to draft budget.	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.
	Is being undertaken as part of annual operating plan review process for 2017/2018.	Not completed at this stage.
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.
Greenwaste Service	Service was provided.	690t was collected overall under the 2016 Bulky rubbish Clean Up.
	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.
Disposal – Domestic Waste	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.
	Provide for the disposal of domestic waste at the Whylandra Waste and Recycling Centre.	Ongoing.
Acquisition of Assets	This is being done.	This is being achieved.
	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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-4,806,071	-1,021,596	-5,827,667	-51,210	1	-5,878,877	-5,823,725
Expenditure	5,424,226	896,839	6,321,065	-1,182,146	2	5,138,919	2,560,060
Operating Total	618,155	-124,757	493,398	-1,233,356		-739,958	-3,263,665
Capital							
Income	-197,239	0	-197,239	0	3	-197,239	-99,892
Expenditure	0	0	0	0	4	0	0
Capital Total	-197,239	0	-197,239	0		-197,239	-99,892
Available Funds Movement Prior to Restricted Asset Funding	420,916	-124,757	296,159	-1,233,356		-937,197	-3,363,557
Restricted Assets	-420,916	124,757	-296,159	1,233,356	5	937,197	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0		0	-3,363,557

Note	Details
1	Operating income has increased by \$51,210 mainly due to Domestic Waste Management annual charges (\$29,800) and Pensioner Subsidy (\$20,611).
2	Operating expenditure has decreased by \$1,182,146 mainly due to Domestic Waste contribute to the Organic Waste Processing Plant being deferred (\$1,200,000).
3	No variance to budget.
4	No variance to budget.
5	Transfer from restricted assets has decreased by \$1,233,356 mainly due to the Contribute to the Organic Waste Processing Plant being deferred.

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	\$105.29	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	Revised Annual Estimate	YTD Actuals
01.00216 - Waste Recycling Total	1,549,254	0	0	1,549,254	725,855
01.00220 - Rural Household Garbage Transfr Stations Total	200,000	0	0	200,000	72,440
01.00226 - Kerbside Collection/Transportation Total	1,635,731	0	12,319	1,648,050	751,087
01.00227 - Greenwaste Service Total	111,000	0	0	111,000	2,316

OPERATIONAL PLAN

Function No. **2.07**

Performance Review

Quarter ended: **December**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 second half of 2016/2017.	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.	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.
	67 incidences of illegal dumping reported for YTD.	Not achieved at this stage.
	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: **December**

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.
	<i>Charges reviewed in February prior to budget preparation. Any changes in service levels take place prior to draft budget.</i>	<i>Agreed briefs monitored.</i>
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.
	<i>Is being undertaken as part of annual operating plan review process for 2017/2018.</i>	<i>Not completed at this stage</i>
Disposal Area Operations	3.4.3.3 Monitor usage rates of the Rural Transfer Stations and Whyandra Waste & Recycling Centre.	Reviewed monthly.
	<i>22,630t of waste has been land filled for the YTD made of 9,787t of domestic waste and 12,843t of commercial waste.</i>	<i>This is being done.</i>
	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 Whyandra Waste and Recycling Centre.
	<i>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.</i>	<i>Diversion rate is currently running at 14%.</i>
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.
	<i>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 will target Elston Park as part of the first year of implementation.</i>	<i>Being achieved.</i>
	3.4.2.3 Conduct a campaign promoting the Whyandra 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.
	<i>Council is participating in a 3 year regional and local campaign to promote Community Recycling Centres, including Dubbo CRC at the Whyandra Waste Depot.</i>	<i>Not achieved at this stage.</i>

OPERATIONAL PLAN

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

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>Planning has commenced 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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-5,136,134	-506,568	-5,642,702	2,475,471	1	-3,167,231	-1,625,258
Expenditure	9,195,200	215,366	1,134,886	1,363,993	2	2,498,879	921,160
Operating Total	-4,216,614	-291,202	-4,507,816	3,839,464		-668,352	-704,098
Capital							
Income	-311,184	-137,817	-449,001	0	3	-449,001	-61,320
Expenditure	7,318,182	1,058,810	8,376,992	-6,553,490	4	1,823,502	61,749
Capital Total	7,006,998	920,993	7,927,991	-6,553,490		1,374,501	429
Available Funds Movement Prior to Restricted Asset Funding	2,790,384	629,791	3,420,175	-2,714,026		706,149	-703,669
Restricted Assets	-2,790,384	-629,791	-3,420,175	2,714,026	5	-706,149	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0		0	-703,669

OPERATIONAL PLAN

Function No. **2.07**

Performance Review

Quarter ended: **December**

Principal Activity:	WASTE SERVICES	Function:	Other Waste Management Services
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Note	Details
1	Operating income has decreased by \$2,475,471 mainly due Grant funding not receive for the Domestic Organic Processing Plant (\$2,498,798).
2	Operating expenditure has increased by \$1,363,993 mainly due to a contribution not received from Domestic Waste for the Domestic Organic Processing Plant (\$1,200,000)
3	No variance to budget.
4	Capital expenditure has decreased by \$6,553,490 mainly due to the delay of the construction of the Domestic Organic Processing Plant (\$6,450,000)
5	Transfer from restricted assets has decreased by \$2,714,026 mainly due to the delay in construction of the Domestic Organic Processing Plant.

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	\$82.36	No. of written complaints	Nil	NIL	Nil
Tonnes of waste entombed at Whylandra Waste & Recycling Centre per year	53,218	46,200	22,630	Total waste disposal expenses per tonnes of waste landfilled	\$28.32	\$41.97	\$29.54				

Key Projects

Capital Works Program

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

Wellington - Capital Revenues	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.08670 - Proceeds from Sale of Assets					
7000 - Plant & Equipment	0	-6,695	0	-6,695	0
01.08670 - Proceeds from Sale of Assets Total	0	-6,695	0	-6,695	0

OPERATIONAL PLAN

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

Principal Activity:	WASTE SERVICES	Function:	Other Waste Management Services
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Other Waste - Acquisition of Assets 01.09114 - Other Waste - Plant & Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6756 - Box Trailer	1,782	0	0	1,782	0
6759 - Landfill Compactor (719)	650,000	0	0	650,000	0
01.09114 - Other Waste - Plant & Equipment Total	651,782	0	0	651,782	0

Other Waste - Acquisition of Assets 01.09116 - Other Waste - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6766 - Groundwater Bore Replacement	0	0	40,000	40,000	0
6767 - Leachate Drainage System /Garbage Cell	166,400	0	-166,400	0	0
6786 - Street Litter Enclosures Project Completed	0	0	18,216	18,216	18,216
6802 - Community Recycling Centre Project Completed	0	0	4,553	4,553	4,553
6803 - DROPP Structure Project will have minor costs for the 2016/2017 year with the major to be completed in 2017/2018	6,500,000	0	-6,450,000	50,000	10,376
01.09116 - Other Waste - Other Structures Total	6,666,400	0	-6,553,631	112,769	33,145

Other Waste - Acquisition of Assets 01.09119 - Other Waste - Land	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6775 - Crown Road Purchase Project Completed	0	0	141	141	141
01.09119 - Other Waste - Land Total	0	0	141	141	141

OPERATIONAL PLAN

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

Principal Activity:	WASTE SERVICES	Function:	Other Waste Management Services
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Wellington - Capital Expenses 01.08111 - Loan Repayments	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6502 - Loan Principal Repayments	0	19,259	0	19,259	0
01.08111 - Loan Repayments Total	0	19,259	0	19,259	0

Wellington - Capital Expenses 01.08112 - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Renewals - Landfill Rehabilitation Design work to be completed with further costs to be allocated	0	100,000	0	100,000	28,463
6501 - Renewals - Plant & Equipment	0	486,471	0	486,471	0
01.08112 - Asset Renewals Total	0	586,471	0	586,471	28,463

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

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

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

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.00253 - Waste Audit/Recycling Total	0	0	1,407	1,407	1,407
01.00255 - Street Litter/Parks Bins Total	165,954	0	1,135	167,089	70,505
01.00257 - Roadside Litter Clean Up Total	53,395	0	4,771	58,166	31,204
01.00265 - Disposal Area Operations Total	1,508,009	0	21,464	1,529,473	686,159
01.00266 - Waste Education Program Total	42,445	0	0	42,445	4,232
01.00267 - Environmental M/Ment Investigations Total	43,931	0	0	43,931	3,288
01.00269 - Charge Out Station Operations Total	211,309	0	0	211,309	81,663

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **December**

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.
	<i>Water Depot operated efficiently.</i>	<i>Water Depot operated efficiently.</i>
Water Treatment Maintenance	3.2.1.3 Implement all operations and maintenance procedures inherent within Council's Water Supply Asset Management Plan.	Ensure maintenance procedures adhered to.
	<i>Council's water Asset Management Plan being compiled.</i>	<i>Water sites are well maintained.</i>
Property/Cottage Maintenance	Maintain sites to a satisfactory standard.	Ensure sites are well maintained and retain their asset value.
	<i>Water sites maintained to a satisfactory standard.</i>	<i>Water sites well maintained.</i>
Water Supply Storage Systems Maintenance	Maintenance of reservoirs, painting, landscaping, cleaning.	Water reservoirs are available for use.
	<i>Reservoirs are being maintained to a satisfactory standard.</i>	<i>All water reserves are available.</i>
Water Depot Maintenance	Maintenance of water depot.	Depot is available for service at all times.
	<i>Water depot is well maintained.</i>	<i>Water Depot is available at all times.</i>
Client Services Operations	3.2.6.1 Ensure water conservation information is readily available to water customers on Council's website.	Ensure website is updated regularly.
	<i>Water Conservation Information is available on website.</i>	<i>Water Conservation Information is available on Councils website.</i>
Infrastructure Services	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: **December**

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: **December**

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: **December**

Principal Activity:	WATER	Function:	Water Supply
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-19,677,812	-2,981,399	-22,659,211	55,787	1	-22,603,424	-12,722,217
Expenditure	15,895,564	2,725,968	18,621,532	606,133	2	19,227,665	8,175,567
Operating Total	-3,782,248	-255,431	-4,037,679	661,920		-3,375,759	-4,546,650
Capital							
Income	-3,835,665	-589,649	-4,425,314	-39,141	3	-4,464,455	-1,909,665
Expenditure	9,325,877	4,391,305	13,717,182	-3,587,219	4	10,129,963	4,605,940
Capital Total	5,490,212	3,801,656	9,291,868	-3,626,360		5,665,508	2,696,275
Available Funds Movement Prior to Restricted Asset Funding							
	1,707,964	3,546,225	5,254,189	-2,964,440		2,289,749	-1,850,375
Restricted Assets							
	-1,707,964	-3,546,225	-5,254,189	2,964,440	5	-2,289,749	0
Funds Available to (-), or Required From Rates and Other Council Revenue							
	0	0	0	0		0	-1,850,375

Note	Details
1	Operating income has decreased by \$55,787 mainly due to additional Section 64 Contributions (\$139,172), Interest on investment (\$231,051), Private works (\$187,304) and Access charges (\$92,314). Water consumption expected income has been decreased by \$700,000 in line with current trends of water usage.
2	Operating expenditure has increased by \$606,133 mainly due to addition cost for Water Treatment (\$106,990 – Water contamination alert \$94,181), water supply storage systems (\$57,052 – Internal cleaning of reservoirs due to water contamination), Infrastructure Services (\$53,847), Private Works (\$195,865), and Community Services Obligations (\$41,545), Water Treatment Maintenance (\$26,960), Asset Management Systems Operations (\$53,923), Bores Operations (\$27,183 – ISR Insurances) and Bore operations (\$27,183).
3	Capital income has increased by \$39,141 mainly due to additional proceeds from the Sale of Plant.
4	Capital expenditure has decreased by \$3,587,219 mainly due to the reduction of works for Augmentation (\$2,929,220 – Automated Meter Reading Equipment \$2,000,000, Wheelers Lane PRV \$200,000, Pipeline River Crossing \$500,000, Newtown Reservoir Upgrades \$275,000), Asset Replacement / Refurbishment (\$376,692) and Mains replacement (\$370,865)
5	Transfer from restricted assets has decreased by \$2,964,440 mainly due to the reduced capital works program.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Quantity of water treated and distributed	1,007MI	8,200MI	3450.243MI	Operating expenses per MI treated	\$1,830	\$1,870	\$2,369	Number of water restrictions imposed.	Nil	Nil	Nil
				Operational expenses per connection	\$957.66	\$934.60	\$520.40	Number of written complaints about water pressure	Nil	Nil	21
Average quantity of water supplied to each customer	15.66kl	690kl	219.621kl	Management costs as proportion of total operating costs	20.53%	23.50%	20.76%				
Total water supply connections	15,569	15,775	15710								

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
4033 - Truck (408) Project completed	-50,000	0	-27,852	-77,852	-77,852
4037 - Ute T/Top Filtration Plant (136)	-14,472	0	0	-14,472	0
4038 - Utility (137)	-14,000	0	0	-14,000	0
4041 - Wagon Wtr/Treatment Plant (137) Project completed	0	0	-16,364	-16,364	-16,364
5200 - Truck (467) Project completed	-22,000	0	-13,275	-35,275	-35,275
02.08001 - Works Plant - Sales Total	-100,472	0	-57,491	-157,963	-129,491

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

OPERATIONAL PLAN

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

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	Revised Annual Estimate	YTD Actuals
5100 - Various	84,000	0	0	84,000	41,640
5104 - Bourke Hill Motorised Valve	0	500	0	500	415
5163 - Telemetry Equipment	21,000	0	0	21,000	28
5174 - Pierzometer Network	6,300	0	0	6,300	0
5179 - Security Cameras	6,300	0	0	6,300	0
5187 - PLC Upgrade	22,950	0	0	22,950	0
02.08053 - Pumps & Equipment >\$5 & 000 Total	140,550	500	0	141,050	42,083

Water Supply - Acquisition of Assets 02.08055 - New House Services	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
5171 - Construction - House Services	50,164	0	0	50,164	15,375
02.08055 - New House Services Total	50,164	0	0	50,164	15,375

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

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
5214 - South Dubbo Weir Grant	0	1,586,680	0	1,586,680	909,494
5217 - Weir (PC) Project completed	0	0	11,138	11,138	11,138
5220 - Water Depot (PC) Project completed	0	0	2,500	2,500	2,500
02.08064 - Other Structures Total	0	1,586,680	13,638	1,600,318	923,132

Water Supply - Acquisition of Assets 02.08069 - Augmentation Works	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
3050 - Automated Meter Reading Equipment Project deferred to 2018/2019	2,000,000	0	-2,000,000	0	3,074
4101 - Reservoir - addit CW storage JGWTP (PC)	20,000	0	0	20,000	0
5437 - Pipelines - Obley Rd/Newell Hwy - (PC)	0	1,638	0	1,638	4,241
5438 - Pipelines - Obley/Newell (C)	1,745,000	0	0	1,745,000	2,690
5516 - Eumungerie Water Supply Scheme	0	1,374,654	0	1,374,654	1,360,856
5610 - Birch Ave PRV Zone (800m & DN225) (C)	30,000	0	0	30,000	0
5612 - Wheelers PRV (220m & DN225 & 750mDN300) (S) Project deferred pending further assessment	9,000	0	-9,000	0	0
5613 - Wheelers PRV (220m & DN225 & 750m & DN300) (C) Project deferred pending further assessment	200,000	0	-200,000	0	0
5640 - Pipeline-Erskine St to Myall Reseri (PC) Project deferred to 2017/2018	38,000	0	-38,000	0	0
5656 - Reservoir Cameras	20,000	0	0	20,000	0
5662 - WTP Clarifier Walkway Ladder&Lift Arm C	100,000	0	0	100,000	0
5666 - Unattended Fast Fill Standpipes (PC)/(C)	0	7,000	23,000	30,000	15,355

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
5699 - Pipeline - Sheraton/Eulomogo (PC)	265,000	0	0	265,000	0
5708 - Bore Water Pipeline Thorby to Newtown(PC)	21,000	0	0	21,000	0
5712 - WTP Standby Chlorination Project completed	0	41,802	0	41,802	41,802
5714 - WTP Optimisation Electrical upgrade Project completed	0	28,370	4,800	33,170	33,170
5715 - WTP Optimisation Lime System	0	300	0	300	300
5722 - Pipelines @ River Crossing(PC)	60,000	0	0	60,000	12,650
5723 - Pipelines @ River Crossing	500,000	0	-500,000	0	0
5743 - Newtown Reservoirs Upgrade Concept (PC)	0	0	1,826	1,826	913
5744 - Newtown Reservoirs Upgrade (PC)	0	0	3,872	3,872	2,249
5746 - Newtown Reservoirs Upgrade (S) Project deferred pending further assessment	275,000	0	-275,000	0	0
5792 - JGWTP - 15ML Storage (PC)	0	0	0	0	3,000
6210 - Lime Dosing Unit (C) Project completed	0	58,046	0	58,046	58,046
6211 - Pipeline - Chapmans Road (PC)	50,000	0	0	50,000	0
6220 - Keswick Estate PRV Construction Project completed	0	3,000	1,945	4,945	4,945
6226 - Hydrated Lime (PC)	60,000	0	0	60,000	0
6227 - Argyle Ave (250mm main) (C)	0	2,178	57,822	60,000	14,174
6229 - Boundary Rd Main & PRV Relocation (PC) Project completed	0	8,000	800	8,800	8,880
6230 - Boundary Rd Main & PRV Relocation (C) Project completed	0	31,480	-1,285	30,195	30,157
02.08069 - Augmentation Works Total	5,393,000	1,556,468	-2,929,220	4,020,248	1,596,502

OPERATIONAL PLAN

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

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	Revised Annual Estimate	YTD Actuals
5577 - PRV` s	50,000	0	0	50,000	30,166
5578 - Shibbles Bore 1	0	500	0	500	120
5579 - Thorby Avenue Bore	50,000	1,000	0	51,000	965
5580 - West Dubbo WPS Project deferred 2018/2019	50,000	0	-50,000	0	0
5717 - Bore Asset Renewal	23,171	0	0	23,171	0
5718 - WTP Asset Renewal	46,343	0	0	46,343	4,900
5719 - Booster Pump Stations	51,005	0	0	51,005	0
5720 - Reservoir Asset Renewals	26,611	0	0	26,611	0
5721 - Other Asset Renewals Project completed	0	3,950	0	3,950	3,950
5730 - Existing Clarifier Remediation Works (C) Project deferred 2017/2018	20,000	0	-20,000	0	0
5766 - SCADA RTU Upgrades	12,000	0	0	12,000	0
5788 - Safety Equipment (B/A` s)	6,653	0	0	6,653	0
5819 - Erskine St Booster Pump #1	50,000	0	0	50,000	0
6209 - Ballimore Reservoir Rectify Entry Points Project completed	0	4,804	0	4,804	4,804
6210 - Buninyong Reserv.1 Rectify Entry Points Project completed	0	4,806	0	4,806	4,806
6211 - Buninyong Reserv.2 Rectify Entry Points Project completed	0	4,316	0	4,316	4,806
6216 - Eulomogo Reservoir Rectify Entry Points	0	4,806	0	4,806	4,806
6219 - Myall St Reserv.2 Rectify Entry Points	0	4,806	0	4,806	4,806

OPERATIONAL PLAN

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

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	Revised Annual Estimate	YTD Actuals
6221 - Newtown Reservoir 5 Rectify Entry Points Project completed	0	4,810	0	4,810	4,810
6226 - Rifle Range Reserv.1 Rectify Entry Point Project completed	0	4,806	0	4,806	4,806
6233 - Wongarbon Reservoir Rectify Entry Points Project completed	0	4,806	0	4,806	4,806
6502 - WTP Online Instrument Replacement	12,000	0	0	12,000	0
6511 - SWTP Switchboard Replacement Project completed	700,000	0	-306,692	393,308	393,308
6512 - Rifle Range Reserv.2 Rectify Entry Point Project completed	0	4,806	0	4,806	4,806
6513 - Bourke Hill Reservoir Rectify Entry Poin Project completed	0	4,806	0	4,806	4,806
6514 - Newtown Reservoir 1 Rectify Entry Points Project completed	0	4,806	0	4,806	4,806
6515 - Newtown Reservoir 2 Rectify Entry Points Project completed	0	4,806	0	4,806	4,806
6516 - Newtown Reservoir 3 Rectify Entry Points Project completed	0	4,806	0	4,806	4,806
6517 - Newtown Reservoir 4 Rectify Entry Points Project completed	0	4,806	0	4,806	4,806
6518 - Myall Street Reserv.1 Rectify Entry Pts Project completed	0	4,806	0	4,806	4,804
6519 - Yarrandale Reservoir Rectify Entry Point Project completed	0	0	0	0	3,810
02.08071 - Asset Replacement / Refurbishment Total	1,097,783	77,052	-376,692	798,143	509,309

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
5652 - Fitzroy - Myall to Roper Project completed	0	95,711	24,379	120,090	120,090
5657 - Fitzroy - Cobra to Bultje Project completed	0	0	10,602	10,602	10,602
5676 - Morgan - Muller to River Project completed	0	0	77,809	77,809	77,809
5678 - Longabardi - Morgan to Fitzroy Project completed	0	0	57,078	57,078	57,078
5862 - Fitzroy St (Myall/Roper) PC	0	2,000	0	2,000	1,649
6230 - Darling - Macquarie to Naman Project completed	0	0	-914	-914	-914
6530 - Airport (Narromine Rd to Terminal) (C) Project completed	0	0	23,030	23,030	23,030
6534 - Darling 300mm Talbragar to Wingewarr (C) Project completed	0	4,250	-24	4,226	4,226
6548 - Myall Street (Fitzroy St to Morgan St) Project completed	0	2,147	4,900	7,047	7,047
6559 - W139-142-Tamworth(Bris-Fitzroy 200 (C) Project deferred 2017/2018	356,250	0	-356,250	0	0
6603 - W139-142-Tamworth(Bris-Fitzroy St 250(C) Project deferred 2017/2018	456,750	0	-456,750	0	0
6606 - W143 Macquarie (Vet to Water Depot)(PC)	21,000	0	0	21,000	0
6610 - W144 Jubilee (Goode to Tamworth St (PC)	20,000	0	0	20,000	0
6615 - W150 Darling(W)(Bris-Cobra)(C)	10,000	0	0	10,000	0
6619 - W151 Darling(E)(Cobra to Carrington)(C)	23,000	0	0	23,000	0
6626 - W153-Dalton(Boundary-Wheatleys L)(PC)	34,000	0	0	34,000	0
6703 - Wingewarra St 75mm Bourke to Darling (C)	0	4,725	245,275	250,000	17,796
02.08073 - Mains Replacement Total	921,000	108,833	-370,865	658,968	318,413

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **December**

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

Water Supply - Contra - Tfr to Fixed Assets 02.08075 - Transfer To Fixed Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
5676 - Light Vehicles	0	0	0	0	3,031
02.08075 - Transfer To Fixed Assets Total	0	0	0	0	3,031

Wellington - Capital Expenses 02.07200 - Loan Repayments	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Loan Principal Repayments	0	106,339	0	106,339	0
02.07200 - Loan Repayments Total	0	106,339	0	106,339	0

OPERATIONAL PLANFunction No. **3.02***Performance Review*Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
7100 - Renewals - Plant & Equipment	0	112,712	83,436	196,148	221,512
7102 - Renewals - Other Infrastructure	0	792,169	0	792,169	185,140
02.07201 - Capital Renewal Total	0	904,881	83,436	988,317	406,652

Operational Program

	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
02.00003 - Water Treatment Maintenance Total	404,641	0	26,960	431,601	225,436
02.00053 - Booster Pump Stations Maintenance Total	49,715	0	662	50,377	9,029
02.00001 - Water Treatment Operations Total	3,549,330	0	106,990	3,656,320	1,192,817
02.00005 - Water Supply Storage Systems Total	133,333	-3,438	57,052	186,947	124,452
02.00015 - Pipelines Total	686,213	0	7,979	694,192	363,261
02.00019 - Meters Total	390,997	0	3,080	394,077	108,859
02.00021 - Meter Reading Operations Total	360,337	0	0	360,337	118,176
02.00030 - Water Supply Storage Systems - Operations Total	20,316	0	-180	20,136	8,998
02.00045 - Bores Operations Total	250,754	0	27,183	277,937	157,834
02.00051 - Booster Pump Stations Operations Total	143,225	0	-2,550	140,675	42,863

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **December**

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.
	Actioned	<i>New stormwater inlet pit constructed in Nelson Place to alleviate "pooling" of water</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 required or 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>
Studies/Preconstruction (Section 94)	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 required or as appropriate.</i>	<i>This is being achieved as required or as appropriate.</i>
	1.5.8.4 Develop stormwater models for one existing catchment each year within the urban area.	Develop by June annually.
	<i>No action to date.</i>	<i>No action to date.</i>
Management Services – from other functions	1.5.8.5 Review Section 94 contributions Plan for Stormwater Drainage.	Plan reviewed by June 2017.
	<i>No action to date.</i>	<i>No action to date.</i>
Management Services	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.</i>

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **December**

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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Activity	Action	Performance Targets/Service Level
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>No action within past 3 months.</i>	<i>No action within past 3 months.</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. No action to date.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-2,888,930	-33,550	-2,922,480	-14,201	1	-2,936,681	-1,467,213
Expenditure	2,369,051	98,976	2,468,027	0	2	2,468,027	999,786
Operating Total	-519,879	65,426	-454,453	-14,201		-468,654	-467,427
Capital							
Income	-963,100	0	-963,100	0	3	-963,100	-436,651
Expenditure	4,717,358	31,650	4,749,008	0	4	4,749,008	269,112
Capital Total	3,754,258	31,650	3,785,908	0		3,785,908	-167,539
Available Funds Movement Prior to Restricted Asset Funding	3,234,379	97,076	3,331,455	-14,201		3,317,254	-634,966
Restricted Assets	-2,867,311	1,700	-2,865,611	14,201	5	-2,851,410	89,216
Funds Available to (-), or Required From Rates and Other Council Revenue	367,068	98,776	465,844	0		465,844	-545,750

Note	Details
1	Operating Income has increased by \$14,201 due to an increase in revenue from Stormwater Drainage Annual Charges.
2	No variance to budget.
3	No variance to budget.
4	No variance to budget.
5	Transfer from Restricted Asset reduced by \$14,201 due to additional revenue from the Annual Drainage charges.
6	The KPI's are high due to a major storm event, estimated to be greater than a 1:20 year storm event which 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.

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **December**

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Drainage Complaints Investigated	2	4	21	Average time taken to complete investigation (weeks)	2	2	2	Total number of complaints received	2	2	26
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

Key Projects**Capital Works Program**

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

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

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **December**

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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Stormwater - Acquisition of Assets 01.09135 - Drainage Extensions	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6824 - Preconstruction - Tech Support	50,000	0	0	50,000	0
01.09135 - Drainage Extensions Total	50,000	0	0	50,000	0

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

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

Stormwater - Acquisition of Assets 01.09147 - Keswick Estate Development	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
4630 - Redirect.Channel Nth Keswick Stg4 Rel3B Added Flood Study monies of \$100,000 (no grant funds) and \$65,712 from Troy Basin	400,000	0	165,712	565,712	965
01.09147 - Keswick Estate Development Total	400,000	0	165,712	565,712	965

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
6805 - Technical Support Charge	30,000	0	0	30,000	0
6819 - Devils Hole	0	0	0	0	63,155
6842 - West Dubbo Drain Reinstatement	30,000	0	0	30,000	14,478
6845 - Egret Park GPT	0	0	0	0	22
01.09127 - Rectification Works Total	60,000	0	0	60,000	77,655

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

Stormwater - Asset Renewals - Asset Maintenance 01.09144 - Troy Basin Facility	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
4624 - Design	0	14,201	0	14,201	32,549
4625 - External Pipeline / Rail Crossing Const	150,000	0	0	150,000	0
4626 - Basin Construction Funds of \$165,712 transferred to Redirect Channel Nth Keswick Stg4 project	400,000	-14,201	-165,712	220,087	0
01.09144 - Troy Basin Facility Total	550,000	0	-165,712	384,288	32,549

OPERATIONAL PLANFunction No. **4.01***Performance Review*Quarter ended: **December**

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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Wellington - Capital Expenses 01.08110 - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Other Infrastructure	0	31,650	0	31,650	25,341
01.08110 - Asset Renewals Total	0	31,650	0	31,650	25,341

Operational Program

Stormwater - Urban Stormwater Drainage	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.00298 - Urban Drainage - Existing System Total	304,441	0	0	304,441	76,033
01.00300 - Studies/Preconstruction (Section 94) Total	65,000	0	0	65,000	446
01.00314 - Catchment Management Planning Total	62,500	0	0	62,500	11,215

OPERATIONAL PLAN

Function No. 4.02

Performance Review

Quarter ended: December

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.
	Two invoice's received to date.	\$176,167 payment made to date.
Operations - Reimbursed by Bush Fire Control	1.5.3.1 Meet annually with the Regional Manager of Fire and Rescue NSW.	Meet by October annually.
	No meeting held to date.	Meeting due next quarter.
Operations and Emergency Response	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.	No non-compliance reports issued.
Operations and Emergency Response	1.5.4.1 Attend meetings of the Rural Fire Service Dubbo Liaison Committee four (4) time a year	July/October/February/April annually.
	Meeting schedule suspended pending merger impact.	No meeting held to date.
Operations and Emergency Response	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.
Operations and Emergency Response	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.
Operations and Emergency Response	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: **December**

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.
	<i>Education programme implemented by Orana team RFS.</i>	<i>Numbers fluctuate but trend upwards.</i>
	Maintain a 24 hour call out system.	Ensure adequate staff numbers to meet requirement.
	<i>System operational.</i>	<i>Staffing contingent adequate.</i>
	Ensure Emergency Operation Centre and Stations are on standby for activation at all times.	All firefighting plant and equipment readily available for use.
	<i>Emergency operation centre is operational ready.</i>	<i>All plant has received annual maintenance.</i>
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.
	<i>Meeting with Orana Team Manager held quarterly.</i>	<i>Meeting held August and November. Regular contact maintained.</i>
	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	<i>Services are being rendered.</i>	<i>Service level as agreed.</i>
	Ensure all brigade stations have adequate electricity supply.	Electricity consumption is contained to within budget estimates.
Contribution to Bushfire Council	<i>All connected stations are being supplied.</i>	<i>Currently within budget.</i>
	Contributions made as determined by the Minister of the Rural Fire Fighting Fund.	Payments made by specified dates.
Asset Maintenance Program - Routine	<i>Payment made on invoice.</i>	<i>\$294,973 payment made to date.</i>
	Undertake minor building asset maintenance as required.	Buildings operational and presentable.
Acquisition of Assets	<i>Building maintenance scheduled through the year.</i>	<i>Buildings in fair to good condition.</i>
	Undertake the approved Capital Works programme as defined in the Key Projects section of the Operational Plan.	Programme implemented.
	<i>Orana Zone storage shed extension and Orana Air Base hardstand pad are proposed projects.</i>	<i>Work has yet to commence on aircraft loading hardstand. Scheduled March Quarter.</i>

OPERATIONAL PLAN

Function No. **4.02**

Performance Review

Quarter ended: **December**

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-590,254	-650,735	-1,240,989	-86,096	1	-1,327,085	-8,596
Expenditure	1,586,226	685,274	2,271,500	29,016	2	2,300,516	941,270
Operating Total	995,972	34,539	1,030,511	-57,080		973,431	932,674
Capital							
Income	-435,513	-228,094	-663,607	0	3	-663,607	-217,251
Expenditure	360,000	453,991	813,991	85,295	4	899,286	86,172
Capital Total	-75,513	225,897	150,384	85,295		235,679	-131,079
Available Funds Movement Prior to Restricted Asset Funding							
	920,459	260,436	1,180,895	28,215		1,209,110	801,595
Restricted Assets							
	-108	-13,791	-13,899	-28,215	5	-42,114	0
Funds Available to (-), or Required From Rates and Other Council Revenue							
	920,351	246,645	1,166,996	0		1,166,996	801,595

Note	Details
1	Operating Income has increased by \$86,096 mainly due to Reimbursement for Capital Works including Hardstand (\$10,447) and Airbase Water Tank for Dubbo & Bodangora (\$75,000).
2	Operating Expenditure has increased by \$29,016 mainly due to Operations and Emergency Response costs (\$9,796) and Operations costs (\$6,336)
3	No variance to budget.
4	Capital Expenditure has increased by \$85,295 due to additional Hardstand costs (\$4,795) and Airbase Water Tank for Dubbo & Bodangora (\$80,500).
5	Transfer from restricted assets has increased by \$28,215 due to additional operating expenditure.

Key Performance Indicators

Workload	Prev.			YTD			Efficiency	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	16	16	16	Fire fighting expenditure per capita (40,975 population)	\$25.25	\$23.62	\$17.21	No. of unit failures	1	0	0	1	0	0	1	0	0
No. of Accredited Basic Fire Fighters (Audit of brigades undertaken to determine current number of active members)	325	450	325	325	325	325		No. of Fires started by children	0	0	0	0	0	0	0	0	0	0	0	0
No. of Communications Brigades	1	1	1	1	1	1		No. of Fires started from escaped permit burns	0	0	0	0	0	0	0	0	0	0	0	0
No. of Accredited Crew Leaders	72	80	72	72	72	72		No. of Section 66 Notices not complied with	0	0	0	0	0	0	0	0	0	0	0	0
No. of Accredited Village Fire Fighters	152	170	152	152	152	152														

OPERATIONAL PLAN

Function No. **4.02**

Performance Review

Quarter ended: **December**

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 Accredited Advanced Fire Fighters	115	118	115								
No. of constructed Fire Stations	16	16	16								
No. of Fire Tankers under 15 years	27	27	27								
No. of Section 66 Notices issued	0	0	0								

Key Projects**Capital Works Program**

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

Fire Services - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09159 - Fire Services - Other Structures					
6897 - Orana Aircraft Operations Hardstand Area	0	13,791	4,795	18,586	18,586
6898 - Fire Tanks & Slabs Dubbo & Bodangora	0	0	40,500	40,500	23,200
6899 - Fire Tank - Install and Connect - Dubbo	0	0	40,000	40,000	0
01.09159 - Fire Services - Other Structures Total	0	13,791	85,295	99,086	41,786

OPERATIONAL PLAN

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

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	Revised Annual Estimate	YTD Actuals
6895 - SMSS Building - Dubbo FCC	0	0	0	0	522
6897 - Vehicle Storage Shed - Extension (PC/C)	0	0	0	0	4,520
01.09164 - Fire Control - Buildings Total	0	0	0	0	5,042

Wellington - Capital Expenses 01.08120 - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Land & Buildings	0	65,000	0	65,000	39,344
01.08120 - Acquisition of Assets Total	0	65,000	0	65,000	39,344

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

Operational Program

Fire Services - Fire Protection	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.00330 - Contribution to NSW Fire Brigade Total	330,000	22,334	0	352,334	176,167
01.00339 - Contribution To Bushfire Council Total	359,000	230,948	0	589,948	294,974

OPERATIONAL PLAN

Function No. **4.03**

Performance Review

Quarter ended: **December**

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 incorporate Wellington information.	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 and 15 November
	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 updated at the quarterly Local Emergency Management Committee.	New controller appointed in August and attended LEMC.
Contribution to SES	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: **December**

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	0	-2,100	-2,100	0	1	-2,100	378
Expenditure	105,033	34,039	139,072	0	2	139,072	102,057
Operating Total	105,033	31,939	136,972	0		136,972	102,435
Capital							
Income	0	-1,697	-1,697	0	3	-1,697	0
Expenditure	0	21,658	21,658	0	4	21,658	21,658
Capital Total	0	19,961	19,961	0		19,961	21,658
Available Funds Movement Prior to Restricted Asset Funding							
	105,033	51,900	156,933	0		156,933	124,093
Restricted Assets							
	2,967	-20,658	-17,691	0	5	-17,691	0
Funds Available to (-), or Required From Rates and Other Council Revenue							
	108,000	31,242	139,242	0		139,242	124,093

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	Efficiency			Effective.	No. of Accredited Volunteers					
	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	\$1.27	30	30	30
No. of LEMC Meetings	4	4	2							

Key Projects**Capital Works Program**

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

OPERATIONAL PLAN

Function No. **4.03**

Performance Review

Quarter ended: **December**

Principal Activity:	COMMUNITY PROTECTION	Function:	Emergency Management
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Operational Program

Emergency Management - Emergency Response	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.00357 - Contribution to SES Total	70,000	23,846	0	93,846	46,923

OPERATIONAL PLAN

Function No.

5.01

Performance Review

Quarter ended:

December

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. Service/maintenance specification in development.	Survey of users scheduled for March 2017.
Cleaning and Washdown Facility	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.	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 2015/2016. Construction of the stack pens and ramps is almost complete. Preparation for the drafting area has commenced and the weighbridge construction is underway.	Throughput year to date; Cattle 99,994 Sheep 728,432 Goats 5,249
	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: December

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 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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-5,645,964	-182,283	-5,828,247	0	1	-5,828,247	-3,064,291
Expenditure	3,283,872	5,654	3,289,526	0	2	3,289,526	1,468,072
Operating Total	-2,362,092	-176,629	-2,538,721	0		-2,538,721	-1,596,219
Capital							
Income	-1,057,888	0	-1,057,888	0	3	-1,057,888	-543,921
Expenditure	4,924,094	1,560,878	6,484,972	0	4	6,484,972	2,316,805
Capital Total	3,866,206	1,560,878	5,427,084	0		5,427,084	1,772,884
Available Funds Movement Prior to Restricted Asset Funding	1,504,114	1,384,249	2,888,363	0		2,888,363	176,665
Restricted Assets	-1,791,114	-1,378,595	-3,169,709	0	5	-3,169,709	-317,338
Funds Available to (-), or Required From Rates and Other Council Revenue	-287,000	5,654	-281,346	0		-281,346	-140,673

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.

5.01

Performance Review

Quarter ended:

December

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	66	Total operating expenses per sale day	\$12,145	\$20,105	\$13,084	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	99,994 728,432 5,249	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 to be conducted in March 2017

Key Projects**Capital Works Program**

Livestock Markets - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09167 - Livestock Markets - Other Structures					
6900 - Upgrade Cattle Loading Ramps	0	20,000	0	20,000	0
6907 - Upgrade Sheep Loading Ramps/Winches	0	40,000	0	40,000	38,397
<i>Project completed.</i>					
6937 - Workshop Upgrade	75,000	0	0	75,000	0
6953 - Draft & Sale Pens	4,554,094	943,947	0	5,498,041	1,966,001
6955 - Weighbridge Area	0	541,931	0	541,931	312,407
01.09167 - Livestock Markets - Other Structures Total	4,629,094	1,545,878	0	6,174,972	2,316,805

OPERATIONAL PLAN

Function No.

5.01

Performance Review

Quarter ended:

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

Livestock Markets - Asset Renewals - Maintenance 01.09174 - Livestock - Infrastructure - Road & Bridge & Footpath	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6881 - Reseal Car Park	75,000	0	0	75,000	0
01.09174 - Livestock - Infrastructure - Road & Bridge & Footpath Total	75,000	0	0	75,000	0

Livestock Markets - Asset Renewals - Maintenance 01.09176 - Livestock Markets - Buildings - Non Specialised	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Main Toilet Upgrade	100,000	0	0	100,000	0
01.09176 - Livestock Markets - Buildings - Non Specialised Total	100,000	0	0	100,000	0

Livestock Markets - Asset Renewals - Maintenance 01.09177 - Livestock Markets - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6909 - Sheeppark Panels	20,000	0	0	20,000	0
01.09177 - Livestock Markets - Other Structures Total	20,000	0	0	20,000	0

Livestock Markets - Asset Renewals - Maintenance 01.09179 - Livestock Markets - Other Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6922 - Upgrade Truck Wash Pumps	0	15,000	0	15,000	0
6923 - Upgrade Canteen	100,000	0	0	100,000	0
01.09179 - Livestock Markets - Other Assets Total	100,000	15,000	0	115,000	0

OPERATIONAL PLAN

Function No. 5.02

Performance Review

Quarter ended: December

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.	Daily inspections are carried out.
		Pavements meet CASA Standards for Safe operation as inspected Daily inspections are carried out.
	3.1.18.6 Undertake Safety/Technical Audit utilising Civil Aviation Safety Authority approved auditor.	Meet Requirements of Manual Of Standards 139. September annually Audit undertaken in August.
Management Services	Provide budget and operational advice and direction	Supervise Groundsman Works schedules completed Attain financial result in accordance with estimates 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 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 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. Passenger's year to date 110,963 .Currently passenger growth is up by 7.27% to the end of December.
	3.1.18.7 Undertake an annual emergency exercise.	One emergency exercise (either Table Top or Mock) complete per year as per MOS136 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.
	As per Civil Aviation Safety Regulation part 139.215.	

OPERATIONAL PLAN

Function No.

5.02

Performance Review

Quarter ended:

December

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.</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>No Action at this time.</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>No Action 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>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>Daily inspections are carried out.</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>Daily inspections are carried out.</i>	
Asset Management Program - Routine	Undertake Building Asset Management Program	Buildings operational and presentable.	
	<i>Routine Asset Maintenance Program in place.</i>	<i>Daily inspections are carried out.</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: December

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-3,508,891	-166,285	-3,675,176	-101,874	1	-3,777,050	-1,718,930
Expenditure	2,788,353	100,438	2,888,791	5,966	2	2,894,757	1,405,965
Operating Total	-720,538	-65,847	-786,385	-95,908		-882,293	-312,965
Capital							
Income	-720,634	0	-720,634	0	3	-720,634	-361,970
Expenditure	978,581	95,030	1,073,611	136,430	4	1,210,041	273,538
Capital Total	257,947	95,030	352,977	136,430		489,407	-88,432
Available Funds Movement Prior to Restricted Asset Funding	-462,591	29,183	-433,408	40,522		-392,886	-401,397
Restricted Assets	147,591	-29,183	118,408	-40,522	5	77,886	243,897
Funds Available to (-), or Required From Rates and Other Council Revenue	-315,000	0	-315,000	0		-315,000	-157,500

Note	Details
1	Operating income increased by \$101,874 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 increased by \$136,430 due to the acquisition of plant and equipment of \$26,329 and \$108,521 for the advanced design works to the lighting upgrade and tarmac strengthening project.
5	Transfers to restricted assets have decreased by \$40,522 to balance the function.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective	Prev.	Est	YTD
Number of aircraft landings	9,981	9,400	6,007	Total operating expenses per passenger	\$11.53	\$11.33	\$9.41	Percentage of inspections that satisfy CASA requirements	100%	100%	100%
Number of passengers per annum	203,294	185,000	110,963		% Availability of aerodrome for unrestricted use	100%	100%	100%			
					Number of written complaints	Nil	Nil	Nil			

OPERATIONAL PLAN

Function No. 5.02

Performance Review

Quarter ended: **December**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	Revised Annual Estimate	YTD Actuals
6942 - Ground to Air Radios - Airport Vehicles <i>Project completed.</i>	0	0	2,076	2,076	2,076
6943 - Ground Power Unit <i>Project completed.</i>	0	0	14,995	14,995	14,995
01.09200 - Airport - Plant & Equipment Total	0	0	17,071	17,071	17,071

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

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

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

OPERATIONAL PLAN

Function No. 5.02

Performance Review

Quarter ended: December

Principal Activity: **CITY DEVELOPMENT**

Function:

Airport

Airport - Asset Renewals - Maintenance 01.09212 - Airport - Infrastructure Pavements	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6952 - Runway 05/23 Lighting Replacement	30,000	0	0	30,000	1,524
6956 - Design Asphalt Overlay Runway 05/23	40,000	40,000	108,521	188,521	186,997
6960 - Internal Road From RFS to New GA Area	250,000	40,000	0	290,000	4,778
6961 - Extend GA Apron/Foxtrot Taxiway	0	50,000	0	50,000	16,244
6974 - NSRF - Stage 1 - Road/Drainage Services	0	0	1,580	1,580	1,580
01.09212 - Airport - Infrastructure Pavements Total	320,000	130,000	110,101	560,101	211,123

Airport - Asset Renewals - Maintenance 01.09213 - Airport Infrastructure - Roads	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6956 - Security Car Park	308,581	-24,690	0	283,891	2,980
6960 - Car Rental Car Park	350,000	-21,480	-328,520	0	0
6962 - Hire Car Car Park	0	0	328,520	328,520	21,906
01.09213 - Airport Infrastructure - Roads Total	658,581	-46,170	0	612,411	24,886

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

OPERATIONAL PLAN

Function No. 5.03

Performance Review

Quarter ended: December

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.
	561 Jobs uploaded to the Dubbo Jobs website July – December 2016.	Support is being provided to major industries such as Corrective Services, NSW Police and NSW Health in recruiting skilled professionals to the Local Government Area.
	2.2.5.9 Develop a mining industry services development strategy.	Strategy to be developed by August 2016.
	The adopted Mining Services Action Plan is being implemented as part of the adopted Economic Development Action Plan.	Action Plan being implemented.
	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.
	Review undertaken in August 2016.	Review undertaken in August 2016 to allow for the development of a bridging Economic Development Action Plan for the new Local Government Area.
	4.1.1.2 Develop the annual Economic Development Action Plan.	Plan is to be developed in May and adopted by 30 June annually.
	Action plan was developed in August 2016.	Plan adopted by Council in August 2016.
	2.4.1.2 Undertake an annual review of the Economic Profile of the City.	Economic Profile updated by June annually.
	Online economic profile updated regularly with release of new Australian Bureau Statistics and Tourism Research Australia data.	Quarterly updates of population and tourism research integrated into public economic profile and economic modelling software.
	2016 hard copy investment prospectus in development has been delayed due to Amalgamation.	Updated Population Projections for Dubbo City completed July 2016.
	Dubbo Data Centre updated.	Western Plains Economic Profile completed July 2016.
Local Government Area profile completed.	Dubbo City and Dubbo Region Economic Profile completed for Dubbo Regional Council.	
	Dubbo City and Dubbo Region Population Projections completed for Dubbo Regional Council.	

OPERATIONAL PLAN

Function No. 5.03

Performance Review

Quarter ended: December

Principal Activity:	CITY DEVELOPMENT	Function:	City Development
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Activity	Actions	Performance Targets/Service Level
City Development/Partnerships	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>	<i>There are 10,535 skilled professionals in the City. Includes categories of professionals, clerical and administrative, technicians, trades and managers.</i>
	<i>Evocities digital marketing program being implemented.</i>	
	<i>Evocities positive media program being supported.</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.
	<i>This Working Party no longer exists.</i>	<i>No participation required to date.</i>
Implement the Economic Development Strategy	Increase number of new business and expansion of existing business.	
	<i>Economic Development Action Plan Implemented.</i>	<i>July – September 2016</i>
	<i>210 new and existing businesses provided with assistance through economic development services from July – December 2016.</i>	<i>In addition 24 enquires and 9 projects were managed by the Ignite Program Coordinator Ignite enquires provided with assistance through Economic Development Services.</i>
	<i>Ignite Action plan implemented including:</i>	<i>Supported 6 new businesses to establish, expand or set up pop shops in the CBD.</i>
	<ul style="list-style-type: none"> • <i>Vacant Shop Front engagement and activation with Real Estate Agents, Landlords, Artlands / BOOMDubbo and local school.</i> • <i>\$40K funding received through Round 2 of the Murray Darling Energize Enterprise Fund for public arts project, business activation, proactive promotion of CBD activation.</i> • <i>\$40K funding received through Round 3 of the Murray Darling Energize Enterprise Fund for business acumen training for CBD business owners & managers.</i> • <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> https://www.facebook.com/dubboignite/?fref=ts • <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> 	<i>Supported 3 new businesses to establish, expand or set up pop shops outside the CBD.</i>
		<i>October – December 2016</i>
		<i>Ignite supported 10 new businesses to establish, expand or set up pop up shops.</i>
		<i>In addition 41 enquires and 12 projects were managed by the Ignite Program Coordinator Ignite enquires provided with assistance through Economic Development Services.</i>

OPERATIONAL PLAN

Function No. 5.03

Performance Review

Quarter ended: December

Principal Activity: CITY DEVELOPMENT	Function: City Development
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Activity	Actions	Performance Targets/Service Level
Other Promotions/Activities	4.1.2.1 Continue to partner with other regional cities in the "Evocities" programme.	Evocities membership is maintained.
	<p>Membership maintained.</p> <p>Dubbo Jobs website maintained: 470 jobs and 19 business opportunities uploaded for Dubbo Region*; 109,451 visits to the portal have been recorded to December 2016.</p> <p>10 jobs uploaded for Wellington in December 2016</p>	<p>33,114 visitors to Evocities website July – December 2016.</p> <p>144,744 visitors to Evojobs website July – December 2016.</p> <p>27 national/metro editorials achieved July 2016 – December 2016.</p> <p>Evocities digital marketing program has been supported through regular posting on Facebook, Twitter and Linked In.</p> <p>\$20,000 advertising plan to promote the 2016 Evocities MTB Series utilising event funding provided by Destination NSW implemented.</p> <p>Regular blog content to drive visitation to the new Evocities website developed.</p> <p>New Welcome post card initiative commenced.</p>
Management Services - from other Functions	Cost of services including: - management, technical, information technology and corporate overhead provided to this function.	Amount 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 services provided.
Economic Development Projects	4.1.1.3 Implement the annual Economic Development Action Plan.	Responsible parties are monitored for timeliness of actions
	<p>Economic Development Action Plan implemented including.</p> <ul style="list-style-type: none"> • Economic profile of the City maintained and public access to statistics provided for both Community and Economic Profiles. • Business attraction and investment service provided. • Business retention and expansion services provided. • Dubbo business training calendar maintained. • Economic modelling service provided. • Monthly tourism market report collated and distributed. • Support and facilitation of the Dubbo Accommodation Network maintained. • Support and facilitation of Destination Management Working group maintained. • Product development assistance provided to Dubbo Observatory, Royal Flying Doctor Service, Dundullimal, National Parks, local flying business. • Tourism Circuit signage completed. 	<p>Parties monitored.</p> <p>All actions completed in a timely manner and in accordance with Economic Development Action Plan.</p>

OPERATIONAL PLAN

Function No. 5.03

Performance Review

Quarter ended: December

Principal Activity: **CITY DEVELOPMENT**

Function:

City Development

Activity	Actions	Performance Targets/Service Level
	<ul style="list-style-type: none"> Participated in regional economic opportunities and infrastructure priorities project. High level support provided to Regional Development Australia Orana to support attendance at an expo in in China. Supported development of video to promote region as Super Centre with direct agricultural trade to China. Family of CSU undertaken. Regional Platters agriculture workshops completed. Economic support provided to potential solar investor, transport business, health service, river trails project, hospitality service, Accommodation operator & visitor experience. Hosted famil for potential Aboriginal Tourism Development. 	
	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>393 development applications worth an estimated \$94,586,115 for July- December 2016.</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>December report submitted.</i>	<i>First quarterly report adopted by Council in December 2016.</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"> Maintained business training calendar Renewed membership with Dubbo Chamber of Commerce. Gold supporter 2016 Orana Mutual Chamber of Commerce Business Awards Ongoing support and facilitation of the Ignite Program. Continued support provided to the Dubbo Accommodation Network. City Development Partnership Program membership opportunities and benefits promoted. Facilitation of grant information to local businesses for infrastructure development projects. Submitted Round 3 Murray Darling Basin Energise Enterprise Fund applications – Ignite Program, Business 	<p>Received \$20,000 in Round 2 Murray Darling Basin Energise Enterprise Fund applications for regional Agricultural Trails Project.</p> <p>Regional Platters industry workshops completed.</p> <p>Wellington Correctional Centre Expansion Opportunities Paper and Action plan adopted by Council in December. Action plan being implemented including development of a Wellington New Resident Guide and support for WCC recruitment activities.</p> <p>Received \$40,000 in Round 2 Murray Darling Basin Energise Enterprise Fund applications.</p>

OPERATIONAL PLAN

Function No.

5.03

Performance Review

Quarter ended:

December

Principal Activity:	CITY DEVELOPMENT	Function:	City Development
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Activity	Actions	Performance Targets/Service Level
<p>A diverse and sustainable business sector, with the skills and business acumen to develop, grow and prosper</p> <p>A recognized "Wellington" brand that promotes the opportunities and benefits of living, working or visiting the local government area.</p>	<p><i>Development Program and Freedom Camper Economic Study.</i></p> <ul style="list-style-type: none"> • <i>Active lead in Destination Management activities</i> • <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> 	<p><i>Received \$80,000 in round 3 Round 2 Murray Darling Basin Energise Enterprise Fund applications.</i></p> <p><i>Ignite Program submission and successful receipt of grant funding within the NSW Local Government Area (Local Government Area) in the Murray-Darling Basin Energise Enterprise Fund. Grant received of \$40,000 Ignite Skill Activation program & \$40,000 Ignite Light Activation.</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 3 load up stores and 54 redemption stores are activated.</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 21 potential new businesses and/or investors.</i>
	4.1.3.6 Quarterly update programme is implemented to monitor and maintain key statistical information. <i>Program implemented.</i>	All information supplied to prospective investors is accurate, relevant and timely. <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. <i>Economic Development Action Plan reflects relevant Activities. Ongoing communication with Regional Development Australia Orana is being maintained.</i>	Adopt and implement plan. <i>Action plan being implemented.</i>
	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 developed.</i>	<i>Developed Wellington Correctional Centre Opportunities Paper and Action Plan.</i>
	<i>Developed Wellington Visitor and New Resident Guide.</i>	
	<i>Wellington included in the Rhino Adventure visitor experience.</i>	
	<i>Creation of Christmas on the Bell promotion including spend local promotion.</i>	

OPERATIONAL PLAN

Function No. 5.03

Performance Review

Quarter ended: December

Principal Activity: CITY DEVELOPMENT	Function: City Development
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Activity	Actions	Performance Targets/Service Level
<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>	Community economic development projects.	Small business friendly Council participation Renew Wellington project
	<i>Wellington Correctional Centre Expansion Opportunities Paper and Action plan adopted by Council in December. Project included consultation with 60 stakeholders.</i>	<i>Council remains small business friendly.</i>
	Support programmes which assist in attracting medical professionals to the local government area.	Support the Wellington Learning Committee who link medical students to training opportunities in Wellington through Sydney University and Rural Far West.
	<i>Wellington New Resident Guide developed.</i>	<i>No Action to date.</i>
	Support and encourage a strong agricultural sector.	Provide support for fundraising, promotional projects and grant applications within the sector Planning proposals to support growth and development.
	<i>4 Wellington and 3 Dubbo based businesses are participating in the Regional Platters program.</i>	<i>Regional Platters Program being implemented.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	0	-20,000	-20,000	-70,000	1	-90,000	-90,000
Expenditure	855,012	179,712	1,034,724	90,300	2	1,125,024	509,416
Operating Total	855,012	159,712	1,014,724	20,300		1,035,024	419,416
Capital							
Income	0	0	0	0	3	0	0
Expenditure	0	0	0	0	4	0	0
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding							
	855,012	159,712	1,014,724	20,300		1,035,024	419,416
Restricted Assets							
	32,950	-13,159	-98,641	-20,300	5	-118,941	0
Funds Available to (-), or Required From Rates and Other Council Revenue	887,962	28,121	916,083	0		916,083	419,416

Note	Details
1	Operating income increased by \$70,000 due to an increase in grant funding for the Ignite Light Activation, Ignite Skill Building, Business Development and Freedom Camping Projects.
2	Operating expenditure increased by \$90,300 mainly due to \$70,000 for the Ignite Light Activation, Ignite Skill Building, Business Development and Freedom Camping Projects and \$24,190 for the Wellington Correctional Centre Opportunities paper.
3	No variance to budget.
4	No variance to budget.
5	Transfers from restricted assets increased by \$20,300 for funding of the Wellington Correctional Centre Opportunities paper.

OPERATIONAL PLAN

Function No.

5.03

Performance Review

Quarter ended:

December

Principal Activity: **CITY DEVELOPMENT**

Function:

City Development**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	210	Cost per enquiry	\$1,067	\$1,276	\$857.60	Customer satisfaction with Economic Development services	100%	80%	100%
City Development Programs implemented/supported	12	15	4					Estimate Residential Population (ABS)	41,934	41,384	51,007
Number of enquiries managed via Evo Central	326	370	246	Enquires Resulting in Actual New Residents	177 household (329 individuals)	135	138 household (279 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								Exceeded estimate due to targeting key businesses and industry to enable greater reach

Key Projects Operational Program

City Development - Promotions	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.00433 - Economic Development Projects					
1571 - Economic Development - Projects	100,000	0	26,110	126,110	67,882
1593 - CBD Ignite Project	115,853	101,591	0	217,444	95,411
01.00433 - Economic Development Projects Total	215,853	101,591	26,110	343,554	163,293

OPERATIONAL PLAN

Function No. 5.04

Performance Review

Quarter ended: December

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 has been implemented and is ongoing.	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 under construction with target completion date of 28/02/2017. There are currently 20 lots available to purchase off the plan in release 3A. 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
	Delayed due to amalgamation process.	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.	
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.	
Business Plans completed for 2017/2018.	Nil identified.	

OPERATIONAL PLAN

Function No.

5.04

Performance Review

Quarter ended:

December

Principal Activity: CITY DEVELOPMENT	Function: Property Development
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Activity	Actions	Performance Targets/Service Level
	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. <i>Ongoing, actioned as opportunities arise.</i>	Maintain watching brief to identify opportunities <i>This is being achieved.</i>

FINANCIAL STATEMENT:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-2,794,031	71,642	-2,722,389	-36,288	1	-2,758,677	-1,336,000
Expenditure	213,330	15,209	228,539	2,429	2	230,968	127,417
Operating Total	-2,580,701	86,851	-2,493,850	-33,859		-2,527,709	-1,208,583
Capital							
Income	-504,070	730,000	225,930	0	3	225,930	0
Expenditure	4,409,891	-950,370	3,459,521	33,859	4	3,493,380	1,209,507
Capital Total	3,905,821	-220,370	3,685,451	33,859		3,719,310	1,209,507
Available Funds Movement Prior to Restricted Asset Funding	1,325,120	-133,519	1,191,601	0		1,191,601	924
Restricted Assets	-1,562,120	147,431	-1,414,689	0	5	-1,414,689	-114,257
Funds Available to (-), or Required From Rates and Other Council Revenue	-237,000	13,912	-223,088	0		-223,088	-113,333

Note	Details
1	Operating income increase by \$36,288 mainly due to additional residential sales of \$157,455 less development costs of \$120,000 for the first home buyer rebate offered on selected lots in Stage 4 Release 3A.
2	No significant variance to budget.
3	No variance to budget.
4	Capital expenditure increased by \$33,859 due to the acquisition of 25 Purvis Lane for a boundary realignment.
5	No variance to budget.

Key Performance Indicators – Land Development

Workload	YTD			Efficiency			Effective.				
	Prev.	Est	YTD	Prev.	Est	YTD	Prev.	Est	YTD		
Review residential and industrial land holdings and report to Council	No	Yes	No	No. of residential land available for sale	3	33	20	Number of industrial lots available for sale - Moffatt Estate	5	5	5
Number of lots sold											
- Industrial	1	3	1	Respond to all land sales within 24 hours	95%	95%	100%				

OPERATIONAL PLAN

Function No.

5.04

Performance Review

Quarter ended:

December

Principal Activity:	CITY DEVELOPMENT	Function:	Property Development
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
- Residential	23	15	6								
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%	15%	Feasibility analysis provided with all industrial developments	N/A	Yes	No
								Feasibility analysis provided with all residential developments	Yes	Yes	Yes
Number of Projects assistance required	10	6	3	Acquisitions and Disposals Strategy is adopted by Council	No	Yes	No	Number of Acquisitions and Disposals processed	5	6	2
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	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	303,487	303,487
7072 - Keswick Stage 4 Release 3B	407,000	-197,900	-10,747	198,353	0
7073 - Keswick RFBI Re-alignment	0	0	3,493	3,493	3,493
01.09234 - Assets Const - Land Development - Stormwater Total	607,000	-105,160	3,493	505,333	306,980

OPERATIONAL PLAN

Function No. 5.04

Performance Review

Quarter ended: December

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	Revised Annual Estimate	YTD Actuals
7027 - Keswick Stage 4 Release 3A	160,000	26,960	0	186,960	9,694
7073 - Keswick Stage 4 Release 3B	220,000	-116,680	0	103,320	0
01.09238 - Assets Const - Land Development - Water Total	380,000	-89,720	0	290,280	9,694

Property Development - Acquisition of Assets 01.09240 - Assets Const - Land Development - Sewer	2016/2017 Original Budget	September Adjustment	December 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	367,994	367,994
7076 - Keswick Stage 4 Release 3B	125,000	71,800	-87,554	109,246	0
01.09240 - Assets Const - Land Development - Sewer Total	185,000	292,240	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	Revised Annual Estimate	YTD Actuals
7051 - Moffatt Estate	700,000	-700,000	0	0	0
7080 - Keswick Stage 5 - Works Services	605,000	0	0	605,000	219,613
7082 - Keswick Stage 4 Release 3A - 36 Lots	900,000	-347,730	0	552,270	345,227
01.09242 - Assets Const - Land Development - Roads Total	2,205,000	-1,047,730	0	1,157,270	564,840

OPERATIONAL PLAN

Function No. 5.04

*Performance Review*Quarter ended: **December**

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

OPERATIONAL PLAN

Function No.

5.05

Performance Review

Quarter ended:

December

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	Costs have been determined by agreed brief and provided.	Charges were reasonable for level of service provided.
	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.
	2017/2018 Business Plans complete.	Regular monitoring and assessment of business risks is ongoing.
	4.4.4.1 Monitor security breaches and develop strategies where appropriate to ensure Park remains a safe environment for users.	No examples of reasonable criticism of the operation and/or facilities of the park.
Grounds Operations	Complete. A Night watchman continues to be employed at Park by ATPM.	Customer feedback forms are reviewed weekly.
	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.	AAA Tourism rating is four (4) stars.
	Monitoring ongoing.	4 star rating maintained.
	Conduct regular pool & playground maintenance program	All grounds clean and tidy
Marketing & Promotion	Regular maintenance and inspections are undertaken.	This is being achieved.
		Maintain AAAT rating This is being achieved.
		Pool & Playground are clean, safe and functional. This is being achieved.
	4.4.4.4 Implement a promotion programme which includes membership of the Top Tourist Park chain.	Costs incurred are measurable and reasonable for the returns achieved.
Building Operations	Marketing campaigns are developed in conjunction with ATPM and implemented.	This is being achieved.
	Conduct regular building maintenance program.	All buildings clean, safe and serviceable
Asset Management Program - Routine	Maintenance ongoing.	This is being achieved.
	Undertaken Building Asset Management Program	Buildings operational and presentable
Asset Management Program - Cyclic	Completed using buildings PLUS software program.	This is being achieved.
	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.	Buildings maintained in a satisfactory condition.
	Capital works program adopted by Council and 90% complete.	This is being achieved.
	4.4.4.6 Develop and implement a quality assurance programme for the Park.	Program has systematic measurement, compares to a standard, includes process monitoring and feedback loop.
	Utilising quality assurance programme of ATPM.	Monitored regularly by Site Managers.

OPERATIONAL PLAN

Function No. 5.05

Performance Review

Quarter ended: December

Principal Activity: CITY DEVELOPMENT	Function: Dubbo City Holiday Park
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-1,590,527	0	-1,590,527	-3,000	1	-1,593,527	-851,138
Expenditure	1,410,104	0	1,410,104	-20,060	2	1,390,044	677,977
Operating Total	-180,423	0	-180,423	-23,060		-203,483	-173,161
Capital							
Income	-159,635	0	-159,635	0	3	-159,635	-87,760
Expenditure	202,000	70,600	272,600	23,060	4	295,660	105,936
Capital Total	42,365	70,600	112,965	23,060		136,025	18,176
Available Funds Movement Prior to Restricted Asset Funding							
	-138,058	70,600	-67,458	0		-67,458	-154,985
Restricted Assets							
	-61,942	-70,600	-132,542	0	5	-132,542	0
Funds Available to (-), or Required From Rates and Other Council Revenue							
	-200,000	0	-200,000	0		-200,000	-154,985

Note	Details
1	No significant variance to budget.
2	Operating expenditure decreased by \$20,060 mainly due to savings from security expenses, trees and landscaping and other operational expenses.
3	No variance to budget.
4	Capital expenditure increased by \$23,060 due to \$28,705 for the upgrade of caravan and ensuite sites, \$10,325 for shade sails, \$9,030 for mattresses and a reduction of \$25,000 from the southern amenities refurbishment.
5	No variance to budget.

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	\$4,917	- Family Units 5 berth	41	60	52
- Family Unit 5 berth	5	5	3					- Family Units 6 berth	40	65	60
- Deluxe Cabin	8	8	8	Average Length of Stay	1.96	2	1.97	- Deluxe Cabin	68	73	62
- Family Budget Cabin	8	8	8					- Family Budget Cabin	56	70	61
- Studio Cabin	9	9	9					- Studio Cabin	80	73	75
- Ensuite Powered Sites	10	10	10					- Ensuite Powered Sites	52	55	57
- Drive thru	27	30	30					- Drive thru Sites	70	80	73
- Powered sites	42	42	42					- Powered Sites	47	65	64
- Tent sites	19	9	9					- Tent Sites	15	15	17
- Unpowered Caravan Sites	0	10	12					- Unpowered Caravan Sites	0	50	9
	131	134	134								

OPERATIONAL PLAN

Function No. 5.05

Performance Review

Quarter ended: December

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	12,730					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	Revised Annual Estimate	YTD Actuals
01.09263 - Holiday Park - Plant & Equipment					
7089 - Washing Machine/Dryers <i>Project completed.</i>	0	4,600	0	4,600	4,600
01.09263 - Holiday Park - Plant & Equipment Total	0	4,600	0	4,600	4,600

Holiday Park - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December 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	45,325	45,325
01.09277 - Holiday Park - Other Structures Total	35,000	0	10,325	45,325	45,325

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

OPERATIONAL PLAN

Function No. 5.05

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
7090 - Jumping Pillows <i>Project completed.</i>	40,000	-26,000	0	14,000	11,386
7102 - Trampoline <i>Project completed.</i>	0	7,000	0	7,000	6,890
01.09265 - C/Park - Other Structures Total	40,000	-19,000	0	21,000	18,276

Holiday Park - Asset Renewals - Maintenance 01.09276 - Asset Renewal - Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7105 - Southern Amenities Refurbishment	115,000	85,000	-25,000	175,000	0
01.09276 - Asset Renewal - Buildings Total	115,000	85,000	-25,000	175,000	0

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

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: December

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

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. <i>Services being provided, \$61,966 cost recovered.</i>	Amounts charged are accepted as reasonable for the level of service provided. <i>Charges viewed as being competitive with the local market.</i>
City Promotions Program	Funding/resources to implement marketing and promotion activities <i>Actions under the Economic Development Action Plan are being undertaken.</i> <i>All opportunities to attract visitors, events and new residents recognised and actions undertaken as appropriate.</i>	Any relevant co-funding opportunities are recognised. <i>2016/2017 City Development Partnership Program established. Program supported by 140 businesses and 6 destinations.</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. <i>Marketing activities being implemented through the Local Government Area Economic Development Action Plan.</i>	All promotional activities are utilised to promote Dubbo as a leading regional centre. <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>

OPERATIONAL PLAN

Function No.

5.06

Performance Review

Quarter ended:

December

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

Activity	Actions	Performance Targets/Service Level
		<p><i>City Map project (25,000 copies) completed.</i></p> <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>
	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. First quarter report provided to Council in December 2016.</i>	<i>First quarter report adopted by Council in December 2016.</i>
	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.
	<i>All channels of communications are being utilised to reach and target industry as appropriate.</i> <i>Monthly eBlast has a reach of 1,609 recipients.</i>	<i>Opportunities communicated:</i> <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>
	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>	<i>Economic Profile update completed.</i> <i>Population Projection Paper completed.</i> <i>Online Dubbo Data Centre maintained.</i> <i>Dubbo.com.au refresh completed</i>
	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> <i>Plan adopted by Council at August 2016 meeting.</i>	<i>Identified actions completed</i> <ul style="list-style-type: none"> • <i>2016/2017 City Development Partnership Program</i> • <i>Media and School Room on dubbo.com.au</i> • <i>Rhino Design Program – Gateway Signs</i> • <i>Installation of Digital Sign</i> • <i>Direct Marketing Campaign – school groups</i> • <i>Fly Pelican social media campaign</i> • <i>Wellington Rhino competition and design</i> • <i>My Dubbo Shop local card</i> • <i>Smile its Christmas (Dubbo) program</i> • <i>Jingle on the Bell (Wellington) program.</i>

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: December

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
	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>	\$240,000 funding was contributed by industry to support 18 months of activities July 2016-December 2016. 76 Businesses supported Smile its Christmas. 12 Business supported Jingle on the Bell in addition to three local businesses partnering with Council to install community Christmas tree.
	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.
	<i>Communication undertaken through Events Network, Accommodation Network, Destination Management Working Group, quarterly Economic Development newsletter, monthly City Development Newsletter and Ignite stakeholder newsletter.</i>	Opportunities communicated including <ul style="list-style-type: none"> • <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>2016/17 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>
	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 being maintained.</i>	140 businesses in the City Development Program while the VIC Program has an additional 33 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 Development Partnership Program reflect the Dubbo brand.</i>	Survey to be undertaken in February 2017.

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: December

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
	<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><i>Taronga Western Plains Zoo supported in relevant programs and promotions.</i></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><i>Taronga Western Plains Zoo promoted and supported via:</i></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>
		<p>No key opportunity to collaborate with the TWPZ is overlooked.</p> <p><i>No opportunity overlooked.</i></p>
	<p>5.3.5.1 Implement Community Consultation procedures in line with Council's Community Engagement Policy.</p> <p><i>This is being implemented.</i></p>	<p>Community satisfaction with the current level of communication with the community (target - 85%, current level is 62%).</p> <p><i>70% satisfaction rating achieved as per most recent Community Needs Survey.</i></p> <p><i>New corporate website completed.</i></p>

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: December

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
Events Attraction / Delivery	1.3.5.1 Review and Implement the Dubbo City Event Strategy as adopted (City Development Delivery Plan).	All actions in the Dubbo City Event Strategy are completed each year.
	<i>Actions being delivered under the Economic Development Action Plan.</i>	<p>Action completed:</p> <ul style="list-style-type: none"> • Regular meetings of the Dubbo Event Network • Review and update of on-line Event Organisers Toolbox. • Communications with industry regarding event activity in the City and opportunities for local businesses. • Event Development Fund (Stream 1) and Major Event Sponsor Program (Stream 1) opened July 2016. • Digital sign installed • Event bid – Country v City 2017 submitted • Event bid successful – Local Government Water Conference • Direct Marketing Campaign – conference market completed. • Support appropriate to scale of event provided • Event bid – NSW Farmers Conference – unsuccessful • Communications with Wellington event organisers/owners regarding support and promotional channels • High level support included: 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) • Delivery of NSW Water Management Conference commenced. • Funding of \$64,257 provided to 12 events (Stream 2 – Event Development Fund and Major Event Sponsor Program) • Early EOI submitted – Melbourne Cup.
	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.
<i>Actions tracking to timelines under the Delivery Plan.</i>	<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, 	

OPERATIONAL PLAN

Function No.

5.06

Performance Review

Quarter ended:

December

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

Activity	Actions	Performance Targets/Service Level
		<p><i>Warren and Warrumbungles contributed \$25,000 to 2016/17 Dubbo and Great Western Plains Visitor Attraction campaign.</i></p> <ul style="list-style-type: none"> <i>Old Dubbo Gaol contributed \$5,000 to 2016/17 Dubbo and Great Western Plains Visitor Attraction campaign.</i>
	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.
	<i>Phase three Great Western Plains Great Big Adventure campaign concept, timeline and budget completed.</i>	<i>No major initiative/opportunities are overlooked.</i>
	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.
	<i>Your Dubbo program drafted. Application for \$37,000 funding submitted to Round 3 Murray Darling Basin Energise Enterprise Fund.</i>	<i>Awaiting announcement of round three funding to time Your Dubbo/Your Business program.</i>
	<i>My Dubbo shop local card launched. 60 businesses participating to date.</i>	<i>My Dubbo Card launched.</i>
Staff Communications	5.4.3.4 Review, update and implement the Internal Communications Strategy.	Strategy and report presented in December annually.
	<i>Prepared and progressively implemented Staff engagement plan for the Transition project. All required internal communication activities completed.</i>	<i>Strategy adopted by Executive Staff in December 2016.</i>
Corporate Communications	Prepare Annual Report- Appendix B	Meet requirements of the 1993 Local Government Act as a minimum.
	<i>No requirement for Annual Report of former Council.</i>	<i>Formal Annual Report to cover the period from proclamation to 30 June 2017.</i>
	<i>Annual report snapshot developed and communicated.</i>	
	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.
	<i>Programme being implemented.</i>	<i>No reasonable criticism of performance.</i>
	5.3.5.2 Review the adopted Social Media Policy.	Policy reviewed annually.
	<i>Policy reviewed.</i>	<i>Updated policy adopted by Executive Staff in December 2016.</i>
	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%
	<i>Prepared a Community Engagement Strategy in line with Department of Premier and Cabinet requirements for merged Councils.</i>	<i>Community Satisfaction Survey for New Councils undertaken by Department of Premier and Cabinet.</i>
	<i>New Corporate Communication strategy adopted by Executive staff November 2016.</i>	
	<i>New Corporate Communications Strategy adopted by executive staff in December 2016.</i>	

OPERATIONAL PLAN

Function No.

5.06

Performance Review

Quarter ended:

December

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

Activity	Actions	Performance Targets/Service Level
Visitors Information Services	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
	<i>Interim Corporate Communication Strategy adopted by Executive staff in July 2016.</i>	<i>Report on Interim strategy adopted by Executive staff due in December 2016.</i>
	<i>New Corporate Communications Strategy adopted by executive staff in December 2016.</i>	
	5.4.3.3 Provide communications support to major projects.	All major projects provided support
	<i>Communications support provided.</i>	<i>Projects supported include:</i> <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> • <i>Wellington Caves redevelopment</i> • <i>Ignite.</i>
	4.2.2.1 Provide an effective City Information service that promotes the City and its various attractions and services.	Visitor Information Centre operates 364 days a year.
	<i>Service provided.</i>	<i>Centre operated every day except Christmas day.</i>
	4.2.2.6 Monitor commercial accommodation occupancy rates for trends.	Average commercial accommodation occupancy rate increases by an average of 2% over the average of the past 3 years.
	<i>Rates monitored.</i>	<i>Average rate year to date is 67.88%</i>
	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
<i>Submitted Round 3 Murray Darling Basin Energise Enterprise Fund application to conduct LGA Freedom Camper Economic Study.</i>	<i>Action is listed as priority in Destination Management Plan.</i>	
4.2.2.7 Conduct an annual City Promotions Program Customer Satisfaction Survey.	80% stakeholder satisfaction with key areas of the Promotions Programme.	
<i>Survey to be undertaken in February 2017.</i>	<i>Survey to be undertaken in February 2017.</i>	

OPERATIONAL PLAN

Function No.

5.06

Performance Review

Quarter ended:

December

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
Visitors Information Centre Operations	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 being implemented.	Service satisfaction rating of 100% achieved.
	Famils include:	Current quality of information satisfaction rating of 100 % achieved.
	<ul style="list-style-type: none"> - Wellington Caves - Burrendong Arboretum - Lake Burrendong Sport & Rec Centre - Lake Burrendong Holiday Park - TWPZ Savanah Safari - Big 4 Discovery Parks new tents & cabins - WPCC new black box theatre 	
Trading Stock Purchases	4.1.2.8 Distribute a series of information packages for the various market segments that provide information for the following enquiry types: <ul style="list-style-type: none"> - events and conferences - visitor - investment - new resident 	90% of Visitor Information Centre customers satisfied with quality of service provided (as measured by rolling survey).
	166 Information packs provided	100 % satisfaction rating achieved for service provided.
	4.1.2.9 Undertake a monthly rolling customer satisfaction survey	Surveys undertaken.
	Survey program implemented.	7 surveys completed.
Management Services-From Other Function	4.2.2.3 Review service levels and Capital Works Programme to ensure that the VIC maintains its Visitor Information Network Accreditation.	Level one accreditation maintained.
	Completed.	Accreditation maintained.
	4.2.2.8 Promote community use of the event staging and seating area deck	Deck area is utilised by the community.
	Deck promoted.	Regularly utilised by Dubbo Farmers Markets, Riverside Markets, Mothers Groups, Tour Groups, School Groups and Visitors and locals. Also utilised by White Ribbon Day and Rotary Christmas Fair.
Asset Management Program - Routine	Manage souvenirs available for sale to ensure products are popular and cost effective	To increase yield per customer.
	Souvenirs maintained.	Year to date customer yield - \$1.02
Asset Management Program - Cyclic	Cost of Services including: - management, financial, technical, information technology, parks and land care services 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.
	Complete as per business plan.	Complete.
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Program	Buildings maintained in a satisfactory condition.
	Complete as per business plan.	Complete.

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: December

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
A thriving tourism industry including building on our Aboriginal culture and heritage	Update tourist publications.	Monthly advertising Biannual Visitor Guide Aboriginal Cultural Strategy
	Publications maintained.	Discover Magazine promotions maintained Wellington Visitor Guide developed
Community cooperation, participation and coordination around arts and cultural activities.	Ongoing participation in Western Plains and Central NSW Tourism Initiatives.	Actions in line with Dubbo and Great Western Plains Marketing initiatives Communications maintained with members of Great Western Plains and Central NSW Tourism
	This is being achieved.	2016/2017 City Development Partnership Program established – partnered by 6 destinations across Great Western Plains The Rhino Adventure annual program finalised, partners included Central NSW Tourism destinations Bathurst, Orange and Parkes. Dubbo and Great Western Plains, Great Big Adventures \$25,000 brand building television campaign to promote visitation in the summer school holidays completed.
A contemporary community website that helps build participation in the arts	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)	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)
	Delivery of NSW Water Management Conference commenced.	
A contemporary community website that helps build participation in the arts	Councils 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: December

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

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-164,035	-32,925	-196,960	-14,882	1	-211,842	-136,564
Expenditure	1,283,156	660,991	1,944,147	19,108	2	1,963,255	887,297
Operating Total	1,119,121	628,066	1,747,187	4,226		1,751,413	750,733
Capital							
Income	-46,362	-11,670	-58,032	0	3	-58,032	-23,000
Expenditure	0	13,642	13,642	2,774	4	16,416	16,416
Capital Total	-46,362	1,972	-44,390	2,774		-41,616	-6,584
Available Funds Movement Prior to Restricted Asset Funding							
	1,072,759	630,038	1,702,797	7,000		1,709,797	744,149
Restricted Assets							
	60,963	-249,488	-188,525	8,000	5	-180,525	0
Funds Available to (-), or Required From Rates and Other Council Revenue							
	1,133,722	380,550	1,514,272	15,000		1,529,272	744,149

Note	Details
1	Operating income has increased by \$14,882 mainly due to \$26,000 from the Visitors Information Centre Partnership Program, \$3,846 from the Dubbo City Tourism online project and a reduction of \$17,500 from the Wellington Visitor Guide as external advertising was not required.
2	Operating expenditure has increased by \$19,108 mainly due to \$26,000 for the Visitor Information Centre Partnership Program, \$15,000 for Event Development funding, reduction of \$17,500 for the Wellington Visitor Guide that has been produced in house and a reduction of \$8,000 for support of major local events.
3	No variance to budget.
4	No significant variance to budget.
5	Transfers to/from restricted assets have decreased by \$8,000 due to the transfer of funding for Wellington's Australia day and Anzac day preparations to Governance and Risk.
	Budget increased by \$15,000 for Event Development funding from Community Services.

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	4
Visitor Attraction Campaigns	3	2	1	Number of people maintained / on Communications Database	1592	1400	1609	Number of visits to city website dubbo.com.au	261,279	200,000	124,870
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%	Survey to be completed in January 2017

OPERATIONAL PLAN

Function No.

5.06

Performance Review

Quarter ended:

December

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 Partners	182	180	189
Number of event bids submitted/supported	9	6	3					Successful event bids	2	2	1
Number of City Development Newsletter	12	12	6					Number of events assisted (high level)	153	50	43
Visitor Satisfaction surveys completed	427	100	7					Average occupancy % of commercial accommodation	66.63%	64%	67.88%
Industry surveys conducted	5	2	1.					Level 1 Accreditation maintained	Yes	Yes	Yes
Number of hours Visitors Information Centre opened	2,974	2,912	1514	Total operating expenses for Visitors Information Centre per attendee. (operating exp/door count only)	\$6.22	\$ 6.50	\$6.46	Number of complaints regarding service by staff of the VIC	NIL	Nil	Nil
Number of attendees at Visitors Info Centre	81,886	90,000	39,006	Average Souvenir purchases per visitor at VIC (souvenir income/door count)	\$0.70	\$0.90	\$1.02	Satisfaction with quality of service provided	99.5%	95%	100%
Number of City Tours conducted	8	8	9	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	166								
Media releases	330	250	139	Number of Web Administrators	23	20	30	Number of visits to Council website dubbo.nsw.gov.au	153,745	165,000	117,146

OPERATIONAL PLAN

Function No.

5.06

Performance Review

Quarter ended:

December

Principal Activity:	CITY DEVELOPMENT	Function:	City Marketing & Communications
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Media Enquires	193	600	166	Client satisfaction with communication services	85%	80%	To be completed Feb 2017				
Council Meetings attended	28	22	12								
				Total organic reach of Dubbo City (Facebook profile)	146,904	230,000	271,456	Number of engaged followers of Dubbo City (Facebook profile)		30,000	16,339
				Design Service charges to Council Divisions	\$101,120	\$137,296	\$61,966	Community engagement opportunities promoted	Yes	Yes	Yes
Weekly placements City Connection	51	52	26								
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	3								
Staff newsletters produced	3	4	NA Managed by transition team								

OPERATIONAL PLAN

Function No. 5.06

Performance Review

Quarter ended: December

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
GM monthly updates to staff	11	11	6								

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	Revised Annual Estimate	YTD Actuals
7924 - Digital Sign Board <i>Project completed.</i>	0	13,642	2,774	16,416	16,416
01.09486 - City Image - Other Structures Total	0	13,642	2,774	16,416	16,416

Operational Program

City Marketing & Communications - City Promotions 01.01704 - Events Attraction / Delivery	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
3721 - Event Development	30,000	0	0	30,000	11,000
3722 - Event Development (under \$1 & 000)	10,000	5,000	15,000	30,000	5,428
01.01704 - Events Attraction / Delivery Total	40,000	5,000	15,000	60,000	16,428

OPERATIONAL PLAN

Function No. 5.07

Performance Review

Quarter ended: December

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.
Grounds 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: December

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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-358,913	-24,033	-382,946	-47	1	-382,993	-164,440
Expenditure	1,079,712	189,116	1,268,828	47	2	1,268,875	579,535
Operating Total	720,799	165,083	885,882	0		885,882	415,095
Capital							
Income	-334,972	-98,664	-433,636	0	3	-433,636	-157,832
Expenditure	137,000	232,868	369,868	13,718	4	383,586	162,388
Capital Total	-197,972	134,204	-63,768	13,718		-50,050	4,556
Available Funds Movement Prior to Restricted Asset Funding	522,827	299,287	822,114	13,718		835,832	419,651
Restricted Assets	-48,313	-231,368	-279,681	-13,718	5	-293,399	-148,434
Funds Available to (-), or Required From Rates and Other Council Revenue	474,514	67,919	542,433	0		542,433	271,217

Note	Details
1	No significant variance to budget.
2	No significant variance to budget.
3	No variance to budget.
4	Capital expenditure has increased by \$13,718 due to an increase in costs to upgrade the Wellington Showground facilities.
5	Transfers from restricted assets have increased by \$13,718 due to the increase in expenditure for the upgrade of the Wellington Showground Facilities.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of days Expo Centre used	31	70	45	Total Operating Expenses per day (365 days)	\$2,750	\$3,553	\$3,043	Number of written complaints relating to facilities or staff	Nil	Nil	Nil
No. of events Showground used											
-Livestock	52	65	35								
-Non Livestock	33	40	27								

OPERATIONAL PLAN

Function No. 5.07

*Performance Review*Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
7121 - Electricity Upgrade	0	100,000	0	100,000	75,505
7123 - Upgrade Horse Panels	25,000	0	0	25,000	0
7141 - Portable Amenities	80,000	0	0	80,000	0
01.09297 - Showground - Other Assets Total	105,000	100,000	0	205,000	75,505

Showground - Asset Renewals - Maintenance 01.09295 - Showground - Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7121 - Office Building Upgrade	32,000	0	0	32,000	0
01.09295 - Showground - Buildings Total	32,000	0	0	32,000	0

Wellington - Capital Expenses 01.08221 - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Land & Buildings	0	22,140	13,718	35,858	29,445
7001 - Other Infrastructure	0	3,500	0	3,500	0
7009 - Electricity Upgrade	0	105,728	0	105,728	57,438
01.08221 - Asset Renewals Total	0	131,368	13,718	145,086	86,883

OPERATIONAL PLAN

Function No. 5.09

Performance Review

Quarter ended: December

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.
	Day to day operations are undertaken.	This is being achieved.
Marketing & Promotion	1.2 A thriving tourism industry, including acknowledgement of the Aboriginal heritage and culture.	Annual visitor number to the Wellington Caves.
	Aboriginal heritage and history on the Caves Reserve is acknowledged through interpretation in the Visitors Centre and Wellington Caves Souvenir book.	Year to date visitors 12,747.
	In conjunction with Office Environment and Heritage and Wellington Aboriginal Lands Council, Aboriginal remains which were held at the Australian museum for over 100 years were repatriated on the site. A full skeleton taken from the caves in the 1800s and a jaw bone taken in the 1970's were repatriated.	
	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.
	The Caves Manager regularly attends the Dubbo Accommodation meetings. The Dubbo Accommodation group meeting for December was held at Wellington Caves. Staff and volunteers from the Dubbo VIC attended a Tour of Wellington Caves. 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.	Creation of a new Marketing and Promotion Program for the Wellington Caves will be developed in January as part of the Wellington Caves Business Plan.
	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.
	A new Logo for the Caves had been developed. A style guide has been developed. New accommodation prices & tour timetable templates have been developed.	Media Release for the Megafauna Model Refurbishment. Media Release for the Groundwater & Hydrology study. Advertisement on Holidays for Kids Tourism Visit NSW website.

OPERATIONAL PLAN

Function No.

5.09

Performance Review

Quarter ended:

December

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

Activity	Actions	Performance Targets/Service Level
Trading Stock Purchases	Manage souvenirs available for sale to ensure products are popular and cost effective. A new stock line for the shop has been developed designed to target multiple markets, demographics and prices points. New merchandise / souvenirs will be ordered displaying the new Logo.	To increase yield per customer. Yield to date data not available. A new point of sales system is being implemented to capture data and report more efficiently.
Management Services	1.2.5 Develop a Business Plan and Asset Improvement Strategy for the Caves and Caravan Park Complex A Business Plan will be developed in-line with annual reviews of Council's existing Business Plans to commence in November. Implementation of new website for the Caves. A new Caves website was developed in November 2015, further refining and development of content is ongoing.	Business Plan developed including 20 years rolling Total Asset Management Strategy. To be developed. Tourism Website Updates Caves online Booking System Implemented. Accommodation bookings have been transitioned into an e-booking platform – Newbooks, with further development ongoing, <ul style="list-style-type: none"> • Phase 2 involves linking to the Caves Website for online bookings • Phase 3 involves transitions of ticket sales • Phase 4 includes packaging of ticket sales and accommodation bundling.
Grounds Operations	Conduct regular maintenance program ensuring historical and heritage significance is taken into account. This is being achieved, maintenance programs are being developed in line with the completion of the capital works program.	No unreasonable adverse criticism or condition of the complex. This is being achieved. Tourism rating is three and a half (3.5) stars for Caravan Complex. This is being achieved. Pool & Playground and amenities are clean, safe and functional. This is being achieved. A new pool is being installed in February 2017.
Building Operations	Conduct regular Building Maintenance Program. A Building Maintenance Program is being developed in line with the completion of the capital works program.	All buildings are maintained to prescribed standards. This is being achieved.
Asset Management Program - Routine	Conduct Asset Management Program. Asset Management Programs to be developed in line with the Business Plan.	Maintenance Service Levels Specifications Developed. To be developed.
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Program. Asset Management Programs to be developed in line with the Business Plan.	Facilities and Structures are maintained and fit for purpose conditions. This is being achieved.
A thriving tourism industry including building on our Aboriginal culture and heritage	Implementation of new websites for Tourism, Caves and Council. A new Caves website was developed in November 2015. A refresh will be undertaken to incorporate the new logo and online booking.	Tourism website updated. Caves online booking system. Work has commenced on upgrading the visit Wellington tourism website. Caves online booking system is set to go live end of January 2017.

OPERATIONAL PLAN

Function No. 5.09

Performance Review

Quarter ended: December

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

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	0	-850,127	-850,127	-45,536	1	-895,663	-385,576
Expenditure	0	1,093,791	1,093,791	0	2	1,093,791	415,349
Operating Total	0	243,664	243,664	-45,536		198,128	29,773
Capital							
Income	0	-84,000	-84,000	0	3	-84,000	0
Expenditure	0	542,225	542,225	100,000	4	642,225	356,712
Capital Total	0	458,225	458,225	100,000		558,225	356,712
Available Funds Movement Prior to Restricted Asset Funding	0	701,889	701,889	54,464		756,353	386,485
Restricted Assets	0	-542,425	-542,425	-54,464	5	-596,889	-297,708
Funds Available to (-), or Required From Rates and Other Council Revenue	0	159,464	159,464	0		159,464	88,777

Note	Details
1	Operating income has increased by \$45,536 due to grant funding contribution for the Restart NSW Wellington Caves Complex project.
2	No variance to budget.
3	No variance to budget.
4	Capital expenditure increased by \$100,000 due to preliminaries for the Visitor Experience Centre.
5	Transfers from restricted assets have increased by 54,464 due to \$100,000 for the Visitor Experience Centre preliminaries and \$45,536 decrease to account for the grant income brought forward from 2015/2016.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Days operational per year - Caves		363	184	Total operating expenses per Caves Visitor		\$17.39	\$31.87	No. of visitors to the Caves		30,000	12,747
								Percentage of satisfied customers as per Visitors online survey		100%	Customer satisfaction survey to be developed.
Site Numbers								Occupancy			
- Standard Units		7	7					- Standards Units		50%	28.8%
- Golf Club Units		7	7					-Golf Club Units		50%	13.01%
- Park Cabins		4	4					- Park Cabins		50%	28.89%
- Powered Sites		36	36					-Powered Sites		50%	16.45%
- Camp Sites		29	29					- Camp Sites		50%	3.57%
Total		83	83								*Occupancy has been affected by the refurbishment of cabin accommodation in this quarter

OPERATIONAL PLAN

Function No. 5.09

Performance Review

Quarter ended: December

Principal Activity: CITY DEVELOPMENT	Function: Wellington Caves Complex
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
								Has Park maintained its 3.5 Star Rating		Yes	Yes
								Number of sustainable complaints relating to facilities or staff		0	0

Key Projects**Capital Works Program**

Wellington Caves Complex - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.08150 - Caravan Park - Other Infrastructure					
7050 - Caravan Park - Other Infrastruct.&Repair	0	23,510	0	23,510	15,429
01.08150 - Caravan Park - Other Infrastructure Total	0	23,510	0	23,510	15,429

Wellington Caves Complex - Asset Renewals - Maint.	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.08200 - Land & Buildings					
7100 - Caravan Park - Land & Buildings & Repair	0	392,159	-6,708	385,451	277,930
7101 - Caves - Land & Buildings & Repair	0	21,432	0	21,432	3,615
7102 - Kiosk - Land & Buildings & Repair	0	8,450	0	8,450	0
7103 - Wellington Experience Centre	0	0	100,000	100,000	0
01.08200 - Land & Buildings Total	0	422,041	93,292	515,333	281,545

OPERATIONAL PLAN

Function No. 5.09

*Performance Review*Quarter ended: **December**

Principal Activity: CITY DEVELOPMENT Function: Wellington Caves Complex

Wellington Caves Complex - Asset Renewals - Maint. 01.08201 - Other Infrastructure	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7100 - Caravan Park-Other Infrastruct.&Repair	0	19,574	6,708	26,282	26,282
7101 - Caves - Other Infrastructure & Repair	0	67,600	0	67,600	33,456
01.08201 - Other Infrastructure Total	0	87,174	6,708	93,882	59,738

OPERATIONAL PLAN

Function No. 6.01

Performance Review

Quarter ended: December

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 PLANFunction No. **6.01***Performance Review*Quarter ended: **December**

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.	Assessments completed within agreed timeframes.
	Processes and procedures in place to ensure assessment are carried out within set timeframes.	For period 1/7/2016 to 31/12/2016 - thirty seven (37) referrals received. Two (2) Pt V Assessments received in period 1/7/2016 to 31/12/2016. 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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-6,740	0	-6,740	-100,000	1	-106,740	-6,199
Expenditure	402,349	86,544	488,893	100,390	2	589,283	177,930
Operating Total	395,609	86,544	482,153	390		482,543	171,731
Capital							
Income	0	0	0	0	3	0	0
Expenditure					4		
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	395,609	86,544	482,153	390		482,543	171,731
Restricted Assets	38,074	0	38,074	0	5	38,074	0
Funds Available to (-), or Required From Rates and Other Council Revenue	433,683	86,544	520,227	390		520,617	171,731

Note	Details
1	Operating Income has increased \$100,000 due to the costs relating to the demolition of three dangerous burnt out dwellings in Wellington being charged to the property owner.
2	Operating Expenditure increased \$100,390 mainly due to the demolition of three dangerous burnt out 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: **December**

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	121 (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. 6.2

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 31/12/2016 - 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 31/12/2016 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. 6.2

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>Two (2) buildings inspected in period 1/7/2016 to 31/12/2016.</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 31/12/2016 - Compliant applications issued - 12/12 (100%). Total number approved - 19.</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 31/12/2016 - Fully documented 156/178 (87.6%). Total number issued - 217</i>
Approvals other - (Sec 68 LG Act)		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 31/12/2016 - 13/16 (81.1%) achieved.</i>
Section 149 (2) and (5) Certificates	Consider and determine all relevant applications as outlined in Section 68 of the Local Government Act 1993.	90% of all requests for inspections responded to within 24 hours
	<i>Procedures in place to ensure service levels are achieved.</i>	<i>For period 1/7/2016 to 31/12/2016 - 100% achieved.</i>
	Process and issue certificates pursuant to Section 149(2) and (5) of the EP&A Act 1979.	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 maintained.</i>	<i>For the period 1/7/2016 to 31/12/2016 - 100% achieved within 14 days (where information supplied).</i>
		95% of Section 149(2) Certificates issued within five working days.
		<i>For period 1/7/2016 to 31/12/2016 - 525/532 98.7%.</i>

OPERATIONAL PLAN

Function No. 6.2

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 31/12/2016 – 168/168 (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.
Environmental Control	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.
Development Application assessment/approval/inspection	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 31/12/2016 – 193/233 (82.8%).
Development Application assessment/approval/inspection	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 31/12/2016 - 37/42 (88.1%)
Development Application assessment/approval/inspection		70% within 40 working days when referred to statutory authorities;
		For period 1/7/2016 to 31/12/2016 – 8/9 (88.9%).

OPERATIONAL PLAN

Function No. 6.2

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 31/12/2016 - 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 31/12/2016 - 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 31/12/2016.
	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 by March 2017 as part of the Organisation Service Review emanating from the merger of Dubbo and Wellington Councils.	Major review to undertaken by March 2017 as part of the Organisational 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 31/12/2016 - all applications received were assessed in accordance with legislative requirements and adopted plans and policies.

OPERATIONAL PLAN

Function No. 6.2

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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-1,354,400	-147,100	-1,501,500	0	1	-1,501,500	-875,825
Expenditure	2,630,504	212,240	2,842,744	0	2	2,842,744	1,275,887
Operating Total	1,276,104	65,140	1,341,244	0		1,341,244	400,062
Capital							
Income	-793	0	-793	0	3	-793	-259
Expenditure					4		
Capital Total	-793	0	-793	0		-793	-259
Available Funds Movement Prior to Restricted Asset Funding	1,275,311	65,140	1,340,451	0		1,340,451	399,803
Restricted Assets	55,359	0	55,359	0	5	55,359	0
Funds Available to (-), or Required From Rates and Other Council Revenue	1,330,670	65,140	1,395,810	0		1,395,810	399,803

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
Number of Construction Certificates issued (Ccl)	518	520	217	% of CCs processed within 28 days (no referral)	92.4%	100%	87.6% (156/178)	% of clients satisfied with level of services provided	89%	82%	89%
No. of Building Certificates issued (Section 149(A))	51	40	19	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	532	% processed within 5 days	92.8%	95%	98.7%	No. of written complaints	Nil	Nil	Nil
149(5)	319	240	168	% processed within 10 days	100%	100%	100%				

OPERATIONAL PLAN

Function No. 6.2

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	17	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	320	% of DAs processed in 28 days (no referrals)	92.1%	90%	82.8%	% of clients satisfied with DA processing	89%	82%	89%
No of CDCs assessed and approved.(DCC and Private Cert.)	153	145	73	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%	81.1%(13/16)

OPERATIONAL PLAN

Function No. 6.4

Performance Review

Quarter ended: December

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	Planning, organising, directing and controlling human and other resources	Achievement of Function objectives within satisfactory timeframes and budget
	<i>Funding and other necessary resources provided to effectively carry out this activity in 2016/2017.</i>	<i>Function objectives achieved in period 1/7/2016 to 31/12/2016.</i>
Environmental Sustainability 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.
	<i>Procedure in place to ensure the adopted actions within the Delivery Program and operational Plan are achieved in 2016/2017</i>	<i>Program achieved to date.</i>
	2.1.1.1 Review the implementation of and monitor the Dubbo Environmental Management Plan with respect to all identified environmental sectors.	Report progress in November and April annually
	<i>Draft Environmental Management Plan waiting on development of Corporate Plan before Management Plan can continue.</i>	<i>No update provided in November due to the Plan being under review.</i>
	2.1.1.2 Undertake an annual audit of energy consumption across Council activities.	Energy consumption audit to be undertaken by October annually
	<i>Audit to be undertaken by October 2016.</i>	<i>Consumption reported in SOE released in October 2016.</i>
	2.1.1.4 Review of Council's Energy Strategy and report on the outcomes of the review.	Review of Council's Energy Strategy to be undertaken by July annually
	<i>Review of Strategy's implementation plan now due by July 2017 in light of the merger of Dubbo and Wellington.</i>	<i>Council's Energy Strategy will require further review in due course as a result of the merger.</i>
	2.1.2.2 Monitor Council's groundwater network and report annually.	Report completed by December annually.
	<i>Procedure in place ensured report completed by December 2016.</i>	<i>Report will be presented to Executive Staff Committee February 2017. Progress also reported through SOE.</i>
2.1.2.4 Actively participate on the Central West Catchment Management Authority (CMA) Local Government Reference Group.	Attend quarterly meetings.	
<i>Sustainability Coordinator represents Council at regular forums.</i>	<i>Alliance Meeting held November 2016.</i>	

OPERATIONAL PLAN

Function No. 6.4

Performance Review

Quarter ended: December

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.	Completion of State of Environment Report by October annually.
	<i>SOE report completed November 2016.</i>	<i>Report completed November 2016 and available on website.</i>
	2.1.3.1 Undertake an annual review of the Education for Sustainability Strategy.	Review of the Education for Sustainability Strategy to be undertaken by November annually.
	<i>Procedure in place ensured Strategy Review carried November 2016.</i>	<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.	Sustainable City Expo to be held by June annually.
	<i>Programmed regular information day held annually. Print and television media used where appropriate</i>	<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>
Increased production and use of renewable energy	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>Automated journal process in place to ensure reporting timetables achieved.</i>	<i>Automated monthly journals occurred in accordance with agreed brief.</i>
	Recognise and examine the potential to produce renewable energy within Wellington Council activities	Identify and apply for available grant funding. Participate in renewable energy program. Work on Council's energy efficiencies.
	<i>E 21 program available to monitor energy use. Renewable energy opportunities monitored.</i>	<i>Funding opportunities monitored.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	0	0	0	-1,500	1	-1,500	-1,500
Expenditure	338,725	0	338,725	1,500	2	340,225	144,501
Operating Total	338,725	0	338,725	0		338,725	143,001
Capital							
Income	0	0	0	0	3	0	0
Expenditure					4		
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	338,725	0	338,725	0		338,725	143,001
Restricted Assets	10,477	0	10,477	0	5	10,477	0
Funds Available to (-), or Required From Rates and Other Council Revenue	349,202	0	349,202	0		349,202	143,001

OPERATIONAL PLAN

Function No. **6.4**

Performance Review

Quarter ended: **December**

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function: Environmental Sustainability Serv.
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Note	Details
1	Operating Income increase (\$1500) relates to a grant received for Sustainable Education Programs.
2	Operating Expenditure increase (\$1500) relates to the Sustainable Education Programs.
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
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 Months 6 Insp.	12 Mths 6 Insp.	12 Mths 6 Insp.	Number of sites with reduced SWL	46/120	30/120 0	30/120

OPERATIONAL PLAN

Function No. 6.5

Performance Review

Quarter ended: December

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>Six (6) 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. 6.5

Performance Review

Quarter ended: December

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

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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>							
Income	0	0	0	-230	1	-230	-427
Expenditure	-51,921	0	-51,921	230	2	-51,691	-27,894
Operating Total	-51,921	0	-51,921	0		-51,921	-28,321
<u>Capital</u>							
Income	0	0	0	0	3	0	0
Expenditure					4		
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	-51,921	0	-51,921	0		-51,921	-28,321
Restricted Assets	51,921	0	51,921	0	5	51,921	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0		0	-28,321

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

OPERATIONAL PLAN

Function No. 6.5

*Performance Review*Quarter ended: **December****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. 6.9

Performance Review

Quarter ended: December

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 31/12/2016 - 100% availability.

OPERATIONAL PLAN

Function No. 6.9

Performance Review

Quarter ended: December

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 to be 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 to be 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 31/12/2016 - three (3).</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. 6.9

Performance Review

Quarter ended: December

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-86,000	0	-86,000	-50,000	1	-136,000	-87,000
Expenditure	706,686	50,000	756,686	59,049	2	815,735	380,364
Operating Total	620,686	50,000	670,686	9,049		679,735	293,364
Capital							
Income	0	0	0	0	3	0	0
Expenditure	0	0	0	0	4	0	0
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	620,686	50,000	670,686	9,049		679,735	293,364
Restricted Assets	29,556	-50,000	-20,444	-10,000	5	-30,444	0
Funds Available to (-), or Required From Rates and Other Council Revenue	650,242	0	650,242	-951		649,291	293,364

Note	Details
1	Operating Income increase (\$50,000) relates to applications received for amendments to the LEP
2	Operating Expenditure increase (\$59,049) relates to a combination of costs associated with consultancy works funded from restricted assets, reduced Services Provided work proposed for 2016/2017 together with savings in Salaries and Overheads.
3	No variation to budget.
4	No variation to budget.
5	Transfer from Restricted Assets has increased (\$10,000) relates to the funding of consultancy work.

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:

December

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
	<i>Automated Journal process in place to ensure reporting timetable achieved.</i>	<i>Automated monthly journals occurred in accordance with Agreed Briefs.</i>
Management Services	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.
	<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>
Companion Animal Control	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 to ensure 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 31/12/2016 - 3.6% 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 31/12/2016 10% reduction on corresponding period 2015/2016.</i>

OPERATIONAL PLAN

Function No. 6.10

Performance Review

Quarter ended: December

BUILT & NATURAL	Function:	Ranger Services
ENVIRONMENT	Principal Activity:	Ranger Services

Activity	Actions	Performance Targets/Service Level
Pollution Control	Investigate and enforcement of incidents of pollution.	Increase in number of cats registered under the Companion Animals Act (compared to previous year) For period 1/7/2016 to 31/12/2016 - 1% reduction on corresponding period 2015/2016. Complaints responded to in a timely manner
	<i>Funding and other necessary resources provided to effectively carry out this activity.</i>	Complaints responded to on a priority of risk bases.
Pest Destruction	Control noxious birds/animals.	Complaints responded to in a timely manner
	<i>Funding and other necessary resources provided to effectively carry out this activity.</i>	Complaints responded to on a priority of risk basis. Coordination with NPWS and P & L regarding Magpie control.
Other Ranger Services	Enforce relevant statutory requirements	Increased public awareness of statutory requirements
	<i>Funding and other necessary resources provided to effectively carry out this activity.</i>	Promotion of issues carried out via media, web, information days and penalty notices and cautions ongoing.
	Enforce litter reduction policies in defined areas.	Littering and illegal dumping incidents are effectively managed.
	<i>Funding and other necessary resources provided to effectively carry out this activity.</i>	Ongoing monitoring of public areas and reserves. Mail-outs to affected properties.

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-80,050	-15,500	-95,550	0	1	-95,550	-45,463
Expenditure	827,135	154,454	981,589	561	2	982,150	501,245
Operating Total	747,085	138,954	886,039	561		886,600	455,782
Capital							
Income	0	-2,971	-2,971	0	3	-2,971	-691
Expenditure	0	0	0	0	4	0	0
Capital Total	0	-2,971	-2,971	0		-2,971	-691
Available Funds Movement Prior to Restricted Asset Funding							
	747,085	135,983	883,068	561		883,629	455,091
Restricted Assets							
	29,670	0	29,670	0	5	29,670	0
Funds Available to (-), or Required From Rates and Other Council Revenue							
	776,755	135,983	912,738	561		913,299	455,091

Note	Details
1	No variation to budget.
2	No significant variation to budget.
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:

December**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	334	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%	10% (decrease)
Cats registered per annum (CAA):	54	60	21					Increase in cat registrations under CAA	41.9% (decrease)	20%	1% (decrease)
Dog complaints	1007	950	469	% complaints actioned within 7 days	85.6%	90%	85.4%	Reduction in number of complaints (comparable per. 15/16)	15.5% (increase)	2%	3.6%
Cat complaints	203	190	106	% of complaints actioned within 7 days.	84.2%	85%	87.7%	Decrease in cat complaints	15.5%	3%	8% (increase)
Stock impounding/ complaints	84	65	31	% of complaints actioned within 2 hours (main highways)	100%	100%	100%	Decrease in stock impounded	34.8%	0%	41% (increase)
No. of litter infringements issued	15	24	2					Decrease in number of infringements issued	25%	0%	84.6%
Abandoned vehicles investigated	172	125	93	Impounding Act procedures commenced within 24 hours of vehicle determination	95% Est	75%	78.6%	Reduction in number of abandoned vehicles investigations / impounded	23.7% (increase)	21.8%	9.4% (increase)

OPERATIONAL PLAN

Function No. 6.10

*Performance Review*Quarter ended: **December**

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

Key Projects**Capital Works Program**

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

OPERATIONAL PLAN

Function No.

6.11

Performance Review

Quarter ended:

December

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	<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>
	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>
Companion Animal Management	5.2.2.1 Implement the adopted Action 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.
	<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>
	Companion animals impounded and sheltered in accordance with relevant Regulations and Guidelines.	Regulatory standards achieved.
Animal Shelter Operations	<i>Procedure in place to ensure companion animals are impounded and sheltered in accordance with relevant Regulations and Guidelines.</i>	<i>Currently standards achieved.</i>
	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.
Animal Shelter Operations	<i>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.</i>	<i>Current requirements and guidelines achieved.</i>
	1.5.6.3 Undertake an annual audit of the operations of the Dubbo City Animal Shelter	Audit carried out by July annually
	<i>Procedure in place to ensure audit carried out annually.</i>	<i>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.</i>
	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
	<i>Procedure in place to ensure Management Procedures Manual is reviewed by April 2017.</i>	<i>Review programmed to be carried out by April 2017.</i>

OPERATIONAL PLAN

Function No. 6.11

Performance Review

Quarter ended: December

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

Activity	Actions	Performance Targets/Service Level
Asset Management Routine	Animal Shelter under Council's Asset Management Improvement Strategy for Council's Assets. <i>Essential Service program in place. Twenty year asset maintenance program adopted and forms part of Animal Shelter Business Plan.</i>	Building maintained in a satisfactory condition. <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>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-73,200	0	-73,200	0	1	-73,200	-36,931
Expenditure	561,659	-1,226	560,433	0	2	560,433	245,583
Operating Total	488,459	-1,226	487,233	0		487,233	208,652
Capital							
Income	-45,890	0	-45,890	0	3	-45,890	-22,951
Expenditure	136,770	0	136,770	0	4	136,770	27,896
Capital Total	90,880	0	90,880	0		90,880	4,945
Available Funds Movement Prior to Restricted Asset Funding	579,339	-1,226	578,113	0		578,113	213,597
Restricted Assets	-8,992	0	-8,992	0	5	-8,992	0
Funds Available to (-), or Required From Rates and Other Council Revenue	570,347	-1,226	569,121	0		569,121	213,597

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.			Efficiency	Est.			Effective.	YTD		
	Prev.	Est	YTD		Prev.	Est.	YTD		Prev.	Est	YTD
Dogs impounded per annum	1518	1510	766	Operating cost per animal impounded	\$196.90	\$236.00	\$241.72	Dog impounding's increase by less than 5% on corresponding figure for previous year	2.7%	1.3%	2.8%
Cat impounding/surrenders	969	900	464		969	900	464		Cat impounding's increase by less than 5% on corresponding figure for previous years.	7.2%	1.1%

OPERATIONAL PLAN

Function No.

6.11

Performance Review

Quarter ended:

December**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	Revised Annual Estimate	YTD Actuals
7500 - Animal Shelter Animal Enclosure Upgrade	80,000	0	0	80,000	0
01.09368 - Asset Renewals - Asset Maintenance Total	80,000	0	0	80,000	0

OPERATIONAL PLAN

Function No. 7.7

Performance Review

Quarter ended: December

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. 7.7

Performance Review

Quarter ended: December

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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-209,207	-136,890	-346,097	-59	1	-346,156	-218,122
Expenditure	369,610	163,568	533,178	660	2	533,838	289,515
Operating Total	160,403	26,678	187,081	601		187,682	71,393
Capital							
Income	-27,379	-9,548	-36,927	0	3	-36,927	-15,030
Expenditure	85,000	16,334	101,334	2,000	4	103,334	16,507
Capital Total	57,621	6,786	64,407	2,000		66,407	1,477
Available Funds Movement Prior to Restricted Asset Funding	218,024	33,464	251,488	2,601		254,089	72,870
Restricted Assets	-81,876	7,466	-74,410	-2,601	5	-77,011	-77,011
Funds Available to (-), or Required From Rates and Other Council Revenue	136,148	40,930	177,078	0		177,078	-4,141

Note	Details
1	No Significant Variance to Budget.
2	No Significant Variance to Budget.
3	No Variance to Budget.
4	No Significant Variance to Budget.
5	Transfer from Internally Restricted Assets has increased by \$2,601 due to additional Irrigation Installations.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of Dubbo interments	70	65	33	Cost per grave dug for Dubbo Cemeteries.	\$846.27	\$897	\$787.27	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
No. of Reservations in New Dubbo Cemetery	51	36	33	Cost per hectare to maintain Lawn Cemetery & Old Dubbo Cemetery	\$6,001.79	\$6,504	\$3,044	No. of written complaints regarding condition of Old Dubbo Cemetery	NIL	NIL	1

OPERATIONAL PLAN

Function No. 7.7

Performance Review

Quarter ended: December

Principal Activity:	COMMUNITY SERVICES	Function:	Cemeteries
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
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	Revised Annual Estimate	YTD Actuals
01.09401 - Cemetery - Road Infrastructure					
7170 - Road Reseal	20,000	0	0	20,000	0
7171 - Storage <i>Project Complete</i>	0	3,009	0	3,009	3,009
01.09401 - Cemetery - Road Infrastructure Total	20,000	3,009	0	23,009	3,009

Cemeteries - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09403 - Cemetery - Land Improvements					
7178 - Irrigation Extension	0	0	2,000	2,000	173
7182 - Landscaping/Furniture/Signage	50,000	0	0	50,000	0
7183 - Extend Ashes Section	15,000	0	0	15,000	0
01.09403 - Cemetery - Land Improvements Total	65,000	0	2,000	67,000	173

Cemeteries - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09404 - Cemetery - Plant & Equipment					
7190 - Grass Protection Flooring <i>Project Complete</i>	0	13,325	0	13,325	13,325
01.09404 - Cemetery - Plant & Equipment Total	0	13,325	0	13,325	13,325

OPERATIONAL PLAN

Function No. **7.08**

Performance Review

Quarter ended: **December**

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 and December 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: **December**

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.	No events to date.
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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-20,044	-21,748	-41,792	-3,287	1	-45,079	-22,724
Expenditure	845,212	198,624	1,043,836	30,998	2	1,074,834	527,698
Operating Total	825,168	176,876	1,002,044	27,711		1,029,755	504,974
Capital							
Income	-103,575	-330,581	-434,156	0	3	-434,156	-313,979
Expenditure	6,600	147,937	154,537	6,261	4	160,798	104,210
Capital Total	-96,975	-182,644	-279,619	6,261		-273,358	-209,769
Available Funds Movement Prior to Restricted Asset Funding							
	728,193	-5,768	722,425	33,972		756,397	295,205
Restricted Assets							
	477	-147,500	-147,023	-33,972	5	-180,995	-146,168
Funds Available to (-), or Required From Rates and Other Council Revenue							
	728,670	-153,268	575,402	0		575,402	149,037

Note	Details
1	No Significant Variance to Budget
2	Operating Expenditure increased by \$30,998 mainly due to additional funding in Major Sporting Events – Mountain Bike Series Dubbo Leg.
3	No Variance to Budget
4	No Significant Variance to Budget
5	Transfers from Restricted Assets has increased by \$33,972 to fund additional expense related to Major Sporting Events – Mountain Bike Series Dubbo Leg.

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			\$7.96		No. of complaints about condition of community halls		1			2			NIL	

OPERATIONAL PLAN

Function No. **7.08**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
7100 - Sale of Racecourse Land PROJECT COMPLETE	0	-261,851	0	-261,851	-261,851
01.09855 - Assets Sold - Land & Buildings Total	0	-261,851	0	-261,851	-261,851

Recreation Services - Asset Renewals - Maintenance 01.09415 - Recreation Services - Buildings (Renewals)	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7201 - Underpinning of Racecourse Toilet Block	0	36,740	2,570	39,310	39,310
01.09415 - Recreation Services - Buildings (Renewals) Total	0	36,740	2,570	39,310	39,310

Recreation Services - Asset Renewals - Maintenance 01.09417 - Recreation Services - Furniture & Fittings	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7211 - Girl Guides Hall - Painting	6,600	0	0	6,600	0
7316 - Wongarbon Hall Painting PROJECT COMPLETE	0	0	3,691	3,691	3,691
01.09417 - Recreation Services - Furniture & Fittings Total	6,600	0	3,691	10,291	3,691

OPERATIONAL PLAN

Function No. **7.08**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
7200 - Turf Club Road	0	60,000	0	60,000	11,025
01.09419 - Recreation Services - Road Infrastructure Total	0	60,000	0	60,000	11,025

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

OPERATIONAL PLAN

Function No. 7.10

Performance Review

Quarter ended: December

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.

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
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 early 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: December

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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-149,897	-39,085	-188,982	0	1	-188,982	-1,494
Expenditure	1,996,827	360,799	2,357,626	0	2	2,357,626	1,152,357
Operating Total	1,846,930	321,714	2,168,644	0		2,168,644	1,150,863
Capital							
Income	-68,863	-5,305	-74,168	0	3	-74,168	-58,161
Expenditure	14,000	422,068	436,068	7,553	4	443,621	429,621
Capital Total	-54,863	416,763	361,900	7,553		369,453	371,460
Available Funds Movement Prior to Restricted Asset Funding	1,792,067	738,477	2,530,544	7,553		2,538,097	1,522,323
Restricted Assets	85,249	-422,068	-336,819	-7,553	5	-344,372	-344,372
Funds Available to (-), or Required From Rates and Other Council Revenue	1,877,316	316,409	2,193,725	0		2,193,725	1,177,951

Note	Details
1	No Variance to Budget
2	No Variance to Budget
3	No Variance to Budget
4	Capital Expenditure increased \$7,553 due to additional expense in Buildings Improvements Program.
5	Transfer from Internally Restricted Assets has increased by \$7,553 due to additional Capital Expenditure.

OPERATIONAL PLAN

Function No. **7.10**

Performance Review

Quarter ended: **December**

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	103,258	Total operating expenses per borrowing	\$9.89	\$8.82	\$11.15	No. of registered borrowers as percentage of population	55.40%	65%	54%
								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	4.6

Key Projects**Capital Works Program**

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

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

Library Services - Asset Renewal - Maintenance 01.09442 - Library - Buildings Renewal	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7245 - Building Improvement <i>Project Complete</i>	0	422,068	7,553	429,621	429,621
01.09442 - Library - Buildings Renewal Total <i>Project Complete</i>	0	422,068	7,553	429,621	429,621

OPERATIONAL PLAN

Function No. 7.11

Performance Review

Quarter ended: December

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 \$3.83. 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 \$19.46. 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 \$9.00, 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	24,579 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: December

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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-554,093	-160,355	-714,448	-22,638	1	-737,086	-368,195
Expenditure	861,072	29,503	890,575	55,980	2	946,555	478,318
Operating Total	306,979	-130,852	176,127	33,342		209,469	110,123
Capital							
Income	-73,667	0	-73,667	-14,532	3	-88,199	-88,199
Expenditure	66,000	133,852	199,852	-25,128	4	174,724	76,604
Capital Total	-7,667	133,852	126,185	-39,660		86,525	-11,595
Available Funds Movement Prior to Restricted Asset Funding	299,312	3,000	302,312	-6,318		295,994	98,528
Restricted Assets	66,735	-3,000	63,735	6,318	5	70,053	70,053
Funds Available to (-), or Required From Rates and Other Council Revenue	366,047	0	366,047	0		366,047	168,581

Note	Details
1	Operating Income increased by \$22,638 mainly due to additional Event and Tour Income.
2	Operating Expenditure increased by \$55,980 mainly due to the operational expenses relating to RESTART NSW Cobbora Projects and Depreciation.
3	Capital Income increased by \$14,532 due to changes in Depreciation.
4	Capital Expenditure decreased by \$25,128 mainly due to capital funds utilised for Operational Expenses as part of the RESTART NSW Cobbora Projects.
5	Transfer to Internally Restricted Assets has increased by \$6,318 mainly due to additional events revenue.

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	\$19.46	No. of patrons	46,829	50,000	24,579
				Total surplus (deficit) from Operations	\$248,975	\$366,047	\$93,563	Percentage of satisfied customers as per Visitors Comment Book	100%	100%	100%

OPERATIONAL PLAN

Function No. **7.11**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
5664 - Historical Exhibition	0	5,000	0	5,000	-1,049
6518 - Outdoor Cinema	2,000	0	0	2,000	0
6520 - Event Lighting - Event Space Coborra <i>Project Complete</i>	0	7,107	0	7,107	7,107
6521 - Event Space - Marquees <i>Project Complete</i>	0	0	6,655	6,655	6,655
01.09458 - Assets Purchased - Other Assets Total	2,000	12,107	6,655	20,762	12,713

Old Dubbo Gaol - Asset Renewals - Maintenance 01.09455 - Old Dubbo Gaol - Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
5906 - Watchtower & Render Project NSW Heritage <i>Project Complete</i>	64,000	0	-64,000	0	0
5909 - Entrance Signage Cobbora Transition	0	30,000	30,000	60,000	0
5910 - Foyer Project Cobbora Transition <i>Project Complete</i>	0	59,411	2,217	61,628	61,628
5911 - Event Space Project Cobbora Transition	0	32,334	0	32,334	2,263
01.09455 - Old Dubbo Gaol - Buildings Total	64,000	121,745	-31,783	153,962	63,891

OPERATIONAL PLAN

Function No. 7.14

Performance Review

Quarter ended: December

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 February 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: December

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: **December**

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. She attends regular meetings etc with key stakeholders.	No criticism to date.
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: December

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.	45,232 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: December

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: **December**

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. She 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: **December**

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.	
Provision of Community Transport in Wellington	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 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: **December**

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-99,997	-312,378	-412,375	-15,829	1	-428,204	-216,735
Expenditure	990,800	838,129	1,828,929	-549	2	1,828,380	1,229,064
Operating Total	890,803	525,751	1,416,554	-16,378		1,400,176	1,012,329
Capital							
Income	-43,135	-16,762	-59,897	0	3	-59,897	-21,581
Expenditure	35,346	10,778	46,124	92,590	4	138,714	132,909
Capital Total	-7,789	-5,984	-13,773	92,590		78,817	111,328
Available Funds Movement Prior to Restricted Asset Funding							
	883,014	519,767	1,402,781	76,212		1,478,993	1,123,657
Restricted Assets							
	-78,634	-138,565	-217,199	-91,212	5	-308,411	-209,843
Funds Available to (-), or Required From Rates and Other Council Revenue							
	804,380	381,202	1,185,582	-15,000		1,170,582	913,814

Note	Details
1	Operating Income increased by \$15,829 mainly due grant funding (\$10,000) received for Dubbo Men's Shed and Youth Council Skate Park (\$1818).
2	No Significant Variance to Budget.
3	No Variance to Budget.
4	Capital Expenditure increased \$92,590 mainly due to acquisition expenses from the Playmates Cottage Project.
5	Transfer from Internally Restricted Assets has increased by \$91,212 mainly due expenses relating to the Playmates Cottage Project.

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	45,232	Cost per enquiry at the Dubbo Neighbourhood Centre	\$1.27	\$1.60	\$2.10	Average utilisation rate of DNC	100%	100%	100%
Number of activities co-ordinated by MSS, ALO & YDO	50	25	25					No reasonable criticism of Community Services Management	NIL	NIL	NIL

OPERATIONAL PLAN

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

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

Social Services - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09501 - Social Services - Acquisition of Buildings	0	6,278	68,610	74,888	74,888
7300 - Playmates Cottage	0	0	23,980	23,980	23,680
7310 - Development Costs	0	0	0	0	0
01.09501 - Social Services - Acquisition of Buildings Total	0	6,278	92,590	98,868	98,568

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

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

OPERATIONAL PLAN

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

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	Revised Annual Estimate	YTD Actuals
6500 - Renewals - Land & Buildings	0	4,500	0	4,500	3,400
01.08015 - Renewals - Buildings Total	0	4,500	0	4,500	3,400

OPERATIONAL PLAN

Function No. 7.16

Performance Review

Quarter ended: December

Principal Activity:

COMMUNITY SERVICES

Function:

Rainbow Cottage Child Care Centre

Manager Responsible:

**Manager Social Services
Mr John Watts****Function Objectives:**

To provide a quality, cost effective, centre-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.

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	Costs of Services including: management, financial, technical, information technology and corporate overheads provided to this Function.	Accreditation is maintained.
	2016/2017 budget accommodates these costs.	Accreditation has been maintained.
		Amounts charged are accepted as reasonable for the level of service provided.
		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: December

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-1,193,148	-32,719	-1,225,867	-3,000	1	-1,228,867	-600,074
Expenditure	1,254,752	32,719	1,287,471	9,973	2	1,297,444	614,482
Operating Total	61,604	0	61,604	6,973		68,577	14,408
Capital							
Income	-28,246	0	-28,246	0	3	-28,246	-15,716
Expenditure	45,000	0	45,000	-2,973	4	42,027	0
Capital Total	16,754	0	16,754	-2,973		13,781	-15,716
Available Funds Movement Prior to Restricted Asset Funding	78,358	0	78,358	4,000		82,358	-1,308
Restricted Assets	22,417	0	22,417	-4,000	5	18,417	18,417
Funds Available to (-), or Required From Rates and Other Council Revenue	100,775	0	100,775	0		100,775	17,109

Note	Details
1	Operating income has increased by \$3,000 due to additional fundraising activities.
2	Operating Expenditure increased by \$9,973 mainly due to additional fundraising expenditure.
3	No Variance to Budget.
4	Capital Expenditure decreased by \$2,973 mainly due to savings on savings on Playground Landscaping.
5	Transfer to Internally Restricted Assets has increased by \$4,000 mainly due to increased fundraising 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: **December**

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	Revised Annual Estimate	YTD Actuals
7305 - Bathroom	30,000	0	0	30,000	0
01.09517 - Rainbow - Furniture & Fittings Total	30,000	0	0	30,000	0

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

OPERATIONAL PLAN

Function No. 7.17

Performance Review

Quarter ended: December

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 \$52,528
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 486 Family Day Care child care places in Dubbo.

OPERATIONAL PLAN

Function No. 7.17

Performance Review

Quarter ended: December

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Incom e	-1,903,913	0	-1,903,913	-12,747	1	-1,916,660	-969,014
Expenditure	2,046,808	0	2,046,808	4,700	2	2,051,508	1,022,357
Operating Total	142,895	0	142,895	-8,047		134,848	53,343
Capital							
Incom e	-3,425	0	-3,425	0	3	-3,425	-815
Expenditure	0	0	0	0	4	0	0
Capital Total	-3,425	0	-3,425	0		-3,425	-815
Available Funds Movement Prior to Restricted Asset Funding							
	139,470	0	139,470	-8,047		131,423	52,528
Restricted Assets							
	17,445	0	17,445	8,047	5	25,492	25,492
Funds Available to (-), or Required From Rates and Other Council Revenue							
	156,915	0	156,915	0		156,915	78,020

Note	Details
1	Operating Income increased by \$12,747 due to an increase in In Home Care fees and Caregiver Inspections.
2	Operating Expenditure increased by \$4,700 mainly due to 40 th Birthday Celebrations for Family Day Care.
3	No Variance to Budget.
4	No Variance to Budget.
5	Transfer to Internally Restricted Assets has increased by \$8,047 mainly due to an increase in revenue allocated to future Operational Expenses.

Key Performance Indicators

Workload	Efficiency			Effective.	Effective.						
	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	\$1,022,357	Satisfaction level of parents and carers is above 95%	100%	100%	100%
Number of carers in scheme	55	60	43					Number of children in care.	459	610	486
Number of home visits conducted per annum per carer	15	15	7	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: December

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: **December**

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.	
	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.	
Management Services From Other Functions	Financial support of the Regional Orchestra	Financial support of the Macquarie Philharmonia is maintained.
	\$5,000 allocated in the 2016/2017 budget for Macquarie Philharmonia Orchestra.	Support maintained.
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.
	Costs covered the overheads of administering cultural services in the city.	Amounts considered to be fair and reasonable for the levels of service provided.
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.
	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.	No complaints to date.
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. No complaints to date. Adoption and implementation of Aboriginal Cultural Strategy.
	No action to date due to Council merger.	No action to date due to Council merger.
Develop arts and cultural programmes.	Continued support and promotion of local events.	Support external Arts and Culture program. Support Aboriginal Cultural Strategy.
	Ongoing support provided to events such as the Wellington Bicentenary and NSW Swimming Championships.	Ongoing support provided Wellington.
	Support the delivery of arts and cultural events within the local government area.	Support external Arts and Culture program.
	Ongoing support provided.	Ongoing support provided e.g. Stuart Town Ironbark Festival.

OPERATIONAL PLAN

Function No. **7.18**

Performance Review

Quarter ended: **December**

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-3,171	0	-3,171	2,259	1	-912	-412
Expenditure	218,142	2,503	220,645	811	2	221,456	131,225
Operating Total	214,971	2,503	217,474	3,070		220,544	130,813
Capital							
Income	0	0	0	0	3	0	0
Expenditure	0	0	0	0	4	0	0
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding							
	214,971	2,503	217,474	3,070		220,544	130,813
Restricted Assets							
	499	0	499	-3,070	5	-2,571	-2,571
Funds Available to (-), or Required From Rates and Other Council Revenue							
	215,470	2,503	217,973	0		217,973	128,242

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.

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	\$3.11	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: December

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 2017.	No examples to date.	

OPERATIONAL PLAN

Function No. 7.19

Performance Review

Quarter ended: December

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 February 2017.	Next meeting due to be held in February 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.
	Two meetings held to date.	Two 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.	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.	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: December

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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-2,000	0	-2,000	0	1	-2,000	-1,254
Expenditure	-14,778	0	-14,778	0	2	-14,778	5,252
Operating Total	-16,778	0	-16,778	0		-16,778	3,998
Capital							
Income	0	0	0	0	3	0	0
Expenditure	0	0	0	0	4	0	0
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding							
	-16,778	0	-16,778	0		-16,778	3,998
Restricted Assets							
	16,778	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	20,776

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. **7.19***Performance Review*Quarter ended: **December**

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	6					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: December

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 in place. 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>
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 constantly monitored.</i>
Building Operations	Maintain funding for cleaning, repairs and maintenance, energy, gardening, waste collection, insurance and security. <i>Building Operations Budget of \$269,802 in place.</i>	No reasonable complaints concerning DRTCC building operations. <i>No complaints to date.</i>
		No instances of DRTCC being compromised due to neglect of essential services. <i>No complaints to date.</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 and recruitment will commence March/April.</i>	A minimum of 80,000 visitors to the Dubbo Regional Theatre and Convention Centre per annum. No reasonable complaints received on staff performance and customer service. <i>28,069 visitors compared with 30,000 for the same period in 2015/2016. No complaints received to date.</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) Astley Plumbing and Hardware – two years Curtain Raiser – Paula O'Leary, Physiotherapy – two years. Secured inaugural 2017 Season Launch Sponsor – Kings Hall Jewellers.</i>	<i>Approached by Manera Heights Apartments regarding sponsorship. Meeting scheduled for end of January 2017. Seeking 2018 Season Launch Sponsor.</i>

OPERATIONAL PLAN

Function No. 7.20

Performance Review

Quarter ended: December

Principal Activity:	COMMUNITY SERVICES	Function:	Regional Theatre & Convention Centre
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Activity	Action	Performance Targets/Service Level
	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>
Management Services from other Functions	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>
Bar Operations	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 38% surplus.</i>

OPERATIONAL PLAN

Function No. 7.20

Performance Review

Quarter ended: December

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.
	Marketing costs monitored and print runs reduced due to the reliance on electronic media.	Considering brochure display at Orana Mall similar to Dubbo Square. Reviewing advertising commitments with Dubbo Photo News and Rural Press. Meetings scheduled with service providers February 2017.
	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.
	Annual survey for subscribers conducted October 2016.	Survey results indicate that the subscriber satisfaction rating is 84.4%.
		Dubbo Regional Theatre and Convention Centre used a minimum of 130 days per annum for business/community events.
		Total of 66 days compared with 81 days for the same period last year.
		Dubbo Regional Theatre and Convention Centre used a minimum of 100 days for ticketed performances.
		Total of 53 days compared with 65 days for the same period last year.
		Two joint projects with local / and or regional arts education / youth agencies and organisations.
		June-August – Macquarie Conservatorium – Children's Choir performed in Marriage of Figaro by Opera Australia.
	August – Local Ballet Schools – Creative/Technical Dance Workshop – CounterMove – Sydney Dance Company	
	November – Teacher Information Session on 2017 Season (Department of Education, WPCC, Macquarie Regional Library, Dubbo Branch and Day Care Centre Teachers)	
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.
	Monitoring of each show from Contract to reconciliation. Ticket sales monitored daily and marketing campaigns adjusted.	Budget forecast formula used for each production.
	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%)
Shows selected based on DRTCC's programming policy and productions available for touring.	Average attendance of season shows 64.6%.	

OPERATIONAL PLAN

Function No. 7.20

Performance Review

Quarter ended: December

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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-1,773,616	0	-1,773,616	-46,374	1	-1,819,990	-896,789
Expenditure	4,435,875	-2	4,435,873	-7,130	2	4,428,743	2,070,584
Operating Total	2,662,259	-2	2,662,257	-53,504		2,608,753	1,173,795
Capital							
Income	-641,063	0	-641,063	0	3	-641,063	-274,671
Expenditure	585,818	5,000	590,818	0	4	590,818	210,490
Capital Total	-55,245	5,000	-50,245	0		-50,245	-64,181
Available Funds Movement Prior to Restricted Asset Funding							
	2,607,014	4,998	2,612,012	-53,504		2,558,508	1,109,614
Restricted Assets							
	-34,530	-5,000	-39,530	53,504	5	13,974	13,974
Funds Available to (-), or Required From Rates and Other Council Revenue							
	2,572,484	-2	2,572,482	0		2,572,482	1,123,588

Note	Details
1	Operating Income increased by \$46,374 mainly due to additional Sponsorship and Bar Income.
2	Operating Expenditure decreased by \$7,130 mainly due savings in Operational Expenses.
3	No Variance to Budget.
4	No Variance to Budget.
5	Transfer from Internally Restricted Assets has decreased by \$53,504 mainly due additional revenue.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Days hired for business/ community related events	154	130	66	Operational costs per capita.	\$102.71	\$114.60	\$110.37	No. of reasonable complaints of Centre's operation	0	4	0
Days hired for performing arts related	109	100	53					No. of people attending ticketed theatre performances	32,656	28,000	14,368
No. of season subscribers	313	260	192								

OPERATIONAL PLAN

Function No. 7.20

Performance Review

Quarter ended: December

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

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

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

Regional Theatre & Convention C-Acquisition Assets 01.09551 - DRTCC - Furniture & Fittings	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
9010 - Minor Equipment - Stage Operations	0	3,650	0	3,650	1,247
01.09551 - DRTCC - Furniture & Fittings Total	0	3,650	0	3,650	1,247

OPERATIONAL PLAN

Function No. 7.21

Performance Review

Quarter ended: December

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.
	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)

OPERATIONAL PLAN

Function No. 7.21

Performance Review

Quarter ended: December

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 delayed.
	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.	49,636 visitors to date.

OPERATIONAL PLAN

Function No. 7.21

Performance Review

Quarter ended: December

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.	14 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.	7,547 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: December

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-282,414	-330	-282,744	-23,937	1	-306,681	-121,546
Expenditure	2,230,222	61,169	2,291,391	12,752	2	2,304,143	1,070,032
Operating Total	1,947,808	60,839	2,008,647	-11,185		1,997,462	948,486
Capital							
Income	-204,901	-7,108	-212,009	0	3	-212,009	-108,538
Expenditure	305,278	182,586	487,864	41,585	4	529,449	323,502
Capital Total	100,377	175,478	275,855	41,585		317,440	214,964
Available Funds Movement Prior to Restricted Asset Funding							
	2,048,185	236,317	2,284,502	30,400		2,314,902	1,163,450
Restricted Assets							
	128,154	-182,256	-54,102	-30,400	5	-84,502	-52,408
Funds Available to (-), or Required From Rates and Other Council Revenue							
	2,176,339	54,061	2,230,400	0		2,230,400	1,111,042

Note	Details
1	Operating Income increased by \$23,937 mainly due to additional Venue Hire and Consignment Stock sales.
2	Operating Expenditure increased by \$12,752 mainly due to additional Consignment Stock and Operational Expense.
3	No Variance to Budget
4	Capital Expenditure increased \$41,585 mainly due to installation of CBD Heritage Trail.
5	Transfers from Restricted Assets has increased by \$30,400 mainly due to expenses relating to the CBD Heritage Trail Installation.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Days open to the public	322	363	181	No. of exhibitions installed on time	92%	100%	100%	No. of people using the Community Arts Centre	10,687	12,000	9,097
No. of bookings at Community Arts Centre	2,122	1,300	891	Percentage of programmes held on time	100%	100%	100%	No. of patrons attending Museum/Gallery	93,864	75,000	49,636
Hours utilised by casual hirers of CAC	12,625	11,000	5,024	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	7,547
No. of bookings for Auditorium and Boardroom.	120	200	131	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: December

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	Revised Annual Estimate	YTD Actuals
7000 - Museum	0	85,000	0	85,000	0
01.08250 - Asset Renewals - Land & Buildings Total	0	85,000	0	85,000	0

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

WPCC - Acquisition of Assets 01.09535 - WPCC - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7052 - CBD Heritage Trail Manufacture - Install PROJECT COMPLETE	0	307	31,787	32,094	97,502
01.09535 - WPCC - Other Structures Total	0	307	31,787	32,094	97,502

WPCC - Acquisition of Assets 01.09541 - WPCC - Furniture & Fittings	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7104 - Dry Studio Seating PROJECT COMPLETE	0	81,279	4,034	85,313	85,313
01.09541 - WPCC - Furniture & Fittings Total	0	81,279	4,034	85,313	85,313

OPERATIONAL PLAN

Function No. **7.21**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
7452 - Mechanical Upgrade PROJECT COMPLETE	0	0	5,764	5,764	5,764
01.09542 - WPCC - Plant & Equipment Total	0	0	5,764	5,764	5,764

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

OPERATIONAL PLAN

Function No. **8.1**

Performance Review

Quarter ended: **December**

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.
	Review programmed to undertaken in early 2017.	Review to be carried out by 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. 8.1

Performance Review

Quarter ended: December

Principal Activity:	HUMAN ENVIRONMENT	Function:	Human Environment Services
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Activity	Actions	Performance Targets/Service Level
Health Programs	<p>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.</p> <p>Lobbying undertaken.</p>	<p>No decrease in the number of General Practitioners in Dubbo.</p> <p>No decrease identified to date.</p>
	<p>1.1.1.2 Lobby the State Government to ensure adequate professional staff are available to service the Dubbo Base Hospital and associated services.</p> <p>Administrator and Interim General Manager meet regularly with Local Member Troy Grant MP to discuss hospital redevelopment progress and personnel resources.</p>	<p>No incidences of long term vacancies of medical staff at Dubbo Base Hospital.</p> <p>No incidences identified to date.</p>
	<p>1.1.1.3 Monitor the impact on Dubbo of the management/operations of the Western NSW Local Health Network.</p> <p>Dubbo and Orana Region have a good level of representation on the local Health Network. No adverse impacts identified.</p>	<p>No decisions made by Local Health Network adversely impacting on Dubbo.</p> <p>No adverse decisions identified to date.</p>
	<p>1.1.2.1 Lobby the State Government for the ongoing staged development of the Dubbo Base Hospital facility.</p> <p>Redevelopment work well underway. Master Plan for future redevelopment completed. Announcement of \$150M for stages 3 and 4 of the redevelopment.</p>	<p>Dubbo Base Hospital is substantially redeveloped.</p> <p>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.</p>
	<p>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.</p> <p>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.</p>	<p>The range of health tertiary courses available in the City is increased.</p> <p>No increase identified to date.</p>
	<p>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.</p> <p>The Administrator is a member of the University of Sydney Community Advisory Board. No meetings held in 2016/2017 to date.</p>	<p>Two meetings to be held annually.</p> <p>No meetings held to date.</p>
	<p>1.5.1.9 Undertake at least one (1) inspection of all registered regulated premises per year.</p> <p>Program in place to ensure all registered premises are inspected at least once in 2016/2017.</p>	<p>100% of registered premises comply with statutory requirements on initial inspection. All premises to be inspected by March annually.</p> <p>100% of registered premises comply with statutory requirements on initial inspection.</p>

OPERATIONAL PLAN

Function No. **8.1**

Performance Review

Quarter ended: **December**

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.
	<i>Inspection regime commenced in November 2016 for public swimming pools and spas.</i>	<i>Inspection program commenced November 2016.</i>
	1.5.1.8 Undertake compliance inspections of all registered private swimming pools.	Ongoing
	<i>Inspection program commenced April 2016.</i>	<i>Ongoing.</i>
	1.5.1.7 Conduct two (2) public health programs per year.	Health programs to be conducted by December and April each year.
	<i>Program in place to ensure two (2) public health programs conducted in 2016/2017.</i>	<i>Information package mailed out to owners of Registered Premises in September 2016. Food Calendar Mail out - December 2016.</i>
	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.
	<i>Meeting to be held early 2017.</i>	<i>Survey completed with 94% satisfaction rating.</i>
	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.
	<i>Program in place to ensure immunisation clinics held on the third Wednesday of each month in 2016/2017</i>	<i>Six (6) clinics held to date - 2016/2017.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-49,850	0	-49,850	0	1	-49,850	-20,391
Expenditure	282,388	9,967	292,355	0	2	292,355	138,378
Operating Total	232,538	9,967	242,505	0		242,505	117,987
Capital							
Income	-18,388	0	-18,388	0	3	-18,388	-9,197
Expenditure	0	0	0	0	4	0	0
Capital Total	-18,388	0	-18,388	0		-18,388	-9,197
Available Funds Movement Prior to Restricted Asset Funding	214,150	9,967	224,117	0		224,117	108,790
Restricted Assets	14,804	0	14,804	0	5	14,804	0
Funds Available to (-), or Required From Rates and Other Council Revenue	228,954	9,967	238,921	0		238,921	108,790

OPERATIONAL PLAN

Function No. 8.1

Performance Review

Quarter ended: December

Principal Activity:	HUMAN ENVIRONMENT	Function:	Human Environment Services
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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 water samples taken per annum	128	130	79	Cost per sample	\$44.75	\$140.92	\$140.92	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	578	Net Council cost per immunisation	\$25.05	\$22.05	\$22.05	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	\$6796.50	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	\$185.00	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	162	Cost per premises inspection	\$213.64	\$222.86	\$222.86	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. 9.1

Performance Review

Quarter ended: December

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 landscape architect firm has been engaged to undertake concept designs for the park.</i>	<i>June date not achieved. Concept designs due April 2017.</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. 9.1

Performance Review

Quarter ended: December

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.</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>	
	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. 9.1

Performance Review

Quarter ended: December

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	Cost of providing electricity for pedestrian lighting in this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<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>
Management Services from other functions	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.
	<i>Services are being provided.</i>	<i>Amounts being charged are within the constraints of the identified operating overheads.</i>
Asset Maintenance Program - Horticulture	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.
	<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.</i>	
Asset Maintenance Horticulture Amenities	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>
Asset Maintenance 2% Special Variation	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. 9.1

Performance Review

Quarter ended: December

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>
	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.
Infrastructure	<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>
	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.	<i>\$59,000 was allocated in 2016/17 to manage the next most hazardous category of trees. These works are continuing.</i> 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. 9.1

Performance Review

Quarter ended: December

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-243,670	41,639	-202,031	-227,634	1	-429,665	-386,108
Expenditure	3,908,729	1,081,202	4,989,931	27,847	2	5,017,778	2,331,314
Operating Total	3,665,059	1,122,841	4,787,900	-199,787		4,588,113	1,945,206
Capital							
Income	-917,498	-115,638	-1,033,136	0	3	-1,033,136	-451,252
Expenditure	584,500	303,860	888,360	340,169	4	1,228,529	377,675
Capital Total	-332,998	188,222	-144,776	340,169		195,393	-73,577
Available Funds Movement Prior to Restricted Asset Funding							
	3,332,061	1,311,063	4,643,124	140,382		4,783,506	1,871,629
Restricted Assets							
	-23,328	-413,726	-437,054	-140,382	5	-577,436	-580,645
Funds Available to (-), or Required From Rates and Other Council Revenue							
	3,308,733	897,337	4,206,070	0		4,206,070	1,290,984

Note	Details
1	Operating Income increased \$227,634 mainly due to income received from Section 94 Contributions (\$226,155).
2	Operating Expenditure increased \$27,847 mainly due to Sir Roden Cutler carpark design (\$5,714) and other various projects.
3	No variance to budget.
4	Capital Expenditure increased \$340,169 mainly due to Ollie Robbins fence (\$19,803), Spears Drive Playground (\$16,316) and Cameron Park Amenities (\$292,000).
5	Transfer from Restricted Assets increased \$140,382 mainly due to Cameron Park Amenities (\$292,000).

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	\$18,386	% 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	\$26,181	Percentage of District High Parks maintained to standard	100%	100%	95%

OPERATIONAL PLAN

Function No. 9.1

Performance Review

Quarter ended: December

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	\$6,061	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	\$6,297	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	\$4,367	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	\$3,748	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	\$3,702	\$2,553	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	\$2,631	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	\$674	\$642	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	\$464	Percentage of General Basic Parks maintained to standard	90%	100%	95%

OPERATIONAL PLAN

Function No. 9.1

Performance Review

Quarter ended: December

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	100%	0	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	0	1					Number of complaints regarding playground vandalism	1	1	2
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

OPERATIONAL PLAN

Function No. 9.1

Performance Review

Quarter ended: December

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

Horticulture - Acquisition of Assets 01.09555 - Horticultural Services - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7432 - Korean War Memorial Project Completed	0	10,000	-974	9,026	9,026
7472 - Driftwells Park Monument Project Completed	0	3,110	3,390	6,500	6,500
7493 - Elizabeth Park Viewing Deck	0	18,094	0	18,094	17,753
7501 - Elizabeth Park Quercus Project Completed	0	30,900	9,634	40,534	40,534
01.09555 - Horticultural Services - Other Structures Total	0	62,104	12,050	74,154	73,813

Horticulture - Acquisition of Assets 01.09559 - Horticultural Services - Land	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
9421 - Regand Park/Smith Land Project Completed	0	200,416	0	200,416	200,416
01.09559 - Horticultural Services - Land Total	0	200,416	0	200,416	200,416

Horticulture - Asset Renewals - Maintenance 01.09563 - Horticultural Service- Other Structures (Renewals)	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7428 - Sir Roden Cutler Bubbler	8,000	0	0	8,000	0
7429 - Wairoonga Park BBQ South	10,000	-2,500	0	7,500	0
7430 - Elizabeth Park - Shoyoen Shelters	8,000	0	0	8,000	0
7431 - Elizabeth Park Signage	6,000	0	0	6,000	0

OPERATIONAL PLAN

Function No. 9.1

Performance Review

Quarter ended: December

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	Revised Annual Estimate	YTD Actuals
7432 - Daphne Park Playground	25,000	0	0	25,000	2,433
7433 - York Street Park Log Fencing Replacement	5,500	0	0	5,500	0
7460 - Victoria Park Irrigation	270,000	0	0	270,000	7,734
7517 - Elizabeth Park - Shoyoen Pumps	5,000	0	0	5,000	0
8476 - Daphne Park Playground Softfall	25,000	0	0	25,000	0
8501 - Macquarie Lions Shade Cloth	18,000	0	0	18,000	0
8503 - Sir Roden Cutler Platform Path	12,000	0	0	12,000	0
8518 - Wahroonga Park Central BBQ Project Completed	0	2,500	0	2,500	2,500
8527 - Victoria Park Bin Surrounds	12,000	0	0	12,000	0
8542 - Spears Drive Playground Project Completed	0	50,000	16,316	66,316	66,316
9003 - Victoria Park Skate Park	80,000	-20,000	0	60,000	0
9004 - Lunar Park Playground	100,000	0	0	100,000	20,945
9006 - Ollie Robbins Fence	0	0	19,803	19,803	0
9008 - Cameron Park Amenities	0	0	292,000	292,000	0
01.09563 - Horticultural Service- Other Structures (Renewals) Total	584,500	30,000	328,119	942,619	99,928

OPERATIONAL PLAN

Function No. **9.1***Performance Review*Quarter ended: **December**

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Wellington - Capital Expenses 01.08500 - Horticulture - Asset Renewal	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Renewals - Land & Buildings	0	11,340	0	11,340	3,518
01.08500 - Horticulture - Asset Renewal Total	0	11,340	0	11,340	3,518

OPERATIONAL PLAN

Function No. 9.2

Performance Review

Quarter ended: December

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 the 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. 9.2

Performance Review

Quarter ended: December

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.
	<i>Opportunities are monitored and actioned as they become available. Assistance is also provided to community groups seeking grant funding.</i>	<i>60% of the urban river corridor has been developed for recreational use. Current facilities are constantly upgraded as resources allow.</i>
	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
	<i>Response times are monitored and have been satisfactory to date.</i>	<i>No injuries reported to date.</i>
	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.
	<i>Council is currently registered as a carbon sequestration provider which allows us to act in this field as soon as an opportunity is identified.</i>	<i>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.</i>
	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
	<i>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.</i>	<i>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 to commence.</i>
	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.
	<i>Revegetation opportunities continue to be investigated, particularly in the carbon sequestration and biodiversity offsetting arenas.</i>	<i>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.</i>
	2.2.1.10 Implement the Noxious Weeds/Pest Species management programme and Plans.	Noxious Weed and Pest Species Plans are implemented as programmed
	<i>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.</i>	<i>Noxious Weeds and Pest Species Plans continue to be implemented as planned.</i>
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	
<i>None have been undertaken to date.</i>	<i>To be completed by June 2017.</i>	
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.	
<i>Grant funding submissions and reports for the 2016-17 year are up to date.</i>	<i>Grant funding applications to the NSW Weed Action Program are up to date and complete.</i>	

OPERATIONAL PLAN

Function No. 9.2

Performance Review

Quarter ended: December

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>	
Management Services from other functions.	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.
Landcare Operations	<i>Costs are being charged as per agreed briefs.</i>	<i>Amounts charged are seen to be reasonable.</i>
	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 will be provided to IT in relation to the proposed 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.</i>	<i>All requests for data have been promptly responded to.</i>
Gardening Services	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.
	<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.</i>
Landcare Services	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>
	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.
	<i>Landcare services are provided to Council open passive areas in conjunction with Council Parks and Landcare Operations Branch or contractors and managed by MLS.</i>	<i>80% compliance with Maintenance Service Levels.</i>

OPERATIONAL PLAN

Function No. 9.2

Performance Review

Quarter ended: December

Principal Activity:	PARKS & LANDCARE	Function:	Landcare Services
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Activity	Actions	Performance Targets/Service Level
CMA Special Projects	Undertake joint Local Land Services projects as agreed.	All works are completed in a timely and effective manner.
	<i>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.</i>	<i>All works requested are undertaken as required.</i>
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.
	<i>The majority of scheduled works are carried out by Council Parks and Landcare Operations Branch. These works are scheduled.</i>	<i>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.</i>
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.
	<i>The majority of scheduled works are carried out by Council Parks and Landcare Operations Branch. These works are scheduled.</i>	<i>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.</i>
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.
	<i>Works funded by the 2% special variation are prioritised ahead of other work.</i>	<i>Previously all scheduled work was carried out in a timely manner. This is expected to continue when staffing levels return to normal.</i>
Acquisition of Assets	Undertake the approved Capital Works Program as defined in the Key Projects section of the Operational Plan.	Capital Works are completed.
	<i>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.</i>	<i>No Capital Works programmed for 2016/17 have yet been completed.</i>
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.
	<i>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.</i>	<i>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).</i>
Attractive and well maintained villages that showcase their heritage	Support community and government groups to improve river habitat at recreational areas.	Provide in-kind support to community groups and agencies.
	<i>Support to Landcare groups and river assistance programs are continuing.</i>	<i>Support provided upon request.</i>
	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>

OPERATIONAL PLAN

Function No. 9.2

Performance Review

Quarter ended: December

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-50,703	-52,899	-103,602	-25,872	1	-129,474	-70,504
Expenditure	1,207,407	204,512	1,411,919	40,113	2	1,452,032	656,809
Operating Total	1,156,704	151,613	1,308,317	14,241		1,322,558	586,305
Capital							
Income	-212,309	0	-212,309	0	3	-212,309	-86,191
Expenditure	33,000	65,988	98,988	169,700	4	268,688	41,870
Capital Total	-179,309	65,988	-113,321	169,700		56,379	-44,321
Available Funds Movement Prior to Restricted Asset Funding							
	977,395	217,601	1,194,996	183,941		1,378,937	541,984
Restricted Assets							
	25,169	-74,876	-49,707	-183,941	5	-233,648	-63,948
Funds Available to (-), or Required From Rates and Other Council Revenue							
	1,002,564	142,725	1,145,289	0		1,145,289	478,036

Note	Details
1	Operating income increased \$25,872 mainly due to contributions for Troy Gully Subdivision (\$25,000).
2	Operating Expenditure increased \$40,113 mainly due to Troy Sustainable Soil Management (\$14,000), Insurance Claim (\$8,551), Memberships and Subscriptions (\$8,000) and National Tree Day (\$7,954).
3	No variance to budget.
4	Capital Expenditure increased \$169,700 mainly due to Stronger Community Fund major projects for Moxon Park Stuart Town (\$85,000) and Euchareena Projects (\$84,700).
5	Transfer from restricted assets increased \$183,941 mainly due to expenditure for Moxon Park Stuart Town (\$85,000), Euchareena Projects (\$84,700) and asset maintenance (\$16,690).

Key Performance Indicators

Workload	Prev.			Est.			YTD			Effective.	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%			95%	
Length of road to be inspected/treated for noxious weeds		2362			2362Km			1989km		Cost to inspect/treat roads per km		\$51			\$115			\$22		Number of infestations brought to Council's attention		0			10			0	
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			\$2,697		Percentage of District Medium Parks maintained to standard.		95%			100%			80%	

OPERATIONAL PLAN

Function No. 9.2

Performance Review

Quarter ended: December

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 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	\$550	Percentage of District Basic maintained to standard.	95%	95%	80%
Maintenance of Local Medium Parks - Rural	4Ha	4Ha	4Ha	Annual cost per Ha to maintain Local Medium Parks - Rural	\$1302.00	\$2,493	\$2,493	Percentage of Local Medium maintained to standard.		95%	80%
Maintenance of Local Low Parks - Rural	124 Ha	124 Ha	124 Ha	Annual cost per Ha to maintain Local Low parks - Rural	\$741	\$574	\$297	Percentage of Local Low maintained to standard	95%	95%	80%
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%	80%
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	\$31	Percentage of General Community Low maintained to standard.	95%	95%	80%
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	\$119	Percentage of General Community Basic maintained to standard	95%	95%	80%
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. 9.2

Performance Review

Quarter ended: December

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	Revised Annual Estimate	YTD Actuals
7400 - Riverbank Park Foreshore Lighting Project Commenced	0	23,492	0	23,492	23,942
7402 - Moxon Park Improvements - Stuart Town	0	0	85,000	85,000	0
7403 - Euchareena Local Projects	0	0	84,700	84,700	0
01.09577 - Acquisition of Assets Total	0	23,492	169,700	193,192	23,942

Landcare Services - Asset Renewals - Maintenance 01.09558 - Renewal of Assets - Asset Maintenance Program	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7423 - Wongarbron School Cent Tennis Court Fence	33,000	0	0	33,000	0
7483 - Wongarbron School Centenary - Playground	0	33,000	0	33,000	0
7492 - Riverbank Park Fencing Project completed – Stage 1	0	2,393	0	2,393	2,393
7493 - Moxon Park Picnic Shelter	0	1,075	0	1,075	2,252
7494 - Regand Park Fencing - South Weir	0	0	0	0	3,818
7495 - Village Beautification - Euchareena	0	0	0	0	3,437
01.09558 - Renewal of Assets - Asset Maintenance Program Total	33,000	36,468	0	69,468	11,900

OPERATIONAL PLAN

Function No. **9.2**

Performance Review

Quarter ended: **December**

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

OPERATIONAL PLAN

Function No. 9.4

Performance Review

Quarter ended: December

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 is 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.
	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.
Business Support Services	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.
	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.
	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.
Annual Operational Plan (including Annual Budget) Preparation	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.
	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.
	Divisional Asset Management Plans are monitored and reviewed on an ongoing basis.	Plans will be prepared and submitted by due date.

OPERATIONAL PLAN

Function No. 9.4

Performance Review

Quarter ended: December

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Business Support Services
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Activity	Actions	Performance Targets/Service Level
Quarterly Budget Review	5.3.1.11.1 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>
	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.
Management Services from other functions.	<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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	0	0	0	0	1	0	0
Expenditure	-78,809	0	-78,809	6,457	2	-72,352	-60,430
Operating Total	-78,809	0	-78,809	6,457		-72,352	-60,430
Capital							
Income	0	0	0	0	3	0	0
Expenditure	0	0	0	0	4	0	0
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding							
	-78,809	0	-78,809	6,457		-72,352	-60,430
Restricted Assets							
	78,809	0	78,809	-6,457	5	72,352	0
Funds Available to (-), or Required From Rates and Other Council Revenue							
	0	0	0	0		0	-60,430

Note	Details
1	No variance to budget.
2	Operating expenditure decreased by \$6,457 due to Software Asset Management expenses.
3	No variance to budget.
4	No variance to budget.
5	Transfer from restricted assets increased by \$6,457 due to Software Asset Management expenses.

OPERATIONAL PLAN

Function No. **9.4**

Performance Review

Quarter ended: **December**

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	100%	100%	100%	100%	AOP & Budget time frames met	100%	100%	100%
								Management Plan objectives and timeframes met	100%	100%	100%

OPERATIONAL PLAN

Function No. 9.5

Performance Review

Quarter ended: December

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.
	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.
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.	
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.	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.	

OPERATIONAL PLAN

Function No. 9.5

Performance Review

Quarter ended: December

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	1.4.6.15 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 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>
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. A report to February Executive Staff will be prepared.</i>	<i>Costs for 2017/18 sporting preparation still to determined pending finalisation of review.</i>	
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>Costs for 2017/18 sporting preparation still to determined pending finalisation of review.</i>	

OPERATIONAL PLAN

Function No. 9.5

Performance Review

Quarter ended: December

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Activity	Actions	Performance Targets/Service Level
Public Amenities Maintenance - Sport	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>
Trees Special Project Iconic Tree Planting	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 planted at Barden Park on th spectator mounds.</i> <i>Shade trees have been scheduled to be planted at the Victoria Park 2 and 3 Amenities Building.</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>Services were charged to function.</i>	<i>Amounts charged were accepted as reasonable.</i>
Acquisition of Assets	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 on time and within budget.</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 possibility grant opportunity to complete the next stages of Rygate Park Development.</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>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. 9.5

Performance Review

Quarter ended: December

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-242,871	-422,600	-665,471	-796	1	-666,267	-481,346
Expenditure	3,032,333	415,588	3,447,921	8,354	2	3,456,275	1,833,643
Operating Total	2,789,462	-7,012	2,782,450	7,558		2,790,008	1,352,297
Capital							
Income	-1,380,694	-95,481	-1,476,175	0	3	-1,476,175	-666,915
Expenditure	411,622	650,797	1,062,419	265,514	4	1,327,933	737,314
Capital Total	-969,072	555,316	-413,756	265,514		-148,242	70,399
Available Funds Movement Prior to Restricted Asset Funding							
	1,820,390	548,304	2,368,694	273,072		2,641,766	1,422,696
Restricted Assets							
	204,049	-250,694	-46,645	-273,072	5	-319,717	-74,717
Funds Available to (-), or Required From Rates and Other Council Revenue							
	2,024,439	297,610	2,322,049	0		2,322,049	1,347,979

Note	Details
1	No significant variance to budget.
2	Operating expenditure increased by \$8,354 due to Clubhouses Licence Agreement maintenance.
3	No variance to budget.
4	Capital expenditure increased by \$265,514 mainly due to the Stronger Community Fund Project for Geurie Multicourt facility and Playground (\$245,000), Victoria Park Storage Shed Covers (\$16,339) and Victoria Park No 2 and No 3 Amenities Post Construction (\$12,675).
5	Transfers from restricted assets increased by \$273,072 mainly due to Geurie Multicourt facility and Playground (\$245,000), Section 94 Contributions Open Space (\$12,675), Sporting Clubs Storage Maintenance (\$7,839), Dubbo Rugby Club Licence Fee (\$5,000) and Paramount Victoria Park Tennis Licence fee (\$3,354).

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	\$9,592	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	\$6,322	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	\$9,220	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	\$6,298	Percentage of District Medium Facilities maintained to standard	95%	100%	95%

OPERATIONAL PLAN

Function No. 9.5

Performance Review

Quarter ended: December

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	\$5,815	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	\$1,170	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	\$1055.00	Number of sustainable complaints received from Community Services Division	0	0	0

Key Projects

Capital Works Program

Sporting Facilities - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09596 - Sporting Facilities - Other Structures					
7739 - Victoria Park Storage Shed Covers Project Complete	0	12,500	16,339	28,839	28,839
7805 - Geurie Multi Court Fac. & Playground Eqp	0	0	245,000	245,000	0
01.09596 - Sporting Facilities - Other Structures Total	0	12,500	261,339	273,839	29,100

Sporting Facilities - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09597 - Sporting Facilities - Buildings					
7553 - Vic 2 & 3 Amenities Post Construction	0	0	12,675	12,675	16,666
01.09597 - Sporting Facilities - Buildings Total	0	0	12,675	12,675	16,666

OPERATIONAL PLAN

Function No. 9.5

Performance Review

Quarter ended: December

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Sporting Facilities - Acquisition of Assets 01.09598 - Sporting Facilities - Land Improvement	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7542 - Victoria Park No 2 & 3 Carpark	0	20,000	0	20,000	8,916
01.09598 - Sporting Facilities - Land Improvement Total	0	20,000	0	20,000	8,916

Sporting Facilities - Asset Renewals - Maintenance 01.09600 - Sporting Facilities-Other Structures (Renewals)	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7545 - Hans Clavan Sport Field Lighting	189,722	-4,145	-8,500	177,077	130,567
7550 - Lady Cutler Sth Synthetic Cricket Covers	7,500	0	0	7,500	0
7699 - Victoria Park/Cricket Covers Project Complete	0	4,145	0	4,145	4,145
7701 - Victoria Park No1 Grandstand Surrounds	0	48,000	0	48,000	26,582
7702 - Victoria Park No2 & 3 Carpark	20,000	-20,000	0	0	0
7763 - Victoria Park No. 3 Pitch	50,000	0	0	50,000	0
7766 - Lighting Control for Sports Lights	0	7,000	0	7,000	8,619
01.09600 - Sporting Facilities-Other Structures (Renewals) Total	267,222	35,000	-8,500	293,722	169,913

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

OPERATIONAL PLAN

Function No. 9.6

Performance Review

Quarter ended: December

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Operations
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**Manager Responsible: Manager Parks & Landcare Operations
Mr Mark Kelly**

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
Urban Parks Operations	Maintain parks to Agreed Brief.	Works completed within timeframe, budget and maintenance service levels.
	<i>All parks maintained to Agreed Briefs.</i>	<i>All works completed on time, within their identified maintenance service levels.</i>
	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.
	<i>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.</i>	<i>Annual visit by Minokamo Landscapers for 2016 was successful with training provided to three Parks and Landcare Operations staff.</i>
	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.
Community Participation	<i>All Defects repaired within the required timeframe.</i>	<i>No reports submitted to date.</i>
	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.
	<i>Three community tree planting activities have been conducted to date primarily along the river foreshores.</i>	<i>There has already been 220 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.</i>
	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.
	<i>Support has been provided to the above identified groups on request. This has involved the provision of resources and information.</i>	<i>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.</i>
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>	

OPERATIONAL PLAN

Function No. 9.6

Performance Review

Quarter ended: December

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Operations
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Activity	Actions	Performance Targets/Service Level
	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 Australian Day is scheduled for March 2017.</i>	<i>In 2016 39 people participated in Clean Up Australia Day. Parks and Landcare staff will foster 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.
	<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 December 2016. 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 for the first two quarters were undertaken according to the Asset Maintenance program.</i>	<i>All Asset Maintenance Works programmed for the second quarter were completed within defined timeframe, budget and specification.</i>
Asset Maintenance - Amenities Landcare	Maintain assets to Agreed Brief.	Works completed within timeframe, budget and specification.
	<i>All Asset Maintenance Works programmed for the first two quarters were undertaken according to the Asset Maintenance program.</i>	<i>All Asset Maintenance Works programmed for the second quarter were completed within defined timeframe, budget and specification.</i>

OPERATIONAL PLAN

Function No. 9.6

Performance Review

Quarter ended: December

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Operations
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Activity	Actions	Performance Targets/Service Level
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 second 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.

OPERATIONAL PLAN

Function No. 9.6

Performance Review

Quarter ended: December

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Operations
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	0	0	0	0	1	0	0
Expenditure	-67,702	0	-67,702	0	2	-67,702	-96,001
Operating Total	-67,702	0	-67,702	0		-67,702	-96,001
Capital							
Income	-1,350	0	-1,350	0	3	-1,350	-642
Expenditure	0	0	0	0	4	0	3,880
Capital Total	-1,350	0	-1,350	0		-1,350	3,238
Available Funds Movement Prior to Restricted Asset Funding							
	-69,052	0	-69,052	0		-69,052	-92,763
Restricted Assets							
	69,052	0	69,052	0	5	69,052	0
Funds Available to (-), or Required From Rates and Other Council Revenue							
	0	0	0	0		0	-92,763

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	180	Number of Briefs undertaken within agreed costings	155	190	180	Number of briefs rates as being undertaken satisfactorily by clients	100%	100%	100%
								Full cost recovery obtained	Yes	Yes	Yes

OPERATIONAL PLAN

Function No. 9.7

Performance Review

Quarter ended: December

Principal
Activity:**PARKS & LANDCARE**

Function:

Recreation Planning & Programs

**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	Fees charged to internal Council clients for use of facilities.	No reasonable criticism by clients of the charge rates and condition of facilities.
	Fees have been charged to internal clients.	No negative feedback from clients has been received.
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.	No reasonable criticisms of recreation planning, venue bookings, administration of the Sports Council and advice.
	Residents and Sporting organisations provided with current and accurate information. Budget allocations made to cover these costs.	No criticism received in relation to recreation planning and programs, venue bookings, administration of the Dubbo Sports Council, or advice.
	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,
	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.	Dubbo Sports Council was consulted through participation in the development of the Dubbo Recreation Strategy, Sports Council framework/AGM and Community Needs Survey.
	1.4.2.1 In consultation with the Dubbo City 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.
	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.	Statistics unavailable at this time
	1.4.2.2 Oversee the implementation of the Recreation Strategy for the City.	90% of residents rate sporting and recreational facilities as satisfactory.
	Undertaken in consultation with user groups and asset owners of Council.	Latest results of the community satisfaction survey show close to 90% satisfied with sporting infrastructure.
	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.

OPERATIONAL PLAN

Function No. 9.7

Performance Review

Quarter ended: December

Principal Activity:	PARKS & LANDCARE	Function:	Recreation Planning & Programs
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Activity	Actions	Performance Targets/Service Level
	1.4.2.5 Ensure input is received from seasonal sportsground users for field preparation requirements.	Input is received by due date.
	Input from Summer 2016/2017 Sportsground User Groups received by end of August 2016.	All Winter Pre-season Sporting Ground Usage applications were received by the due date and adopted by the Dubbo Sports Council Management Meeting held in November.
	Draft allocations adopted at September Sports Council meeting.	Winter 2017 Sporting Ground Usage applications are currently being called for.
	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 increases.
	Events Strategy communicated to sporting groups. Potential events have been referred to Dubbo Events Strategy when applicable.	The number of high profile sporting events held in the city continues to increase with the following events held Max Shepherd Shield, Regional Disability Athletics Carnival, Evocities MTB Series Dubbo Event, SCGX1 City Origin v SCGX2 Country Origin Cricket Match and Water Polo NSW Under 14 Boy's State Championships.
	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 - Dubbo Rugby Club to host a Rugby 7s Carnival
	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 a report to February Executive Staff is pending.	Annual review scheduled to be completed by June 2017.
	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 is scheduled to commence 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 Quarterly Reviews completed on time.	Achieved to date.

OPERATIONAL PLAN

Function No. 9.7

Performance Review

Quarter ended: December

Principal Activity:	PARKS & LANDCARE	Function:	Recreation Planning & Programs
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Activity	Actions	Performance Targets/Service Level
Preparation of Sporting Facilities	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.
Management Services from other Functions	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.
Major Sporting Events	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.
Contributions - DA Fees	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.
Sports Council	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.
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.
	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.	No complaints have been received in relation to the management of the Sports Council Funds.
	1.4.3.1 Conduct an annual sports award presentation ceremony to recognise excellence in sporting achievements of Dubbo residents.	Conducted November annually.
	Dubbo Sports Awards held in November 2016.	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.

OPERATIONAL PLAN

Function No. 9.7

Performance Review

Quarter ended: December

Principal Activity:	PARKS & LANDCARE	Function:	Recreation Planning & Programs
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Incom e	-101,988	-19,211	-121,199	-15,389	1	-136,588	-47,115
Expenditure	57,306	19,211	76,517	15,389	2	91,906	16,118
Operating Total	-44,682	0	-44,682	0		-44,682	-30,997
Capital							
Incom e					3		
Expenditure					4		
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding							
	-44,682	0	-44,682	0		-44,682	-30,997
Restricted Assets							
	44,682	0	44,682	0	5	44,682	44,682
Funds Available to (-), or Required From Rates and Other Council Revenue							
	0	0	0	0		0	13,685

Note	Details
1	Operating income increased by \$15,389 mainly due to additional income from School User Groups (\$9,211), Group 11 Senior Grand Final (\$3,417) and other various rents and fees.
2	Operating expenditure has increased by \$15,389 mainly due to expenditure from School User Groups (\$9,211) and Group 11 Senior Grand Final (\$3,417) and other various user groups.
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
No. of Sports Council Meetings per annum	11	14	8	Cost per capita for Recreation Planning & Management expenditure	\$15.34	\$15.35	\$14.55	No. of sports affiliated with Sports Council	28	44	30
Seasonal Ground Allocations completed by set time frame	6	5	3					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.	16	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: **December**

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>32,469 patrons from 10/09/2016 – 31/12/2016</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: **December**

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-333,443	-97,400	-430,843	-380	1	-431,223	-178,410
Expenditure	1,001,623	512,388	1,514,011	51,091	2	1,565,102	650,572
Operating Total	668,180	414,988	1,083,168	50,711		1,133,879	472,162
Capital							
Income	-116,370	-86,994	-203,364	0	3	-203,364	-62,538
Expenditure	430,721	225,208	655,929	238,289	4	894,218	618,425
Capital Total	314,351	138,214	452,565	238,289		690,854	555,887
Available Funds Movement Prior to Restricted Asset Funding							
	982,531	553,202	1,535,733	289,000		1,824,733	1,028,049
Restricted Assets							
	-257,005	-217,208	-474,213	-289,000	5	-763,213	-763,213
Funds Available to (-), or Required From Rates and Other Council Revenue							
	725,526	335,994	1,061,520	0		1,061,520	264,836

Note	Details
1	No significant variance to budget.
2	Operating expenditure increased by \$51,091 mainly due to Wellington Pool – Strategic Plan (\$60,000).
3	No variance to budget.
4	Capital expenditure increased by \$238,289 mainly due to Wellington Pool Infrastructure 50m (\$50,000), Geurie Pool resurfacing (\$140,000), Geurie Pool Chlorination System (\$39,000), Wellington Pool CCTV upgrade (\$8,681).
5	Transfers from restricted assets increased by \$289,000 mainly due to Wellington Pool (\$229,000) and Wellington – Strategic Plan for Pools (\$60,000).

Key Performance Indicators:

Workload	Prev.			Est.			YTD				
	Prev.	Est.	YTD	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD	
Number of days pool is open	206	195	111	Total operating expenses per patron	\$6.25	\$10.86	\$8.86	Number of patrons	92,248	90,000	32,469
					Compliance to Management Agreement by Contractor.	100%	100%	100%			
Water temperature in degrees Celsius.	24	25	24	No of Swimming Carnivals held at DALC				24	26	5	
					Number of written complaints re:- - health - safety - customer service	Nil	Nil	Nil	Nil	Nil	Nil
						Nil	Nil	1	1		

OPERATIONAL PLAN

Function No. **9.08**

Performance Review

Quarter ended: **December**

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

Aquatic Leisure Centres - Acquisition of Assets 01.09474 - DALC - Acquisition of Assets - Plant & Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7199 - Lane Ropes	12,500	13,000	0	25,500	17,130
7286 - Pool Blanket	30,000	-21,000	0	9,000	0
7288 - Equipment Replacement - Lane Ropes	5,200	0	0	5,200	0
01.09474 - DALC - Acquisition of Assets - Plant & Equipment Total	47,700	-8,000	0	39,700	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	Revised Annual Estimate	YTD Actuals
6001 - 50m Pool Infrastructure	0	0	50,000	50,000	20,133
01.08030 - Wellington Pool-Asset Renewals-Maint.- Other Struct Total	0	0	50,000	50,000	20,133

Aquatic Leisure Centre -Asset Renewals -Maintenance 01.08035 - Geurie Pool - Asset Renewals-Maint.- Other Struct.	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6015 - Pool Resurface	0	0	140,000	140,000	0
01.08035 - Geurie Pool - Asset Renewals-Maint.- Other Struct. Total	0	0	140,000	140,000	0

OPERATIONAL PLAN

Function No. **9.08**

Performance Review

Quarter ended: **December**

Principal Activity:	PARKS & LANDCARE	Function:	Aquatic Leisure Centres
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Aquatic Leisure Centre -Asset Renewals -Maintenance 01.08037 - Geurie Pool - Asset Renewals - Plant & Equip.	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6020 - Chlorination System	0	0	39,000	39,000	38,347
6021 - Backwash Tank	0	0	5,000	5,000	0
01.08037 - Geurie Pool - Asset Renewals - Plant & Equip. Total	0	0	44,000	44,000	38,347

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

Aquatic Leisure Centre -Asset Renewals -Maintenance 01.09470 - DALC - Asset Renewal - Other Structures	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7284 - Pool Blankets	44,500	7,500	3,617	55,617	54,617
7292 - 50m Pool Joints	0	50,000	0	50,000	48,050
7295 - Renewal of Clubroom Kitchen Project Complete	0	23,000	-8,407	14,593	14,593
7297 - DALC Entrance Roller Doors Project Complete	0	9,250	0	9,250	9,250
7298 - 50m Pool - Heater	0	143,458	0	143,458	111,019

OPERATIONAL PLAN

Function No. **9.08**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
7302 - Trolleys - Pool Blankets/Lane Ropes	15,000	0	0	15,000	11,983
7303 - 50m Pool Winch	0	0	8,520	8,520	8,520
01.09470 - DALC - Asset Renewal - Other Structures Total	59,500	233,208	3,730	296,438	258,032

Aquatic Leisure Centre -Asset Renewals -Maintenance 01.09473 - DALC - Asset Renewal - Buildings	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7289 - Upgrade Amenities Block	290,000	0	-12,849	277,151	254,823
01.09473 - DALC - Asset Renewal - Buildings Total	290,000	0	-12,849	277,151	254,823

OPERATIONAL PLAN

Function No. **10.01**

Performance Review

Quarter ended: **December**

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>No action to date.</i>	<i>Review to be completed by 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: **December**

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	0	0	0	-12,107	1	-12,107	-12,107
Expenditure	-31,616	0	-31,616	-14,721	2	-46,337	-34,036
Operating Total	-31,616	0	-31,616	-26,828		-58,444	-46,143
Capital							
Income	0	0	0	0	3	0	0
Expenditure	0	0	0	0	4	0	0
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding							
	-31,616	0	-31,616	-26,828		-58,444	-46,143
Restricted Assets							
	31,616	0	31,616	26,828	5	58,444	42,636
Funds Available to (-), or Required From Rates and Other Council Revenue							
	0	0	0	0		0	-3,507

Note	Details
1	Operating income has increased by \$12,107 due to Paid Parental Subsidy received.
2	Operating expenditure has increased by \$14,721 due to Salary and Wage Savings.
3	No variance to budget.
4	No variance to budget.
5	Transfer to restricted assets has increased by \$26,828 due to operating result savings.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of customers attended to at front counter and reception (Dubbo office)	34,149	36,000	16,893	% 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%
										% of external customers satisfied with service provided by Customer Service Centre	85%
Number of customers to in call centre (Dubbo office)	57,256	60,500	31,337	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: **December**

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.
Internal Audit	Annual Report completed November 2016. Implement Audit function.	Annual report distributed by 30 November 2016. All potential or actual inadequacies in the organisations systems, standards and controls are addressed.
Business Support Services	New committee formed and audit charter recommended post amalgamation. 5.2.2.5 Report on the progress with the Delivery Program.	Ongoing. Biannual report prepared as required.
Development of Corporate Plans and Strategies	Six Monthly report is due January 2017, reporting July 2016-December 2016. 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.	Report to be provided to February Council Meeting. Meetings are held with working parties as required.
	Reviews for 2017/2018 commenced in November 2016. 5.2.2.1 Implement the adopted actions with both the Delivery Program and Operational Plan.	Meetings to be scheduled for March 2017. 100% of adopted actions with both the Delivery Program and Operational Plan are achieved.
	Actions being implemented. 5.2.2.3 Report on the progress with the Community Strategic Plan, Delivery Program and Resourcing Strategy.	Ongoing. Progress report due by June 2017.
	Existing plans and reporting undertaken. Expressions of Interest for a system to develop a new Community Strategic plan is to be advertised in January 2017. 5.3.2.1 Review each year the various marketing strategies contained in the various Business Plans.	End of term report no longer required for the current Delivery Program. 25% of total revenue is from user charges.
	Reviews for 2017/2018 commenced in November 2016.	This is being achieved.

OPERATIONAL PLAN

Function No. 10.02

Performance Review

Quarter ended: December

Principal Activity:	CORPORATE SERVICES	Function:	Corporate Development/Strategic Management
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Activity	Actions	Performance Targets/Service Level
Commercial Facilities Services	5.3.1.15 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. As per the proclamation a new Delivery Program must be established by 1 July 2018.	Review undertaken by June 2017. 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. Opportunities are being monitored.	At least two strategic alliances are maintained. 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. New committee has been formed and meetings have recommenced with the last meeting held December 2016.	A 4 x 1 year rolling Internal Audit Programme is approved by 30 June each year. This is being achieved.
	5.3.1.1 Co-ordinate Council's Integrated Planning and Reporting requirements. This is being achieved.	100% of statutory requirements of the Local Government Act in respect of Integrated Planning and Reporting are met. 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 has been rescheduled.	Report provided by July. 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. Reviews for 2017/2018 commenced in November 2016.	Meetings are held with working parties as required. Meetings are scheduled for March 2017.
	5.3.1.10 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation. Monitoring ongoing.	Ongoing monitoring. This is being achieved.

OPERATIONAL PLAN

Function No. 10.02

Performance Review

Quarter ended: December

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-600	0	-600	0	1	-600	-258
Expenditure	-41,096	98,068	56,972	0	2	56,972	-65,691
Operating Total	-41,696	98,068	56,372	0		56,372	-65,949
Capital							
Income	0	0	0	0	3	0	0
Expenditure	0	0	0	0	4	0	0
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding							
	-41,696	98,068	56,372	0		56,372	-65,949
Restricted Assets							
	41,696	-98,068	-56,372	0	5	-56,372	0
Funds Available to (-), or Required From Rates and Other Council Revenue							
	0	0	0	0		0	-65,949

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	6					Has Annual Report been distributed as required by Act	Yes	Yes	Yes
Number of IA investigations	8	12	5	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

OPERATIONAL PLAN

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

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 meetings held per annum with members of Parliament	15	20	8	Level of Grant Income	\$31.61m	\$15.8m	\$28.62m	Audit and Risk Management Committee is supported	Yes	Yes	Yes
Number of Functions requiring Operational & Budget Assistance	8	8	8								
Total Hours spent on Internal Auditing	80	105	20								

OPERATIONAL PLAN

Function No. 10.03

Performance Review

Quarter ended: December

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.

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
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 Report presented in October 2016.</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: **December**

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>Currently reviewing the Plant Replacement Program.</i>

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **December**

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-280,047	-35,800	-315,847	-24,288	1	-340,135	-159,926
Expenditure	-79,682	35,800	-43,882	4,968	2	-38,914	-114,215
Operating Total	-359,729	0	-359,729	-19,320		-379,049	-274,141
Capital							
Income	-2,897,432	-1,226,392	-4,123,824	-358,711	3	-4,482,535	-1,620,113
Expenditure	3,855,047	2,665,407	6,520,454	848,327	4	7,368,781	2,696,562
Capital Total	957,615	1,439,015	2,396,630	489,616		2,886,246	1,076,449
Available Funds Movement Prior to Restricted Asset Funding							
	597,886	1,439,015	2,036,901	470,296		2,507,197	802,308
Restricted Assets							
	-597,886	-1,439,015	-2,036,901	-470,296	5	-2,507,197	0
Funds Available to (-), or Required From Rates and Other Council Revenue							
	0	0	0	0		0	802,308

Note	Details
1	Operating income has increased by \$24,288 mainly due to Profit on Sale of Plant.
2	No significant variance to budget.
3	Capital income has increased by \$358,711 mainly due to income from Major Plant Sold of \$232,728 and Light Vehicle Sold of \$123,156.
4	Capital expenditure has increased by \$848,327 mainly due to Major Plant Purchased of \$667,652 and Light Vehicles Purchased of \$185,580.
5	Transfer from Restricted Assets has increased by \$470,296 mainly due to the additional plant purchases.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
								Major plant availability	96.73%	90%	96.71%
								Utilisation rate major plant items	78.99%	85%	91.70%
								Utilisation rate of specialised items	50.76%	55%	53.08%

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
8239 - Trailer (572)	-500	0	0	-500	0
8253 - Trailer (536) <i>Project Complete</i>	-227	0	-46	-273	-273
8500 - Welder/Generator (952) <i>Project Complete</i>	-500	0	-1,734	-2,234	-2,234
8514 - Light Plant Trailer (514) <i>Project Complete</i>	-500	-2,077	0	-2,577	-2,577
8517 - Light Plant Trailer (547)	-800	0	0	-800	0
01.09927 - Assets Sold - Sundry Plant Total	-2,527	-2,077	-1,780	-6,384	-5,084

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

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
8307 - Skidsteer Loader (439)	-30,000	0	0	-30,000	0
8308 - Skidsteer Loader (201)	-30,000	0	0	-30,000	0
8316 - Tractor (388)	-8,000	0	0	-8,000	0
8326 - Truck 4T (154)	-30,000	0	0	-30,000	0
8328 - Truck 5T (162)	-40,000	0	0	-40,000	0
8332 - Truck C/Cab (158)	-40,000	0	0	-40,000	0
8333 - Truck C/Cab (157)	-40,000	0	0	-40,000	0
8334 - Truck C/Cab (156)	-40,000	0	0	-40,000	0
8335 - Truck C/Cab (155)	-40,000	0	0	-40,000	0
8342 - Truck Canter (326)	-20,000	0	0	-20,000	0
8352 - Truck (323)	-12,000	0	0	-12,000	0
8353 - Skidsteer Loader (380)	-30,000	0	0	-30,000	0
8361 - Forklift (959)	-8,000	0	0	-8,000	0
8364 - Elevated Work Platform (513) <i>Project Complete</i>	0	0	-8,436	-8,436	-8,436
01.09931 - Assets Sold - Minor Plant Total	-368,000	0	-8,436	-376,436	-8,436

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
8339 - Grader (282) <i>Project Complete</i>	0	0	-116,364	-116,364	-116,364
8342 - Grader (284) <i>Project Complete</i>	0	0	-116,364	-116,364	-116,364
8350 - Roller M/T (218)	-35,000	0	0	-35,000	0
8353 - Roller S/P (212)	-40,000	0	0	-40,000	0
8356 - Sweeper (166) <i>Project Complete</i>	-130,000	0	0	-130,000	-60,000
01.09933 - Assets Sold - Major Plant Total	-205,000	0	-232,728	-437,728	-292,728

Fleet - Proceeds from Sale of Assets 01.09935 - Assets Sold - Light Vehicles	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
4047 - Environmental-Building & Development (99)	-12,000	0	0	-12,000	0
7725 - Technical - Tech Support (64) <i>Project Complete</i>	-15,500	0	-8,136	-23,636	-23,636
8300 - Environmental-Building & Develop. (59) <i>Project Complete</i>	-12,000	-3,455	0	-15,455	-15,455
8301 - Corp Development - Comm Facilities (45) <i>Project Complete</i>	-19,000	-2,818	0	-21,818	-21,818
8302 - Environmental-Building & Develop. (60) <i>Project Complete</i>	-21,000	1,734	0	-19,266	-19,266
8376 - Technical - Tech Support (103)	-12,000	0	0	-12,000	0
8379 - Environmental - Env Control (73) <i>Project Complete</i>	-13,000	-3,221	0	-16,221	-16,221
8383 - P&LC - Landcare Services (95) <i>Project Complete</i>	-19,000	0	-7,031	-26,031	-23,665
8384 - P&LC - Sporting (71)	-19,000	0	0	-19,000	0

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
8387 - Technical - Works (75)	-14,000	0	0	-14,000	0
8391 - Technical - Civil Infrastructure (61) <i>Project Complete</i>	0	0	-14,531	-14,531	-13,210
8392 - Comm Services - Business Support (74)	-16,159	0	0	-16,159	0
8394 - Technical - Works (69)	-14,000	0	0	-14,000	0
8395 - Corp Development - Airport (89)	-21,000	0	0	-21,000	0
8398 - Technical - Tech Support (96) <i>Project Complete</i>	-16,000	-6,923	0	-22,923	-22,923
8399 - Grader Roller (2219)	-12,000	0	0	-12,000	0
8401 - Org Services - Director (32)	-21,500	0	0	-21,500	0
8402 - Comm Services - Director (36) <i>Project Complete</i>	-18,000	0	-3,376	-21,376	-21,376
8405 - Corp Development - Director (37) <i>Project Complete</i>	-41,000	881	0	-40,119	-40,119
8406 - Technical - Director (33)	-24,000	0	0	-24,000	0
8408 - Technical - Tech Support (82)	-14,000	0	0	-14,000	0
8413 - Corp Development - General Manager (31)	-59,000	0	0	-59,000	0
8418 - Corp Development - Official Vehicle (30) <i>Project Complete</i>	-14,000	0	-7,038	-21,038	-21,038
8429 - Technical - Works (101)	-19,239	0	0	-19,239	0
8431 - P&LC - Operations (114)	-12,000	0	0	-12,000	0
8434 - P&LC - Operations (110)	-11,000	0	0	-11,000	0
8435 - P&LC - Operations (111) <i>Project Complete</i>	-9,500	0	-2,318	-11,818	-11,818

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
8436 - Environmental - City Strategy (108) <i>Project Complete</i>	-15,000	-5,107	0	-20,107	-20,107
8441 - Technical - Fleet (106)	-12,000	0	-8,015	-20,015	0
8445 - Environmental - Business Support (50)	-19,752	0	0	-19,752	0
8447 - Org Services - GIS (139)	-13,000	0	0	-13,000	0
8465 - Environmental - Building & Develop (55)	0	0	-23,215	-23,215	0
8468 - Environmental - Building & Develop. (43)	-15,000	0	0	-15,000	0
8471 - Environmental- Building & Develop. (46)	-14,000	0	-29,639	-43,639	-19,857
8472 - Environmental - City Strategy (44) <i>Project Complete</i>	0	0	-19,857	-19,857	-21,620
01.09935 - Assets Sold - Light Vehicles Total	-567,650	-18,909	-123,156	-709,715	-312,129

Wellington - Capital Revenues 01.08850 - Proceeds from Sale of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
8200 - Plant & Equipment	0	-428,950	0	-428,950	-127,270
01.08850 - Proceeds from Sale of Assets Total	0	-428,950	0	-428,950	-127,270

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
7609 - Communication Equipment	200,000	0	0	200,000	0
01.09613 - Assets Purchased - Two Way Radio Equipment Total	200,000	0	0	200,000	0

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

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

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09619 - Assets Purchased - Minor Plant					
7634 - Tractor (388) <i>Project Complete</i>	90,827	0	-23,388	67,439	67,439
7642 - Truck 3T (162)	148,000	0	0	148,000	0
7647 - Truck C/Cab (154)	145,000	0	0	145,000	0
7648 - Truck C/Cab (155)	145,000	0	0	145,000	0
7649 - Truck C/Cab (156)	145,000	0	0	145,000	0
7650 - Truck C/Cab (157)	145,000	0	0	145,000	0
7651 - Truck C/Cab (158)	145,000	0	0	145,000	0
7804 - Truck (326)	90,000	0	0	90,000	0
7809 - Truck 4T (323)	75,000	0	0	75,000	0
7811 - Forklift (959)	91,000	0	0	91,000	0
8476 - Mini Excavator 5t (491) <i>Project Complete</i>	73,709	0	7,591	81,300	81,300
01.09619 - Assets Purchased - Minor Plant Total	1,544,924	0	-15,797	1,529,127	148,739

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
7653 - Grader (282) <i>Project Complete</i>	0	0	343,500	343,500	343,500
7655 - Grader (284) <i>Project Complete</i>	0	0	358,000	358,000	358,000
7661 - Roller M/T (218)	170,000	0	0	170,000	0
7664 - Roller S/P (212)	170,000	0	0	170,000	0
7667 - Sweeper (166) <i>Project Complete</i>	345,000	0	-33,848	311,152	311,152
01.09621 - Assets Purchased - Major Plant Total	685,000	0	667,652	1,352,652	1,012,652

Fleet - Acquisition of Assets 01.09623 - Assets Purchased - Light Vehicles	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7684 - Technical - Tech Support (103)	34,606	0	0	34,606	0
7686 - Environmental - Env Control (73)	32,000	0	0	32,000	0
7692 - P&LC - Sporting (71)	37,000	0	0	37,000	0
7693 - P&LC - Landcare Services (95) <i>Project Complete</i>	37,000	0	-3,547	33,453	33,454
7694 - Environmental - City Strategy (108) <i>Project Complete</i>	32,000	-3,167	0	28,833	28,833
7696 - Technical - Works (75)	32,719	0	0	32,719	0
7700 - Technical - Tech Support (82)	32,000	0	0	32,000	0
7701 - Corp Development - Airport (89)	37,000	0	0	37,000	0
7702 - Technical - Civil Infrastructure (61) <i>Project Complete</i>	0	0	37,151	37,151	37,151

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09623 - Assets Purchased - Light Vehicles					
7703 - Technical - Tech Support (64)	32,000	0	-32,000	0	0
7704 - Technical - Works (69)	35,763	0	0	35,763	0
7707 - Technical - Tech Support (96) <i>Project Complete</i>	32,000	-2,326	0	29,674	29,674
7708 - Environmental - Env Control (85)	32,000	0	0	32,000	0
7709 - Org Services - Director (32)	39,942	0	0	39,942	0
7713 - Corp Development - Director (37) <i>Project Complete</i>	53,892	-2,846	0	51,046	51,046
7715 - Environmental - Building & Develop. (59) <i>Project Complete</i>	32,000	-809	0	31,191	31,191
7716 - Environmental - Building & Develop. (60) <i>Project Complete</i>	37,000	-1,711	0	35,289	35,289
7719 - Corp Development - General Manager (31)	67,942	0	0	67,942	0
7725 - Corp Development - Comm Facilities (45) <i>Project Complete</i>	37,000	-3,556	0	33,444	33,444
7727 - Corp Development - Official Vehicle (30) <i>Project Complete</i>	49,563	-4,068	0	45,495	45,495
7728 - Comm Services - Business Support (74)	37,000	0	0	37,000	0
7734 - Technical - Fleet (106) <i>Project Complete</i>	35,591	0	1,152	36,743	36,743
7737 - Technical - Works (101)	41,385	0	0	41,385	0
7742 - P&LC - Operations (114)	29,450	0	0	29,450	0
7745 - P&LC - Operations (110)	32,492	0	0	32,492	0
7746 - P&LC - Operations (111) <i>Project Complete</i>	25,806	0	-3,763	22,043	22,043
7752 - Environmental - Building Develop. (99)	32,000	0	0	32,000	0

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09623 - Assets Purchased - Light Vehicles					
7819 - Technical - Director (33)	41,684	0	0	41,684	0
7823 - Org Services - GIS (139)	32,000	0	0	32,000	0
7827 - Environmental - Business Support (50)	37,000	0	0	37,000	0
7830 - Pooled (130) <i>Project Complete</i>	0	0	28,588	28,588	28,588
7833 - Environmental - Building & Develop. (55) <i>Project Complete</i>	0	0	30,092	30,092	30,093
7834 - Org Services - Management Account. (80) <i>Project Complete</i>	0	0	25,745	25,745	25,745
7836 - Comm Services - Director (36) <i>Project Complete</i>	37,612	-3,519	0	34,093	34,093
7840 - Comm Services - Recreation Services (86) <i>Project Complete</i>	0	0	35,207	35,207	35,207
7847 - Environmental - Building & Develop. (43)	32,000	0	0	32,000	0
7850 - Environmental - Building & Develop. (46) <i>Project Complete</i>	32,000	-4,182	0	27,818	27,818
7876 - Passenger Vehicle (146) <i>Project Complete</i>	0	0	28,119	28,119	28,119
7911 - Director Technical Services 2 (9) <i>Project Complete</i>	0	0	38,836	38,836	38,836
01.09623 - Assets Purchased - Light Vehicles Total	1,169,447	-26,184	185,580	1,328,843	632,862

Fleet - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09625 - Assets Purchased - Small Plant					
7765 - Line Marker (935)	34,900	0	0	34,900	0
7772 - Mower (960)	43,500	0	0	43,500	0

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09625 - Assets Purchased - Small Plant					
7779 - Mower F/Cut (350)	40,000	0	0	40,000	0
7792 - Trailer (594) <i>Project Complete</i>	0	0	226	226	226
7814 - Trailer (546)	19,000	0	0	19,000	0
7815 - Line Marker (934)	34,900	0	0	34,900	0
7908 - Mower (328) <i>Project Complete</i>	42,000	-7,504	0	34,496	34,496
7920 - Speed Trailer (524)	18,500	0	0	18,500	0
7921 - Generator 8kva (998) <i>Project Complete</i>	0	0	10,666	10,666	10,666
01.09625 - Assets Purchased - Small Plant Total	232,800	-7,504	10,892	236,188	45,388

Wellington - Capital Expenses	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.08290 - Acquisition of Assets					
7500 - Plant & Equipment	0	2,651,675	0	2,651,675	843,980
01.08290 - Acquisition of Assets Total	0	2,651,675	0	2,651,675	843,980

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

OPERATIONAL PLAN

Function No. 10.04

Performance Review

Quarter ended: December

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: **December**

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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-14,854	0	-14,854	0	1	-14,854	-7,427
Expenditure	-14,785	0	-14,785	0	2	-14,785	649,598
Operating Total	-29,639	0	-29,639	0		-29,639	642,171
Capital							
Income	0	0	0	0	3	0	0
Expenditure	0	0	0	0	4	0	0
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	-29,639	0	-29,639	0		-29,639	642,171
Restricted Assets	29,639	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	671,810

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: **December**

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	\$3,397		
											Yes	Yes	Yes
												Yes	Yes

OPERATIONAL PLAN

Function No. **10.05**

Performance Review

Quarter ended: **December**

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.
	<i>Amended due date for 2016 Financial Statements for amalgamated Council's is 31 December 2016. Deadline met.</i>	<i>Audit of former Dubbo City Council and Wellington Council complete.</i>
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.
	<i>To be reviewed February 2017.</i>	<i>To be reviewed February 2017.</i>
Expenditure Accounting Services	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.
	<i>Currently being achieved.</i>	<i>Currently being achieved.</i>
	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.
	<i>Currently being achieved.</i>	<i>Currently being achieved.</i>
	2.1.4.7 Monitor Government initiatives regarding carbon reduction/offset schemes for opportunities.	Government initiatives monitored.
	<i>No new initiatives at this stage that will benefit Council. Monitoring ongoing.</i>	<i>Monitoring ongoing.</i>
	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.
	<i>Currently being achieved.</i>	<i>Currently being achieved.</i>
	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.
	<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>No submissions required at this stage.</i>

OPERATIONAL PLAN

Function No. **10.05**

Performance Review

Quarter ended: **December**

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.
	<i>Currently being achieved.</i>	<i>Stock monitored and various LG Procurement and Regional Procurement contracts utilised to obtain best price for Council.</i>
Wellington Delivery Program Actions	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.
Council is well managed, meeting its statutory and operational requirements.	<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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-156,214	0	-156,214	-163,400	1	-319,614	-166,153
Expenditure	46,515	0	46,515	269,515	2	316,030	99,653
Operating Total	-109,699	0	-109,699	106,115		-3,584	-66,500
Capital							
Income	0	0	0	0	3	0	0
Expenditure	0	0	0	0	4	0	0
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	-109,699	0	-109,699	106,115		-3,584	-66,500
Restricted Assets	109,699	0	109,699	-106,115	5	3,584	-51,265
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0		0	-117,765

Note	Details
1	Operating income has increased by \$163,400 mainly due to the Emergency Services Property Levy Implementation Subsidy of \$55,007, Paid Parental Leave subsidy of \$20,059, Local Government Procurement Rebate of \$12,772 and Other Revenue from Sale of Land Unpaid Rates Expenditure Recoupment of \$75,000.
2	Operating Expenditure has increased by \$269,515 mainly due to the Merger and for the administration of the Emergency Services Property Levy. An amount of \$75,000 has been budgeted for the cost of sale of Land for Unpaid Rates.
3	No variance to budget.
4	No variance to budget.
5	Transfer to Restricted Assets has decreased by \$106,115 to fund the additional Merger costs and Valuations Fees.

OPERATIONAL PLAN

Function No. **10.05**

Performance Review

Quarter ended: **December**

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%	45.25%
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	1.89				

OPERATIONAL PLAN

Function No. **10.06**

Performance Review

Quarter ended: **December**

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.

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
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 2016.</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: **December**

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.
	2015/2016 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: **December**

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 pending merger.</i>	<i>No action pending merger.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	0	0	0	0	1	0	0
Expenditure	-76,393	0	-76,393	-56,958	2	-133,351	-95,357
Operating Total	-76,393	0	-76,393	-56,958		-133,351	-95,357
Capital							
Income	-200	0	-200	0	3	-200	-100
Expenditure	0	0	0	0	4	0	0
Capital Total	-200	0	-200	0		-200	-100
Available Funds Movement Prior to Restricted Asset Funding	-76,593	0	-76,593	-56,958		-133,551	-95,457
Restricted Assets	76,593	0	76,593	56,958	5	133,551	95,255
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0		0	-202

Note	Details
1	No variance to budget.
2	Operating expenditure has decreased by \$56,958 due to reduction in administrative costs.
3	No variance to budget.
4	No variance to budget.
5	Transfer to Restricted Assets has increased by \$56,958 to fund future asset renewals.

OPERATIONAL PLAN

Function No. **10.06**

Performance Review

Quarter ended: **December**

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	\$1,296				

OPERATIONAL PLAN

Function No. 10.07

Performance Review

Quarter ended: December

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 telephone services 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: **December**

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.</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: **December**

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. A review of the Authority Debt Recovery module has been undertaken. Enhancement requests have been documented and communicated to suppliers.</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).	Mapping based systems developed and linked to available textual databases.
Acquisition of Assets	<i>Implementation of noxious weeds application with GIS Integration.</i>	<i>Implementation of noxious weeds application with GIS integration. Integration with TRIM achieved.</i>
	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: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Information Management Serv.
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-16,500	0	-16,500	0	1	-16,500	-6,465
Expenditure	-174,062	0	-174,062	194,361	2	20,299	-22,840
Operating Total	-190,562	0	-190,562	194,361		3,799	-29,305
Capital							
Income	-133,829	0	-133,829	0	3	-133,829	-54,919
Expenditure	425,000	170,000	595,000	0	4	595,000	63,218
Capital Total	291,171	170,000	461,171	0		461,171	8,299
Available Funds Movement Prior to Restricted Asset Funding							
	100,609	170,000	270,609	194,361		464,970	-21,006
Restricted Assets							
	-100,609	-170,000	-270,609	-194,361	5	-464,970	158,247
Funds Available to (-), or Required From Rates and Other Council Revenue							
	0	0	0	0		0	137,241

Note	Details
1	No variance to budget.
2	Operating expenditure has increased by \$194,361 mainly due to System Support and Development costs of \$114,586, and Aerial Photography of \$91,470.
3	No variance to budget.
4	No variance to budget.
5	Transfer from restricted assets have increased by \$194,361 to fund the additional System Support and Development costs and Aerial Photography.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. workstation users supported	365	430	412					% availability of major CCF Services Components			
No. Mobile users	282	370	400					-Internet	100%	99.999%	99.998%
								-File Server	99.9778%	99.900%	99.983%
								-Authority	99.996%	99.900%	99.999%
								-GIS Server	99.999%	99.900%	99.999%
								-TRIM	99.9995	99.900%	99.993%
								-Remote Access	100%	99.900%	98%
								-Email	99.992%	99.900%	99.991%
No. of Service Desk requests recorded/handled	3120	4000	2254	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%	86%

OPERATIONAL PLAN

Function No. **10.07***Performance Review*Quarter ended: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Information Management Serv.
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
				% of service desk resolutions provided within defined timeframes	89%	90%	90.15%				
No. of packages and/or applications	150	150	150								
No. of servers supported				No. of Computer Virus incidents identified	1780	4,500	889	No. of Computer Virus Outbreaks	0	0	0
-Physical	9	15	9	No. of Intrusion attempts to Council's network	2960	1,000	426	No. of security breaches	0	0	0
-Virtual	91	100	130								
No. of remote sites supported	22	35	32					% emails identified as SPAM and removed	8.54%	30%	10%
No. of Information Systems projects Undertaken	100	75	25								
No. of documents processed in Records System	220,934	360,000	106,759	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	9

OPERATIONAL PLAN

Function No. **10.07**

Performance Review

Quarter ended: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Information Management Serv.
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Key Projects**Capital Works Program**

Information Management - Acquisition of Assets 01.09653 - Office Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
7935 - Software	50,000	0	0	50,000	41,251
7960 - Mobile Computing Development	10,000	0	0	10,000	0
7962 - Upgrade Network at Remote Sites	50,000	0	0	50,000	0
7965 - Sharepoint Development	15,000	0	0	15,000	0
8301 - Electronic Timesheet Capture <i>Project Complete</i>	0	0	11,210	11,210	11,210
8302 - Unified Communications System	300,000	0	-11,210	288,790	0
01.09653 - Office Equipment Total	425,000	0	0	425,000	52,461

Wellington - Capital Expenses 01.08115 - Office Equipment	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Plant & Equipment (IT)	0	170,000	0	170,000	10,757
01.08115 - Office Equipment Total	0	170,000	0	170,000	10,757

OPERATIONAL PLAN

Function No. **10.08**

Performance Review

Quarter ended: **December**

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. 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. 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>As Council is currently under Administration with no Councillors, there is no requirement to update the Councillors Notebook</i>	<i>As Council is currently under Administration with no Councillors, there is no requirement to update the Councillors Notebook</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: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Governance & Risk Services
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-70,000	0	-70,000	-16,626	1	-86,626	-16,626
Expenditure	-100,312	0	-100,312	45,080	2	-55,232	39,006
Operating Total	-170,312	0	-170,312	28,454		-141,858	22,380
Capital							
Income	0	0	0	0	3	0	0
Expenditure	0	0	0	0	4	0	0
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding							
	-170,312	0	-170,312	28,454		-141,858	22,380
Restricted Assets							
	170,312	0	170,312	-28,454	5	141,858	64,203
Funds Available to (-), or Required From Rates and Other Council Revenue							
	0	0	0	0		0	86,583

Note	Details
1	Operating income has increased by \$16,626 mainly due to Paid Parental Leave Recoupment of \$16,130.
2	Operating expenditure has increased by \$45,080 mainly due to an increase in Risk Management costs of \$58,779.
3	No variance to Budget.
4	No variance to Budget.
5	Transfer to restricted assets has decreased by \$28,454 mainly due to additional Risk Management Expenditure.

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: **December**

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: <i>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.</i>
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Activity	Action	Performance Targets/Service Level
Other Council Building Operations	Provide a cleaning service to other Council facilities.	Facilities cleaned as per agreed briefs.
	<i>Cleaning service provided.</i>	<i>Buildings cleaned daily.</i>
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.
	<i>Actions undertaken.</i>	<i>Actions undertaken.</i>
	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.
	<i>No action to date.</i>	<i>No action to date.</i>
Civic Administration Building Cleaning Services	Provision of a clean work amenity.	Civic Administration Building cleaned daily to agreed brief specification.
	<i>Cleaning service provided.</i>	<i>Building cleaned daily.</i>
Asset Management Program – Routine	Work amenity maintained to appropriate standard.	Minor maintenance undertaken in accordance with quarterly check.
	<i>Asset maintenance program formalised and implemented.</i>	<i>Undertaken as programmed.</i>
Asset Management Program – Cyclic	Work amenity maintained to appropriate standard.	Other maintenance undertaken in accordance with Asset Management Program.
	<i>Asset maintenance program formalised and implemented.</i>	<i>Undertaken as programmed.</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 undertaken in accordance with Capital Works Program</i>	<i>Capital Works undertaken in accordance with Capital Works Program</i>
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.
	<i>Business Continuity and Disaster Recovery Plan in place for functions located within Civic Administration Building</i>	<i>Business Continuity and Disaster Recovery Plan in place for functions located within Civic Administration Building</i>

OPERATIONAL PLAN

Function No. **10.09**

Performance Review

Quarter ended: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Civic Administration Building
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-50,918	0	-50,918	-136	1	-51,054	-28,578
Expenditure	-260,760	313,380	52,620	10,251	2	62,871	-71,200
Operating Total	-311,678	313,380	1,702	10,115		11,817	-99,778
Capital							
Income	-130,030	-127,690	-257,720	0	3	-257,720	-128,029
Expenditure	228,286	127,376	355,662	35,400	4	391,062	189,540
Capital Total	98,256	-314	97,942	35,400		133,342	61,511
Available Funds Movement Prior to Restricted Asset Funding							
	-213,422	313,066	99,644	45,515		145,159	-38,267
Restricted Assets							
	213,422	-58,760	154,662	-45,515	5	109,147	83,955
Funds Available to (-), or Required From Rates and Other Council Revenue							
	0	254,306	254,306	0		254,306	45,688

Note	Details
1	No significant variance in budget.
2	Operating expenditure has increased by \$10,251 due to asset renewal costs.
3	No variance to budget.
4	Capital expenditure has increased by \$35,400 due to the renewal of the Air conditioning in the Dubbo Council Chamber.
5	Transfer to restricted assets has decreased by \$45,515 mainly due to addition asset renewal costs.

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	\$403.15	% 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	Revised Annual Estimate	YTD Actuals
01.09665 - CAB - Furniture & Fittings					
7922 - Minor Furniture	22,000	0	0	22,000	2,276
01.09665 - CAB - Furniture & Fittings Total	22,000	0	0	22,000	2,276

OPERATIONAL PLAN

Function No. **10.09**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate	YTD Actuals
7927 - Replacement of Council Chamber Air-Con <i>Complete</i>	0	0	35,400	35,400	35,400
01.09666 - Plant & Equipment - CAB Total	0	0	35,400	35,400	35,400

Wellington - Capital Expenses 01.08270 - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
5900 - Loan Principal Repayments	0	48,616	0	48,616	0
01.08270 - Acquisition of Assets Total	0	48,616	0	48,616	0

Wellington - Capital Expenses 01.08280 - Asset Renewals	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
5900 - Land & Buildings	0	78,760	0	78,760	50,047
01.08280 - Asset Renewals Total	0	78,760	0	78,760	50,047

OPERATIONAL PLAN

Function No. **10.10**

Performance Review

Quarter ended: **December**

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.</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: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Technical Support Services
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-101,896	0	-101,896	-116,713	1	-218,609	-203,960
Expenditure	-82,934	0	-82,934	18,145	2	-64,789	-63,152
Operating Total	-184,830	0	-184,830	-98,568		-283,398	-267,112
Capital							
Income	-9,394	0	-9,394	0	3	-9,394	-4,698
Expenditure	0	0	0	0	4	0	0
Capital Total	-9,394	0	-9,394	0		-9,394	-4,698
Available Funds Movement Prior to Restricted Asset Funding							
	-194,224	0	-194,224	-98,568		-292,792	-271,810
Restricted Assets							
	194,224	0	194,224	98,568	5	292,792	0
Funds Available to (-), or Required From Rates and Other Council Revenue							
	0	0	0	0		0	-271,810

Note	Details
1	Operating income has increased by \$116,713 due to additional Subdivision Fees.
2	Operating expenditure has increased by \$18,145 mainly due to in Design Services of \$15,000.
3	No variance to budget.
4	No variance to budget.
5	Transfer to restricted assets has increased by \$98,568 mainly due to additional income.

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	7	10	15								
Minor	12	50	25								
No. of DA referrals processed	54	90	87	No. of subdivision stages supervised	7	10	15				

OPERATIONAL PLAN

Function No. **10.11***Performance Review*Quarter ended: **December**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.	December 2016 Quarterly Review submitted to the Finance and Policy Committee meeting in February 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 (NAMAF).	NAMSPlus is no longer applicable for Technical 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 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: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Business Support Services (Technical)
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-293	0	-293	293	1	0	0
Expenditure	-31,482	0	-31,482	-73,925	2	-105,407	-53,927
Operating Total	-31,775	0	-31,775	-73,632		-105,407	-53,927
Capital							
Income	0	0	0	0	3	0	0
Expenditure	2,500	0	2,500	0	4	2,500	0
Capital Total	2,500	0	2,500	0		2,500	0
Available Funds Movement Prior to Restricted Asset Funding							
	-29,275	0	-29,275	-73,632		-102,907	-53,927
Restricted Assets							
	29,275	0	29,275	73,632	5	102,907	21,639
Funds Available to (-), or Required From Rates and Other Council Revenue							
	0	0	0	0		0	-32,288

Note	Details
1	No significant variance to budget
2	Operating expenditure decreased mainly due to administrative savings of \$73,925
3	No variance to budget
4	No variance to budget
5	Transfer to restricted assets increased due to administrative savings of \$73,632

Key Performance Indicators:

Workload	Prev.			Est.			YTD			Effective.	Prev.			Est.			YTD		
Number of functions requiring Operational Plan (including Annual Budget) assistance	17	17	17	1.04%	1.05%	0.75%	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 of Business Support Services as a % of Total Divisional Expenditure	\$67,274	\$69,124	\$35,487	Delivery Program and Quarterly Budget timeframes met.			Yes	Yes	Yes						

OPERATIONAL PLANFunction No. **10.11***Performance Review*Quarter ended: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Business Support Services (Technical)
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Key Projects**Capital Works Program**

Business Support Tech. - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.09684 - Technical Support - Office Equipment					
7930 - Scanner	2,500	0	0	2,500	0
01.09684 - Technical Support - Office Equipment Total	2,500	0	0	2,500	0

OPERATIONAL PLAN

Function No. **10.12**

Performance Review

Quarter ended: **December**

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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-12,500	0	-12,500	0	1	-12,500	-130
Expenditure	-10,701	183,711	173,010	0	2	173,010	63,848
Operating Total	-23,201	183,711	160,510	0		160,510	63,718
Capital							
Income	-122,399	-53,045	-175,444	0	3	-175,444	-59,709
Expenditure	0	146,199	146,199	0	4	146,199	38,375
Capital Total	-122,399	93,154	-29,245	0		-29,245	-21,334
Available Funds Movement Prior to Restricted Asset Funding	-145,600	276,865	131,265	0		131,265	42,384
Restricted Assets	145,600	-166,199	-20,599	0	5	-20,599	56,816
Funds Available to (-), or Required From Rates and Other Council Revenue	0	110,666	110,666	0		110,666	99,200

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. **10.12**

Performance Review

Quarter ended: **December**

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	\$8.92	% of personnel satisfactorily accommodated.	95%	95%	95%
Building Area				Total operating expense per m ² of usable space	\$105.65	\$99.66	\$57.52				
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	Revised Annual Estimate	YTD Actuals
01.08016 - Wellington Depot - Buildings					
6501 - Washbay	0	146,199	0	146,199	38,375
01.08016 - Wellington Depot - Buildings Total	0	146,199	0	146,199	38,375

OPERATIONAL PLAN

Function No. **10.13**

Performance Review

Quarter ended: **December**

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.
	To be reviewed February 2017.	To be submitted to Council's March Ordinary Meeting.
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.
	All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy.	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%.
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.
	Feedback received from Grants Commission on calculation of disabilities for 2016/2017 grant calculation. No scope for submission to vary the methodology.	Return completed by November 2016.

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-34,927,561	-11,043,585	-45,971,146	990,780	1	-44,980,366	-37,325,903
Expenditure	682,893	0	682,893	9,220	2	692,113	350,820
Operating Total	-34,244,668	-11,043,585	-45,288,253	1,000,000		-44,288,253	-36,975,083
Capital							
Income	-556,027	0	-556,027	0	3	-556,027	-187,972
Expenditure	0	0	0	0	4	0	0
Capital Total	-556,027	0	-556,027	0		-556,027	-187,972
Available Funds Movement Prior to Restricted Asset Funding	-34,800,695	-11,043,585	-45,844,280	1,000,000		-44,844,280	-37,163,055
Restricted Assets	1,101,470	2,741,250	3,842,720	-1,000,000	5	2,842,720	367,216
Funds Available to (-), or Required From Rates and Other Council Revenue	-33,699,225	-8,302,335	-42,001,560	0		-42,001,560	-36,795,839

OPERATIONAL PLAN

Function No. **10.13**

Performance Review

Quarter ended: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Rates & General Revenue
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Note	Details
1	Operating income has decreased by \$990,780 mainly due to Mining Rate of \$1 million not due to be levied in 2016/2017.
2	No significant variance to budget.
3	No variance to budget.
4	No variance to budget.
5	Transfer to restricted assets has decreased by \$1 million due to Mining Rate.

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	\$55.14	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	1.89	Percentage of Rates and Annual Charges outstanding to Percentage collectable reduced.	4.60%	5%	45.25%

Key Projects

Rates/General Revenue - ELE Accruals Not Funded	2016/2017 Original Budget	September Adjustment	December Adjustment	Revised Annual Estimate	YTD Actuals
01.08900 - ELE Accrual Not Funded Total	-556,027	0	0	-556,027	-187,972

OPERATIONAL PLAN

Function No. **10.16**

Performance Review

Quarter ended: **December**

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: **December**

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	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	-80,000	0	-80,000	-200,000	1	-280,000	-43,634
Expenditure	57,565	260,233	317,798	200,000	2	517,798	915,758
Operating Total	-22,435	260,233	237,798	0		237,798	872,124
Capital							
Income	-32,724	0	-32,724	0	3	-32,724	-18,543
Expenditure	0	0	0	0	4	0	0
Capital Total	-32,724	0	-32,724	0		-32,724	-18,542
Available Funds Movement Prior to Restricted Asset Funding	-55,159	260,233	205,074	0		205,074	853,582
Restricted Assets	55,159	-260,233	-205,074	0	5	-205,074	-253,120
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0		0	600,462

Note	Details
1	Operating Income has increased by \$200,000 due to additional Private Works for Taronga Western Plains Zoo.
2	Operating Expenditure has increase by \$200,000 due to additional Private Works for Taronga Western Plains Zoo.
3	No variance to budget.
4	No variance to budget.
5	No variance to budget.

OPERATIONAL PLAN

Function No. **10.16**

Performance Review

Quarter ended: **December**

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	N/A	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	81.6km								
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	\$8,950,590								

OPERATIONAL PLAN

Function No. **10.17***Performance Review*Quarter ended: **December**

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>By 31 December 2016</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> 10%</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 have only commenced in August- expenditure in accordance with project budgets to date. Receipt of Office of Local Government documentation required by Council to submit 6 monthly reports against the funding guidelines.</i></p>

OPERATIONAL PLAN

Function No. **10.17***Performance Review*Quarter ended: **December**

Principal Activity:	CORPORATE SERVICES	Function:	Transition Project Management
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	0	0	0	-200,500	1	-200,500	-141,218
Expenditure	0	4,941,747	4,941,747	349,580	2	5,291,327	546,547
Operating Total	0	4,941,747	4,941,747	149,080		5,090,827	405,329
Capital							
Income					3		
Expenditure					4		
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding							
	0	4,941,747	4,941,747	149,080		5,090,827	405,329
Restricted Assets							
	0	-4,941,747	-4,941,747	-149,080	5	-5,090,827	-1,075,303
Funds Available to (-), or Required From Rates and Other Council Revenue							
	0	0	0	0		0	-669,974

Note	Details
1	Operating income has increased by \$200,500 due to expected Interest Income from Stronger Communities Grant Funding.
2	Operating expenditure has increased by \$349,580 to fund the Stronger Communities Grant allocation for 2016.
3	No variance to budget.
4	No variance to budget.
5	Transfer from restricted assets has increased by \$149,080 to fund the Stronger Communities Grant allocation for 2016.

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	10	DPC – Roadmap requirements within timeframe		22	8	All projects managed in accordance with adopted Project Plans		10	10

OPERATIONAL PLAN

Function No. **11.01**

Performance Review

Quarter ended: **December**

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: <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
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: **December**

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>
	Costs of running quadrennial election of Councillors.	Elections carried out according to Act and Regulations.
Mayors Discretionary Fund	<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.</i>
	Discretionary payments for Mayoral Activities. <i>Provision for payments made in budget.</i>	Activities are appropriate for responsible and representative Government. <i>Audited internally.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate at September	December Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating							
Income	0	0	0	0	1	0	0
Expenditure	66,893	-289,054	-222,161	8,000	2	-214,161	-125,388
Operating Total	66,893	-289,054	-222,161	8,000		-214,161	-125,388
Capital							
Income	0	0	0	0	3	0	0
Expenditure	0	0	0	0	4	0	0
Capital Total	0	0	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	66,893	-289,054	-222,161	8,000		-214,161	-125,388
Restricted Assets	-66,893	289,054	222,161	-8,000	5	214,161	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0	0	0		0	-125,388

Note	Details
1	No variance to budget.
2	Operating Expenditure increased by \$8,000 to fund Events in Wellington.
3	No variance to budget.
4	No Variance to budget.
5	Transfer to restricted assets has decreased by \$8,000 to fund Events in Wellington.

OPERATIONAL PLAN

Function No. **11.01***Performance Review*Quarter ended: **December**

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*	11	0	Cost per Capita for Receptions and Civic Activities/ Members Expenses/ Subscriptions	\$13.44	\$12.08	\$5.68				
No. of Council/ Committee Meetings	44	46	24	Cost per capita of Governance	\$40.30	\$42.06	\$18.39	All agendas prepared and delivered in accordance with time frame	Yes	Yes	Yes