

## **REPORT BY RESPONSIBLE ACCOUNTING OFFICER**

### **DUBBO REGIONAL COUNCIL**

#### **Quarterly Budget Review Statement - Quarter Ending 30 September 2017**

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 30 September 2017 indicates that Council's projected financial position as at 30 June 2018 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:



Name: Jane Bassingthwaite  
Responsible Accounting Officer

Date: 9 October 2017

# CASH & INVESTMENTS

## DUBBO REGIONAL COUNCIL

### Quarterly Budget Review Statement - Quarter Ending 30 September 2017

#### **Comment on Cash and Investments Position**

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

#### **Statements:**

##### **Investments**

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

##### **Cash**

A reconciliation of cash with bank statements has been undertaken, with the latest reconciliation being prepared on 6 October 2017.

##### **Reconciliation**

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

Signed:



Name: Jane Bassingthwaite  
Responsible Accounting Officer

Date: 9 October 2017

## CONSULTANCY AND LEGAL EXPENSES

### DUBBO REGIONAL COUNCIL

#### Quarterly Budget Review Statement - Quarter Ending 30 September 2017

Expense	Expenditure YTD	Budgeted (Y/N)
Legal Expenses	\$37,027.00	Y
Consultant Services (Quarterly Details provided on Engaged Consultants Report)	\$294,298.00	Y

## CONTRACT LISTING

<b>DUBBO REGIONAL COUNCIL</b>						
<b>Quarterly Budget Review Statement - Quarter Ending 30 September 2017</b>						
<b>Contractor</b>	<b>Details and Purpose</b>	<b>Contract Value</b>	<b>Commencement Date</b>	<b>Duration</b>	<b>Budgeted (Y/N)</b>	
TJ & CJ Holdings Pty Ltd T/as Terrys Water Systems Garden Care	Maintenance of New Dubbo Cemetery; Old Dubbo Cemetery; Pioneer Cemetery for 2017/2018.	\$ 90,000.00	4/29/17	52 weeks	Y	
Large Industries Pty Ltd T/as JLE Electrical	Supply and installation of Sports Lights Lady Cutler East	243,755	30/09/2017	12 weeks	Y	
Portball Pty Ltd T/as Laser Electrical Dubbo	Supply and installation of Sports lights Caltex Park Field 2	139,730	30/09/2017	12 weeks	Y	
Maas Civil Pty Ltd	Keswick Estate Works Stage 4 Release 3B subdivision - Construct civil scope of works as specified	693,111	3/08/2017	21 weeks	Y	
Boland Contracting Services Pty Ltd	Commercial Waste Services for July 2017 - June 2018	60,000	1/07/2017	52 weeks	Y	
Optimal Stormwater Pty Ltd	Construction and supply of Gross Pollutant Trap - Bultje St outfall	209,600	5/10/2017	38 weeks	Y	

**Note:** Contracts listed are those entered into during the quarter and have yet to be fully performed (excluding preferred suppliers).

## VANDALISM COST REPORT FOR SEPTEMBER 2017

Division – vandalism costs	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Parks and Landcare	\$26,742.68	\$49,120.65	\$84,396.83	\$46,972.98	\$46,388.97	\$44,899.77	Community and Recreation \$5,430.83
Community Services	\$7,957.00	\$1,889.63	\$1,262	\$786.82	\$216.62	\$2,300.59	
Technical Services / Infrastructure and Operations	\$23,522.30	\$15,495.97	\$14,318.54	\$14,596.59	\$15,930.62	\$13,624.97	\$5,468.05
Economic Development and Business	\$8,156.10	\$3,342.27	\$617.50	\$983.16	\$1,563.64	NIL	\$1,200
Organisational Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Environmental Services / Planning and Environment	\$1,091.91	\$600	\$1,694	\$801	\$2,000	\$1,010	NIL
Wellington	N/A	N/A	N/A	N/A	N/A	\$19,362.55	In Infrastructure and Operations
<b>Total</b>	<b>\$67,469.99</b>	<b>\$70,448.52</b>	<b>\$102,288.87</b>	<b>\$64,140.55</b>	<b>\$66,099.85</b>	<b>\$81,197.88</b>	<b>\$12,098.88</b>
Rewards approved	Nil	Nil	1 (\$2,500)	Nil	Nil	Nil	Nil

## Consultants Engaged between 1/07/2017 - 30/09/2017

Date	Supplier Name	Details/Order Description	Division	Value
10/07/2017	NSW Public Works Dept of Finance	Project Co-ordination, Review of Environmental Factors, Flora etc, Obley Rd Newell Highway	Infrastructure & Operations	\$118,800.00
10/07/2017	NSW Public Works Dept of Finance	Project Co-ordination, Review of Environmental Factors, additional Storage Water Treatment Plant	Infrastructure & Operations	\$89,000.00
13/07/2017	NSW Public Works Dept of Finance	Review of Environmental Factors, Whylandra Street Water Mains	Infrastructure & Operations	\$10,600.00
17/07/2017	Alluvium Consulting Australia Pty Ltd	South Dubbo Weir - Fishway Specialist Supervision	Infrastructure & Operations	\$15,398.00
19/07/2017	NSW Public Works Dept of Finance	Undertake Feasibility Study for Tin Bridge Booster Pump Station Upgrade	Infrastructure & Operations	\$12,000.00
2/08/2017	University of Technology Sydney	Develop Key Performance Indicators for Directors	Office of General Manager	\$5,000.00
11/08/2017	Geolyse Pty Ltd	Dubbo Regional Botanical Gardens - Bulky Storage Facility Concept Designs	Community & Recreation	\$13,500.00
11/09/2017	Cardno (NSW/ACT) Pty Ltd	Peer Review - RAAF Base Stormwater	Infrastructure & Operations	\$30,000.00

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

**DUBBO REGIONAL COUNCIL  
SUMMARISED STATEMENT OF RESTRICTED ASSETS  
AS AT 30 SEPTEMBER 2017**

PURPOSE OF INTERNALLY RESTRICTED ASSET	FUNCTION	BALANCE AS AT 01/07/2017	TRANSFERS TO 2017/2018	TRANSFERS FROM 2017/2018	BALANCE AS AT 30/06/2018
<b>General</b>					
Footpaths & Cycleways	1.07	629,573	0	545,196	84,377
Traffic Management	1.10	125,800	0	61,461	64,339
Street Lighting	1.11	461,461	0	284,269	177,192
Road Network - State Roads	1.201	1,312,348	0	1,312,348	0
Road Network - Urban Roads	1.202	5,431,120	1,928,404	6,879,554	479,970
Road Network - Rural Roads	1.203	4,577,859	387,357	2,038,607	2,926,609
Other Waste Management Services	2.07	3,762,178	0	3,023,420	738,758
Stormwater	4.01	13,553	0	13,553	0
Fire Services	4.02	481,657	0	51,896	429,761
Emergency Management	4.03	93,777	0	10,077	83,700
Livestock Markets	5.01	3,182,645	0	772,600	2,410,045
Dubbo City Regional Airport	5.02	1,065,655	0	1,025,512	40,143
City Development	5.03	188,716	0	107,089	81,627
Property Development	5.04	2,648,107	1,441,800	0	4,089,907
Dubbo City Holiday Park	5.05	431,247	0	187,416	243,831
City Marketing & Communications	5.06	192,735	0	94,053	98,682
Showground	5.07	72,095	0	38,854	33,241
Wellington Caves Complex	5.09	42,896	0	41,716	1,180
Environment & Health Services	6.01	30,199	0	0	30,199
Building & Development Services	6.02	597,983	0	291,716	306,267
Environmental Sustainability Services	6.04	15,000	0	0	15,000
City Strategy	6.09	650,015	25,000	43,000	632,015
Ranger Services	6.10	15,439	0	0	15,439
Animal Shelter	6.11	462,950	80,000	40,000	502,950
Cemeteries	7.07	623,994	0	85,000	538,994
Recreation Services	7.08	88,064	5,853	0	93,917
Library Services	7.10	164,028	11,491	891	174,628
Old Dubbo Gaol	7.11	245,812	0	139,465	106,347
Social Services	7.14	251,931	185,415	103,586	333,760
Rainbow Cottage	7.16	199,662	0	50,000	149,662
Family Day Care	7.17	276,288	0	0	276,288
Cultural Services	7.18	71,069	4,652	40,205	35,516
Regional Theatre & Covention Centre	7.20	544,246	51,936	286,665	309,517
Western Plains Cultural Centre	7.21	1,007,186	0	595	1,006,591
Human Environment Services	8.01	123,204	0	123,204	0
Horticultural Services	9.01	764,701	61,769	499,307	327,163
Landcare Services	9.02	342,846	15,312	216,566	141,592
Parks & Landcare Business Support Services	9.04	104,088	32,652	0	136,740
Sporting Facilities	9.05	1,312,297	211,359	523,950	999,706
Recreation Planning & Programs	9.07	210,143	29,995	97,373	142,765
Dubbo Aquatic Leisure Centre	9.08	378,190	29,924	210,105	198,009
Corporate Development/Strategic Management	10.02	134,718	0	134,718	0
Fleet Management Services	10.03	10,841,481	0	2,736,235	8,105,246
Financial Accounting Services	10.05	1,105	0	1,105	0
Human Resource Services	10.06	375,091	0	20,000	355,091
Information Management Services	10.07	1,761,875	50,000	190,683	1,621,192
Governance & Risk Services	10.08	553,823	35,000	323,604	265,219
Civic Administration Building	10.09	1,300,663	104,322	0	1,404,985
Technical Support Services	10.10	826,061	20,000	171,801	674,260
Business Support Services (Technical)	10.11	6,381	0	6,381	0
Depot Services	10.12	1,000,745	221,672	0	1,222,417
Rates & General Revenue	10.13	21,838,582	6,218,484	10,710,126	17,346,940
Employment Overheads	10.14	441,334	20,000	100,000	361,334
Corporate Overhead	10.15	2,286,400	0	0	2,286,400
Works Services Operations	10.16	536,538	5,000	395,248	146,290
Governance	11.01	429,549	0	386,865	42,684
<b>Total</b>		<b>75,527,103</b>	<b>11,177,397</b>	<b>34,416,015</b>	<b>52,288,485</b>
<b>Balance Internal Borrowing Account</b>		<b>(2,887,925)</b>	<b>797,732</b>	<b>1,850,000</b>	<b>(3,940,193)</b>
<b>TOTAL GENERAL FUND</b>		<b>72,639,178</b>	<b>11,975,129</b>	<b>36,266,015</b>	<b>48,348,292</b>

**DUBBO REGIONAL COUNCIL  
SUMMARISED STATEMENT OF RESTRICTED ASSETS  
AS AT 30 SEPTEMBER 2017**

PURPOSE OF EXTERNALLY RESTRICTED ASSET	FUNCTION	BALANCE AS AT 01/07/2017	TRANSFERS TO 2017/2018	TRANSFERS FROM 2017/2018	BALANCE AS AT 30/06/2018
<b>Water Supply</b>					
Major Improvements	3.02	35,742,126	0	2,487,691	33,254,435
<b>Total Water Supply</b>		35,742,126	0	2,487,691	33,254,435
<b>Sewerage Services</b>					
Major Improvements	2.05	41,865,442	0	3,434,564	38,430,878
<b>Total Sewerage Services</b>		41,865,442	0	3,434,564	38,430,878
<b>General</b>					
Traffic Management	1.10	3,459	4,158	0	7,617
Road Network - State Roads	1.201	0	1,312,348	0	1,312,348
Urban Roads	1.202	448,198	349,760	0	797,958
Rural Roads	1.203	717,043	52,100	691,772	77,371
Domestic Waste Management Services	2.06	3,248,569	49,652	0	3,298,221
Other Waste Management Services	2.07	4,390,981	0	653,521	3,737,460
Stormwater	4.01	3,203,796	113,398	2,129,361	1,187,833
Fire Services	4.02	529,981	36,000	34,001	531,980
Emergency Management	4.03	5,213	0	0	5,213
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	10,000	0	10,000	0
Financial Accounting Services	10.05	5,292	10,000	0	15,292
Section 94 Contributions - Urban Roads	S94 1.10	7,069,261	359,680	0	7,428,941
Section 94 Contributions - Car Parking	S94 C 1.10	93,145	23,000	0	116,145
Section 94 Contributions - Stormwater Drainage	S94 4.01	2,116,701	0	1,252,849	863,852
Section 94 Contributions - Open Space	S94 9.01	1,846,412	322,743	98,500	2,070,655
Section 94 Contributions - Roadworks	S94 W 1.202	0	3,300	0	3,300
Section 94 Contributions - Stormwater Drainage	S94 W 4.01	75,319	1,800	0	77,119
Section 94 Contributions - Emergency Services	S94 W 4.03	35,558	1,100	0	36,658
Section 94 Contributions - Sporting/Play Grounds	S94 W 9.01	35,703	0	0	35,703
Section 94 Contributions - Community Amenities	S94 WA 9.01	10,082	0	0	10,082
Section 94A Contributions - Transport & Communication	S94A 1.202	2,318	0	0	2,318
Section 94A Contributions - Economic Affairs	S94A 5.03	3,990	0	0	3,990
Section 94A Contributions - Recreation & Culture	S94A 7.08	3,990	0	0	3,990
Section 94A Contributions - Community Serv & Education	S94A 7.14	3,990	0	0	3,990
Section 94A Contributions - Public Order & Safety	S94A 8.01	3,990	0	0	3,990
Section 94A Contributions - Household & Comm Amenities	S94A 9.01	3,990	0	0	3,990
Grant Funds Carried Over	Various	19,629,698	52,266	12,914,078	6,767,886
<b>Total General</b>		43,553,308	2,691,305	17,784,082	28,460,531



**DUBBO REGIONAL COUNCIL  
SUMMARISED STATEMENT OF RESTRICTED ASSETS  
AS AT 30 SEPTEMBER 2017**

<b>SUMMARY OF GRANT FUNDS CARRIED OVER (AS ABOVE)</b>	<b>FUNCTION</b>	<b>BALANCE AS AT 01/07/2017</b>	<b>TRANSFERS TO 2017/2018</b>	<b>TRANSFERS FROM 2017/2018</b>	<b>BALANCE AS AT 30/06/2018</b>
Grant - Traffic Management	1.10	41,642	0	0	41,642
Grant - Urban Roads	1.202	988,139	0	0	988,139
Grant - Rural Roads	1.203	1,749,322	0	1,075,686	673,636
Grant - Domestic Waste Management Services	2.06	795,710	0	795,710	0
Grant - Other Waste Management Services	2.07	1,907,292	0	1,682,905	224,387
Grant - Fire Services	4.02	33,064	2,266	0	35,330
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	6,500	0	4,500	2,000
Grant - Social Services	7.14	1,516,544	50,000	1,474,709	91,835
Grant - Western Plains Cultural Centre	7.21	6,250	0	0	6,250
Grant - Horticultural Services	9.01	99,354	0	99,354	0
Grant - Landcare Services	9.02	47,250	0	47,250	0
Grant - Recreation Planning & Programs	9.07	11,700	0	0	11,700
Grant - Corporate Development/Strategic Management	10.02	10,459	0	0	10,459
Grant - Transition Project Management	10.17	12,311,420	0	7,733,964	4,577,456
<b>Total Grant Funds Carried Over</b>		<b>19,629,698</b>	<b>52,266</b>	<b>12,914,078</b>	<b>6,767,886</b>



## BUDGET SUMMARY - Quarter Ending 30 September 2017

	Original Estimate	September Adjustment	Revised Estimate	YTD Actuals
<b>Transport</b>				
1.07 Footpaths & Cycleways	589,431	39,147	628,578	357,209
1.10 Traffic Management	982,111	0	982,111	-220,951
1.11 Street Lighting	939,228	0	939,228	292,331
1.201 State Roads	-63,315	0	-63,315	671,443
1.202 Urban Roads	5,577,581	-39,147	5,538,434	1,004,077
1.203 Rural Roads	4,575,894	0	4,575,894	515,915
TOTAL	<b>12,600,930</b>	<b>0</b>	<b>12,600,930</b>	<b>2,620,023</b>
<b>Sewerage Services</b>				
2.05 Sewerage	0	0	0	-10,037,671
TOTAL	<b>0</b>	<b>0</b>	<b>0</b>	<b>-10,037,671</b>
<b>Waste Services</b>				
2.06 Domestic Waste Management Services	0	0	0	-5,452,176
2.07 Other Waste Management Services	0	0	0	-1,205,484
TOTAL	<b>0</b>	<b>0</b>	<b>0</b>	<b>-6,657,660</b>
<b>Water</b>				
3.02 Water Supply	0	0	0	-6,428,673
TOTAL	<b>0</b>	<b>0</b>	<b>0</b>	<b>-6,428,673</b>
<b>Community Protection</b>				
4.01 Stormwater	452,233	0	452,233	-725,935
4.02 Fire Services	1,201,476	0	1,201,476	88,322
4.03 Emergency Management	167,984	0	167,984	6,034
TOTAL	<b>1,821,693</b>	<b>0</b>	<b>1,821,693</b>	<b>-631,579</b>
<b>City Development</b>				
5.01 Livestock Markets	-312,600	0	-312,600	-632,674
5.02 Airport	-287,670	0	-287,670	-74,183
5.03 City Development	1,063,321	0	1,063,321	279,951
5.04 Property Development	-239,000	0	-239,000	-1,080,720
5.05 Holiday Park	-200,000	0	-200,000	-81,542
5.06 City Marketing & Communications	1,838,698	0	1,838,698	322,279
5.07 Showground	475,310	0	475,310	103,599
5.09 Wellington Caves Complex	482,959	0	482,959	65,061
TOTAL	<b>2,821,018</b>	<b>0</b>	<b>2,821,018</b>	<b>-1,098,229</b>
<b>Built &amp; Natural Environment</b>				
6.01 Environment & Health Services	621,410	176,354	797,764	82,119
6.02 Building & Development Services	1,321,937	0	1,321,937	248,512
6.04 Environmental Sustainability Services	353,218	0	353,218	81,489
6.05 Environmental Support	0	0	0	88,652
6.09 City Strategy	693,727	0	693,727	161,528
6.10 Ranger Services	994,280	0	994,280	209,628
6.11 Animal Shelter	515,011	0	515,011	88,159
TOTAL	<b>4,499,583</b>	<b>176,354</b>	<b>4,675,937</b>	<b>960,087</b>
<b>Community Services</b>				
7.07 Cemeteries	252,206	0	252,206	8,077
7.08 Recreation Services	892,057	0	892,057	152,475
7.10 Library Services	2,343,276	0	2,343,276	606,319
7.11 Old Dubbo Gaol	315,881	0	315,881	43,443
7.14 Social Services	1,147,005	111,255	1,258,260	1,229,994
7.16 Rainbow Cottage	89,418	0	89,418	17,476
7.17 Family Day Care	106,869	0	106,869	27,371
7.18 Cultural Services	193,771	0	193,771	88,503
7.19 Community Support	0	0	0	141,607

## BUDGET SUMMARY - Quarter Ending 30 September 2017

	Original Estimate	September Adjustment	Revised Estimate	YTD Actuals
7.20 Regional Theatre & Convention Centre	2,584,039	0	2,584,039	402,572
7.21 WPCC	2,170,384	0	2,170,384	672,920
TOTAL	<b>10,094,906</b>	<b>111,255</b>	<b>10,206,161</b>	<b>3,390,757</b>
<b>Human Environment</b>				
8.01 Human Environment Services	287,609	-287,609	0	0
TOTAL	<b>287,609</b>	<b>-287,609</b>	<b>0</b>	<b>0</b>
<b>Parks and Landcare</b>				
9.01 Horticultural Services	3,975,600	0	3,975,600	585,146
9.02 Landcare Services	1,297,488	0	1,297,488	211,191
9.04 Parks & Landcare Business Support Services	0	0	0	19,809
9.05 Sporting Facilities	2,249,609	0	2,249,609	457,923
9.06 Parks & Landcare Operations	0	0	0	571,815
9.07 Recreation Planning & Programs	0	0	0	-5,256
9.08 Aquatic Leisure Centres	1,533,826	0	1,533,826	483,144
TOTAL	<b>9,056,523</b>	<b>0</b>	<b>9,056,523</b>	<b>2,323,772</b>
<b>Corporate Services</b>				
10.01 Customer Services	0	0	0	7,251
10.02 Corporate Development/Strategic Management	0	0	0	43,871
10.03 Fleet Management Services	0	0	0	552,189
10.04 Management Accounting Services	0	0	0	43,563
10.05 Financial Accounting Services	0	0	0	103,713
10.06 Human Resource Services	0	0	0	38,878
10.07 Information Management Services	0	0	0	735,627
10.08 Governance & Risk Services	0	0	0	150,452
10.09 Civic Administration Building	0	0	0	186,729
10.10 Technical Support Services	0	0	0	250,161
10.11 Business Support Services (Technical)	0	0	0	76,765
10.12 Depot Services	0	0	0	-4,035
10.13 Rates & General Revenue	-41,345,741	0	-41,345,741	-33,513,160
10.14 Employment Overhead Distribution	0	0	0	264,333
10.15 Corporate Overheads	0	0	0	7,131
10.16 Works Services	0	0	0	2,678,334
10.17 Transition Project Management	128,479	0	128,479	833,794
TOTAL	<b>-41,217,262</b>	<b>0</b>	<b>-41,217,262</b>	<b>-27,544,404</b>
<b>Governance</b>				
11.01 Governance	35,000	0	35,000	73,197
TOTAL	<b>35,000</b>	<b>0</b>	<b>35,000</b>	<b>73,197</b>
TOTAL ALL FUNCTIONS	<b>0</b>	<b>0</b>	<b>0</b>	<b>-43,030,380</b>

# OPERATIONAL PLAN

Function No. **1.07**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Footpaths &amp; Cycleways</b>
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**Manager Responsible: Manager Transport & Emergency  
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.

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
	<i>Maintenance service levels are in accordance with Defined Asset Management Policy (DAMP).</i>	<i>No claims to defend this year.</i>
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).
	<i>Services are being rendered.</i>	<i>Levels of service as agreed.</i>
Management Services	Provision of management services for maintenance, construction and strategic planning activities.	Effective management of footpath and cycleway assets.
	<i>Services are being rendered.</i>	<i>No reasonable criticism received in regard to management effectiveness.</i>
	Submit an annual application to Roads and Maritime Services for cycleway funding.	Submission by grant application deadline, as set annually.
	<i>Applications have yet to open.</i>	<i>Application submission deadline has not been set by Roads and Maritime Services.</i>
	Annually review the long term Strategic Cyclepath Network Development Plan with respect to assigned priorities and funding requirements.	Review completed in time for the annual budget planning process.
	<i>The Transport Asset Management Plan has been updated.</i>	<i>This will be achieved.</i>
Footpath Maintenance	Annually review the long term Strategic Footpath Network Development Plan with respect to assigned priorities and funding requirements.	Review completed by January annually.
	<i>The Transport Asset Management Plan has been updated.</i>	<i>This will be achieved.</i>
	Undertake regular inspections and maintenance programmes on paved footpaths network	One third of paved footpaths inspected annually.
	<i>Rolling inspections of one third of the network each year ongoing over a three yearly cycle.</i>	<i>Inspection has commenced.</i>

<b>OPERATIONAL PLAN</b>
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Function No. **1.07**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Footpaths &amp; Cycleways</b>
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Activity	Action	Performance Targets/Service Level
Cycleway Maintenance	Undertake regular path and verge maintenance	Cycleways maintained in accordance with agreed brief(s).
	<i>Maintenance programme activity is low due to winter drought.</i>	<i>Cycleways have been crack sealed in the last six months.</i>
Acquisition of Assets	Implement the Footpath Construction and Reconstruction Programmes.	The footpath network extension per year is increased to 1km annually.
	<i>Brisbane Street reconstruction is 75% complete.</i>	<i>Projected network extension is estimated to be 0.5 km for Council works and 0.5 km for developer works.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-91,934	-6,221	1	-98,155	-16,681
Expenditure	854,142	6,221	2	860,363	21,625
<b>Operating Total</b>	<b>762,208</b>	<b>0</b>		<b>762,208</b>	<b>4,944</b>
<b><u>Capital</u></b>					
Income	-596,996	0	3	-596,996	0
Expenditure	939,131	364,103	4	1,303,234	352,265
<b>Capital Total</b>	<b>342,135</b>	<b>364,103</b>		<b>706,238</b>	<b>352,265</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>1,104,343</b>	<b>364,103</b>		<b>1,468,446</b>	<b>357,209</b>
<b>Restricted Assets</b>					
	<b>-514,912</b>	<b>-324,956</b>	5	<b>-839,868</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>589,431</b>	<b>39,147</b>		<b>628,578</b>	<b>357,209</b>

Note	Details
1	Operating Income has increased by \$6,221 due to an increase in Hoarding Footpath Rental \$5,919 and Footpath Rental \$302.
2	Operating Expenditure has increased by \$6,221 due to additional income being allocated to Footpath Maintenance.
3	No variance this quarter.
4	Capital expenditure has increased by \$364,103 due to a carryover project for Footpath Reconstruction Brisbane St (Reakes to Cobra) \$59,117, Wingewarra St (Darling to Bourke) \$2,459 and Wellington CBD Redevelopment \$302,527.
5	Transfer from Restricted Assets increased by \$324,956 being Footpath Reconstruction Brisbane St (Reakes to Cobra) \$59,117, CBD Park Street Development \$2,459, and Wellington Paved Footpath Reconstruction \$263,380
6	This function requires and additional \$39,147 for Wellington paved footpaths which is funded from ReStart Programme in Function 1.202.

<b>OPERATIONAL PLAN</b>
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Function No. **1.07**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Footpaths &amp; Cycleways</b>
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**Key Performance Indicators**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Length of paved footpath maintained (includes shared path)	82.6 km	126 km	126 Km	cost/m2 to construct concrete footpath/ cycleway	157/m <sup>2</sup>	\$220/m <sup>2</sup>	n/a	No. of reported complaints/requests (CRM System)	102	120	15
Length of paved cyclepath maintained	25.5 km	29 km	29 km	cost/m2 to reconstruct asphalt footpath	\$61.7/m <sup>2</sup>	\$145/m <sup>2</sup>	n/a	No. of claims for footpath related injuries	7	4	1
Area of new footpath/ cyclepath to be constructed	999.2 m <sup>2</sup>	410 m <sup>2</sup>	n/a								

**Key Projects****Capital Works Program**

Footpaths & Cycleways - Acquisition of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09006 - Paved Footpaths - Construction				
6576 - Fitzroy St (Myall to Cobbora)	60,450	0	60,450	0
01.09006 - Paved Footpaths - Construction Total	60,450	0	60,450	0

Footpaths & Cycleways - Acquisition of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09008 - Cycleways Construction				
6543 - Sheraton Road Cyclelanes	10,000	0	10,000	0
6547 - Hawthorne Street Cyclelanes	15,000	0	15,000	0
01.09008 - Cycleways Construction Total	25,000	0	25,000	0

<b>OPERATIONAL PLAN</b>
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Function No. **1.07**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Footpaths &amp; Cycleways</b>
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Footpaths & Cycleways - Acquisition of Assets 01.09010 - Cycleway & Footpath Preconstruction	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6521 - Bike Plan/PAMP	10,000	0	10,000	0
<b>01.09010 - Cycleway &amp; Footpath Preconstruction Total</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>	<b>0</b>

Footpaths & Cycleways - Acquisition of Assets 01.09012 - Contributed Assets - Footpaths	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6516 - Footpaths	60,000	0	60,000	0
<b>01.09012 - Contributed Assets - Footpaths Total</b>	<b>60,000</b>	<b>0</b>	<b>60,000</b>	<b>0</b>

Footpaths & Cycleways - Asset Renewals 01.09004 - Paved Footpaths - Reconstruction	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6014 - Wingewarra St (Darling to Bourke)	157,512	2,459	159,971	0
6506 - Development Reconstruction	8,360	0	8,360	0
6543 - Brisbane St (Reakes to Cobra)	0	59,117	59,117	49,738
6671 - Bultje Street (Bourke to Darling)	93,000	0	93,000	0
6672 - Cobra Street (Hampden to Fitzroy)	115,400	0	115,400	0
6673 - Gipps Street (Cobra to Wingewarra)	149,000	0	149,000	0
6674 - Swift St L&R (Arthur to Railway)	121,409	0	121,409	0
6675 - Percy Street (Warne to Swift)	139,000	0	139,000	0
6682 - Wellington CBD Redevelopment <i>Project Complete</i>	0	302,527	302,527	302,527
<b>01.09004 - Paved Footpaths - Reconstruction Total</b>	<b>783,681</b>	<b>364,103</b>	<b>1,147,784</b>	<b>352,265</b>



<b>OPERATIONAL PLAN</b>
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Function No. **1.10**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Traffic Management</b>
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**Manager Responsible: Manager Infrastructure Strategy  
Mr Mark Finlayson**

**Function Objectives:**

<p>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 the Local Government Area.</p>
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Activity	Action	Performance Targets/Service Level
Traffic Management Services	Complete at least one Road Safety Audit on an urban or rural road per annum.	Audits completed June annually.
	<b>Road safety audits carried out on an as needs basis.</b>	<b>No progress to date.</b>
	Lobby the State and Federal Government agencies for the need for an additional flood free bridge across the Macquarie River at Dubbo.	Lobbying to occur when appropriate.  Delays to traffic in peak hours remain acceptable.
	<b>Continual discussions with State road authority.</b>	<b>State Government has undertaken investigation in consultation with Council. River Street option has been announced.</b>
	Lobby for continuation of the Inland Rail Project.	Ongoing.
	<b>Support for the introduction of the Inland Rail project is continuing</b>	<b>Government recently entered into planning phase for project.</b>
	Continue to support the Dubbo Zirconia Mines proposal to reopen the Dubbo – Toongi railway line and/or develop sections of Obley Road.	Ongoing support for establishment of mine.
Traffic Improvements - Signs and Markings	Provision of minor traffic facilities and minor approved works from Traffic Committee.	All requests met subject to funding.
	<b>Ongoing.</b>	<b>Traffic facilities installed subject to Traffic Committee approval and available funds.</b>
Traffic Improvements Investigation and Design	Provision of Technical Support Services for minor traffic investigations and provision of services to the Traffic Committee.	Appropriate reports submitted to Traffic Committee.
	<b>Continued Technical Support as required.</b>	<b>Reports submitted to Traffic Committee.</b>
Management Services From Other Functions	Management Services including:- Management Accounting, Financial Accounting, Technical, Information Technology and Corporate Overheads provided to Traffic, Road Safety and Parking Enforcement activities.	Level of service provided to agreed briefs.
	<b>Services are being provided.</b>	<b>Services levels are being met.</b>
Parking Management and Enforcement	Monitor on-street truck parking in the urban area and target instances of repeated inappropriate truck parking on urban streets.	Monitor on a regular basis throughout the year.
	<b>Carried out on an as needs basis and in response to Customer requests.</b>	<b>Monitoring carried out.</b>

<b>OPERATIONAL PLAN</b>
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Function No. **1.10**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Traffic Management</b>
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Activity	Action	Performance Targets/Service Level
Minor Safety Improvements	Provision of minor road safety improvements on Council's road network.	Road safety improvements carried on with the approval of the Local Traffic Committee.
	<i><b>This is being achieved as required or as appropriate.</b></i>	<i><b>This is being achieved as required.</b></i>
Car Park Maintenance	Undertake regular maintenance.	No Council car park in unsatisfactory condition.
	<i><b>This is being achieved as required.</b></i>	<i><b>This is being achieved as required.</b></i>
Road Safety Programs	Undertake Community and Council education programs on road safety.	Projects completed in the defined time frames.
	<i><b>Community education sessions are being undertaken.</b></i>	<i><b>Roads &amp; Maritime Services and Council funded projects will be completed within defined time frames.</b></i>
Development of Road Safety Plans	Develop and implement an annual Road Safety Plan.	Completed by June annually.
	<i><b>Road &amp; Maritime Services have approved the 3 year action plan 2018-2021.</b></i>	<i><b>Project currently being implemented.</b></i>
	Prepare an annual Road Safety Action Plan.	Completed by May annually.
	<i><b>Road safety action plan completed in conjunction with Roads &amp; Maritime Services.</b></i>	<i><b>Completed by May annually.</b></i>
Acquisition of Assets	Undertake the approved Capital Works Programme as defined in the Key Projects Section of the Operational Plan.	Programme(s) implemented.
	<i><b>Works completed as per approved Capital Works Programme.</b></i>	<i><b>Programme(s) implemented.</b></i>

<b>OPERATIONAL PLAN</b>
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Function No. 1.10

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Traffic Management</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-1,065,424	-4,158	1	-1,069,582	-501,536
Expenditure	1,557,516	0	2	1,557,516	232,831
<b>Operating Total</b>	<b>492,092</b>	<b>-4,158</b>		<b>487,934</b>	<b>-268,705</b>
<b><u>Capital</u></b>					
Income	-27,833	0	3	-27,833	0
Expenditure	196,633	0	4	196,633	47,754
<b>Capital Total</b>	<b>168,800</b>	<b>0</b>		<b>168,800</b>	<b>47,754</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	660,892	-4,158		656,734	-220,951
<b>Restricted Assets</b>					
	321,219	4,158	5	325,377	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>982,111</b>	<b>0</b>		<b>982,111</b>	<b>-220,951</b>

Note	Details
1	Operating Income increased \$4,158 due to an increase in Road Safety Grants - Child Restraints Dubbo \$1,283 and Free Cuppa for the Driver \$2,875
2	No variance this quarter
3	No variance this quarter
4	No variance this quarter
5	Restricted assets increased by \$4,158 due to the increase in Operating Income that will be utilised in 2017/2018 for Roads Safety programs.

**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD	
Signs installed	371	510	0	Cost/sign to install	\$327.42	\$452	0	Number of complaints/ requests for Traffic Facilities	46	135	10	
<b>Parking Enforcement Statistics</b>												
Time	564	1500	241									
Bus Zone	16	15	2									
Disable	31	75	12									
Footpath	0	5	1									
Loading Zone	29	45	12									
No Parking	19	25	7									
No Stopping	7	10	3									
Taxi Zone	3	10	0									

**OPERATIONAL PLAN**

Function No. **1.10**

*Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Traffic Management</b>
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Across Driveway	5	10	0								
With Drawn	26	40	10								

<b>OPERATIONAL PLAN</b>
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Function No. **1.11**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Street Lighting</b>
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**Manager Responsible: Manager Transport & Emergency  
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 Local Government Area, 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.

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 have been provided as required.</i>	<i>Operation and maintenance of street lighting is meeting obligations under Public Lighting Standards.</i>
Management Services – from other functions	Ensure provision provision of Management Accounting, Financial Accounting, Technical, Information Technology Services and Corporate Overheads for the function.	Level of service adheres to terms of agreed brief(s).
	<i>Services have been provided as required.</i>	<i>Service levels are being met.</i>
Provision of Street Lighting	Review quarterly street lighting inventory replacement and repair schedule provided by service provider.	Review undertaken quarterly.
	<i>Essential Energy reports are reviewed quarterly.</i>	<i>Review has been undertaken.</i>
Street Lighting Improvements	Establish LED lighting technology transition arrangements with service provider.	Transition arrangement in place before next bulk lamp replacement in January 2019.
	<i>Council is a party to an OROC initiative to transition to Light Emitting Diode technology.</i>	<i>Orana Regional Organisation of Council's is considering stand-alone street lighting operation and maintenance capability.</i>

<b>OPERATIONAL PLAN</b>
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Function No. 1.11

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Street Lighting</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-193,000	0	1	-193,000	0
Expenditure	1,266,497	0	2	1,266,497	292,331
<b>Operating Total</b>	<b>1,073,497</b>	<b>0</b>		<b>1,073,497</b>	<b>292,331</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	1,073,497	0		1,073,497	292,331
<b>Restricted Assets</b>					
	-134,269	0	5	-134,269	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>939,228</b>	<b>0</b>		<b>939,228</b>	<b>292,331</b>

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	5,441	6,943	5,465	Cost per light	\$118.36	\$162	\$30.20	No. of requests for improved lighting	3	3	0

**Key Projects****Operational Program**

	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.00068 - Street Lighting Improvements Total	134,269	0	134,269	0

<b>OPERATIONAL PLAN</b>
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Function No. **1.201**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>State Roads</b>
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**Manager Responsible: Manager Transport & Emergency  
Mr S Clayton**

**Function Objectives:**

To provide a road management service for the Roads and Maritime Services (RMS) on the urban sections of the Newell and Mitchell Highways and the full length of the Council section of the Golden Highway as per the terms of the RMS Maintenance Contract relating and for the other Projects as they arise.
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Activity	Action	Performance Targets/Service Level
Management Services	Ensure the provision of Management Accounting, Financial Accounting, Technical, Information Technology Services and Corporate Overheads to this function.	Level of service to agreed brief(s) provided.
	<i>Services have been provided as required.</i>	<i>Service levels are being met as agreed.</i>
	Hold two consultative meetings with the RMS Regional Manager and senior staff each year.	Meetings held before June and before December annually.
	<i>No meeting held to date.</i>	<i>First meeting scheduled for 24 November 2017.</i>
M & R State Highway 7 (Mitchell Highway)	Undertake maintenance in accordance with Maintenance Contract.	Adherence to service levels in Maintenance Contract.
	<i>Council's Contract for Road Maintenance is being actively executed.</i>	<i>Contract service levels are being delivered.</i>
M & R - State Highway 27 (Golden Highway)	Undertake maintenance in accordance with Maintenance Contract.	Adherence to service levels in Maintenance Contract.
	<i>Council's Contract for Road Maintenance is being actively executed.</i>	<i>Contract service levels are being delivered.</i>
M & R – Main Road 633 (Goolma Road)	Undertake maintenance in accordance with Maintenance Contract.	Adherence to services levels in Maintenance Contract.
	<i>Council's Contract for Road Maintenance is being actively executed.</i>	<i>Contract service levels are being delivered.</i>
M & R - National Highway 17 (Newell Highway)	Undertake maintenance in accordance with Maintenance Contract.	Adherence to services levels in Maintenance Contract.
	<i>Council's Contract for Road Maintenance is being actively executed.</i>	<i>Contract service levels are being delivered.</i>

<b>OPERATIONAL PLAN</b>
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Function No. 1.201

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>State Roads</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-3,188,825	-587,153	1	-3,775,978	0
Expenditure	3,125,510	587,153	2	3,712,663	671,443
<b>Operating Total</b>	<b>-63,315</b>	<b>0</b>		<b>-63,315</b>	<b>671,443</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	-63,315	0		-63,315	671,443
<b>Restricted Assets</b>					
	0	0	5	0	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	-63,315	0		-63,315	671,443

Note	Details
1	Operating Income Increased by \$587,153 due to the carryover of RMS work orders from 2016/2017
2	Operating Expenditure increased by \$587,153 due to RMS work orders being carried out from 2016/2017
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	\$35,793	\$7,321	\$1,921	No. of client and customer complaints	NIL	NIL	NIL
National Lane length (km)	16.58	16.58	16.58								
Length of State Road (km)	111.6	111.6	111.6	Average maintenance ie costs \$/lane km	\$47,795	\$9,978	\$435	Compliance (%) with Maintenance Service Level targets	100%	100%	100%
State Lane length (km)	100.62	232	232								



**OPERATIONAL PLAN**Function No. **1.201***Performance Review*Quarter ended: **September**

Principal Activity:	<b>TRANSPORT</b>	Function:	<b>State Roads</b>
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**Key Projects**  
**Operational Program**

	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.00089 - M&R - State Highway (7) Total	346,562	951	347,513	10,765
01.00095 - M&R - State Highway (27) Total	2,202,376	583,699	2,786,075	622,471
01.00097 - M&R - State Highway (633) Total	230,100	0	230,100	0
01.00083 - M&R - National Highway (17) Total	321,382	2,503	323,885	34,367

<b>OPERATIONAL PLAN</b>
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Function No. **1.202**

## *Performance Review*

Quarter ended: **September**

Principal Activity:	<b>TRANSPORT</b>	Function:	<b>Urban Roads</b>
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**Manager Responsible: Manager Transport & Emergency  
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.

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 is undertaken as necessary subject to resource availability.</i>	<i>No reasonable criticism 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 as necessary subject to resource availability.</i>	<i>Signs and line marking generally meeting minimum standard of legibility.</i>
Risk Management Program	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>Defined Asset Management Policy now applies to whole Local Government Area.</i>	<i>No reasonable criticism received with respect to Defined Asset Management Policy service intervention 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>Maintenance undertaken as necessary and subject to available resources.</i>	<i>No reasonable level of criticism received regarding condition of network.</i>
Minor Kerb Replacement	Repair localised kerb defects.	Kerb drainage is unobstructed and is in safe and sound condition.
	<i>Annual repair programme has not yet commenced.</i>	<i>Kerb condition is stable and not attracting complaint.</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 have been provided as required.</i>	<i>Service levels are satisfactory.</i>
Management Services	Review and establish priorities for urban and rural road construction/reconstruction for input into the annual Business Plans.	Review prior to the annual budget planning process. February annually.
	<i>Priorities will be derived from review of Asset Management Plan.</i>	<i>Asset condition data to be updated in time for review in February.</i>
	Review the Transport Asset Management Plan including the financial strategy to address known deficiencies with current road funding options.	Prior to annual budget planning process.
	<i>Plan updated in September 2017.</i>	<i>Plan review has been completed.</i>

<b>OPERATIONAL PLAN</b>
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Function No. **1.202**

## *Performance Review*

Quarter ended: **September**

Principal Activity:	<b>TRANSPORT</b>	Function:	<b>Urban Roads</b>
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Activity	Action	Performance Targets/Service Level
Verge Maintenance	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.
	<b>No meetings held to date.</b>	<b>Next Roads &amp; Maritime Services meeting scheduled for 24 November 2017.</b>
Street Tree Maintenance	Implement annual road verge mowing programme.	Roadsides maintained in neat and attractive condition.
	<b>Mowing program is inactive due to winter drought.</b>	<b>All verges are neat and presentable.</b>
Roundabout Maintenance	Provide arboricultural maintenance of street trees.	Tree foliage does not obstruct signs, street lights or traffic thoroughfares.
	<b>Maintenance is occurring as necessary.</b>	<b>No reasonable criticism received regarding visibility.</b>
CBD Maintenance	Implement annual roundabout maintenance and upgrading programme.	Roundabouts maintained in neat and attractive condition.
	<b>Maintenance is occurring as necessary.</b>	<b>Roundabouts are in presentable condition.</b>
Street Cleaning Operations	Undertake regular minor maintenance of road furniture, cleaning of the footpaths and maintenance of garden beds within the beautification sections of the Central Business Districts.	Beautification sections of the CBD are kept in a clean and attractive condition.
	<b>Maintenance occurring on a daily schedule.</b>	<b>Cleaning occurs each day.</b>
Pavement Management System	Undertake cyclic sweeping of the CBD/Urban and selected areas.	CBD and neighbourhood centres to project a clean and presentable appearance.
	<b>Central Business District streets are swept nightly.</b>	<b>Central Business District presentation is consistently to a high standard. Neighbourhood Centres are treated cyclically.</b>
Acquisition of Assets	Annually maintain the Road Network Asset Register.	New assets updated on register annually.
	<b>Asset Register has been updated.</b>	<b>Update completed in September 2017.</b>
Acquisition of Assets	Annually review and implement Resealing Programme for rural and urban roads.	To be reviewed and implemented by June annually.
	<b>Programme has been drafted.</b>	<b>Implementation to commence second quarter.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 1.202

## Performance Review

Quarter ended: September

Principal Activity:	<b>TRANSPORT</b>	Function:	<b>Urban Roads</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-6,581,439	-2,979,055	1	-9,560,494	-47,911
Expenditure	7,689,718	917,040	2	8,606,758	794,161
<b>Operating Total</b>	<b>1,108,279</b>	<b>-2,062,015</b>		<b>-953,736</b>	<b>746,250</b>
<b><u>Capital</u></b>					
Income	-4,583,732	0	3	-4,583,732	0
Expenditure	13,319,301	5,276,574	4	18,595,875	257,827
<b>Capital Total</b>	<b>8,735,569</b>	<b>5,276,574</b>		<b>14,012,143</b>	<b>257,826</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>9,843,848</b>	<b>3,214,559</b>		<b>13,058,407</b>	<b>1,004,076</b>
<b>Restricted Assets</b>					
	-4,266,267	-3,253,706	5	-7,519,973	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>5,577,581</b>	<b>-39,147</b>		<b>5,538,434</b>	<b>1,004,076</b>

Note	Details
1	Operating Income has increased by \$2,979,055 mainly due to additional income of \$2,583,000 (Grant for Boundary Road extension) and ReStart Program -Wellington of \$388,907.
2	Operating Expenditure has increased by \$917,040 mainly due to Other Roads – Insurance Costs \$6,873 and carryover projects of Mitchell High roundabout \$846,236, Erskine Street Trees \$101,250 and Neighbourhood Centre/refurbishment \$12,681.
3	No variance to budget in this quarter.
4	Capital Expenditure increased by \$5,276,574 mainly due to carry over projects Nanima Crescent CBD \$24,868, Urban Resealing \$194,250, Brisbane Street, Macquarie Street, Swift Street -\$482,937 and the Boundary Road Extension of \$4,575,519.
5	Transfers from Restricted Assets increased by \$3,253,706 mainly due to carry over projects from 2016/2017 and additional funding for the Boundary Road Extension Project.

**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Road pavement Length Maintained	324 km	415 km	415	cost/m2 to reconstruct Road Pavement	\$120/m <sup>2</sup>	\$134/m <sup>2</sup>	\$76.00/m <sup>2</sup>	No. of request/ Complaints	313	300	37
Total length of kerb & gutter	401 km	472 km	472	cost/m to reconstruct Kerb & Gutter	N/A	\$320/m	\$194.50/m				
Horticultural area - Gardens	28,920 m <sup>2</sup>	31,500m <sup>2</sup>	31,500 m <sup>2</sup>	Average gardens maintenance costs	\$7.04/m <sup>2</sup>	\$6.70/m <sup>2</sup>	\$1.00/m <sup>2</sup>				
Medians & Verges	21 ha	45 ha	45 ha	Average slashing cost	\$8,890/ha	\$4432/ha	\$131.29/ha				

<b>OPERATIONAL PLAN</b>
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Function No. **1.202**

## *Performance Review*

Quarter ended: **September**

Principal Activity:	<b>TRANSPORT</b>	Function:	<b>Urban Roads</b>
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### Key Projects Capital Works Program

Urban Roads - Acquisition of Assets 01.09039 - Urban Road Construction	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6650 - Boundary Rd Extens.-Transport Strategy <b>The increase in the estimate at September reflects the estimate for Stages 1 &amp; 2 of the project</b>	4,558,730	4,574,519	9,133,249	20,109
01.09039 - Urban Road Construction Total	4,558,730	4,574,519	9,133,249	20,109

Urban Roads - Acquisition of Assets 01.09043 - Preconstruction	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6617 - Technical Support Charge-Preconstruction	205,330	-5,076	200,254	0
6727 - Purvis Lane Freightway Upgrade	0	5,076	5,076	5,076
01.09043 - Preconstruction Total	205,330	0	205,330	5,076

Urban Roads - Acquisition of Assets 01.09045 - Contributed Assets - Roads	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6625 - Roads	2,000,000	0	2,000,000	0
01.09045 - Contributed Assets - Roads Total	2,000,000	0	2,000,000	0

Urban Roads - Asset Renewals - Asset Maintenance 01.09041 - Urban Road Construction & Reconstruct	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6651 - St Andrews Drive	375,000	0	375,000	0
6656 - St Georges Terr (Murrayfield/Pine Knoll)	190,000	0	190,000	0
6664 - Brisbane St - Cobra to Reakes	300,000	0	300,000	88,086
6669 - Naman Street (Darling to Dalton)	297,500	0	297,500	0

<b>OPERATIONAL PLAN</b>
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Function No. **1.202**

## *Performance Review*

Quarter ended: **September**

Principal Activity:	<b>TRANSPORT</b>	Function:	<b>Urban Roads</b>
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Urban Roads - Asset Renewals - Asset Maintenance 01.09041 - Urban Road Construction & Reconstruct	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6674 - Boundary Road & Margaret Cres Intersection	182,600	0	182,600	0
6677 - Purvis Lane Reconstruction	809,333	0	809,333	2,991
6685 - Swift Street (Arthur to Railway Station)	838,952	0	838,952	0
6687 - Urban Roads Reconstruction - Wellington	1,070,599	0	1,070,599	0
6688 - Nanima Crescent <b>Project completed</b>	0	12,434	12,434	12,434
6689 - Nanima Crescent CBD <b>Project completed</b>	0	12,434	12,434	12,434
<b>01.09041 - Urban Road Construction &amp; Reconstruct Total</b>	<b>4,063,984</b>	<b>24,868</b>	<b>4,088,852</b>	<b>115,945</b>

Urban Roads - Asset Renewals - Asset Maintenance 01.09042 - Urban Road - Construction & Reconstruction Backlog	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6673 - Talbragar Street	771,383	0	771,383	12,928
6674 - Purvis Lane Reconstruction	802,298	0	802,298	0
<b>01.09042 - Urban Road - Construction &amp; Reconstruction Backlog Total</b>	<b>1,573,681</b>	<b>0</b>	<b>1,573,681</b>	<b>12,928</b>

Urban Roads - Asset Renewals - Asset Maintenance 01.09044 - Urban Roads - Resealing	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6730 - Annual Reseal Program	600,000	194,250	794,250	4,346
<b>01.09044 - Urban Roads - Resealing Total</b>	<b>600,000</b>	<b>194,250</b>	<b>794,250</b>	<b>4,346</b>

<b>OPERATIONAL PLAN</b>
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Function No. **1.202**

## *Performance Review*

Quarter ended: **September**

Principal Activity:	<b>TRANSPORT</b>	Function:	<b>Urban Roads</b>
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Urban Roads - Asset Renewals - Asset Maintenance 01.09055 - K&G Construct	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6672 - Brisbane St (Mitchell to Reakes)	0	230,803	230,803	80,976
6675 - Macquarie St (Cobra to Mitchell)	0	221,033	221,033	7,349
6678 - Wingewarra Street Reconstruction	60,000	0	60,000	0
6681 - Swift Street (Arthur to Railway)	41,720	29,767	71,487	0
6682 - Percy Street (Maughan to Maxwell)	46,500	0	46,500	0
6683 - Percy Street (Maxwell to Zouch)	36,500	0	36,500	0
6684 - Gisbourne Street (Percy to Rail Xing)	28,000	0	28,000	0
6685 - Maughan Street (Percy to Arthur)	28,000	0	28,000	0
6686 - Simpson Street (New to Maxwell)	36,651	0	36,651	0
6688 - Nanima Crescent CBD <b>Project completed</b>	0	1,334	1,334	1,334
<b>01.09055 - K&amp;G Construct Total</b>	<b>277,371</b>	<b>482,937</b>	<b>760,308</b>	<b>89,659</b>

# OPERATIONAL PLAN

Function No. **1.203**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Rural Roads</b>
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**Manager Responsible: Manager Transport & Emergency  
Mr Stephen Clayton**

**Function Objectives:**

To provide a safe, reliable and serviceable road network.
To preserve and protect the road network asset's integrity.

Activity	Action	Performance Targets/Service Level
Rural Bridges – General Maintenance	Undertake regular maintenance.	Structures are maintained in sound, safe and trafficable condition.
	<b><i>Maintenance carried out in 4 x 3 month programmes</i></b>	<b><i>This is being achieved.</i></b>
Sundry Contributions	Maintain direct involvement in directing operational policy of the North West Weight of Loads Committee.	Weight of Loads inspector to maintain a weekly presence in the Dubbo City LGA (Intercept benchmark to be established after 12 months operation).
	<b><i>Data from the North West Weight of Loads Committee updated quarterly.</i></b>	<b><i>In 2016/2017 there were 11 breaches issued from 696 intercepts (783 a four year average).</i></b>
Rural Sealed Surfaces – General Maintenance	Undertake regular maintenance.	Sealed Road network is maintained in a safe and trafficable condition.
	<b><i>Maintenance is being carried out reactively and cyclically.</i></b>	<b><i>Network is in a stable condition.</i></b>
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.
	<b><i>Routine maintenance undertaken as required.</i></b>	<b><i>All signs and markings in a reasonable state of legibility.</i></b>
Roadside Furniture Maintenance	Undertake regular maintenance.	Furnishings are in a safe and sound condition.
	<b><i>Maintenance is carried out as necessary.</i></b>	<b><i>This is being achieved.</i></b>
Risk Management Programs	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.
	<b><i>Defined Asset Management Policy now covers whole Local Government Area.</i></b>	<b><i>The overall condition of network is stable.</i></b>
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.
	<b><i>Services are being provided.</i></b>	<b><i>This is being provided.</i></b>
Management Services	Provision of Management Services for maintenance, construction and strategic planning activities.	Management team objectives being met.
	<b><i>Services are being provided.</i></b>	<b><i>Objectives are being met.</i></b>
M & R - Regional Roads	Provide operational and strategic direction to the management of Regional Roads.	Road network is maintained in a safe and trafficable condition.
	<b><i>Maintenance programs are being implemented. Future upgrading being considered regionally.</i></b>	<b><i>Regional Roads are in a sound condition.</i></b>



<b>OPERATIONAL PLAN</b>
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Function No. **1.203**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Rural Roads</b>
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Activity	Action	Performance Targets/Service Level
Asset Management Program	Make application for Regional Road REPAIR Grant Funding.	Application submitted by the application deadline annually.
	<b><i>Applications are to be made later in year.</i></b>	<b><i>No action to date.</i></b>
	Review and establish priorities for urban and rural construction/reconstruction for input into the annual Budget Planning Process.	Review complete by annual Budget preparation process.
Rural Drains Maintenance - Unsealed	<b><i>Program priorities being reviewed with Asset Management Plan update.</i></b>	<b><i>Completion deadline December 2017.</i></b>
	Review the Transport Asset Management Plan including the financial strategy to address known deficiencies with current road funding options.	Review by December annually.
	<b><i>Plan has been reviewed.</i></b>	<b><i>Review is complete.</i></b>
Rural Unsealed Surfaces - General Maint.	Undertake regular maintenance.	Drainage structures in sound and safe condition with clear waterway areas.
	<b><i>Drainage maintenance has been low due to dry weather.</i></b>	<b><i>Drainage structures are functional.</i></b>
Pavement Management System	Undertake regular maintenance	Road network is maintained in a safe and trafficable condition.
	<b><i>Maintenance is being undertaken routinely.</i></b>	<b><i>No reasonable criticism has been received regarding road condition.</i></b>
Acquisition of Assets	Annually maintain the Road Network Asset Register and undertake a comprehensive qualitative update every five (5) years.	Road data captured of new inventory by November annually.
	<b><i>The most recent survey was completed in 2014.</i></b>	<b><i>The next road condition survey is to occur in 2019.</i></b>
Acquisition of Assets	Annually review and implement Resealing Programme for Rural Roads.	Bitumen seal age does not exceed 20 years.
	<b><i>Resealing programme has been drafted.</i></b>	<b><i>Draft programme formulated on this objective.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 1.203

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Rural Roads</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-3,365,249	-1,367,294	1	-4,732,543	-494,541
Expenditure	10,611,729	51,718	2	10,663,447	768,757
<b>Operating Total</b>	<b>7,246,480</b>	<b>-1,315,576</b>		<b>5,930,904</b>	<b>274,216</b>
<b><u>Capital</u></b>					
Income	-6,018,951	0	3	-6,018,951	0
Expenditure	7,248,166	2,030,660	4	9,278,826	241,699
<b>Capital Total</b>	<b>1,229,215</b>	<b>2,030,660</b>		<b>3,259,875</b>	<b>241,699</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>8,475,695</b>	<b>715,084</b>		<b>9,190,779</b>	<b>515,915</b>
<b>Restricted Assets</b>					
	<b>-3,899,801</b>	<b>-715,084</b>	5	<b>-4,614,885</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>4,575,894</b>	<b>0</b>		<b>4,575,894</b>	<b>515,915</b>

Note	Details
1	Operating Income has increased by \$1,367,294 mainly due to Restart NSW Funding Programme \$628,990. Carry over of RMS – Gundy Creek Bridge \$600,000 and an increase in 3X3 Funding of \$137,565.
2	Operating Expenditure increased by \$51,718 mainly due to flood damage restoration for the August 2016 Flood of \$52,947.
3	No variance to budget.
4	Capital Expenditure increased by \$2,030,660 mainly due to carryover of works from 2016/2017 of Wongarbron – Railway Street \$347,384, Wongarbron – Derribong Street \$125,000, Mendooran Road \$137,565, Troy Rail Land Transfer \$112,100, Bunglegumbie/Mitchell Hwy Shoulders \$44,868, Whitewood Road \$69,565, Dripstone Bridge \$23,424 and Annual Reseal Program of \$261,734. Also the inclusion of the Gundy Creek Bridge project of \$1,200,000 which is being funded from grants. There has been a reduction of \$1,628,228 from Regional Roads Renewals as funds have been allocated to a number of projects including Ponto Fall Rd \$500,000, Twelve Mile Road \$81,984 and Muronbung Rd \$800,000.
5	Transfer from Restricted Assets have decreased by \$715,084 mainly due to the carry over projects from 2016/2017 mentioned above.

**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Sealed road pavement length to maintain	482 km	738 km	738	cost/m2 to reconstruct road pavement (avg)	N/A	\$50/m <sup>2</sup>	\$32.71	No. of complaints and requests	268	120	23
Unsealed road pavement length to maintain	442 km	1339 km	1339	Average cost/km to maintain sealed network	\$1,567	\$1,124/km	\$106/km				
Regional Road length (km)	62 km	242.52 km	242.52	Average cost/km to maintain unsealed network	\$2,292	\$1,294/km	\$870/km				

<b>OPERATIONAL PLAN</b>
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Function No. **1.203**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Rural Roads</b>
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**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Area of sealed road pavement to be reconstructed/constructed	NIL	40,000 m2	n/a	Average cost/km to maintain regional roads	\$4,036	\$6,228/km	\$1,175/km				

**Key Projects****Capital Works Program**

Rural Roads - Acquisition of Assets 01.09078 - Extension Sealed Road Network	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6678 - Village Sealing - Wongarbron - Railway St	0	347,384	347,384	119,729
6682 - Village Sealing-Barbijal St Brocklehurst	0	602	602	602
6683 - Village Sealing -Wongarbron -Derribong St	0	125,000	125,000	0
6689 - Old Mendooran Road	995,264	0	995,264	3,198
6699 - Old Mendooran Road (R2R additional)	719,169	0	719,169	2,311
6700 - Village Sealing - Wongarbron & Bundemar St	130,000	0	130,000	0
6701 - Village Sealing-Eumungerie & Balladoran	130,000	0	130,000	0
6702 - Village Sealing - Eumungerie & Emu Street	130,000	0	130,000	0
<b>01.09078 - Extension Sealed Road Network Total</b>	<b>2,104,433</b>	<b>472,986</b>	<b>2,577,419</b>	<b>125,840</b>

Rural Roads - Acquisition of Assets 01.09082 - Bridge Improvements Program	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6679 - Bridge Construction	142,033	0	142,033	0
<b>01.09082 - Bridge Improvements Program Total</b>	<b>142,033</b>	<b>0</b>	<b>142,033</b>	<b>0</b>

<b>OPERATIONAL PLAN</b>
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Function No. **1.203**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Rural Roads</b>
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Rural Roads - Asset Renewals - Asset Maintenance 01.09072 - Rural Road-Major Construction & Reconstruction	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6662 - Westella Road	451,200	0	451,200	0
6687 - Barbijal Street Brocklehurst	0	190	190	190
6705 - Mendooran Road (Seg 745)	424,000	137,565	561,565	253
6739 - Troy Rail Land Transfer	0	112,100	112,100	0
6740 - Bungle/Mitch Hwy Intersect.Shoulder Wide	0	44,868	44,868	0
6751 - Oakdene Road Pavement Rehabilitation	489,000	0	489,000	0
6754 - Benolong Road Seg 110	732,000	0	732,000	0
6755 - Whitewood Road	0	69,565	69,565	69,565
6759 - Regional Roads - Wellington Renewals <b>Funds distributed to various projects within Construction and reconstruction</b>	1,920,000	-1,673,756	246,244	0
6761 - Gundy Creek Bridge	0	1,200,000	1,200,000	4,693
6771 - Dripstone Bridge	0	23,424	23,424	23,434
6772 - Ponto Falls Road	0	500,000	500,000	0
6773 - Twelve Mile Road	0	81,984	81,984	0
6774 - Muronbung Road	0	800,000	800,000	0
<b>01.09072 - Rural Road-Major Construction &amp; Reconstruction Total</b>	<b>4,016,200</b>	<b>1,295,940</b>	<b>5,312,140</b>	<b>98,135</b>

<b>OPERATIONAL PLAN</b>
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Function No. **1.203***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>TRANSPORT</b>	<b>Function:</b>	<b>Rural Roads</b>
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Rural Roads - Asset Renewals - Asset Maintenance 01.09074 - Rural Road Construction - Preconstruction	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
4504 - Old Mendooran Road Straight & Curve	0	3,075	3,075	3,075
6670 - Technical Support Charge - Rural Roads	130,000	-3,075	126,925	0
6709 - Muronbung Road	0	0	0	749
<b>01.09074 - Rural Road Construction - Preconstruction Total</b>	<b>130,000</b>	<b>0</b>	<b>130,000</b>	<b>3,824</b>

Rural Roads - Asset Renewals - Asset Maintenance 01.09077 - Rural Roads - Resealing	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6695 - Annual Reseal Program	855,500	261,734	1,117,234	13,900
<b>01.09077 - Rural Roads - Resealing Total</b>	<b>855,500</b>	<b>261,734</b>	<b>1,117,234</b>	<b>13,900</b>

<b>OPERATIONAL PLAN</b>
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Function No. **2.05**

## *Performance Review*

Quarter ended: **September**

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

**Function Objectives:**

To provide an environmentally responsible sewerage service which maintains the health of the Council's community, is cost-effective, customer focused and caters for the sustainable growth of the Local Government Area.
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Activity	Action	Performance Targets/Service Level
Private Works	Undertake installation services at request of consumers.	Recover full cost of work.
	<b><i>Installation undertaken on request.</i></b>	<b><i>Fully cost recovered.</i></b>
Treatment and Disposal of Sewerage Operation	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.
	<b><i>Sewerage treatment and disposal continues to comply.</i></b>	<b><i>Complying with principles of economic sustainable development.</i></b>
Treatment & Disposal of Sewerage Maintenance	Maintain buildings, civil, mechanical and electrical assets used to treat sewerage	Sewage treatment and disposal facilities continues to meet rated specifications except for power failures.
	<b><i>All assets are maintained.</i></b>	<b><i>Treatment facility continues to meet designs and specifications.</i></b>
Client Services Operations	Continue to pursue non-compliant trade waste dischargers.	96% of premises identified as requiring trade waste licensing have current approvals in place.
	<b><i>Council continues to pursue non-compliance trade waste dischargers.</i></b>	<b><i>Current approvals are maintained.</i></b>
Sewer Reticulation Maintenance	Maintain sewerage pipes, manholes and vents.	Continued satisfactory operation of reticulation.  Less than 240 sewer chokes occurring in the sewerage system.
	<b><i>Assets are maintained.</i></b>	<b><i>30 chokes recorded to date.</i></b>
Pumping Stations - Operations	Operate and maintain pumping stations.	No unscheduled shutdown of pump stations other than power failures.
	<b><i>Pumping stations are operational and maintained.</i></b>	<b><i>No unscheduled shutdowns have occurred.</i></b>
Pumping Stations - Maintenance	Maintain pumping stations.	Maintain building and pumping equipment in a satisfactory condition.
	<b><i>Pump stations are maintained.</i></b>	<b><i>Assets are maintained in a satisfactory condition.</i></b>
Property/Cottage Maintenance	Maintain property and cottages.	Ensure properties and cottages are maintained in a satisfactory condition.
	<b><i>Property and cottages are maintained.</i></b>	<b><i>Building and properties are well maintained.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. **2.05**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>SEWERAGE SERVICES</b>	<b>Function:</b>	<b>Sewerage</b>
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Activity	Action	Performance Targets/Service Level
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.
	<b><i>Services are provided.</i></b>	<b><i>Service levels were met.</i></b>
Management Services	Review Council's Section 64 Contributions Policy for Water Supply and Sewerage Services.	Review by June 2018.
	<b><i>New policy being developed.</i></b>	<b><i>Completion date is June 2018.</i></b>
Infrastructure Services	Develop and adopt infrastructure standards.	Comply with infrastructure standards.
	<b><i>Standards have been adopted.</i></b>	<b><i>Standards are being complied with.</i></b>
Community Service Obligations	Supply sewerage services to Council owned facilities free of charge.	Sewerage services provide free of charge to Council facilities.
	<b><i>Sewerage services supplied free of charge to Council.</i></b>	<b><i>Sewerage services supplied free of charge to Council.</i></b>
Asset Management	Review and update 20 year programme of augmentation works required to continue to service customers.	Due by March annually.
	<b><i>Review undertaken periodically.</i></b>	<b><i>Review was undertaken.</i></b>
	Record the number of sewer chokes and breaks in the sewerage system each year.	Data updated by June annually.
Acquisition of Assets	<b><i>Sewer chokes are recorded.</i></b>	<b><i>Data is updated annually.</i></b>
	Implement the approved annual programme of sewerage augmentation works.	Ongoing.
	<b><i>Capital works programme implemented.</i></b>	<b><i>Capital Works programme implemented.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 2.05

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>SEWERAGE SERVICES</b>	<b>Function:</b>	<b>Sewerage</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-17,958,054	-288,450	1	-18,246,504	-13,690,027
Expenditure	14,775,661	434,582	2	15,210,243	1,753,760
<b>Operating Total</b>	<b>-3,182,393</b>	<b>146,132</b>		<b>-3,036,261</b>	<b>-11,936,267</b>
<b><u>Capital</u></b>					
Income	-5,342,425	0	3	-5,342,425	0
Expenditure	10,144,945	1,668,305	4	11,813,250	1,898,596
<b>Capital Total</b>	<b>4,802,520</b>	<b>1,668,305</b>		<b>6,470,825</b>	<b>1,898,596</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>1,620,127</b>	<b>1,814,437</b>		<b>3,434,564</b>	<b>-10,037,671</b>
<b>Restricted Assets</b>					
	<b>-1,620,127</b>	<b>-1,814,437</b>	5	<b>-3,434,564</b>	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>0</b>	<b>0</b>		<b>0</b>	<b>-10,037,671</b>

Note	Details
1	Operating Income has increased by \$288,450 mainly due to an increase in Sundry Income \$69,417 (contributions from Lower Macquarie Water Utility Alliance), private works \$7,259, residential sewerage charges \$196,606 and contributions by developers of \$10,558.
2	Operating Expenses has increased by \$434,582 mainly due to pumping stations maintenance \$13,122, property maintenance \$21,524, treatment and disposal of sewerage (operations) \$142,718, client services \$129,588, sewer reticulation \$52,604, pumping stations \$12,277 and asset management systems of \$59,075.
3	No variance to budget.
4	Capital Expenditure increased by \$1,668,305 mainly due to carry over projects for Erskine St PS upgrade \$1,345,000, Nanima Village STP Scheme \$16,600 and Wellington STP Remediation \$5,684. Additional expenditure for the Inlet Channel Band screen \$85,414 and plant purchases of \$215,163 were also included in this quarter review.
5	Transfer from Restricted Assets increased by \$1,814,437 due to increase in capital works.

**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Sewage collection, treatment & disposal in megalitres	3880ML	4,100ML	889.148 ML	Operating Expenses per ML treated	\$3,684/ML	\$5,700/ML	\$3,104/ML	% of treated effluent disposed to land	61.5%	100%	87.08%
				Operating expense per connection	\$832.41	\$1,200	\$96.64				
No. of chokes in sewer mains per year	172	365	46	Management costs as proportion of total operating costs.	17.85%	32%	36.06%	% of chokes rectified within 3 hours	100%	100%	100%
Average Sewage collection per connection	177KL	455KL	48.997KL	Trade Waste Dischargers with current approval	340	400	341				



<b>OPERATIONAL PLAN</b>
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Function No. **2.05**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>SEWERAGE SERVICES</b>	<b>Function:</b>	<b>Sewerage</b>
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Sewerage connections	15,044	19,700	18,147								
Effluent recycling by irrigation, evaporation or discharge to river	3786MI	3,000MI	310.917MI								

### Key Projects

#### Capital Works Program

Sewerage - Proceeds from Sale of Assets 03.08004 - Plant & Equipment - Sales	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
4035 - Utility Sewer Operator (141)	-14,000	0	-14,000	0
4036 - Utility Xtra Cab (132)	-17,000	0	-17,000	0
5171 - Toyota RAV 4 (084)	-13,022	0	-13,022	0
5176 - Single Axle Trailer (500)	-300	0	-300	0
5177 - Single Axle Trailer (548)	-300	0	-300	0
5181 - Duel Axle Trailer (503)	-900	0	-900	0
5227 - Utility (134)	-12,000	0	-12,000	0
5279 - Farmteh Aerator (953)	-1,200	0	-1,200	0
5291 - Miller Offset Plough (956)	-1,500	0	-1,500	0
5296 - Trailer (2522)	-5,000	0	-5,000	0
5297 - Mower (2965)	-500	0	-500	0
<b>03.08004 - Plant &amp; Equipment - Sales Total</b>	<b>-65,722</b>	<b>0</b>	<b>-65,722</b>	<b>0</b>

<b>OPERATIONAL PLAN</b>
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Function No. **2.05**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>SEWERAGE SERVICES</b>	<b>Function:</b>	<b>Sewerage</b>
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Sewerage - Acquisition of Assets 03.08051 - Pumps & Equipment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5057 - Telemetry Equipment	20,400	0	20,400	0
<b>03.08051 - Pumps &amp; Equipment Total</b>	<b>20,400</b>	<b>0</b>	<b>20,400</b>	<b>0</b>

Sewerage - Acquisition of Assets 03.08053 - Plant & Equipment Purchases	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5094 - Trailer (503)	5,777	0	5,777	0
5109 - Utility Sewer Operator (141)	34,588	0	34,588	0
5111 - Ford Courier Ute 4x4 (132)	39,000	0	39,000	0
5221 - Utility (134)	31,742	0	31,742	0
5228 - Toyota RAV 4 (084)	30,000	0	30,000	0
5238 - Trailer (2522)	20,000	0	20,000	0
5239 - Mower (2965)	15,000	0	15,000	0
5241 - LMWUA Trade Waste	0	45,163	45,163	0
5242 - Strategy Engineer	0	35,000	35,000	0
5243 - Fitter	0	135,000	135,000	0
<b>03.08053 - Plant &amp; Equipment Purchases Total</b>	<b>176,107</b>	<b>215,163</b>	<b>391,270</b>	<b>0</b>

<b>OPERATIONAL PLAN</b>
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Function No. **2.05**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>SEWERAGE SERVICES</b>	<b>Function:</b>	<b>Sewerage</b>
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Sewerage - Acquisition of Assets 03.08055 - Other Structures	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5120 - Dubbo STP Boundary Fencing	153,000	0	153,000	0
5143 - Dissolved Air Float.Sept. Receiving Stat.	61,200	0	61,200	0
5144 - Brewery Lane - Pump Gantry (PC)	10,200	0	10,200	0
<b>03.08055 - Other Structures Total</b>	<b>224,400</b>	<b>0</b>	<b>224,400</b>	<b>0</b>

Sewerage - Acquisition of Assets 03.08057 - Land & Buildings	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5163 - Bungaribee Homestead Major Repairs	0	444	444	444
<b>03.08057 - Land &amp; Buildings Total</b>	<b>0</b>	<b>444</b>	<b>444</b>	<b>444</b>

Sewerage - Acquisition of Assets 03.08059 - Contributed Assets - Sewer	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5123 - Sewer Mains	250,000	0	250,000	0
<b>03.08059 - Contributed Assets - Sewer Total</b>	<b>250,000</b>	<b>0</b>	<b>250,000</b>	<b>0</b>

Sewerage - Acquisition of Assets 03.08071 - Augmentation	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5386 - Erskine Street PS - Upgrade RM (C)	255,000	1,345,000	1,600,000	1,243,958
5910 - Cootha SPS - Upgrade (PC)	75,000	0	75,000	0
5911 - Cootha SPS - Upgrade (C)	1,500,000	0	1,500,000	124,612
5931 - Troy Junction STP - Bird Hide (C)	204,000	0	204,000	765

<b>OPERATIONAL PLAN</b>
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Function No. **2.05**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>SEWERAGE SERVICES</b>	<b>Function:</b>	<b>Sewerage</b>
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Sewerage - Acquisition of Assets 03.08071 - Augmentation	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5988 - Upgrade Sewer R (incl all components) PC	306,000	0	306,000	0
5989 - Upgrade Sewer R (incl all component) (C)	1,530,000	0	1,530,000	4,917
6018 - Sewer Interception west Margaret Cr (PC)	12,240	0	12,240	0
6053 - Nanima Village STP Scheme (PC)	0	16,600	16,600	16,600
6054 - Wellington STP Remediation	0	5,684	5,684	5,684
6056 - Low Pressure System in East St (C)	204,000	0	204,000	0
6057 - Bracken House Wetwell Slab Rect.	51,000	0	51,000	0
6058 - Brewery Ln Motor Starter/Pump U/G (PC)	25,500	0	25,500	0
6061 - Geurie STP Instl B/pass Return Pmp (PC)	25,500	0	25,500	0
6064 - Nanima STP Upgrade (PC)	51,000	0	51,000	0
6065 - Well STP Reline Lagoon-Bpass Capac.(C)	255,000	0	255,000	0
6066 - Well STP Reline Lagoon-Bpass Capac. (PC)	30,600	0	30,600	0
6067 - Wellington SCADA Upgrade	61,200	0	61,200	0
6068 - Nanima STP Ugrade(C)-Fund by Others	306,000	0	306,000	0
6100 - Inlet Channel Band Screen	0	85,414	85,414	85,414
<b>03.08071 - Augmentation Total</b>	<b>4,892,040</b>	<b>1,452,698</b>	<b>6,344,738</b>	<b>1,481,950</b>

<b>OPERATIONAL PLAN</b>
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Function No. **2.05**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>SEWERAGE SERVICES</b>	<b>Function:</b>	<b>Sewerage</b>
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Sewerage - Acquisition of Assets 03.08073 - Asset Replacement/Refurbishment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6004 - Dubbo STP - Step Screen #1	81,600	0	81,600	1,493
6010 - Troy Gully SPS Penstock Replacement	153,000	0	153,000	0
6512 - Dubbo STP Mechanical Dewatering	30,600	0	30,600	0
6603 - Replace Steelwork for Covers & Pumps	51,000	0	51,000	0
6604 - Troy Gully - Replace Reflux Valves	45,900	0	45,900	0
6610 - Brewery Lane SPS - Replace Hatches	20,400	0	20,400	0
6612 - Mumbil AC Creek Crossing (PC)	10,200	0	10,200	0
6613 - Geurie STP Inlet Concrete Resurfacing	14,280	0	14,280	0
6614 - Mumbil AC Creek Crossing (C)	102,000	0	102,000	0
<b>03.08073 - Asset Replacement/Refurbishment Total</b>	<b>508,980</b>	<b>0</b>	<b>508,980</b>	<b>1,493</b>

Sewerage - Asset Renewals - Asset Maintenance 03.08077 - Main Rehabilitation	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5653 - Mains Rehabilitation (Relining)	2,020,000	0	2,020,000	14,831
5666 - Manhole Rectification Program	204,000	0	204,000	0
<b>03.08077 - Main Rehabilitation Total</b>	<b>2,224,000</b>	<b>0</b>	<b>2,224,000</b>	<b>14,831</b>

<b>OPERATIONAL PLAN</b>
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Function No. **2.06**

## *Performance Review*

Quarter ended: **September**

Principal Activity:	<b>WASTE SERVICES</b>	Function:	<b>Domestic Waste Management Services</b>
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**Manager Responsible: Manager Transport & Emergency  
Mr S Clayton**

**Function Objectives:**

To provide high quality cost effective waste management services for the residents of the Local Government Area.
To facilitate public participation in waste avoidance and the reduction of domestic waste being disposed of to landfill.

Activity	Action	Performance Targets/Service Level
Waste Recycling Service	Provide a fortnightly domestic recycling service to all properties serviced by a Council garbage collection service and other commercial and industrial properties on request.	19,680 recycling services provided each fortnight.  More than 70% of dry recyclables diverted from the domestic waste stream following the introduction of kerbside recycling. (Increase from 30% in 2009/2010).
	<i>Service is being provided.</i>	<i>Approximately 60% of dry recyclables is being diverted from Domestic Waste stream for YTD.</i>
	Implement a four (4) year education programme to promote domestic recycling services.	Due by June annually.
	<i>Waste services including 3 bin service commencing July 2018 were promoted at Sustainable City Expo.</i>	<i>Not completed at this stage.</i>
	Monitor quantities of recyclables collected through the kerbside recycling and drop-off centre services of Dubbo.	Due by June annually.
	<i>237 t were recycled in July.</i>	<i>This is being done.</i>
Waste Management Strategy	Implement solid waste management strategy programmes as appropriate.	All programmed actions pertaining to solid waste management strategy are completed/pursued.
	<i>This is being done.</i>	<i>Strategies are being implemented.</i>
Rural Household Garbage Transfer Stations	Monitor usage rates of the Rural/Village Transfer Stations and Whylandra Waste & Recycling Centre and Wellington Waste Depot.	Review quarterly.
	<i>Based on throughput to date, the notional average monthly throughput for western area transfer stations is 61t, compared to 71.5t in 2016/2017.</i>	<i>This is being done.</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 are being reviewed in February prior to budget preparation, any negotiations to changes in service level take place prior to draft budget.</i>	<i>Agreed briefs are monitored.</i>

<b>OPERATIONAL PLAN</b>
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Function No. **2.06**

## *Performance Review*

Quarter ended: **September**

Principal Activity:	<b>WASTE SERVICES</b>	Function:	<b>Domestic Waste Management Services</b>
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Activity	Action	Performance Targets/Service Level
Management Services	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.
	<b><i>Will be undertaken as part of annual operating plan review process for 2018/2019.</i></b>	<b><i>Not completed at this stage.</i></b>
Kerbside Collection/Transportation	Provide a once weekly domestic kerbside garbage collection service for residents located within the designated kerbside collection area.	19,680 services provided each week.
	<b><i>Service is being provided.</i></b>	<b><i>Currently 19,165 services are provided weekly.</i></b>
	Provide free yearly kerbside clean-up service for residents located within the designated Dubbo kerbside collection area which includes the villages of Eumungerie, Ballimore, Wongarbon and Mogriguy.	Service provided annually in August/September.
	<b><i>The service is being provided in August and September.</i></b>	<b><i>Not completed at this stage.</i></b>
Greenwaste Service	Introduce a kerbside garden and food organics bin service to residential properties within selected collection areas.	More than 60% of organics diverted from the domestic waste stream following introduction of organics bin service.
	<b><i>FOGO collection will commence in July 2018 under the 10 year contract with J R Richards.</i></b>	<b><i>Not achieved at this stage.</i></b>
	Provide an annual pruning's and tree trimmings clean-up kerbside collection to the built up areas of Dubbo Brocklehurst and Wongarbon in March.	Service provided annually in March.
	<b><i>Service will be provided in March.</i></b>	<b><i>Not achieved at this stage.</i></b>
Disposal – Domestic Waste	Provide for the disposal of domestic waste at the Rural/Village Transfer Stations (8), Whylandra Waste & Recycling Centre and Wellington Waste Depot.	Ongoing.
	<b><i>This is being done.</i></b>	<b><i>This is being achieved.</i></b>
Acquisition of Assets	Undertake the approved Capital Works programme as defined in the Key Projects section of the Operational Plan.	Programme implemented.
	<b><i>This is being done.</i></b>	<b><i>Not achieved at this stage.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 2.06

## Performance Review

Quarter ended: September

Principal Activity:	<b>WASTE SERVICES</b>	Function:	<b>Domestic Waste Management Services</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-6,021,001	-63,530	1	-6,084,531	-6,005,686
Expenditure	6,026,692	52,001	2	6,078,693	553,510
<b>Operating Total</b>	<b>5,691</b>	<b>-11,529</b>		<b>-5,838</b>	<b>-5,452,176</b>
<b><u>Capital</u></b>					
Income	-451,264	0	3	-451,264	0
Expenditure	1,203,160	0	4	1,203,160	0
<b>Capital Total</b>	<b>751,896</b>	<b>0</b>		<b>751,896</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	757,587	-11,529		746,058	-5,452,176
<b>Restricted Assets</b>					
	-757,587	11,529	5	-746,058	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>0</b>	<b>0</b>		<b>0</b>	<b>-5,452,176</b>

Note	Details
1	Operating Income has increased by \$63,530 due to additional annual charges levied.
2	Operating Expenditure has increased by \$52,001 mainly due to additional costs in kerbside collection/transportation of \$260,069 and reduction in waste recycling of \$99,168, Annual Greenwaste Collection \$58,846 and \$59,578 Disposal Costs Domestic Waste.
3	No variances to budget.
4	No variances to budget.
5	Transfer from Restricted Asset reduced by \$11,529 mainly due to additional income received.

**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.	16,750	19,680	19,165	Total operating expenses (excl. Rural Transfer Station (Exp) per service	\$212.74	\$236.62	\$27.63	No. of instances where customer service level not met	Nil	Nil	NIL



<b>OPERATIONAL PLAN</b>
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Function No. **2.06***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>WASTE SERVICES</b>	<b>Function:</b>	<b>Domestic Waste Management Services</b>
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**Key Projects****Capital Works Program**

Domestic Waste - Proceeds from Sale of Assets 01.09736 - DWM - Plant & Equipment Sales	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8028 - Truck (712)	-60,000	0	-60,000	0
8032 - Truck (711)	-60,000	0	-60,000	0
8034 - Utility (122)	-15,000	0	-15,000	0
8035 - Utility (2122)	-8,500	0	-8,500	0
8036 - Garbage Truck (2715)	-60,000	0	-60,000	0
<b>01.09736 - DWM - Plant &amp; Equipment Sales Total</b>	<b>-203,500</b>	<b>0</b>	<b>-203,500</b>	<b>0</b>

Domestic Waste - Acquisition of Assets 01.09103 - DWM - Plant & Equipment Purchases	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6727 - Truck (712)	370,000	0	370,000	0
6733 - Utility (122)	33,082	0	33,082	0
6738 - Truck (711)	370,000	0	370,000	0
6741 - Utility (2122)	30,078	0	30,078	0
6742 - Garbage Truck (2715)	370,000	0	370,000	0
6743 - Utility Wellington (12)	30,000	0	30,000	0
<b>01.09103 - DWM - Plant &amp; Equipment Purchases Total</b>	<b>1,203,160</b>	<b>0</b>	<b>1,203,160</b>	<b>0</b>

# OPERATIONAL PLAN

Function No. **2.07**

## Performance Review

Quarter ended: **September**Principal  
Activity:**WASTE SERVICES**

Function:

**Other Waste  
Management Services****Manager Responsible: Manager Transport & Emergency  
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.

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.
	<i>Transfer stations are being maintained.</i>	<i>None received for YTD.</i>
Collection Costs Other Waste Services	Provide domestic garbage and recycling bin collection service to owners/occupiers of commercial/industrial premises located within designated kerbside collection areas.	Service levels are met by contractors in accordance with conditions of the contract. Day labour services provided in accordance with internal agreed briefs.
	<i>Service is being provided.</i>	<i>This is being achieved.</i>
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.
	<i>Service is being provided.</i>	<i>Nat achieved at this stage.</i>
Street Litter/Park Bins	Provision of street litter receptacles collection service.	832 litter bin services provided in the Dubbo area and 70 in the Wellington area.
	<i>Service is being provided.</i>	<i>This is being achieved.</i>
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.
	<i>Service is being provided.</i>	<i>This is being achieved.</i>
	Monitor the number of incidences of illegal dumping on roadsides and reserves.	Review quarterly.
	<i>39 incidences of illegal dumping have been reported for YTD.</i>	<i>This is being achieved.</i>
Litter clean-ups for major transport corridors.	Litter clean-ups for major transport corridors.	Regular clean-ups conducted along highways and major arterial urban roads.
	<i>This is being provided.</i>	<i>This is being done.</i>

<b>OPERATIONAL PLAN</b>
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Function No. **2.07***Performance Review*Quarter ended: **September**

Principal Activity:	<b>WASTE SERVICES</b>	Function:	<b>Other Waste Management Services</b>
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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.
	<b>Charges reviewed in February prior to budget preparation. Any changes in service levels take place prior to draft budget.</b>	<b>Agreed briefs monitored.</b>
Management Services	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.
	<b>Will be undertaken as part of annual operating plan review process for 2018/2019.</b>	<b>Not completed at this stage.</b>
Disposal Area Operations	Monitor usage rates of the Rural/Village Transfer Stations (8), Whylandra Waste & Recycling Centre and Wellington Waste Depot.	Reviewed quarterly.
	<b>11,688t has been landfilled for YTD, made up of 3,595t of domestic waste and 8,093 of commercial waste.</b>	<b>This is being achieved.</b>
Waste Education Program	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.
	<b>Planning has commenced for a litter reduction campaign at Elston Park, Dubbo.</b>	<b>Not achieved at this stage.</b>
	Conduct a campaign promoting and Community Recycling Centre services for the receipt of targeted household hazardous wastes (paint, gas bottles, fluorescent tubes etc) prior to their transfer off site for recycling.	Completed by June annually.
	<b>The Dubbo Community Recycling Centre is being promoted as opportunities arise including the Sustainable City Expo.</b>	<b>Not achieved at this stage.</b>
	Conduct the annual local Waste 2 Art Competition and exhibition launch.	Completed by June annually.
	<b>The most recent Waste to Art competition was held in April 2017 co-ordinated by staff at the Western Plains Cultural Centre.</b>	<b>The next Waste to Art Competition and Exhibition will be held in April 2018.</b>
Environmental Management Investigations	Fulfil requirements of the Landfill Environmental Management Plan (LEMP).	Whylandra Waste & Recycling Centre is operated in accordance with the EPA licence and LEMP.
	<b>Annual licence returns have been submitted to EPA for Whylandra and Wellington waste Depots.</b>	<b>This is being achieved.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 2.07

## Performance Review

Quarter ended: September

Principal Activity:	<b>WASTE SERVICES</b>	Function:	<b>Other Waste Management Services</b>
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Activity	Action	Performance Targets/Service Level
Charge Out Station Operations	Provide facilities to accurately charge customers for the reasonable cost of disposing of their waste.	Village Transfer Stations, Whylandra Waste & Recycling Centre is open to domestic and commercial/industrial users as advertised.
	<i>Service is being provided</i>	<i>This is being achieved.</i>
Asset Maintenance Program - Routine	Undertake ancillary and infrastructure asset management programs.	Internal road at the Whylandra Waste & Recycling Centre is maintained in a satisfactory condition.
	<i>Program being undertaken.</i>	<i>This is being achieved.</i>
Asset Maintenance Program - Cyclic	Undertake major building asset maintenance as stated in the asset management plan for Waste Management Services.	Buildings are maintained in a satisfactory condition.
	<i>Program being undertaken.</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>Program being undertaken.</i>	<i>This is being achieved.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-4,310,678	-215,329	1	-4,526,007	-1,569,138
Expenditure	1,105,833	567,978	2	1,673,811	308,659
<b>Operating Total</b>	<b>-3,204,845</b>	<b>352,649</b>		<b>-2,852,196</b>	<b>-1,260,479</b>
<b><u>Capital</u></b>					
Income	-349,315	0	3	-349,315	0
Expenditure	8,164,788	396,569	4	8,561,357	54,995
<b>Capital Total</b>	<b>7,815,473</b>	<b>396,569</b>		<b>8,212,042</b>	<b>54,995</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>4,610,628</b>	<b>749,218</b>		<b>5,359,846</b>	<b>-1,205,484</b>
<b>Restricted Assets</b>	<b>-4,610,628</b>	<b>-749,218</b>	5	<b>-5,359,846</b>	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>-1,205,484</b>

<b>OPERATIONAL PLAN</b>
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Function No. **2.07**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WASTE SERVICES</b>	<b>Function:</b>	<b>Other Waste Management Services</b>
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Note	Details
1	Operating Income increased by \$215,329 due to an increase in annual charges of \$133,306, charges and fees - \$7,023, grants and subsidies - \$45,000 and sundry income of \$30,000.
2	Operating Expenditure increased by \$567,978 mainly due to increase in street litter/parks bins - \$23,690, disposal area operations - \$552,445 and Less Domestic Disposal costs \$59,578. There were reductions in collection costs other waste services - \$9,524, Management Services other Functions \$50,000 and environmental management investigations of \$9,280.
3	No variance to budget.
4	Capital Expenditure increase by \$396,569 mainly due to Transfer Station Construction \$395,295 Wellington, Dubbo Regional Organics Processing Plant Structure and Bore Water Supply).
5	Transfers from Restricted Asset increased by \$749,218 due to Transfer Stations Construction works and Dubbo Regional Organics 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.	1,203	1,500	1,643	Cost of collection per service	\$129.91	\$156.05	\$16.29	No. of written complaints	NIL	NIL	NIL
Tonnes of waste entombed at Whylandra Waste & Recycling Centre and Wellington Waste Depot per year	46,125	51,600	11,688	Total waste disposal expenses per tonnes of waste landfilled	\$41.24	\$40.93	\$18.62				

### Key Projects

#### Capital Works Program

Other Waste - Proceeds from Sale of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09741 - Other Waste - Plant & Equipment Sold				
8043 - Utility (121)	-15,000	0	-15,000	0
8046 - Skidsteer Loader	-20,000	0	-20,000	0
8052 - Hook Lift Truck (714)	-50,000	0	-50,000	0
8061 - Utility (2121)	-15,000	0	-15,000	0
8065 - Skidsteer (2717)	-10,000	0	-10,000	0
8066 - Front End Loader (2718)	-30,000	0	-30,000	0
<b>01.09741 - Other Waste - Plant &amp; Equipment Sold Total</b>	<b>-140,000</b>	<b>0</b>	<b>-140,000</b>	<b>0</b>

<b>OPERATIONAL PLAN</b>
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Function No. **2.07***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>WASTE SERVICES</b>	<b>Function:</b>	<b>Other Waste Management Services</b>
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Other Waste - Acquisition of Assets 01.08113 - Other Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6505 - Purchase of Mobile Garbage Bins	3,126	-3,126	0	0
<b>01.08113 - Other Assets Total</b>	<b>3,126</b>	<b>-3,126</b>	<b>0</b>	<b>0</b>

Other Waste - Acquisition of Assets 01.09114 - Other Waste - Plant & Equipment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6760 - Utility (121)	42,261	0	42,261	0
6807 - Hook Lift Truck	300,000	0	300,000	0
6808 - Skid-Steer Loader	82,000	0	82,000	0
6809 - Utility (2121)	42,261	0	42,261	0
6813 - Skidsteer (2717)	92,174	0	92,174	0
6814 - Front End Loader (2718)	200,000	0	200,000	0
6816 - Glass Crusher (2725)	38,000	0	38,000	0
<b>01.09114 - Other Waste - Plant &amp; Equipment Total</b>	<b>796,696</b>	<b>0</b>	<b>796,696</b>	<b>0</b>

Other Waste - Acquisition of Assets 01.09116 - Other Waste - Other Structures	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6803 - DROPP Structure	7,131,580	118,420	7,250,000	23,720
6804 - 3G/4G Network Repeater Station	13,000	0	13,000	0
6806 - Transfer Station Construction - Wellington	100,000	250,000	350,000	0
6807 - DROPP Bore Water Supply	0	26,875	26,875	26,875
<b>01.09116 - Other Waste - Other Structures Total</b>	<b>7,244,580</b>	<b>395,295</b>	<b>7,639,875</b>	<b>50,595</b>

<b>OPERATIONAL PLAN</b>
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Function No. **2.07**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WASTE SERVICES</b>	<b>Function:</b>	<b>Other Waste Management Services</b>
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Other Waste - Acquisition of Assets 01.09120 - Other Waste -Land Improvements	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6784 - Landfill Rehabilitation - Wellington	100,000	0	100,000	0
<b>01.09120 - Other Waste -Land Improvements Total</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>	<b>0</b>

Other Waste - Acquisition of Assets 01.09122 - Other Waste - Infrastructure Roads	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6780 - DROPP Site Access Road	0	4,400	4,400	4,400
<b>01.09122 - Other Waste - Infrastructure Roads Total</b>	<b>0</b>	<b>4,400</b>	<b>4,400</b>	<b>4,400</b>

<b>OPERATIONAL PLAN</b>
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Function No. **3.02**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WATER</b>	<b>Function:</b>	<b>Water Supply</b>
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**Manager Responsible: Manager Water Supply and Sewerage  
Mr Stephen Carter**

**Function Objectives:**

To provide a safe, reliable and cost-effective water supply which is customer focused, enhances the Local Government Area environment and caters for the sustainable growth of the Local Government Area.
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Activity	Action	Performance Targets/Service Level
Water Treatment Operations	Implement Council's adopted Drinking Water Quality Management Plan.	Water is supplied to all customers at the agreed level of service.
	<i><b>Drinking water quality plan is implemented.</b></i>	<i><b>Agreed level of service for water supply are being met.</b></i>
	Maintain existing volumetric water extraction licences and acquire new licences from time to time.	Acquire high security licences when available.
Water Depot Operation	<i><b>Water extraction licences are maintained.</b></i>	<i><b>Council is monitoring the market for additional licences.</b></i>
	Efficient operation of water depot.	Efficient operation of water depot.
Water Treatment Maintenance	<i><b>Water depot operated efficiently.</b></i>	<i><b>Water depot maintained and operated efficiently.</b></i>
	Implement all operations and maintenance procedures inherent within Council's Water Supply Asset Management Plan.	Ensure maintenance procedures adhered to.
Property/Cottage Maintenance	<i><b>Council's Water Asset Management Plan is being compiled with and due for completion December 2017.</b></i>	<i><b>Water sites are well maintained.</b></i>
	Maintain sites to a satisfactory standard.	Ensure sites are well maintained and retain their asset value.
Water Supply Storage Systems Maintenance	<i><b>Water sites were well maintained.</b></i>	<i><b>Water sites are well maintained.</b></i>
	Maintenance of reservoirs, painting, landscaping, cleaning.	Water reservoirs are available for use.
Water Depot Maintenance	<i><b>Reservoirs are maintained to a satisfactory standard.</b></i>	<i><b>All reservoirs were in service.</b></i>
	Maintenance of water depot.	Depot is available for service at all times.
Client Services Operations	<i><b>Water depot maintained.</b></i>	<i><b>Water depot is available for operation at all times.</b></i>
	Ensure water conservation information is readily available to water customers on Council's website.	Ensure website is updated regularly.
Infrastructure Services	<i><b>Water conservation information available on website.</b></i>	<i><b>Website updated.</b></i>
	Develop Infrastructure standards.	Comply with Infrastructure standards.
	<i><b>Infrastructure standard developed.</b></i>	<i><b>New standards being complied with.</b></i>



<b>OPERATIONAL PLAN</b>
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Function No. **3.02**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WATER</b>	<b>Function:</b>	<b>Water Supply</b>
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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.
	<b><i>Pipelines are maintained.</i></b>	<b><i>All hydrants have been serviced.</i></b>
Meter Maintenance	Replace old meters and maintain serviceability of meter fleet.	Replacement of meters after 12 years or 7,500KL registration.
	<b><i>Meters are maintained for serviceability</i></b>	<b><i>Meters are replaced in a timely manner</i></b>
Meter Reading Operations	Meter reading effectively and efficiently managed.	All meters read on a quarterly basis.
	<b><i>Meter reading contract is being managed efficiently.</i></b>	<b><i>All meters are read in a timely manner.</i></b>
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.
	<b><i>Services have been provided.</i></b>	<b><i>Agreed brief levels of service have been provided.</i></b>
Management Services	Monitor and respond as necessary to the proposed Murray Darling Basin Plan.	Prompt reply to basin plan when required.
	<b><i>Responding to plans as required.</i></b>	<b><i>Council will reply to Basin plan as appropriate.</i></b>
	Monitor demand and implement management actions as required.	Ability to supply water to the LGA without heavy water restrictions in most years.
	<b><i>Demand Management Plan implemented when required.</i></b>	<b><i>Council is able to provide supply within restrictions in most years.</i></b>
	Review Water Supply Strategic Business Plan and Capital Works programme.	Review by February annually.
	<b><i>Strategic plans are revised annually.</i></b>	<b><i>Strategic plan in draft form.</i></b>
	Maintain a water supply system that is robust enough to cater for growth.	Ensure regular maintenance of the system.
	<b><i>Water supply is sufficient for growth.</i></b>	<b><i>System is consistently maintained.</i></b>
	Maintain water charging to ensure 75% or more of operational revenue is generated by usage charges.	Review annually in conjunction with strategic business plan and best business practice.
	<b><i>Water charges are set to meet objectives.</i></b>	<b><i>Water charges are reviewed to meet best practice.</i></b>
Water Supply Storage Systems - Operations	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 June 2018.
	<b><i>Guidelines have been published and policy developed.</i></b>	<b><i>Is being reviewed.</i></b>
	Reservoirs are operated efficiently and effectively.	Reservoirs are operated efficiently and effectively.
	<b><i>Reservoirs are operational as designed.</i></b>	<b><i>Reservoirs are operating efficiently and effectively.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. **3.02**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WATER</b>	<b>Function:</b>	<b>Water Supply</b>
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Activity	Action	Performance Targets/Service Level
Land Leases - RSA	Railway Pipeline Agreements.	Ensure all pipeline agreements are maintained.
	<b>Rail pipeline agreements are maintained.</b>	<b>Council will maintain all pipeline agreements.</b>
Installation at Cost to Consumer	Undertake installation services at request of Consumers.	Recover full cost of works undertaken.
	<b>Council undertakes installation work at the request of customers.</b>	<b>Council to recover full cost.</b>
Community Service Obligation	Supply water supply services to publically used community facilities.	Water supply provided free of charge to community Facilities.
	<b>Council supplies free water to community facilities.</b>	<b>Council does supply free water to community facilities.</b>
Bore Operations	Operate and maintain water supply bores in accordance with NSW DPI Water.	No unscheduled shut downs other than power failure.
	<b>Council operates and maintains water production bores.</b>	<b>No unscheduled shut downs to date.</b>
Bores Maintenance - Potable	Reactive maintenance of bores used to source water for treatment.	Regular maintenance of bores.
	<b>Bores will be maintained on production bores.</b>	<b>Bores are regularly maintained.</b>
Booster Pump Operations	Operate and maintain Booster pumping station.	No unscheduled shut downs other than power failure.
	<b>Booster station operational and maintained.</b>	<b>No unscheduled shut downs.</b>
Booster Pump Station Maintenance	Maintenance of booster pump station.	Regular maintenance of pump stations.
	<b>Booster stations are maintained.</b>	<b>Stations are maintained.</b>
Asset Management Systems Operations	Review and update 20 year programme of augmentation works required to continue to service customers.	Review by March annually.
	<b>Review undertaken periodically.</b>	<b>Review undertaken.</b>
Strategic Plan for Operations Systems	Plans for operational systems.	Ensure plans are available to operators.
	<b>Operational systems are planned.</b>	<b>Operational plans are available.</b>
Dead End Flushes	Plan for regular dead end flushes	Carry out regular dead end flushes.
	<b>Dead ends are flushed regularly</b>	<b>Dead ends flushed half yearly.</b>
Demand Drought Management	Seek additional water resources to cater for the growth of the Dubbo region.	Increase town water licences beyond existing effective 10,000ML so as to cater for growth.
	<b>Obtain additional licences.</b>	<b>Council remains on the lookout for additional licences.</b>

<b>OPERATIONAL PLAN</b>
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Function No. **3.02**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WATER</b>	<b>Function:</b>	<b>Water Supply</b>
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Activity	Action	Performance Targets/Service Level
Acquisition of Assets	Undertake other approved capital works programme as defined in the Key Project Section of the Operational Plan.	Programme implemented.
	<i>Capital works plan being maintained.</i>	<i>Programme implemented.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-24,731,536	-607,580	1	-25,339,116	-10,692,950
Expenditure	17,337,986	837,352	2	18,175,338	2,851,386
<b>Operating Total</b>	<b>-7,393,550</b>	<b>229,772</b>		<b>-7,163,778</b>	<b>-7,841,564</b>
<b><u>Capital</u></b>					
Income	-4,170,504	0	3	-4,170,504	0
Expenditure	13,445,027	376,946	4	13,821,973	1,412,891
<b>Capital Total</b>	<b>9,274,523</b>	<b>376,946</b>		<b>9,651,469</b>	<b>1,412,891</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>1,880,973</b>	<b>606,718</b>		<b>2,487,691</b>	<b>-6,428,673</b>
<b>Restricted Assets</b>					
	<b>-1,880,973</b>	<b>-606,718</b>	5	<b>-2,487,691</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>0</b>	<b>0</b>		<b>0</b>	<b>-6,428,673</b>

Note	Details
1	Operating Income increased by \$607,580 mainly due to property rental \$12,998, private works \$12,777, access charges – non-residential \$534,806 and access charges – residential \$47,288
2	Operating Expenditure has increased by \$837,352 mainly due to meters maintenance \$36,793, water treatment maintenance \$42,017, water treatment operations \$194,816, client services \$40,418, hydrant maintenance \$143,119, meters \$13,922 (all weather access Obley Road Water Filling Station), Management services \$51,692, Interest on Loans \$131,934, asset management systems operations \$84,074 water supply storage electricity \$25,581, installation at cost to customers \$14,701, bore operations \$16,139.
3	No variance to budget.
4	Capital Expenditure increased by \$376,946 mainly due to South Dubbo Weir \$90,000, augmentation works \$92,124, asset replacement / refurbishment \$56,093 and mains replacement \$138,729.
5	Transfer from Restricted Assets increased by \$606,718 for this quarter as a result of the additional expenditure in capital and operation costs.

<b>OPERATIONAL PLAN</b>
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Function No. **3.02**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WATER</b>	<b>Function:</b>	<b>Water Supply</b>
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**Key Performance Indicators**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Quantity of water treated and distributed	8271MI	6,500MI	2063MI	Operating expenses per MI treated	\$1,892	\$2,100	\$2,474	Number of water restrictions imposed.	NIL	Nil	Nil
				Operational expenses per connection	\$949.07	\$1,400	\$168.70	Number of written complaints about water pressure	40	NIL	0
Average quantity of water supplied to each customer	526.49kl	540kl	107.77 kl	Management costs as proportion of total operating costs	21.25%	27.80%	25.77%				
Total water supply connections	15,710	20,900	19150								

**Key Projects****Capital Works Program**

Water Supply - Proceeds from Sale of Assets 02.08001 - Works Plant - Sales	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
4030 - Walton Tipping Trailer (502)	-750	0	-750	0
5176 - Sedan (049)	-13,000	0	-13,000	0
5240 - Boat (903)	-700	0	-700	0
5243 - Howard (951)	-500	0	-500	0
5250 - Truck (2474)	-30,000	0	-30,000	0
5251 - Trailer (2504)	-1,000	0	-1,000	0
5253 - Trailer (2511)	-500	0	-500	0
5254 - Air Compressor (2901)	-550	0	-550	0
5256 - Mower (2964)	-500	0	-500	0
5257 - Ride On Mower (2968)	-800	0	-800	0
<b>02.08001 - Works Plant - Sales Total</b>	<b>-48,300</b>	<b>0</b>	<b>-48,300</b>	<b>0</b>

<b>OPERATIONAL PLAN</b>
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Function No. **3.02**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WATER</b>	<b>Function:</b>	<b>Water Supply</b>
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Water Supply - Acquisition of Assets 02.08051 - Works Plant - Purchases	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5018 - Sedan (49)	31,794	0	31,794	0
5093 - Plant (502)	8,115	0	8,115	0
5104 - Truck (2474)	137,000	0	137,000	0
5105 - Trailer (2504)	9,178	0	9,178	0
5107 - Trailer (2511)	2,200	0	2,200	0
5108 - Air Compressor (2901)	14,000	0	14,000	0
5110 - Mower (2964)	8,000	0	8,000	0
5111 - Ride On Mower (2968)	7,500	0	7,500	0
5120 - Mini Excavator (2490)	50,000	0	50,000	0
<b>02.08051 - Works Plant - Purchases Total</b>	<b>267,787</b>	<b>0</b>	<b>267,787</b>	<b>0</b>

Water Supply - Acquisition of Assets 02.08053 - Pumps & Equipment >\$5 & 000	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5100 - Various	86,520	0	86,520	7,578
<b>02.08053 - Pumps &amp; Equipment &gt;\$5 &amp; 000 Total</b>	<b>86,520</b>	<b>0</b>	<b>86,520</b>	<b>7,578</b>

Water Supply - Acquisition of Assets 02.08055 - New House Services	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5171 - Construction - House Services	51,669	0	51,669	2,835
<b>02.08055 - New House Services Total</b>	<b>51,669</b>	<b>0</b>	<b>51,669</b>	<b>2,835</b>

<b>OPERATIONAL PLAN</b>
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Function No. **3.02**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WATER</b>	<b>Function:</b>	<b>Water Supply</b>
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Water Supply - Acquisition of Assets 02.08063 - Contributed Assets - Water Mains	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5197 - Water Supply Mains	509,293	0	509,293	0
<b>02.08063 - Contributed Assets - Water Mains Total</b>	<b>509,293</b>	<b>0</b>	<b>509,293</b>	<b>0</b>

Water Supply - Acquisition of Assets 02.08064 - Other Structures	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5214 - South Dubbo Weir Grant	510,000	90,000	600,000	549,704
5219 - Retaining Wall - Ronald St Bore	51,000	0	51,000	0
<b>02.08064 - Other Structures Total</b>	<b>561,000</b>	<b>90,000</b>	<b>651,000</b>	<b>549,704</b>

Water Supply - Acquisition of Assets 02.08069 - Augmentation Works	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
3050 - Automated Meter Reading Equipment	1,020,000	0	1,020,000	3,278
4101 - Reservoir - addit CW storage JGWTP (PC)	20,400	0	20,400	9,000
4102 - Reservoir - Addit CW Storage JGWTP (C)	2,040,000	0	2,040,000	6,556
5437 - Pipelines - Obley Rd/Newell Hwy - (PC)	51,000	0	51,000	0
5656 - Reservoir Cameras	20,400	0	20,400	0
5704 - Pipeline-DN 300 under Macquarie RiverPC	816,000	0	816,000	6,529
5716 - WTS Pit Upgrade to remove solids settling	51,000	0	51,000	0
5722 - Pipelines à€" River Crossing(PC)	0	0	0	3,800
5792 - JGWTP - 15ML Storage (PC)	0	50,000	50,000	1,898
6210 - Lime Dosing Unit (C)	2,040,000	0	2,040,000	11,027

**OPERATIONAL PLAN**Function No. **3.02***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>WATER</b>	<b>Function:</b>	<b>Water Supply</b>
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Water Supply - Acquisition of Assets 02.08069 - Augmentation Works	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6230 - Boundary Rd Main & PRV Relocation (C)	0	17,049	17,049	20,808
6500 - Bald Hill Reservoir & Geurie	0	25,000	25,000	10,141
6503 - Tin Bridge Pump Station-Upgrade	255,000	0	255,000	5,000
6504 - Reservoir Mixing Installations	306,000	0	306,000	0
6505 - Sedimentation Lagoons No.1 Liner -Wel	255,000	0	255,000	0
6508 - Online Monitoring Equipment (Geurie)	51,000	0	51,000	0
6509 - Settled Water Pump Reflux Valves(1 & 2 & 3)W	25,500	0	25,500	0
6510 - Additional Chlorine Monitoring Units Dub	102,000	0	102,000	0
6511 - Online Monitoring Equipment (Wellington)	102,000	0	102,000	0
6512 - Bunglegumbie Rd.Extension -150 mm P/L	102,000	0	102,000	0
6517 - Mumbil Reservoir No1 (90 KL)-new platfom	20,400	0	20,400	0
6519 - SCADA (PC ) (Wellington)	76,500	0	76,500	0
6522 - Capstan Drive	0	75	75	75
<b>02.08069 - Augmentation Works Total</b>	<b>7,354,200</b>	<b>92,124</b>	<b>7,446,324</b>	<b>78,112</b>

Water Supply - Acquisition of Assets 02.08071 - Asset Replacement / Refurbishment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5582 - JGWTP CW Pump 3	255,000	0	255,000	0
5717 - Bore Asset Renewal	25,500	0	25,500	0
5718 - WTP Asset Renewal	0	32,359	32,359	32,359
5766 - SCADA RTU Upgrades	81,600	0	81,600	0

<b>OPERATIONAL PLAN</b>
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Function No. **3.02**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WATER</b>	<b>Function:</b>	<b>Water Supply</b>
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Water Supply - Acquisition of Assets 02.08071 - Asset Replacement / Refurbishment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5768 - Eco Driver Sub Metering	25,500	0	25,500	0
5788 - Safety Equipment (B/A`s)	5,100	0	5,100	0
5813 - WTP RW Pump #2 (elect)	51,000	0	51,000	0
6206 - VSD Pump 1	102,000	0	102,000	0
6209 - Ballimore Reservoir Rectify Entry Points	0	1,434	1,434	1,434
6210 - Buninyong Reserv.1 Rectify Entry Points	0	1,484	1,484	1,484
6211 - Buninyong Reserv.2 Rectify Entry Points	0	3,205	3,205	3,205
6212 - Chlorine Contact Tank	0	-1,977	-1,977	-1,977
6213 - Clearwater Tank 1	0	896	896	896
6214 - Clearwater Tank 2	0	896	896	896
6219 - Myall St Reserv.2 Rectify Entry Points	0	1,772	1,772	1,772
6221 - Newtown Reservoir 5 Rectify Entry Points	0	896	896	896
6226 - Rifle Range Reserv.1 Rectify Entry Point	0	1,772	1,772	1,772
6233 - Wongarbon Reservoir Rectify Entry Points	0	1,434	1,434	1,434
6502 - WTP Online Instrument Replacement	12,240	0	12,240	0
6511 - SWTP Switchboard Replacement	612,000	0	612,000	295,879
6513 - Bourke Hill Reservoir Rectify Entry Point	0	1,484	1,484	1,484
6514 - Newtown Reservoir 1 Rectify Entry Points	0	1,772	1,772	1,772
6515 - Newtown Reservoir 2 Rectify Entry Points	0	1,772	1,772	1,772
6516 - Newtown Reservoir 3 Rectify Entry Points	0	1,772	1,772	1,772
6517 - Newtown Reservoir 4 Rectify Entry Points	0	1,772	1,772	1,772



<b>OPERATIONAL PLAN</b>
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Function No. **3.02**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WATER</b>	<b>Function:</b>	<b>Water Supply</b>
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Water Supply - Acquisition of Assets 02.08071 - Asset Replacement / Refurbishment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6518 - Myall Street Reserv.1 Rectify Entry Pts	0	1,434	1,434	1,434
6519 - Yarrandale Reservoir Rectify Entry Point	0	1,434	1,434	1,434
6528 - Elston Park No -Pump No1 -rebuild	25,500	0	25,500	0
6529 - Elston Park No -Pump No2	15,300	0	15,300	0
6531 - Geurie Bald Hill Res-Replace roof&Ladder	127,500	0	127,500	32,890
6532 - Newtown Reservoir No 1 - Retaining Wall	30,600	0	30,600	0
6533 - Newtown Reservoir No 2 --Repair wall	30,600	0	30,600	0
6538 - Buninyong No 2 Reservoir-Modify platform	20,400	0	20,400	0
6539 - Eulomogo Reservoir-Modify platform	20,400	0	20,400	0
6540 - Myall St Reservoir No 2-Modify platform	20,400	0	20,400	0
6541 - Newtown Reservoir No 1 --Modify platform	20,400	0	20,400	0
6542 - Newtown Reservoir No 2 -Modify platform	20,400	0	20,400	0
6543 - Newtown Reservoir No 3 -Modify platform	20,400	0	20,400	0
6544 - Newtown Reservoir No 4 --Modify platform	20,400	0	20,400	0
6545 - Rifle Range Reservoir No 1-Modify platform	20,400	0	20,400	0
6547 - Geurie St Res (1 ML)-new ladder and hatch	20,400	0	20,400	0
6548 - Newtown Reservoir No 2 --Concrete wall r	20,400	0	20,400	165
6550 - Newtown Reservoir No 1 --Recoat walls (D	10,200	0	10,200	0
6551 - Ballimore Reservoir-Modify platform and h	10,200	0	10,200	0
6552 - Bourke Hill Reservoir- Modify platform	10,200	0	10,200	0
6553 - Buninyong No 1 Reservoir-Modify platform	10,200	0	10,200	0

<b>OPERATIONAL PLAN</b>
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Function No. **3.02**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WATER</b>	<b>Function:</b>	<b>Water Supply</b>
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Water Supply - Acquisition of Assets 02.08071 - Asset Replacement / Refurbishment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6554 - Myall St Reservoir No 1-Modify platform	10,200	0	10,200	0
6555 - Newtown Reservoir No 5 --Modify hatch	10,200	0	10,200	0
6557 - Yarandale Reservoir --Modify hatch	10,200	0	10,200	0
6559 - JGWTP Compressor replacement-No1&No2	51,000	0	51,000	32,174
6560 - Replace reflux &stop valves -CW tank 1-d	51,000	0	51,000	0
6564 - Sand Filter No 4-media - Wellington	30,600	0	30,600	0
6565 - Sand Filter No 6-media- Wellington	30,600	0	30,600	0
6566 - Sand Filter No 1-media - Wellington	30,600	0	30,600	0
6567 - Sand Filter No 2-media - Wellington	30,600	0	30,600	0
6568 - Sand Filter No 3-media - Wellington	30,600	0	30,600	0
6569 - Sand Filter No 5-media - Wellington	30,600	0	30,600	0
6574 - Chlorine Gas Unit - Geurie	20,400	0	20,400	10,803
6575 - Powder Activated Carbon Unit - Geurie	20,400	0	20,400	0
6576 - Soda Ash Unit - Geurie	20,400	0	20,400	0
6577 - Replace lagoon valves - Wellington	20,400	0	20,400	0
6578 - Replace Chlorinator - Wellington	0	0	0	27,410
6579 - JGWTP- Clearwater Tank No 1 -Replace Hat	15,300	0	15,300	0
6580 - JGWTP- Clearwater Tank No 2 -Replace Hat	15,300	0	15,300	0
6581 - Settled Water Pump No 1 -Wellington	15,300	0	15,300	0
6587 - Chlorine Gas System - Mumbil	0	0	0	6,637
6588 - Clear Water Pump No 1 - Wellington	10,200	0	10,200	0

<b>OPERATIONAL PLAN</b>
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Function No. **3.02**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WATER</b>	<b>Function:</b>	<b>Water Supply</b>
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Water Supply - Acquisition of Assets 02.08071 - Asset Replacement / Refurbishment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6589 - Clear Water Pump No 2 -Wellington	10,200	0	10,200	0
6591 - Fluoride Unit - Wellington	10,200	0	10,200	0
6592 - Polymer LT20 Unit - Wellington	10,200	0	10,200	0
6593 - Powder Activated Carbon Unit -Wellington	10,200	0	10,200	0
6596 - Asset Replacement/Refurbishment	0	482	482	482
<b>02.08071 - Asset Replacement / Refurbishment Total</b>	<b>2,138,940</b>	<b>56,093</b>	<b>2,195,033</b>	<b>462,051</b>

Water Supply - Asset Renewals - Asset Maintenance 02.08073 - Mains Replacement	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5657 - Fitzroy - Cobra to Bultje	0	244	244	244
5721 - Stonehaven (C)	0	70,000	70,000	56,943
6548 - Myall Street (Fitzroy St to Morgan St)	51,000	0	51,000	0
6552 - Burroway St (Goonoo to Tenandra) (C)	0	940	940	940
6555 - W124/124 Myall St (Fitz.-M McKillop) (PC)	22,440	0	22,440	0
6557 - W135-138 Tamworth (Bris to Fitzroy St PC)	0	15,000	15,000	3,588
6602 - W135-138 Tamworth(Bris-Fitzroy 250(PC)	71,400	0	71,400	0
6603 - W139-142-Tamworth(Bris-Fitzroy St 250(C)	714,000	0	714,000	0
6610 - W144 Jubilee (Goode to Tamworth St (PC)	30,600	0	30,600	0
6614 - W145 Darling (W)(Bris-Cobra)(PC)	15,300	0	15,300	0
6626 - W153-Dalton(Boundary-Wheatleys L)(PC)	30,600	0	30,600	0
6700 - Bultje St from Carrington-Brisbane (PC)	20,400	0	20,400	0

<b>OPERATIONAL PLAN</b>
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Function No. **3.02**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>WATER</b>	<b>Function:</b>	<b>Water Supply</b>
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Water Supply - Acquisition of Assets 02.08071 - Asset Replacement / Refurbishment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6705 - Alfred Street	0	4,132	4,132	5,282
6708 - A/C Pipe Replacement - Wellington (D)	20,400	0	20,400	0
6711 - Church St-Macquarie to Brisbane- 100mmCI	15,300	0	15,300	0
6714 - Alfred St-Beni-Stonehaven Ave-Victoria S	112,200	0	112,200	0
6715 - Alfred St-Beni-Stonehaven Ave-Victoria S	20,400	0	20,400	0
6719 - North St Main replacement between East -Bent	51,000	0	51,000	0
6721 – O'Donnell St -East St-Wattle St-150mmCI	7,140	0	7,140	0
6722 - Mumbil Rising Water Main- 200AC (D)	35,700	0	35,700	0
6723 - Darling St from Darling to Gipps (Victor	15,300	0	15,300	0
6729 - Corbett Ave-Bent St-Baird St-100mmCI (PC	8,160	0	8,160	0
6751 - Spence Street (Cul-de-sac)	0	48,413	48,413	57,100
<b>02.08073 - Mains Replacement Total</b>	<b>1,241,340</b>	<b>138,729</b>	<b>1,380,069</b>	<b>124,097</b>

Water Supply - Asset Renewals - Asset Maintenance 02.08074 - Mains Extensions	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5915 - Whylandra St x-connect B/Club to Mino PC	20,400	0	20,400	0
5926 - Burroway St (Goonoo to Tenandra)(C)	51,000	0	51,000	0
5946 - Bunglegumbie Rd.Extension -150 mm pipeline	102,000	0	102,000	0
5947 - Chelmsford X Cobra St Main extension-Und	45,900	0	45,900	0
5948 - Websdale Drive extension to Jacqueline D	0	0	0	1,475
5950 - Wheelers Ln X Hennessey Dr cross connection	3,060	0	3,060	0
<b>02.08074 - Mains Extensions Total</b>	<b>222,360</b>	<b>0</b>	<b>222,360</b>	<b>1,475</b>

<b>OPERATIONAL PLAN</b>
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Function No. **4.01**

## *Performance Review*

Quarter ended: **September**

Principal Activity:	<b>COMMUNITY PROTECTION</b>	Function:	<b>Stormwater</b>
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**Manager Responsible: Manager Infrastructure Strategy  
Mr Mark Finlayson**

**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.

Activity	Action	Performance Targets/Service Level
Urban Drainage - Maintain Existing System	Implement rolling programme to improve known deficiencies in existing drainage schemes.	At least one drainage deficiency rectified by June each year, subject to funding.
	<b><i>Deficiencies identified and works programmed.</i></b>	<b><i>Rectification works carried out on Bligh/Cobra Street drain.</i></b>
	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.
	<b><i>This is being achieved as required or appropriate.</i></b>	<b><i>Major storm event in December 2016 and March 2017 resulting in 10 properties.</i></b>
	Implement a programme for maintenance of the local government area drainage work.	Clear water way area and ensure sound stormwater structures.
	<b><i>This is being achieved as required or appropriate.</i></b>	<b><i>This is being achieved as required or appropriate.</i></b>
Studies/Preconstruction (Section 94)	Develop stormwater models for one existing catchment each year within the urban areas.	Develop by June annually.
	<b><i>Modelling is being undertaken on an as needs basis.</i></b>	<b><i>This is being achieved.</i></b>
	Review Section 94 contributions Plan for stormwater drainage.	Plan reviewed by June 2018.
	<b><i>No action to date.</i></b>	<b><i>Plan to be reviewed by Planning and Environment.</i></b>
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.
	<b><i>This is being continually achieved.</i></b>	<b><i>This is being continually achieved.</i></b>
Management Services	Undertake biennial survey of community attitudes and understanding regarding stormwater management of population.	Next survey scheduled for December 2018.
	<b><i>This is now to be included in "Community Needs Survey" in 2017.</i></b>	<b><i>This action is with Council's Economic Development and Business Division.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. **4.01***Performance Review*Quarter ended: **September**

Principal Activity:	<b>COMMUNITY PROTECTION</b>	Function:	<b>Stormwater</b>
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Activity	Action	Performance Targets/Service Level
Catchment Management Planning	Develop and implement a community based Stormwater Education programme.	Improve community awareness of the causes and effects of stormwater pollution as a result of urbanisation increases by June annually.
	<i>This is being continually achieved as required or as opportunities arise.</i>	<i>This is being continually achieved as required or as opportunities arise.</i>
Asset Management - Stormwater	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.</i>	<i>Asset Management plans in process of being updated.</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>
	Wongarbon Village Drainage Scheme is implemented.	Scope of Project completed by September 2018.
	<i>Alternative solutions being investigated.</i>	<i>Estimates of lists for alternative solutions being prepared based on alternative solutions report from Cardno.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-2,989,955	-18,316	1	-3,008,271	-1,439,179
Expenditure	2,926,215	18,316	2	2,944,531	447,533
<b>Operating Total</b>	<b>-63,740</b>	<b>0</b>		<b>-63,740</b>	<b>-991,646</b>
<b><u>Capital</u></b>					
Income	-2,742,384	0	3	-2,742,384	0
Expenditure	6,663,256	944,051	4	7,607,307	265,711
<b>Capital Total</b>	<b>3,920,872</b>	<b>944,051</b>		<b>4,864,923</b>	<b>265,711</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>3,857,132</b>	<b>944,051</b>		<b>4,801,183</b>	<b>-725,935</b>
<b>Restricted Assets</b>	<b>-3,404,899</b>	<b>-944,051</b>	5	<b>-4,348,950</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>452,233</b>	<b>0</b>		<b>452,233</b>	<b>-725,935</b>

<b>OPERATIONAL PLAN</b>
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Function No. **4.01**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY PROTECTION</b>	<b>Function:</b>	<b>Stormwater</b>
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Note	Details
1	Operating Income increased by \$18,316 due to additional income from annual charges levied.
2	Operating Expenditure increased by \$18,316 due to Muller Street drain.
3	No variance to budget.
4	Capital Expenditure increase by \$944,051 due to the carry over works for the completion of the Keswick Stage 4 Release 3B North Channel and the installation of the Bultje Street Gross Pollutant Trap carried over from 2016/2017 year.
5	Transfers from Restricted Assets increase by \$944,051 due to increase in capital works.

**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Drainage Complaints Investigated	26	40	5	Average time taken to complete investigation (weeks)	2	2	2	Total number of complaints received	33	40	6
Number of Section 94 projects	0	1	0	Projects within Budget	N/A	100%	N/A				
No. of Blockages rectified	15	10	1	Percentage completed within customer service levels	100%	100%	100%	Number of repeated complaints re same problem	0	5	2

**Key Projects****Capital Works Program**

Stormwater - Borrowings	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.08901 - Stormwater - Loan Borrowings				
4102 - Stormwater - Loan	-1,500,000	0	-1,500,000	0
01.08901 - Stormwater - Loan Borrowings Total	-1,500,000	0	-1,500,000	0

Stormwater - Acquisition of Assets	2017/2018 Original Budget	September 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	10,000	90,000	66,410
6824 - Preconstruction - Tech Support	20,000	0	20,000	0
01.09131 - Minor Drainage Extensions (In assoc with K&G) Total	100,000	10,000	110,000	66,410

<b>OPERATIONAL PLAN</b>
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Function No. **4.01***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY PROTECTION</b>	<b>Function:</b>	<b>Stormwater</b>
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Stormwater - Acquisition of Assets 01.09133 - Gross Pollutant Trap Installation	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6817 - West Dubbo Drain C/Over	198,540	0	198,540	0
6818 - Bultje Street GPT	0	218,494	218,494	0
<b>01.09133 - Gross Pollutant Trap Installation Total</b>	<b>198,540</b>	<b>218,494</b>	<b>417,034</b>	<b>0</b>

Stormwater - Acquisition of Assets 01.09135 - Drainage Extensions	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6824 - Preconstruction - Tech Support	30,000	0	30,000	0
6835 - North Dubbo - Bourke to Myall	1,500,000	0	1,500,000	4,820
<b>01.09135 - Drainage Extensions Total</b>	<b>1,530,000</b>	<b>0</b>	<b>1,530,000</b>	<b>4,820</b>

Stormwater - Acquisition of Assets 01.09137 - Contributed Assets - Stormwater	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6826 - Stormwater Drainage	1,091,012	0	1,091,012	0
<b>01.09137 - Contributed Assets - Stormwater Total</b>	<b>1,091,012</b>	<b>0</b>	<b>1,091,012</b>	<b>0</b>

Stormwater - Acquisition of Assets 01.09145 - Wongarbron Drainage	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
4628 - Wongarbron Drainage Scheme	536,449	0	536,449	0
<b>01.09145 - Wongarbron Drainage Total</b>	<b>536,449</b>	<b>0</b>	<b>536,449</b>	<b>0</b>



<b>OPERATIONAL PLAN</b>
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Function No. **4.01**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY PROTECTION</b>	<b>Function:</b>	<b>Stormwater</b>
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Stormwater - Acquisition of Assets 01.09147 - Keswick Estate Development	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
4630 - Redirect.Channel Nth Keswick Stg4 Rel3B	0	715,557	715,557	120,933
<b>01.09147 - Keswick Estate Development Total</b>	<b>0</b>	<b>715,557</b>	<b>715,557</b>	<b>120,933</b>

Stormwater - Asset Renewals - Asset Maintenance 01.09127 - Rectification Works	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6805 - Technical Support Charge	120,000	0	120,000	0
6842 - West Dubbo Drain Reinstatement	30,000	0	30,000	0
6849 - Other Infrastructure - Wellington	31,650	0	31,650	0
<b>01.09127 - Rectification Works Total</b>	<b>181,650</b>	<b>0</b>	<b>181,650</b>	<b>0</b>

Stormwater - Asset Renewals - Asset Maintenance 01.09142 - Hennessy Basin Facility	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
4622 - Stage 1 Infrastructure Consultant Design	704,948	-142	704,806	3,040
4623 - Stage 1 Treatment Pond Construction	0	142	142	142
4624 - Treatment Pond Design	44,221	0	44,221	0
4625 - Pipe Crossings of Hennessy Rd	825,000	0	825,000	2,651
<b>01.09142 - Hennessy Basin Facility Total</b>	<b>1,574,169</b>	<b>0</b>	<b>1,574,169</b>	<b>5,833</b>

**OPERATIONAL PLAN**Function No. **4.01***Performance Review*Quarter ended: **September**

Principal Activity:	<b>COMMUNITY PROTECTION</b>	Function:	<b>Stormwater</b>
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Stormwater - Asset Renewals - Asset Maintenance 01.09144 - Troy Basin Facility	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
4625 - External Pipeline / Rail Crossing Const	150,000	0	150,000	482
4626 - Basin Construction	220,087	0	220,087	707
4627 - Purvis Lane	770,000	0	770,000	2,474
01.09144 - Troy Basin Facility Total	1,140,087	0	1,140,087	3,663

<b>OPERATIONAL PLAN</b>
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Function No. 4.02

## *Performance Review*

Quarter ended: September

Principal Activity:	<b>COMMUNITY PROTECTION</b>	Function:	<b>Fire Services</b>
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**Manager Responsible: Manager Transport & Emergency  
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.
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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.
	<i>No contribution invoices received to date.</i>	<i>None made to date.</i>
Operations - Reimbursed by Bush Fire Control	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.
	<i>Claims to be made later in the year.</i>	<i>No claims to date.</i>
Operations and Emergency Response	Carry out land inspections and monitor fuel loadings	Land manager compliance with notices from Rural Fire Services.
	<i>Rural Fire Service gearing up to commence inspections at onset of fire danger period.</i>	<i>No notices issued.</i>
	Attend meetings of the Rural Fire Service Dubbo Liaison Committee four (4) time a year	July/October/February/April annually.
	<i>First meeting attended 28 July 2017.</i>	<i>July meeting held.</i>
	RFS issues Notification letters and S66 Notices as required and reinspect properties for compliance within set time.	Full compliance from property owners.
	<i>No actions issued.</i>	<i>No non-compliance at this time of year.</i>
	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.
	<i>Rural Fire Service has commenced fire safety publicity.</i>	<i>Rural Fire Service media team orchestrate publicity.</i>
	Implement Hazard reduction Programmes and report activity to Rural Fire Service Zone Manager.	June annually.
	<i>Hazard Reduction programme to be brought forward.</i>	<i>Hazard Reduction programmes to be completed by 1 October.</i>
Education and development of all volunteer fire fighters.	Number of trained volunteer fire fighters reflects operational capacity of each respective Brigade.	
<i>Education programme implemented by Orana Team Rural Fire Service.</i>	<i>Numbers of volunteers are stable or growing.</i>	

<b>OPERATIONAL PLAN</b>
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Function No. **4.02**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY PROTECTION</b>	<b>Function:</b>	<b>Fire Services</b>
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Activity	Action	Performance Targets/Service Level
Fire Control Centre - Operations	Maintain a 24 hour call out system.	Ensure adequate staff numbers to meet requirement.
	<b><i>System is operational</i></b>	<b><i>Staffing contingent is stable</i></b>
	Ensure Emergency Operation Centre and Stations are on standby during fire danger period.	All firefighting plant and equipment readily available for use.
	<b><i>Emergency Operations Centre and stations are stand by ready.</i></b>	<b><i>Stand by period commences 1 October.</i></b>
Management Services - from other functions	Maintain monthly contact with Rural Fire Service Orana Zone Manager to review operational capacity and accommodation/facility needs.	Meeting held by March/September annually.
	<b><i>Monthly contact is being maintained.</i></b>	<b><i>Meetings held as necessary.</i></b>
	Services including management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	<b><i>Services are being rendered.</i></b>	<b><i>Level of service to agreed brief.</i></b>
Electricity Charges - Brigade Stations	Ensure all brigade stations have adequate electricity supply.	Electricity consumption is contained to within budget estimates.
	<b><i>All connected stations are being supplied.</i></b>	<b><i>Currently within budget.</i></b>
Contribution to Bushfire Council	Contributions made as determined by the Minister of the Rural Fire Fighting Fund.	Payments made by specified dates.
	<b><i>No contribution invoice received to date.</i></b>	<b><i>No payments requested to date.</i></b>
Asset Maintenance Program - Routine	Undertake minor building asset maintenance as required.	Buildings operational and presentable.
	<b><i>No building maintenance requests to date.</i></b>	<b><i>Building undergoing security system upgrades.</i></b>
Acquisition of Assets	Undertake the approved Capital Works programme as defined in the Key Projects section of the Operational Plan.	Programme implemented.
	<b><i>Current projects are Ponto Fire Shed construction.</i></b>	<b><i>Call for quotations has closed.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 4.02

## Performance Review

Quarter ended: September

Principal Activity:	<b>COMMUNITY PROTECTION</b>	Function:	<b>Fire Services</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-835,749	-37,945	1	-873,694	-38,043
Expenditure	2,365,227	5,856	2	2,371,083	122,296
<b>Operating Total</b>	<b>1,529,478</b>	<b>-32,089</b>		<b>1,497,389</b>	<b>84,253</b>
<b><u>Capital</u></b>					
Income	-660,447	0	3	-660,447	0
Expenditure	411,896	269	4	412,165	4,069
<b>Capital Total</b>	<b>-248,551</b>	<b>269</b>		<b>-248,282</b>	<b>4,069</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>1,280,927</b>	<b>-31,820</b>		<b>1,249,107</b>	<b>88,322</b>
<b>Restricted Assets</b>					
	<b>-79,451</b>	<b>31,820</b>	5	<b>-47,631</b>	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>1,201,476</b>	<b>0</b>		<b>1,201,476</b>	<b>88,322</b>

Note	Details
1	Operating Income has increased by \$37,945 mainly due to reimbursement capital works of \$36,000 (Airbase Water Tank – Dubbo & Wellington).
2	No significant variance to budget.
3	No variance to budget.
4	No significant variance to budget.
5	Transfer from Restricted Asset decreased by \$31,280 mainly due to restriction of the Airbase Water Tanks funds.

**Key Performance Indicators**

Workload	Prev.			Efficiency	Est.			Effective.	YTD		
	Prev.	Est.	YTD		Prev.	Est.	YTD		Prev.	Est.	YTD
No. of bush fire brigades	37	37	37	Firefighting expenditure per capita (51,049 population)	\$24.21	\$23.33	1.85	No. of unit failures	0	0	0
No. of accredited basic fire fighters (audit of brigades undertaken to determine current number of active members)	813	804	813		No. of fires started from escaped permit burns	0	0	0			
No. of communications brigades	1	1	1		No. of Section 66 Notices not complied with	0	0	0			
No. of accredited crew leaders	175	170	175								
No. of accredited group leaders		34	n/a								

<b>OPERATIONAL PLAN</b>
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Function No. **4.02**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY PROTECTION</b>	<b>Function:</b>	<b>Fire Services</b>
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of accredited village fire fighters	176	319	174								
No. of accredited advanced fire Fighters	174	136									
No. of constructed Fire Stations	31	32	31								
No. of fire tankers under 25 years	40	74	40								
No. of Section 66 Notices issued	5		0								

**Key Projects****Capital Works Program**

Fire Services - Acquisition of Assets 01.09156 - Fire Control - Plant & Equipment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6840 - BFC Catalogue Items - Capital	360,000	0	360,000	0
<b>01.09156 - Fire Control - Plant &amp; Equipment Total</b>	<b>360,000</b>	<b>0</b>	<b>360,000</b>	<b>0</b>

Fire Services - Acquisition of Assets 01.09159 - Fire Services - Other Structures	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6897 - Orana Aircraft Operations Hardstand Area	51,896	0	51,896	2,932
<b>01.09159 - Fire Services - Other Structures Total</b>	<b>51,896</b>	<b>0</b>	<b>51,896</b>	<b>2,932</b>

Fire Services - Acquisition of Assets 01.09164 - Fire Control - Buildings	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6895 - SMSS Building - Dubbo FCC	0	269	269	1,076
6897 - Vehicle Storage Shed - Extension (PC/C)	0	0	0	61
<b>01.09164 - Fire Control - Buildings Total</b>	<b>0</b>	<b>269</b>	<b>269</b>	<b>1,137</b>

<b>OPERATIONAL PLAN</b>
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Function No. 4.03

## Performance Review

Quarter ended: September

Principal Activity:	<b>COMMUNITY PROTECTION</b>	Function:	<b>Emergency Management</b>
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**Manager Responsible: Manager Transport & Emergency  
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.

Activity	Action	Performance Targets/Service Level
Management Services - from other Functions	Cost of Services including: Management Accounting, Financial Accounting, Technical, Information Technology, and Corporate Overheads provided to this function.	Level of service adhered to in terms of agreed brief(s).
	<i>Services have been provided as required as per service level agreement.</i>	<i>Services have been provided as required.</i>
Asset Maintenance Program - Routine	Undertake minor building asset maintenance as required.	Buildings operational and presentable.
	<i>No building maintenance undertaken to date.</i>	<i>Building is operational.</i>
Emergency Centre and Operations	Local Emergency Management Committee to meet four times a year.	Meeting to be held in August/November/February/May.
	<i>One meeting has been held.</i>	<i>Meeting held 15 August 2017.</i>
State Emergency Services Operations	Maintain a 24 hour call out system.	The Local Units ranks have the capability of mobilising three vehicles simultaneously.
	<i>Call out system operational.</i>	<i>Units are on constant standby for call outs.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-2,233	0	1	-2,233	0
Expenditure	179,247	1,507	2	180,754	6,034
<b>Operating Total</b>	<b>177,014</b>	<b>1,507</b>		<b>178,521</b>	<b>6,034</b>
<b><u>Capital</u></b>					
Income	-1,560	0	3	-1,560	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>-1,560</b>	<b>0</b>		<b>-1,560</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>175,454</b>	<b>1,507</b>		<b>176,961</b>	<b>6,034</b>
<b>Restricted Assets</b>	<b>-7,470</b>	<b>-1,507</b>	5	<b>-8,977</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>167,984</b>	<b>0</b>		<b>167,984</b>	<b>6,034</b>

<b>OPERATIONAL PLAN</b>
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Function No. **4.03***Performance Review*Quarter ended: **September**

Principal Activity:	<b>COMMUNITY PROTECTION</b>	Function:	<b>Emergency Management</b>
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Note	Details
1	No 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
No. of Emergency Response Units				Total Operating Cost per capita (2018 population 51,449)		\$3.50	0.17	No. of Accredited Volunteers			
Dubbo	3	3	3					Dubbo	28	30	32
Wellington	N/A	2	2					Wellington	N/A	15	15
No. of LEMC Meetings	3	4	1								



<b>OPERATIONAL PLAN</b>
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Function No.

5.01

## Performance Review

Quarter ended:

September

Principal Activity: **CITY DEVELOPMENT**

Function:

**Livestock Markets**

**Manager Responsible: Manager Saleyards and Showgrounds  
Mr Ross McCarthy**

**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 generates income to undertake improvements whilst providing an annual dividend to general purpose rates and revenue.

Activity	Actions	Performance Targets/Service Level
Yard Operations Costs	Carry out an "asset condition" assessment of the Livestock Markets.	Yards are maintained and fit for purpose.
	<b>Asset condition assessment completed.</b>	<b>Survey of users scheduled for March 2018.</b>
Cleaning and Washdown Facility	Undertake cleaning of facilities and wash down of yards together with a value added truck wash facility.	Yards and facilities are clean and available. Vehicles leaving the site do not pollute the surrounding environment.
	<b>A five (5) year contract commenced 1/7/2015. Review undertaken to include expanded cattle area.</b>	<b>This is being achieved.</b>
Marketing & Promotion	Cost of advertising and membership to industry association.	Costs incurred are measurable and reasonable for the returns achieved.
	<b>Two (2) advertisement have been placed, one (1) media release, weekly radio segment is maintained, material provided to Peter Milling Rural Report. Australian Livestock Markets Association (ALMA) membership maintained.</b>	<b>This is being achieved.</b>
Direct Sale Expenses	Cost of conduct of sales.	Attain financial result in accordance with estimates.
	<b>Ongoing monitoring.</b>	<b>This is being achieved.</b>
WHS, QA and Environmental Management	Undertake an annual review of the National Saleyards Quality Assurance Programme and prepare for external audit annually.	Reviewed undertaken annually in November.
	<b>Audit to be undertaken in October 2017.</b>	<b>No action to date.</b>
Management Services - from to other Functions	Cost of services including Management Accounting, Financial Accounting, Technical, Information Technology and Corporate Overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b>Costs are determined by agreed brief and provided.</b>	<b>Charges are reasonable for level of service provided.</b>
Asset Management Program - Routine	Undertake Building Asset Management Program.	Buildings are operational and presentable.
	<b>As per works program.</b>	<b>This is being achieved.</b>
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Program.	Buildings are maintained in a satisfactory condition.
	<b>Schedule for completion May 2018. Reviewed in line with Business Plan.</b>	<b>This is being achieved.</b>

**OPERATIONAL PLAN**

Function No. 5.01

*Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>CITY DEVELOPMENT</b>	<b>Function:</b>	<b>Livestock Markets</b>
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Activity	Actions	Performance Targets/Service Level
Management Services	Business Plans are developed for the Dubbo Regional Livestock Markets following discussions with stakeholders.	Business plans are developed March annually.
	<i>Review of Business plan is currently being undertaken.</i>	<i>Review in progress.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-3,732,638	-1,919	1	-3,734,557	-1,424,431
Expenditure	3,280,125	-44,219	2	3,235,906	411,467
<b>Operating Total</b>	<b>-452,513</b>	<b>-46,138</b>		<b>-498,651</b>	<b>-1,012,964</b>
<b><u>Capital</u></b>					
Income	-1,089,253	0	3	-1,089,253	0
Expenditure	1,076,000	971,904	4	2,047,904	1,152,890
<b>Capital Total</b>	<b>-13,253</b>	<b>971,904</b>		<b>958,651</b>	<b>1,152,890</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>-465,766</b>	<b>925,766</b>		<b>460,000</b>	<b>139,926</b>
<b>Restricted Assets</b>	<b>153,166</b>	<b>-925,766</b>	5	<b>-772,600</b>	<b>-772,600</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>-312,600</b>	<b>0</b>		<b>-312,600</b>	<b>-632,674</b>

Note	Details
1	No significant variance to budget.
2	Operating expenditure has decreased by \$44,219 mainly due to the reduction of the wash down contract.
3	No variance to budget.
4	Capital expenditure has increased by \$971,904 mainly due to carry over works weighbridge area \$142,390, draft and sale pens \$734,224 and workshop upgrade \$73,600.
5	Transfers from restricted assets have increased by \$925,766 mainly due to capital works carry overs.

**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of sale days	131	126	35	Total operating expenses per sale day	\$12,706	\$26,030	\$8,553	Stock throughput rating			
								-Cattle	1	1	1
								-Sheep	3	3	3
								-Combined	2	2	2
Number of animals sold				Total operating expenses per head sold	\$1.01	\$2.34	\$0.76	% of agents/vendors/buyers who rate facilities and operations as satisfactory	70.1%	70%	70%
- Cattle	199,431	190,000	48,242								
- Sheep	1,437,030	1,200,000	378,913								
- Goats	9,462	10,000	3,189								

# OPERATIONAL PLAN

Function No. 5.01

## Performance Review

Quarter ended: **September**
**Principal Activity: CITY DEVELOPMENT**
**Function:**
**Livestock Markets**

### Key Projects

#### Capital Works Program

Livestock Markets - Acquisition of Assets 01.09167 - Livestock Markets - Other Structures	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6900 - Upgrade Cattle Loading Ramps	85,000	0	85,000	0
6914 - Sheepparks Upgrade (Study & Construction	15,000	0	15,000	0
6937 - Workshop Upgrade	145,000	73,600	218,600	0
6946 - Shade Structures (Cattle Yards)	280,000	0	280,000	0
6953 - Draft & Sale Pens <b>Complete</b>	250,000	734,224	984,224	984,741
6955 - Weighbridge Area <b>Complete</b>	0	142,390	142,390	142,726
01.09167 - Livestock Markets - Other Structures Total	775,000	950,214	1,725,214	1,127,467

Livestock Markets - Asset Renewals - Maintenance 01.09174 - Livestock - Infrastructure - Road & Bridge & Footpath	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6881 - Reseal Car Park	75,000	0	75,000	0
01.09174 - Livestock - Infrastructure - Road & Bridge & Footpath Total	75,000	0	75,000	0

Livestock Markets - Asset Renewals - Maintenance 01.09177 - Livestock Markets - Other Structures	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6895 - Security Cameras	80,000	0	80,000	0
6907 - Upgrade Sheep Paddock Fences	60,000	0	60,000	0
6908 - Portable Sheep Loading Ramps	46,000	0	46,000	0
6909 - Sheeppark Panels	40,000	0	40,000	3,733
01.09177 - Livestock Markets - Other Structures Total	226,000	0	226,000	3,733

**OPERATIONAL PLAN**

Function No. 5.01

*Performance Review*Quarter ended: **September****Principal Activity: CITY DEVELOPMENT****Function:****Livestock Markets**

Livestock Markets - Asset Renewals - Maintenance 01.09179 - Livestock Markets - Other Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6932 - DRLM - Cattle Walkways	0	21,690	21,690	21,690
01.09179 - Livestock Markets - Other Assets Total	0	21,690	21,690	21,690

<b>OPERATIONAL PLAN</b>
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Function No.

5.02

## Performance Review

Quarter ended:

September

Principal Activity: **CITY DEVELOPMENT**

Function:

**Airport**

**Manager Responsible:   Manager Airport Operations  
Mrs Jacki Parish**

**Function Objectives:**

To provide an airport facility approved by the Civil Aviation Safety Authority 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.

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	
	<b>Conducted as per Manual of Standards part 139 requirement included in Aerodrome Manual.</b>	<b>Daily inspection are carried out.</b>	
		Pavements meet CASA Standards for Safe operation as inspected.	
		<b>Daily inspections are carried out.</b>	
	Undertake Safety/Technical Audit utilising Civil Aviation Safety Authority approved auditor.	Meet Requirements of Manual Of Standards 139. September annually	
	<b>Auditor engaged.</b>	<b>Audit has been completed in August 2017.</b>	
	Management Services	Provide budget and operational advice and direction	Supervise Groundsman Works schedules completed Attain financial result in accordance with estimates.
		<b>Advice provided.</b>	<b>This is being achieved.</b>
		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
		<b>Watching brief maintained.</b>	<b>Access Maintained.</b>
Maintain membership of the Australian Airport Association.		Membership renewed in July annually.	
<b>Maintained.</b>		<b>Membership has been renewed for 2017/2018.</b>	
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.	
<b>Concept designs are complete, and sales process in the market from October 2017.</b>		<b>Passenger's year to date 37,368. Current passenger growth is up by 4.06% to the end of August 2017.</b>	
Undertake an annual emergency exercise.		One emergency exercise (either Table Top or Mock) complete per year as per MOS136.	
<b>Planning for annual emergency exercise is underway.</b>		<b>Emergency Exercise "Maverick" is scheduled for 2 December 2017.</b>	
Monitor the extent of compliance to the Dubbo Regional Airport Transport Security Programme.	No breaches of transport security program.		
<b>Watching brief maintained.</b>	<b>Transport Security Plan is under review, new Director and Airport Operations Manager have been advised.</b>		

<b>OPERATIONAL PLAN</b>
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Function No.

5.02

## Performance Review

Quarter ended:

September

<b>Principal Activity:</b>	<b>CITY DEVELOPMENT</b>	<b>Function:</b>	<b>Airport</b>
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Activity	Actions	Performance Targets/Service Level
	Maintain attendance of Regional Infrastructure Consultancy Meeting (RICM)	Report complete on requirements for the Airport.
	<b>Watching brief maintained.</b>	<b>No action to date. Next RICM meeting is scheduled for November 2017.</b>
	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
	<b>Watching brief maintained.</b>	<b>Attended NSW Australian Airports Association meeting on 31<sup>st</sup> August 2017. Update was given.</b>
	Complete runway strengthening and lighting upgrade.	Project to be completed by 31 March 2018.
	<b>Project underway.</b>	<b>Lighting upgrade commences September 2017. Runway works scheduled for January to March 2018.</b>
	Complete Staged Upgrade of General Aviation and Aeromedical Facility Upgrade.	Project to be completed by 30 June 2018.
	<b>Milestone 1 - Final Design Plans, Tenders and DA Approval delayed to February 2018.</b>	<b>Variation approval received project to be completed by 30 December 2018.</b>
	Business Plans is developed for the Dubbo City Regional Airport following discussions with stakeholders.	No foreseeable business risks not identified.
	<b>Business Plan reviews are to commence in November 2017 for 2018/2019.</b>	<b>Nil identified.</b>
Management Services - From Other Functions	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.
	<b>In accordance with 2018/2019 Business Plan approval.</b>	<b>No action to date.</b>
Building Operations & Maintenance	Cost of services including Management Accounting, Financial Accounting, Technical, Information Technology, and Corporate Overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b>Costs are determined by agreed brief and services provided.</b>	<b>Charges are reasonable for level of service provided.</b>
Landside Operations	Undertaken Building Asset Management Program.	Buildings operational and presentable.
	<b>Routine asset maintenance program in place.</b>	<b>Daily inspections are carried out.</b>
Asset Management Program - Routine	Conduct regular mower and cleaning program.	Grounds clean and tidy at all times.
	<b>Routine asset maintenance program in place.</b>	<b>Daily inspections are carried out.</b>
	Undertaken Building Asset Management Program.	Buildings operational and presentable.
	<b>Routine asset maintenance program in place.</b>	<b>Daily inspections are carried out.</b>

**OPERATIONAL PLAN**

Function No. 5.02

*Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CITY DEVELOPMENT</b>	<b>Function:</b>	<b>Airport</b>
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Activity	Actions	Performance Targets/Service Level
Asset Management Program - Cyclic	Undertaken 20 year Building Asset Management Program.	Buildings operational and presentable.
	<i>Cyclic asset maintenance program in place.</i>	<i>This is being achieved.</i>

**Financial Statement**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-17,921,281	-2,988,347	1	-20,909,628	-761,544
Expenditure	3,131,154	-8,865	2	3,122,289	575,938
<b>Operating Total</b>	<b>-14,790,127</b>	<b>-2,997,212</b>		<b>-17,787,339</b>	<b>-185,606</b>
<b><u>Capital</u></b>					
Income	-756,338	0	3	-756,338	0
Expenditure	17,662,810	3,306,173	4	20,968,983	410,971
<b>Capital Total</b>	<b>16,906,472</b>	<b>3,306,173</b>		<b>20,212,645</b>	<b>410,971</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>2,116,345</b>	<b>308,961</b>		<b>2,425,306</b>	<b>225,365</b>
<b>Restricted Assets</b>	<b>-2,404,015</b>	<b>-308,961</b>	5	<b>-2,712,976</b>	<b>-299,548</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>-287,670</b>	<b>0</b>		<b>-287,670</b>	<b>-74,183</b>

Note	Details
1	Operating income has increased by \$2,988,347 mainly due to the contribution for the Rural Fire Service Training Facility.
2	No significant variance to budget.
3	No variance to budget.
4	Capital expenditure has increased by \$3,306,173 mainly due to the Rural Fire Service Training Facility \$3,000,000 and carry over of capital works runway lighting replacement \$343,000, design asphalt overlay \$233,084 less security car park funding of \$280,911 which has been reallocated to the runway and lighting project.
5	Transfers from restricted assets have increased by \$308,961 mainly due to carry overs of capital works.

**OPERATIONAL PLAN**

Function No. 5.02

*Performance Review*Quarter ended: **September****Principal Activity: CITY DEVELOPMENT****Function: Airport****Key Performance Indicators**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective	Prev.	Est	YTD
Number of aircraft landings	12,278	9,500	1,688	Total operating expenses per passenger	\$10.43	\$11.40	\$11.53	Percentage of inspections that satisfy CASA requirements	100%	100%	100%
Number of passengers per annum	217,518	190,000	37,368		% Availability of aerodrome for unrestricted use	100%	100%	100%			
					Number of written complaints	2	Nil	Nil			

**Key Projects****Capital Works Program**

Airport - Acquisition of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09201 - Airport Furniture & Fittings				
6940 - Cafe Equipment	0	5,000	5,000	0
01.09201 - Airport Furniture & Fittings Total	0	5,000	5,000	0

Airport - Acquisition of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09206 - Airport - Buildings				
6959 - NSRF-Stage 4-Aeromedical Building Const.	1,000,000	0	1,000,000	0
6960 - RFS Training Facility	0	3,000,000	3,000,000	1,425
01.09206 - Airport - Buildings Total	1,000,000	3,000,000	4,000,000	1,425



**OPERATIONAL PLAN**

Function No. 5.02

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

Airport - Asset Renewals - Maintenance 01.09208 - Airport - Other Structures	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6951 - CCTV Enhancement	0	6,000	6,000	5,655
01.09208 - Airport - Other Structures Total	0	6,000	6,000	5,655

Airport - Asset Renewals - Maintenance 01.09212 - Airport - Infrastructure Pavements	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6952 - Runway 05/23 Lighting Replacement	1,357,000	343,000	1,700,000	0
6956 - Design Asphalt Overlay Runway 05/23	7,914,899	233,084	8,147,983	394,703
6960 - Internal Road From RFS to New GA Area	0	0	0	0
6961 - Extend GA Apron/Foxtrot Taxiway	0	0	0	0
6974 - NSRF - Stage 1 - Road/Drainage Services	500,000	0	500,000	0
6975 - NSRF - Stage 2 - Road to Hangars/Fencing	60,000	0	60,000	0
6976 - NSRF - Stage 3 - Taxiway Foxtrot Link	100,000	0	100,000	0
6977 - NSRF - Stage 4 Construct Apron & Service	1,050,000	0	1,050,000	7,440
6978 - NSRF-Stage5-Land Acquisit. for Stormwater	500,000	0	500,000	0
6979 - NSRF - Stage 6 - Construct Taxilane Golf	1,400,000	0	1,400,000	0
6980 - NSRF-Stg7-Construct Taxiways India & Jul	2,400,000	0	2,400,000	0
6981 - NSRF-Stg8-Const.Taxiwy Hotel & Apron T/D	1,100,000	0	1,100,000	0
01.09212 - Airport - Infrastructure Pavements Total	16,381,899	576,084	16,957,983	402,143

<b>OPERATIONAL PLAN</b>
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Function No. 5.02

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

Airport - Asset Renewals - Maintenance 01.09213 - Airport Infrastructure - Roads	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6956 - Security Car Park <b>Funds have been utilised for the Runway and Lighting Upgrade. Further investigations are being undertaken in relation to car parking facilities in line with new landside developments (RFS Training Centre) future apron expansion options and current masterplan.</b>	280,911	-280,911	0	0
01.09213 - Airport Infrastructure - Roads Total	280,911	-280,911	0	0

## OPERATIONAL PLAN

Function No. 5.03

### *Performance Review*

Quarter ended: **September**Principal Activity: **CITY DEVELOPMENT**Function: **City Development**

**Manager Responsible: Manager Economic Development and Marketing  
Mrs Josie Howard**

**Function Objectives:**

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

Activity	Actions	Performance Targets/Service Level
Economic Development	Provide effective and responsive economic development service to investors and local businesses.	All information supplied to prospective investors is accurate, relevant and in a timely manner. Increase number of new business and expansion of existing business.
	<i>This is being achieved.</i>	<i>Customer service levels maintained. Business enquiries from new and expanding businesses recorded.</i>
	Develop Local Government Area Economic Development Strategy.	Strategy due by June 2018.
	<i>Strategy is In development.</i>	<i>Development of a Regional Economic Development Strategy inclusive of Narromine Local Government Area under the direction of the Department Premier and Cabinet is currently in development.</i>
	Monitor the implementation of the Local Government Area Economic Development Strategy and identify issues and opportunities.	Responsible parties are monitored for timeliness of actions and quarterly reports provided to Council.
	<i>This is being achieved.</i>	<i>Stakeholders are engaged regularly to encourage updates and timeliness of activities aligned to Council Economic Development Programs and reports provided through regular Council reporting processes.</i>
	Develop an annual Economic Development Action Plan.	Plan is to be developed in May and adopted by 30 June 2018.
	<i>Currently supporting Regional Economic Development Strategy. Economic Development Action Plan to be developed by February 2018.</i>	<i>Action Plan to be developed by February 2018.</i>
	Key information and economic research is maintained including online data centre.	Regular reviews and updates of information and key materials undertaken.
	<i>Online data centre maintained and accurate.</i>	<i>Ongoing.</i>
City Development projects and programmes	LGA economic profile and data available for investors, stakeholders and local business.	Online data centre maintained and Local Government Area Economic Prospectus developed and updated by June annually.
	<i>Online profile maintained and accurate.</i>	<i>Online profile maintained and accurate.</i>
	New resident attraction and engagement activities implemented across the Local Government Area.	All enquires responded to within 48 hours and databases of enquiries and conversions maintained.
	<i>Ongoing.</i>	<i>Customer service levels maintained.</i>
City Development projects and programmes	Implement and support business and industry development initiatives and programs as identified in the Economic Development Strategy and Action Plan.	All identified activities and projects delivered on time and within budget.
	<i>Ongoing.</i>	<i>This is being achieved.</i>

<b>OPERATIONAL PLAN</b>
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Function No.

5.03

*Performance Review*

Quarter ended:

September

<b>Principal Activity:</b>	<b>CITY DEVELOPMENT</b>	<b>Function:</b>	<b>City Development</b>
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Activity	Actions	Performance Targets/Service Level
	Continue to partner with other regional cities in the "Evocities" programme.	Evocities membership is maintained.
	<b><i>This is being achieved.</i></b>	<b><i>Membership maintained.</i></b>
	Continue to partner with surrounding Local Government Areas and the Destination Network to support implementation of regional Destination Management Plan.	Membership on Destination Management Working Group is maintained.
	<b><i>This is being achieved.</i></b>	<b><i>Membership maintained.</i></b>
	Provide information to stakeholders regarding implementation of the Economic development strategy, Local Government Area programs and economic opportunities.	Monthly City Development newsletter provided to industry, and regular communication with key industry stakeholders is maintained.
	<b><i>This is being achieved.</i></b>	<b><i>Communication channels regularly used and maintained.</i></b>
	Deliver and support strategic projects that supports industry development and growth	Implement or support implementation of a minimum of ten Economic development projects that support strategic growth and development opportunities.
	<b><i>Development of Regional Economic Development Strategy and Action Plan to be completed in February 2018 and will identify projects to be undertaken.</i></b>	<b><i>Support provided to:</i></b> <ul style="list-style-type: none"> <li>• <b><i>Rail maintenance project</i></b></li> <li>• <b><i>Regional workforce planning</i></b></li> <li>• <b><i>Regional Economic Development Strategy</i></b></li> </ul>
	Support and promote local business development activities, such as development programmes, seminars and business awards.	Minimum of two development programmes are supported
	<b><i>This is being achieved.</i></b> <b><i>Committed to sponsorship of 2017 Rhino Awards.</i></b>	<b><i>Action Plan to determine projects to be undertaken.</i></b>
	Support where necessary initiatives by major investors to establish operations in Local Government Area.	Provide support as necessary.
	<b><i>This is being achieved.</i></b>	<b><i>Support provided as necessary.</i></b>
	Quarterly update programme is implemented to monitor and maintain key statistical information.	All information supplied to prospective investors is accurate, relevant and timely.
	<b><i>This is being achieved.</i></b>	<b><i>Rolling updates occur in online profiles.</i></b> <b><i>Membership purchased for real estate data to ensure accurate, relevant and timely information.</i></b>
	Council maintains participation in the Small business friendly Council program.	Participation maintained.
	<b><i>This is being achieved.</i></b>	<b><i>Participation is maintained.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No.

5.03

## Performance Review

Quarter ended:

September

<b>Principal Activity:</b> CITY DEVELOPMENT	<b>Function:</b> City Development
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Activity	Actions	Performance Targets/Service Level
Management Services - from other Functions	Cost of services including Management Accounting, Technical, Information Technology and Corporate Overhead provided to this function.	Amount charged is 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 services provided.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	0	-1,200	1	-1,200	-2,527
Expenditure	1,063,321	158,999	2	1,222,320	282,478
<b>Operating Total</b>	<b>1,063,321</b>	<b>157,799</b>		<b>1,221,120</b>	<b>279,951</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>1,063,321</b>	<b>157,799</b>		<b>1,221,120</b>	<b>279,951</b>
<b>Restricted Assets</b>					
	0	-157,799	5	-157,799	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>1,063,321</b>	<b>0</b>		<b>1,063,321</b>	<b>279,951</b>

Note	Details
1	No significant variance to budget.
2	Operating expenditure has increased by \$158,999 due to carry over of Great Business Program \$44,754, Ignite Program \$50,710, additional Economic Development Programs \$32,335 and Destination Network Partnership \$30,000.
3	No variance to budget.
4	No variance to budget.
5	Transfers from restricted assets have increased by \$157,799 due to carry overs from 2016/2017.

**Key Performance Indicators**

Workload	2017/2018			Efficiency	2018/2019			Effective.	2019/2020		
	Prev.	Est	YTD		Prev.	Est	YTD		Prev.	Est	YTD
Number of enquiries for assistance/information received by Economic Development City Development Programs implemented/supported	304	170	43	Cost per enquiry	\$1,282	\$1,301	\$2,030	Customer satisfaction with Economic Development services	91.7%	80%	91.7%
	12	15	0					Estimate Residential Population (ABS)	50,077	51,449	51,429

<b>OPERATIONAL PLAN</b>
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Function No. 5.03

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b> CITY DEVELOPMENT	<b>Function:</b> City Development
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Number of enquiries managed via Evo Central	273	350	64	Enquires Resulting in Actual New Residents	109 households (215 individuals)	135	10 households (18 individuals)	Number of complaints	Nil	Nil	Nil
Number of Industry Family and network events attended	18	12	3					Number of subscriptions to City Development Invest in Dubbo Newsletter	2348 (combined City Development newsletter)	1500	2,921
Number of City Development Invest in Dubbo newsletters	15	12	3								

### Key Projects

#### Operational Program

City Development - Promotions	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.00433 - Economic Development Projects				
1571 - Economic Development - Projects	110,302	4,354	114,656	25,254
1577 - Wellington Destination Development Project	40,000	0	40,000	4,494
1593 - CBD Ignite Project	42,717	51,910	94,627	9,165
1596 - Economic Development Strategy	40,000	0	40,000	0
1597 - The Great Business Program	0	44,754	44,754	41,361
1598 - Mining Strategy	0	27,981	27,981	0
01.00433 - Economic Development Projects Total	233,019	128,999	362,018	80,274

<b>OPERATIONAL PLAN</b>
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Function No.

5.04

## Performance Review

Quarter ended:

September

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

**Manager Responsible:    Manager Property Assets  
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.

Activity	Actions	Performance Targets/Service Level
Ground Maintenance / Sundries	Implement a regular grounds maintenance program.	All grounds clean and tidy, and in serviceable condition.
	<b>Maintenance program implemented.</b>	<b>This is being achieved.</b>
Residential Land - Management Services.	Cost of services including Management Accounting, Financial Accounting, Technical, Information Technology and Corporate Overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b>Costs have been determined by agreed brief and provided.</b>	<b>Charges were reasonable for level of service provided.</b>
	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
	<b>Keswick Stage 4 Release 3A construction completed February 2017. There are 7 lots remaining lots currently for sale in release 3A. Construction of Release 3B (29 lots) programmed to be completed November 2017.</b>	<b>Return on investment for all current projects exceeds 10%.</b>
Other Land	Costs of investigating acquisition of property outside of Council's portfolio.	Undertake necessary investigation in a cost effective manner and accurately capture all costs.
	<b>Completed.</b>	<b>Feasibility studies undertaken to assess acquisitions.</b>
Industrial Land- Management Services	Co-ordinate the design, construction and sale of industrial land.	Meet Industrial land market requirements, considering land available across Dubbo.
	<b>Completed. Moffatt Stage 3 construction design plans has being prepared by Technical Support.</b>	<b>There are 2 industrial lots remaining available for sale at Moffatt Estate. Construction of Stage 3 (15 lots) is planned for 2018/2019.</b>
Property Portfolio - Management Services	Oversee the Council Property Portfolio.	Meet all Council land requests.
	<b>Ongoing.</b>	<b>This is being achieved.</b>
	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.
	<b>Drafted, but delayed to date due to amalgamation process.</b>	<b>Achieved. Policy details the processes for different situations.</b>
	Business Plans are developed for Property Development following discussions with stakeholders.	No foreseeable business risks not identified.
	<b>Review of Business plan currently being undertaken.</b>	<b>This is being achieved.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 5.04

## Performance Review

Quarter ended: September

<b>Principal Activity: CITY DEVELOPMENT</b>	<b>Function: Property Development</b>
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**FINANCIAL STATEMENT:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-2,253,102	427,463	1	-1,825,639	-1,877,544
Expenditure	198,606	320	2	198,926	32,245
<b>Operating Total</b>	<b>-2,054,496</b>	<b>427,783</b>		<b>-1,626,713</b>	<b>-1,845,299</b>
<b><u>Capital</u></b>					
Income	-711,250	23,636	3	-687,614	-236,364
Expenditure	670,000	-36,473	4	633,527	4,027
<b>Capital Total</b>	<b>-41,250</b>	<b>-12,837</b>		<b>-54,087</b>	<b>-232,337</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>-2,095,746</b>	<b>414,946</b>		<b>-1,680,800</b>	<b>-2,077,636</b>
<b>Restricted Assets</b>					
	1,856,746	-414,946	5	1,441,800	996,916
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>-239,000</b>	<b>0</b>		<b>-239,000</b>	<b>-1,080,720</b>

Note	Details
1	Operating income has decreased by \$427,463 mainly due to increased development costs for Keswick Stage 5 Planning \$290,000, First Home Buyer Rebate \$70,000 and Moffatt Estate Stage 3 Planning \$68,000.
2	No significant variance to budget.
3	Capital income has decreased by \$23,636 due to adjustments made for GST on the Christian School long term debtor instalment.
4	Capital expenditure has decreased by \$36,473 mainly due to the construction of Keswick Stage 4 Release 3B roads \$380,000, acoustic fencing \$160,000 less extension of McGuinn Crescent \$580,000 delayed to 2018/2019.
5	Transfers to restricted assets have decreased by \$414,946 mainly due to the increased development costs for Keswick Stage 5 Planning \$290,000, First Home Buyer Rebate \$70,000 and Moffatt Estate Stage 3 Planning \$68,000.

**Key Performance Indicators – Land Development**

Workload	Prev.			Est			YTD			Effective.	Prev.			Est			YTD		
Review residential and industrial land holdings and report to Council	No	Yes	No	No.	of residential land available for sale	13	45	7	Number of industrial lots available for sale - Moffatt Estate	3	5	2							
Number of lots sold																			
- Industrial	1	2	2	Respond to all land sales within 24 hours	95%	95%	95%												
- Residential	27	15	10																
Review and provide a report on DCC Property Portfolio	Delayed due to amalgamation	Yes	In progress	Residential return on investment % (including land value)	14.3%	10%	14%	Feasibility analysis provided with all industrial developments	N/A	Yes	Yes								



<b>OPERATIONAL PLAN</b>
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Function No. 5.04

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b> CITY DEVELOPMENT	<b>Function:</b> Property Development
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
								Feasibility analysis provided with all residential developments	Yes	Yes	Yes
Number of Projects assistance required	11	4	2	Acquisitions and Disposals Strategy is adopted by Council	No	Yes	No	Number of acquisitions and disposals processed	6	6	3
Audit Council Maintenance Schedule for Property	No	Yes	In progress	Building asset management plan updated annually and adopted by Council	Yes	Yes	No	All projects are managed to the agreed brief	Yes	Yes	Yes

### Key Projects

#### Capital Works Program

Property Development - Acquisition of Assets 01.09233 - Assets Constructed - Landscaping	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7077 - Acoustic Fencing	0	160,000	160,000	0
<b>01.09233 - Assets Constructed - Landscaping Total</b>	<b>0</b>	<b>160,000</b>	<b>160,000</b>	<b>0</b>

Property Development - Acquisition of Assets 01.09242 - Assets Const - Land Development - Roads	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7075 - Keswick Stage 4 Release 3	0	380,000	380,000	500
7080 - Keswick Stage 5 - Works Services	0	3,527	3,527	3,527
7084 - Keswick Stage 4 Rel 3A - Final Seal	90,000	0	90,000	0
7087 - Moffatt - McGuinn	580,000	-580,000	0	0
<b>01.09242 - Assets Const - Land Development - Roads Total</b>	<b>670,000</b>	<b>-196,473</b>	<b>473,527</b>	<b>4,027</b>

<b>OPERATIONAL PLAN</b>
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Function No.

5.05

## Performance Review

Quarter ended:

September

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

**Manager Responsible: Manager Visitor Experiences and Services  
Mr Jamie Angus**

**Function Objectives:**

To operate an AAAT classified Four Star Caravan Park 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.
	<b>Costs have been determined by agreed brief and provided.</b>	<b>Charges were reasonable for level of service provided.</b>
Management Services	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.
	<b>Review of Business plan currently being undertaken.</b>	<b>Regular monitoring and assessment of business risks is ongoing.</b>
	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.
	<b>This is being achieved. A night watchman continues to be employed at Park by ATPM.</b>	<b>Nil identified. Customer feedback forms are reviewed weekly.</b>
	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.
	<b>Monitoring ongoing.</b>	<b>4 star rating maintained.</b>
Grounds Operations	Conduct regular pool & playground maintenance program.	All grounds clean and tidy.
	<b>Regular maintenance and inspections are undertaken.</b>	<b>This is being achieved.</b>
		Maintain AAAT rating.
		<b>This is being achieved.</b>
		Pool & playground are clean, safe and functional.
		<b>This is being achieved.</b>
Marketing & Promotion	Implement a promotion programme which includes membership of the Top Tourist Park chain.	Costs incurred are measurable and reasonable for the returns achieved.
	<b>Marketing campaigns are developed and implemented.</b>	<b>This is being achieved.</b>
Building Operations	Conduct regular building maintenance program.	All buildings clean, safe and serviceable.
	<b>Maintenance ongoing.</b>	<b>This is being achieved.</b>
Asset Management Program - Routine	Undertaken Building Asset Management Program.	Buildings operational and presentable.
	<b>Completed.</b>	<b>This is being achieved.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 5.05

## Performance Review

Quarter ended: **September**

<b>Principal Activity: CITY DEVELOPMENT</b>	<b>Function: Dubbo City Holiday Park</b>
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Activity	Actions	Performance Targets/Service Level
Asset Management Program - Cyclic	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.
	<i>Future capital works to be assessed and prioritised with implementation planned to commence in 2021 at the end of the internal loan repayment period for the Capital Works Program which was completed in 2016/2017.</i>	<i>This is being achieved.</i>
	Develop and implement a quality assurance programme for the park.	Program has systematic measurement, compares to a standard, includes process monitoring and feedback loop.
	<i>Utilising quality assurance programme of ATPM.</i>	<i>Monitored regularly by site managers.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-1,691,869	0	1	-1,691,869	-507,376
Expenditure	1,562,761	14,847	2	1,577,608	286,455
<b>Operating Total</b>	<b>-129,108</b>	<b>14,847</b>		<b>-114,261</b>	<b>-220,921</b>
<b><u>Capital</u></b>					
Income	-178,395	0	3	-178,395	0
Expenditure	92,200	61,167	4	153,367	22,674
<b>Capital Total</b>	<b>-86,195</b>	<b>61,167</b>		<b>-25,028</b>	<b>22,674</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>-215,303</b>	<b>76,014</b>		<b>-139,289</b>	<b>-198,247</b>
<b>Restricted Assets</b>	<b>15,303</b>	<b>-76,014</b>	5	<b>-60,711</b>	<b>116,705</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>-200,000</b>	<b>0</b>		<b>-200,000</b>	<b>-81,542</b>

Note	Details
1	No variance to budget.
2	Operating Expenditure has increased by \$14,847 mainly due to increased costs for trees and landscaping.
3	No variance to budget.
4	Capital Expenditure has increased by \$61,167 mainly due to design for infrastructure upgrade \$47,000 and carry over of capital works concrete pool relining \$12,000.
5	Transfers from restricted assets have increased by \$76,014 due to the increased operating and capital expenses.

<b>OPERATIONAL PLAN</b>
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Function No.

5.05

## Performance Review

Quarter ended:

September

**Principal Activity: CITY DEVELOPMENT**
**Function: Dubbo City Holiday Park**
**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)	\$10,503	\$11,000	\$1,525	Family units 5 berth	57	50	75
Family unit 5 berth	3	5	3					Family units 6 berth	51	60	55
Deluxe cabin	8	8	8	Average Length of Stay	2.01	2	1.72	Deluxe cabin	61	65	73
Family budget cabin	8	8	8					Family budget cabin	60	65	65
Studio cabin	9	9	9					Studio cabin	70	70	77
Ensuite Powered sites	10	10	10					Ensuite powered sites	52	52	61
Drive thru	30	30	30					Drive thru sites	58	60	60
Powered sites	42	42	42					Powered Sites	62	65	72
Powered camp sites	9	9	9					Unpowered caravan sites	17	20	13
Unpowered caravan Sites	12	12	12								
	134	134	134								
No. of sites used per annum	23,196	25,000	4,661					Has park maintained its 4 Star AAAT rating	Yes	Yes	Yes
								Number of written complaints relating to facilities or staff	1	3	0

### Key Projects

#### Capital Works Program

Holiday Park - Acquisition of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09263 - Holiday Park - Plant & Equipment				
7082 - Air Conditioners	5,200	0	5,200	0
7089 - Washing Machine/Dryers <b>Complete</b>	5,000	0	5,000	4,300
01.09263 - Holiday Park - Plant & Equipment Total	10,200	0	10,200	4,300

<b>OPERATIONAL PLAN</b>
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Function No.

5.05

## Performance Review

Quarter ended:

September

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

Holiday Park - Acquisition of Assets 01.09264 - Holiday Park - Furniture & Fittings	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7098 - Cabin Refurbishments	32,000	0	32,000	0
7103 - BBO's for Deluxe Cabins <b>Complete</b>	0	2,167	2,167	2,167
01.09264 - Holiday Park - Furniture & Fittings Total	32,000	2,167	34,167	2,167

Holiday Park - Acquisition of Assets 01.09269 - Holiday Park - Infrastructure	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7123 - Infrastructure Upgrade - Design	0	47,000	47,000	16,207
01.09269 - Holiday Park - Infrastructure Total	0	47,000	47,000	16,207

Holiday Park - Asset Renewals - Maintenance 01.09262 - Holiday Park - Other Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7080 - Concrete Pool Relining	0	12,000	12,000	0
01.09262 - Holiday Park - Other Assets Total	0	12,000	12,000	0

Holiday Park - Asset Renewals - Maintenance 01.09276 - Asset Renewal - Buildings	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7110 - Upgrade to Ensuites	50,000	0	50,000	0
01.09276 - Asset Renewal - Buildings Total	50,000	0	50,000	0

<b>OPERATIONAL PLAN</b>
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Function No. 5.06

*Performance Review*

Quarter ended: September

<b>Principal Activity:</b> CITY DEVELOPMENT	<b>Function:</b> City Marketing & Communications
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**Manager Responsible:** Manager Economic Development and Marketing, Josie Howard**Manager Responsible:** Manager Communication and Stakeholder Engagement, Andrew Woodcock**Function Objectives:**

To provide an effective and efficient destination marketing, corporate communications and destination information service in a professional manner.
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Activity	Actions	Performance Targets/Service Level
Destination Marketing Program	Attract external funding/resources to implement marketing and promotion activities.	Any relevant co-funding opportunities are recognised.
	<i>The 18-month partnership program is being implemented targeting visitor, events, new resident and investment markets.</i>	<i>Local Government Area Destination Partnership Program in market.</i>
	Report on progress and performance of current Local Government Area Marketing activities to stakeholders.	Progress report via quarterly Economic Development Strategy.
	<i>Stakeholders are regularly updated by existing communication channels including Economic Development and Marketing monthly e-newsletter.</i>	<i>Formal reporting will be included as a process determined by the development of the Regional Economic Development Action plan to be completed in February 2018.</i>
	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>Ongoing.</i>	<i>All opportunities are being communicated.</i>
	Implement Destination marketing and promotional activities as identified in the Economic Development Strategy and Action Plan.	All identified Destination marketing and promotion projects delivered on time and within budget.
	<i>Marketing activities are undertaken.</i>	<i>Local Government Area Destination Partnership Program in market. All promotional material support the positive promotion of the Local Government Area as a leading regional centre.</i>
	Key information and promotional material maintained including dubbo.com.au and visitwellington.com.au.	Regular reviews and updates of key materials undertaken to ensure accuracy, relevance and timeliness.
	<i>Ongoing revision and updates undertaken.</i>	<i>This is being achieved.</i>
	Deliver two (2) major campaigns targeting key tourism markets annually.	Campaigns delivers on time, on budget and achieve identified outcomes.
	<i>Campaign panning is underway for a Summer Holiday promotion.</i>	<i>This is being achieved.</i>
Destination marketing activities strategically align with promotional activity of Taronga Western Plains Zoo (TWPZ) and support community pride on being home of the Taronga Western Plains Zoo.	No key opportunity to collaborate with the Taronga Western Plains Zoo is overlooked.	
<i>All relevant promotional activities are being supported.</i>	<i>All opportunities to collaborate with the Taronga Western Plains Zoo are acted upon.</i>	

<b>OPERATIONAL PLAN</b>
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Function No.

5.06

## Performance Review

Quarter ended:

September

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

Activity	Actions	Performance Targets/Service Level
City Development Partnerships	Develop Regional RV and Caravanning positioning paper in cooperation with Inland NSW and Destination Management Plan working group.	100% of development of Open Space is undertaken in accordance with the Strategic Plans adopted by Council.
	<b>Completed. The Freedom Camper Study has been developed, commissioned and undertaken.</b>	<b>This is being achieved.</b>
	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.
	<b>Ongoing.</b>	<b>All opportunities are being communicated.</b>
Events Attraction, Promotion and Support	Local Government Area wide industry partnership programme is developed and implemented to support destination marketing activities.	A minimum of 130 partners involved in the Local Government Area Partnership Programme. A minimum of 20 partners in the Visitor Information Centre Partnership Programs (VIC).
	<b>2018/2019 Partnership Program Prospectus is currently in market.</b>	<b>Local Government Area Destination Partnership Program currently in sales period. 63 partners in the Dubbo and Wellington Visitor Information Centre Partnership Program to date.</b>
	All Destination Development partner services and activities delivered.	80% stakeholder satisfaction with key areas of partnership programmes.
	<b>Ongoing, Wellington Destination Branch project is underway.</b>	<b>91.76% stakeholder satisfaction of the partnership programmes is being achieved.</b>
Staff Communications	Implement event attraction activities and projects as identified in the Economic Development Strategy and Action Plan.	All identified Event projects delivered on time and budget.
	<b>The Event Strategy is to be integrated into the Regional Economic Development Action Plan to be completed by February 2018.</b>	<b>Actions regarding event development are continuing to be completed.</b> <ul style="list-style-type: none"> <li>• <b>Event Network Meeting held</b></li> <li>• <b>2 event bids submitted</b></li> <li>• <b>Targeted marketing campaign – conferences</b></li> <li>• <b>25 events provided high level support</b></li> <li>• <b>Stream 1 and Stream 2 of the Event Development Fund and Major Event Sponsor Program opened.</b></li> <li>•</li> </ul>
	Implement event support and promotion program including event network and what's on activities.	All major Events across Local Government Area provided with appropriate level of support and promotion.
	<b>This is being achieved. Event network events held and what's on activities provided weekly.</b>	<b>This is being achieved.</b>
Staff Communications	Implement Event funding program including Event Development Fund and Major Event Sponsor Fund.	All funds provided by June 2018 in line with the Financial and In-kind Assistance Policy.
	<b>Opportunities for event funding applications are currently open and close in November 2017.</b>	<b>This is being achieved.</b>
	Review, update and implement the Internal Communications Strategy.	Strategy and report presented in December annually.
	<b>Not commenced, strategy is due in December 2017.</b>	<b>No action to date.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 5.06

*Performance Review*

Quarter ended: September

<b>Principal Activity: CITY DEVELOPMENT</b>	<b>Function: City Marketing &amp; Communications</b>
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Activity	Actions	Performance Targets/Service Level
Corporate Communications	Implement Community Consultation procedures in line with Council's Community Engagement Policy.	Community satisfaction with the current level of communication with the community (target - 85%, current level is 62%).
	<b>Policy is being implemented.</b>	<b>Survey to be undertaken June 2018.</b>
	Prepare Annual Report	Meet requirements of the 1993 Local Government Act as a minimum.
	<b>Administrators Report to Community was adopted in August 2017.</b>	<b>Published Administrators Report to the Community. The Statutory Annual Report is due by November 2017.</b>
	Implement the Corporate Communications Strategy.	Positive opinion of the Organisation is achieved and no reasonable criticism of performance of corporate communications.
	<b>Actions are being completed in accordance with 2017/2018 Corporate Communications Strategy.</b>	<b>No reasonable criticism of performance received.</b>
	Review the adopted Media, Social Media and Community Engagement Policies.	Policies reviewed annually.
	<b>Not commenced review to be undertaken by February 2018.</b>	<b>Review will be undertaken February 2018.</b>
	Provide communications support to major projects.	All major projects provided support, 80% client satisfaction with communications services.
	<b>Communications support provided.</b>	<b>Projects supported include;</b> <ul style="list-style-type: none"> <li>• Official Opening of Dubbo Regional Livestock Markets Cattle Facility Upgrade</li> <li>• Wellington pool public consultation</li> <li>• Cameron Park Masterplan public exhibition</li> <li>• Wellington Destination Brand</li> <li>• Local Government Elections</li> <li>• Wingewarra Street upgrades</li> <li>• Organics / Waste collection service</li> <li>• Wellington Bicentenary</li> <li>• 2017 Dubbo Sustainability Expo</li> <li>• 2017 Pets Month</li> <li>•</li> </ul>
	Strategy updated by June annually.	
	<b>No action to date, due June 2018.</b>	
Design & Production Services	Provide design and production services to the organisation.	All services delivered as per agreed briefs.
	<b>Services are provided.</b>	<b>Charges are competitive to local market.</b>
Visitors Information Services	Provide an assessable visitor Information service in Dubbo and Wellington that promotes the Local Government Area and its various attractions and services.	Visitor Information Centres operate 365 days a year.
	<b>Services are provided.</b>	<b>Both centres are closed Christmas Day, Dubbo is open on Boxing Day.</b>



<b>OPERATIONAL PLAN</b>
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Function No.

5.06

## Performance Review

Quarter ended:

September

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

Activity	Actions	Performance Targets/Service Level
	Provide an effective visitor information service in Dubbo and Wellington.	90% of Visitor Information Centre customers satisfied with quality of service and quality of information.
	<i>This is being achieved.</i>	<b>100% satisfaction rating achieved for Dubbo. Wellington visitor surveys are being developed.</b>
	Monitor commercial accommodation occupancy rates for trends in Dubbo and Wellington.	Occupancy report provided to program participants and stakeholder monthly.
	<i>Monitoring ongoing.</i>	<b>Average 2017 occupancy YTD is 71.33% which is a 5.39% increase on the average of the past 3 years.</b>
	Conduct an annual Destinations Promotions Program Customer Satisfaction Survey.	80% stakeholder satisfaction with key areas of the Promotions Programme.
	<i>Completed.</i>	<b>91.76% stakeholder satisfaction received.</b>
	Review service levels and Capital Works Programme to ensure that the Visitor Information Centres maintain their Visitor Information Network Accreditation.	Level one accreditation maintained for Dubbo Visitor Information Centre and Level two accreditation maintained for Wellington Visitor Information Centre.
	<i>Ongoing.</i>	<b>Level One Accreditation maintained for Dubbo. Level Two Accreditation maintained for Wellington.</b>
	Manage souvenirs available for sale to ensure products are popular and cost effective.	To manage effective store fronts within the Visitor Information Centres and increase yield per customer.
	<i>Souvenirs maintained</i>	<b>Year to date yield per customer is \$0.82.</b>
Management Services-from Other Function	Cost of services including:- management , financial, technical, information technology and corporate.	Amounts charged are accepted as reasonable for the level of service provided.
	<b>Costs are determined by agreed brief and provided.</b>	<b>Charges are reasonable for level of services provided.</b>
Asset Management Program - Routine	Undertake Building Asset Management Program	Buildings are operational and presentable.
	<b>As per maintenance program.</b>	<b>This is being achieved.</b>
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Program	Buildings are maintained in a satisfactory condition.
	<b>As per maintenance program</b>	<b>This is being achieved.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 5.06

## Performance Review

Quarter ended: September

<b>Principal Activity: CITY DEVELOPMENT</b>	<b>Function: City Marketing &amp; Communications</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-282,434	-3,638	1	-286,072	-26,428
Expenditure	2,178,029	141,515	2	2,319,544	348,707
<b>Operating Total</b>	<b>1,895,595</b>	<b>137,877</b>		<b>2,033,472</b>	<b>322,279</b>
<b><u>Capital</u></b>					
Income	-56,897	0	3	-56,897	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>-56,897</b>	<b>0</b>		<b>-56,897</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>1,838,698</b>	<b>137,877</b>		<b>1,976,575</b>	<b>322,279</b>
<b>Restricted Assets</b>					
	0	-137,877	5	-137,877	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>1,838,698</b>	<b>0</b>		<b>1,838,698</b>	<b>322,279</b>

Note	Details
1	No significant variance to budget.
2	Operating expenditure has increased by \$141,515 mainly due to carry over of Community and Engagement Strategy \$35,000, stakeholder management \$10,000, Major Event Sponsorship Program \$8,824, image library \$40,000, content management system \$25,000, online mapping tool \$14,053 and Wellington banners \$5,000.
3	No variance to budget.
4	No variance to budget.
5	Transfers from restricted assets have increased by \$137,877 due to carry overs from 2016/2017.

**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	\$25,000	\$25,000	0	Number of placed or supported positive media articles	20	20	0
Visitor Attraction Campaigns	2	2	0	Number of people maintained / on Communications Database	1400	1400	2291	Number of visits to city website dubbo.com.au	200,000	200,000	55,336
Support Destination NSW / Inland Tourism collaborative/ initiatives	3	3	0	City Development Delivery Plan is adopted by Council.	Yes	Yes	No	Key stakeholder satisfaction with City Development Program	80%	80%	91.7%

# OPERATIONAL PLAN

Function No.

5.06

## Performance Review

Quarter ended:

September

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

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Visitor Attraction Campaigns	2	2	0	Industry funding to support collaborative destination Marketing activities	\$200,000	\$200,000	0	Number of placed or supported positive media articles	20	20	0
Support Destination NSW / Destination Network initiatives	3	3	0	Number of engaged followers of Dubbo City (Facebook profile)	30,000	30,000	3,717 (total followers at date of publication)	Number of visits to city website dubbo.com.au	200,000	200,000	23,919
Number of event bids submitted/supported	6	6	2	Total organic reach of Dubbo City (facebook profile)	2,300	2,300	78,857 (KPI underestimated)	Key stakeholder satisfaction with Destination Development Program	80%	80%	91.7%
Number of City Development Newsletters	12	12	3	Number of events assisted	50	50	25	Number of industry partners in partnership program	130	130	63
Number of hours each Visitors Information Centre opened	2,912	2,912	558-Dubbo 456-Wellington	Number of people maintained / on Communications Database	1,400	1,400	2291	Successful event bids	2	2	0
Number of combined attendees at Visitor Information Centres	90,000	90,000	18,521	Total operating expenses for combined Visitors Information Centre per attendee. (operating exp/door count only)	\$6.50	\$6.50	\$6.05	Level 2 Accreditation maintained for Wellington Visitor Information Centre	Yes	Yes	Yes
Number of individual and grouped tours conducted across the Local Government Area	8	8	0	Average Souvenir purchases per visitor at Visitor Information Centres (souvenir income/door count)	\$0.90	\$0.90	\$0.82	Number of complaints regarding service by staff of the Visitor Information Centres	Nil	Nil	1
Media enquires	600	600	82	Satisfaction with quality of information provided	95%	95%	100%	Satisfaction with quality of service provided	95%	95%	100%
Council Meetings attended	22	22	5	Number of web administrators	20	20	20	Number of visits to Council website dubbo.nsw.gov.au	165,000	165,000	23,919

<b>OPERATIONAL PLAN</b>
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Function No.

5.06

## Performance Review

Quarter ended:

September

<b>Principal Activity:</b> CITY DEVELOPMENT	<b>Function:</b> City Marketing & Communications
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Communication s Strategy revised and updated in June	Yes	Yes	Report due June 2018	Client satisfaction with communication services	80%	80%	Survey not completed	Community engagement opportunities promoted	Yes	Yes	Yes
Weekly placements City Connection	50	50	13	Design Service charges to council divisions	\$137,296	\$137,296	\$22,867				
Annual Report to residents completed	Yes	Yes	Yes	Corporate Communication policies adhered to	Yes	Yes	Yes				
State of the City Report completed	Yes	Yes	Yes								
Statutory Report developed and provided to Minister	Yes	Yes	Due November 2017								
Internal Communication s Strategy revised and updated in December	Yes	Yes	Due December 2017								
Staff information sessions held	2	2	0								
General Manager monthly updates to staff	11	11	3								

### Key Projects

#### Operational Program

City Marketing & Communications - City Promotions	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.01704 - Events Attraction / Delivery				
3720 - Event Attraction	10,000	0	10,000	213
3721 - Event Development	30,000	0	30,000	0
3722 - Event Development (under \$1 & 000)	17,500	0	17,500	3,000
3723 - Travel and Sustenance	2,000	0	2,000	0

**OPERATIONAL PLAN**

Function No. 5.06

*Performance Review*Quarter ended: **September**

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

City Marketing & Communications - City Promotions 01.01704 - Events Attraction / Delivery	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
3725 - Major Events Sponsorship Program	60,000	8,824	68,824	0
3726 - Major Event Sponsor Program - Stream 1	25,000	0	25,000	2,390
3727 - Dream Festival <i>Complete</i>	40,000	0	40,000	40,000
01.01704 - Events Attraction / Delivery Total	184,500	8,824	193,324	45,603

<b>OPERATIONAL PLAN</b>
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Function No.

5.07

## Performance Review

Quarter ended:

September

**Principal Activity: CITY DEVELOPMENT**
**Function:**
**Showground**

**Manager Responsible: Manager Saleyards and Showgrounds  
Mr Ross McCarthy**

**Function Objectives:**

To provide modern public showground facilities that are venues for a wide variety of user group activities.

To market the facilities of the Showgrounds and fulfil the needs of a wide variety of users which results in the Showgrounds becoming a major contributor to the economic well-being of the Dubbo Regional Local Government Area.

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

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.
	<b>Infrastructure and services are being provided.</b>	<b>Security controls are being undertaken.</b>
Marketing and Promotions	Implement the marketing programme aimed at increasing the revenue of the facility.	Increase profile of Showground.
	<b>Implementation ongoing.</b>	<b>Dubbo Showground website is updated showcasing events. Ongoing work with Council's Events team to attract new users.</b>
Management Services - From Other Functions	Cost of Services including: Financial, Administration, Corporate Development, Information Management & Corporate Overheads provided to this function.	Amounts charged and accepted as reasonable for the level of service provided.
	<b>Costs are determined by agreed brief and provided.</b>	<b>Charges are reasonable for level of service provided.</b>
Management Services	Provide pertinent financial and operational advice and instructions.	Attain financial result in accordance with estimates.
	<b>Advice is provided.</b>	<b>This is being achieved.</b>
	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).
	<b>Annual satisfaction survey to be conducted with major event organisers in June 2018.</b>	<b>Survey scheduled to be undertaken in June 2018.</b>
Grounds Operations	Implement a regular grounds maintenance program.	All grounds clean and tidy, and in serviceable condition.
	<b>As per works program.</b>	<b>This is being achieved.</b>
	Undertake operation of the showground.	Showground is provided in a cost effective manner and available at all times.
	<b>Ongoing.</b>	<b>This is being achieved.</b>
Building Operations	Conduct regular building maintenance program.	All buildings clean, safe and serviceable.
	<b>As per works program.</b>	<b>This is being achieved.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 5.07

## Performance Review

Quarter ended: September

<b>Principal Activity:</b> CITY DEVELOPMENT	<b>Function:</b> 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:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-352,355	-271	1	-352,626	-98,531
Expenditure	1,243,129	0	2	1,243,129	181,945
<b>Operating Total</b>	<b>890,774</b>	<b>-271</b>		<b>890,503</b>	<b>83,414</b>
<b><u>Capital</u></b>					
Income	-415,464	0	3	-415,464	0
Expenditure	97,000	7,125	4	104,125	4,328
<b>Capital Total</b>	<b>-318,464</b>	<b>7,125</b>		<b>-311,339</b>	<b>4,328</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>572,310</b>	<b>6,854</b>		<b>579,164</b>	<b>87,742</b>
<b>Restricted Assets</b>	<b>-97,000</b>	<b>-6,854</b>	5	<b>-103,854</b>	<b>15,857</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>475,310</b>	<b>0</b>		<b>475,310</b>	<b>103,599</b>

Note	Details
1	No significant variance to budget.
2	No variance to budget.
3	No variance to budget.
4	Capital expenditure has increased by \$7,125 mainly due to carry over of works from 2016/2017.
5	Transfers from restricted assets have increased by \$6,854 due to carry overs from 2016/2017.

<b>OPERATIONAL PLAN</b>
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Function No. 5.07

## Performance Review

Quarter ended: **September**

<b>Principal Activity: CITY DEVELOPMENT</b>	<b>Function: Showground</b>
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**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of days Expo Centre used	67	70	10	Total Operating Expenses per day (365 days)	\$3,407	\$3,624	\$1,660	Number of written complaints relating to facilities or staff	Nil	Nil	Nil
No. of events Showground used											
-Livestock	66	70	21								
-Non Livestock	40	45	8								

**Key Projects****Capital Works Program**

Showground - Acquisition of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09297 - Showground - Other Assets				
7121 - Electricity Upgrade <b>Complete</b>	0	4,328	4,328	4,328
01.09297 - Showground - Other Assets Total	0	4,328	4,328	4,328

Showground - Asset Renewals - Maintenance	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09295 - Showground - Buildings				
0057 - Maintenance/Upgrade - Expo Centre	50,000	2,797	52,797	0
7121 - Office Building Upgrade	32,000	0	32,000	0
7128 - Wellington Showground - Buildings	15,000	0	15,000	0
01.09295 - Showground - Buildings Total	97,000	2,797	99,797	0



# OPERATIONAL PLAN

Function No. 5.09

## Performance Review

Quarter ended: September

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

**Manager Responsible: Manager Visitor Experiences and Services  
Mr Jamie Angus**

**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 and 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.

Activity	Actions	Performance Targets/Service Level
Management Services	<p>The following strategic documents are in place, kept up to date and implemented: Caves Plan of Management, Wellington Caves Business Plan, Site Master Plan, Interpretation Plan, Assessment Management Plan and Strategic Marketing Plan.</p> <p><i>Caves Plan of Management (2008) currently being reviewed for update. Business Plan currently being reviewed and updated. Site Master Plan currently in draft concept and out on public display as part of its development. Interpretation Plan to be undertaken. Assessment Management Plan – no action to date Strategic Marketing Plan – no action to date.</i></p>	<p>All strategic documents in place and up to date.</p> <p><i>Reviews and updates currently underway.</i></p>
Operations	<p>Provide day to day operations of the Wellington Caves &amp; Holiday Park including but not limited to: reserve management, guided tours, accommodation, cleaning, café operations and sale of souvenirs.</p> <p><i>Day to day operations currently being undertaken. A review of all operational activities and procedures currently underway.</i></p>	<p>No. of tours offered. Facility operates daily except for Christmas Day. Operating cost per patron.</p> <p><i>Tours vary, a review of tours offered currently undertaken as part of the operational review. The facility opens daily, 364 days a year. Cost per patron is \$30.48 YTD.</i></p>
Visitor experience & Education	<p>Provide stimulating, inspiring, innovative and connecting experiences for our visitors to competitively position Wellington Caves as a “must do” tourist attraction and “must stay” holiday destination in the Central West.</p> <p><i>Review including Draft Concept Master Plan currently being undertaken. Review of Visitor Experience Centre and interpretation currently being undertaken. Review of caravan operations to be undertaken.</i></p>	<p>YTD visitors compared to YTD last year.</p> <p>YTD school group visitors.</p> <p>YTD group visits.</p> <p>Occupancy levels.</p> <p>Tripadvisor rating.</p> <p>Accommodation Star rating.</p> <p><i>YTD visitation is 7048 compared to last financial year of 6010</i></p> <p><i>YTD school group tours is 835 compared to last financial year of 557 (includes group tours).</i></p> <p><i>Occupancy levels of Caravan Park and Motel complex is 16.79% Compared to last year 8.46%</i></p> <p><i>Tripadvisor rating #1 things to do in Wellington with a 4 ½ star rating.</i></p> <p><i>Accommodation Star rating on Tripadvisor of 4 ½ star rating.</i></p>

## OPERATIONAL PLAN

Function No.

5.09

### *Performance Review*

Quarter ended:

September

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

Activity	Actions	Performance Targets/Service Level
Environmental protection	<p>Ensure the preservation and conservation of the Reserves natural and cultural heritage. Minimise visitor impacts on the reserve and promote positive action to protect the natural environment and have a positive impact on the planet.</p> <p><b>Plan of management currently under review to address these items.</b></p>	<p>% of visitors not following the sites minimal impact code. Conservation and protection efforts carried out.</p> <p><b>Nil to date.</b></p>
Trading stock purchases – Souvenirs & merchandise	<p>Manage the sale of quality merchandise and souvenirs to ensure products are relevant to the site and reflective of its purpose, popular and cost effective.</p> <p><b>Merchandise currently for sale in a small souvenir section. A review of souvenir and merchandise opportunities will be undertaken as part of the Visitor Experience Centre Redevelopment with the introduction of a new souvenir and merchandising section.</b></p>	<p>Yield per visitor.</p> <p><b>\$3.04 yield per visitor for combined kiosk and souvenir sales.</b></p>
Trading stock purchases – Cave's Café	<p>Provide a food and beverage offering to visitors and guests in a cost effective way in order to enhance the visitor experience.</p> <p><b>Food and beverage offerings currently for sale in a Kiosk section. A review of opportunities will be undertaken as part of the Visitor Experience Centre Redevelopment with the redevelopment of the kiosk area.</b></p>	<p>Yield per visitor.</p> <p><b>\$3.04 yield per visitor for combined kiosk and souvenir sales.</b></p>
Team Culture – Training & Professional Development	<p>Be an employer of choice known for its outstanding people. Our staff are the most critical part of our product; a critical part of peoples lasting impression, and word of mouth recommendations.</p> <p><b>Ongoing.</b></p>	<p>Team updates are held minimum 4 times a year. Employee retention rate is above 80%. Employee satisfaction above 80%. Performance reviews are conduct annually. Amount spent on PD.</p> <p><b>This is being achieved.</b></p>
Marketing & Promotion	<p>To increase visitation and overnight stays by ensuring congruency across our service, presentation, marketing, advertising, public relations and online presence in order to cement the brand identity while increasing our brand awareness and extending our reach.</p> <p><b>Ongoing. Strategic Marketing Plan to be developed.</b></p>	<p>Execution of the Wellington Caves Strategic Marketing plan. Number of partnerships in place.</p> <p><b>Strategic Marketing Plan to be developed.</b></p>
Asset Management Program – Routine	<p>Undertake Building Asset Management Program.</p> <p><b>Program to be developed in 2017/18 year</b></p>	<p>Buildings are operational presentable.</p> <p><b>This is being achieved.</b></p>
Asset Management Program – Cyclic	<p>Undertake 20 year Building Asset Management Program.</p> <p><b>Program to be developed in 2017/18 year</b></p>	<p>Buildings are maintained in a satisfactory condition.</p> <p><b>This is being achieved.</b></p>

# OPERATIONAL PLAN

Function No. 5.09

## Performance Review

Quarter ended: September

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

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-821,027	0	1	-821,027	-215,790
Expenditure	1,397,071	114,895	2	1,511,966	250,507
<b>Operating Total</b>	<b>576,044</b>	<b>114,895</b>		<b>690,939</b>	<b>34,717</b>
<b><u>Capital</u></b>					
Income	-93,085	0	3	-93,085	0
Expenditure	1,593,000	98,982	4	1,691,982	30,344
<b>Capital Total</b>	<b>1,499,915</b>	<b>98,982</b>		<b>1,598,897</b>	<b>30,344</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>2,075,959</b>	<b>213,877</b>		<b>2,289,836</b>	<b>65,061</b>
<b>Restricted Assets</b>	<b>-1,593,000</b>	<b>-213,877</b>	5	<b>-1,806,877</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>482,959</b>	<b>0</b>		<b>482,959</b>	<b>65,061</b>

Note	Details
1	No variance to budget.
2	Operating expenditure has increased by \$114,895 mainly due to carry over for maintenance and repair expenses of \$94,864 and research projects \$12,500.
3	No variance to budget.
4	Capital expenditure has increased by \$98,982 due to carry over of Wellington Experience Centre \$98,982.
5	Transfers from restricted assets has increased by \$213,877 due to carry overs from 2016/2017.

**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Days operational per year - Caves	364	364	92	Total operating expenses per caves visitor	\$36.09	\$17.39	\$30.48	No. of visitors to the caves	28,797	40,000	7,048
Site Numbers								Percentage of satisfied customers as per Visitors online survey	Customer satisfaction survey to be developed.	90%	Survey to be developed.
Standard units	7	7	7					- Standards Units	33.62%	50%	35%
Golf club units	7	7	7					-Golf Club Units	19.02%	50%	28%
Park cabins	4	4	4					- Park Cabins	37.37%	50%	56%
Powered sites	36	36	36					-Powered Sites	21.04%	50%	16%
Camp sites	29	29	29					- Camp Sites	4.42%	50%	18%

<b>OPERATIONAL PLAN</b>
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Function No. 5.09

*Performance Review*Quarter ended: **September****Principal Activity: CITY DEVELOPMENT****Function: Wellington Caves Complex****Key Projects****Capital Works Program**

Wellington Caves Complex - Acquisition of Assets 01.08150 - Caravan Park - Other Infrastructure	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7050 - Caravan Park - Other Infrastructure & Repair	2,500	0	2,500	0
01.08150 - Caravan Park - Other Infrastructure Total	2,500	0	2,500	0

Wellington Caves Complex - Acquisition of Assets 01.08170 - Wellington Caves - Land & Buildings	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Caves - Wellington Experience Centre	1,500,000	98,982	1,598,982	30,240
01.08170 - Wellington Caves - Land & Buildings Total	1,500,000	98,982	1,598,982	30,240

Wellington Caves Complex - Asset Renewals - Maint. 01.08200 - Land & Buildings	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7100 - Caravan Park - Land & Buildings & Repair	0	0	0	91
01.08200 - Land & Buildings Total	0	0	0	91

Wellington Caves Complex - Asset Renewals - Maint. 01.08201 - Other Infrastructure	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7100 - Caravan Park-Other Infrastructure & Repair	6,000	0	6,000	0
7101 - Caves - Other Infrastructure & Repair	84,500	0	84,500	13
01.08201 - Other Infrastructure Total	90,500	0	90,500	13

<b>OPERATIONAL PLAN</b>
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Function No. 6.01

## *Performance Review*

Quarter ended: September

Principal Activity:	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	Function:	<b>Environment &amp; Health Services</b>
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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.
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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.
	<b><i>Procedure in place to ensure all high risk food premises are inspected at least once annually and Low risk premises inspected every three years.</i></b>	<b><i>Inspections currently meeting target.</i></b>
	Food handling seminar / program conducted as detailed in agreed brief.	Seminar completed by October.
	<b><i>Procedure in place to ensure program carried out in 2017/2018.</i></b>	<b><i>Food information session held in Wellington in August 2017.</i></b>
Health Program Regulation and Education Services	Inspections of pools, skin penetration and registered premises as detailed in agreed brief.	100% of premises inspected annually.
	<b><i>Procedure in place to ensure all public pools inspected at least once annually.</i></b>	<b><i>Inspections currently meeting target.</i></b>
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.
	<b><i>Sufficient funding and other necessary resources provided to effectively carry out this activity.</i></b>	<b><i>Achieved and ongoing. Service levels maintained.</i></b>
Waste Management/Recycling	Monitor compliance of Whylandra Landfill operation as detailed in agreed brief.	Implementation monitored for compliance in accordance with statutory requirements.
	<b><i>Procedure in place to ensure monitoring carried out.</i></b>	<b><i>Monitoring carried out as required. No examples of non-compliance.</i></b>
Pollution Control	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.
	<b><i>Meetings programmed to take place twice in 2017/2018.</i></b>	<b><i>First meeting to be held in October 2017 once recruitment finalised.</i></b>
	Undertake a minimum of three (3) media and/or education campaigns on pollution including litter issues.	Programs completed in March, July and November annually.
	<b><i>Procedure in place to ensure a minimum of three (3) campaigns carried out as scheduled.</i></b>	<b><i>Illegal Dumping Program continued in Wellington. Pertinent staff assisted with Litter Reduction Program.</i></b>
Management Services - from other Functions	Cost of services including Management Accounting, Financial Accounting, Technical, Information Technology and Corporate Overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b><i>Internal overheads accepted under agreed brief for services from other functions.</i></b>	<b><i>Amounts considered fair and reasonable for the level of services provided.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 6.01

## Performance Review

Quarter ended: September

Principal Activity:	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	Function:	<b>Environment &amp; Health Services</b>
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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.	
	<b>Sufficient funding and other necessary resources provided to effectively carry out this activity.</b>	<b>Achieved and ongoing.</b>	
	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.	
	<b>Procedure in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved in 2017/2018.</b>	<b>Programmed actions achieved to date.</b>	
	General Environmental Control	Assess Part 5 proposals, Development Applications and relevant Section 68 applications.	Assessments completed within agreed timeframes.
	<b>Processes and procedures in place to ensure assessments are carried out within set timeframes.</b>	<b>For period 1/7/2017 to 30/9/2017- (17) referrals received (2) Part V Assessments received.</b>	
	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.	
	<b>Sufficient funding and other necessary resources provided to effectively carry out this activity.</b>	<b>Achieved and ongoing. Service levels maintained.</b>	

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-7,845	-51,194	1	-59,039	-5,168
Expenditure	629,255	227,548	2	856,803	92,268
<b>Operating Total</b>	<b>621,410</b>	<b>176,354</b>		<b>797,764</b>	<b>87,100</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure			4		
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>621,410</b>	<b>176,354</b>		<b>797,764</b>	<b>87,100</b>
<b>Restricted Assets</b>	<b>0</b>	<b>0</b>	5	<b>0</b>	<b>-4,981</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>621,410</b>	<b>176,354</b>		<b>797,764</b>	<b>82,119</b>

<b>OPERATIONAL PLAN</b>
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Function No. **6.01***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	<b>Function:</b>	<b>Environment &amp; Health Services</b>
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Note	Details
1	Operating Income increase (\$51,194) being the income formally reported on under function 8.1 which has been disbanded as a result of the organisation restructure.
2	Operating Expenditure increase (\$227,548) being the expenditure formerly reported on under Function 8.1 which has been disbanded as a result of the organisation restructure.
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 pollution incidents investigated.	214	260	61	Investigation of incidents commenced within 24 Hrs of notification.	100%	100%	100%	Offender provided with relevant information to prevent further incident.	Yes	Yes	Yes

<b>OPERATIONAL PLAN</b>
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Function No. **6.02**

## *Performance Review*

Quarter ended: **September**Principal  
Activity:

**BUILT & NATURAL  
ENVIRONMENT**

Function:

**Building & Development Serv.**

**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.

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.
	<b>Applications processed in accordance with statutory requirements.</b>	<b>For period 1/7/2017 to 30/9/2017 - 100% completed within 28 days.</b>
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.
	<b>Inspections undertaken in accordance with statutory requirements.</b>	<b>100% responded to within 24 hours.</b>
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.
	<b>All plumbing and drainage installations inspected in accordance with statutory requirements.</b>	<b>100% responded to within 24 hours.</b>
Pool Legislation/Inspection	Undertake inspections all private swimming pools upon request 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.
	<b>Procedure in place to ensure all private swimming pools approved within the previous two years comply with safety standards and owners are aware of requirements.</b>	<b>100% of pools inspected in the first quarter met safety standards or are in the process of being made to comply.</b>
	Undertaken compliance inspections of all registered private swimming pools.	Ongoing.
	<b>Processes in place to ensure all registered swimming pools inspected in accordance with Swimming Pool Regulations.</b>	<b>Inspections program ongoing. Inspections carried out following receipt of an application for compliance or Council receiving a request due to a health or safety concern.</b>
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.
	<b>Internal overheads accepted under agreed brief for services from other divisions.</b>	<b>Amounts considered fair and reasonable for the level of services provided.</b>
Management Services	Planning, organising, directing and controlling human and other resources.	Achievement of function objectives in terms of key indicators
	<b>Funding and other necessary resources provided to effectively carry out this activity.</b>	<b>Achieved and ongoing.</b>
	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.
	<b>Procedures in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved in 2017/2018.</b>	<b>Program achieved to date.</b>



<b>OPERATIONAL PLAN</b>
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Function No. **6.02**

## Performance Review

Quarter ended: **September**

Principal Activity:	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	Function:	<b>Building &amp; Development Serv.</b>
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Activity	Actions	Performance Targets/Service Level
	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.
	<b>Procedure in place to ensure documentation advising of legislative changes and BCA amendments and variations is produced as circumstances require.</b>	<b>Documents to be produced and distributed if necessary by June 2018.</b>
Fire Safety	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.
	<b>Procedure in place to ensure conference takes place as programmed.</b>	<b>Combined with Administrator's Forum held in August 2017.</b>
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.
	<b>Procedure in place to ensure at least four (4) buildings inspected in 2017/2018.</b>	<b>One (1) building inspected in period 1/7/2017 to 30/9/2017.</b>
(Sec149 2 and 5)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
	<b>All section 149 (A) and (B) applications (EP&amp;A) issued in accordance with legislation.</b>	<b>For period 1/7/2017 to 30/9/2017 - Compliant applications issued - 6/6 (100%). Total number approved 9.</b>
	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.
	<b>Processes in procedures in place to ensure all applications are assessed and determined in accordance with statutory requirements, codes and Council Policies.</b>	<b>For period 1/7/2017 to 30/9/2017 - Fully documented applications- 86/90 (95.5%). Total number issued - 144.</b>
		85% of clients satisfied with level of service.
		<b>Last survey period - 2014/2015. Satisfaction level determined at 89%.</b>
		95% of fully documented Complying Development Certificates processed within 10 working days.
		<b>For period 1/7/2017 to 30/9/2017 - 2/4 (50%) achieved.</b>
		90% of all requests for inspections responded to within 24 hours.
		<b>For period 1/7/2017 to 30/9/2017 - 100% achieved.</b>
Procedure in place to ensure client survey undertaken	Undertake a biennial client survey to determine satisfaction levels in respect of landuse services.	Survey to be undertaken by November 2017.
	<b>Procedure in place to ensure client survey for applications determined in 2016/2017 calendar year is undertaken by November 2017.</b>	<b>Survey results due by November 2017.</b>

<b>OPERATIONAL PLAN</b>
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Function No. **6.02**

## Performance Review

Quarter ended: **September**

Principal Activity:	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	Function:	<b>Building &amp; Development Serv.</b>
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Activity	Actions	Performance Targets/Service Level
Approvals other - (Sec 68 LG Act)	Consider and determine all relevant applications as outlined in Section 68 of the Local Government Act 1993.	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.
	<b>Procedure in place to ensure service levels are achieved.</b>	<b>For period 1/7/2017 to 30/9/2017 – 100% achieved within 14 days (where information supplied).</b>
Section 149 (2) and (5) Certificates	Process and issue certificates pursuant to Section 149(2) and (5) of the EP&A Act 1979.	95% of Section 149(2) Certificates issued within five working days.
	<b>Processes and procedures in place to ensure service levels are maintained.</b>	<b>For period 1/7/2017 to 30/9/2017 - 341/353 (96.6%).</b>
Management Services - Statutory Planning	95% of Section 149(5) Certificates issued within 10 working days.	<b>For period 1/7/2017 to 30/9/2017 - 154/154 (100%).</b>
	Consultation with Developers and Consultants to provide advice on planning and development requirements of the EP&A Act 1979 and the Local Government Area.	No examples of general dissatisfaction by the broad community of the adopted development standards contained in the DCP(s).
	<b>Procedures in place to ensure consultation service is available and provided as and when required.</b>	<b>No examples of general dissatisfaction by the broader community during review period.</b>
	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.
Environmental Control	<b>Review to form a component of the Amalgamation Harmonisation Project programmed to be undertaken by December 2017.</b>	<b>Review to be carried out in 2018 due to resourcing prioritisation.</b>
	Cost of salaries relating to the provision of services to environmental management activities.	Achieve function and policy objectives in terms of environmental regulation.
Development Application assessment/approval/inspection	<b>Sufficient funding has been provided to carry out this activity.</b>	<b>Assessment and inspection processes in place.</b>
	Assess and determine applications in accordance with statutory standards and requirements and Council policies.	Fully documented Development Applications are processed within the following criteria:
	<b>Processes and procedures in place to ensure applications are determined in accordance with regulations and policies.</b>	85% within 28 days where advertising/referral not required.
	Undertake an annual review of the procedure for processing Development Applications.	<b>For period 1/7/2017 to 30/9/2017 - 74.7% (80/107).</b>
	<b>Review of procedures is ongoing however a major review will be carried out in conjunction with the implementation of the Planning and Environment Department's E Application portal for NSW Councils.</b>	Review to be carried out by July annually.
	Undertake inspection of all developments to ensure compliance with Council approvals.	<b>Major review to be carried out in conjunction with implementation of the E Applications portal for NSW Councils.</b>
	No reasonable examples of development taking place which is incompatible with the surrounding natural and built environment.	
	<b>Procedure and inspection program in place to ensure all developments comply with development consents.</b>	<b>Nil (0) examples for period 1/7/2017 to 30/9/2017.</b>

<b>OPERATIONAL PLAN</b>
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Function No. **6.02**

## Performance Review

Quarter ended: **September**

Principal Activity:	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	Function:	<b>Building &amp; Development Serv.</b>
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Activity	Actions	Performance Targets/Service Level
	Undertake a biannual review of application processing times and numbers.	Reviews to be carried out March and October annually.
	<i>Procedure in place to ensure review takes place twice a year.</i>	<i>Next review to take place in association with the implementation of the Department of Planning and Environment's proposed E Applications portal for NSW Councils, envisaged by December 2017.</i>
	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.
	<i>Procedure in place to ensure annual conference takes place.</i>	<i>Combined with Administrators Forum held August 2017.</i>
	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 Local Government Area.
	<i>Considered during the DA assessment process. Determinations conditioned where relevant and inspections procedure in place to ensure compliance.</i>	<i>For period 1/7/2017 to 30/9/2017 – all applications received were assessed in accordance with legislative requirements and adopted plans and policies.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-1,598,368	0	1	-1,598,368	-388,069
Expenditure	2,965,025	0	2	2,965,025	636,581
<b>Operating Total</b>	<b>1,366,657</b>	<b>0</b>		<b>1,366,657</b>	<b>248,512</b>
<b><u>Capital</u></b>					
Income	-777	0	3	-777	0
Expenditure			4		
<b>Capital Total</b>	<b>-777</b>	<b>0</b>		<b>-777</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>1,365,880</b>	<b>0</b>		<b>1,365,880</b>	<b>248,512</b>
<b>Restricted Assets</b>					
	<b>-43,943</b>	<b>0</b>	5	<b>-43,943</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>1,321,937</b>	<b>0</b>		<b>1,321,937</b>	<b>248,512</b>

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.

<b>OPERATIONAL PLAN</b>
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Function No. **6.02***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	<b>Function:</b>	<b>Building &amp; Development Serv.</b>
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**Key Performance Indicators:**

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Number of Construction Certificates issued (Ccl)	475 (DCC LGA)	480	144	% of CCs processed within 28 days (no referral)	89.7%	100%	95.5%	% of clients satisfied with level of services provided	89%	90%	89%
No. of Building Certificates issued (Section 149(A))	23 (DCC LGA)	45	9	90% of compliant certificates issued in 15 days.	100%	95%	83.3%	Number recorded complaints	Nil	Nil	Nil
No. Section 149 Certificates issued: 149(2)	1069 (DCC LGA)	1,100	353	% processed within 5 days	97.2%	98%	96.6%	No. of written complaints	Nil	Nil	Nil
149(5)	319 (DCC LGA)	360	154	% processed within 10 days	100%	100%	100%				
				Cost per S149 Cert (including assessment, approval and inspection)	\$49.97	\$52.53					
No. of DAs assessed and approved	695	700	196	% of DAs processed in 28 days (no referrals)	88.3%	90%	74.7%	% of clients satisfied with DA processing	89%	90%	89%
No of CDCs assessed and approved.(DRC and Private Cert.)	159	155	37	Cost per DA /CDC (includes assessment, approval and inspection -DRC)	\$2387.53	\$2,606.30		% of fully documented Council assessed CDC's determined within 10 days.	85% (17/20 DCC LGA)	85%	5% (2/4)

<b>OPERATIONAL PLAN</b>
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Function No. 6.04

## *Performance Review*

Quarter ended: September

Principal Activity:	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	Function: <b>Environmental Sustainability Serv.</b>
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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.

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.
	<b><i>Funding and other necessary resources provided to effectively carry out this activity in 2017/2018.</i></b>	<b><i>Function objectives achieved in first quarter.</i></b>
	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.
	<b><i>Procedure in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved in 2017/2018.</i></b>	<b><i>Program achieved to date.</i></b>
Environmental Sustainability Services	Develop the Built & Natural Environment Strategy for the Dubbo Regional Local Government Area.	To be developed by December 2017.
	<b><i>Procedure in place to ensure the Built and Natural Environment Strategy for the Dubbo Regional LGA is developed by December 2017.</i></b>	<b><i>Strategy development is due by December 2017.</i></b>
		Energy consumption audit to be undertaken by October annually.
		<b><i>Consumption report in SOE to be released in October 2017.</i></b>
	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.
	<b><i>Review of Strategy's implementation plan now a component of the amalgamated harmonisation project in light of the merger.</i></b>	<b><i>Council's Energy Strategy will require further review in due course as a result of the merger and as a component of the amalgamation harmonisation project.</i></b>
	Monitor Council's groundwater network and report annually.	Report completed by December annually.
	<b><i>Procedure in place to ensure reporting completed by December 2017.</i></b>	<b><i>Report to be presented to Executive Leadership Team by December 2017.</i></b>
	Actively participate on the Central West Council's Environment & Waterway Alliance.	Attend quarterly meetings.
	<b><i>Sustainability Coordinator is Council's representative and is programmed to attend Alliance meetings in 2017/2018.</i></b>	<b><i>First meeting held 9 August 2017. Next meeting 8 November 2017.</i></b>
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.	
<b><i>Procedure in place to ensure SOE report completed by October 2017.</i></b>	<b><i>Data submitted and review completed 6 September 2017.</i></b>	

<b>OPERATIONAL PLAN</b>
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Function No. 6.04

## Performance Review

Quarter ended: September

Principal Activity:	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	Function: <b>Environmental Sustainability Serv.</b>
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Activity	Actions	Performance Targets/Service Level
Management Services - from other Functions	Undertake an annual review of the Education for Sustainability Plan.	Review of the Education for Sustainability Strategy to be undertaken by November annually.
	<i>Procedure in place to ensure Strategy Review carried out by November 2017.</i>	<i>Review expected to be deferred until March 2018 in view of other priorities emanating from the merger.</i>
	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 2 September 2017.</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>Automated journal process in place to ensure reporting timetables achieved.</i>	<i>Automated monthly journals occurred in accordance with agreed brief.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	0	0	1	0	0
Expenditure	353,218	0	2	353,218	76,508
<b>Operating Total</b>	<b>353,218</b>	<b>0</b>		<b>353,218</b>	<b>76,508</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure			4		
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	353,218	0		353,218	76,508
<b>Restricted Assets</b>					
	0	0	5	0	4,981
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>353,218</b>	<b>0</b>		<b>353,218</b>	<b>81,489</b>

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.

<b>OPERATIONAL PLAN</b>
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Function No. **6.04***Performance Review*Quarter ended: **September**

Principal Activity:	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	Function: <b>Environmental Sustainability Serv.</b>
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**Key Performance Indicators:**

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Organisation energy usage (MWh)	21168 MWH	20,000 MWH	MW	No of accounts with reduced usage	49.3% (36 out of 73)	60%	32.7% 36/110	Reduction in consumption (for corresponding period last financial year)	15.4% (Incr.)	2%	12.5% ( on same period 2016/17)
Number of bore sites monitored	120	120	120	No of months bore network monitored	12	12	12	Number of sites with reduced SWL	30/120	30/120	42/120

<b>OPERATIONAL PLAN</b>
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Function No.

6.05

## Performance Review

Quarter ended:

September

<b>BUILT &amp; NATURAL ENVIRONMENT</b> <i>Principal Activity:</i>	<b>Environmental Support Services</b> <i>Function:</i>
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**Manager Responsible:    Manager Business Services  
Mr Ken Williams**

**Function Objectives:**

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

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	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 and Operational Plan are achieved in 2017/2018.</i>	<i>Programmed actions achieved to date.</i>
Management Services from other Functions	Cost of services including financial, technical, information management 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 to 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 of the LIS system is ongoing. Pertinent staff to attend LIS User Group meetings during 2017/2018. First meeting held 6/9/2017.</i>	<i>Nil complaints received in respect of LIS services. Two (2) staff attended User Group meeting in September 2017.</i>
	Implement e-Services Project Plan to increase the extent of land use information available electronically.	Development Applications are able to be lodge electronically with Council. Plan implementation ongoing.
	<i>E Certificates programmed to be implemented in 2017/2018.</i>	<i>New Authority computer system implemented 3 July 2017 includes e Certificate capability. E Certificate implementation (Sect 149 (2) and (5) on hold due to other organisation priorities causing a delay with Section 603 Certificates progress in this regard.</i>
Immunisation support services	Administrative support for infant immunisation activity	Monthly clinics organised and conducted achieving Greater Western Area Health Service standards
	<i>Greater Western Area Health Services no longer requires Council administrative assistance with their immunisation program.</i>	<i>Dubbo Regional Council ceased providing administrative services to Greater Western Area Health Services Immunisation program following the June 2017 clinic.</i>



<b>OPERATIONAL PLAN</b>
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Function No.

6.05

## Performance Review

Quarter ended:

September

<b>BUILT &amp; NATURAL</b>		<b>Environmental Support</b>
<b>ENVIRONMENT</b>	<i>Function:</i>	<b>Services</b>
<i>Principal Activity:</i>		

Activity	Actions	Performance Targets/Service Level
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 Operational Plan and Budget development achieves adopted timetable.</i>	<i>Operational Plan and Budget to be adopted by Council June 2018.</i>
Certificate processing operations	Receipt, register, preparation and administrative support for certificates processed and issued by division.	Customer services levels achieved.
	<i>Services provided to Building and Development Services to ensure targets are achieved.</i>	<i>Section 149(2) and (5) and Building Certificates achieve adopted service levels in first quarter.</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 Building and development services to ensure targets and service levels are achieved.</i>	<i>Services levels and targets achieved in first quarter.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	0	0	1	0	-137
Expenditure	0	0	2	0	88,789
<b>Operating Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>88,652</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure			4		
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	0	0		0	88,652
<b>Restricted Assets</b>					
	0	0	5	0	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>0</b>	<b>0</b>		<b>0</b>	<b>88,652</b>

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

**OPERATIONAL PLAN**

Function No.

6.05

*Performance Review*

Quarter ended:

**September**

<b>BUILT &amp; NATURAL ENVIRONMENT</b>	<b>Function:</b>	<b>Environmental Support Services</b>
<i>Principal Activity:</i>		

**Key Performance Indicators – Land Development:**

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

# OPERATIONAL PLAN

Function No. 6.09

## Performance Review

Quarter ended: September

Principal Activity:	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	Function:	<b>City Strategy Services</b>
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**Manager Responsible: Manager Strategic Planning Services  
Mr Steven Jennings**

### 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.

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.
	<i>Funding and other necessary resources provided to effectively carry out this activity in 2017/2018.</i>	<b>Achieved.</b>
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.
	<i>Procedure in place to ensure development is carried out in accordance with adopted strategies.</i>	<b>Last review carried out October 2015.</b>
	Implement any applicable land use strategies for the former Wellington LGA.	Strategic Landuse Plans enable Council to facilitate appropriate future growth. Plans reviewed every seven years.
	<i>A review of the existing Wellington landuse strategies has been undertaken and a program for development of new landuse strategies is being developed.</i>	<b>A review of the commercial land strategy is underway.</b>
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.
	<i>Developer Contribution Plans/Policies reviewed on behalf of other Divisions as requested and in accordance with agreed briefs.</i>	<b>Plans and Policies reviewed as requested.</b>
	A review of all Dubbo Regional Council Section 94 Plans and Section 64 Policies.	Reviews to be undertaken by December 2017.
	<i>Section 94 Plans and Section 64 policies reviewed as requested and in accordance with agreed briefs.</i>	<b>Next review programmed for December 2018 as a result of the merger and other organisation priorities.</b>
Management Services	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.</i>	<b>Urban Roads Contributions Plan delayed by RMS actions associated with new flood free access over the Macquarie decision process.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 6.09

## *Performance Review*

Quarter ended: September

Principal Activity:	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	Function:	<b>City Strategy Services</b>
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Activity	Actions	Performance Targets/Service Level
Management Services - from other Functions  Development Support	Cost of services including: financial, information management 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.
	<i>Internal overheads accepted under agreed Brief for services from other divisions.</i>	<i>Automated monthly journals occurred in accordance with agreed briefs.</i>
	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 on request.
	<i>Pre-lodgement advice and Council Planners are available for assistance as and when requested.</i>	<i>For period 1/7/2017 to 30/9/2017 - Provided in accordance with agreed staffing commitments.</i>
	Undertake preparation of Master Plans for Council facilities as required.	Master Plans in accordance with the requirements of the organisation.
	<i>Procedure in place to ensure Master Plans for Council facilities are prepared as per briefs supplied.</i>	<i>Draft Master Plan for the Dubbo Aquatic Leisure Centre prepared.</i>
	Undertake preparation of the Built and Natural Environment Strategy.	Strategy to be prepared by December 2017.
	<i>Procedure in place to ensure Built and Natural Environment Strategy reviewed by December 2017.</i>	<i>Strategy preparation schedule deferred until December 2018 in view of merger and other related priorities.</i>
	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>Ongoing</i>
	Undertake a biennial review of residential subdivision activity.	Review to be carried out by February and August annually.
	<i>Procedure in place to ensure review of residential subdivision activity is carried out by August and February each year.</i>	<i>First review for 2017/2018 undertaken in August 2017.</i>
	Undertaken an annual review of the Urban Land Monitor.	Review to be carried out by November annually.
	<i>Procedure in place to ensure review carried out.</i>	<i>Review to be carried out by November 2017.</i>
Undertake an annual review of Rural, Urban and Village Land Monitors.	Review to be carried out by June 2018.	
<i>Procedure in place to ensure completed by June 2018.</i>	<i>Review envisaged to be undertaken by June 2018 as a component of the amalgamation harmonisation project.</i>	
Undertake a review of the Dubbo Rural Areas Development Strategy on a seven (7) year cycle.	Review to be carried out by June 2018.	
<i>Procedure in place to ensure review is carried out by December 2018 in view of other priorities emanating from the merger.</i>	<i>Review now programmed to be carried out by December 2018 as a component of the amalgamation harmonisation project and in view of other priorities emanating from the merger.</i>	

<b>OPERATIONAL PLAN</b>
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Function No. 6.09

*Performance Review*

Quarter ended: September

Principal Activity:	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	Function:	<b>City Strategy Services</b>
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Activity	Actions	Performance Targets/Service Level
	Undertake a review of the Dubbo Urban Areas Development Strategy on a seven (7) year cycle.	Review to be carried out by June 2018.
	<i>Procedure in place to ensure review carried out by December 2018 in view of other Organisation priorities emanating from the merger.</i>	<i>Review programmed to be carried out by June 2018 as a component of the amalgamation harmonisation project.</i>
	Liaise with the NSW Real Estate Institute, the Chambers of Commerce and Industry Inc and development industry on locational demands and development types affecting the Local Government Area.	Liaison undertaken by August annually.
	<i>Procedure in place to ensure liaison takes place in 2017/2018.</i>	<i>Frequent liaison undertaken through the Developers Forum held each quarter. First Forum held August 2017.</i>
	Prepare minor LEPs/DCPs if appropriate for particular developments.	Ongoing.
	<i>Procedure and processes in place to enable the preparation of minor LEP/DCP amendments as required.</i>	<i>For period 1/7/2017 to 30/9/2017 – One (1) new planning received.</i>
	Assess requests for planning proposals relating to amendments to the Dubbo Local Environmental Plan 2011 and the Wellington Local Environmental Plan 2012.	Ongoing.
	<i>Assessments undertaken as and when requested.</i>	<i>Ongoing</i>
	Review the Dubbo Local Environmental Plan 2011 and the Wellington Local Environmental Plan 2012.	Review of both LEP's to be carried out by September 2017.
	<i>Procedure in place ensured both the Dubbo LEP 2011 and Wellington LEP 2012 were reviewed by September 2017.</i>	<i>Review undertaken in July 2017.</i>
	A comprehensive LEP for the Dubbo Regional LGA is to be developed.	Comprehensive LEP to be developed by December 2017.
	<i>Program developed to ensure LEP for Dubbo Regional LGA is commenced by December 2017.</i>	<i>Development of Comprehensive LEP to be commenced by December 2017 following commencement of a new Council.</i>
	Undertake preparation of Structure Plans for the Dubbo North West and South West Residential Urban Release Areas.	Preparation of Structure Plans to be completed by December 2017.
	<i>As a result of the merger procedure now in place to ensure Structure Plan is completed by December 2018.</i>	<i>Preparation of Structure Plans to be completed by December 2019 in view of other Organisation priorities.</i>
	Undertake preparation of the Wellington Rural Areas Development Strategy.	Preparation of Structure Plan to be completed by June 2018.
	<i>Procedure in place to ensure preparation of the Wellington Rural Areas Development Strategy by June 2019.</i>	<i>Strategy to be prepared by June 2019 in view of other Organisation priorities resulting from the merger.</i>

<b>OPERATIONAL PLAN</b>
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Function No. 6.09

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>BUILT &amp; NATURAL ENVIRONMENT</b>	<b>Function:</b>	<b>City Strategy Services</b>
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Activity	Actions	Performance Targets/Service Level
	Prepare and maintain social, demographic, population forecasting and economic profiles for the Dubbo Regional LGA as the organisational data custodian for use by the Organisation.	Ongoing.
	<i>Processes in place to ensure current and relevant statistical information is gathered to ensure accurate and effective profiling for the Dubbo Regional LGA.</i>	Ongoing

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-75,000	0	1	-75,000	-25,000
Expenditure	743,727	43,000	2	786,727	186,528
<b>Operating Total</b>	<b>668,727</b>	<b>43,000</b>		<b>711,727</b>	<b>161,528</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>668,727</b>	<b>43,000</b>		<b>711,727</b>	<b>161,528</b>
<b>Restricted Assets</b>					
	25,000	-43,000	5	-18,000	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>693,727</b>	<b>0</b>		<b>693,727</b>	<b>161,528</b>

Note	Details
1	No variation to budget.
2	Operating Expenditure increased \$43,000 due to the Community Structure Plan development.
3	No variation to budget.
4	No variation to budget.
5	Transfers to Restricted Assets decreased by \$43,000 due to the Community Structure Plan development.

**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	1	0	Section 94 Plans prepared in accordance with agreed brief requirements	1	Yes	NA	Section 94 Plans meet Council requirements	Yes	Yes	NA

<b>OPERATIONAL PLAN</b>
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Function No.

6.10

## Performance Review

Quarter ended:

September

### 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.

Activity	Actions	Performance Targets/Service Level
Stock Impounding	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 any campaign is undertaken in consultation with Livestock Health and Pest Authority at appropriate time and generally corresponds with extended dry weather period.</i>	<i>Campaign general carried out by June each year. Rural landholder's workshop to be held in October 2017.</i>
Management Services - from other Functions	Costs of services including, financial operations, information technology and corporate overheads are accepted as reasonable for the level of service 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>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>
	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 Operation Plan are achieved in 2017/2018.</i>	<i>Programmed actions achieved to date.</i>
Companion Animal Control	Companion Animal Advisory Committee meetings held quarterly.	Meetings held quarterly.
	<i>Companion Animal Advisory Committee has generally met quarterly however it is to be recommended to the new Council that the committee should be disbanded.</i>	<i>Committee recommended to be disbanded. Report in this regard to be presented to Council in due course.</i>
	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 implemented by May 2018. Funding application submitted for further education.</i>	<i>Pet Month held September 2017.</i>
		Number of dog related incidents is less than previous year
		<i>For period 1/7/2017 to 30/9/2017 - 14.2% increase on former DCC LGA figure for corresponding period 2016/2017.</i>

<b>OPERATIONAL PLAN</b>
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Function No. 6.10

*Performance Review*

Quarter ended: September

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

Activity	Actions	Performance Targets/Service Level
Pollution Control		Increase in number of dogs registered under the Companion Animals Act.  <i>For period 1/7/2017 to 30/9/2017 - 17.4% increase on former DCC LGA figure for corresponding period 2016/2017.</i>
	Investigate and enforcement of incidents of pollution.	Complaints responded to in a timely manner.
	<i>Funding and other necessary resources provided to effectively carry out this activity.</i>	<i>Complaints responded to on a priority of bases.</i>
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>	<i>Complaints responded to on a priority of risk basis. Coordination with NPWS and Council's Parks and Community Services regarding Magpie control.</i>
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>	<i>Promotion of issue carried out via media, web, Information days and penalty notices and cautions ongoing.</i>
	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>	<i>Ongoing monitoring of public areas and reserves. Mail-outs to affected properties.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-85,550	0	1	-85,550	1,458
Expenditure	1,082,890	0	2	1,082,890	208,170
<b>Operating Total</b>	<b>997,340</b>	<b>0</b>		<b>997,340</b>	<b>209,628</b>
<b><u>Capital</u></b>					
Income	-3,060	0	3	-3,060	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>-3,060</b>	<b>0</b>		<b>-3,060</b>	<b>0</b>
<hr/>					
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>994,280</b>	<b>0</b>		<b>994,280</b>	<b>209,628</b>
<b>Restricted Assets</b>	<b>0</b>	<b>0</b>	5	<b>0</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>994,280</b>	<b>0</b>		<b>994,280</b>	<b>209,628</b>



<b>OPERATIONAL PLAN</b>
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Function No.

6.10

## Performance Review

Quarter ended:

September

### BUILT & NATURAL

Principal Activity:

ENVIRONMENT

Function:

Ranger Services

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
Companion Animals registered per annum	992	800	262	Operating cost per animal registered (including shelter cost)	\$1027.71	\$1403.86	\$635.20	Increase the number of Companion Animals registered (comp. 16/17)	16.9%	10%	17.4% (Inc on DCC LGA Figure 16/17)
Companion Animal Complaints	933	1,225	297	% complaints actioned within 7 days	89.8%	90%	91.7%	Reduction in the number of complaints relating to Companion Animals	7.3%	5%	14.2% (Inc on DCC LGA Figure 16/17)
Stock - Wandering/im pound	73	65	35	% of complaints actioned within 2 hours (main highways)	100%	100%	100%	Decrease in stock impounded	13%	5%	250% (Increase on DCC LGA Figure 16/17)
Dog attack incidents reported (CAR)	n/a	85	0					Decrease the number of dog attacks recorded	n/a	5%	0%
Abandoned vehicles investigated	219	200	36	Impounding Act procedures commenced within 24 hours of vehicle notification.	85%	75%	65.5%	Reduction in number of abandoned vehicles investigations/ impounded	27.3%(increase)	10%	12.5% (Inc on DCC LGA Figure 16/17)

<b>OPERATIONAL PLAN</b>
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Function No.

6.11

## Performance Review

Quarter ended:

September

### 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.

Activity	Actions	Performance Targets/Service Level
Management Services - from other Functions	Costs of services including financial operations, information management and corporate overheads are accepted as reasonable for the level of service provided.	Amounts charged are accepted as reasonable for the level of service provided.
	<b>Internal overheads accepted under agreed brief for services from other divisions.</b>	<b>Amounts charged considered fair and reasonable for the level of service provided.</b>
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.
	<b>Sufficient funding and other necessary resources provided to effectively carry out this activity.</b>	<b>Achieved and ongoing.</b>
	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.
	<b>Procedure in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved in 2017/2018.</b>	<b>Programmed actions achieved to date.</b>
Companion Animal Management	Companion animals impounded and sheltered in accordance with relevant Regulations and Guidelines.	Regulatory standards achieved.
	<b>Procedure in place to ensure companion animals are impounded and sheltered in accordance with relevant Regulations and Guidelines.</b>	<b>Current standards achieved.</b>
Animal Shelter Operations	Sufficient funding provided to maintain and operate the shelter to a satisfactory level and to meet relevant Regulations and Guidelines.	Regulatory requirements and Guidelines achieved.
	<b>Sufficient funds held in Restricted Assets to carry out shelter building improvements required under new National Regulations expected to be introduced by June 2018 relating to animal welfare and the keeping of animals.</b>	<b>Current requirements and guidelines achieved.</b>
	Undertake an annual audit of the operations of the Dubbo City Animal Shelter.	Audit carried out by July annually.
	<b>Procedure in place to ensure audit carried out annually.</b>	<b>Audit to be carried out by July 2018.</b>
Asset Management Routine	Animal Shelter under Council's Asset Management Improvement Strategy for Council's assets.	Building maintained in a satisfactory condition.
	<b>Essential Service Program in place. Twenty year asset maintenance program adopted and in place and forms part of the Animal Shelter Business Plan.</b>	<b>Building maintenance carried out as and when required. Essential Services Inspection carried out annually in Accordance with regulatory requirements. Office repainted in first quarter 2017/2018.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 6.11

## Performance Review

Quarter ended: **September**

<b>BUILT &amp; NATURAL</b>	<b>Function:</b>	<b>Animal Shelter</b>
<b>ENVIRONMENT</b>	<b>Principal Activity:</b>	

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-76,500	0	1	-76,500	-12,887
Expenditure	541,605	0	2	541,605	101,046
<b>Operating Total</b>	<b>465,105</b>	<b>0</b>		<b>465,105</b>	<b>88,159</b>
<b><u>Capital</u></b>					
Income	-48,643	0	3	-48,643	0
Expenditure	60,819	0	4	60,819	0
<b>Capital Total</b>	<b>12,176</b>	<b>0</b>		<b>12,176</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	477,281	0		477,281	88,159
<b>Restricted Assets</b>					
	37,730	0	5	37,730	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>515,011</b>	<b>0</b>		<b>515,011</b>	<b>88,159</b>

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
Dogs impounded per annum	1585	1600	368	Operating cost per animal impounded	\$197.92	\$212.39	\$146.37	Dog impounding's increase by less than 5% on corresponding figure for previous year	4.4%	4.5%	3.4%
Cat impounding/surrenders	1103	950	141		13.8%	4.5%	2.9%		Cat impounding's increase by less than 5% on corresponding figure for previous years.		

<b>OPERATIONAL PLAN</b>
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Function No. 7.07

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Cemeteries</b>
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**Manager Responsible: Manager Business Services Community and Recreation  
Mrs Natasha Everett**

**Function Objectives:**

To provide a cost effective and sympathetic Cemetery services and facilities to the Community.
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Activity	Action	Performance Targets/Service Level
Asset Management Program – Cyclic	Undertake 20 year Cemetery Asset Management Program.	No written complaints regarding condition of assets.
	<b><i>Achieved to date.</i></b>	<b><i>One written complaint received regarding general maintenance of Wellington Cemetery.</i></b>
Asset Management Program – Routine	Undertake Cemetery asset maintenance as required.	No written complaints regarding condition of assets.
	<b><i>Achieved to date.</i></b>	<b><i>No written complaints received.</i></b>
Grounds Maintenance	Undertake regular maintenance program.	No instances of cemeteries being in poor condition.
	<b><i>Achieved to date.</i></b>	<b><i>Only instances were due to rain weather events.</i></b>
Interments	Provide timely interments upon request by Funeral Directors to Public Health Standards.	No instances of Public Health Regulations being contravened.
	<b><i>Achieved to date.</i></b>	<b><i>Achieved to date.</i></b>
	Undertake biennial survey of residents and local funeral directors to gauge satisfaction level of cemetery services and seek advice on improvement to service provision.	No more than 3 complaints received annually in regard to Council interment and maintenance programmes.
	<b><i>No survey undertaken to date.</i></b>	<b><i>Nil to date.</i></b>
Management Services from other Functions		95% satisfaction rating by funeral directors and community of the quality of the Council managed cemeteries.
		<b><i>Regular contact and meetings as requested with funeral directors. No issues have been raised in relation to the quality of the Cemeteries.</i></b>
	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.
	<b><i>Achieved to date.</i></b>	<b><i>Nil to date.</i></b>
		Capital works program ensures adequate grave sites are available as required and landscaping enhances the cemeteries' appearance.
		<b><i>September audit of available plots in each area carried out and no issues with level of plots available.</i></b>
	Cost of services including; management and financial accounting; information technology; corporate overheads.	Amounts charged are accepted as reasonable for the level of service provided.
	<b><i>Achieved to date.</i></b>	<b><i>Achieved to date.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 7.07

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Cemeteries</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-366,883	0	1	-366,883	-95,081
Expenditure	601,331	0	2	601,331	103,158
<b>Operating Total</b>	<b>234,448</b>	<b>0</b>		<b>234,448</b>	<b>8,077</b>
<b><u>Capital</u></b>					
Income	-39,742	0	3	-39,742	0
Expenditure	142,500	0	4	142,500	0
<b>Capital Total</b>	<b>102,758</b>	<b>0</b>		<b>102,758</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	337,206	0		337,206	8,077
<b>Restricted Assets</b>					
	-85,000	0	5	-85,000	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>252,206</b>	<b>0</b>		<b>252,206</b>	<b>8,077</b>

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 interments	122	130	27	Contractor cost per grave dug (Dubbo)	\$912	\$913	\$1,076	No. of complaints re: cemetery interments	NIL	NIL	NIL
Number of ashes	8	12	1	Graves dug as per Manual of Procedure	100%	100%	100%	No. of written complaints regarding condition Cemeteries	NIL	NIL	1
Number of Reservations	98	36	14	Cost per hectare to maintain Cemeteries	\$6,061	\$6,215	\$1118.30				

<b>OPERATIONAL PLAN</b>
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Function No. **7.07**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Cemeteries</b>
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**Key Projects****Capital Works Program**

Cemeteries - Acquisition of Assets 01.09403 - Cemetery - Land Improvements	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7178 - Irrigation Extension <b>Commenced Review</b>	30,000	0	30,000	0
7180 - New Concrete Beams	30,000	0	30,000	0
7182 - Landscaping/Furniture/Signage <b>Commenced Review</b>	57,500	0	57,500	0
7183 - Extend Ashes Section	15,000	0	15,000	0
7186 - Tubba-Gah Burial Ground Improvements	5,000	0	5,000	0
<b>01.09403 - Cemetery - Land Improvements Total</b>	<b>137,500</b>	<b>0</b>	<b>137,500</b>	<b>0</b>

Cemeteries - Acquisition of Assets 01.09404 - Cemetery - Plant & Equipment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7189 - Signage	5,000	0	5,000	0
<b>01.09404 - Cemetery - Plant &amp; Equipment Total</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>	<b>0</b>

<b>OPERATIONAL PLAN</b>
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Function No. 7.08

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Recreation Services</b>
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**Manager Responsible:   Manager Recreation and Open Space  
Mr Ian McAlister**

**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.

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.
	<b><i>Fees are charged where applicable to internal clients.</i></b>	<b><i>No criticism to date.</i></b>
Recreation Programs - Other	Annual contribution to the Western Region Academy of Sport.	Contributions to the Western Region Academy of Sport are made in accordance with agreed formula.
	<b><i>Allocations are provided in 2017/2018 budget for these purposes.</i></b>	<b><i>Achieved.</i></b>
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.
	<b><i>Residents and sporting organisations are provided with current and accurate information. Budget allocations are made to cover these costs.</i></b>	<b><i>No criticism received to date in relation to recreation planning, venue bookings, administration of the Dubbo City Sports Council, or advice.</i></b>
		Undertake a Biennial survey regarding how young people rate access to recreation facilities.
		<b><i>No action to date.</i></b>
		Undertake a biennial survey of residents to monitor and understand the recreational needs and levels of participation of the community population to inform and review the ongoing implementation of the Recreation Strategy.
	<b><i>In light of Community Strategic Plan consultation and the Office for Sport NSW regional consultation sessions it is unlikely further formal surveys shall be undertaken in the 2017/2018 financial year.</i></b>	
	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.
	<b><i>Payment is made as per agreed brief to the Operations Branch of the Community &amp; Recreation Division.</i></b>	<b><i>No criticism.</i></b>
	Operational Plans (including budget) adopted in June each year for the Recreational Services Branch.	Operational Plans for the Recreational Services Function adopted by Council by due date.
	<b><i>Achieved.</i></b>	<b><i>Achieved.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. **7.08**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Recreation Services</b>
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Activity	Actions	Performance Targets/Service Level
	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.
	<b>Achieved.</b>	<b>Achieved.</b>
	Monitor the development of Asset Management Plans for the Recreational Services Branch.	Asset Management Plans for the Recreational Services Branch are prepared and submitted by due date.
	<b>Twenty year asset maintenance plans developed for all buildings. Further development of plans monitored.</b>	<b>Twenty year maintenance plans are in place. All corporate asset management requirements are complied with.</b>
	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.
	<b>Zero based budgeting monitored and utilised where applicable.</b>	<b>Zero based budgeting requirements adhered to within the function where applicable.</b>
Recreation Facilities Operations	Cleaning, utility costs, insurance and security of community halls and racecourse.	No reasonable criticism of cleanliness of facilities.
	<b>Budget allocation made to fully cover these costs in 2017/2018 For racecourse, insurance only is provided.</b>	<b>No criticism to date.</b>
	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.
	<b>Financial support for Group 11 Rugby League Grand Final included in the 2017/2018 financial budget.</b>	<b>No major events to date.</b>
	Asset Management Program - Routine	Routine repairs and maintenance to recreation facilities.
	<b>Ongoing Funds provided in 2017/2018 budget.</b>	<b>No complaints or injuries to date.</b>
	Asset Management Program - Cyclic	Cyclic repairs and maintenance to recreation facilities in accordance with 20 year asset management plans.
	<b>Repairs and maintenance budgeted for and undertaken in accordance with 20 year plan.</b>	<b>No complaints or injuries to date.</b>



<b>OPERATIONAL PLAN</b>
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Function No. 7.08

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Recreation Services</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-24,843	0	1	-24,843	-9,518
Expenditure	1,091,980	0	2	1,091,980	161,193
<b>Operating Total</b>	<b>1,067,137</b>	<b>0</b>		<b>1,067,137</b>	<b>151,675</b>
<b><u>Capital</u></b>					
Income	-169,813	0	3	-169,813	0
Expenditure	24,624	0	4	24,624	800
<b>Capital Total</b>	<b>-145,189</b>	<b>0</b>		<b>-145,189</b>	<b>800</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>921,948</b>	<b>0</b>		<b>921,948</b>	<b>152,475</b>
<b>Restricted Assets</b>					
	<b>-29,891</b>	<b>0</b>	5	<b>-29,891</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>892,057</b>	<b>0</b>		<b>892,057</b>	<b>152,475</b>

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.	Efficiency						
	Prev.	Est	YTD		Prev.	Est.	YTD				
No. Applications for Major Sporting Events funding.	8	4	2	Cost per capita for Recreation Planning & Management expenditure	\$15.98	\$15.98	\$17.72	No. of complaints about condition of community halls	NIL	2	1

**Key Projects****Capital Works Program**

	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
Recreation Services - Asset Renewals - Maintenance				
01.09415 - Recreation Services - Buildings (Renewals)				
7213 - Racecourse Refrigeration	5,000	0	5,000	0
7217 - Racecourse Hot Water	5,214	0	5,214	0
<b>01.09415 - Recreation Services - Buildings (Renewals) Total</b>	<b>10,214</b>	<b>0</b>	<b>10,214</b>	<b>0</b>

<b>OPERATIONAL PLAN</b>
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Function No. **7.08**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Recreation Services</b>
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Recreation Services - Asset Renewals - Maintenance 01.09417 - Recreation Services - Furniture & Fittings	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7208 - Pipe Band Hall - Carpet	9,570	0	9,570	0
7210 - South Dubbo Band Hall - Lighting Upgrade	4,840	0	4,840	0
<b>01.09417 - Recreation Services - Furniture &amp; Fittings Total</b>	<b>14,410</b>	<b>0</b>	<b>14,410</b>	<b>0</b>

Recreation Services - Asset Renewals - Maintenance 01.09419 - Recreation Services - Road Infrastructure	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7200 - Turf Club Road	0	0	0	800
<b>01.09419 - Recreation Services - Road Infrastructure Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>

<b>OPERATIONAL PLAN</b>
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Function No. 7.10

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Library Services</b>
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**Manager Responsible: Manager Macquarie Regional Library  
Mr John Bayliss**

**Function Objectives:**

To provide an effective and efficient educational and recreational library service for the residents of the Local Government Area.
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Activity	Actions	Performance Targets/Service Level
Asset Maintenance Program - Cyclic	Cyclic repairs and maintenance to the Dubbo and Wellington Branch Library Buildings as per the twenty year asset management plan.	Libraries remains operational and presentable.
	<b><i>Cyclic repairs and maintenance are budgeted for and are undertaken in accordance with twenty year maintenance plan.</i></b>	<b><i>Achieved to date.</i></b>
Asset Maintenance Program - Routine	Routine repairs and maintenance to the Dubbo and Wellington Branch Library Buildings.	No reasonable complaints on the condition of the Library Building.
	<b><i>Routine maintenance is undertaken.</i></b>	<b><i>No complaints received to date.</i></b>
Contributions to Macquarie Regional Library	Funding to cover the costs of 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.
	<b><i>Budget allocation is made to cover these costs. Quarterly allocation is made to Macquarie Regional Library for these costs.</i></b>	<b><i>Report due to be submitted to Council in March 2018.</i></b>
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.
	<b><i>Funding is provided in 2017/2018 budget for this purpose at the Dubbo Branch Library. In Wellington the history collection is held by the Wellington Historical Society which is administered and managed by volunteers.</i></b>	<b><i>No instances to date for items under the care and control of the Dubbo Branch Library.</i></b>
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.
	<b><i>Budget allocation is made to fully cover these costs.</i></b>	<b><i>No complaints or instances to date.</i></b>
Management Services	Proportion of costs of Community Support Services to manage this function (previously Community Support Services).	All required reports, budgets and plans are completed on time and to the satisfaction of General Manager / Council.
	<b><i>Costs based on estimated time spent on this function by Director Community and Recreation, Manager Business Services and Business Services Officer.</i></b>	<b><i>Achieved to date.</i></b>
	Provide input to the Macquarie Regional Library's Corporate Strategic Plan to define the long term library service needs and facility needs for the Local Government Area.	60% of residents are borrowers at the Macquarie Regional Library.
	<b><i>Continue to provide input into the LTFP and strategies.</i></b>	<b><i>DRC total, Registrations – 25,783 at approximately 50% of the population.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 7.10

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Library Services</b>
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Activity	Actions	Performance Targets/Service Level
Management Services from Other Functions	Continue to lobby the State Government for increased recurrent funding for local government library services.	A minimum of 300,000 articles borrowed from the library per annum. Increased funding is received from the State Government.
	<b>No increase in recent State budget of recurrent per capita funding. Lobbying continuing.</b>	<b>No increase in recent State budget of recurrent per capita funding.</b>
	Provide a report on the performance of Macquarie Regional Library in providing a library service to the City.	Report due by March annually.
	<b>Report to be submitted in March 2018.</b>	<b>Report not yet due.</b>
	Undertake biennial survey of residents to ascertain requirements of a library service.	Survey completed September 2016. A satisfaction rating of 95% by patrons of the services and facilities of the Dubbo Branch Library and Wellington Branch Library.
	<b>Not due until 2018</b>	<b>Not due until 2018</b>
	Cost of services from internal service providers such as financial and management accounting, corporate overhead and printing provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b>2017/2018 budget accommodates these costs.</b>	<b>Amounts considered fair and reasonable for the levels of service provided.</b>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-186,527	-1,109	1	-187,636	-1,643
Expenditure	2,608,641	16,000	2	2,624,641	607,962
<b>Operating Total</b>	<b>2,422,114</b>	<b>14,891</b>		<b>2,437,005</b>	<b>606,319</b>
<b><u>Capital</u></b>					
Income	-123,329	0	3	-123,329	0
Expenditure	19,000	0	4	19,000	0
<b>Capital Total</b>	<b>-104,329</b>	<b>0</b>		<b>-104,329</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>2,317,785</b>	<b>14,891</b>		<b>2,332,676</b>	<b>606,319</b>
<b>Restricted Assets</b>	<b>25,491</b>	<b>-14,891</b>	5	<b>10,600</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>2,343,276</b>	<b>0</b>		<b>2,343,276</b>	<b>606,319</b>

Note	Details
1	No significant change.
2	Operating Expenditure increased by \$16,000 due to shelving replacement at Wellington Library.
3	No variance to budget.
4	No variance to budget.
5	Transfer from Restricted Assets increased by \$14,891 due to shelving replacement for Wellington Library.

<b>OPERATIONAL PLAN</b>
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Function No. 7.10

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Library Services</b>
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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	228,037	350,000	51,148	Total operating expenses per borrowing	\$12.11	\$7.79	\$9.16	No. of registered borrowers as percentage of population	48.94%	60%	52.84%
No. of hours library open to public per week								No. of complaints about condition of library building, fixtures and furniture.	NIL	NIL	1
Dubbo Branch	49	49	49					No. of borrowings per registered borrower per annum	9.06	11.2	2.30
Wellington Branch	37.5	37.5	37.5								

**Key Projects****Capital Works Program**

Library Services - Acquisition of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09441 - Library - Office Equipment				
7245 - Office Equipment	6,000	0	6,000	0
01.09441 - Library - Office Equipment Total	6,000	0	6,000	0

Library Services - Acquisition of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09444 - Furniture and Fittings				
7252 - Various Furniture & Fittings	8,000	0	8,000	0
01.09444 - Furniture and Fittings Total	8,000	0	8,000	0

Library Services - Asset Renewal - Maintenance	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09442 - Library - Buildings Renewal				
7252 - Building Maintenance - Wellington	5,000	0	5,000	0
01.09442 - Library - Buildings Renewal Total	5,000	0	5,000	0

# OPERATIONAL PLAN

Function No. 7.11

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Old Dubbo Gaol</b>
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**Manager Responsible: Manager Visitor Experiences and Services  
Mr Jamie Angus**

**Function Objectives:**

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

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.
	<b><i>This is being achieved.</i></b>	<b><i>YTD yield is \$1.55.</i></b>
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.
	<b><i>This is being achieved.</i></b>	<b><i>Operating cost per patron is currently \$14.79.</i></b>
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.
	<b><i>This is being achieved.</i></b>	<b><i>YTD cost is \$11.27.</i></b>
Management Services from other Functions	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.
	<b><i>Commenced regular education meetings with key educational tourism partners including TWPZ, Dundullimal Homestead, WPCC and Wellington Caves.</i></b>	<b><i>8,754 visitors to date.</i></b>
	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.
	<b><i>Marketing Plan currently in place.</i></b>	<b><i>This is being achieved.</i></b>
Management Services from other Functions	Cost of Services including Management Accounting, Financial Accounting, Technical, Information Technology and Corporate Overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b><i>Costs are determined by agreed brief and provided.</i></b>	<b><i>Charges are reasonable for level of service provided.</i></b>
Interpretation/Exhibition Project	Undertake the development of one (1) new exhibition per annum.	100% of patrons are satisfied with exhibitions.
	<b><i>No action to date.</i></b>	<b><i>This is being achieved.</i></b>
Asset Management Program - Routine	Undertake Building Asset Management Program.	Buildings operational and presentable.
	<b><i>Conservation Management Plan including Preventative Maintenance and Action Plan currently being updated through heritage architect.</i></b>	<b><i>This is being achieved.</i></b>
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Program.	Buildings maintained in a satisfactory condition.
	<b><i>Conservation Management Plan including Preventative Maintenance and Action Plan currently being updated through heritage architect.</i></b>	<b><i>This is being achieved.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 7.11

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Old Dubbo Gaol</b>
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Activity	Action	Performance Targets/Service Level
	Implement the actions contained in the 20 year Asset Management Plan to take into account the heritage significance of the site and buildings.	No instances of building or collections being presented in a poor condition.
	<i>Conservation Management Plan including Preventative Maintenance and Action Plan currently being updated through heritage architect.</i>	<i>This is being achieved.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-587,356	-154	1	-587,510	-123,803
Expenditure	1,071,772	14,391	2	1,086,163	160,692
<b>Operating Total</b>	<b>484,416</b>	<b>14,237</b>		<b>498,653</b>	<b>36,889</b>
<b><u>Capital</u></b>					
Income	-187,387	0	3	-187,387	0
Expenditure	145,000	3,580	4	148,580	6,554
<b>Capital Total</b>	<b>-42,387</b>	<b>3,580</b>		<b>-38,807</b>	<b>6,554</b>
<hr/>					
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>442,029</b>	<b>17,817</b>		<b>459,846</b>	<b>43,443</b>
<b>Restricted Assets</b>	<b>-126,148</b>	<b>-17,817</b>	5	<b>-143,965</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>315,881</b>	<b>0</b>		<b>315,881</b>	<b>43,443</b>

Note	Details
1	No significant variance to budget.
2	Operating expenditure has increased by \$14,391 mainly due to conservation project \$8,000, entrance signage \$2,400 and National Library preservation needs project \$4,500.
3	No variance to budget.
4	No significant variance to budget.
5	Transfers from restricted assets have increased by \$17,817 mainly due to the increase in operating expenses.

<b>OPERATIONAL PLAN</b>
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Function No. 7.11

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Old Dubbo Gaol</b>
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**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	\$16.99	\$16.23	\$14.79	No. of patrons	47,984	50,000	8,754
				Total funds required from rates/general revenue	\$366,047	\$315,881	\$27,231	Percentage of satisfied customers as per Visitors Comment Book	100%	100%	100%

**Key Projects****Capital Works Program**

Old Dubbo Gaol - Acquisition of Assets 01.09458 - Assets Purchased - Other Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5671 - Sound & Light Upgrade	80,000	0	80,000	0
5672 - Interactive Experience Exhibition	50,000	0	50,000	0
6505 - Display Cabinet	15,000	0	15,000	0
<b>01.09458 - Assets Purchased - Other Assets Total</b>	<b>145,000</b>	<b>0</b>	<b>145,000</b>	<b>0</b>

Old Dubbo Gaol - Asset Renewals - Maintenance 01.09455 - Old Dubbo Gaol - Buildings	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5905 - Air-Conditioning Installation	0	0	0	2,974
5910 - Foyer Project Cobbora Transition <b>Complete</b>	0	3,580	3,580	3,580
<b>01.09455 - Old Dubbo Gaol - Buildings Total</b>	<b>0</b>	<b>3,580</b>	<b>3,580</b>	<b>6,554</b>



# OPERATIONAL PLAN

Function No. 7.14

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Social Services</b>
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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 and to undertake social planning activities.

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.
	<b>2017/2018 budget accommodates these costs.</b>	<b>No criticism received.</b>
Asset Maintenance Program - Routine	Undertake Building Asset Management Program.	Buildings operational and presentable.
	<b>Routine maintenance is undertaken as required.</b>	<b>All buildings are operational and presentable.</b>
Asset Maintenance Program - Cyclic	Undertake 20 year Building Asset Management Program.	Buildings maintained in a satisfactory condition.
	<b>Cyclic repairs and maintenance budgeted for and undertaken in accordance with twenty year Asset Management Plan.</b>	<b>All buildings are maintained in a satisfactory condition.</b>
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.
	<b>Costs based upon estimated time spent on these functions by Manager Social Services.</b>	<b>Achieved to date.</b>
Management Services from other Functions	Cost of Services including: Management Accounting, Financial Accounting, Technical, Information Technology and Corporate Overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b>2017/2018 budget accommodates these costs.</b>	<b>Amounts are considered reasonable for the level of service provided.</b>
Contributions - Gen Donations (Sec 356)	Contributions and subsidies to community groups to undertake social, educational and cultural programs.	Applications invited by due date and reports submitted to Council.
	<b>Financial Assistance Program and the Stronger Communities Grant Program was conducted.</b>	<b>Financial Assistance Program is undertaken February and July each year.</b>
Community Service Programs	Preparation and implementation of 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.
	<b>Council employs the Manager Social Services, Community Services Coordinator (EAST), Aboriginal Liaison Officer and the Youth Development Officer to undertake these activities. They regularly attend meetings etc with key stakeholders.</b>	<b>Preparation of Social Plan delayed due to the late provision of the ABS data.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 7.14

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	Function:	<b>Social Services</b>
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Activity	Actions	Performance Targets/Service Level
	Report on the provision of and demand for child care places in Dubbo and Wellington.	1206 long day childcare centre places in the Local Government Area.
	<b>Report to address child care requirements in Dubbo and Wellington is due to be delivered in June 2018.</b>	<b>1236 long day childcare centre places in the Local Government Area.</b>
	A lease for the Playmates Cottage Childcare Centre is finalised with the Management Committee.	Lease arrangement for Playmates Cottage are in place.
	<b>Lease documentation is the subject of discussions with the Committee seeking finalisation prior to the completion of construction of the new facility.</b>	<b>Lease arrangements have been drafted and are subject of discussions between the parties.</b>
	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.
	<b>All funding opportunities are monitored.</b>	<b>Monitoring ongoing. No decrease in preschool places to date.</b>
	Develop and implement on an annual basis a new Social Plan for the Dubbo Regional Local Government Area.	100% of needs identified and documented and addressed for provision of social services.
	<b>Preparation of Social Plan delayed due to the late provision of the ABS data.</b>	<b>100% of needs addressed.</b>
	Annually review and implement the actions of the Ageing Strategy.	95% of seniors satisfied with services and facilities.
	<b>Ageing Strategy actions implemented and reviewed annually.</b>	<b>95% of seniors satisfied.</b>
	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.
	<b>Council is a member of the Community Drug Action Team and the Liquor Accord. The Youth Development Officer chairs the Community Drug Action Team. The Manager Social Services attends Liquor Accord meetings.</b>	<b>CDAT and Liquor Accord supported. Manager Social Services active member of Liquor Accord Group.</b>
	Review the implementation of the Dubbo Crime Prevention Plan.	100% of actions in the Crime Prevention Plan implemented.
	<b>The 2015-2018 Dubbo Crime Prevention Plan approved by the Department of Justice.</b>	<b>Funding applications to be reviewed with the Department of Justice.</b>
	Continue to monitor complaints regarding the operation of licensed premises.	No complaints to the Liquor Administration Board regarding licensed premises.
	<b>Council is a member of the Dubbo Liquor Accord. The Manager Social Services attends meetings.</b>	<b>No complaints to date.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 7.14

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	Function:	<b>Social Services</b>
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Activity	Actions	Performance Targets/Service Level
	Continue participation in the Orana Crime Prevention Planning Committee.	Maintain and active participative membership in the Orana Crime Prevention Committee.
	<b>Participate and support to this Committee is ongoing.</b>	<b>Membership support continues to be provided.</b>
	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.
	<b>Plans adopted in June each year.</b>	<b>Plans adopted in June each year.</b>
	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.
	<b>Branch reviews of the Operational Plan undertaken on a quarterly basis.</b>	<b>First Quarterly review for 2017/2018 submitted in September 2017.</b>
	Monitor the ongoing implementation of the NAMSPlus asset reporting tool for the Social Services Branch.	NAMSPlus is being implemented with the Social Services Branch.
	<b>Monitoring ongoing.</b>	<b>Monitoring ongoing.</b>
	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.
	<b>Monitoring ongoing.</b>	<b>Plans submitted by due date.</b>
	The Community Services Co-ordinator – Wellington Office continue to pursue external funding to support the position and current services provided to the community.	Grant funding opportunities and community partners monitored on an ongoing basis.
	<b>Services continue to be provided.</b>	<b>Monitoring ongoing.</b>
	Conduct a biennial survey of older people to seek ratings and comments on the quality and range of aged services facilities.	90% satisfaction rating by older people of the quality and range of aged services and facilities available.
	<b>Survey to be undertaken in June 2018.</b>	<b>Survey to be undertaken in June 2018.</b>
	Attend quarterly meetings of the Strategic Human Services Interagency Group Forum.	All major human services providers are committed to and are represented on the Strategic Human Services Interagency Group Forum.
	<b>Forum disbanded by Government Agencies.</b>	<b>Forum disbanded by Government Agencies.</b>
	No decisions made without referral to HSIGF.	All strategic decisions affecting the human services of the City are considered by the Strategic Human Services Interagency Group Forum (HSIGF).
	<b>Forum disbanded by Government Agencies.</b>	<b>Forum disbanded by Government Agencies.</b>

# OPERATIONAL PLAN

Function No. **7.14**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	Function:	<b>Social Services</b>
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Activity	Actions	Performance Targets/Service Level
Aboriginal Liaison Operations	The provision of effective and strong links, communication and networks within the local Aboriginal Community, Dubbo Regional Council and State and Federal Government Agencies.	No reasonable criticism of Aboriginal Liaison Officer and Aboriginal Community Advisor.
	<b>Council employs two Aboriginal Liaison Officers to undertake these activities. They attend regular meetings with key stakeholders.</b>	<b>No criticism to date.</b>
	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.
	<b>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.</b>	<b>Dubbo Aboriginal population unemployment was 18.5% - 2011 Census. Details are not yet available from 2016 Census.</b>
	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 and Aboriginal Community Advisor.
	<b>The Aboriginal Liaison Officer is a permanent position in Dubbo and a permanent part time position in Wellington.</b>	<b>2017/ 2018 budget accommodates these costs.</b>
	Council's Workforce Plan provides opportunities for employment of Aboriginal Trainees and Apprentices.	Aboriginal employment within Dubbo Regional Council workforce is above the current aboriginal percentage of population, currently 20%.
Dubbo Neighbourhood Centre	<b>Aboriginal Trainees and Apprentices are employed within Council.</b>	<b>Currently at 6.9%.</b>
	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.
	<b>Council continues to provide financial assistance to the Dubbo Neighbourhood Centre.</b>	<b>8,650 enquiries to the Dubbo Neighbourhood Centre.</b>
	Provide financial contribution for the operations of the Dubbo Neighbourhood Centre.	100% utilisation rate of services provided at Dubbo Neighbourhood Centre.
Aboriginal Employment Project	<b>2017/2018 budget accommodates these costs. \$65,500 for a Subsidy along with \$94,500 provided in the 2017/2018 budget.</b>	<b>Services are utilised 100% of the time.</b>
	Employment of 2 Aboriginal Apprentices.	Apprenticeships successfully completed.
	<b>Apprentice employed in Fleet Services and one other to be employed in Community and Recreation (formerly Parks and Landcare Operations).</b>	<b>The Fleet Services apprenticeship is due for completion in February 2018. The Community and Recreation Division apprenticeship is due for completion on 3/10/2020.</b>

## OPERATIONAL PLAN

Function No. **7.14**

### *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	Function:	<b>Social Services</b>
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Activity	Actions	Performance Targets/Service Level
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.
	<b><i>The Youth Development Officer develops programs in consultation with agencies and the Dubbo Youth Council.</i></b>	<b><i>No criticism.</i></b>
	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.
	<b><i>Youth Development Officer consults with the Dubbo Youth Council and the community to develop activities and strategies.</i></b>	<b><i>All issues referred to Youth Council for input.</i></b>
		1,300 young people attend Youth Week activities.
		<b><i>Youth Week to be held in April 2018.</i></b>
		All activities and entertainment are planned and organised with the assistance of young people.
		<b><i>Youth Development Officer ensures all activities are undertaken with the assistance of young people.</i></b>
	Conduct a biennial survey of young people to seek ratings and comments on the quality and range of youth services and facilities.	Survey completed by June 2018. 95% satisfaction rating by young people of the youth services and facilities available.
	<b><i>Survey to be undertaken in June 2018.</i></b>	<b><i>Survey to be undertaken in June 2018.</i></b>
	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.
	<b><i>Not due until November 2017.</i></b>	<b><i>Not due until November 2017.</i></b>
Dubbo Youth Council to submit two reports to Council on its deliberations on youth issues and activities undertaken.	Presentations made to Council in June and December each year.	
<b><i>Youth Council to submit reports in December 2017 and June 2018.</i></b>	<b><i>Youth Council to submit reports in December 2017 and June 2018.</i></b>	
Conduct reviews of the Youth Services Directory managed by Dubbo Regional Council.	Community and Youth Services Directories maintained to 95% accuracy.	
<b><i>Youth Development Officer regularly updates Youth Services Directory.</i></b>	<b><i>95% accuracy is maintained.</i></b>	
Ensure the Dubbo Transport Working Group monitors the provision of public transport for young people to recreational events and facilities.	95% of young people rate public transport to recreational events and facilities as satisfactory.	
<b><i>Council continues to monitor public transport issues for young people.</i></b>	<b><i>No data to date.</i></b>	

# OPERATIONAL PLAN

Function No. **7.14**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	Function:	<b>Social Services</b>
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Activity	Actions	Performance Targets/Service Level
SBS Radio	Transmission of news/current events in languages other than English.	Positive community response to the service.
	<b>Council continues to support the ongoing operation of SBS Radio. \$500 is provided in 2017/2018 budget to cover the licensing costs.</b>	<b>There has been no criticism of this service.</b>
DACWP Support Expenses	Administrative support of the Dubbo Aboriginal Community Working Party.	No reasonable criticism of Council's involvement with the Dubbo Aboriginal Community Working Party.
	<b>Council provides clerical and financial management support of the DACWP.</b>	<b>No complaints to date.</b>
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.
	<b>Centre maintained in accordance with asset maintenance requirements.</b>	<b>Centre maintained.</b>
Mentoring programmes are available and used across the community.	Support the Communities for Children Officer role in conjunction with supporting the mentoring programs run with Centacare and other appropriate organisations.	Communities for Children Officer to continue Mums to Mentor.
	<b>The role is supported.</b>	<b>Program ongoing.</b>
Provision of Community Transport in Wellington.	Provision of Community Transport for previous Wellington through existing community transport funding from Transport for NSW.	Provide daily pickups for eligible community members (Monday-Friday) with wheelchair accessible buses.
	<b>Council transferred the Wellington Community Transport service to a Wellington based community organisation that now receives the Transport for NSW funding.</b>	<b>Provided by LiveBetter in accordance with Transport NSW funding agreement.</b>
		Fortnightly village transfers to Wellington from Yeoval and Mumbil.
		<b>Provided by LiveBetter in accordance with Transport NSW funding agreement.</b>
		Provide transport from Wellington to Dubbo and Orange as required (for specialist appointments).
		<b>Provided by LiveBetter in accordance with Transport NSW funding agreement.</b>
		Provide a weekly hydrotherapy trip from Wellington to Dubbo.
		<b>Provided by LiveBetter in accordance with Transport NSW funding agreement.</b>
	Provide 3 days per week pickups for the "Young at Heart" Club.	
	<b>Provided by LiveBetter in accordance with Transport NSW funding agreement.</b>	

# OPERATIONAL PLAN

Function No. 7.14

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Social Services</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-500,254	132,641	1	-367,613	-68,494
Expenditure	1,623,101	-73,372	2	1,549,729	460,784
<b>Operating Total</b>	<b>1,122,847</b>	<b>59,269</b>		<b>1,182,116</b>	<b>392,290</b>
<b><u>Capital</u></b>					
Income	-57,598	0	3	-57,598	0
Expenditure	29,500	1,537,162	4	1,566,662	837,704
<b>Capital Total</b>	<b>-28,098</b>	<b>1,537,162</b>		<b>1,509,064</b>	<b>837,704</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>1,094,749</b>	<b>1,596,431</b>		<b>2,691,180</b>	<b>1,229,994</b>
<b>Restricted Assets</b>					
	52,256	-1,485,176	5	-1,432,920	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>1,147,005</b>	<b>111,255</b>		<b>1,258,260</b>	<b>1,229,994</b>

Note	Details
1	Operating Revenue decreased by \$132,641 due to loosing grant funding for Wellington Community Bus running expenses (\$116,465) and Wellington Community Bus grant (\$18,364).
2	Operating Expenditure decreased by \$73,372 mainly due to a decrease in Community Bus expenditure totalling \$167,993 as the Community Bus service has been replaced by another community transport service and is funded by Transport NSW.
3	No variance to budget.
4	Capital Expenditure increased by \$1,537,162 mainly due to Playmates Cottage development costs (\$823,954) and acquisition of Playmates Cottage building (\$634,708).
5	Transfers from Restricted Assets increased by \$1,485,176 mainly due to Playmates Cottage construction.

**Key Performance Indicators:**

Workload	Workload			Efficiency	Efficiency			Effective.	Effective.		
	Prev.	Est	YTD		Prev.	Est.	YTD		Prev.	Est	YTD
Number of enquiries handled at the Dubbo Neighbourhood Centre	82,546	100,000	8,650	Cost per enquiry at the Dubbo Neighbourhood Centre	\$2.75	\$1.60	\$2.75	Average utilisation rate of DNC	100%	100%	100%
Number of activities co-ordinated within Local Government Area.	50	35	15					No reasonable criticism of Community Services Management	NIL	NIL	NIL

<b>OPERATIONAL PLAN</b>
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Function No. **7.14**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Social Services</b>
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**Key Projects****Capital Works Program**

Social Services - Acquisition of Assets 01.09501 - Social Services - Acquisition of Buildings	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7300 - Playmates Cottage <b>Construction Ongoing</b>	0	634,708	634,708	13,750
7310 - Playmates Cottage Development Costs <b>Completed</b>	0	823,954	823,954	823,954
01.09501 - Social Services - Acquisition of Buildings Total	0	1,458,662	1,458,662	837,704

Social Services - Asset Renewals - Maintenance 01.09503 - Social Services - Building Renewal	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7301 - Wellington Renewals - Buildings	29,500	-1,500	28,000	0
01.09503 - Social Services - Building Renewal Total	29,500	-1,500	28,000	0

Social Services - Asset Renewals - Maintenance 01.09507 - Social Services - Other Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7302 - Dubbo CCTV Purchase & Installation	0	70,000	70,000	0
7303 - Wellington CCTV Purchase & Installation	0	10,000	10,000	0
01.09507 - Social Services - Other Assets Total	0	80,000	80,000	0



<b>OPERATIONAL PLAN</b>
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Function No. 7.16

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Rainbow Cottage Child Care Centre</b>
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**Manager Responsible:      Manager Social Services**  
**Mr John Watts**

**Function Objectives:**

To provide a quality, cost effective, centre-based child care service.
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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.
	<b>2017/2018 budget accommodates these costs.</b>	<b>Costs are only increased by CPI.</b>
Asset Maintenance Program – Routine	Undertake Building Asset Management Program.	Buildings operational and presentable and meet relevant government regulations.
	<b>Routine maintenance undertaken as required.</b>	<b>Buildings are operational and meet government regulations and legislation.</b>
Operations Other Expenses	Day to day running costs including advertising consumables and equipment.	Costs are increased by no more than CPI each year.
	<b>2017/2018 budget accommodates these costs.</b>	<b>Costs are only increased by CPI.</b>
Asset Maintenance Program – Cyclic	Undertake Building Asset Maintenance Program.	Buildings operational and presentable and meet relevant Government regulations.
	<b>Routine maintenance undertaken as required.</b>	<b>Buildings are operational and meet government regulations and legislation.</b>
Operations Building and Grounds	Security, running expenses of child care centre building and playground.	No reasonable criticism of standard of child care centre.
	<b>2017/2018 budget accommodates these costs.</b>	<b>No criticism.</b>
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.
	<b>2017/2018 budget accommodates these costs. The National Quality Framework Guidelines are followed.</b>	<b>Currently 99% utilisation rate.</b>
		Accreditation is maintained.
Management Services from other Functions	Costs of Services including: Management Accounting, Financial Accounting, Technical, Information Technology and Corporate Overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b>2017/2018 budget accommodates these costs.</b>	<b>Amounts are considered reasonable.</b>
		<b>Accreditation is maintained.</b>
Communications	Costs of communication including telephone and postage.	Costs are increased by no more than CPI each year.
	<b>2017/2018 budget accommodates these costs.</b>	<b>Costs are only increased by CPI.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 7.16

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Rainbow Cottage Child Care Centre</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-1,188,191	0	1	-1,188,191	-264,013
Expenditure	1,323,081	0	2	1,323,081	281,489
<b>Operating Total</b>	<b>134,890</b>	<b>0</b>		<b>134,890</b>	<b>17,476</b>
<b><u>Capital</u></b>					
Income	-31,707	0	3	-31,707	0
Expenditure	45,000	0	4	45,000	0
<b>Capital Total</b>	<b>13,293</b>	<b>0</b>		<b>13,293</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>148,183</b>	<b>0</b>		<b>148,183</b>	<b>17,476</b>
<b>Restricted Assets</b>					
	<b>-58,765</b>	<b>0</b>	5	<b>-58,765</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>89,418</b>	<b>0</b>		<b>89,418</b>	<b>17,476</b>

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 hours centre is open per week	50	50	50	Total operating expenses per child care place	\$22,198	\$21,787	\$4,001	Utilisation of available child care places	99%	100%	99%
								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

<b>OPERATIONAL PLAN</b>
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Function No. **7.16***Performance Review*Quarter ended: **September**

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

Rainbow Cottage - Asset Renewals - Maintenance 01.09517 - Rainbow - Furniture & Fittings	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7305 - Bathroom	30,000	0	30,000	0
01.09517 - Rainbow - Furniture & Fittings Total	30,000	0	30,000	0

Rainbow Cottage - Asset Renewals - Maintenance 01.09518 - Rainbow - Other Structures	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7306 - Rainbow - Playground Landscaping	15,000	0	15,000	0
01.09518 - Rainbow - Other Structures Total	15,000	0	15,000	0

<b>OPERATIONAL PLAN</b>
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Function No. 7.17

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Family Day Care Services</b>
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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.
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Activity	Action	Performance Targets/Service Level
Management Services from other Functions	Cost of Services including: financial operations, information management, and corporate overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b>2017/2018 budget accommodates these costs.</b>	<b>Amounts are considered reasonable for the level of service provided.</b>
Minor Equipment Purchases	Costs associated with the purchase of toys and office equipment.	Costs increased by no more than CPI each year.
	<b>2017/2018 budget accommodates these costs.</b>	<b>Costs are only increased by CPI.</b>
Operations – Fee Relief	Cost of expenses associated with the receipt of government fee relief.	Fee Relief Expenses match Fee Relief Income.
	<b>2017/2018 budget accommodates these costs.</b>	<b>Fee Relief Expenses match Fee Relief Income.</b>
Operations – Other Expenses	Day to day running costs including advertising consumables and equipment.	Total surplus (deficit) from operations.
	<b>2017/2018 budget accommodates these costs.</b>	<b>Current deficit from operations is consistent with forecast budgets. There is a significant risk to this budget result due to the likely removal of operating subsidies providing to the Family Day Care Services sector which would mean a \$220,000 increase in costs to Council.</b>
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.
	<b>2017/2018 budget accommodates these costs. The National Quality Framework requirements are followed.</b>	<b>Accreditation is maintained. There are no breaches under the National Quality Framework.</b>
	Actively pursue the recruitment of additional carers in the Dubbo Family Day Care Scheme.	300 children Family Day Care child care places in Dubbo.
	<b>There is an ongoing program to recruit additional carers.</b>	<b>There are currently 430 Family Day Care Places in Dubbo.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 7.17

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Family Day Care Services</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-1,927,800	0	1	-1,927,800	-432,315
Expenditure	2,036,299	0	2	2,036,299	459,686
<b>Operating Total</b>	<b>108,499</b>	<b>0</b>		<b>108,499</b>	<b>27,371</b>
<b><u>Capital</u></b>					
Income	-1,630	0	3	-1,630	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>-1,630</b>	<b>0</b>		<b>-1,630</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>106,869</b>	<b>0</b>		<b>106,869</b>	<b>27,371</b>
<b>Restricted Assets</b>	<b>0</b>	<b>0</b>	5	<b>0</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>106,869</b>	<b>0</b>		<b>106,869</b>	<b>27,371</b>

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 carers inducted into the Scheme per annum	6	15	6	Total operating expenses per annum	\$1,984,516	\$2,051,923	\$421,458	Satisfaction level of parents and carers is above 95%	97%	100%	100%
Number of carers in scheme	46	60	47					Number of children in care.	434	610	430
Number of home visits conducted per annum per educator	17	15	3	Average time to conduct a home visit	1.5HRS	1.5HRS	1.5HRS	Number of breaches and complaints made against carers	5	0	NIL

<b>OPERATIONAL PLAN</b>
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Function No. **7.18**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Cultural Services</b>
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**Manager Responsible:   Manager Cultural Services**  
**Mr A Glassop**

**Function Objectives:**

To provide facilities and financial subsidies to cultural groups to improve the level of cultural activity and awareness in the community. To maintain high level relationships with the Council's Sister Cities.

Activity	Action	Performance Targets/Service Level
Band Operations	Provide funding subsidies to the Local Government Area'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.
	<i>Amounts allocated within Cultural Services budget. \$5,962 allocated in 2017/18.</i>	<i>Ongoing.</i>
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.
	<i>Amounts allocated within Cultural Services budget. \$8,000 allocated in 2017/18.</i>	<i>Event to be held in June 2018.</i>
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.
	<i>Amounts allocated within Cultural Services budget. \$3,500 allocated in 2017/18.</i>	<i>Tree to be installed in November 2017.</i>
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.
	<i>Amounts allocated within Cultural Services budget. \$2,500 allocated in 2017/18.</i>	<i>Event to be held in December 2017.</i>
Contributions – Central Orana Arts	Continue membership of and fully participate in the activities of Orana Arts. Annual fee for Council to maintain its membership of Orana Arts.	Membership of Orana Arts is maintained.
	<i>Amounts allocated within Cultural Services budget. \$30,000 allocated in 2017/18.</i>	<i>Membership maintained.</i>
	Implement the adopted Public Art Strategy.	One (1) Public Art work installed biennially.
Contributions – Macquarie Philharmonia	<i>Ongoing</i>	<i>Liaising with Wellington Community groups regarding Silo Painting project.</i>
	Financial support of the Regional Orchestra.	Financial support of the Macquarie Philharmonia is maintained.
Management Services From Other Functions	<i>Amounts allocated within Cultural Services budget. \$5,000 allocated in 2017/18.</i>	<i>Support maintained.</i>
	Internal service costs for management accounting, corporate overheads, Community Support Services and printing provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>2017/2018 budgets accommodate these costs.</i>	<i>Charges accepted and approved as per agreed briefs.</i>

<b>OPERATIONAL PLAN</b>
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Function No. 7.18

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Cultural Services</b>
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Activity	Action	Performance Targets/Service Level
Sister City Activities	Administer the Sister City relationships and provide subsidised airfares for the Minokamo and Wujiang Student Exchange Programmes. Funding covers the costs of staff salaries and overheads.	No reasonable complaints relating to the maintenance of good international and national relationships.
	<b>Amounts allocated within Cultural Services budget. \$91,471 allocated in 2017/2018.</b>	<b>No complaints to date.</b>
		No reasonable complaints on the management of the Minokamo and Wujiang Student Exchange Programmes.  <b>No complaints to date.</b>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	0	-16,165	1	-16,165	-16,116
Expenditure	191,119	54,370	2	245,489	104,619
<b>Operating Total</b>	<b>191,119</b>	<b>38,205</b>		<b>229,324</b>	<b>88,503</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>191,119</b>	<b>38,205</b>		<b>229,324</b>	<b>88,503</b>
<b>Restricted Assets</b>					
	<b>2,652</b>	<b>-38,205</b>	5	<b>-35,553</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>193,771</b>	<b>0</b>		<b>193,771</b>	<b>88,503</b>

Note	Details
1	Operating Revenue increased by \$16,165 mainly due to Wellington Bi-Centenary merchandise sales (\$14,350).
2	Operating Expenditure increased by \$54,370 mainly due to Wellington Bi-Centenary Event expenditure (\$53,855).
3	No variance to budget.
4	No variance to budget.
5	Transfer from Restricted Assets increased by \$38,205 due to Wellington Bi-Centenary Event carry over funds.

**OPERATIONAL PLAN**

Function No. **7.18**

*Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Cultural Services</b>
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**Key Performance Indicators**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD	
Number of Sister City Advisory Committee meetings per annum	2	4	0	Total operating expenses per capita	\$6.71	\$5.19	\$4.49	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%
									Percentage of students who rate their student exchange to Wujiang as excellent/satisfactory.	100%	100%	100%



# OPERATIONAL PLAN

Function No. 7.19

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Community Support Services</b>
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**Manager Responsible: Director Community and Recreation  
Mr Murray Wood**

**Function Objectives:**

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

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.
	<b>Costs are proportioned of salaries and overheads amongst all functions of the Community and Recreation Division and based upon an estimation of time spent on each function by Director Community and Recreation, Manager Business Services and Administration Officer.</b>	<b>Amounts considered reasonable for level of service and time spent engaged with each function of the division.</b>
Management Services from other Functions	Internal service costs for customer service, telephones, printing, management accounting, information management and Civic Administration Buildings accommodation provided to this function.	The amounts charged are accepted as fair and reasonable for the level of service provided.
	<b>Internal overheads accepted under agreed brief for support services from other Divisions to Business Support Services.</b>	<b>Amounts considered to be fair and reasonable for the level of service provided.</b>
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.
	<b>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.</b>	<b>Achieved to date.</b>
	Hold three (3) meetings per annum of the Dubbo Regional Council/ Charles Sturt University Working Party to discuss future development and operations of the Dubbo campus.	500 students are undertaking courses at university campus in Dubbo.
	<b>No meetings held to date.</b>	<b>419 students are enrolled until October 2017.</b>
	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.	No evidence of a decrease in the quality of education facilities and opportunities.
	<b>Monitoring ongoing. No lobbying to date.</b>	<b>90.5% answered yes to the question "do you believe Dubbo has an appropriate range of educational services?" 2013 Community Needs Survey.</b>
	Hold an annual meeting with the Dubbo Office of the Department of Education to discuss primary and secondary education in the Local Government Area.	No examples of the loss of any primary, secondary and vocational training programmes.
<b>Meeting due during 2017/2018.</b>	<b>No examples to date.</b>	

<b>OPERATIONAL PLAN</b>
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Function No. 7.19

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Community Support Services</b>
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Activity	Action	Performance Targets/Service Level
	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.
	<b>Achieved to date.</b>	<b>No incidences to date.</b>
	The Arts/Cultural Forum meets three (3) times per annum 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.
	<b>No meetings to date.</b>	<b>No meetings to date.</b>
	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.
	<b>No meetings held to date.</b>	<b>No meetings held to date.</b>
	Monitor police numbers in the Local Government Area.	Police numbers are maintained at or above establishment levels.
	<b>Monitoring ongoing.</b>	<b>Achieved to date.</b>
		No more than a combined number of 2,600 incidents of reported assault, domestic violence, steal from person, break and enter non dwelling, sexual offences, robbery, motor vehicle theft, steal from dwelling and retail store and motor vehicle, fraud and malicious damage.
		<i>June 2016 to June 2017 shows a total combined number of incidents at 4066.</i>
	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.
	<b>Review to be undertaken</b>	<b>Review to increase the number of volunteers.</b>
	Council supports Festivals and Events within the city that promote culture and harmony.	Cultural festivals and events are held in the city.
	<b>For 2017/2018 the following have or are to receive financial support from Council: Bicentenary Event, Spring Fest, DREAM Festival, Red Ochre Festival, Jazz Festival, Multicultural Festival, Eisteddfod and Carols by Candlelight. Guidance and assistance is provided by staff as required.</b>	<b>Multicultural Festival scheduled for September 2017, DREAM Festival scheduled for October 2017 and Eisteddfod in June 2018.</b>
	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.
	<b>Achieved to date</b>	<b>Achieved to date</b>
	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.
	<b>Achieved to date</b>	<b>Achieved to date</b>
	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.
	<b>Achieved to date</b>	<b>Achieved to date</b>

<b>OPERATIONAL PLAN</b>
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Function No. 7.19

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Community Support Services</b>
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Activity	Action	Performance Targets/Service Level
Business Services	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.
	<b>Achieved to date.</b>	<b>Achieved to date.</b>
	Provide relevant information to Directors and Managers in regard to accessing grant funding.	25% of total revenue is from user charges.
	<b>Achieved to date.</b>	<b>Achieved to date through sporting preparation charges.</b>
	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.
	<b>Achieved to date</b>	<b>Achieved to date</b>
	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.
	<b>Zero based budgeting framework implemented in the Division for all Capital Expenditure.</b>	<b>Achieved for all Capital Expenditure.</b>
	Provide a report on the performance of Macquarie Regional Library in providing a library service to the Local Government Area with recommendations for the future management and structure of the Macquarie Regional Library.	A review of the role of the Dubbo Regional Council management of the Macquarie Regional Library is completed.
	<b>Due March 2018.</b>	<b>Review of the Macquarie Regional Library agreement between three member Councils commenced.</b>
	Meet with local senior officials of the Ambulance Service to discuss service provision.	100% satisfaction rating for ambulance services and facilities for the region.
	<b>No action to date.</b>	<b>Currently no date available.</b>
	Council supports Festivals and Events within the Local Government Area that promote culture and harmony.	Cultural Festivals and Events are held in the Local Government Area.
	<b>Financial, inkind and logistical support provided to events such as DREAM festival, Springfest, Wellington Bicentenary events, Multicultural Festival, Waratah Rugby League Knockout.</b>	<b>Achieved.</b>
Salaries and ancillary costs for the employment of the Manager Business Services and Business Support Officer. Provide business support services including reception services to the Community and Recreation 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 and Recreation Division are satisfactory.	
<b>Achieved to date.</b>	<b>Achieved to date.</b>	
Provide relevant information to Directors and Managers in regard to accessing grant funding.	Monthly grants reports submitted to the Executive Staff Committee meeting.	
<b>Information relating to grants regularly distributed to staff and monthly report submitted to Executive Leadership team.</b>	<b>Achieved to date.</b>	

<b>OPERATIONAL PLAN</b>
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Function No. 7.19

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Community Support Services</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	0	0	1	0	-466
Expenditure	0	0	2	0	142,073
<b>Operating Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>141,607</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	0	0		0	141,607
<b>Restricted Assets</b>					
	0	0	5	0	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	0	0		0	141,607

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

**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of functions 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	2					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

<b>OPERATIONAL PLAN</b>
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Function No. 7.20

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Dubbo Regional Theatre &amp; Convention Centre</b>
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**Manager Responsible: Manager Dubbo Regional Theatre & Convention Centre  
Ms Linda Christof**

**Function Objectives:**

To provide a first class facility for the entertainment, business and requirements of the residents of and visitors to Dubbo Regional Council on a cost effective basis. Increase utilisation of Wellington Convention Centre and maintain service skills.

Activity	Action	Performance Targets/Service Level
Asset Maintenance Program – Routine	Routine maintenance and repairs to the DRTCC according to the Asset maintenance/Replacement Plan.	DRTCC remains operational and there are no reasonable complaints on the presentation of the buildings.
	<i>Quotes being obtained to replace the 50 year old stage lighting in the Convention Centre with an LED system as the current lights are failing regularly.</i>	<i>To be able to have a reliable lighting system, provide colour on the stage, lower energy use and reduce need to hire from an external lighting company reducing hire costs for the client.</i>
Administration Operating Expenses	Monitor expenses relating to Box Office, Venue Bookings and office management.	DRTCC and WCC operates in an efficient and effective manner within the allocated budget.
	<i>Expenses are monitored regarding staff rosters, marketing and stock control.</i>	<i>Budget is regularly monitored.</i>
Building Operations	Maintain funding for cleaning, repairs and maintenance, energy, gardening, waste collection, insurance and security.	No reasonable complaints concerning DRTCC and WCC building operations and maintenance.
	<i>Building operation budget of \$291,352 in place.</i>	<i>Height Safety system for Wellington Civic Centre roof and termite issues are being investigated.</i>
Management Salaries and Overheads	Monitor salaries and ancillary costs for the employment of DRTCC and WCC staff and performance level of staff.	A minimum of 80,000 visitors to Dubbo Regional Theatre and Convention Centre per annum. A minimum of 6,500 visitors to the Wellington Convention Centre per annum. No reasonable complaints received on staff performance and customer service.
	<i>Management salaries and overheads of \$951,970 in place and regularly monitored.</i>	<i>DRTCC – 5,666 visitors compared with 7100 for the same period in 2016/2017. WCC – 2,800 visitors compared with 2 400 for the same period in 2016/2017.</i>
	Seek sponsorships for the Dubbo Regional Theatre and Convention Centre.	Secure an additional sponsor.
	<i>Secured Curtain Raiser Sponsorship with BAWD Property Trust and Season Launch Sponsorship with Kings Hall Jewellers. Total \$7,000.</i>	<i>To seek and secure a replacement Platinum Sponsor. Total \$25,000.</i>
	Monitor the Corporate wide planning, and performance of Asset Management for functional areas of the organisation for the Dubbo Regional Theatre and Convention Centre Branch.	Asset Management Plans for the Dubbo Regional Theatre and Convention Centre and Wellington Convention Centre are prepared and submitted by due date.
	<i>20 year asset maintenance plan in place to cover buildings and equipment. Grant funding received to replace and upgrade the Convention Centre dividing door.</i>	<i>All asset maintenance undertaken in accordance with Asset Maintenance Plan.</i>

<b>OPERATIONAL PLAN</b>
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Function No. 7.20

## Performance Review

Quarter ended: September

Principal Activity:	<b>COMMUNITY SERVICES</b>	Function:	<b>Dubbo Regional Theatre &amp; Convention Centre</b>
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Activity	Action	Performance Targets/Service Level
Management Services from other Functions	Internal services provided - Administration Printing, Community Support, Corporate Overhead, Financial Operations, Information Management, Management Accounting and telephones provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b>Management Services from other functions provided in line with agreed briefs.</b>	<b>Amounts accepted as reasonable.</b>
Bar Operations	Monitor cost of operating bar including wages, drinks, confectionery 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.
	<b>Bar operations monitored.</b>	<b>No reasonable criticism of quality of stock and customer service. Currently operating at 60% surplus.</b>
Promotion & Market & Audience Development	Monitor cost of marketing products and services through Season booklet, website, radio, television, print and social media, mail outs, flyers and posters.	Review annually according to marketing effectiveness.
	<b>Marketing costs monitored and television and radio advertising reduced and funds channelled into social media campaigns and website upgrade.</b>	<b>Ensure website is accessible and functional on mobile devices based on customer survey feedback.</b>
	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 95% by patrons of the products and facilities of the Dubbo Regional Theatre and Convention Centre and Wellington Convention Centre.
	<b>Annual subscriber survey to be conducted in October 2017.</b> <b>Annual general patron survey to be conducted in February 2018.</b>	<b>Survey to be collated in November 2017 and March 2018.</b>
		Two joint projects with local / and or regional arts education / youth agencies and community groups.
		<b>Erth's Prehistoric Aquarium (family show) – partnered with Western Plains Cultural Centre for Puppet Making Workshop July 2017. Partnered with Ignite Dubbo to have Prehistoric puppets meeting and greeting shoppers at the Rotunda with a family pass giveaway to the performance.</b>
		<b>We're Going on a Bear Hunt (family show) – partnered with Dubbo Branch, Macquarie Regional Library for a Storytime session and family pass giveaway to the performance.</b>
	Develop an annual Subscription Season Programme for Dubbo Regional Theatre and Convention Centre.	Dubbo Regional Theatre and Convention Centre used a minimum of 110 days per annum for ticketed performances.
	<b>Total of 24 shows currently selected for 2018 Season Program.</b>	<b>DRTCC – Total of 14 days compared with 13 days for the same period 2016/2017.</b> <b>WCC – Total of 13 days compared with 14 days for the same period 2016/2017.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 7.20

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Dubbo Regional Theatre &amp; Convention Centre</b>
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Activity	Action	Performance Targets/Service Level
DRTCC Events – Show Expenditure	Attract and program a diverse range of local, touring and school shows for a wide range of target audiences.	Dubbo Regional Theatre and Convention Centre used a minimum of 100 days and Wellington Convention Centre used a minimum of 20 days per annum for ticketed performances.
	<i>Shows selected based on DRTCC's programming policy and productions available for touring.</i>	<b>2018 Season: Local – 1; Touring – 15; Schools – 8</b>
	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.
Services Provided to Other Functions	<i>Monitoring of each show from contract to reconciliation. Ticket sales monitored twice daily by Manager.</i>	<b>Budget monitored closely.</b>
	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 rates apply.</i>	<b>Amounts charged are accepted as reasonable.</b>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-1,957,034	0	1	-1,957,034	-674,703
Expenditure	4,523,224	17,138	2	4,540,362	965,967
<b>Operating Total</b>	<b>2,566,190</b>	<b>17,138</b>		<b>2,583,328</b>	<b>291,264</b>
<b><u>Capital</u></b>					
Income	-539,844	0	3	-539,844	0
Expenditure	799,220	28,000	4	827,220	111,308
<b>Capital Total</b>	<b>259,376</b>	<b>28,000</b>		<b>287,376</b>	<b>111,308</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>2,825,566</b>	<b>45,138</b>		<b>2,870,704</b>	<b>402,572</b>
<b>Restricted Assets</b>					
	<b>-241,527</b>	<b>-45,138</b>	5	<b>-286,665</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>2,584,039</b>	<b>0</b>		<b>2,584,039</b>	<b>402,572</b>

Note	Details
1	No variance to budget.
2	Operating Expenditure increased by \$17,138 due to Western Research Institute Report – Convention Centre upgrade.
3	No variance to budget.
4	Capital Expenditure increased by \$28,000 due to Stage Lighting for the Convention Centre expenses.
5	Transfer from Restricted Assets increased by \$45,138 mainly due to stage lighting for the Convention Centre (\$28,000) and Western Research Institute Report (\$17,138).

<b>OPERATIONAL PLAN</b>
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Function No. 7.20

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Dubbo Regional Theatre &amp; Convention Centre</b>
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**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
DRTCC – Days hired for business/ community related events	154	130	17	Operational costs per capita.	\$105.20	\$114.60	\$5.20	DRTCC – No. of reasonable complaints of Centre’s operation	1	2	0
								WCC – No. of reasonable complaints of Centre’s operation	1	2	0
DRTCC - Days hired for performing arts related events	109	100	14					DRTCC – No. of people attending ticketed theatre performances	25,614	27,000	5,451
DRTCC – Number of season subscribers	287	290	287					DRTCC – Total number of people visiting the facility.	64,414	65,000	7,334
WCC – Days hired for business/community related events.	22	35	3					DRTCC – Total number of people visiting the facility since opening April 2011.	506,278	497,360	513,612
WCC – Days hired for performing arts related events.	36	20	13					WCC – Total number of people visiting and facility.	2,400	6,500	2,800

**Key Projects****Capital Works Program**

Regional Theatre & Cnvtntn - Asset Renewals-Maintenance	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09578 - DRTCC - Furniture & Fittings				
7301 - DRTCC - Macquarie Room Divider	313,467	0	313,467	0
7304 - Air Conditioners	26,000	0	26,000	0
<b>Project Commenced</b>				
7308 - DRTCC - Stage Lighting Convention Centre	0	28,000	28,000	0
01.09578 - DRTCC - Furniture & Fittings Total	339,467	28,000	367,467	0



<b>OPERATIONAL PLAN</b>
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Function No. 7.21

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Western Plains Cultural Centre</b>
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**Manager Responsible: Manager Cultural Services  
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 community lifestyle needs, through active engagement in learning and cultural heritage.

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 or services.
	<b>All fees itemised in WPCC Revenue Policy.</b>	<b>Nil to date.</b>
Building Operations	Building and system Inspections and maintenance according to legislation requirements, energy and other running costs.	No breaches of regulations or legislation. No threats to the operation or security of the building.
	<b>Contracts for essential services established for air conditioning, security, fire monitoring and prevention and lifts.</b>	<b>Nil to date.</b>
Asset Maintenance - Routine	Routine repairs and maintenance to WPCC and relevant Wellington museum facilities are programmed and action.	No reasonable complaints relating to the condition of recreation facilities.
	<b>Asset maintenance plan in place including regular inspections and repairs as needed \$78,726 allocated in 2017/2018.</b>	<b>Nil to date.</b>
Salaries and Overheads	Implement the adopted Public Art Strategy.	One (1) Public Artwork Installed biennially.
	<b>Policy implemented and monitored. Report on Public Art Register to be submitted in February 2017.</b>	<b>Scoreboard works installed September 2017.</b>
	Operational Plans (including budget) adopted in June each year for the Western Plains Cultural Centre Branch and relevant Wellington museums and facilities.	Operational Plans (including budget) for the Western Plains Cultural Centre Branch and relevant Wellington museums and facilities adopted by Council by due date.
	<b>Achieved to date.</b>	<b>Achieved to date.</b>
	Operational Plan (including budget) review undertaken for the Western Plains Cultural Centre Branch relevant Wellington museums and facilities on a quarterly basis.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	<b>Achieved to date.</b>	<b>Achieved to date.</b>
	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.
<b>Asset Management reporting is ongoing in accordance with the National Asset Management Accounting Framework (NAMAf) and utilising tools such as NAMSPlus.</b>	<b>Building asset management being implemented through the Superior Asset Management Group.</b>	

<b>OPERATIONAL PLAN</b>
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Function No. 7.21

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Western Plains Cultural Centre</b>
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Activity	Actions	Performance Targets/Service Level
Management Services from other functions	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.
	<b>20 year asset management plan for buildings in place.</b>	<b>Achieved to date.</b>
	Monitor identified external stakeholders for conservation, engagement and audience development.	Identified external stakeholders submit reports on performance to Western Plains Cultural Centre Branch by due date.
	<b>University of the 3<sup>rd</sup> Age identified.</b>	<b>University of the 3<sup>rd</sup> Age to report September 2018.</b>
	Internal services including Financial and Management Accounting, Corporate Overhead and printing provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b>Amounts allocated within WPCC budget.</b>	<b>Agreed briefs accepted detailing levels of service.</b>
Administration Operating Expenses	Administrative support for WPCC services and processes.	Ensure administration runs within budget.
	<b>Amounts allocated within WPCC budget.</b>	<b>Achieved to date.</b>
	A review of the condition of the Wellington Museum and the Wellington Historical Society's future use of the premises is completed.	Condition of the Wellington Museum and its future use is determined by June 2018.
Audience Development - Promotion	<b>Plans developed and implemented on an annual basis.</b>	<b>Ongoing.</b>
	Funding for marketing and promotion of WPCC exhibitions, facilities' and events.	Ensure all marketing materials are produced on time.
	<b>Amounts allocated within WPCC budget.</b>	<b>Achieved to date.</b>
	Undertake an annual survey of residents to gauge satisfaction on the Western Plains Cultural Centre's level of service.	A minimum of 65,000 visitors to the Western Plains Cultural Centre per annum.
	<b>Survey undertaken in November each year.</b>	<b>20,868 visitors recorded to date.</b>
	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 satisfaction rating of 95% by patrons of the services and facilities of the Western Plains Cultural Centre.
	<b>Plans developed and implemented on an annual basis.</b>	<b>Report to be provided in November 2017.</b>
	Implement a biennial touring program for Western Plains Cultural Centre curated exhibition.	Plan implemented by December 2017.
<b>Plans developed and implemented on a biennial basis.</b>	<b>Ongoing.</b>	
Develop in advance an exhibition program for the Western Plains Cultural Centre for each coming financial year that utilises all relevant spaces.	At least 24 exhibitions held at the Western Plains Cultural Centre during the year.	
<b>Program developed on an annual basis and submitted to stakeholders for comment.</b>	<b>4 exhibitions installed to date.</b>	

<b>OPERATIONAL PLAN</b>
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Function No. 7.21

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Western Plains Cultural Centre</b>
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Activity	Actions	Performance Targets/Service Level
Education Expenses	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.
	<b>Amounts allocated within WPCC budget.</b>	<b>2,291 attendees recorded to date.</b>
	Ensure the Community Arts Centre is made available for venue hire to community and corporate groups at reasonable prices.	The Western Plains Cultural Centre's Community Arts Centre is utilised for a minimum of 2500 hours per annum.
	<b>Revenue charges accepted as reasonable by Dubbo Regional Council. Available for hire within the adopted Council Revenue Policy.</b>	<b>858 hours to date. 12 month booking by a Start-up School for one room hire, commencing February 2018.</b>
	Develop public and education programmes for the Western Plains Cultural Centre for each financial year.	Public and Education programmes developed and implemented.
	<b>Amounts allocated within WPCC budget.</b>	<b>Achieved to date.</b>
Trading Stock - Purchases	Continue to conduct workshops, lectures, education programs 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.
	<b>Plans developed and implemented on an annual basis.</b>	<b>Achieved to date.</b>
Events Expenses	Funds for the purchase of goods to be sold in the WPCC shop.	No reasonable complaints received regarding quality of goods.
	<b>Amounts allocated within WPCC budget.</b>	<b>Nil to date.</b>
Exhibitions	Funds for presenting events and public programs at WPCC.	All events and public programmes adhere to WPCC policy.
	<b>Programs developed and implemented in accordance with adopted budget.</b>	<b>Nil to date.</b>
	The Western Plains Cultural Centre Advisory Board continues to hold a position for a member of the Dubbo Aboriginal Community Working Party.	A minimum of one (1) position held for Dubbo Aboriginal Working Party Member on the Western Plains Cultural Centre Advisory Board which focuses on Aboriginal culture.
	<b>The formation of committee structures throughout Council shall be determined by the elected body.</b>	<b>The membership and structure of committees such as an Advisory Board are to be determined by the elected body of Council in October 2017.</b>
Exhibitions	Include Aboriginal culture in the Western Plains Cultural Centre's exhibition and event calendar each year.	A minimum of one (1) exhibition or public programme per annum is held at the Western Plains Cultural Centre which focuses on Aboriginal culture.
	<b>Inclusion of Aboriginal cultural material indicated in WPCC policy.</b>	<b>Indigenous Australians at War (Oct 2017).</b>
	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.
	<b>Amounts allocated within WPCC budget.</b>	<b>Achieved to date.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 7.21

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Western Plains Cultural Centre</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-323,500	-1,368	1	-324,868	-36,557
Expenditure	2,384,235	81,368	2	2,465,603	528,485
<b>Operating Total</b>	<b>2,060,735</b>	<b>80,000</b>		<b>2,140,735</b>	<b>491,928</b>
<b><u>Capital</u></b>					
Income	-230,945	0	3	-230,945	0
Expenditure	296,121	45,068	4	341,189	180,992
<b>Capital Total</b>	<b>65,176</b>	<b>45,068</b>		<b>110,244</b>	<b>180,992</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	2,125,911	125,068		2,250,979	672,920
<b>Restricted Assets</b>					
	44,473	-125,068	5	-80,595	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>2,170,384</b>	<b>0</b>		<b>2,170,384</b>	<b>672,920</b>

Note	Details
1	No significant variance to budget
2	Operating expenditure has increased by \$81,368 mainly due to a strategic review of museum services (\$80,000).
3	No variance to budget.
4	Capital Expenditure increased by \$45,068 mainly due to mechanical upgrade expenses (\$19,810) and Large Object Storage Design (\$17,138).
5	Transfers to Restricted Assets decreased by \$125,068 due to mechanical upgrade expenses (\$19,810), Large Object Storage Design (\$17,138) and museum strategic review (\$80,000).

**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Days open to the public	361	363	89	No. of exhibitions installed on time	100%	100%	100%	No. of people using the Community Arts Centre	17,896	12,000	3,616
No. of bookings at Community Arts Centre	1298	1,300	201	Percentage of programmes held on time	98%	100%	100%	No. of patrons attending Museum/Gallery	97,278	75,000	20,868
Hours utilised by casual hirers of CAC	4508	4,100	858	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	NIL	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	13,358	8,000	3,168

## OPERATIONAL PLAN

Function No. **7.21**

### *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Western Plains Cultural Centre</b>
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of bookings for Auditorium and Boardroom.	196	200	43	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	1	NIL	NIL	Adherence to Asset Maintenance schedule	100%	95%	100%

### Key Projects

#### Capital Works Program

WPCCC - Acquisition of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09540 - WPCCC - Office Equipment				
7393 - Education Laptop Replacement	0	0	0	9,864
<b>01.09540 - WPCCC - Office Equipment Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,864</b>

WPCCC - Acquisition of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09542 - WPCCC - Plant & Equipment				
7452 - Mechanical Upgrade <b>Completed</b>	0	19,810	19,810	19,810
<b>01.09542 - WPCCC - Plant &amp; Equipment Total</b>	<b>0</b>	<b>19,810</b>	<b>19,810</b>	<b>19,810</b>

WPCCC - Acquisition of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09545 - Cultural Facilities - Buildings				
7396 - CAC Courtyard Ramp <b>Completed</b>	0	8,120	8,120	8,120
7397 - Large Object Storage Design	0	17,138	17,138	0
<b>01.09545 - Cultural Facilities - Buildings Total</b>	<b>0</b>	<b>25,258</b>	<b>25,258</b>	<b>8,120</b>

<b>OPERATIONAL PLAN</b>
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Function No. **7.21***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>COMMUNITY SERVICES</b>	<b>Function:</b>	<b>Western Plains Cultural Centre</b>
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WPCC - Asset Renewals - Maintenance 01.09533 - WPCC - Furniture & Fittings	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7301 - Ceiling Fan	5,950	0	5,950	0
01.09533 - WPCC - Furniture & Fittings Total	5,950	0	5,950	0

<b>OPERATIONAL PLAN</b>
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Function No. **8.01**

## *Performance Review*

Quarter ended: **September**

Principal Activity:	<b>HUMAN ENVIRONMENT</b>	Function:	<b>Human Environment Services</b>
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**Manager Responsible: Director Community and Recreation  
Mr Murray Wood**

**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 educate the public.

Activity	Actions	Performance Targets/Service Level
Alcohol Free Zone	Expenses related to maintaining signage and advertising alcohol free zones.	No reasonable criticism of the lack of adequate signage of the zones.
	<i>Sufficient funds budgeted in 2017/2018 to maintain the signs in good order.</i>	Zones are renewed within the required timeframes. <i>No complaints to date. Zones not due for renewal until 2018.</i>
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.
	<i>Sufficient funds allocated in 2017/2018.</i>	<i>100% of time operational.</i>
Food Premises Inspection	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.
	<i>Review programmed to be undertaken by June 2018.</i>	<i>Review to be undertaken by June 2018.</i>
	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.
	<i>Procedure in place to ensure all food premises inspected at least once by March 2018.</i>	<i>Inspection Program on schedule.</i>
Management Services from Other Functions	Food premises inspection program commenced and is on schedule.	85% of food premises comply with statutory requirements on initial inspection. <i>For period 1/7/2017 to 30/9/2017 - 100% of the 6 premises inspected complied on first inspection.</i>
	Cost of services including financial and management accounting, corporate overheads and Environmental Services Administration.	Amounts charged are accepted as reasonable for the service provided.
	<i>Costs covering the overheads of administering this function allocated in the budget.</i>	<i>Amounts considered fair and reasonable for the levels of services provided.</i>
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.
	<i>Costs covered part of the salaries and overheads of the Director Community Services, Manager Business Support and Business Support Officer.</i>	<i>No inadequacies identified.</i>
	Continue to lobby and support Western NSW Local Health network to attract general and specialist medical practitioners to Dubbo including community health staff.	No decrease in the number of General Practitioners in Dubbo.
	<i>Lobbying undertaken.</i>	<i>No decrease identified.</i>

<b>OPERATIONAL PLAN</b>
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Function No. **8.01***Performance Review*Quarter ended: **September**

Principal Activity:	<b>HUMAN ENVIRONMENT</b>	Function:	<b>Human Environment Services</b>
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Activity	Actions	Performance Targets/Service Level
Health Programs	Lobby the State Government to ensure adequate professional staff are available to service the Dubbo Base Hospital and associated services.	No incidences of long term vacancies of medical staff at Dubbo Base Hospital.
	<b>Administrator and General Manager met regularly with Local Member Troy Grant MP to discuss hospital redevelopment progress and personnel resources.</b>	<b>No incidences identified.</b>
	Monitor the impact on Dubbo of the management/operations of the Western NSW Local Health Network.	No decisions made by Local Health Network adversely impacting on Dubbo.
	<b>Dubbo and Orana Region had a good level of representation on the local Health Network. No adverse impacts identified.</b>	<b>No adverse decisions identified to date.</b>
	Lobby the State Government for the ongoing staged development of the Dubbo Base Hospital facility.	Dubbo Base Hospital is substantially redeveloped.
	<b>Redevelopment work well underway. Master Plan for future redevelopment completed. Announcement of \$150M for stages 3 and 4 of the redevelopment.</b>	<b>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 &amp; Scheduled for completion by end of 2017.</b>
	In conjunction with Sydney University and Charles Sturt University, lobby the Federal Government for health tertiary courses and training courses and facilities in the City.	The range of health tertiary courses available in the City is increased.
	<b>Discussions held 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. Discussions held with CSU and other stakeholders in regards to establishing a formal sport/education and wellness precinct in north Dubbo.</b>	<b>No increase identified.</b>
	Hold two (2) meetings per annum between Dubbo Regional Council and Sydney University to discuss future development and operations of the University's Rural Medical School in the City.	Two meetings to be held annually.
	<b>No meetings held to date.</b>	<b>No meetings held.</b>
	Undertake at least one (1) inspection of all registered regulated premises per year.	100% of registered premises comply with statutory requirements on initial inspection. All premises to be inspected by March annually.
	<b>Procedure in place to ensure all registered regulated premises inspected at least once annually.</b>	<b>Inspections currently meeting target.</b>
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.	
<b>Inspection regime to commence in November 2017 for public swimming pools and spas.</b>	<b>Inspections programmed to commence November 2017.</b>	



<b>OPERATIONAL PLAN</b>
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Function No. **8.01**

## Performance Review

Quarter ended: **September**

Principal Activity:	<b>HUMAN ENVIRONMENT</b>	Function:	<b>Human Environment Services</b>
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Activity	Actions	Performance Targets/Service Level
	Undertake compliance inspections of all registered private swimming pools.	Ongoing
	<b>Adherence to legislation.</b>	<b>Ongoing.</b>
	Conduct two (2) public health programs per year.	Health programs to be conducted by December and April each year.
	<b>Program in place to ensure Two (2) public health programs conducted in 2017/2018.</b>	<b>Temporary Food Safety Event held 8 August 2017.</b>
	Meet with local senior officials of the Ambulance Service to discuss service provision.	100% satisfaction rating for ambulance services and facilities for the region.
	<b>No meetings to date.</b>	<b>Survey completed with 94% satisfaction rating.</b>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-51,194	51,194	1	0	0
Expenditure	336,877	-336,877	2	0	0
<b>Operating Total</b>	<b>285,683</b>	<b>-285,683</b>		<b>0</b>	<b>0</b>
<b><u>Capital</u></b>					
Income	-18,396	18,396	3	0	0
Expenditure	80,000	-80,000	4	0	0
<b>Capital Total</b>	<b>61,604</b>	<b>-61,604</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>347,287</b>	<b>-347,287</b>		<b>0</b>	<b>0</b>
<b>Restricted Assets</b>					
	<b>-59,678</b>	<b>59,678</b>	5	<b>0</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>287,609</b>	<b>-287,609</b>		<b>0</b>	<b>0</b>

Note	Details
1	Operating income has decreased by \$51,194 due to this function transferring into the new Organisation Structure. The budget has been reallocated between Environment & Health Services (6.01) and Social Services (7.14).
2	Operating expenditure has decreased by \$336,877 due to this function transferring into the new Organisation Structure. The budget has been reallocated between Environment & Health Services (6.01) and Social Services (7.14).
3	Operating income has decreased by \$18,396 due to this function transferring into the new Organisation Structure. The budget has been reallocated between Environment & Health Services (6.01) and Social Services (7.14).
4	Operating income has decreased by \$80,000 due to this function transferring into the new Organisation Structure. The budget has been reallocated between Environment & Health Services (6.01) and Social Services (7.14).
5	Operating income has decreased by \$59,678 due to this function transferring into the new Organisation Structure. The budget has been reallocated between Environment & Health Services (6.01) and Social Services (7.14).

<b>OPERATIONAL PLAN</b>
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Function No. **8.01**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>HUMAN ENVIRONMENT</b>	<b>Function:</b>	<b>Human Environment Services</b>
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**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of water samples taken per annum	167	150	0	Cost per sample	\$127.41	\$224.76	NA	Number of cases of illness reported due to unhealthy pool and spa water	Nil	Nil	Nil
Number of health education programs held each year	2	2	1	Cost per education program	6796.50	\$6,796.50	\$6,796.50	Number of participants in Health Programs	300	300	10
Number of registered premises inspected per annum (Skin Penetration, Cooling towers every 3 years)	55	48	0	Cost per premises inspection	\$151.36	\$289.16	NA	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)	286	290	6	Cost per premises inspection	\$178.44	\$287.93	\$287.93	Number of food premises which comply on first inspection	66%	75%	100%

**Key Projects****Capital Works Program**

Human Environment - Acquisition of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09550 - CBD Safety Cameras				
7385 - Camera Purchase & Instal	70,000	-70,000	0	0
7388 - Wellington CCTV Purchase & Instal	10,000	-10,000	0	0
<b>01.09550 - CBD Safety Cameras Total</b>	<b>80,000</b>	<b>-80,000</b>	<b>0</b>	<b>0</b>

<b>OPERATIONAL PLAN</b>
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Function No. **9.01**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Horticultural Services</b>
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**Manager Responsible:   Manager Recreation & Open Space  
Mr Ian McAlister**

**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 the Local Government Area. To provide an arboricultural service for the Urban Centres which will develop and maintain a safe aesthetically pleasing and environmentally beneficial urban arboricultural setting.

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 Community and Recreation Operation Branch for 2017/18. 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>  <i>Public gardens are under general review to maximise floral display and cost efficiency.</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 in all identified horticultural assets.</i>  <i>Defects have been recorded and scheduled in accordance with the Maintenance Services Levels for each category.</i>	<i>Inspections are completed within Organisational timeframe and in accordance with the Maintenance Service Levels.</i>
	Master plan for Cameron Park developed following community consultation.	Master Plan adopted by Council by July 2017.
	<i>A draft Master Plan has been developed and has been publicly exhibited. Comments currently being assessed.</i>	<i>The draft Cameron Park Master Plan was on public exhibition until 13 September 2017. Comments are being assessed with a report due to the October 2017 Council meeting.</i>
	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>
	Implement adopted Section 94 Open Space Contribution Plan.	All developer contributions are administered according to the Open Space Masterplan.
	<i>Section 94 Open Space Contribution Plan has been implemented.</i>	<i>Developer contributions are administered in accordance with the adopted plan.</i>

<b>OPERATIONAL PLAN</b>
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Function No. **9.01**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Horticultural Services</b>
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Activity	Actions	Performance Targets/Service Level
	Develop a Centre of Excellence Advisory Committee and key organisations.	Identify new stakeholders and facilitate initial meetings.
	<b><i>A Centre of Excellence Advisory Committee has not yet been established</i></b>	<b><i>Opportunities to identify key stakeholders that can be approached to sit on the Advisory Committee will occur as the Garden develops.</i></b>
	Seek funding opportunities to implement recommendations in the Dubbo Regional Botanic Garden Business Plan.	No significant examples of grant opportunities not addressed.
	<b><i>Funding of \$1.54 million was secured through the Stronger Communities (Major Projects) fund.</i></b>	<b><i>All relevant funding opportunities are followed up and addressed.</i></b>
	Pursue funding opportunities to provide a therapeutic place associated with Dubbo Base Hospital in accordance with adopted plans.	No incidents of funding opportunities not pursued.
	<b><i>Theresa Maliphant Master Plan developed to concept stage. Project deferred until further information was received regarding parking improvements in and around the park.</i></b>	<b><i>No funding opportunities identified or pursued.</i></b>
	Continue to develop the Specialist Japanese Horticultural skills training programme for the Community and Recreation Operations staff and others.	No significant examples of opportunities not addressed.
	<b><i>The Specialist Japanese horticultural skills programme is continuing. Two (2) Japanese Gardeners are scheduled to visit Shoyoen in October 2017.</i></b>	<b><i>Additional training opportunities in Japanese gardening and cultural elements will be assessed and implemented.</i></b>
	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.
	<b><i>Minokamo gardeners (Kondoh-san and Toshi-san) are scheduled to visit Shoyoen in October 2017 to assist staff in traditional Japanese Garden techniques.</i></b>	<b><i>A subsequent audit will be carried out by Minokamo gardeners during visit to detail any elements requiring modifications.</i></b>
	Conduct on-site/ remote audits of the Shoyoen utilising Minokamo resources.	An audit undertaken and reviewed by Minokamo by March 2018.
	<b><i>Minokamo gardeners have been engaged to undertake an audit of Shoyoen garden during their visit in October 2017.</i></b>	<b><i>Provided audit will be reviewed and assessed upon completion in October 2017.</i></b>
	Liaise with Toyoma for advice and assistance in improving the authenticity of the Japanese Garden in Wellington.	Development of a fully costed works program to improve the authenticity of the Toyoma Garden by April 2018.
	<b><i>Toyoma City to be contacted for advice in improving the authenticity of the Wellington Osawano garden.</i></b>	<b><i>Following initial consultation, a fully costed works program to be developed to improve the authenticity of the Wellington Osawano Japanese Garden.</i></b>
	Pursue opportunities for the acquisition of grant support from external sources to aid in the activities and development of Dubbo Regional Botanic Garden.	No significant examples of grant opportunities not addressed.
	<b><i>Opportunities being pursued as they are identified.</i></b>	<b><i>Grant submissions being prepared and submitted as opportunities are identified.</i></b>

## OPERATIONAL PLAN

Function No. **9.01**

### *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Horticultural Services</b>
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Activity	Actions	Performance Targets/Service Level
Public Amenities Operations and Maintenance	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.
	<b><i>DA's are assessed with recommendations being provided on biodiversity enhancement within the city.</i></b>	<b><i>Development Unit Meetings are being attended and biodiversity enhancement is being promoted and included in DA Conditions as opportunities have allowed.</i></b>
	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.
	<b><i>Standard landscape plans for stormwater infrastructure (including swales and water retarding basins) that address biodiversity considerations has been developed and approved.</i></b>	<b><i>Development and adoption of the standardised landscape plans for stormwater assets will enable this target to be achieved.</i></b>
	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.
	<b><i>Water Sensitive Urban Designs (WSUD) are being applied in situations where the Community and Recreation Division have direct input into design phase.</i></b>	<b><i>Staff attend DU meetings and promotes the use of Water Sensitive Urban Design (WSUD) principles where appropriate.</i></b>
	Regularly clean amenities buildings in accordance with frequency of use by public.	High use amenities cleaned daily and no reasonable criticism from the public.
	<b><i>Serenity Landscapes have the contract for the cleaning of the amenities. No unreasonable criticism received within the past 12 months.</i></b>	<b><i>All amenities cleaned within defined schedule (none daily) with no unreasonable criticism received.</i></b>
	Provision of a building maintenance service including programmed renovation works.	Maintenance as per Council's recommended Asset Management Schedule for buildings.
	<b><i>Buildings under the control of this function are being maintained in accordance with the asset plan, and are inspected annually.</i></b> <b><i>Identified works are scheduled and carried in accordance with the asset plan.</i></b>	<b><i>This is being achieved with no negative comment being received by the general public.</i></b>
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.
	<b><i>The cost of providing electricity for pedestrian lighting is budgeted for within the Horticultural Services function and paid for through Manager Transport and Emergency.</i></b>	<b><i>Electricity costs continue to rise and place pressure on the funding of this service.</i></b> <b><i>Alternate lighting options, including solar, are being implemented to offset rising costs.</i></b>
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.
	<b><i>Services are being provided.</i></b>	<b><i>Amounts being charged are within the constraints of the identified operating overheads.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. **9.01**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Horticultural Services</b>
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Activity	Actions	Performance Targets/Service Level
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.
	<p><b><i>The majority of identified asset maintenance works for this function are carried out through the Community and Recreation Operations Branch.</i></b></p> <p><b><i>These works have been scheduled, with works progressing.</i></b></p>	<b><i>Asset maintenance tasks are currently completed within the identified timeframe and within budget.</i></b>
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.
	<b><i>The Property Asset team will be consulted to develop an action and workflow plan for current and future Amenities Maintenance works.</i></b>	<b><i>Asset maintenance tasks are currently completed within the identified timeframe and within budget.</i></b>
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.
	<b><i>Additional maintenance works are on schedule to be completed.</i></b>	<b><i>Scheduled works are currently being completed on time and within budget.</i></b>
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.
	<b><i>This is being achieved through the ongoing development of strategic planning documents, implementation of plans and the provision of arboricultural advice.</i></b>	<p><b><i>Street tree maintenance is undertaken by the Community and Recreation Operations Branch for the Transport and Emergency Function.</i></b></p> <p><b><i>Other tree related projects are carried out for other functions on request through the agreed brief process and at full cost recovery.</i></b></p>
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.
	<b><i>Strategic tree planning services are continuing to be provided for a number of high profile jobs throughout the City as they are identified. Current and future projects include Wingewarra Street (Darling Street to Bourke Street) Brisbane Street (Cobra Street to Reakes Avenue), Macquarie Street (Cobra Street to Reakes Avenue).</i></b>	<b><i>MROS provides technical advice to stakeholders for tree related projects. Actual agreed briefs for works are between Operations Branch and the Client.</i></b>
	Develop a Maintenance Service Level based inspection regime for trees in road reserves.	Maintenance Service Level for street trees adopted by Council and incorporated in forward budgets by November 2017.
	<b><i>Draft documentation has been prepared and a report is being prepared for consideration by Executive Staff.</i></b>	<b><i>Remaining identified high risk/high consequence hazardous trees are being currently being assessed.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. **9.01***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Horticultural Services</b>
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Activity	Actions	Performance Targets/Service Level
Infrastructure	A suite of standard landscape plans are developed for stormwater infrastructure (including swales and water retarding basins) that meet water sensitive urban design principles, allow for water harvesting / reuse schemes to be incorporated into their developments and / or address biodiversity considerations.	Review standard plans for specific sites and implement as required.
	<b><i>Standard landscape plans have been developed and implemented for stormwater infrastructure (including swales and water retarding basins) that address biodiversity considerations.</i></b>	<b><i>Plans will be reviewed as required.</i></b>
Acquisition of Assets	Implement components of the Wiradjuri Park Masterplan including sourcing external funding opportunities.	Continue to seek external funding as opportunities arise.
	<b><i>Following the announcement of the preferred 3<sup>rd</sup> river crossing option, that transverses Wiradjuri Park, and the announcement of funding through the Stronger Communities program the future development of Wiradjuri Park will need to be reassessed as road design details are made available.</i></b>  <b><i>Implementation of the master plan will continue as external funding is identified.</i></b>	<b><i>Council has received funding from the Stronger Communities Fund for a Wiradjuri Tourism Experience to be shared between Wellington and Dubbo.</i></b>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-191,674	-285,048	1	-476,722	-374,463
Expenditure	4,698,953	152,720	2	4,851,673	612,255
<b>Operating Total</b>	<b>4,507,279</b>	<b>-132,328</b>		<b>4,374,951</b>	<b>237,792</b>
<b><u>Capital</u></b>					
Income	-988,873	0	3	-988,873	0
Expenditure	2,055,146	902,821	4	2,957,967	347,354
<b>Capital Total</b>	<b>1,066,273</b>	<b>902,821</b>		<b>1,969,094</b>	<b>347,354</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>5,573,552</b>	<b>770,493</b>		<b>6,344,045</b>	<b>585,146</b>
<b>Restricted Assets</b>	<b>-1,597,952</b>	<b>-770,493</b>	5	<b>-2,368,445</b>	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>3,975,600</b>	<b>0</b>		<b>3,975,600</b>	<b>585,146</b>

<b>OPERATIONAL PLAN</b>
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Function No. **9.01**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Horticultural Services</b>
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Note	Details
1	Operating Revenue increased by \$285,048 mainly due to Section 94 contributions (\$183,643) and Infrastructure contributions. Horticultural Services (\$100,000).
2	Operating Expenditure increased by \$152,720 mainly due to Dubbo CBD Heat Island Amelioration (\$64,000), Water Sensitive Urban Design Planting (\$25,625), Dubbo Regional Botanic Garden (\$20,000) and the Large objects (Art & Museum) storage Concept Design to be located at the Dubbo regional Botanic Garden (\$13,500).
3	No variance to budget.
4	Capital Expenditure increased by \$902,821 mainly due to expenses for Cameron Park Amenities (\$285,625), Victoria Park Irrigation (\$278,549), Algona Park Irrigation (\$100,000) and Victoria Park Skate Park (\$90,000).
5	Transfer from Restricted Assets increased by \$770,493 mainly due to Victoria Park Rehabilitation (\$303,549), Cameron Park Amenities (\$285,625), Victoria Park Skate Ramp renewal (\$90,000) and Dubbo CBD Heat Island Amelioration (\$64,000).

### Key Performance Indicators

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Maintenance of Regional Medium Parks - Urban	18.2 ha	19.6ha	19.6ha	Annual cost per Ha to maintain Regional Medium Parks	\$34,967	\$47,752	\$5,855	% 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	Leased	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	\$50,647	\$57,149	\$9,168	Percentage of District High Parks maintained to standard	100%	100%	95%
Maintenance of District Medium Parks - Urban	23.47ha	25.89ha	25.89ha	Annual cost per Ha to maintain District Medium Parks	\$13,020	\$19,778	\$1,810	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	\$12,646	\$10,362	\$2,061	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	\$10,750	\$14,385	\$2,599	Percentage of Local High Parks maintained to standard	100%	100%	95%
Maintenance of Local Medium Parks - Urban	24.92ha	24.92ha	25.12ha	Annual cost per Ha to maintain Local Medium Parks	\$9,021	\$9,358	\$1,221	Percentage of Local Medium Parks maintained to standard	95%	100%	90%



<b>OPERATIONAL PLAN</b>
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Function No. **9.01**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Horticultural Services</b>
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Maintenance of Local Low Parks - Urban	30.02ha	31.09ha	31.09ha	Annual cost per Ha to maintain Local Low Parks	\$5,350	\$4,076	\$932	Percentage of Local Low Parks maintained to standard	95%	100%	90%
Maintenance of Local Basic Parks - Urban	15.80ha	15.97ha	15.98ha	Annual cost per Ha to maintain Local Basic Parks	\$5,689	\$6,777	\$1,453	Percentage of Local Basic Parks maintained to standard	95%	100%	90%
Maintenance of General Low Parks - Urban	18.8 ha	18.8 ha	15.3 ha	Annual cost per Ha to maintain General Basic Parks	\$1,187	\$642	\$206	Percentage of General Basic Parks maintained to standard	95%	100%	90%
Maintenance of General Basic Parks - Urban	22 ha	22ha	22.1ha	Annual cost per Ha to maintain General Basic Parks	\$1,868	\$1,009	\$169	Percentage of General Basic Parks maintained to standard	95%	100%	90%
Percentage of Playgrounds with Shade Structures	30% plus 5 (25%) with natural shade	67%		Number of shade structures constructed within budget estimate	1	2	1	Number of new playground structures constructed	1	2	1
Percentage of playgrounds structures that are 15 years and older	20%	10%	20%	Number of playgrounds replaced within budget estimate	1	1	1	Number of 15 years and older playgrounds replaced	1	1	1
Number of vandalism incidents per year per playground	3	0	0					Number of complaints regarding playground vandalism	3	0	0
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	\$380	\$350	\$380	Number of sustainable complaints/injuries as a result of playground undersurfaces	0	0	0

<b>OPERATIONAL PLAN</b>
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Function No. **9.01**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Horticultural Services</b>
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**Key Projects****Capital Works Program**

Horticulture - Acquisition of Assets 01.09555 - Horticultural Services - Other Structures	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7461 - Dubbo Regional Botanic Playground	1,300,000	10,000	1,310,000	20,789
7501 - Elizabeth Park Quercus	0	12,758	12,758	0
7502 - Dubbo Regional Botanic Gardens - Carpark	240,000	0	240,000	2,946
7503 - Cameron Park Regional Playground	280,000	0	280,000	0
7505 - EPA/Netwaste CCTV Litter Control	0	50,354	50,354	32,104
<b>01.09555 - Horticultural Services - Other Structures Total</b>	<b>1,820,000</b>	<b>73,112</b>	<b>1,893,112</b>	<b>55,839</b>

Horticulture - Acquisition of Assets 01.09559 - Horticultural Services - Land	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7419 - 1A Warne Street Wellington <b>Completed</b>	0	1,635	1,635	1,635
9424 - Algona Park Irrigation	0	100,000	100,000	0
9425 - Orchid Society Clubroom Renewal	0	48,000	48,000	0
9426 - West Dubbo Water Scheme -Lions Park West	0	50,000	50,000	0
<b>01.09559 - Horticultural Services - Land Total</b>	<b>0</b>	<b>199,635</b>	<b>199,635</b>	<b>1,635</b>

<b>OPERATIONAL PLAN</b>
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Function No. **9.01**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Horticultural Services</b>
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Horticulture - Asset Renewals - Maintenance 01.09563 - Horticultural Service- Other Structures (Renewals)	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7432 - Daphne Park Playground	0	36,500	36,500	20,207
7433 - York Street Park Log Fencing Replacement	0	0	0	-9
7460 - Victoria Park Irrigation	0	278,549	278,549	127,021
8527 - Victoria Park Bin Surrounds	0	3,000	3,000	2,229
8528 - Victoria Park Drinking Fountain 3	6,000	-3,000	3,000	0
8529 - Elston Park Waterplay Filter	6,500	0	6,500	0
8531 - Wahrenonga Park Playground	45,000	0	45,000	0
8532 - Wahrenonga Playground Softfall	45,000	0	45,000	0
8533 - Buckingham Drive Park Light <b>Funds transferred to Orchid Room renewal</b>	5,600	-5,600	0	0
8534 - Michael Duffy Park Bubbler	8,000	0	8,000	0
8537 - Kurrajong Estate Irrigation <b>Funds transferred to Orchid Room renewal</b>	5,000	-5,000	0	0
8538 - Margaret Crescent Bore Pump Replacement	100,000	-50,000	50,000	0
8546 - Cameron Park Rotunda	0	0	0	8,445
9003 - Victoria Park Skate Park <b>Completed</b>	0	90,000	90,000	84,337
9004 - Lunar Park Playground	0	0	0	480
9006 - Ollie Robbins Fence	0	0	0	199
9007 - Dubbo Reg. Botanic Garden Advent Playground	0	0	0	42,555
9008 - Cameron Park Amenities	0	285,625	285,625	4,416
9011 - Teamsters Park Table Settings	14,046	0	14,046	0
<b>01.09563 - Horticultural Service- Other Structures (Renewals) Total</b>	<b>235,146</b>	<b>630,074</b>	<b>865,220</b>	<b>289,880</b>

# OPERATIONAL PLAN

Function No. **9.02**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Landcare Services</b>
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**Manager Responsible:** **Manager Recreation & Open Space**  
**Mr Ian McAlister**

**Function Objectives:**

To provide and enhance habitat for indigenous flora and fauna across the Local Government Area, 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 Local Government Area.

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 have commenced across all of the Dubbo Regional Council area. These inspections include private and public land and are in compliance with the Biosecurity Act.</i>	<i>Council is compliant with its Weed Action Program commitments.</i>
Rural Parks & Foreshores Operations	Continue to build working relationships with the Terramungamine Reserve Traditional Owners.	Traditional Owners needs and wishes are considered and met wherever possible.
	<i>Council continues to promote the establishment of a community based traditional owner committee to assist with decision making in relation to Terramungamine Reserve.</i>	<i>Traditional owners needs and wishes continue to be met through direct consultation.</i>
	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>Stakeholder consultation is a key role undertaken by the Function in all strategic planning and redevelopment work as opportunities are identified.</i>	<i>The Indigenous community is a key stakeholder and are approached for input into strategic planning and the development of open space as opportunities are identified.</i>
	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>The current focus for this role is the staged installation of lighting of the western bank of the Macquarie River along the Tracker Riley cycleway.</i>	<i>More than 60% of the Dubbo urban river corridor is already developed for passive and active recreation pursuits. Further development of Council controlled land, such as Regand Park, Ex Pavans and Batistelle's will proceed as funds are identified.</i>
	<i>Ongoing consultation with community funding groups such as Macquarie Titan Mud Run and Dubbo Stampede is identifying community priorities for work.</i>	<i>The Wellington urban river corridors are less developed for recreation with approximately 45% of Council managed land developed for passive or active recreation. The majority of the Macquarie and Bell river frontages through Wellington are privately owned.</i>
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>No opportunities have been available to date.</i>	<i>No opportunities have been identified in either Dubbo or Wellington.</i>	

## OPERATIONAL PLAN

Function No. **9.02**

### *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Landcare Services</b>
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Activity	Actions	Performance Targets/Service Level
Regular Urban and Rural Programme	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. Secure grant funding to provide improved ancillary recreation activities, signage, seating and boat ramps.
	<i>Opportunities are constantly monitored.</i>	<i>More than 60% of the Dubbo urban river corridor is developed, approximately 45% of the Wellington urban river corridors are similarly developed.</i>
	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 and repair times remain consistent with Defined Asset Management Plan requirements.</i>	<i>No incidents reported to date.</i>
	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>Carbon offsetting continues to be monitored and opportunities assessed.</i>	<i>Neutral Drive continues to be developed and promoted as an example of carbon offsetting.</i>
	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>The annual review is scheduled to occur in Summer, following the region's normal winter/spring dominant rainfall pattern.</i>	<i>The annual review is yet to occur. No expansion of saline ground has been observed to date.</i>
	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 using market driven mechanisms are constantly monitored and explored.</i>	<i>Planting plans have been developed for Troy Gully catchment to complement engineering solutions to reduce the impact of salinity.</i>
	<i>Staff put forward a proposal for the revegetation of Council land for the offsetting a large infrastructure project. The project proponent is yet to respond to Council's proposal.</i>	
	Implement the Noxious Weeds/Pest Species management programme and Plans.	Noxious Weed and Pest Species Plans are implemented as programmed.
<i>Council's Weed Action Plan program continues to be implemented successfully. This is despite considerable uncertainty in relation to implementation of the new Biosecurity Act, with many areas of implementation yet to be clarified by the Department of Primary Industry.</i>	<i>Noxious Weed Plans continue to be implemented.</i>	
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 to date. Dubbo and Wellington shows are currently targeted.</i>	<i>None to date.</i>	

# OPERATIONAL PLAN

Function No. **9.02**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Landcare Services</b>
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Activity	Actions	Performance Targets/Service Level
	Develop and submit grant funding applications for the Noxious Weeds Program.	As appropriate and required grant applications are completed for the Noxious Weed Program.
	<b>Completed.</b>	<b>Completed.</b>
	Advise landholders of their responsibilities under the Noxious Weeds Act.	Landholders are advised of their responsibilities through the issuing of Section 18 Noxious Weeds Notices as appropriate. The number of Section 18 notices issues reported annually in June.
	<b>Council staff advise landholders of their responsibilities under the new Biosecurity Act during every private property inspection.</b>	<b>Implementation of the Biosecurity Act remains uncertain with sufficient training yet to be delivered by the Department of Primary Industry. Landholders are advised of their responsibilities under this new Act as they are currently understood by staff.</b>
	Implement the program to encourage landholders to avail themselves of Councils self-help Noxious Weed Control resources	The level of landholders utilising Noxious Weed Control resources monitored and reported on annually in June.
	<b>This continues to occur during every private property inspection.</b>	<b>Private usage of Council equipment in accordance with the Revenue Policy is available but there is only minor take up to date.</b>
	Treatment of declared Noxious weeds as per classification priority and seasonal factors.	The area of noxious weeds by classification priority and species is recorded and mapped by May annually.
	<b>High priority weeds and General Biosecurity Weeds are treated as identified and appropriate.</b>	<b>Weed mapping and monitoring will be reported by May 2018.</b>
	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.
	<b>Costs are appropriate.</b>	<b>Costs charged are regarded as appropriate.</b>
Landcare Operations	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
	<b>Flora and fauna information is provided as required to Council's Infrastructure and Operations team.</b>	<b>Queries are responded to promptly and professionally.</b>
	Review horticultural, arboricultural and open space components of all development applications and provide recommendations for any conditions of approval that can enhance biodiversity outcomes.	Implement the Rural Reserves Biodiversity Plan as opportunities arise.
	<b>All development applications with native vegetation implications are reviewed by MROS.</b>	<b>Funding has been sourced from the Central West LLS which will allow a commencement of the planned enhancement of the Beni-Wongarbon wildlife corridor. Implementation of this biodiversity link enhancement will occur in consultation with Council's Infrastructure and Operations team.</b>
Management Services from other functions.	Extend road side mapping information across the Local Government Area.	Roadside vegetation mapping extended by 10% through the application of external grant funding by June 2018.
	<b>It is intended that this activity will occur as a component of the LGA wide vegetation mapping project.</b>	<b>External grant funding sources are being monitored for opportunities. None have been identified to date.</b>

## OPERATIONAL PLAN

Function No. **9.02**

### *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Landcare Services</b>
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Activity	Actions	Performance Targets/Service Level
	Provide flora and fauna information to inform the Environmental Services and Technical Services Divisions of Council.	Advice is provided to Environmental Services and Technical Services divisions relating to both internal and external projects.
	<i>Undertaken as required.</i>	<i>All requests for information have been successfully and professionally met by MLS.</i>
	Implement the revised Recreation Strategy Plan as it applies to the Villages of Ballimore, Brocklehurst, Eumungerie, and Wongarbon.	The revised Recreation Strategy Plan is incorporated in Village designs and recommendations are prioritised.
	<i>Capital Works funding allocated to Wongarbon School Centenary Park.</i>	<i>No action to date.</i>
	Implement Village Beautification Plans for Ballimore, Brocklehurst, Eumungerie, and Wongarbon.	Develop a priority of works for existing Village Beautification Plans in consultation with Village communities by November 2017.
	<i>All street tree planting undertaken in these villages is compliant with the Village Beautification Plans.</i>	<i>No action to date.</i>
	Develop Village Beautification Plans for Geurie, Stuart Town, Mumbil, Euchareena and Elong.	Develop Village Beautification Plans for those villages that do not currently possess one by March 2018.
	<i>Village Beautification Plans are yet to be developed for these villages.</i>	<i>March 2018 remains the target date for completion and adoption of all remaining Village Beautification Plans</i>
	Provide support to the Rural Consultative Working Party as required.	No examples of inadequate or inaccurate advice to the Rural Consultative Working Party.
	<i>A presentation was made regarding the new Biosecurity Act.</i>	<i>None identified to date.</i>
Gardening 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>Provided as requested.</i>	<i>No failures identified to date.</i>
Landcare Services	Provision of Landcare services to open passive recreational areas.	All passive open space areas are maintained to the standard of their specified Maintenance Service Level.
	<i>This service continues to be undertaken efficiently.</i>	<i>All spaces are currently maintained in compliance with their Maintenance Service Levels.</i>
Local Land Services Special Projects	Undertake joint Local Land Services projects as agreed.	All works are completed in a timely and effective manner.
	<i>Central West Local Land Services have funded a Biodiversity linkage project which has been identified from the Rural Biodiversity Plan. The targeted area is the Beni-Wongarbon link. No other Local Land Services projects have yet been agreed.</i>	<i>Planning for the biodiversity linkage project is underway with the Infrastructure and Operations team.</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>A schedule of works has been agreed with Operations.</i>	<i>No outstanding issues to date.</i>

<b>OPERATIONAL PLAN</b>
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Function No. **9.02**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Landcare Services</b>
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Activity	Actions	Performance Targets/Service Level
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>A schedule of works has been agreed with Operations.</i>	<i>No outstanding issues to date.</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>Capital Works are being undertaken in accordance with the Operational Plan.</i>	<i>The Capital Works program is progressing as scheduled.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-104,896	0	1	-104,896	-7,664
Expenditure	1,443,423	206,191	2	1,649,614	192,520
<b>Operating Total</b>	<b>1,338,527</b>	<b>206,191</b>		<b>1,544,718</b>	<b>184,856</b>
<b><u>Capital</u></b>					
Income	-172,951	0	3	-172,951	0
Expenditure	183,600	473,500	4	657,100	26,335
<b>Capital Total</b>	<b>10,649</b>	<b>473,500</b>		<b>484,149</b>	<b>26,335</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>1,349,176</b>	<b>679,691</b>		<b>2,028,867</b>	<b>211,191</b>
<b>Restricted Assets</b>	<b>-51,688</b>	<b>-679,691</b>	5	<b>-731,379</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>1,297,488</b>	<b>0</b>		<b>1,297,488</b>	<b>211,191</b>

Note	Details
1	No variance to budget.
2	Operating Expenditure increased by \$206,191 mainly due to Troy Gully Wetland (\$100,000) and Bell/ Macquarie River Erosion Impact Study (\$83,566).
3	No variance to budget.
4	Capital Expenditure increased by \$473,500 mainly due to Geurie Multi Court Facility (\$270,800), Moxan Park Improvements – Stronger Communities Fund (\$85,000) and Euchareena Local Projects (\$84,700).
5	Transfers from Restricted Assets increased by \$679,691 mainly due to Geurie Multi Court Facility – Stronger Community Funding (\$270,800), Troy Gully Salinity Amelioration (\$100,000), Moxan Park Improvements – Stronger Communities Fund (\$85,000) and Euchareena Local Projects – Stronger Community Funding (\$84,700), Wongarbron Playground (\$33,000) and Bell/Macquarie Flooding Impact Study (\$35,000).



<b>OPERATIONAL PLAN</b>
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Function No. **9.02**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Landcare Services</b>
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### Key Performance Indicators

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Number of rural properties inspected	182	450	10	Cost to inspect per property (initial insp.)	\$170	\$335	\$17	Percentage Compliance to recommended treatment program	100%	100%	100%
Length of road to be inspected or treated for noxious weeds	4120Km	3900Km	350Km	Cost to inspect/treat roads per km	\$11	\$115	\$5	Number of infestations brought to Council's attention	0	10	0
Maintenance of District Medium Parks – Rural	26.17 Ha	29.47Ha	29.67Ha	Annual Cost per Ha to maintain District Medium Parks	\$5,387	\$5,061	\$1,308	Percentage of District Medium Parks maintained to standard.	95%	100%	100%
Maintenance of District Low Parks - Rural	44.60 Ha	61.9 Ha	61.9 Ha	Annual cost per Ha to maintain District Low Parks - Rural	\$2,437	\$1,749	\$314	Percentage of District Basic maintained to standard.	95%	95%	100%
Maintenance of Local Medium Parks - Rural	4Ha	121.29Ha	121.3Ha	Annual cost per Ha to maintain Local Medium Parks - Rural	\$3,918	\$1,555	\$116	Percentage of Local Medium maintained to standard.	95%	95%	95%
Maintenance of Local Low Parks - Rural	124Ha	127.7 Ha	127.7Ha	Annual cost per Ha to maintain Local Low parks - Rural	\$607	\$859	\$110	Percentage of Local Low maintained to standard	95%	95%	95%
Maintenance of Local Basic Parks – Rural	82.09 Ha	82.09 Ha	82.09 Ha	Annual cost per Ha to maintain Local Basic parks – Rural	\$0	\$61	\$0	Percentage of Local Basic maintained to standard	95%	100%	95%
Maintenance of General Community Medium Parks - Rural	32.12 Ha	32.12Ha	32.12Ha	Annual cost per Ha to maintain General Community Medium Parks - Rural	\$53	\$85	\$84	Percentage of General Community Medium maintained to standard.	95%	100%	95%
Maintenance of General Community Low Parks - Rural	253 Ha	175.3Ha	175.3Ha	Annual cost per Ha to maintain General Community Low Parks – Rural	\$43	\$214	\$12	Percentage of General Community Low maintained to standard.	95%	95%	95%

<b>OPERATIONAL PLAN</b>
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Function No. **9.02**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Landcare Services</b>
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Maintenance of General Community Basic Parks - Rural	50.46 Ha	53.06 Ha	51.99 Ha	Annual cost per Ha to maintain General Community Basic Parks - Rural	\$258	\$201	\$23	Percentage of General Community Basic maintained to standard	95%	95%	95%
Number of Gardening Services briefs	2	2	2	Number of briefs undertaken within agreed costings	2	2	2	Number of Gardening Services briefs rated as satisfactory by clients	2	2	2

### Key Projects

#### Capital Works Program

Landcare Services - Acquisition of Assets	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09577 - Acquisition of Assets				
7400 - Riverbank Park Lighting Stage 1	67,000	0	67,000	0
7402 - Moxon Park Improvements SCF Major	0	85,000	85,000	13,085
7403 - Euchareena Local Projects	0	84,700	84,700	13,085
7404 - Geurie Multi Court Facility	0	270,800	270,800	165
<b>01.09577 - Acquisition of Assets Total</b>	<b>67,000</b>	<b>440,500</b>	<b>507,500</b>	<b>26,335</b>

Landcare Services - Asset Renewals - Maintenance	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09558 - Renewal of Assets-Asset Maintenance Program-West				
7410 - Devils Hole Road	35,000	0	35,000	0
7423 - Wongarbron School Cent Tennis Court Fence	0	33,000	33,000	0
7443 - Troy Creek Signage	5,000	0	5,000	0
7483 - Wongarbron School Centenary - Playground	35,000	0	35,000	0
7484 - Wongarbron School Centenary - Softfall	32,000	0	32,000	0
7485 - Wongarbron School Centenary Hotwater System	9,600	0	9,600	0
<b>01.09558 - Renewal of Assets-Asset Maintenance Program-West Total</b>	<b>116,600</b>	<b>33,000</b>	<b>149,600</b>	<b>0</b>

<b>OPERATIONAL PLAN</b>
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Function No. **9.04**

## *Performance Review*

Quarter ended: **September**Principal  
Activity:**PARKS AND LANDCARE**

Function:

### Parks & Landcare Business Support Services

**Manager Responsible: Manager Business Services  
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.

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.
	<b><i>Provision of management services to all functions within the division without exception.</i></b>	<b><i>Provision of management services to all functions within the division without exception is achieved.</i></b>
	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.
	<b><i>Ongoing assessment for compliance is undertaken.</i></b>	<b><i>Audits completed quarterly for DAMP compliance.</i></b>
	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.
	<b><i>Adopted Section 94 Open Space Contributions Plan will be implemented accordingly.</i></b>	<b><i>The Open Space Network is being developed consistently with the Open Space Section 94 Contribution Plan and Masterplan.</i></b>
Business Services	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.
	<b><i>Undertaken as opportunities arise, sourced from various government agencies and funding bodies.</i></b>	<b><i>All grant opportunities are investigated and applied for where appropriate.</i></b>
Annual Operational Plan (including Annual Budget) Preparation	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.
	<b><i>Provision of services to all functions within the Division without exception.</i></b>	<b><i>Provision of services to all functions within the division without exception is being achieved.</i></b>
	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.
	<b><i>No action to date.</i></b>	<b><i>No action to date.</i></b>
Annual Operational Plan (including Annual Budget) Preparation	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.
	<b><i>Divisional Asset Management Plans are monitored and reviewed on an ongoing basis.</i></b>	<b><i>Draft Plans submitted by due date.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 9.04

## Performance Review

Quarter ended: September

Principal Activity:	<b>PARKS AND LANDCARE</b>	Function:	<b>Parks &amp; Landcare Business Support Services</b>
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Activity	Actions	Performance Targets/Service Level
Quarterly Budget Review	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 by the Community &amp; Recreation Division.</i>
Management Services from other functions.	Divisional reviews of the Operational Plan (including budget) undertaken for the Parks and Landcare Division on a quarterly basis.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	<i>Review of Operational Plans and budgets are being undertaken on a quarterly basis for the Community &amp; Recreation Division.</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:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	0	0	1	0	0
Expenditure	-32,652	0	2	-32,652	19,809
<b>Operating Total</b>	<b>-32,652</b>	<b>0</b>		<b>-32,652</b>	<b>19,809</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<hr/>					
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>-32,652</b>	<b>0</b>		<b>-32,652</b>	<b>19,809</b>
<b>Restricted Assets</b>	<b>32,652</b>	<b>0</b>	<b>5</b>	<b>32,652</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>19,809</b>

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. **9.04**

*Performance Review*

Quarter ended: **September**

Principal Activity:	<b>PARKS AND LANDCARE</b>	Function:	<b>Parks &amp; Landcare Business Support Services</b>
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**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Agreed briefs	7	7	16					AOP & Budget time	100%	100%	100%
								Divisional Asset Management Plan	100%	100%	100%

# OPERATIONAL PLAN

Function No. **9.05**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Sporting Facilities Services</b>
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**Manager Responsible: Manager Recreation & Open Space  
Mr Ian McAlister**

### 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 the Local Government Area.

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.
	<b>All sporting grounds and associated facilities are maintained to identified Maintenance Service Levels.</b>	<b>Sporting grounds are being maintained at 95% of Maintenance Service Levels.</b>
	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.
	<b>This function continues to apply for grant funding, either directly or through the provision of support from community groups.</b>	<b>There are no examples of grant funding that have not been pursued, if deemed appropriate, or can be supported by matching funds.</b>
	Review 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.
	<b>The review will start in February 2018.</b>	<b>Barden Park is the regional centre for athletics in central west NSW as it is the only synthetic track within the region.</b>
	Implement the Regional Centre of Excellence for Athletics Business Plan.	Barden Park to host 2 State level carnivals in 2017/2018.
	<b>The Barden Park Business Plan continues to be updated and implemented.</b>	<b>Assistance is being given to the Marketing Events and Partnerships Team and others in the preparation of event bids.</b>
	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.
	<b>The upgrading of the Victoria Park No.2 lights will be completed by February 2018.</b>	<b>The precinct is cable of holding regional events.</b>
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.	
<b>This is not a priority for the Dubbo Hockey Association at this stage. Dubbo Hockey Association priority is development of player participation numbers. A full design of a second water playing surface was developed in 2016.</b>	<b>Pioneer Park can hold small regional events. Pioneer Park will not hold large regional carnivals until it has a second synthetic field.</b>	
<b>With the new disability school being built next to Pioneer Park and the West Dubbo Preschool catering for disabled students Council is now looking at the options of having a multipurpose synthetic surface that would cater for both hockey, disability school and the preschool.</b>		

## OPERATIONAL PLAN

Function No. **9.05**

### *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Sporting Facilities Services</b>
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Activity	Actions	Performance Targets/Service Level
	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>The sponsorship arrangement with Caltex will effectively end at the conclusion of the current winter sporting season.</i>	<i>Council is there is no funding being received for sporting facilities through sponsorship whilst Expression of Interest documentation is being developed.</i>
	<i>A review of the sponsorship agreement will be undertaken before it goes out to the marketplace as an Expression of Interest.</i>	
	Implement an Apex Oval sand base profile 'best practice' Maintenance Manual.	Dubbo Apex Clubs Caltex Park is acknowledged as the best football facility in regional NSW.
	<i>Council continues to follow the best practice manuals that were given to Council by the contractor who installed the playing surface.</i>	<i>The ground continues to be acknowledged as one of the best football facility in regional NSW.</i>
	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>Currently Paramount Tennis Club is focusing on development and lighting of the remaining tennis courts.</i>	<i>The tennis facility is capable of holding regional level sporting events.</i>
	<i>Council is providing assistance in identifying grant opportunities.</i>	
	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 has received \$7.1 million in funding from the State Government's Stronger Communities Fund for a new cycling facility and upgrade of the playing surface at Victoria No. 1 Oval.</i>	<i>Victoria Park Sporting precinct is capable of holding regional level sporting events/carnivals.</i>
	<i>Discussions with the stakeholder users of Victoria Park No.1 are underway to progress this project</i>	
	Complete Design and documentation for the formulisation of car parking and pedestrian access between Victoria No. 2 & 3 Ovals.	Victoria Park Sporting precinct is capable of holding regional level sporting events/carnivals.
	<i>The completed design for the carpark was completed 2016.</i>	<i>Victoria Park Sporting precinct is capable of holding regional level sporting events/carnivals.</i>
	<i>Council has received funding for the construction of the car park as part of the \$7.1 million funding package from the State Government announcements in July 2017.</i>	
	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 been completed looking at getting Pioneer Park, Lions Parks West, Sir Roden Cutler Park, and Delroy Park off town water.</i>
	<i>The next stage will be to connect Wellington Sporting Facilities to the irrigation system.</i>	<i>Non rate revenue streams are being targeted to assist in the development of this project.</i>

# OPERATIONAL PLAN

Function No. **9.05**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Sporting Facilities Services</b>
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Activity	Actions	Performance Targets/Service Level
	A review, culminating in a report with recommendations as to the feasibility of irrigating West Dubbo open space with untreated river water is submitted to Executive Staff.	A reduction in the reliance on potable water by open space and other horticultural elements.
	<b><i>The report identified that the proposed West Dubbo Raw Water Scheme is economically viable with a payback period of approximately 5 years.</i></b>	<b><i>Estimated costings for stages of the project has been completed. Planning is in place to start stage one this financial year.</i></b>
	Undertake community consultation with user groups of Kennard Park to develop a master plan for the oval.	A full costed master plan for Kennard Park is adopted by Council by April 2018.
	<b><i>The Kennard Park draft master plan has been completed. Council has received feedback regarding draft plan from the community. A final master plan will be submitted for adoption at the Council meeting in October 2017.</i></b>	<b><i>Following the adoption of the Kennard Park Master Plan full costings will be developed and funding pursued.</i></b>
	Undertake community consultation with user groups of Rygate Park to develop a master plan for the oval.	A full costed master plan for Rygate Park is adopted by Council by June 2018.
	<b><i>The Rygate Park draft master plan has been completed. Council has received feedback regarding draft plan from the community groups. A final master plan will be submitted for adoption at the Council meeting in October 2017.</i></b>	<b><i>Following the adoption of the Rygate Park Master Plan full costings will be developed and funding pursued.</i></b>  <b><i>Stage 2 Rygate Park has received funding of \$565,000 announced in July 2017 with a further \$500,000 from DRC Restricted Asset. A further grant application requesting \$200,000 has been submitted under Stronger Country Communities.</i></b>
Preparation of Sporting Facilities	Undertake the annual review of sporting associated requirements and associated agreed briefs for sporting preparation.	Sport specific preparation for service levels are accurately identified and costed. An agreed brief with community services is developed and signed to recover 100% of sport specific costs.
	<b><i>To be undertaken as part of the 2018/2019 draft Revenue Policy development.</i></b>	<b><i>Ongoing.</i></b>
	Review costs and programmes associated with sport preparation in regard to achieving efficiencies and passing on savings to users.	A base line sporting preparation figure is determined for 2017/18 with a view of achieving a 5% reduction in sporting preparation costs in 2018/19 (taking into account CPI).
Public Amenities Maintenance - Sport	<b><i>Sport preparation practices and costs will be undertaken as part of the annual review of fees and charges.</i></b>	<b><i>This will be determined following the review of sport preparation practices and costings.</i></b>
	Regularly clean amenities buildings in accordance with frequency of use by public.	High use amenities cleaned daily and no reasonable criticism from the public.
Trees Special Project Iconic Tree Planting	<b><i>Amenities are cleaned as per contract.</i></b>	<b><i>Amenities are cleaned as per cleaning contract, extra cleans can be requested by user groups at the cost.</i></b>
	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.
	<b><i>A planting program has been developed to continue to improve shade and aesthetics at sporting fields.</i></b>	<b><i>Shade trees have been scheduled to be planted at the Victoria Park 2 and 3 amenities building, car parking and around the playing field.</i></b>



<b>OPERATIONAL PLAN</b>
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Function No. **9.05**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Sporting Facilities Services</b>
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Activity	Actions	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.
	<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 within budget.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-252,703	100,000	1	-152,703	-32,590
Expenditure	3,484,896	58,638	2	3,543,534	394,902
<b>Operating Total</b>	<b>3,232,193</b>	<b>158,638</b>		<b>3,390,831</b>	<b>362,312</b>
<b><u>Capital</u></b>					
Income	-1,398,620	0	3	-1,398,620	0
Expenditure	1,178,298	135,871	4	1,314,169	135,611
<b>Capital Total</b>	<b>-220,322</b>	<b>135,871</b>		<b>-84,451</b>	<b>135,611</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>3,011,871</b>	<b>294,509</b>		<b>3,306,380</b>	<b>497,923</b>
<b>Restricted Assets</b>					
	<b>-762,262</b>	<b>-294,509</b>	5	<b>-1,056,771</b>	<b>-40,000</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>2,249,609</b>	<b>0</b>		<b>2,249,609</b>	<b>457,923</b>

Note	Details
1	Operating Revenue decreased by \$100,000 due to decreases to Sponsorship Apex Oval (\$50,000) and Sponsorship DCL (Barden Park)(\$50,000).
2	Operating Expenditure increased by \$58,638 mainly due to Indoor Recreation Facility design (\$70,000).
3	No variance to budget
4	Capital expenditure increased by \$135,871 mainly due to Victoria Park No2 Sports Lighting (\$180,000), Lady Cutler East lighting (\$245,000), and the Ground Safety Initiative (\$50,000) with a reduction in Caltex (EDSC) Sports Lighting project of \$425,000.
5	Transfers from Restricted Assets increased \$294,509 mainly due to carry over works for Wellington asset renewals (\$61,509), Indoor Recreation Facility Feasibility Study (\$70,000), Ground Safety Initiative (\$50,000).

<b>OPERATIONAL PLAN</b>
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Function No. **9.05**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Sporting Facilities Services</b>
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**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	\$16,995	\$18,922	\$2,197	Percentage of Regional Premium Facilities maintained to standard	100%	100%	100%
Maintenance of Regional High Sporting Facilities	6.2Ha	6.2Ha	7.2Ha	Annual cost per Ha to maintain Regional High facilities	\$16,995	\$12,194	\$1,271	Percentage of Regional High Facilities maintained to standard	100%	100%	100%
Maintenance of Regional Medium Sporting Facilities	22.7Ha	19.3Ha	19.3Ha	Annual cost per Ha to maintain Regional Medium facilities	\$11,351	\$12,414	\$6,849	Percentage of Regional Medium Facilities maintained to standard	100%	100%	100%
Maintenance of District High Sporting Facilities	0	12.2Ha	12.2Ha	Annual cost per Ha to maintain District High Facilities	\$0	\$6,256	\$520	Percentage of District High Facilities maintained to standard	0	100%	100%
Maintenance of District Medium Sporting Facilities	12.5Ha	15.1Ha	15.1Ha	Annual cost per Ha to maintain District Medium Facilities	\$10,767	\$12,051	\$1,580	Percentage of District Medium Facilities maintained to standard	100%	100%	100%
Maintenance of District Low Sporting Facilities	20.4Ha	26.8Ha	26.8Ha	Annual cost per Ha to maintain District Low Facilities	\$9,237	\$6,672	\$1,330	Percentage of District Low Facilities maintenance to standard	100%	100%	100%
Maintenance of Local Medium Sporting Facilities	13.4Ha	15.2Ha	13.4Ha	Annual cost per Ha to maintain Local Medium facilities	\$1,990	\$4,083	\$781	Percentage of Local Medium Facilities maintained to standard	100%	100%	100%
Maintenance of General Community Low Sporting Facilities	0	12.15Ha	12.15Ha	Annual cost per Ha to maintain General Community Low Sporting Facilities	\$0	\$0	\$295	Percentage of Local Low Facilities maintained to standard	100%	100%	100%
Area of Ops sporting facilities prepared for Community Services (ha)	96.56Ha	96.56Ha	1,001Ha	Annual cost per ha	\$2,426	\$3,807	\$237	Number of sustainable complaints received from Community Services Division	0	0	0
Number of sporting facilities under License Agreements	n/a	10		Annual cost per License to maintain	n/a	\$800		Number of sustainable complaints from Licensees	n/a	Nil	Nil

<b>OPERATIONAL PLAN</b>
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Function No. **9.05**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Sporting Facilities Services</b>
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**Key Projects****Capital Works Program**

Sporting Facilities - Acquisition of Assets 01.09596 - Sporting Facilities - Other Structures	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7526 - Lady Cutler East Lighting	0	245,000	245,000	0
7808 - Victoria Park 2&3 BBQ & PA (SCF2)	0	7,867	7,867	0
7809 - Ground Safety Initiative	0	50,000	50,000	0
<b>01.09596 - Sporting Facilities - Other Structures Total</b>	<b>0</b>	<b>302,867</b>	<b>302,867</b>	<b>0</b>

Sporting Facilities - Asset Renewals - Maintenance 01.09600 - Sporting Fac. -Other Structures (Renewals)	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7740 - Pioneer Park Hockey Surface	405,000	0	405,000	0
7752 - Martins Bore Pump Component Replacement <b>Completed</b>	0	3,495	3,495	3,495
7753 - Apex Oval PA System	0	13,000	13,000	0
7755 - Victoria Park No 2 Sports Field Lighting	0	215,270	215,270	6,727
7764 - Caltex (EDSC) Sports Lighting	600,000	-460,270	139,730	17,966
7779 - Rygate Park Fencing	20,000	0	20,000	0
7780 - Bicentennial Park Fencing <b>Completed</b>	0	21,509	21,509	21,509
7781 - Rygate Park	0	40,000	40,000	9,570
<b>01.09600 - Sporting Fac. -Other Structures (Renewals) Total</b>	<b>1,025,000</b>	<b>-166,996</b>	<b>858,004</b>	<b>59,267</b>

**OPERATIONAL PLAN**

Function No. **9.05**

*Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Sporting Facilities Services</b>
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Sporting Facilities - Asset Renewals - Maintenance 01.09601 - Sporting Facilities - Buildings - Amenities	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7735 - DCL Park Lift Maintenance	0	0	0	697
01.09601 - Sporting Facilities - Buildings - Amenities Total	0	0	0	697

<b>OPERATIONAL PLAN</b>
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Function No. 9.06

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Parks &amp; Landcare Operations</b>
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**Managers Responsible: Managers Operations  
Mr Craig Arms**

**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.

Activity	Actions	Performance Targets/Service Level
Urban Parks Operations	Maintain parks to agreed brief.	Works completed within timeframe, budget and maintenance service levels.
	<b>All Parks maintained to agreed briefs.</b>	<b>All work completed on time, within their identified maintenance service levels</b>
	Continue to develop the 'Specialist Japanese Horticultural Skills' training program for Parks and Landcare staff and others.	Facilitate an annual visit by Minokamo landscape professionals to undertake training.
	<b>Arrangements being made for Minokamo gardeners to train Council staff in 2017.</b>	<b>Annual visits will be facilitated.</b>
Community Participation	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.
	<b>All defects repaired within the required timeframe.</b>	<b>No reports submitted to date.</b>
	Conduct at least four community tree planting activities per year.	Facilitate more than 600 hours of community assisted tree planting and maintenance projects.
	<b>One community tree planting activity has been conducted to date along the river foreshore at Troy Gully.</b>	<b>There has already been 322 hours of community assisted tree planting and maintenance projects been conducted to date with approximately 155 trees planted.</b>
	Provide support to the Troy Landcare, Clean-up Australia Day, Adopt-a-Park Groups, Friends Groups Society's.	5,000 hours of community involvement in parks, gardens, Landcare and sporting facilities development and maintenance.
	<b>Support has been provided on request. This has involved the provision of resources and information.</b>	<b>There has been a total of 556 community volunteer hours been dedicated to parks, gardens, Landcare and sporting facilities development and maintenance to date.</b>
Work with the community to establish additional Adopt-a-Park groups.	Establish three new Adopt-a-Park groups.	
<b>Ongoing promotion of new adopt-a-park groups and opportunities are currently being investigated.</b>	<b>None to date.</b>	
Actively support the organisers of the Dubbo Clean Up Australia Day Activities.	Participation at Clean Up Australia Day increases from 2016/2017 levels.	
<b>No action to date Clean up Australia day to be held in March 2018.</b>	<b>No action to date.</b>	

# OPERATIONAL PLAN

Function No. **9.06**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Parks &amp; Landcare Operations</b>
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Activity	Actions	Performance Targets/Service Level
Gardening Services	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.
	<b>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.</b>	<b>Community activities carried out to date with approximately 155 trees planted at Troy Reserve and Biddybunge Reserve.</b>
	Provide ongoing support to the village based Adopt-a-Park Groups.	Assist the community to implement the beautification plans.
	<b>Providing support to groups as required through the provision of materials, and other resources.</b>	<b>All requests are considered and acted upon as appropriate.</b>
	Maintenance and improvements to villages within Council's maintenance and renewal budgets.	Monthly village maintenance program – mowing, whipper snipping, general maintenance monitored monthly.
	<b>No action to date.</b>	<b>No action to date.</b>
	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.
	<b>All city's entrances and medians maintained to agreed briefs.</b>	<b>All works completed on time, within maintenance service levels within defined timeframe, budget and specification.</b>
	Pursue expansion of remote mobile computing capability within the parks and Landcare operating environment.	Continue to expand mobile computing applications throughout operations for maintenance inspections and defect reporting.
	<b>No action to date.</b>	<b>No action to date.</b>
Sporting Operations	Utilise Council generated green waste productivity.	Green waste generated from Parks and Landcare Services Operations are fully utilised.
	<b>Mulching will be completed in October 2017 at Bunglegumbie green waste site. Mulch will be utilised in City landscaping as deemed appropriate.</b>	<b>Mulch from green waste will be used this financial year on Council's assets</b>
	Maintenance and improvement to parks and recreational areas within Councils maintenance and renewal budgets in conjunction with community sporting and facilities groups.	Sporting field maintenance in accordance with relevant sports and seasons.
Asset Maintenance - Landcare	<b>All Sporting Ovals maintained to agreed briefs.</b>	<b>All work completed on time, within their identified maintenance service levels.</b>
	Maintain assets to agreed brief.	Works completed within timeframe, budget and specification.
Asset Maintenance - Amenities Landcare	<b>All Asset Maintenance Works programmed were undertaken according to the Asset Maintenance Program.</b>	<b>All Asset Maintenance Works programmed for the First quarter were completed within defined timeframe, budget and specification.</b>
	Maintain assets to agreed brief.	Works completed within timeframe, budget and specification.
	<b>All Asset Maintenance Works programmed were undertaken according to the Asset Maintenance program.</b>	<b>All asset maintenance works programmed for the First quarter were completed within defined timeframe, budget and specification.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 9.06

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Parks &amp; Landcare Operations</b>
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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.
	<b><i>All parks and reserves maintained to agreed brief.</i></b>	<b><i>All work completed on time, within their identified maintenance service levels</i></b>
Sporting Facilities Asset Maintenance	Maintain assets to Agreed Brief.	Works completed within timeframe, budget and specification.
	<b><i>All Asset Maintenance Works programmed were undertaken according to the Asset Maintenance Program.</i></b>	<b><i>All asset maintenance works programmed for the first quarter were completed within defined timeframe, budget and specification.</i></b>
Sporting Asset Maintenance Amenities	Maintain assets to agreed brief.	Works completed within timeframe, budget and specification.
	<b><i>All asset maintenance works programmed were undertaken according to the Asset Maintenance Program.</i></b>	<b><i>All asset maintenance works programmed for the First quarter were completed within defined timeframe, budget and specification.</i></b>
Preparation of Sporting Facilities	Review costs and programs associated with sport preparation in regard to achieving efficiencies.	Cost of sports field preparation does not increase above CPI.
	<b><i>Costs and programs have been reviewed with the development of new agreements with user groups for sporting preparation in December.</i></b>	<b><i>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</i></b>
Preparation of Sporting Special Works	Carry out sporting field preparation to Agreed Brief.	Works completed within timeframe allocation and Code of Practice.
	<b><i>Agreed briefs created as special works as required.</i></b>	<b><i>All works completed on time and in accordance with code of practice guidelines.</i></b>
Street Tree Maintenance	Implement a maintenance service level based inspection regime for trees in road reserves.	No more than 1% of standing street trees are in a category of 'hazardous' requiring removal.
	<b><i>No action to date.</i></b>	<b><i>No action to date.</i></b>
Management Services	Cost of services including Management Accounting, Financial Accounting, Information Technology and Corporate Overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b><i>Management services charged to the function in accordance with agreed briefs.</i></b>	<b><i>Amounts charged were acceptable.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 9.06

## *Performance Review*

Quarter ended: September

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Parks &amp; Landcare Operations</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	0	0	1	0	0
Expenditure	1,304	0	2	1,304	571,815
<b>Operating Total</b>	<b>1,304</b>	<b>0</b>		<b>1,304</b>	<b>571,815</b>
<b><u>Capital</u></b>					
Income	-1,304	0	3	-1,304	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>-1,304</b>	<b>0</b>		<b>-1,304</b>	<b>0</b>
<hr/>					
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>571,815</b>
<b>Restricted Assets</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>571,815</b>

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.



<b>OPERATIONAL PLAN</b>
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Function No. **9.06***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Parks &amp; Landcare Operations</b>
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**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Parks and Landcare Services Agreed briefs	183	180	185	Number of Briefs undertaken within agreed costings	183	180	185	Number of briefs rates as being undertaken satisfactorily by clients	100%	100%	100%
								Full cost recovery obtained by function	Yes	Yes	Yes

# OPERATIONAL PLAN

Function No. 9.07

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE SERVICES</b>	<b>Function:</b>	<b>Recreation Planning &amp; Programs</b>
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**Manager Responsible:   Manager Recreation & Open Space  
Mr Ian McAlister**

**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.

Activity	Actions	Performance Targets/Service Level
Services Provided to Other Functions	Fees charged to internal Council clients for use of facilities.	100% of costs for the use of the facilities are recovered from internal clients.
	<b><i>Fees have been charged to internal clients.</i></b>	<b><i>No negative feedback from clients has been received.</i></b>
Recreation Planning & Management	Residents and sporting organisations provided with current and accurate information, enquiries relating to recreational matters, administration of Dubbo Regional Sports Council, booking the hire of recreation venues and facilities.	No reasonable criticisms of recreation planning, venue bookings and administration of the Dubbo Regional Sports Council and advice.
	<b><i>Current, timely and accurate information being provided to residents and sporting organisations regarding recreation planning and programs, Sports Council and the booking of facilities.</i></b>	<b><i>No criticism received in relation to recreation planning and programs, venue bookings, administration of the Dubbo Regional Sports Council or advice.</i></b>
	In consultation with the Dubbo Regional Sports Council and other stakeholders, review requirements for the provision of future recreation facilities for all sectors of the community e.g. aged, youth, disabled, families and indigenous groups.	60% of residents participate in recreational activities.
	<b><i>Dubbo Regional Sports Council was consulted through participation in the 2040 Community Strategic Plan and the NSW Office for Sport regional review.</i></b>	<b><i>Dubbo Regional Sports Council was consulted through participation in the 2040 Community Strategic Plan development and the NSW Office for Sport regional review.</i></b>
	<b><i>Project planning discussions have been held with Dubbo Cycle Club, Cycling NSW, Dubbo District Cricket Association and Cricket NSW in regards to Victoria Park oval s redevelopment</i></b>	<b><i>Discussions have been held with Aquatic and Recreation Institute in regard to funding to coordinate programs for people over 50 at potentially Dubbo, Geurie and Wellington.</i></b>
	<b><i>Consultation with sporting clubs has occurred in regard to planning for developments to sporting facilities at Lady Cutler Precinct, Nita McGrath Netball Courts, Riverbank Ovals, South Dubbo Oval, Junior Rugby League Clubhouse, Kennard Park, Rygate Park and Pioneer Park. Public exhibition period for Kennard Park master plan has closed and Rygate Park master plan are open.</i></b>	
	Review the Recreation Strategy and incorporate the former Wellington Council recreational needs.	In conjunction with the stakeholder consultation, develop a Dubbo Regional Council Recreation Strategy for the new Council area by May 2018.
	<b><i>A review of the Recreation Strategy and incorporation of the former Wellington Council recreation needs is scheduled to be completed by June 2018.</i></b>	<b><i>Review of Recreation Strategy due to commence in January 2018 and be completed by June 2018.</i></b>
A strategic review of indoor recreation activities throughout the Dubbo Regional Council Area is undertaken.	A report with findings and recommendations is submitted to Executive Staff Committee by July 2017.	
<b><i>Completed.</i></b>	<b><i>Completed.</i></b>	

## OPERATIONAL PLAN

Function No. **9.07**

### *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE SERVICES</b>	<b>Function:</b>	<b>Recreation Planning &amp; Programs</b>
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Activity	Actions	Performance Targets/Service Level
	Encourage and foster community awareness, participation and self-help in the development and maintenance of recreation facilities through the Dubbo Regional Sports Council.	An increase in the number of successful applications submitted through the Dubbo Regional Sports Ground Improvement Fund, or other external grants.
	<b>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.</b>	<b>Latest results of the community satisfaction survey show close to 90% satisfied with sporting and recreational infrastructure.</b>
	Implement the Dubbo Events Strategy as it relates to sporting associations and potential events.	Provide input and support to City Promotion and Event Support to attract and retain major sporting events to the LGA ensuring 90% of resident's rate sporting and recreational facilities as satisfactory.
	<b>Event Strategy communicated to sporting groups. Potential events have been referred to Dubbo and Wellington Event Strategy Teams when applicable.</b>	<b>The number of high profile events held in Dubbo Regional Council area continue to increase with the following events held: Mount Arthur Challenge, Dubbo Charge Disc Golf and Dubbo Stampede.</b>
	Ensure the incorporation of sporting event requirements into the capital improvements of recreational facilities.	Provide timely advice to Asset Owner on limitations of the facilities that may prevent the attraction or retention of sporting events to the LGA.
	<b>All capital improvements are assessed incorporating sporting event requirements and prioritised through the capital works prioritisation process.</b>	<b>Every opportunity is taken to increase the number of high profile sporting events held in the LGA in conjunction with Recreation Coordinator and the Marketing, Events and Partnership Team Leader. Currently discussions are being held in regard to the following events:</b> <ul style="list-style-type: none"> <li>• National Rugby League Competition Game</li> <li>• National School Boys Rugby League Championships</li> <li>• NSW PSSA Primary School Touch Carnival</li> <li>• Water Polo NSW Junior Championships</li> <li>• Athletics NSW Country Championships</li> <li>• Little Athletics NSW State Multi Event</li> <li>• Under 14 and Under 15 Country Rugby League Championships</li> </ul>
	Undertake an annual review of sporting association requirements and associated agreed briefs for Sporting Preparation.	Cost of sport field preparation does not increase above CPI.
	<b>An annual review of sporting association requirements for sporting preparation is scheduled to be completed by June 2018.</b>	<b>An annual review of sporting association requirements for sporting preparation will commence in November 2017 beginning with consultation with sporting associations/clubs.</b>
	Operational Plans (including budget) adopted in June each year for the Recreational Planning and Programs, deliverable to the Recreation Services Function.	Operational Plans for the Recreational Services Function adopted by Council by due date.
	<b>Operational Plan for Recreational Planning and Programs branch is scheduled to commence in February 2018.</b>	<b>Operational Plan for Recreation Planning and Programs branch is scheduled for completion by June 2018.</b>
	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.
	<b>All zero based budgeting requirements have been achieved to date.</b>	<b>All zero based budgeting requirements have been achieved to date.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 9.07

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE SERVICES</b>	<b>Function:</b>	<b>Recreation Planning &amp; Programs</b>
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Activity	Actions	Performance Targets/Service Level
Preparation of Sporting Facilities	Payment to Parks and Landcare Division for sportsground preparation and maintenance.	No reasonable criticism of the standard of sports fields. Charges by Parks and Landcare Division accepted as fair and reasonable for the level of service provided.
	<b>Payments made as per agreed brief.</b>	<b>Achieved to date. No reasonable criticism received in relation to sports grounds standards and conditions. Charges determined as fair and reasonable.</b>
Management Services from other Functions	Internal services provided including Financial and Management Accounting, Corporate Overhead, telephone, printing, Civic Administration Building accommodation, computer and Information Management provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b>Internal overheads accepted under agreed brief for support services from other Divisions to Recreation Planning and Programs Branch.</b>	<b>Amounts considered fair and reasonable for the level of service provided.</b>
Major Sporting Events	Support is provided for the attraction and retention of major sporting events held in the LGA through the provision of field preparation and supply of additional services such as toilets, garbage bins and portable grandstands.	Community has the opportunity to view high quality sporting events.
	<b>The provision of the highest level of support in the delivery of sporting facilities and associated services to ensure successful hosting of major events.</b>	<b>High quality sporting facilities provide the community with the opportunity to view high calibre events. No reasonable criticism received from event organisers in regard to sporting facilities and associated services provided by Council. Financial support provided through City Development Funding Streams to offer in kind services associated with hiring and preparing sporting facilities for major sporting events.</b>
Contributions - DA Fees	Council's financial support of sporting bodies submitting DAs for projects on Council owned and controlled land.	No. of requests for financial support for DA fee costs.
	<b>An amount of \$500 has been budgeted for provided support to sporting bodies submitting DAs for projects on Council owned and controlled land.</b>	<b>Currently no requests have been received to date.</b>
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.
	<b>An estimated \$2000 in income is raised from Sports Council member fees. This amount is reinvested in supporting the ongoing operation of the Dubbo Regional Sports Council.</b>	<b>No complaints have been received in relation to the management of the Sports Council Funds.</b>
	Conduct an annual sports award presentation ceremony to recognise excellence in sporting achievements of Dubbo Regional Council residents.	Conducted November annually.
	<b>Dubbo Regional Sports Awards to be held in November 2017.</b>	<b>Dubbo Regional Sports Awards have been booked in for Friday 17 November 2017 at the Dubbo RSL and will recognise sporting achievements and volunteers from Wellington and Dubbo communities with presentation by the relevant federal MPs.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 9.07

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE SERVICES</b>	<b>Function:</b>	<b>Recreation Planning &amp; Programs</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-124,280	0	1	-124,280	-12,090
Expenditure	88,985	0	2	88,985	6,834
<b>Operating Total</b>	<b>-35,295</b>	<b>0</b>		<b>-35,295</b>	<b>-5,256</b>
<b><u>Capital</u></b>					
Income			3		
Expenditure			4		
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	-35,295	0		-35,295	-5,256
<b>Restricted Assets</b>					
	35,295	0	5	35,295	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>0</b>	<b>0</b>		<b>0</b>	<b>-5,256</b>

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
No. of Sports Council Meetings per annum	14	16	5	Cost per capita for Recreation Planning & Management expenditure	\$13.30	\$14.19	\$15.00	No. of sports affiliated with Sports Council	44	41	44
Seasonal Ground Allocations completed by set time frame	6	4	2		Percentage of Seasonal Ground Allocation requests able to be met	100%	100%	100%			
Number of major sporting events funding supported.	13	8	1		Adherence to wet weather policy	100%	100%	100%			
								Adherence to conditions of use	100%	100%	100%

# OPERATIONAL PLAN

Function No. **9.08**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Aquatic Leisure Centres</b>
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**Manager Responsible: Manager Recreation & Open Space  
Mr Ian McAlister**

**Function Objectives:**

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

Activity	Actions	Performance Targets/Service Level
Pool Operations	Promotion of aquatic facilities and activities is undertaken to increase patronage and offset operational costs of running these facilities.	Attendance of 160,000 patrons per year across the 3 aquatic leisure centres is achieved. A minimum of 31% of pool costs recovered from users.
	<i>Public notification of the DALC's, Wellington and Geurie swim season opening times has been undertaken. Promotions and other advertising have been scheduled to be released throughout the year.</i>	<i>DALC opened on Saturday 9 September and Wellington and Geurie are scheduled to open in October.</i>
	Operation of pool infrastructure.	Operation of pool infrastructure is in accordance with industry standard and regulations, and operation manual updated annually by September.
	<i>All works have been completed in readiness for the opening of the pool season.</i> <i>Additional repair work undertaken at Wellington Pool to enable it to open on time and maintain water levels.</i>	<i>Operation manuals for all pools have been update.</i>
Management Services from other Functions	Cost of Services including Management Accounting, Financial Accounting, 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 across the three aquatic leisure centres. No accidents due to non-compliance with operating procedures and/or industry standards. No incidents of pools being closed for health reasons.
	<i>Contract enforced and upheld to date in respect of these matters. Fortnightly facility inspections commenced 5 September 2017.</i>	<i>No reasonable criticism has been received to date with no accidents reported and no incidents of closure for health reasons.</i>
	Pursue grant funding for the upgrade option plan for the Dubbo Aquatic Leisure Centre (DALC).	Aquatic facilities are available and maintained to improve the health and wellbeing of the community,
	<i>All grant funding is being pursued.</i>	<i>No criticism has been received to date.</i>
	Pursue grant funding for the replacement of the Wellington Pool.	All grant opportunities to assist in the funding of the Wellington Pool replacement is investigated and pursued.
	<i>Council has now received \$7,500,000 in funding for the replacement of the Wellington Pool from the Stronger Communities Fund..</i> <i>The offer of a \$1 million loan from Crown Lands was declined.</i>	<i>Completed.</i>
	Undertake a statistically valid survey of patrons rating the services offered and delivered at the DALC by June 2018.	90% of patrons rate the services and facilities of the Dubbo Aquatic Leisure Centre as satisfactory.
<i>No action to date.</i>	<i>No data to date.</i>	

## OPERATIONAL PLAN

Function No. **9.08**

### Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Aquatic Leisure Centres</b>
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Activity	Actions	Performance Targets/Service Level
Wellington Pool Replacement	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>No feedback to date</i>	<i>No feedback to date.</i>
	Develop a master plan for the Wellington Pool through meetings with stakeholders and the community. Master plan to consider spatial and operation efficiency elements.	Development of a Wellington Pool Master Plan is adopted by Council by August 2017.
Asset Management Program	<i>The master plan has been completed. DA standard drawings and documentation are in the process of being developed.</i>	<i>Adopted in August in 2017.</i>
	Review and develop Asset Management Programs for all aquatic leisure centres.	Aquatic leisure centres are operational and presentable throughout the swimming season.
	<i>Asset program is on schedule.</i>	<i>All aquatic leisure centres are operational and presentable for the opening of the pool season.</i>

#### Financial Statement:

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-412,971	0	1	-412,971	-15,475
Expenditure	1,602,997	65,672	2	1,668,669	223,910
<b>Operating Total</b>	<b>1,190,026</b>	<b>65,672</b>		<b>1,255,698</b>	<b>208,435</b>
<b><u>Capital</u></b>					
Income	-205,202	0	3	-205,202	0
Expenditure	195,587	1,115,036	4	1,310,623	274,709
<b>Capital Total</b>	<b>-9,615</b>	<b>1,115,036</b>		<b>1,105,421</b>	<b>274,709</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	<b>1,180,411</b>	<b>1,180,708</b>		<b>2,361,119</b>	<b>483,144</b>
<b>Restricted Assets</b>					
	353,415	-1,180,708	5	-827,293	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>1,533,826</b>	<b>0</b>		<b>1,533,826</b>	<b>483,144</b>

Note	Details
1	No variance to budget.
2	Operating Expenditure increased by \$65,672 due to DALC Masterplan- City Strategy (\$31,500), Wellington Pool – Strategic Plan (\$25,603) and Wellington Pool – Western Research Institute Report (\$8,569).
3	No variance to budget.
4	Capital Expenditure increased by \$1,115,036 mainly due to DALC – Playground Contract and Design – Stronger Community Fund - (\$800,000), Geurie Pool Resurfacing (\$140,000) , Wellington Pool Complex works – Stronger Community Fund (\$113,500) and Wellington Pool – 50 m pool infrastructure (\$56,536)
5	Transfers from Restricted Assets increased by \$1,180,708 mainly due to carry over of grant funds for Stronger Community Funds – DALC Playground (\$800,000), and asset maintenance works for Geurie Pool Resurfacing (\$140,000) and Wellington Pool Complex – Stronger Community Fund (\$113,500).

<b>OPERATIONAL PLAN</b>
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Function No. **9.08**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Aquatic Leisure Centres</b>
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**Key Performance Indicators:**

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
<b>Dubbo Aquatic Leisure Centre</b>	203	195	14	Total operating expenses per patron	\$12.39	\$10.86	\$391.00	Number of patrons	87,188	90,000	500
Number of days DALC is open								Compliance to Management Agreement by Contractor.	100%	100%	100%
Water temperature in degrees Celsius.	25	25	25					No of Swimming Carnivals held at DALC	26	26	0
								Number of written complaints re:- - health - safety - customer service	Nil Nil 1	Nil Nil Nil	Nil Nil Nil
<b>Wellington &amp; Geurie Pools</b>											
Average number of days Wellington/ Geurie pools are open	154	154	0	Average total operating expenses per patron	\$6.53	\$7.40	\$0	Number of patrons	54,000	70,000	0
Water temperature in degrees Celsius	25	25	25					No. of Swimming Carnivals held at WALC	24	24	0
								Number of written complaints re:- - health - safety - customer service	Nil Nil Nil	Nil Nil Nil	Nil Nil Nil

**Key Projects****Capital Works Program**

Aquatic Leisure Centres - Acquisition of Assets				
01.09472 - DALC - Acquisition of Assets - Other Structures	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7306 - Playground Contract & Design	0	800,000	800,000	2,000
01.09472 - DALC - Acquisition of Assets - Other Structures Total	0	800,000	800,000	2,000



<b>OPERATIONAL PLAN</b>
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Function No. **9.08**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Aquatic Leisure Centres</b>
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Aquatic Leisure Centres - Acquisition of Assets 01.09474 - DALC - Acquisition of Assets - Plant & Equipment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7198 - Pool Cleaner	10,000	0	10,000	0
<b>01.09474 - DALC - Acquisition of Assets - Plant &amp; Equipment Total</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>	<b>0</b>

Aquatic Leisure Centres - Acquisition of Assets 01.09475 - DALC - Loan - Principal Repayment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5663 - Aquatic Centre - Loan No.4 (CBA)	35,587	0	35,587	17,569
<b>01.09475 - DALC - Loan - Principal Repayment Total</b>	<b>35,587</b>	<b>0</b>	<b>35,587</b>	<b>17,569</b>

Aquatic Leisure Centre -Asset Renewals -Maintenance 01.08030 - Wellington Pool-Asset Renewals-Maint.-Other Struct	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6001 - 50m Pool Infrastructure	0	56,536	56,536	0
6002 - Wellington Pool Complex (SCF)	0	113,500	113,500	50,000
<b>01.08030 - Wellington Pool-Asset Renewals-Maint.-Other Struct Total</b>	<b>0</b>	<b>170,036</b>	<b>170,036</b>	<b>50,000</b>

Aquatic Leisure Centre -Asset Renewals -Maintenance 01.08035 - Geurie Pool - Asset Renewals-Maint.-Other Struct.	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6015 - Pool Resurface	0	140,000	140,000	148,986
<b>01.08035 - Geurie Pool - Asset Renewals-Maint.-Other Struct. Total</b>	<b>0</b>	<b>140,000</b>	<b>140,000</b>	<b>148,986</b>

<b>OPERATIONAL PLAN</b>
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Function No. **9.08**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>PARKS AND LANDCARE</b>	<b>Function:</b>	<b>Aquatic Leisure Centres</b>
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Aquatic Leisure Centre -Asset Renewals -Maintenance 01.08037 - Geurie Pool - Asset Renewals - Plant & Equip.	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6021 - Backwash Tank	0	5,000	5,000	0
01.08037 - Geurie Pool - Asset Renewals - Plant & Equip. Total	0	5,000	5,000	0

Aquatic Leisure Centre -Asset Renewals -Maintenance 01.09470 - DALC - Asset Renewal - Other Structures	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7282 - BBQ Refurbishment	30,000	0	30,000	9,550
7299 - Entrance Painting	30,000	-5,000	25,000	4,330
7300 - Grandstand Roof Replacement	50,000	0	50,000	0
7301 - 50m Pool Concrete Concourse	40,000	5,000	45,000	42,274
01.09470 - DALC - Asset Renewal - Other Structures Total	150,000	0	150,000	56,154

<b>OPERATIONAL PLAN</b>
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Function No. **10.01**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Customer Services</b>
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**Manager Responsible: Manager Customer Service Centres  
Mr Michael Bridge**

**Function Objectives:**

To provide services to customers in a proactive and informative manner.
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Activity	Action	Performance Targets/Service Level
Customer Service	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 31 March 2018</i>
Call Centre Services	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>
Front Counter Operations	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>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	0	0	1	0	0
Expenditure	0	0	2	0	7,251
<b>Operating Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>7,251</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>7,251</b>
<b>Restricted Assets</b>	<b>0</b>	<b>0</b>	5	0	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>7,251</b>

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.

<b>OPERATIONAL PLAN</b>
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Function No. **10.01***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Customer Services</b>
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**Key Performance Indicators**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of customers attended to at front counter and receptions	35,636	45,000	10,988	% 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%	85%	85%
Number of customers to in call centres	59,174	77,000	17,614	Average time taken to answer calls in less than 30 seconds	16	15	17				
				Longest delay before call answered is less than 120 seconds	356	120	276				

<b>OPERATIONAL PLAN</b>
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Function No. **10.02**

## *Performance Review*

Quarter ended: **September**Principal  
Activity:**CORPORATE SERVICES**

Function:

### Corporate Development/Strategic Management

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

**Function Objectives:**

<p>To actively promote local government as an effective, responsible and responsive form of government.</p> <p>To promote and improve public awareness of Council's activities and operations thereby promoting the corporate image of the Council.</p> <p>To ensure Council operates using innovative, flexible and responsible management systems capable of providing efficient and timely manner the functions of Council.</p> <p>To effectively plan, organise, direct and control in an efficient and timely manner the functions of Council.</p> <p>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 Local Government Area.</p> <p>To maintain the potential of Council's non rate income generating activity.</p>
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Activity	Actions	Performance Targets/Service Level
Strategic Management	An annual Report is provided to the Community on Council's progress.	Annual report distributed by due date.
	<b>Annual report is due by end of November 2017.</b>	<b>Due to be distributed by end of November 2017.</b>
Internal Audit	Implement Audit function.	All potential or actual inadequacies in the organisations systems, standards and controls are addressed.
	<b>Ongoing.</b>	<b>This is being achieved.</b>
Development of Corporate Plans and Strategies	Implement the actions with both the Delivery Program and Operational Plan.	100% of adopted actions with both the Delivery Program and Operational Plan are achieved.
	<b>Procedure in place to ensure the implementation of the Delivery Program and Operational Plan.</b>	<b>Ongoing.</b>
	A review of the Community Strategic Plan to develop the rolling 4 year Delivery Program, Operating Plan and Resource Strategy documents are adopted by Council.	Review undertaken by June 2018.
	<b>Procedure in place to ensure a new Delivery Program is established by July 2018 in accordance with the Proclamation.</b>	<b>Processes in place to ensure review undertaken by June 2018.</b>
	Pursue opportunities for strategic alliances and/or resource sharing with neighbouring councils.	At least two strategic alliances are maintained.
	<b>Opportunities are monitored.</b>	<b>Internal Audit – BOD Alliance, Lower Macquarie Water Utility and Central West Local Government Water Quality alliances are in place.</b>
	Implement an annual Strategic Internal Audit Programme based on resource sharing model involving Bathurst/Orange/ Dubbo Regional Councils.	A 4 x 1 year rolling Internal Audit Programme is approved by 30 June each year.
<b>Ongoing.</b>	<b>Internal Audit Programme 2017-2019 adopted at June 2017 meeting.</b>	

<b>OPERATIONAL PLAN</b>
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Function No. 10.02

*Performance Review*

Quarter ended: September

Principal Activity:	<b>CORPORATE SERVICES</b>	Function:	<b>Corporate Development/Strategic Management</b>
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Activity	Actions	Performance Targets/Service Level
Commercial Facilities Services	Co-ordinate Council's Integrated Planning and Reporting requirements.	100% of statutory requirements of the Local Government Act in respect of Integrated Planning and Reporting are met.
	<i>Procedures in place to ensure Council meets Integrated Planning and Reporting requirements</i>	<i>Achieved in first quarter. Framework for the Dubbo Regional Council LGA to be met by June 2018.</i>
	Monitor the Local Government Reform Agenda and report to Council on issues, opportunities and threats.	Ongoing monitoring.
	<i>Procedures in place to ensure ongoing monitoring of the Local Government Reforms Agenda and reports prepared as necessary.</i>	<i>Ongoing.</i>
	Business Plans are developed for the Dubbo City Holiday Park and property development following discussions with stakeholders.	Meetings are held with working parties as required.
	<i>Review of Business Plans is currently being undertaken.</i>	<i>Working parties have not been formed.</i>
	Monitor the Corporate wide planning, oversight and performance of asset management for functional areas of the organisation.	Ongoing monitoring.
	<i>Monitoring ongoing.</i>	<i>This is being achieved.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-600	-6,786	1	-7,386	-6,901
Expenditure	600	106,504	2	107,104	141,375
<b>Operating Total</b>	<b>0</b>	<b>99,718</b>		<b>99,718</b>	<b>134,474</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>0</b>	<b>99,718</b>		<b>99,718</b>	<b>134,474</b>
<b>Restricted Assets</b>	<b>0</b>	<b>-99,718</b>	<b>5</b>	<b>-99,718</b>	<b>-90,603</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>43,871</b>

<b>OPERATIONAL PLAN</b>
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Function No. **10.02**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Corporate Development/Strategic Management</b>
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Note	Details
1	Operating income has increased by \$6,786 due to contribution from BOD Alliance Councils for internal audit analytics subscription.
2	Operating expenditure has increased by \$106,504 mainly due to carry over for building asset data \$99,718 and internal audit analytics subscription \$6,786.
3	No variance to budget.
4	No variance to budget.
5	Transfers from restricted assets have increased by \$99,718 due to building asset data carry overs from 2016/2017.

### 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	2					Has Annual Report been distributed as required by Act	Yes	Yes	Due Nov 2017
Number of IA investigations	9	12	3	Staff Morale	80% participation rate from the Organisation and Development Program developed to address key area's	80% participation rate from the Organisation and Development Program developed to address key area's	Staff Morale survey delayed due to amalgamation. Processes in place to undertake survey end of 2017.	Delivery Program, Operational Plan & Budget time frames met	Yes	Yes	Procedure in place to ensure a new Delivery Program is established by July 2018 in accordance with the Proclamation.
Number of meetings held per annum with members of Parliament	15	20	12	Level of Grant Income	\$28.63m	\$15.8m	\$2.380m	Audit and Risk Management Committee is supported	Yes	Yes	Yes
Number of Functions requiring Operational & Budget Assistance	8	8	11								

<b>OPERATIONAL PLAN</b>
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Function No. **10.03**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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**Manager Responsible:   Manager Fleet Services  
Mr Steve Colliver**

**Function Objectives:**

To provide sound management of the plant and vehicle resources of Council, meet statutory requirements and provide fleet management services and technical advice to the organisation in a timely and cost effective manner.
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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>Simoco Aust have been engaged to undertake the two way system upgrade. Most of the hardware has arrived in Dubbo, awaiting formal approval to access sites.</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 and Amaroo Drive workshops are modern facilities that meets the requirement for servicing and maintaining Council's fleet.</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 and Wellington workshop costs were identified as a cost recovery item.</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 Regional Council Fleet. The outcome of this review was presented to Council as part of the Annual Plant Report.</i>	<i>Currently being achieved.</i>
	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 2017.</i>
	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 2017.</i>
	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>	



<b>OPERATIONAL PLAN</b>
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Function No. **10.03**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Activity	Action	Performance Targets/Service Level
Fleet Operations	Zero based budgeting framework is utilised within the Fleet Management Function.	Zero based budgeting requirements are fully adhered to within the Fleet Management Function.
	<b><i>Fleet Management Services is a zero based budget function.</i></b>	<b><i>Currently being achieved.</i></b>
	Review the makeup of the fleet to ensure operational requirements are being met in a cost effective manner.	Review completed by September annually.
	<b><i>Ongoing process that is reported on in the Quarterly Plant Reports.</i></b>	<b><i>Currently being Achieved.</i></b>
	Undertake the servicing and maintenance of the Rural Fire Service "White Fleet".	Service items in accordance with agreed service levels.
	<b><i>The "white fleet" of the Rural Fire Services is maintained and serviced by workshop staff.</i></b>	<b><i>Currently being achieved.</i></b>
	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.
Running Expenses – Plant/Vehicle	<b><i>An annual audit is conducted on sundry plant to determine condition and suitability.</i></b>	<b><i>Currently being achieved, a sundry plant audit to be undertaken at the Wellington Branch.</i></b>
	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.
	<b><i>Recycling programs are undertaken to maintain Clean Fleet membership and planted trees in accordance with the Neutral Drive Program.</i></b>	<b><i>No action to date.</i></b>
	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.
Acquisition of Assets	<b><i>Ongoing process.</i></b>	<b><i>Currently being achieved.</i></b>
	Undertake the approved Capital Works programme as defined in the key projects section of the Operational Plan.	Program implemented.
	<b><i>Ongoing process.</i></b>	<b><i>Currently being achieved.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 10.03

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-293,313	-12,052	1	-305,365	-87,240
Expenditure	293,313	28,689	2	322,002	-254,220
<b>Operating Total</b>	<b>0</b>	<b>16,637</b>		<b>16,637</b>	<b>-341,460</b>
<b><u>Capital</u></b>					
Income	-3,785,891	-329,483	3	-4,115,374	-451,813
Expenditure	5,001,433	1,235,818	4	6,237,251	1,345,462
<b>Capital Total</b>	<b>1,215,542</b>	<b>906,335</b>		<b>2,121,877</b>	<b>893,649</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	1,215,542	922,972		2,138,514	552,189
<b>Restricted Assets</b>					
	-1,215,542	-922,972	5	-2,138,514	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>0</b>	<b>0</b>		<b>0</b>	<b>552,189</b>

Note	Details
1	No significant variance to this budget
2	Operating expenditure has increased by \$28,689 mainly due to workshop administration (\$13,124) and RFS Fleet Servicing (\$13,179).
3	Capital Income increased by \$329,483 due to the carryover of plant sales from 2016/2017 (\$307,617) and proceeds from sale of assets (\$21,866).
4	Capital expenditure has increased by \$1,235,818 mainly due to the carryover of plant purchases from 2016/2017 (\$1,173,064) and an increase in purchase of assets of (\$62,754)
5	Transfers from Restricted Assets increased by \$922,972 mainly due to the funding of 2016/2017 carryovers.

**Key Performance Indicators**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
								Major plant availability	96.71%	90%	94.47%
								Utilisation rate major plant items	92.63%	85%	79.62%
								Utilisation rate of specialised items	56.22%	55%	34.22%

<b>OPERATIONAL PLAN</b>
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Function No. **10.03***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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**Key Projects****Capital Works Program**

Fleet - Proceeds from Sale of Assets 01.09927 - Assets Sold - Sundry Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8235 - Stock Crate (521)	-500	0	-500	0
8241 - Trailer (599)	-300	0	-300	0
8249 - Trailer (506)	-300	0	-300	0
8250 - Trailer (507)	-800	0	-800	0
8508 - Fuel Trailer 800 litres (576)	-500	0	-500	0
8513 - Trailer (552)	-204	0	-204	0
8518 - Rotary Hoe (983)	-1,000	0	-1,000	0
8523 - Trailer (2506)	-250	0	-250	0
8524 - Dual Axle Plant Trailer (2507)	-106	0	-106	0
8525 - Trailer (2508)	-400	0	-400	0
8526 - Dual Axle Plant Trailer (2509)	-106	0	-106	0
8527 - Trailer (2513)	-106	0	-106	0
8528 - Emergency Trailer (2521)	-250	0	-250	0
8529 - Dual Axle Plant Trailer (2535)	-800	0	-800	0
8530 - Trailer (2536)	-400	0	-400	0
8531 - Trailer (2543)	-250	0	-250	0
8532 - Trailer (2544)	-250	0	-250	0
8533 - Trailer (2548)	-400	0	-400	0

<b>OPERATIONAL PLAN</b>
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Function No. **10.03**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Proceeds from Sale of Assets 01.09927 - Assets Sold - Sundry Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8537 - Trailer (2594)	-250	0	-250	0
8538 - Fire Fighting Trailer (2595)	-795	0	-795	0
8539 - Trailer (2596)	-250	0	-250	0
8540 - Trailer (2597)	-250	0	-250	0
8541 - Trailer (2598)	-250	0	-250	0
8542 - Trailer (2599)	-250	0	-250	0
8543 - Mower (2960)	-530	0	-530	0
8544 - Mower (2961)	-530	0	-530	0
<b>01.09927 - Assets Sold - Sundry Plant Total</b>	<b>-10,327</b>	<b>0</b>	<b>-10,327</b>	<b>0</b>

Fleet - Proceeds from Sale of Assets 01.09929 - Assets Sold - Small Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8251 - Mower (979)	-3,000	0	-3,000	0
8273 - Trailer (594)	-10,000	0	-10,000	0
8280 - Trailer Fuel 2000 L (582)	-4,500	0	-4,500	0
8281 - Trailer Fuel 2000 L (581)	-4,500	0	-4,500	0
8283 - Trailer Fuel 2000 L (579)	-4,500	0	-4,500	0
8284 - Trailer Fuel 2000 L (578)	-4,500	0	-4,500	0
8298 - Weed Sprayer (950)	-6,850	0	-6,850	0
8307 - Gator (392)	-6,000	0	-6,000	0

<b>OPERATIONAL PLAN</b>
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Function No. **10.03**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Proceeds from Sale of Assets 01.09929 - Assets Sold - Small Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8314 - Wacker (912)	-800	0	-800	0
8321 - Trailer (585)	-4,500	0	-4,500	0
8339 - Spray Unit (917)	-3,000	0	-3,000	0
8340 - Spray Unit (918)	-1,500	0	-1,500	0
8375 - Quad Bike (2394)	-2,000	0	-2,000	0
8376 - Spray Trailer (2552)	-1,000	0	-1,000	0
8377 - Spray Trailer (2556)	-1,000	0	-1,000	0
8380 - Spray Unit (2918)	-3,000	0	-3,000	0
8381 - Linemarker (2934)	-1,500	0	-1,500	0
8389 - Slasher (2948)	-1,591	0	-1,591	0
8390 - Spray Unit (2949)	-2,000	0	-2,000	0
8395 - Mowrer (2384)	-5,304	0	-5,304	0
<b>01.09929 - Assets Sold - Small Plant Total</b>	<b>-71,045</b>	<b>0</b>	<b>-71,045</b>	<b>0</b>

Fleet - Proceeds from Sale of Assets 01.09931 - Assets Sold - Minor Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8330 - Truck 5T/Crane (161)	-42,500	0	-42,500	0
8342 - Truck Canter (326)	0	-25,000	-25,000	-25,000
8350 - Tractor (389)	-16,000	0	-16,000	0
8453 - Truck (2155)	0	-28,409	-28,409	-28,409
8455 - Truck (2157)	0	-27,727	-27,727	-27,727

<b>OPERATIONAL PLAN</b>
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Function No. **10.03***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Proceeds from Sale of Assets 01.09931 - Assets Sold - Minor Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8461 - Tractor (2223)	-25,000	0	-25,000	0
8463 - Truck (2327)	0	-16,323	-16,323	-16,323
8465 - Mower (2382)	-5,000	0	-5,000	0
8467 - Tractor (2387)	-25,000	0	-25,000	0
8472 - Dog Trailer (2565)	0	-21,818	-21,818	-21,818
8474 - Dog Trailer (2568)	-10,000	0	-10,000	0
8475 - Caravan (2571)	-5,000	0	-5,000	0
8476 - Caravan (2572)	-5,000	0	-5,000	0
<b>01.09931 - Assets Sold - Minor Plant Total</b>	<b>-133,500</b>	<b>-119,277</b>	<b>-252,777</b>	<b>-119,277</b>

Fleet - Proceeds from Sale of Assets 01.09933 - Assets Sold - Major Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8383 - Front End Loader (2192)	-50,000	0	-50,000	0
8385 - Backhoe (2196)	-35,000	0	-35,000	0
8386 - Excavator (2197)	-45,000	0	-45,000	0
8388 - Drum Roller (2212)	-30,000	0	-30,000	0
8391 - Haulage Truck (2233)	0	-65,455	-65,455	-65,455
8392 - Haulage Truck (2234)	-60,000	0	-60,000	0
8397 - Grader (2283)	-75,000	0	-75,000	0
<b>01.09933 - Assets Sold - Major Plant Total</b>	<b>-295,000</b>	<b>-65,455</b>	<b>-360,455</b>	<b>-65,455</b>

<b>OPERATIONAL PLAN</b>
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Function No. **10.03**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Proceeds from Sale of Assets 01.09935 - Assets Sold - Light Vehicles	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8030 - Environmental-Building & Development (57)	-15,429	0	-15,429	0
8301 - Corp Development - Comm Facilities (45)	-16,000	0	-16,000	0
8304 - Corp Development-City Marketing (52)	-17,966	-7,489	-25,455	-25,455
8305 - Corp Development - Business Support (54)	-17,980	0	-17,980	0
8376 - Technical - Tech Support (103)	0	-21,492	-21,492	-21,492
8383 - P&LC - Landcare Services (95)	-18,000	0	-18,000	0
8384 - P&LC - Sporting (71)	0	-26,182	-26,182	-26,182
8386 - Environmental-Building & Develop.(79)	-12,000	0	-12,000	0
8389 - Manager Social Services (087)	-16,509	0	-16,509	0
8394 - Technical - Works (69)	-14,000	0	-14,000	0
8397 - P&LC - Business Support (97)	-16,000	0	-16,000	0
8400 - Org Services - Customer Services (72)	-16,915	0	-16,915	0
8403 - P&LC - Director (35)	-20,000	0	-20,000	0
8404 - Environmental - Director (34)	-20,000	0	-20,000	0
8407 - Corp Development - Business Support (77)	-18,213	0	-18,213	0
8409 - P&LC - Operations (83)	-17,980	0	-17,980	0
8410 - Technical - Business Support (78)	-18,788	0	-18,788	0
8411 - Community Services - Theatre (094)	-12,000	0	-12,000	0
8412 - Technical - Works (70)	-16,000	0	-16,000	0
8413 - Corp Development - General Manager (31)	-60,000	-7,832	-67,832	-67,832

<b>OPERATIONAL PLAN</b>
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Function No. **10.03**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Proceeds from Sale of Assets 01.09935 - Assets Sold - Light Vehicles	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8417 - Org Services - Administration (81)	-18,140	0	-18,140	0
8418 - Corp Development - Official Vehicle (35)	-25,000	0	-25,000	0
8421 - Corp Development - VIC (92)	-12,000	0	-12,000	0
8422 - Corp Development - Showground (118)	-16,500	0	-16,500	0
8423 - P&LC - Operations (125)	-14,000	0	-14,000	0
8424 - P&LC - Operations (126)	-12,945	0	-12,945	0
8425 - P&LC - Operations (112)	-14,204	0	-14,204	0
8426 - P&LC - Operations (109)	-12,461	0	-12,461	0
8427 - Corp Development - Airport (123)	-18,000	-6,545	-24,545	-24,545
8428 - Org Services - Store (104)	-10,000	0	-10,000	0
8434 - P&LC - Operations (110)	0	-18,310	-18,310	-18,310
8437 - Corp Development - Livestock (117)	-15,000	0	-15,000	0
8438 - Corp Development - Showground (124)	-14,000	0	-14,000	0
8443 - Technical - Works (100)	-16,523	0	-16,523	0
8446 - Technical - Rech Support (138)	-14,000	0	-14,000	0
8449 - Technical - Works (129)	-13,680	0	-13,680	0
8451 - Technical - Works (131)	-17,500	0	-17,500	0
8454 - Environmental - Building & Develop. (48)	-15,506	0	-15,506	0
8455 - P&LC - Horticulture (56)	-18,013	0	-18,013	-26,364
8457 - Technical - Works (107)	-10,784	0	-10,784	0



<b>OPERATIONAL PLAN</b>
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Function No. **10.03**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Proceeds from Sale of Assets 01.09935 - Assets Sold - Light Vehicles	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8462 - Environmental - Env Control (51)	-18,000	0	-18,000	0
8464 - Org Services - Financial Accounting (40)	-15,000	0	-15,000	0
8467 - Technical - Tech Support (42)	-14,000	0	-14,000	0
8474 - Technical - Tech Support (53)	-14,503	0	-14,503	0
8475 - Technical - Fleet Services (93)	-18,013	0	-18,013	0
9939 - Passenger Vehicle (2044)	-15,000	0	-15,000	0
9942 - Passenger Vehicle (2065)	0	-30,537	-30,537	-30,537
9946 - Passenger Vehicle (2076)	0	-26,364	-26,364	-26,364
9948 - Utility (2089)	-7,000	0	-7,000	0
9952 - Utility (2103)	-10,000	0	-10,000	0
9956 - Utility (2109)	-6,365	0	-6,365	0
9961 - Utility (2116)	-12,000	0	-12,000	0
9965 - Utility (2120)	-15,000	0	-15,000	0
<b>01.09935 - Assets Sold - Light Vehicles Total</b>	<b>-776,917</b>	<b>-144,751</b>	<b>-921,668</b>	<b>-267,081</b>

Fleet - Acquisition of Assets 01.09615 - Assets Purchased - Sundry Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7883 - Stock Crate (521)	6,000	0	6,000	0
7889 - Trailer (599)	1,500	0	1,500	0
7895 - Mower (972)	0	69,771	69,771	69,771

<b>OPERATIONAL PLAN</b>
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Function No. **10.03***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Acquisition of Assets 01.09615 - Assets Purchased - Sundry Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7899 - Trailer (506)	3,000	0	3,000	0
7900 - Trailer (507)	5,998	0	5,998	0
7913 - Fuel Trailer (576)	5,000	0	5,000	0
7916 - Trailer (552)	1,804	0	1,804	0
7934 - Trailer (2506)	1,200	0	1,200	0
7935 - Dual Axle Plant Trailer (2507)	9,427	0	9,427	0
7936 - Trailer (2508)	2,500	0	2,500	0
7937 - Dual Axle Plant Trailer (2509)	7,753	0	7,753	0
7938 - Trailer (2513)	9,427	0	9,427	0
7939 - Emergency Trailer (2521)	1,300	0	1,300	0
7940 - Dual Axle Plant Trailer (2535)	9,500	0	9,500	0
7941 - Trailer (2536)	3,000	0	3,000	0
7942 - Trailer (2543)	1,200	0	1,200	0
7943 - Trailer (2544)	1,200	0	1,200	0
7944 - Trailer (2548)	5,000	0	5,000	0
7946 - Trailer (2588)	2,000	0	2,000	0
7948 - Trailer (2594)	1,200	0	1,200	0
7949 - Fire Fighting Trailer (2595)	5,304	0	5,304	0
7950 - Trailer (2596)	1,200	0	1,200	0
7951 - Trailer (2597)	1,200	0	1,200	0

<b>OPERATIONAL PLAN</b>
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Function No. **10.03***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Acquisition of Assets 01.09615 - Assets Purchased - Sundry Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7952 - Trailer (2598)	1,200	0	1,200	0
7953 - Trailer (2599)	1,200	0	1,200	0
7954 - Mower (2960)	3,189	0	3,189	0
7955 - Mower (2961)	3,189	0	3,189	0
<b>01.09615 - Assets Purchased - Sundry Plant Total</b>	<b>94,491</b>	<b>69,771</b>	<b>164,262</b>	<b>69,771</b>

Fleet - Acquisition of Assets 01.09619 - Assets Purchased - Minor Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7645 - Truck 5T/Crane (161)	147,500	0	147,500	0
7660 - Tractor (389)	118,436	0	118,436	0
7669 - Tractor (387)	0	108,662	108,662	108,662
7804 - Truck (326)	0	80,072	80,072	80,072
8480 - Truck (2155)	0	169,996	169,996	169,996
8482 - Truck (2157)	0	123,536	123,536	123,536
8488 - Tractor (2223)	115,000	0	115,000	0
8490 - Truck (2327)	0	90,471	90,471	90,471
8492 - Mower (2382)	65,000	0	65,000	0
8494 - Tractor (2387)	115,000	0	115,000	0
8499 - Dog Trailer (2565)	0	85,250	85,250	85,250
8501 - Dog Trailer (2568)	120,000	0	120,000	0

<b>OPERATIONAL PLAN</b>
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Function No. **10.03**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Acquisition of Assets 01.09619 - Assets Purchased - Minor Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8502 - Caravan (2571)	50,000	0	50,000	0
8503 - Caravan (2572)	50,000	0	50,000	0
8506 - Road Broom (2921)	58,133	0	58,133	0
<b>01.09619 - Assets Purchased - Minor Plant Total</b>	<b>839,069</b>	<b>657,987</b>	<b>1,497,056</b>	<b>657,987</b>

Fleet - Acquisition of Assets 01.09621 - Assets Purchased - Major Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7664 - Roller S/P (212)	0	142,000	142,000	142,000
7699 - Front End Loader (2192)	310,000	0	310,000	0
7701 - Backhoe (2196)	180,457	0	180,457	0
7702 - Excavator (2197)	270,000	0	270,000	0
7704 - Drum Roller (2212)	175,000	0	175,000	0
7705 - Drum Roller (2213)	175,000	0	175,000	0
7707 - Haulage Truck (2233)	0	195,797	195,797	195,797
7708 - Haulage Truck (2234)	260,000	0	260,000	0
7713 - Grader (2283)	390,000	0	390,000	0
<b>01.09621 - Assets Purchased - Major Plant Total</b>	<b>1,760,457</b>	<b>337,797</b>	<b>2,098,254</b>	<b>337,797</b>

<b>OPERATIONAL PLAN</b>
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Function No. **10.03**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Acquisition of Assets 01.09623 - Assets Purchased - Light Vehicles	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7684 - Technical - Tech Support (103)	0	36,176	36,176	36,176
7689 - Org Services - Customer Services (72)	34,590	0	34,590	0
7693 - P&LC - Landcare Services (95)	37,000	0	37,000	0
7695 - Environmental - Building & Develop. (79)	31,071	0	31,071	0
7698 - Comm Services - Social Services (87)	33,758	0	33,758	0
7703 - Technical - Tech Support (64)	30,000	0	30,000	0
7704 - Technical - Works (69)	38,000	0	38,000	0
7705 - P&LC - Business Support (97)	40,903	0	40,903	0
7710 - P&LC - Horticulture (56)	36,834	0	36,834	0
7711 - P&LC - Director (35)	47,596	0	47,596	0
7712 - Environmental - Director (34)	43,780	0	43,780	0
7714 - Environmental - Building & Develop. (57)	31,551	0	31,551	0
7717 - Community Services - Theatre (094)	30,326	0	30,326	0
7718 - Technical - Business Support (78)	38,420	0	38,420	0
7719 - Corp Development - General Manager (31)	68,000	0	68,000	0
7721 - Technical - Works (107)	27,361	0	27,361	0
7725 - Corp Development - Comm Facilities (45)	36,000	0	36,000	0
7726 - Org Services - Administration (81)	37,095	0	37,095	0
7727 - Corp Development - Official Vehicle (30)	50,000	0	50,000	0

<b>OPERATIONAL PLAN</b>
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Function No. **10.03**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Acquisition of Assets 01.09623 - Assets Purchased - Light Vehicles	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7729 - Corp Development - Showground (118)	40,029	0	40,029	0
7730 - P&LC - Operations (126)	28,700	0	28,700	0
7731 - P&LC - Operations (125)	34,139	0	34,139	0
7735 - Corp Development - Airport (123)	44,920	-1,065	43,855	43,855
7736 - Org Services - Store (104)	25,000	-4,277	20,723	20,723
7738 - P&LC - Operations (112)	31,492	0	31,492	0
7739 - P&LC - Operations (109)	27,626	0	27,626	0
7747 - Corp Development - Livestock (117)	40,179	0	40,179	0
7748 - Corp Development - Showground (124)	31,742	0	31,742	0
7751 - Technical - Works (100)	40,730	0	40,730	0
7754 - P&LC - Operations (83)	36,767	0	36,767	0
7757 - Corp Development - City Marketing (52)	36,737	35,990	72,727	36,364
7760 - Technical - Tech Support (53)	30,000	0	30,000	0
7821 - Environmental - Building & Develop. (48)	31,708	0	31,708	0
7822 - Technical - Tech Support (138)	30,000	0	30,000	0
7829 - Technical - Works (129)	30,330	0	30,330	0
7831 - Technical - Works (131)	43,866	0	43,866	0
7835 - Org Services - Financial Accounting (40)	35,157	0	35,157	0
7837 - Org Services - Management Account. (77)	37,244	0	37,244	0

<b>OPERATIONAL PLAN</b>
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Function No. **10.03**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Acquisition of Assets 01.09623 - Assets Purchased - Light Vehicles	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7839 - Environmental - Env Control (51)	40,209	0	40,209	0
7845 - Corp Develop. - Business Support (54)	36,767	0	36,767	0
7846 - Technical - Tech Support (42)	30,777	0	30,777	0
7853 - Technical - Fleet Services (93)	39,000	0	39,000	0
7854 - Corp Development - VIC (92)	30,000	0	30,000	0
7870 - Technical - Works (70)	42,000	0	42,000	0
7879 - Passenger Vehicle (2044)	49,972	0	49,972	0
7885 - Passenger Vehicle (2075)	0	31,909	31,909	32,496
7886 - Passenger Vehicle (2076)	0	25,445	25,445	25,445
7888 - Utility (2089)	26,410	0	26,410	0
7892 - Utility (2103)	34,000	0	34,000	0
7896 - Utility (2109)	22,286	0	22,286	0
7901 - Utility (2116)	40,246	0	40,246	38,763
7905 - Utility (2120)	38,573	0	38,573	0
7916 - Manager Communication & Stakeholder (011)	0	32,106	32,106	32,106
<b>01.09623 - Assets Purchased - Light Vehicles Total</b>	<b>1,778,891</b>	<b>156,284</b>	<b>1,935,175</b>	<b>265,928</b>

Fleet - Acquisition of Assets 01.09625 - Assets Purchased - Small Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7775 - Mower (979)	34,500	0	34,500	0

<b>OPERATIONAL PLAN</b>
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Function No. **10.03**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Acquisition of Assets 01.09625 - Assets Purchased - Small Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7792 - Trailer (594)	30,000	0	30,000	0
7795 - Trailer Fuel 2000 L (578)	28,000	0	28,000	0
7796 - Trailer Fuel 2000 L (579)	28,000	0	28,000	0
7798 - Trailer Fuel 2000 L (581)	28,000	0	28,000	0
7799 - Trailer Fuel 2000 L (582)	28,000	0	28,000	0
7814 - Trailer (546)	0	13,979	13,979	13,979
7817 - Spray Unit - Noxious Weeds (950)	17,326	0	17,326	0
7818 - Wacker (912)	12,862	0	12,862	0
7825 - ATV (392)	22,264	0	22,264	0
7860 - Spray Unit (918)	17,326	0	17,326	0
7874 - Trailer (585)	28,000	0	28,000	0
7903 - Quick Spray (917)	17,326	0	17,326	0
7904 - Rotary Hoe (983)	6,000	0	6,000	0
7932 - Mower (2384)	43,877	0	43,877	0
7936 - Quad Bike (2394)	15,000	0	15,000	0
7937 - Spray Trailer (2552)	10,000	0	10,000	0
7938 - Spray Trailer (2556)	10,000	0	10,000	0
7941 - Spray Unit (2918)	17,000	0	17,000	0
7942 - Linemarker (2934)	26,026	0	26,026	0
7950 - Slasher (2948)	12,518	0	12,518	0



<b>OPERATIONAL PLAN</b>
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Function No. **10.03***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Fleet Management Services</b>
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Fleet - Acquisition of Assets 01.09625 - Assets Purchased - Small Plant	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7951 - Spray Unit (2949)	17,000	0	17,000	0
7956 - Caravan (595)	54,500	0	54,500	0
7957 - Wacker Plate (944)	12,500	0	12,500	0
7958 - Wacker Plate (945)	12,500	0	12,500	0
01.09625 - Assets Purchased - Small Plant Total	528,525	13,979	542,504	13,979

<b>OPERATIONAL PLAN</b>
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Function No. **10.04**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Management Accounting Services</b>
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**Manager Responsible:   Manager Financial Operations  
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 and Budget. To develop and maintain a Total Asset Management Strategy for the organisation.

Activity	Action	Performance Targets/Service Level
Total Asset Management Strategy Development	Finalise Annual Review of the Asset Management Strategy.	Asset Management Strategy maintained, and asset owners provided with advice and assistance.
	<b><i>Consolidated Dubbo and Wellington Asset Management Strategy to be developed by the Asset Management Group for inclusion in the 2018/2019 IP&amp;R documentation.</i></b>	<b><i>Review due to be complete in December 2017.</i></b>
Annual Operating Plan & Budget Preparation	Develop and maintain operating systems, procedures, formats and controls for the consolidation of function based budgets and quarterly budget reviews.	Annual Operating Plan & Budget adopted by Council by the specified date.
	<b><i>Operational Plan for 2018/2019 will be developed commencing December 2017 for adoption in June 2018.</i></b>	<b><i>2018/2019 Operational Plan to be adopted by Council on 25 June 2018.</i></b>
Quarterly Statements Preparation & Review	Operational Plan (including budget) review undertaken by Council on a quarterly basis.	Reviews undertaken and reported to Council each quarter.
	<b><i>Quarterly reviews will be undertaken at the end of September, December, March and June.</i></b>	<b><i>September 2017 Quarterly review will be submitted to Council in October 2017.</i></b>
Management Accounting Services	Ensure that the Business Support System provides: <ul style="list-style-type: none"> <li>• Formats, procedures and controls for the recording of operational and financial performance data.</li> <li>• Variance reporting.</li> <li>• Management reporting against adopted budgets.</li> <li>• A reporting tool (BIS) that enables users to effectively view and report on the financial activities within their functions.</li> <li>•</li> </ul>	Systems and procedures provided to function managers.
	<b><i>Systems are being provided.</i></b>	<b><i>Systems are being provided.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 10.04

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Management Accounting Services</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-15,566	0	1	-15,566	-2,594
Expenditure	0	0	2	0	46,157
<b>Operating Total</b>	<b>-15,566</b>	<b>0</b>		<b>-15,566</b>	<b>43,563</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	-15,566	0		-15,566	43,563
<b>Restricted Assets</b>					
	15,566	0	5	15,566	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>0</b>	<b>0</b>		<b>0</b>	<b>43,563</b>

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

**Key Performance Indicators**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Functions in the Operational Plan and Quarterly Statements	65	65	62	Cost of Management Accounting Services as a % of the total Budget	0.30%	0.35%	0.34%	Cost per Function	\$8,111	\$8,251	\$1,915

<b>OPERATIONAL PLAN</b>
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Function No. **10.05**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Financial Accounting Services</b>
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**Manager Responsible:   Manager Financial Operations**  
**Mrs Jane Bassingthwaite**

**Function Objectives:**

To provide Statutory Financial Accounting services to the organisation.
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Activity	Action	Performance Targets/Service Level
Statutory Accounting & Reporting	Complete Financial Statements and other statutory reports and returns as required.	Complete by due date.
	<b><i>Amended due date for 2017 Financial Statements for amalgamated Councils is 31 December 2017. On track to achieve deadline.</i></b>	<b><i>In progress scheduled for audit 30 October 2017.</i></b>
Rates Revenue and Rating Structure	Complete an annual review of rating structure.	Review conducted by due date, and includes recommendations on rating structure and impacts on Rates revenue estimates.
	<b><i>To be reviewed February 2018.</i></b>	<b><i>To be reviewed February 2018.</i></b>
	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.
	<b><i>Currently being achieved.</i></b>	<b><i>Currently being achieved.</i></b>
Expenditure Accounting Services	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.
	<b><i>Currently being achieved.</i></b>	<b><i>Currently being achieved.</i></b>
	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.
	<b><i>Currently being achieved.</i></b>	<b><i>Currently being achieved.</i></b>
Central Supply Service	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.
	<b><i>All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy.</i></b>	<b><i>All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy.</i></b>
Central Supply Service	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.
	<b><i>Currently being achieved.</i></b>	<b><i>Stock monitored and various LG Procurement and Regional Procurement contracts utilised to obtain best price for Council.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 10.05

## Performance Review

Quarter ended: September

Principal Activity:	<b>CORPORATE SERVICES</b>	Function:	<b>Financial Accounting Services</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-254,785	55,007	1	-199,778	-49,336
Expenditure	245,890	-55,007	2	190,883	153,049
<b>Operating Total</b>	<b>-8,895</b>	<b>0</b>		<b>-8,895</b>	<b>103,713</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	-8,895	0		-8,895	103,713
<b>Restricted Assets</b>					
	8,895	0	5	8,895	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>0</b>	<b>0</b>		<b>0</b>	<b>103,713</b>

Note	Details
1	Operating income has decreased by \$55,007 mainly due to income from the Fire and Emergency Services Levy (FESL) Implementation no longer being received.
2	Operating expenditure has increased by \$55,007 mainly due to the Fire and Emergency Services Levy Implementation expenditure not required due to the NSW Government putting on hold this Levy.
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 Rate Assessments	18,650	22,350	23,481	% of amounts outstanding more than 90 days on Accounts Receivable	0.61%	30%	17.19%	Rates outstanding as a percentage of rates collectable	29.26%	5.00%	86.39%
Number of Accounts Payable transactions processed	57,771	31,200	5,636	% of amounts outstanding on Creditors statements current and 30 days, compared to total outstanding	99.29%	97%	97%	Annual Financial Report completed on time	Yes	Yes	On schedule to complete by due date
				Index of performance of Council's Cash Plus accounts	1.74	1.54	1.78				

**OPERATIONAL PLAN**

Function No. **10.05**

*Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Financial Accounting Services</b>
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
				compared to the UBS Australian Bank Bill Index.							

<b>OPERATIONAL PLAN</b>
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Function No. **10.06***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Human Resource Services</b>
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**Manager Responsible:   Manager People, Culture and Safety  
Ms Maria Crisante**

**Function Objectives:**

To provide a Human Resource Service to the Organisation.
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Activity	Action	Performance Targets/Service Level
Human Resources	Build effective alliances and partnerships across the organisation.	HR Services has a visible presence across the organisation.
	<i>Develop clear objectives and vision for the PCS Branch to engage and build partnerships across all levels of council.</i>	<i>Regular meetings with staff particularly affected by organisational change.</i>
	Council's Workforce Plan aligns with Council's operational requirements.	Sufficient human resources are engaged with the right skills to undertake Council's operational requirements.
	<i>Development of Councils 2018 Workforce Management Plan in progress.</i>	<i>Ensure resourcing is appropriate to deliver on operational requirements.</i>
		Workforce Plan reviewed annually and is reflective of Council's operational requirements.
		<i>Regular reviews conducted.</i>
	Provide effective 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 in the Local Government Act (1993)</i>	<i>All vacant positions must be advertised internally until 19 May 2019. The employee vacancy management procedure has been adopted to address this.</i>
	The Equal Employment Opportunity (EEO) Management Plan is developed biennially.	EEO Management Plan is drafted to reflect Council's requirements.
	<i>A 2018-2020 EEO Management Plan for the DRC to be developed.</i>	<i>The EEO Management Plan to address council's requirements will be developed in conjunction with the EEO Advisory Committee.</i>
		Actions in EEO Management Plan implemented and reported.
		<i>Regular reporting will occur to Executive Leadership, frequency yet to be determined.</i>
	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.
	<i>External Audit was conducted in 2015 and required outcomes incorporated into Corporate WHS Management system.</i>	<i>New auditing program to be developed for DRC.</i>
Conduct biennial employee survey.	Utilise staff feedback to develop an action plan to address issues raised.	
<i>No survey planned for this year.</i>	<i>Actions resulted from the Employee Survey results will be linked into the Workforce Management Strategy.</i>	
	Actions identified in the action plan implemented by due date.	
	<i>All actions as determined through the survey are to be delivered by the People Culture Safety team on time.</i>	

<b>OPERATIONAL PLAN</b>
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Function No. **10.06***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Human Resource Services</b>
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Activity	Action	Performance Targets/Service Level
		<p>Areas of concern monitored in next employee survey to determine improvement.</p> <p><i>Trends and analysis will be monitored in the long term to address any areas of concern, particularly regarding organisational culture as a result from the merger.</i></p> <p>Staff feedback is utilised to improve staff engagement and involvement in the change process.</p> <p><i>Trends and analysis will be monitored in the long term to address any areas of concern, particularly regarding organisational culture as a result from the merger.</i></p>
	A Corporate Learning and Development Program is developed and implemented.	The Corporate Training Program developed annually.
	<i>The 2018 Training program will be developed in the coming months.</i>	<i>The 2017 Corporate Training Program was adopted early this year, though quite limited in light of the organisational changes occurring.</i>
		<p>The Corporate Training Program meets the training requirements of the organisation.</p> <p><i>Training Needs analysis will be conducted once Pulse performance reviews are completed.</i></p>
		<p>% of employees receiving regular performance and development reviews.</p> <p><i>The aim is 50% in the first year while the structure continues to be populated. This will then increase over the next 2 year period for the whole of organisation to have regular reviews.</i></p>
	Embed Council's Vision Purpose and Values.	Actions outlined in the Action Plan implemented by due date.
	<i>Develop clear objectives on embedding council's vision, purpose and values.</i>	<i>Actions to be completed by adopted timeframes, return plan in place.</i>
		<p>% employees believing they are aligned to Council's Vision Purpose and Values.</p> <p><i>This will be assessed through regular employee surveys.</i></p>



<b>OPERATIONAL PLAN</b>
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Function No. **10.06***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Human Resource Services</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	0	-102	1	-102	-102
Expenditure	200	20,102	2	20,302	38,980
<b>Operating Total</b>	<b>200</b>	<b>20,000</b>		<b>20,200</b>	<b>38,878</b>
<b><u>Capital</u></b>					
Income	-200	0	3	-200	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>-200</b>	<b>0</b>		<b>-200</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	0	20,000		20,000	38,878
<b>Restricted Assets</b>					
	0	-20,000	5	-20,000	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	0	0		0	38,878

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 employees Permanent	435 (464.99 FTE)	443	457	Total operating expenses of Human Resource Service per permanent employee	\$3,109	\$4,605.43	\$923				

<b>OPERATIONAL PLAN</b>
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Function No. **10.07***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Information Services</b>
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**Manager Responsible:   Manager Information Services  
Mr Matthew Green**

**Function Objectives:**

To promote and support the effective and efficient use of Information Management Systems extensively within Council.
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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 are 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 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. Replacement telephone system has been purchased, expected to be installed by 20 December 2017.</i>
Strategic Planning	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 are being implemented.</i>	<i>Actions implemented in accordance with Delivery Program and Operational Plan requirements.</i>
	Implement actions within the adopted Information Management Strategy.	Information Management Strategy actions implemented.
	<i>Information Management Strategy to be developed in 2018.</i>	<i>No action to date.</i>
	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>Further review to be undertaken by June 2018.</i>
	Undertake a review of mobile alternatives for remote access to Council systems.	Review undertaken.
	<i>Mobile alternatives currently available for remote access to Council's systems include Apple iPad Surface Pros, Motion tablet devices, Getac devices and terminal services.</i>	<i>Apple iPads approved as corporate devices. Microsoft Surface Pro devices currently being deployed.</i>

<b>OPERATIONAL PLAN</b>
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Function No. **10.07***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Information Services</b>
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Activity	Action	Performance Targets/Service Level
	Develop internet based solutions for the submission of applications, payments and customer enquiries.	Solutions developed.
	<b>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</b>	<b>Implementation of Authority online rates payments complete. Online tracking made available in December 2015. Future plans of on-line capabilities include on-line certificates due by October 2017.</b>
Operations Services – Infrastructure Asset Management	Infrastructure asset management.	All infrastructure assets are effectively managed.
	<b>Infrastructure assets have been effectively managed.</b>	<b>Infrastructure have been effectively managed.</b>
Operations Services – Service Desk	Service Desk services.	Service Desk system is maintained. All support requests are satisfactorily met. User Support Services available between 7.00am – 6.00pm Monday to Friday.
	<b>Service Desk Services provided effectively within available resource limitations.</b>	<b>Majority of support requests met satisfactorily. User Support Services are available between 8am – 5.30pm Monday to Friday.</b>
Operations Services – Software Management	Software management.	Software licence compliance is achieved.
	<b>Effective software management provided to the organisation.</b>	<b>Software licence compliance reviewed annually and supported by volume licensing programs.</b>
Support & Development	Maintain adequate licence renewals for current software.	Manage development of software applications and maintain adequate licensing levels.
	<b>Software licence compliance reviewed annually and supported by volume licensing programs.</b>	<b>No software development performed to date.</b>
Management Services from Other Functions	Cost of Services for printing, telephone, office space rental and GIS services provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<b>Charges to Information Services.</b>	<b>Amounts charged are calculated on the infrastructure, software and support of the network and associated devices.</b>
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.
	<b>Report writing and specification development undertaken according to user requirements.</b>	<b>Management information systems are sourced and implemented according to user requirements. Documentation and training facilitated.</b>
Consulting & Advisory Service – General	Project management and team leading.	Services are provided to agreed brief.
	<b>Project management services are offered as required.</b>	<b>Project management services are achieved.</b>

<b>OPERATIONAL PLAN</b>
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Function No. **10.07***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Information Services</b>
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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.
	<b><i>Solutions investigated and implemented.</i></b>	<b><i>No instance of third party systems development undertaken.</i></b>
Consulting & Advisory Service – Major Systems Implementation	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.
	<b><i>Active involvement in Information Services Implementations throughout organisation. Continual education and research opportunities provided to staff to increase level of IS maturity for exploitation by users.</i></b>	<b><i>Information Services reporting to Executive Staff is occurring on a bi-monthly basis.</i></b>
Server Room/Infrastructure Facilities	Solutions provision.	System developments are arranged with third party and/or undertaken in house to specifications/agreed brief.
	<b><i>Active involvement in Information Management Implementations throughout organisation. Continual education and research opportunities provided to staff to increase level of I maturity for exploitation by users.</i></b>	<b><i>Information Services reporting to Executive Staff is occurring on a bi-monthly basis.</i></b>
Geographical Information Systems	Maintain infrastructure.	Servers and facilities are maintained.
	<b><i>Server room infrastructure is maintained.</i></b>	<b><i>Server room infrastructure maintained.</i></b>
Acquisition of Assets	To develop and maintain a digital record of the LGA's cadastre.	New subdivisions recorded within one month of the linen being released.
	<b><i>Local Government Areas cadastre maintained up to date.</i></b>	<b><i>Corporate GIS updated with newly released linen plans within one month of receiving.</i></b>
	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.
	<b><i>Implementation of noxious weeds application with GIS Integration.</i></b>	<b><i>Implementation of noxious weeds application with GIS integration. Integration with TRIM achieved.</i></b>
Acquisition of Assets	Undertake the approved Capital Works Program as defined in the key projects section of the Operational Plan.	Program implemented.
	<b><i>Capital Works Program undertaken.</i></b>	<b><i>Capital Works Program has been executed as scheduled.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. **10.07***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Information Services</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-20,000	0	1	-20,000	-3,664
Expenditure	-16,836	0	2	-16,836	693,397
<b>Operating Total</b>	<b>-36,836</b>	<b>0</b>		<b>-36,836</b>	<b>689,733</b>
<b><u>Capital</u></b>					
Income	-112,481	0	3	-112,481	0
Expenditure	290,000	0	4	290,000	45,894
<b>Capital Total</b>	<b>177,519</b>	<b>0</b>		<b>177,519</b>	<b>45,894</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>140,683</b>	<b>0</b>		<b>140,683</b>	<b>735,627</b>
<b>Restricted Assets</b>	<b>-140,683</b>	<b>0</b>	5	<b>-140,683</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>735,627</b>

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
No. workstation users supported	415	335	447					% availability of major CCF Services Components			
No. Mobile users	405	320	350					-Internet	99.999%	99.999%	100%
								-File Server	99.985%	99.900%	100%
								-Authority	99.996%	99.900%	98.5%
								-GIS Server	99.996%	99.900%	99%
								-TRIM	99.996%	99.900%	100%
								-Remote Access	99%	99.900%	100%
No. of Service Desk requests recorded/handled	3150	3190	1568	Average service desk call resolution time	1.5 days	3 days	7.7 days	-Email	99.993%	99.900%	100%
								Client satisfaction with Service Desk call handling is >80%	88%	90%	78.8%

<b>OPERATIONAL PLAN</b>
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Function No. **10.07***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Information Services</b>
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
				% of service desk resolutions provided within defined timeframes	90.15%	90%	90%				
No. of packages and/or applications	150	150	185								
No. of servers supported				No. of Computer Virus incidents identified	3570	4,500	1325	No. of Computer Virus Outbreaks	0	0	0
-Physical	9	10	16	No. of Intrusion attempts to Council's network	450	1,000	85	No. of security breaches	0	0	0
-Virtual	150	100	147								
No. of remote sites supported	33	21	35					% emails identified as SPAM and removed	10%	30%	30%
No. of Information Systems projects Undertaken	55	52	18								
No. of documents processed in Records System	278,759	360,000	115,387	Cost per document processed in Records Management System	\$0.50	\$0.50	\$0.50				
No. of Geographical Information Projects undertaken	22	60	5					No. of Geographical Information interfaces with other applications	14	35	35

**Key Projects****Capital Works Program**

Information Management - Acquisition of Assets 01.09653 - Office Equipment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7893 - Hardware Purchases - PC` s/Laptops <i>Project Complete</i>	0	21,191	21,191	21,191
7935 - Software	50,000	0	50,000	0
7950 - Hardware Purchases - Misc	100,000	-41,191	58,809	0

<b>OPERATIONAL PLAN</b>
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Function No. **10.07***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Information Services</b>
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Information Management - Acquisition of Assets 01.09653 - Office Equipment	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7953 - Information M/Ment Photocopiers	0	20,000	20,000	4,372
7954 - Corporate Information Photocopiers	50,000	0	50,000	0
7960 - Mobile Computing Development	10,000	0	10,000	0
7962 - Upgrade Network at Remote Sites	55,000	0	55,000	20,350
7965 - Sharepoint Development	15,000	0	15,000	0
7967 - Server Room Cabinet Upgrade	10,000	0	10,000	0
8302 - Unified Communications System	0	0	0	-19
<b>01.09653 - Office Equipment Total</b>	<b>290,000</b>	<b>0</b>	<b>290,000</b>	<b>45,894</b>

<b>OPERATIONAL PLAN</b>
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Function No. **10.08**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Governance &amp; Risk Services</b>
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**Manager Responsible:   Manager Governance & Risk  
Mr Michael Ferguson**

**Function Objectives:**

To develop and maintain an effective administrative service system to ensure optimum performance to the organisation.
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Activity	Action	Performance Targets/Service Level
Risk Management Strategy	Review the Enterprise Risk Management Strategy to determine its effectiveness in managing risk.	Review undertaken, effectiveness determined and report submitted to the Executive Staff Committee.
	<i>Echelon Australia engaged to review existing documentation and facilitate the development of an updated Enterprise Risk Management Policy and Plan. Draft Policy and Plan adopted by the Audit and Risk Management Committee in September 2017 and to be considered by Council in October 2017</i>	<i>Echelon Australia engaged to review existing documentation and facilitate the development of an updated Enterprise Risk Management Policy and Plan. Draft Policy and Plan presented to the Executive Leadership Team in August 2017 and adopted for consideration by the Audit and Risk Management Committee and then to Council.</i>
Operational services for the Council	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>Councillors Notebook updated and circulated to Councillors.</i>	<i>Councillors Notebook updated and circulated to Councillors in September 2017.</i>
Administrative Support to the Organisation	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 implemented.</i>
	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>
	Undertake Mayoral quarterly forum with developers to discuss Council related issues.	Forums are undertaken each quarter.
<i>Developers Forum conducted on 27 July 2017.</i>	<i>Developers Forum conducted on 27 July 2017.</i>	



<b>OPERATIONAL PLAN</b>
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Function No. 10.08

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Governance &amp; Risk Services</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-70,000	-500	1	-70,500	-368
Expenditure	15,000	500	2	15,500	150,820
<b>Operating Total</b>	<b>-55,000</b>	<b>0</b>		<b>-55,000</b>	<b>150,452</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	-55,000	0		-55,000	150,452
<b>Restricted Assets</b>					
	55,000	0	5	55,000	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>0</b>	<b>0</b>		<b>0</b>	<b>150,452</b>

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

**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
								Insurances reviewed and updated annually.	Yes	Yes	Yes
								Agendas delivered within required time frames.	Yes	Yes	Yes

<b>OPERATIONAL PLAN</b>
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Function No. **10.09**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Civic Administration Building</b>
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**Manager Responsible:   Manager Governance & Risk  
Mr Michael Ferguson**

**Function Objectives:**

To provide a clean and safe working environment for the Corporation.
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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.
	<b><i>Cleaning service provided.</i></b>	<b><i>Buildings cleaned daily.</i></b>
Civic Administration Building – Operational Services	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.
	<b><i>Actions undertaken.</i></b>	<b><i>Actions implemented.</i></b>
	Review, test and update annually the Civic Administration Building Disaster Response Plan.	Annual review undertaken, however review extended regarding long term alternative accommodation.
	<b><i>No action to date. To be completed following accommodation review and implementation of new organisational structure.</i></b>	<b><i>No action to date. To be completed following accommodation review and implementation of new organisational structure.</i></b>
Civic Administration Building Cleaning Services	Provision of a clean work amenity.	Civic Administration Buildings (Civic Administration Building, 69 Church Street, Carrington Court and Wellington Administration Building) cleaned daily to agreed brief specification.
	<b><i>Cleaning service provided.</i></b>	<b><i>Building cleaned daily.</i></b>
Asset Management Program – Routine	Work amenity maintained to appropriate standard.	Minor maintenance undertaken in accordance with quarterly check.
	<b><i>Asset maintenance program formalised and implemented.</i></b>	<b><i>Undertaken as programmed.</i></b>
Asset Management Program – Cyclic	Work amenity maintained to appropriate standard.	Other maintenance undertaken in accordance with Asset Management Program.
	<b><i>Asset maintenance program formalised and implemented.</i></b>	<b><i>Undertaken as programmed.</i></b>
Acquisition of Assets	Undertake the approved Capital Works Program as defined in the Key Projects section of the Operational Plan.	Program implemented.
	<b><i>Capital Works undertaken in accordance with Capital Works Program</i></b>	<b><i>Capital Works undertaken in accordance with Capital Works Program</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. 10.09

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Civic Administration Building</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-51,936	0	1	-51,936	-9,681
Expenditure	10,468	0	2	10,468	83,780
<b>Operating Total</b>	<b>-41,468</b>	<b>0</b>		<b>-41,468</b>	<b>74,099</b>
<b><u>Capital</u></b>					
Income	-317,899	0	3	-317,899	0
Expenditure	333,109	0	4	333,109	112,630
<b>Capital Total</b>	<b>15,210</b>	<b>0</b>		<b>15,210</b>	<b>112,630</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	-26,258	0		-26,258	186,729
<b>Restricted Assets</b>					
	26,258	0	5	26,258	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>0</b>	<b>0</b>		<b>0</b>	<b>186,729</b>

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	Area			Efficiency	Cost			Effective.	Performance		
	Prev.	Est	YTD		Prev.	Est.	YTD		Prev.	Est	YTD
Area of available office accommodation	1685 m <sup>2</sup>	2,385m <sup>2</sup>	2,385m <sup>2</sup>	Total operating expense per m <sup>2</sup> of useable space	\$616.71	\$795.51	\$155.52	% of personnel satisfactorily accommodated.	95%	95%	95%

<b>OPERATIONAL PLAN</b>
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Function No. **10.09***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Civic Administration Building</b>
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**Key Projects****Capital Works Program**

Civic Admin. Building - Acquisition of Assets 01.09665 - CAB - Furniture & Fittings	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7922 - Minor Furniture	22,500	-10,000	12,500	0
7924 - Furnishing Unit 6 20 Carrington Avenue	0	10,000	10,000	4,568
<b>01.09665 - CAB - Furniture &amp; Fittings Total</b>	<b>22,500</b>	<b>0</b>	<b>22,500</b>	<b>4,568</b>

Civic Admin. Building - Asset Renewals - Maint. 01.08280 - Wellington Administration Building - Asset Renewal	2017/2018 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5902 - Re-roof Ground Floor	40,000	0	40,000	0
<b>01.08280 - Wellington Administration Building - Asset Renewal Total</b>	<b>40,000</b>	<b>0</b>	<b>40,000</b>	<b>0</b>

<b>OPERATIONAL PLAN</b>
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Function No. **10.10**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Technical Support Services</b>
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**Manager Responsible:   Manager Infrastructure Strategy  
Mr Mark Finlayson**

**Function Objectives:**

To provide an Engineering Design, Development and Technical Support service to the organisation.
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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.
	<b><i>This is being achieved.</i></b>	<b><i>This is being achieved.</i></b>
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).
	<b><i>This is being achieved.</i></b>	<b><i>This is being achieved.</i></b>
	To supervise contractors for both private and Council subdivision activities.	Inferior infrastructure works undertaken NOT accepted.
	<b><i>This is being achieved.</i></b>	<b><i>This is being achieved.</i></b>
Design Section	To survey, design and prepare plans for Council works.	Plans completed a minimum two months prior to construction.
	<b><i>This is being achieved.</i></b>	<b><i>This is being achieved.</i></b>
	Undertaken project management of survey, design and construction activities for all Council subdivisions.	Co-ordination ensures land release not delayed due to incomplete works.
	<b><i>This is being achieved.</i></b>	<b><i>This is being achieved.</i></b>
Acquisition of Assets	Undertake the approved Capital Works Programme as defined in the Key Projects section of the Operational Plan.	Programme implemented.
	<b><i>This is being achieved.</i></b>	<b><i>This is being achieved.</i></b>

<b>OPERATIONAL PLAN</b>
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Function No. **10.10***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Technical Support Services</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-104,438	0	1	-104,438	-11,605
Expenditure	93,836	0	2	93,836	261,766
<b>Operating Total</b>	<b>-10,602</b>	<b>0</b>		<b>-10,602</b>	<b>250,161</b>
<b><u>Capital</u></b>					
Income	-9,398	0	3	-9,398	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>-9,398</b>	<b>0</b>		<b>-9,398</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	-20,000	0		-20,000	250,161
<b>Restricted Assets</b>					
	20,000	0	5	20,000	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>0</b>	<b>0</b>		<b>0</b>	<b>250,161</b>

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 design projects				Number of unwarranted disputes over fees charged	0	0	0	Draft designs completed by agreed date	100%	100%	100%
Major	20	10	6								
Minor	30	50	21								
No. of DA referrals processed	105	90	40	No. of subdivision stages supervised	18	10	8				

<b>OPERATIONAL PLAN</b>
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Function No. 10.11

## *Performance Review*

Quarter ended: September

Principal  
Activity:**CORPORATE SERVICES**

Function:

**Business Services Infrastructure &  
Operations**

**Manager Responsible: Manager Business Services Infrastructure  
& Operations  
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.

Activity	Action	Performance Targets/Service Level
Quarterly Budget Review	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.
	<b>Quarterly reviews will be undertaken at the end of September, December, March and June.</b>	<b>September 2017 Quarterly Review submitted to Finance and Policy Committee in October 2017.</b>
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.
	<b>Undertaken and ongoing.</b>	<b>Undertake and ongoing.</b>
	Provide strategic management and direction to the Technical Services Division.	Division operating in an efficient and effective manner.
	<b>Undertaken and ongoing.</b>	<b>Monitored regularly to ensure performance targets/ services levels achieved.</b>
	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.
	<b>Draft Asset Management Plans have been developed for required branches within Infrastructure and Operations Division.</b>	<b>Asset Management Plans submitted by required date.</b>
	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.
	<b>Zero based budgeting utilised.</b>	<b>Zero based budgeting adhered to.</b>
Annual Operational Plan (including Annual Budget) Preparation	Operational Plans (including budget) adopted in June each year.	Operational Plans for the Technical Services Division adopted by Council by due date.
	<b>Operational Plans for 2018/2019 to be adopted by Council in June 2018 for Infrastructure and Operations Division.</b>	<b>Operational Plans for 2018/2019 to be adopted at Councils meeting in June 2018.</b>

<b>OPERATIONAL PLAN</b>
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Function No. 10.11

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Business Services Infrastructure &amp; Operations</b>
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**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-308	0	1	-308	0
Expenditure	308	0	2	308	76,765
<b>Operating Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>76,765</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	0	0		0	76,765
<b>Restricted Assets</b>					
	0	0	5	0	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	0	0		0	76,765

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

**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of functions requiring Operational Plan (including Annual Budget) assistance	17	17	17	Cost of Business Support Services as a % of Total Divisional Expenditure	0.98%	1.05%	0.04%	Delivery program, Operational Plan (including Annual Budget) time frames met	Yes	Yes	Yes
Number of Branches requiring secretarial or administrative assistance	6	6	6	Cost per Function	\$52,741	\$69,124	\$3,234	Delivery Program and Quarterly Budget timeframes met.	Yes	Yes	Yes



<b>OPERATIONAL PLAN</b>
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Function No. **10.12**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Depot Services</b>
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**Manager Responsible:   Manager Governance & Risk  
Mr Michael Ferguson**

**Function Objectives:**

To provide a clean, safe and adequately sized functional working environment for the users of the depot.
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Activity	Action	Performance Targets/Service Level
Depot Operations	Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Depot.	Delivery Program and Operational Plan actions Implemented.
	<i>Actions undertaken.</i>	<i>Actions implemented.</i>
Asset Management – Routine	Provide routine maintenance on an as required basis.	Building routine maintenance carried out within an acceptable time.
	<i>Routine maintenance provided.</i>	<i>Routine maintenance provided.</i>
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.
	<i>Cyclic maintenance provided.</i>	<i>Cyclic maintenance provided.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-12,875	0	1	-12,875	-3,546
Expenditure	-41,761	0	2	-41,761	-50,489
<b>Operating Total</b>	<b>-54,636</b>	<b>0</b>		<b>-54,636</b>	<b>-54,035</b>
<b><u>Capital</u></b>					
Income	-167,036	0	3	-167,036	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>-167,036</b>	<b>0</b>		<b>-167,036</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>-221,672</b>	<b>0</b>		<b>-221,672</b>	<b>-54,035</b>
<b>Restricted Assets</b>	<b>221,672</b>	<b>0</b>	5	<b>221,672</b>	<b>50,000</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>-4,035</b>

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.

<b>OPERATIONAL PLAN</b>
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Function No. **10.12**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Depot Services</b>
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**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Site area available	28,320m <sup>2</sup>	31,551m <sup>2</sup>	28,320m <sup>2</sup>	Total operating expense per m <sup>2</sup> of usable site area.	\$14.29	\$9.65	\$0.96	% of personnel satisfactorily accommodated.	95%	95%	95%
Site area available Wellington Depot.	40,951m <sup>2</sup>	40,951m <sup>2</sup>	40,951m <sup>2</sup>								

<b>OPERATIONAL PLAN</b>
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Function No. 10.13

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Rates &amp; General Revenue</b>
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**Manager Responsible: Manager Financial Operations**  
**Mrs Jane Bassingthwaite**

**Function Objectives:**

To raise general revenue for the organisation.
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Activity	Action	Performance Targets/Service Level
General Purpose Rates	Complete an annual review of rating structure.	Rates structure reviewed and adopted for incorporation into the Delivery Plan and Operational Plan by due date.
	<i>To be reviewed February 2018.</i>	<i>To be submitted to Council's March Ordinary Meeting.</i>
Interest on Investments	Council's funds invested in accordance with Legislative provisions, and Council's adopted Investment Policy and Strategy.	Return on investment maximised and investments compliant with requirements.
	<i>All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy.</i>	<i>All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy. August return was 3.13% per annum compared to the Ausbill Index of 2.01%.</i>
Financial Assistance Grants	Monitor the level of State and Federal Government grants payable to local government including Financial Assistance Grants (FAGS) and make any necessary submissions.	Grants Commission return is submitted by due date, is accurate and maximise Council's Financial Assistance Grant. All allowable disabilities are included in return.
	<i>Currently being monitored.</i>	<i>Due 30 November 2017.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-46,661,378	5,050,849	1	-41,610,529	-33,171,107
Expenditure	847,767	0	2	847,767	150,098
<b>Operating Total</b>	<b>-45,813,611</b>	<b>5,050,849</b>		<b>-40,762,762</b>	<b>-33,021,009</b>
<b><u>Capital</u></b>					
Income	-895,319	0	3	-895,319	-492,151
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>-895,319</b>	<b>0</b>		<b>-895,319</b>	<b>-492,151</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>	<b>-46,708,930</b>	<b>5,050,849</b>		<b>-41,658,081</b>	<b>-33,513,160</b>
<b>Restricted Assets</b>	<b>5,363,189</b>	<b>-5,050,849</b>	5	<b>312,340</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>-41,345,741</b>	<b>0</b>		<b>-41,345,741</b>	<b>-33,513,160</b>

<b>OPERATIONAL PLAN</b>
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Function No. **10.13**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Rates &amp; General Revenue</b>
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Note	Details
<b>1</b>	Operating income has decreased by \$5,050,849 mainly due to the Financial Assistance Grant for 2017/2018 of \$5,465,951 being paid in advanced.
<b>2</b>	No variance to budget.
<b>3</b>	No variance to budget.
<b>4</b>	No variance to budget.
<b>5</b>	Transfer to restricted assets has decreased by \$5,050,849 mainly due to the Financial Assistance Grant for 2017/2018 paid in advance.

**Key Performance Indicators**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Rate Assessments	18,650	23,754	23,481	Cost of Rates Management Services per assessment	\$99.50	\$59.09	\$16.53	Grants Commission Return submitted by due date	Yes	Yes	Due 30 November
Total number of 603 certificates issued	1,132	1,304	402	Index of performance of Cash Plus accounts – 12 months to date	1.80	1.54	1.78	Percentage of Rates and Annual Charges outstanding to Percentage collectable reduced.	29.26%	5%	86.39%

<b>OPERATIONAL PLAN</b>
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Function No. **10.16**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Works Services</b>
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**Manager Responsible: Manager Infrastructure Delivery  
Mr Ian Bailey**

**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.
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Activity	Action	Performance Targets/Service Level
Kerbside Collection & Disposal	Maintain Collections 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>
Footpaths & Cycleways	Maintenance, construction and reconstruction of Footpath and Cycleways as to agreed brief(s).	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>
Traffic	Maintenance, and construction of Carparks and other Traffic facilities to agreed brief(s).	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>
Miscellaneous Projects	Provision of minor services or construction works to other Council functions as requested.	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>
State Roads	Maintenance, construction and reconstruction of state roads and national highway as agreed in contract.	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>
Urban Roads	Maintenance, construction and reconstruction of roads and kerb and gutter to agreed brief(s).	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>
Rural Roads	Maintenance, construction and reconstruction of rural roads, regional roads to agreed brief(s).	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>
Other Customers	Provision of minor services or construction works to other Council functions as requested.	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>
Stormwater	Maintenance construction of Stormwater facilities to agreed brief(s).	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>
Quarry Management and Rehabilitation	Operate quarries to provide gravel for works.	Quarry operations are maintained on a sustainable basis.
	<i>Stockpiles in place.</i>	<i>Regularly maintained.</i>
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.	Amounts charged are accepted reasonable for the level of service 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>

<b>OPERATIONAL PLAN</b>
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Function No. 10.16

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	Function:	<b>Works Services</b>
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Activity	Action	Performance Targets/Service Level
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:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	-80,000	0	1	-80,000	-4,826
Expenditure	107,738	0	2	107,738	2,683,160
<b>Operating Total</b>	<b>27,738</b>	<b>0</b>		<b>27,738</b>	<b>2,678,334</b>
<b><u>Capital</u></b>					
Income	-32,738	0	3	-32,738	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>-32,738</b>	<b>0</b>		<b>-32,738</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	-5,000	0		-5,000	2,678,334
<b>Restricted Assets</b>					
	5,000	0	5	5,000	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>0</b>	<b>0</b>		<b>0</b>	<b>2,678,334</b>

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

<b>OPERATIONAL PLAN</b>
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Function No. **10.16**

## *Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Works Services</b>
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**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Length of State Roads (km)	46 km	111.6 km	111.6 km	Cost/M2 (urban) Reconstruction	\$130/m <sup>2</sup>	\$134/m <sup>2</sup>	N/A	Number of complaints from clients	0	0	0
Length of National Road (km)	5.36 km	5.36 km	5.36 km	Cost/M2 (rural) Reconstruction	\$70/m <sup>2</sup>	\$50/m <sup>2</sup>	\$32.71/m <sup>2</sup>				
Length of Urban Sealed Road	324 km	415 km	415 km	Cost/lm to reconstruct kerb & gutter	\$310/m <sup>2</sup>	\$320/m <sup>2</sup>	\$299.91/m <sup>2</sup>				
Length of Rural Sealed Road	482.02 km	738 km	738 km								
Length of Rural Unsealed Road	441.62 km	1339 km	1339 km								
Length of paved footpaths maintained	315,544 m <sup>2</sup>	126 km	126 km								
Length of off road cyclepath	25.5 km	29 km	29 km								
Length of kerb and gutter	401 km	472 km	472 km								
Value of total Works undertaken to Agreed Briefs	\$15,653,019	\$50,473,393	\$5,035,586								

<b>OPERATIONAL PLAN</b>
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Function No. **10.17***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Transition Project Management</b>
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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.
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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.
	<i>Undertaken to date.</i>	<i>Phase 1 was to continue under Department of Premier and Cabinet guidelines up until the election of Councillors. This included the adoption of an on-boarding program planned and budgeted for in preparation of the newly elected body.</i>
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.
	<i>All projects require approval of the Transition office to ensure funds are allocated to projects that continue the building of a new organisation.</i>	<i>Undertaken to date</i>
Stronger Communities Fund	To effectively oversee the Stronger Communities funding to approved projects	Funded projects delivered in accordance in with Office of Local Government requirements
	<i>Undertaken to date</i>	<i>Undertaken to date</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	0	0	1	0	0
Expenditure	128,479	2,762,442	2	2,890,921	833,794
<b>Operating Total</b>	<b>128,479</b>	<b>2,762,442</b>		<b>2,890,921</b>	<b>833,794</b>
<b><u>Capital</u></b>					
Income			3		
Expenditure			4		
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	128,479	2,762,442		2,890,921	833,794
<b>Restricted Assets</b>	<b>0</b>	<b>-2,762,442</b>	<b>5</b>	<b>-2,762,442</b>	<b>0</b>
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>	<b>128,479</b>	<b>0</b>		<b>128,479</b>	<b>833,794</b>



<b>OPERATIONAL PLAN</b>
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Function No. **10.17***Performance Review*Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Transition Project Management</b>
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Note	Details
1	No variance to budget.
2	Operating expenditure has increased by \$2,762,442 due to Community Projects of \$345,339 funded from the Stronger Communities Grant restricted asset and \$2,417,103 for the ongoing transition of the New Council.
3	No variance to budget.
4	No variance to budget.
5	Transfer from restricted assets has increased by \$2,762,442 due to the Grant Funds being carried over from 2016/2017 to fund this function.

**Key Performance Indicators**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Project Plans endorsed by Project Steering Committee	17	35	3	DPC – Roadmap requirements within timeframe	16	22	5	All projects (including Stronger Communities Fund) managed in accordance with adopted Project Plans	50	10	44

# OPERATIONAL PLAN

Function No. **11.01**

## Performance Review

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Governance</b>
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**Manager Responsible:    Manager Governance & Risk  
Mr Michael Ferguson**

**Function Objectives:**

To develop and maintain an effective Administrative Service System that ensures optimum support to the Council.

Activity	Action	Performance Targets/Service Level
Subscriptions to Associations	Maintain membership to Local Government Associations.	Memberships appropriate for responsible and representative government.
	<b>Membership maintained.</b>	<b>Current membership appropriate.</b>
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.
	<b>Services provided.</b>	<b>Charges are reasonable/actual.</b>
Statutory Accounting and Reporting	Services provided for preparation of Statutory Reports.	Amounts charged are accepted as reasonable for the services provided.
	<b>Services provided.</b>	<b>Charges are reasonable/actual.</b>
Sister City Activities	Maintain contributions towards Sister City activities.	Donations are appropriate.
	<b>Contribution maintained.</b>	<b>Donations are reasonable.</b>
Dubbo City Council Scholarship (CSU)	Annual Charles Sturt University Scholarship.	Scholarship awarded on an annual basis.
	<b>Scholarship maintained.</b>	<b>Provided and awarded annually.</b>
Receptions and Civic Activities	Provision of services and facilities for civic activities.	Activities represent responsible and representative Government.
	<b>Services provided.</b>	<b>Activities considered appropriate.</b>
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.
	<b>Budgeted estimates provide for these services.</b>	<b>Audited to comply.</b>
	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%).
	<b>No action to date</b>	<b>No action to date</b>
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.
	<b>Budgeted estimates provide for these services.</b>	<b>Charges are reasonable.</b>
Members Expenses	Costs of elected members including fees, travel, insurance etc.	Expenses are in accordance with relevant Acts, regulations and policy documents.
	<b>Administrator's expenses provided in budget.</b>	<b>Audited to comply.</b>
	Provide funding to permit Councillors to undertake individual training programs.	Funding provided and Councillors advised of all training opportunities.
	<b>Funding has been allocated in the 2017/2018 budget for the purpose of providing Councillor training. An extensive on-boarding program has been developed for Councillors</b>	<b>Funding has been allocated in the 2017/2018 budget for the purpose of providing Councillor training. An extensive on-boarding program has been developed for Councillors.</b>
	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%).
	<b>No action to date</b>	<b>No action to date</b>

<b>OPERATIONAL PLAN</b>
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Function No. 11.01

## Performance Review

Quarter ended: September

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Governance</b>
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Activity	Action	Performance Targets/Service Level
Election Expenses	Costs of running quadrennial election of Councillors.	Elections carried out according to the Act and Regulations.
	<i>Funds have been allocated in the 2017/2018 budget for the costs associated with the conducting of the September 2017 election.</i>	<i>NSW Electoral Commission engaged to conduct the 2017 Dubbo Regional Council local government election.</i>
Mayors Discretionary Fund	Discretionary payments for Mayoral activities.	Activities are appropriate for responsible and representative government.
	<i>Provision for payments made in budget.</i>	<i>Audited internally.</i>

**Financial Statement:**

	2017/2018 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<b><u>Operating</u></b>					
Income	0	0	1	0	0
Expenditure	335,000	86,865	2	421,865	73,197
<b>Operating Total</b>	<b>335,000</b>	<b>86,865</b>		<b>421,865</b>	<b>73,197</b>
<b><u>Capital</u></b>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
<b>Capital Total</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>Available Funds Movement Prior to Restricted Asset Funding</b>					
	335,000	86,865		421,865	73,197
<b>Restricted Assets</b>					
	-300,000	-86,865	5	-386,865	0
<b>Funds Available to (-), or Required From Rates and Other Council Revenue</b>					
	<b>35,000</b>	<b>0</b>		<b>35,000</b>	<b>73,197</b>

Note	Details
1	No variance to budget.
2	Operating expenditure has increased by \$86,865 mainly due to Councillor Training of \$25,000 and Information Technology requirement of \$30,000 along with an additional cost for the Local Representative Committee of \$23,549.
3	No variance to budget.
4	No variance to budget.
5	Transfer from restricted assets has increased by \$86,865 to fund additional expenditure.

**Key Performance Indicators:**

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of Councillors	0*	10	10	Cost per Capita for Receptions and Civic Activities/ Members Expenses/ Subscriptions	\$13.44	\$12.08	\$2.58				

**OPERATIONAL PLAN**

Function No. **11.01**

*Performance Review*

Quarter ended: **September**

<b>Principal Activity:</b>	<b>CORPORATE SERVICES</b>	<b>Function:</b>	<b>Governance</b>
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of Council/ Committee Meetings	57	46	13	Cost per capita of Governance	\$40.30	\$42.06	\$6.79	All agendas prepared and delivered in accordance with time frame	Yes	Yes	Yes