



REPORT: 2016/2017 Operational Plan - September Quarterly Review

AUTHOR: Acting Interim General Manager

REPORT DATE: 6 October 2016

TRIM REFERENCE: ID16/1866

EXECUTIVE SUMMARY

The review for the period ending 30 September 2016 of Council's 2016/2017 Operational Plan (including budget) shows satisfactory implementation with the current financial position estimated to be a balanced budget.

The September 2016 Quarterly Budget Review Statements (QBRs) are presented as the consolidated Dubbo Regional Council (not as Part A Dubbo and Part B Wellington as presented in the 2016/2017 Operational Plan including Budget).

FINANCIAL IMPLICATIONS

In accordance with the requirements of Clause 203(2) of the Local Government (General) Regulations 2005, I now advise that the Director Organisational Services, as the Responsible Accounting Officer of Council, has reported that he considers the attached Quarterly Budget Review Statement indicates that the financial position of the Council is satisfactory. This is on the basis that the *"result"* for the year is estimated to be a balanced budget.

POLICY IMPLICATIONS

There are no policy implications arising from this report.

RECOMMENDATION

1. That the Budget Review Statement and the Quarterly Financial Statements as at 30 September 2016, as attached to this report, be adopted and such sums voted for such purpose.
2. That the performance review details for each function for the quarter ended 30 September 2016, be noted.
3. That the Statement of the Responsible Accounting Officer that Council will be in a satisfactory financial position at the end of the financial year, having regard to the changes herewith to the original budget, be noted.
4. That the contracts, consultants, legal expenses and cash and investments information be noted.

David Dwyer

Acting Interim General Manager

BACKGROUND

Clause 203 of the Local Government (General) Regulation 2005 requires the Responsible Accounting Officer to submit on a quarterly basis to Council a budget review statement that shows a revised estimate of the income and expenditure for the year.

REPORT

The Director Organisational Services has reported in respect of the September 2016 Quarterly Review of Council's Operational Plan as follows:

"Clause 203 of the Local Government (General) Regulation 2005 provides as follows:

- (1) Not later than two months after the end of each quarter, the responsible accounting officer of a council must prepare and submit to the council a budget review statement that shows, by reference to the estimate of income and expenditure set out in the statement of the council's revenue policy including in the Operational Plan for the relevant year, a revised estimate of the income and expenditure for that year.*
- (2) A budget review statement must include or be accompanied by:*
 - (a) a report as to whether or not the responsible accounting officer believes that the statement indicates that the financial position of the council is satisfactory, having regard to the original estimate of income and expenditure; and*
 - (b) if that position is unsatisfactory, recommendations for remedial action.*
- (3) A budget review statement must also include any information required by the Code to be included in such a statement."*

The September 2016 Quarterly Budget Review Statements (QBRS) are presented as the consolidated Dubbo Regional Council (not as Part A Dubbo and Part B Wellington as presented in the 2016/2017 Operational Plan including Budget). This has been undertaken through consolidation of the former Wellington Council Budget based on the Interim Organisational Structure into the appropriate former Dubbo City Council Functions. The inclusion of the Wellington budget is shown in the Financial Summaries as quarterly adjustments to highlight the process undertaken. The inclusion of the new Wellington Function represents the previous Wellington Council Original Budget with this function forecasts figures as zero to highlight that these budget items have now been successfully transferred into the Dubbo Regional Council budget functions.

The Operational Plans have been developed based on the former Dubbo Council, therefore the Operational Plans content remains Dubbo focused until sufficient information is gathered to incorporate the Wellington 2025 Delivery Program actions and data. This has been made clear on each Operational Plan with the following note being added "This Operational Plans Activity, Actions and Performance Targets, along with the KPIs, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both former Dubbo and Wellington Councils."

The method for the allocation of overheads is unchanged and remains based on the previous Council's methodologies, which will remain in place until a new budget is developed for

2017/2018 Financial Year. It is acknowledged that the September 2016 Quarterly Budget Review Statements are at the first stage of the consolidation process and will be further improved for the December 2016 QBRs requirements.

Three new functions have been included this quarter and are as follows:

- Wellington Caves and Caravan Park (5.09)
- Transition Project Management (10.17) which has been funded from the \$5 million New Council Fund, this Function will assist Council in tracking the expenditure of the grant funds.
- Wellington Branch (12.01) which represents the Original Budgets of the Ex Wellington Council.

Provision has also been made for an additional six positions within the Environmental Services Division at an estimated total annual cost of \$566,071.

- Wellington Rangers x 2
- Building and Development Officer
- Senior Planner
- Wellington Support Officer
- Compliance Officer

In respect of the September 2016 Quarterly Review document, I note that various works carried over from 2015/2016 financial year have been included in this review. The major carryover works are as follows:

Project	Project Status	Carryover
<i>Urban Roads - Cobra Street / Capstan Drive Roundabout</i>	<i>Project commenced in July 2016 and due to be complete by April 2017.</i>	<i>866,776</i>
<i>Urban Roads - Gipps Street Shoulders</i>	<i>Project to commence in November 2016.</i>	<i>156,244</i>
<i>Rural Roads - Boundary Road Extension</i>	<i>Project to commence in January 2017.</i>	<i>901,004</i>
<i>Stormwater - Erskine Street Sewerage Pump Station Upgrade</i>	<i>Project to commence and due to be complete by April 2017</i>	<i>919,183</i>
<i>Stormwater - Devil`s Hole</i>	<i>Project to commence in November 2016</i>	<i>112,311</i>
<i>Water Supply – South Dubbo Weir</i>	<i>Work has stopped due to repeated minor flooding in the river since June. It is now likely that work will be suspended until after the peak irrigation flows during the summer period. Construction is most likely to not recommence until March 2017.</i>	<i>1,586,680</i>

<i>Water Supply - Eumungerie Water Supply Scheme</i>	<i>Work to be complete by end of December 2016.</i>	<i>1,245,166</i>
<i>Livestock Markets - Saleyards Upgrade</i>	<i>Work due to be complete by March 2017.</i>	<i>2,062,512</i>
<i>Wellington Caves Caravan Park Refurbishment</i>	<i>Work due to be complete by February 2017.</i>	<i>402,000</i>
<i>Library - Building Refurbishment</i>	<i>Work complete in September 2016.</i>	<i>437,822</i>
<i>Sporting Facilities - Rygate Park (lighting & playing surface refurbishment)</i>	<i>Work due to be complete by October 2016.</i>	<i>570,000</i>
<i>DALC - Heater & Pool Joints</i>	<i>Works were complete prior to the Pool opening in September.</i>	<i>202,708</i>

Following advice from the NSW Local Government Grants Commission, Council's Financial Assistance Grant for the 2016/2017 financial year was \$251,187 in excess of original Budget. This has been allocated to the Employee Leave Entitlement restricted asset.

The identification of savings at 30 June 2016 have allowed for the following additional projects to now be included within the September, 2016 Quarterly Review:

Indoor Sports Stadium Master Plan	\$60,000
Zoo Economic Impact Study	\$50,000
Street Tree Replacement	\$59,000
Depot Road Fuel Tank investigation	\$20,000
Contribution to Dubbo Turf Club Road Works	\$60,000

In regard to the Quarterly Review the following documents are submitted under separate cover:

Appendix 1 - Quarterly Budget Review Statements (QBRs).

Appendix 2 - Quarterly Consultants Report.

Appendix 3 - Vandalism Report to 30 September 2016

Appendix 4 - Budget Summary for the quarter ended 30 September 2016 reflecting the quarterly adjustments to the Original adopted Budget by Principal Activity and Function.

REPORT BY RESPONSIBLE ACCOUNTING OFFICER

<p style="text-align: center;">DUBBO REGIONAL COUNCIL Quarterly Budget Review Statement - Quarter Ending 30 September 2016</p>
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The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

It is my opinion that the Quarterly Budget Review Statement for Dubbo City Council for the Quarter Ended 30 September 2016 indicates that Council's projected financial position at 30 June 2017 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:



Name:

Craig Giffin
Responsible Accounting Officer

Date:

5 October 2016

CASH & INVESTMENTS

DUBBO REGIONAL COUNCIL

Quarterly Budget Review Statement - Quarter Ending 30 September 2016

Comment on Cash and Investments Position

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

Statements:

Investments

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

Cash

A reconciliation of cash with bank statements has been undertaken, with the latest reconciliation being prepared on 1 October 2016.

Reconciliation

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

Signed:



Name:

Craig Giffin
Responsible Accounting Officer

Date:

5 October 2015

CONSULTANCY AND LEGAL EXPENSES

DUBBO REGIONAL COUNCIL

Quarterly Budget Review Statement - Quarter Ending 30 September 2016

Expense	Expenditure YTD	Budgeted (Y/N)
Legal Expenses	\$13,667.00	Y
Consultant Services (Quarterly Details provided on Engaged Consultants Report)	\$117,210.00	Y

CONTRACT LISTING

DUBBO REGIONAL COUNCIL

Quarterly Budget Review Statement - Quarter Ending 30 September 2016

Contractor	Details and Purpose	Contract Value	Commencement Date	Duration	Budgeted (Y/N)
IVE Group Australia Pty Ltd	Visitor Guide Printing of Maps, Box and freight	72,436	5/07/2016	26 weeks	Y
Cockram Construction Ltd	Variation Install Screw Blowers Dubbo Sewerage Treatment Plant	115,797	14/07/2016	16 weeks	Y
Warbah Weighing Service	Documentation/Construction weighbridge	109,085	28/07/2016	22 weeks	Y
Portbail Pty Ltd t/as Laser Electrical	Electrical work at Livestock Markets	184,641	28/07/2016	22 weeks	Y
Base NSW Pty Ltd t/as Agriweld Engineering	Construction of Access Works at John Gilbert Water Treatment Plant	75,200	1/08/2016	13 weeks	Y
NSW Public Works Department of Finance & Services	Variation to Dubbo ICWM to Include Wellington	73,925	8/08/2016	25 weeks	Y
Large Industries Pty Ltd T/a JLE Electrical	Electrical Switchboard Upgrade - JGWTP construction Fire Monitoring & protection Sysytem	363,540	26/08/2016	18 weeks	Y
Portbail Pty Ltd t/as Laser Electrical	P&L Hans Clavan supply & install sports lighting	129,150	1/09/2016	8 weeks	Y
Maas Plumbing Pty Ltd T/as Laser Plumbing Dubbo	Removal & Disposal of old SPS	80,396	7/09/2016	21 weeks	Y
Insituform Pacific Pty Limited	Sewer Relining Variation	126,300	8/09/2016	8 weeks	Y
Central West Gates & Fencing	Security Fence Dubbo Sewerage Treatment Plant	60,470	8/09/2016	12 weeks	Y
UTS Rail Pty Ltd	Sheraton Road Rail Crossing Pedestrian Maze	86,936	27/09/2016	14 weeks	Y

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



Consultants Engaged between 1/07/2016 - 30/09/2016

Date	Supplier Name	Details/Order Description	Division	Value
27/07/2016	Lambert & Rehbein SEQ Pty Ltd t/as Rehbein Airport Consulting	Concept design Stage 1 Apron/Taxiway RFDS	Corporate Development	\$18,000.00
1/07/2016	Meinhardt Infrastructure & Environment Pty Ltd	Dubbo Organics Processing Plant - Additional stormwater information relating to stormwater management	Technical Services	\$9,800.00
6/07/2016	Geolyse Pty Ltd	Dubbo Regional Livestock Markets - Review Effluent Management System	Technical Services	\$3,550.00
31/08/2016	Geolyse Pty Ltd	Whylandra Waste Depot - Determine Sufficiency of Sedimentation basins	Technical Services	\$1,560.00
31/08/2016	Geolyse Pty Ltd	Apsley Drainage Study - Wellington	Technical Services	\$57,138.00
31/08/2016	Garett Barry Planning Services	Planning Services - Wellington	Technical Services	\$18,755.00
31/08/2016	Constructive Solutions	Waste Management Assessments, Parks Management Plans, Technical Services Advice - Wellington	Technical Services	\$8,407.00

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

VANDALISM COST REPORT FOR SEPTEMBER 2016

Division – vandalism costs	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Parks and Landcare	\$37,048.90	\$26,742.68	\$49,120.65	\$84,396.83	\$46,972.98	\$46,388.97	\$5,429.23
Technical Services	\$30,077.95	\$23,522.30	\$15,495.97	\$14,318.54	\$14,596.59	\$15,930.62	\$1,770.64
Corporate Development	\$6,757.00	\$8,156.10	\$3,342.27	\$617.50	\$983.16	\$1,563.64	NIL
Community Services	\$4,536.01	\$7,957.00	\$1,889.63	\$1,262	\$786.82	\$216.62	NIL
Organisational Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Environmental Services	N/A	\$1,091.91	\$600	\$1,694	\$801	\$2,000	NIL
Wellington	N/A	N/A	N/A	N/A	N/A	N/A	\$6,864.11
Total	\$78,419.86	\$67,469.99	\$70,448.52	\$102,288.87	\$64,140.55	\$66,099.85	\$14,063.98
Rewards approved	Nil	Nil	Nil	1 (\$2,500)	Nil	Nil	Nil

**DUBBO REGIONAL COUNCIL
SUMMARISED STATEMENT OF RESTRICTED ASSETS
AS AT 30 SEPTEMBER 2016**

PURPOSE OF INTERNALLY RESTRICTED ASSET	FUNCTION	BALANCE	TRANSFERS	TRANSFERS	BALANCE
		AS AT 01/07/2016	TO 2016/2017	FROM 2016/2018	AS AT 30/06/2017
General					
Footpaths & Cycleways	1.07	456,208	0	424,581	31,627
Traffic Management	1.10	71,461	0	0	71,461
Street Lighting	1.11	427,025	0	0	427,025
Road Network - State Roads	1.201	774,229	0	0	774,229
Road Network - Urban Roads	1.202	1,425,193	244,600	1,202,532	467,261
Road Network - Rural Roads	1.203	4,117,213	434,195	3,360,733	1,190,675
Other Waste Management Services	2.07	3,718,052	0	1,225,704	2,492,348
Stormwater	4.01	13,553	0	0	13,553
Fire Services	4.02	531,992	0	0	531,992
Emergency Management	4.03	143,162	0	28,373	114,789
Livestock Markets	5.01	4,890,511	0	3,209,106	1,681,405
Dubbo City Regional Airport	5.02	763,662	0	48,115	715,547
City Development	5.03	113,962	0	0	113,962
Property Development	5.04	4,797,977	0	1,815,197	2,982,780
Dubbo City Holiday Park	5.05	521,041	0	80,937	440,104
City Marketing & Communications	5.06	305,028	0	206,346	98,682
Showground	5.07	196,176	0	162,935	33,241
Wellington Caves Complex	5.09	399,587	0	392,407	7,180
Environment & Health Services	6.01	30,199	0	0	30,199
Building & Development Services	6.02	621,431	0	86,950	534,481
Environmental Sustainability Services	6.04	15,000	0	0	15,000
City Strategy	6.09	262,387	0	93,466	168,921
Ranger Services	6.10	15,439	0	0	15,439
Animal Shelter	6.11	367,950	15,000	0	382,950
Cemeteries	7.07	621,323	25,000	102,506	543,817
Recreation Services	7.08	227,102	10,010	101,303	135,809
Library Services	7.10	71,335	30,459	0	101,794
Old Dubbo Gaol	7.11	106,836	65,000	28,508	143,328
Social Services	7.14	289,706	11,592	110,868	190,430
Rainbow Cottage	7.16	239,154	0	43,556	195,598
Family Day Care	7.17	270,315	0	20,940	249,375
Cultural Services	7.18	24,314	0	2,000	22,314
Regional Theatre & Covention Centre	7.20	489,074	50,918	117,004	422,988
Western Plains Cultural Centre	7.21	885,426	40,000	56,820	868,606
Human Environment Services	8.01	84,090	14,804	0	98,894
Horticultural Services	9.01	396,035	70,857	148,545	318,347
Landcare Services	9.02	206,776	15,000	56,400	165,376
Parks & Landcare Business Support Services	9.04	78,443	32,102	0	110,545
Sporting Facilities	9.05	1,091,291	182,267	129,702	1,143,856
Recreation Planning & Programs	9.07	123,084	23,727	0	146,811
Dubbo Aquatic Leisure Centre	9.08	112,139	11,253	0	123,392
Corporate Development/Strategic Management	10.02	98,068	0	98,068	0
Fleet Management Services	10.03	11,793,823	0	2,379,573	9,414,250
Financial Accounting Services	10.05	1,106	0	0	1,106
Human Resource Services	10.06	231,846	0	0	231,846
Information Management Services	10.07	2,127,720	95,135	355,280	1,867,575
Governance & Risk Services	10.08	622,066	35,000	0	657,066
Civic Administration Building	10.09	1,257,818	100,277	0	1,358,095
Technical Support Services	10.10	712,167	15,000	0	727,167
Business Support Services (Technical)	10.11	6,381	0	2,500	3,881
Depot Services	10.12	937,546	107,240	146,199	898,587
Rates & General Revenue	10.13	12,546,736	6,756,981	3,856,541	15,447,176
Employment Overheads	10.14	364,776	70,000	0	434,776
Corporate Overhead	10.15	1,653,884	227,500	0	1,881,384
Works Services Operations	10.16	395,207	0	253,120	142,087
Governance	11.01	174,549	257,000	57,000	374,549
Total		63,218,574	8,940,917	20,403,815	51,755,676
Balance Internal Borrowing Account		(2,887,925)	319,651	0	(2,568,274)
TOTAL GENERAL FUND		60,330,649	9,260,568	20,403,815	49,187,402

**DUBBO REGIONAL COUNCIL
SUMMARISED STATEMENT OF RESTRICTED ASSETS
AS AT 30 SEPTEMBER 2016**

PURPOSE OF EXTERNALLY RESTRICTED ASSET	FUNCTION	BALANCE AS AT 01/07/2016	TRANSFERS TO 2016/2017	TRANSFERS FROM 2016/2018	BALANCE AS AT 30/06/2017
Water Supply					
Major Improvements	3.02	31,750,770	769,288	6,023,477	26,496,581
Total Water Supply		31,750,770	769,288	6,023,477	26,496,581
Sewerage Services					
Major Improvements	2.05	41,547,052	484,309	7,110,851	34,920,510
Total Sewerage Services		41,547,052	484,309	7,110,851	34,920,510
General					
Traffic Management	1.10	6,611	0	0	6,611
Urban Roads	1.202	400	0	0	400
Rural Roads	1.203	2,252,692	0	400,000	1,852,692
Domestic Waste Management Services	2.06	2,499,177	124,757	463,492	2,160,442
Other Waste Management Services	2.07	4,390,981	117,235	747,026	3,761,190
Stormwater	4.01	3,004,209	0	1,304,947	1,699,262
Fire Services	4.02	405,063	0	25,038	380,025
Emergency Management	4.03	5,213	1,000	0	6,213
Environment & Health Services	6.01	44,000	0	0	44,000
Environmental Sustainability Services	6.04	4,000	0	0	4,000
Western Plains Cultural Centre	7.21	8,629	0	0	8,629
Horticultural Services	9.01	3,168	0	0	3,168
Landcare Services	9.02	11,358	0	11,358	0
Section 94 Contributions - Urban Roads	S94 1.10	5,520,957	322,724	1,900,000	3,943,681
Section 94 Contributions - Car Parking	S94 C 1.10	84,847	23,000	0	107,847
Section 94 Contributions - Stormwater Drainage	S94 4.01	2,087,397	0	1,545,463	541,934
Section 94 Contributions - Open Space	S94 9.01	1,234,870	0	262,034	972,836
Section 94 Contributions - Roadworks	S94 W 1.202	114,384	3,000	0	117,384
Section 94 Contributions - Stormwater Drainage	S94 W 4.01	67,160	1,700	0	68,860
Section 94 Contributions - Emergency Services	S94 W 4.03	33,480	0	0	33,480
Section 94 Contributions - Sporting/Play Grounds	S94 W 9.01	34,477	1,200	0	35,677
Section 94 Contributions - Community Amenities	S94 WA 9.01	8,834	0	0	8,834
Section 94A Contributions - Transport & Communication	S94A 1.202	2,318	0	0	2,318
Section 94A Contributions - Economic Affairs	S94A 5.03	3,990	0	0	3,990
Section 94A Contributions - Recreation & Culture	S94A 7.08	3,990	0	0	3,990
Section 94A Contributions - Community Serv & Education	S94A 7.14	3,990	0	0	3,990
Section 94A Contributions - Public Order & Safety	S94A 8.01	3,990	0	0	3,990
Section 94A Contributions - Household & Comm Amenities	S94A 9.01	3,990	0	0	3,990
Grant Funds Carried Over	Various	19,625,188	4,941,747	12,794,920	11,772,015
Total General		41,469,363	5,536,363	19,454,278	27,551,448

**DUBBO REGIONAL COUNCIL
SUMMARISED STATEMENT OF RESTRICTED ASSETS
AS AT 30 SEPTEMBER 2016**

SUMMARY OF GRANT FUNDS CARRIED OVER (AS ABOVE)	FUNCTION	BALANCE AS AT 01/07/2016	TRANSFERS TO 2016/2017	TRANSFERS FROM 2016/2018	BALANCE AS AT 30/06/2017
Grant - Traffic Management	1.10	41,642	0	0	41,642
Grant - Urban Roads	1.202	325,541	0	280,617	44,924
Grant - Rural Roads	1.203	1,215,581	0	746,612	468,969
Grant - Domestic Waste Management Services	2.06	795,710	0	0	795,710
Grant - Other Waste Management Services	2.07	1,907,292	0	1,682,905	224,387
Grant - Stormwater	4.01	22,106	0	0	22,106
Grant - Fire Services	4.02	33,064	0	0	33,064
Grant - Emergency Management	4.03	2,220	0	0	2,220
Grant - Wellington Caves Complex	5.09	0	0	45,536	-45,536
Grant - Environment & Health Services	6.01	6,606	0	0	6,606
Grant - Building & Development Services	6.02	32,700	0	0	32,700
Grant - Environmental Sustainability Services	6.04	3,326	0	0	3,326
Grant - Ranger Services	6.10	28,200	0	0	28,200
Grant - Library Services	7.10	32,000	0	0	32,000
Grant - Old Dubbo Gaol	7.11	2,000	0	0	2,000
Grant - Social Services	7.14	162,583	0	131,131	31,452
Grant - Western Plains Cultural Centre	7.21	6,250	0	0	6,250
Grant - Landcare Services	9.02	31,250	0	24,625	6,625
Grant - Recreation Planning & Programs	9.07	24,911	0	0	24,911
Grant - Corporate Development/Strategic Management	10.02	10,459	0	0	10,459
Grant - Management Accounting Services	10.04	4,941,747	0	4,941,747	0
Grant - Rates & General Revenue	10.13	10,000,000	0	0	10,000,000
Grant - Transition Project Management	10.17	0	4,941,747	4,941,747	0
Total Grant Funds Carried Over		19,625,188	4,941,747	12,794,920	11,772,015

BUDGET SUMMARY - Quarter Ending 30 September 2016

	Original Estimate	September Adjustment	Revised Estimate	YTD Actuals
Transport				
1.07 Footpaths & Cycleways	455,223	360,974	816,197	111,538
1.10 Traffic Management	934,981	32,616	967,597	99,869
1.11 Street Lighting	892,070	137,600	1,029,670	209,941
1.201 State Roads	-47,227	-236,000	-283,227	786,015
1.202 Urban Roads	5,064,052	2,813,122	7,877,174	1,726,855
1.203 Rural Roads	3,011,850	236,339	3,248,189	1,970,782
TOTAL	10,310,949	3,344,651	13,655,600	4,905,000
Sewerage Services				
2.05 Sewerage	0	0	0	-8,943,133
TOTAL	0	0	0	-8,943,133
Waste Services				
2.06 Domestic Waste Management Services	0	0	0	-4,477,609
2.07 Other Waste Management Services	0	0	0	-639,955
TOTAL	0	0	0	-5,117,564
Water				
3.02 Water Supply	0	0	0	-3,182,104
TOTAL	0	0	0	-3,182,104
Community Protection				
4.01 Stormwater	367,068	98,776	465,844	-1,045,526
4.02 Fire Services	920,351	246,645	1,166,996	774,362
4.03 Emergency Management	108,000	31,242	139,242	84,062
TOTAL	1,395,419	376,663	1,772,082	-187,102
City Development				
5.01 Livestock Markets	-287,000	5,654	-281,346	-171,801
5.02 Airport	-315,000	0	-315,000	-202,945
5.03 City Development	887,962	28,121	916,083	202,772
5.04 Property Development	-237,000	13,912	-223,088	6,899
5.05 Holiday Park	-200,000	0	-200,000	-177,023
5.06 City Marketing & Communications	1,133,722	380,550	1,514,272	427,230
5.07 Showground	474,514	67,919	542,433	104,950
5.09 Wellington Caves Complex	0	159,464	159,464	190,171
TOTAL	1,457,198	655,620	2,112,818	380,252
Built & Natural Environment				
6.01 Environment & Health Services	433,683	86,544	520,227	85,967
6.02 Building & Development Services	1,330,670	65,140	1,395,810	60,344
6.04 Environmental Sustainability Services	349,202	0	349,202	76,895
6.05 Environmental Support	0	0	0	-49,165
6.09 City Strategy	650,242	0	650,242	119,440
6.10 Ranger Services	776,755	135,983	912,738	233,266
6.11 Animal Shelter	570,347	-1,226	569,121	79,303
TOTAL	4,110,899	286,441	4,397,340	606,050
Community Services				
7.07 Cemeteries	136,148	40,930	177,078	43,991
7.08 Recreation Services	728,670	-153,268	575,402	-39,956
7.10 Library Services	1,877,316	316,409	2,193,725	985,388
7.11 Old Dubbo Gaol	366,047	0	366,047	60,182

BUDGET SUMMARY - Quarter Ending 30 September 2016

	Original Estimate	September Adjustment	Revised Estimate	YTD Actuals
7.14 Social Services	804,380	381,202	1,185,582	785,294
7.16 Rainbow Cottage	100,775	0	100,775	-29,568
7.17 Family Day Care	156,915	0	156,915	24,648
7.18 Cultural Services	215,470	2,503	217,973	85,965
7.19 Community Support	0	0	0	-2,242
7.20 Regional Theatre & Convention Centre	2,572,484	-2	2,572,482	436,130
7.21 WPC	2,176,339	54,061	2,230,400	613,370
TOTAL	9,134,544	641,835	9,776,379	2,963,202
Human Environment				
8.01 Human Environment Services	228,954	9,967	238,921	51,893
TOTAL	228,954	9,967	238,921	51,893
Parks and Landcare				
9.01 Horticultural Services	3,308,733	897,337	4,206,070	432,426
9.02 Landcare Services	1,002,564	142,725	1,145,289	210,199
9.04 Parks & Landcare Business Support Services	0	0	0	-65,081
9.05 Sporting Facilities	2,024,439	297,610	2,322,049	607,351
9.06 Parks & Landcare Operations	0	0	0	442,132
9.07 Recreation Planning & Programs	0	0	0	-78,559
9.08 Dubbo Aquatic Leisure Centre	725,526	335,994	1,061,520	71,691
TOTAL	7,061,262	1,673,666	8,734,928	1,620,159
Corporate Services				
10.01 Customer Services	0	0	0	-32,265
10.02 Corporate Development/Strategic Management	0	0	0	-77,599
10.03 Fleet Management Services	0	0	0	-179,291
10.04 Management Accounting Services	0	0	0	385,550
10.05 Financial Accounting Services	0	0	0	-108,068
10.06 Human Resource Services	0	0	0	-39,928
10.07 Information Management Services	0	0	0	200,249
10.08 Governance & Risk Services	0	0	0	-6,191
10.09 Civic Administration Building	0	254,306	254,306	-72,452
10.10 Technical Support Services	0	0	0	-85,228
10.11 Business Support Services (Technical)	0	0	0	-103,108
10.12 Depot Services	0	110,666	110,666	32,445
10.13 Rates & General Revenue	-33,699,225	-8,302,335	-42,001,560	-33,890,055
10.14 Employment Overhead Distribution	0	0	0	-509,901
10.15 Corporate Overheads	0	948,520	948,520	-844,266
10.16 Works Services	0	0	0	202,897
10.17 Transition Project Management	0	0	0	43,064
TOTAL	-33,699,225	-6,988,843	-40,688,068	-35,084,147
Governance				
11.01 Governance	0	0	0	-43,787
TOTAL	0	0	0	-43,787
Wellington Branch				
12.01 Wellington Branch	0	0	0	0
TOTAL	0	0	0	0
TOTAL ALL FUNCTIONS	0	0	0	-42,031,280

OPERATIONAL PLAN

Function No. **1.07**

Performance Review

Quarter ended: **September**

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

Function Objectives:

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

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

Activity	Action	Performance Targets/Service Level
Risk Management	Maintain Footpaths and Cycleways in accordance with the Defined Asset Management Policy (DAMP)	All footpath defect related claims successfully defended under the provisions of the DAMP
	<i>Maintenance service levels are suspended for the duration of the wet weather.</i>	<i>All claims have been successfully defended.</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 recovered.</i>	<i>Service level is being adhered to.</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>This is being managed.</i>
	3.1.13.1 Submit an annual application to Roads and Maritime Services for cycleway funding.	Submission by December annually.
	<i>Application yet to be submitted.</i>	<i>Application process commenced.</i>
	3.1.13.2 Annually review the long term Strategic Cyclepath Network Development Plan with respect to assigned priorities and funding requirements.	Review completed by January annually.
	<i>Bike Plan has been reviewed and updated.</i>	<i>Final draft completed.</i>
	3.1.16.2 Annually review the long term Strategic Footpath Network Development Plan with respect to assigned priorities and funding Requirements.	Review completed by January annually.
	<i>Pedestrian Access and Mobility Plan reviewed and updated.</i>	<i>Review has been completed.</i>
Footpath Maintenance	Undertake regular inspections and maintenance programmes on paved footpaths network	One third of paved footpaths inspected annually.
	<i>Rolling inspections of one third of City ongoing each year.</i>	<i>Inspections ongoing as time permits.</i>
Cycleway Maintenance	Undertake regular path and verge maintenance	Cycleways maintained in accordance with agreed brief(s).
	<i>Maintenance programs have commenced.</i>	<i>Service briefs are being implemented but have been wet weather affected.</i>
Acquisition of Assets	3.1.16.1 Implement the Footpath Construction and Reconstruction Programmes.	The footpath network extension per year is increased to 1km by 2016/2017.
	<i>Proposed projects include Minore Road Stage two, Wingewarra Street, Brisbane Street.</i>	<i>Footpath program has yet to commence.</i>

OPERATIONAL PLAN

Function No. 1.07

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-172,600	0	1	-172,600	-18,569
Expenditure	724,520	10,200	2	734,720	163,015
Operating Total	551,920	10,200		562,120	144,446
<u>Capital</u>					
Income	-505,229	0	3	-505,229	-65,122
Expenditure	903,579	632,742	4	1,536,321	32,213
Capital Total	398,350	632,742		1,031,092	-32,909
Available Funds Movement Prior to Restricted Asset Funding					
	950,270	642,942		1,593,212	111,537
Restricted Assets					
	-495,047	-281,968	5	-777,015	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	455,223	360,974		816,197	111,537

Note	Details
1	No variance for this quarter.
2	Operating Expenditure increased by \$10,200 due to the inclusion of Wellington budget for maintenance in 2016/2017
3	No variance for this quarter.
4	Capital Expenditure increased by \$632,742 due to carry over projects of Bike Plan/PAMP (\$26,511) and Minore Road footpath (Cypruss Ave to Whylandra Street (\$131,307). Also the inclusion of Wellington paved footpaths reconstruction of \$474,924 for 2016/2017.
5	Transfers from Restricted Asset increase by \$281,968 being \$26,511 for Bike Plan/PAMP, \$131,307 Minore Road and \$124,150 for Wellington works.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Length of paved footpath maintained	81.6km	81.6km	81.6km	cost/m2 to construct concrete footpath/ cycleway	\$190/m2	\$190/m2	Nil	No. of reported complaints/requests (CRM System)	102	120	20
Area of footpath/ cyclepath to be constructed	2,550m2	8023m2	Nil	cost/m2 to reconstruct asphalt footpath	\$130/m2	\$140/m2	Nil	No. of claims for footpath related injuries	5	4	6
Length of paved cyclepath maintained	25.5km	16.4km	25.5km								

OPERATIONAL PLAN

Function No. **1.07**

Performance Review

Quarter ended: **September**

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

Footpaths & Cycleways - Acquisition of Assets 01.09006 - Paved Footpaths - Construction	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6570 - Sheraton Road - Rail Crossing	67,613	0	67,613	5,795
6574 - Minore Road Carry over project 2015/2016	0	131,307	131,307	2,956
01.09006 - Paved Footpaths - Construction Total	67,613	131,307	198,920	8,751

Footpaths & Cycleways - Acquisition of Assets 01.09008 - Cycleways Construction	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6536 - Troy Gully Reserve Cyclepath	155,080	0	155,080	1,625
01.09008 - Cycleways Construction Total	155,080	0	155,080	1,625

Footpaths & Cycleways - Acquisition of Assets 01.09010 - Cycleway & Footpath Preconstruction	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6521 - Bike Plan/PAMP Carry over project \$26,511 – 2015/2016	10,000	26,511	36,511	1,000
01.09010 - Cycleway & Footpath Preconstruction Total	10,000	26,511	36,511	1,000

OPERATIONAL PLAN

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

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

Footpaths & Cycleways - Asset Renewals 01.09004 - Paved Footpaths - Reconstruction	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6014 - Wingewarra St (Darling to Bourke)	75,000	0	75,000	0
6506 - Development Reconstruction	7,754	0	7,754	2,295
6543 - Brisbane St (Reakes to Cobra)	150,732	0	150,732	0
6671 - Bultje St F/path Recon (Bourke-Darling)	93,000	0	93,000	0
6672 - Cobra St F/path Recon(Palmer to Fitzroy)	115,400	0	115,400	0
6673 - Gipps St Fpath Reon (Cobra-Wingewarra)	149,000	0	149,000	0
01.09004 - Paved Footpaths - Reconstruction Total	590,886	0	590,886	2,295

Wellington - Capital Expenses 01.08020 - Asset Renewals	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6100 - Paved Footpaths Reconstruction	0	474,924	474,924	18,542
01.08020 - Asset Renewals Total	0	474,924	474,924	18,542

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

Principal Activity:	TRANSPORT	Function:	Footpaths & Cycleways
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Operational Program

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.00011 - Footpaths Total	60,055	0	60,055	62,152
01.00017 - Cycleway Total	64,826	0	64,826	13,507

OPERATIONAL PLAN

Function No. **1.10**

Performance Review

Quarter ended: **September**

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

Function Objectives:

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

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

Activity	Action	Performance Targets/Service Level
Traffic Management Services	3.1.2.1 Complete at least one Road Safety Audit on an urban or rural road per annum.	Audits completed June annually.
	No action to date.	No action to date.
	3.1.3.1 Lobby the State and Federal Government agencies for the need for an additional flood free bridge across the Macquarie River at Dubbo.	Lobbying to occur when appropriate. Delays to traffic in peak hours remain acceptable.
	RMS currently undertaking a "Study" related to this project and State election promise of \$50M for duplication of the LH Ford Bridge.	Lobbying occurring as appropriate. Delays remain acceptable
	3.1.14.1 Review the programme for the provision of public transport infrastructure and consult with the Dubbo Transport Working Group.	90% of urban area serviced by commuter bus routes.
	The Dubbo Transport Working Group for this area has been disbanded by Transport of NSW.	Ongoing. At this stage this is being achieved.
	3.1.14.3 Meet on an annual basis with private bus and taxi company representative(s) to review urban bus and taxi service provision, and public transport linkages generally.	Contact to be made with Bus and Taxi Companies annually.
	No action to date.	No action to date.
	3.1.9.2 Lobby for continuation of the Inland Rail Project.	Ongoing
	Letter sent in August 2015 from Mayor to Mark Coulton, Federal Member for Parkes, continuing support for the Inland Rail.	Progress will be ongoing.
	3.1.10.1 Meet on an annual basis with Rail Corp representative(s) to review service provision timetables and to ensure service retained.	Retention of hub and spoke bus/rail transport facilities to and from Dubbo/Western NSW/Sydney
	No action to date.	No action to date.
	3.1.10.3 Continue to support the Dubbo Zirconia Mines proposal to reopen the Dubbo – Toongi railway line and/or develop sections of Obley Road.	Ongoing support until the DA consent granted.
	Support is continuing and as when appropriate.	Ongoing. Minister for Planning approved (with DA Consent Conditions) DZP on 28 May 2015.
3.1.10.4 Lobby Australian Rail Transport Corporation (ARTC)/John Holland to install automated switching through the Dubbo urban area so as to minimise disruption to traffic on key level crossings.	Lobbying for automated switching through Dubbo is ongoing.	
Railway triangle upgraded.	This has been achieved.	

OPERATIONAL PLAN

Function No. **1.10**

Performance Review

Quarter ended: **September**

Principal Activity:	TRANSPORT	Function:	Traffic Management
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Activity	Action	Performance Targets/Service Level
	3.1.10.5 Support all opportunities for development of additional road freight terminal/truck interchange/truck stop facilities within the city as they arise.	Freight systems to and from Dubbo are rated as adequate.
	<i>This is being achieved as required or as appropriate.</i>	<i>This is being achieved as required.</i>
Traffic Improvements - Signs and Markings	Provision of minor traffic facilities and minor approved works from Traffic Committee.	All requests met subject to funding
	<i>This is being achieved as required or as appropriate</i>	<i>This is being achieved as required or as appropriate</i>
	Traffic Improvements Investigation and Design	Provision of Technical Support Services for minor traffic investigations and provision of services to the Traffic Committee.
	<i>This is being achieved as required or as appropriate</i>	<i>This is being achieved as required or as appropriate</i>
	Traffic Studies/Preconstruction (Section 94)	3.1.12.1 Undertake an annual on-street parking inventory in the Central Business District (CBD).
	<i>Total CBD on and off street car parking inventory plan has been completed.</i>	<i>Inventory plan continually updated as required.</i>
	Management Services From Other Functions	Management Services including:- Management, Financial, Technical, Information Technology and Corporate Overheads provided to Traffic, Road Safety and Parking Enforcement activities.
	<i>Service continually rendered as appropriate or as required.</i>	<i>Service continually rendered as appropriate or as required.</i>
	Parking Management and Enforcement	3.1.12.4 Monitor on-street truck parking in the urban area and target instances of repeated inappropriate truck parking on city street.
	<i>Monitoring continuously as appropriate or as required.</i>	<i>Monitoring continuously as appropriate or as required.</i>
	Minor Safety Improvements	Provision of minor road safety improvements on Council's road network.
	<i>No action to date.</i>	<i>No action to date.</i>
	Car Park Maintenance	Undertake regular maintenance.
	<i>This is being achieved or as appropriate.</i>	<i>This is being achieved or as appropriate.</i>
	Road Safety Programs	Undertake Community and Council education programs on road safety.
	<i>This is being achieved.</i>	<i>This is being achieved.</i>
	Development of Road Safety Plans	3.1.1.1 Develop and implement an annual Road Safety Plan.
	<i>Continuing in conjunction with 3.1.1.2 below.</i>	<i>This is being achieved.</i>
	3.1.1.2 Prepare an annual Road Safety Action Plan.	Completed by May annually.
	<i>The Roads and Maritime Services (RMS) advised of 50/50 continual funding for the Road Safety Officer's (RSO) position for next 3 years. Thus, 2014-2017 Road Safety Action Plan has been prepared and adopted by RMS.</i>	<i>2014-2017 Action Plan as submitted to RMS in May 2014 has been approved. 2016/2017 Component has been approved May 2016.</i>
	Acquisition of Assets	Undertake the approved Capital Works Programme as defined in the Key Projects Section of the Operational Plan.
	<i>No action to date</i>	<i>No action to date</i>

OPERATIONAL PLAN

Function No. 1.10

Performance Review

Quarter ended: September

Principal Activity:	TRANSPORT	Function:	Traffic Management
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-1,166,490	32,616	1	-1,133,874	-307,091
Expenditure	1,485,427	0	2	1,485,427	367,380
Operating Total	318,937	32,616		351,553	60,289
<u>Capital</u>					
Income	-27,821	0	3	-27,821	-4,641
Expenditure	282,100	0	4	282,100	44,221
Capital Total	254,279	0		254,279	39,580
Available Funds Movement Prior to Restricted Asset Funding					
	573,216	32,616		605,832	99,869
Restricted Assets					
	361,765	0	5	361,765	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	934,981	32,616		967,597	99,869

Note	Details
1	Operating Income has reduced by \$32,616 as this was the contribution previously paid by Wellington Shire Council.
2	No variance in this quarter.
3	No variance in this quarter
4	No variance in this quarter
5	No variance in this quarter
	The additional \$32,616 required in to be funded by the consolidated General Rates and Revenue.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Signs installed	321	410	54	Cost/sign to install	\$315.90	\$372	\$125.97	Number of complaints/ requests for Traffic Facilities	102	105	15
Parking Enforcement Statistics											
Time	306	1500	254								
Bus Zone	9	15	1								
Disable	13	75	5								
Footpath	1	5	0								
Loading Zone	10	45	4								
No Parking	7	25	1								
No Stopping	12	10	1								
Taxi Zone	0	10	0								

OPERATIONAL PLAN

Function No. **1.10**

Performance Review

Quarter ended: **September**

Principal Activity:	TRANSPORT	Function:	Traffic Management
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Across Driveway	1	10	1								
Double Park			0								
With Drawn Warnings	8	40	0								
			8								

Key Projects**Capital Works Program**

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

Operational Program

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.00031 - Traffic Management Services Total	356,683	0	356,683	90,093
01.00033 - Traffic Improvements-Signs & Markings Total	96,010	0	96,010	31,719
01.00035 - Traffic Improvements - Invest & Design Total	111,398	0	111,398	41,703
01.00037 - Traffic Studies/Preconstruction (Sec 94) Total	104,280	0	104,280	19,088
01.00044 - Parking Management & Enforcement Total	347,182	0	347,182	60,676
01.00047 - Road Safety Programs Total	231,729	0	231,729	60,384

OPERATIONAL PLAN

Function No. **1.11**

Performance Review

Quarter ended: **September**

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

Function Objectives:

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

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

Activity	Action	Performance Targets/Service Level
Management Services	Provision of management services for the effective operation of the street lighting system.	Effective management of street lighting function.
	<i>Services are being rendered.</i>	<i>Operation and maintenance of street lighting meets the public lighting code.</i>
Management Services – from other functions	Ensure provision of management, financial, technical, information technology services and corporate overheads for the function.	Level of service adheres to terms of agreed brief(s).
	<i>Services are being rendered.</i>	<i>Service level as agreed.</i>
Provision of Street Lighting	3.1.15.2 Annually review street lighting service levels performance report provided by electricity provider.	Review undertaken December annually.
	<i>No action to date.</i>	<i>Review not yet due.</i>
Street Lighting Improvements	Provide additional lighting to meet standards.	100% of new street lighting complies with Dubbo ALIVE objectives.
	<i>No specific upgrading proposed at this stage until LED lighting standards are advised by Essential Energy.</i>	<i>This is generally being achieved.</i>

OPERATIONAL PLAN

Function No. 1.11

Performance Review

Quarter ended: September

Principal Activity:	TRANSPORT	Function:	Street Lighting
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-147,000	-46,000	1	-193,000	0
Expenditure	1,038,551	183,600	2	1,222,151	209,941
Operating Total	891,551	137,600		1,029,151	209,941
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	891,551	137,600		1,029,151	209,941
Restricted Assets					
	519	0	5	519	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	892,070	137,600		1,029,670	209,941

Note	Details
1	Operating Income increased by \$46,000 due to the inclusion of Wellington Street Lighting Subsidy for 2016/2017.
2	Operating Expenditure has increased by \$183,600 due to the inclusion of Wellington Street Lighting charges for 2016/2017.
3	No variance in this quarter.
4	No variance in this quarter.
5	No variance in this quarter.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Street Lights	5,425	5,500	5,454	Cost per light	\$138.67	\$180	\$18.79	No. of requests for improved lighting	Nil	3	Nil

Key Projects**Operational Program**

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.00066 - Provision Of Street Lighting Total	844,959	0	844,959	163,825
01.00068 - Street Lighting Improvements Total	118,719	0	118,719	2,709

OPERATIONAL PLAN

Function No. 1.201

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

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

OPERATIONAL PLAN

Function No. 1.201

Performance Review

Quarter ended: September

Principal Activity:	TRANSPORT	Function:	State Roads
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-720,537	-2,861,200	1	-3,581,737	101,041
Expenditure	671,205	2,625,200	2	3,296,405	684,974
Operating Total	-49,332	-236,000		-285,332	786,015
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	-49,332	-236,000		-285,332	786,015
Restricted Assets					
	2,105	0	5	2,105	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	-47,227	-236,000		-283,227	786,015

Note	Details
1	Operating Income increased by \$2,861,200 due to the inclusion of Wellington Work Orders and Road Maintenance contract.
2	Operating Expenditure increased by \$2,625,200 due to the inclusion of Wellington Work Orders and Road Maintenance contract.
3	No Variance in this quarter.
4	No Variance in this quarter.
5	No Variance in this quarter.

Key Performance Indicators:

Workload	Efficiency			Efficiency	Effective.			Effective.	Efficiency		
	Prev.	Est	YTD		Prev.	Est.	YTD		Prev.	Est	YTD
Length of National Highway (km)	5.36	5.36	5.36	Average maintenance ie. cost \$/lane km	\$113,194	\$399,171	\$2,220.26	No. of client and customer complaints	NIL	NIL	Nil
Lane length (km)	16.58	16.58	16.58								
Length of State Road (km)	46	46	46	Average maintenance ie costs \$/lane km	\$9,384	\$40,280	\$724.62	Compliance (%) with Maintenance Service Level targets	100%	100%	100%
Lane length (km)	100.62	100.62	100.62								

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **September**

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

Function Objectives:

To provide a safe, reliable and serviceable road network.

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

To provide an aesthetically pleasing road environment.

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

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

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **September**

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Activity	Action	Performance Targets/Service Level
	3.1.8.5 Annually maintain the Road Network Asset Register.	Maintained by June annually.
	Asset register is updated.	The five yearly network survey was completed in the last 24 months.
	3.1.14.1 Review the Programme for the provision of public transport infrastructure and consult with the Dubbo Transport Working Group.	Review by December annually.
	Council consults with bus company to develop program.	The 2016-2017 program has been finalised.
	3.1.4.2 Review the Transport Asset Management Plan including the financial strategy to address known deficiencies with current road funding options.	By December annually prior to budget planning process.
	The plan has been reviewed and updated.	Plan was tabled at the August 2015 meeting of Council.
	3.1.8.2 Monitor increasing water table levels beneath roads and streets for potential increased salinity damage.	Review monthly following receipt of monitoring reports.
	Bore levels have been marginally above the 10yr average at present. EC levels are normal.	Monitoring reports monthly or as reports are received.
	3.1.17.2 Disseminate and discuss strategies with Roads and Maritime Services to identify potential joint future actions.	Meet six monthly with RMS managers to raise issues and actions.
	Council meets with Roads and Maritime Services (RMS) staff six monthly.	Most recent meeting held 13 July 2016.
Verge Maintenance	3.1.11.1 - Implement phase up and phase down provisions as necessary for the maintenance service levels for roadside landscaping in respect of the City's entrances and major sub-arterials , including medians in particular.	Review by June annually. Roadsides maintained in neat and attractive condition.
	Service levels are reviewed periodically and adjusted as appropriate.	Roadsides maintenance is meeting agreed service levels.
Street Tree Maintenance	Provide arboricultural maintenance of street trees.	Tree foliage does not obstruct signs, street lights or traffic thoroughfares.
	Routine and reactive maintenance provided.	No reasonable criticism received.
Roundabout Maintenance	3.1.11.1 - Implement phase up and phase down provisions as necessary for the maintenance service levels for roadside landscaping in respect of the City's entrances and major sub-arterials , including medians in particular.	Review by June annually. Roundabouts maintained in neat and attractive condition.
	Service levels have had to be varied due to wet quarter.	Roundabouts maintained to agreed service levels.
CBD Maintenance	Undertake regular minor maintenance of road furniture, cleaning of the footpaths and maintenance of garden beds within the beautification sections of the CBD.	Beautification sections of the CBD are kept in a clean and attractive condition. Roundabouts are maintained to a presentable standard.
	CBD maintained on a daily schedule.	Regular attention given to furniture, paving and soft landscaping.
Street Cleaning Operations	Undertake cyclic sweeping of the CBD/Urban and selected areas.	CBD and neighbourhood centres to project a clean and presentable appearance.
	CBD streets are swept nightly.	Presentation of CBD is always to a high standard. Neighbourhood Centres treated cyclically.

OPERATIONAL PLAN

Function No. 1.202

Performance Review

Quarter ended: September

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Activity	Action	Performance Targets/Service Level
Pavement Management System	3.1.4.4 - Annually maintain the Road Network Asset Register and undertake a comprehensive qualitative Update every five (5) years.	New assets updated on register annually.
	<i>The schedule is being met.</i>	<i>Register updated annually.</i>
Acquisition of Assets	3.1.14.2 Implement the Public Transport Infrastructure Improvement programme.	Programme implemented.
	<i>Programme not commenced.</i>	<i>Programme to commence in December quarter subject to weather impact.</i>
	3.1.8.1 Annually review and implement Resealing Programme for rural and urban roads.	To be reviewed and implemented by June annually.
	<i>Programme has been drafted.</i>	<i>Programme to commence in December quarter.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-4,114,293	-1,115,834	1	-5,230,127	-41,818
Expenditure	5,685,481	2,288,956	2	7,974,437	1,250,001
Operating Total	1,571,188	1,173,122		2,744,310	1,208,183
<u>Capital</u>					
Income	-2,415,077	0	3	-2,415,077	-395,872
Expenditure	8,177,280	3,391,641	4	11,568,921	914,542
Capital Total	5,762,203	3,391,641		9,153,844	518,670
Available Funds Movement Prior to Restricted Asset Funding					
	7,333,391	4,564,763		11,898,154	1,726,853
Restricted Assets					
	-2,269,339	-1,751,641	5	-4,020,980	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	5,064,052	2,813,122		7,877,174	1,726,853

Note	Details
1	Operating Income increased by \$1,115,834 due to the consolidation of Wellington budget for 2016/2017. This income represents grants for CBD Beautification (\$960,834), Nanima (\$127,000), Interest on Section 94 (\$3,000) and Private Works of \$25,000.
2	Operating Expenditure increased by \$2,288,956 due Cobra St / Capstan Drive carryover work (\$866,776) and the inclusion of Wellington budget for 2016/2017. This expenditure includes Engineering expenses of \$1,101,442, Operational maintenance (\$377,875), Private Works (\$20,000), Street and Gutter cleaning (\$113,829). This is offset by Management Services from other functions \$190,966.
3	No variance in this quarter.
4	Capital Expenditure increased by \$3,391,641 due to carry over of Gipps Street Shoulder – Erskine to Macleay (\$156,244), Boundary Road Extension (\$901,004) reduction to Wheelers Lane for work complete in 2015/2016 (\$450,000) and capital works in Wellington budget 2016/2017 of \$2,759,031. These works include Urban reconstruction (\$1,206,308), CBD/Main Street Beautification (\$960,834), Reseals (\$340,880) and K & G reconstruction \$251,009.
5	Transfer from Restricted Asset increased by \$1,751,641 due to carryover projects of Gips Street Shoulders, Cobra Street / Capstan Drive, Boundary Road Extension. Transfer from for Roads to Recovery (\$255,255) and a transfer to the reserve of \$3,000 for Section 94.

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **September**

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

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Road pavement Length Maintained	324km	271km	324km	cost/m2 to reconstruct Road Pavement	\$130	\$134	N/A	No. of request/ Complaints	337	300	100
Total length of kerb & gutter	401km	402km	401km	cost/m to reconstruct Kerb & Gutter	\$310	\$320	N/A				
Horticultural area - Gardens	28,920m2	30,000m2	28,920m2	Average gardens maintenance costs	\$6.31/m2	\$6.96/m2	\$2.24/m2				
Medians & Verges	21ha	21ha	21ha	Annual slashing cost	\$8,847/ha	\$8,961	\$485.66/ha				

Key Projects

Capital Works Program

Urban Roads - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09039 - Urban Road Construction				
6650 - Boundary Rd Extens.-Transport Strategy	1,900,000	901,004	2,801,004	3,325
Carry over project \$901,044 – 2015/2016				
01.09039 - Urban Road Construction Total	1,900,000	901,004	2,801,004	3,325

Urban Roads - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09043 - Preconstruction				
6617 - Technical Support Charge-Preconstruction	180,000	-77,803	102,197	0
Funds reallocated to projects listed below				
6719 - Brisbane St K&G (Cobra to Reakes)	0	16,697	16,697	16,697
6720 - Wingewarra St K&G (Darling to Gipps)	0	12,936	12,936	12,936
6722 - Boundary Road & Margaret Cres Intersect.	0	2,170	2,170	2,170
6724 - Boundary Road Extension	0	27,480	27,480	27,480
6726 - Talbragar Street Reconstruction	0	12,480	12,480	12,480

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **September**

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Urban Roads - Acquisition of Assets 01.09043 - Preconstruction	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6728 - Macquarie St K&G (Cobra to Mitchell)	0	6,040	6,040	6,040
01.09043 - Preconstruction Total	180,000	0	180,000	77,803

Urban Roads - Acquisition of Assets 01.09045 - Contributed Assets - Roads	2016/2017 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 - Acquisition of Assets 01.09053 - Public Transport Infrastructure Program	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6688 - Whylandra St Bus Shelter (2014/2015)	0	25,362	25,362	10,879
Carry over project 2015/2016				
01.09053 - Public Transport Infrastructure Program Total	0	25,362	25,362	10,879

Urban Roads - Asset Renewals - Asset Maintenance 01.09041 - Urban Road Construction & Reconstruct	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6656 - St Georges Terr (Murrayfield/Pine Knoll)	190,000	0	190,000	0
6660 - Gipps Lane	142,213	0	142,213	0
6661 - Gipps St Shoulder - Macleay / Erskine	0	156,244	156,244	0
Carry over project 2015/2016				

OPERATIONAL PLAN

Function No. **1.202**

Performance Review

Quarter ended: **September**

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Urban Roads - Asset Renewals - Asset Maintenance 01.09041 - Urban Road Construction & Reconstruct	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6664 - Brisbane St - Cobra to Reakes	300,000	0	300,000	0
6673 - Wheelers Lane Level Crossing Funding of \$450,000 identified to be carried over in budget preparation however utilised in 2015/2016	1,188,517	-450,000	738,517	394,236
6674 - Boundary Road & Margaret Cres Intersecti	182,600	0	182,600	0
01.09041 - Urban Road Construction & Reconstruct Total	2,003,330	-293,756	1,709,574	394,236

Urban Roads - Asset Renewals - Asset Maintenance 01.09042 - Urban Road - Construction & Reconstruction Backlog	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6672 - Fitzroy/Myall St Intersection	179,512	0	179,512	0
6673 - Talbragar Street	771,383	0	771,383	0
01.09042 - Urban Road - Construction & Reconstruction Backlog Total	950,895	0	950,895	0

Urban Roads - Asset Renewals - Asset Maintenance 01.09044 - Urban Roads - Resealing	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6730 - Annual Reseal Program Program commenced	607,224	0	607,224	24,154
01.09044 - Urban Roads - Resealing Total	607,224	0	607,224	24,154

OPERATIONAL PLAN

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

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Urban Roads - Asset Renewals - Asset Maintenance 01.09055 - K&G Construct	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6671 - Wingewarra St - Darling to Bourke	120,000	0	120,000	0
6672 - Brisbane St (Mitchell to Reakes)	250,000	0	250,000	0
6675 - Macquarie St (Cobra to Mitchell)	128,600	0	128,600	0
01.09055 - K&G Construct Total	498,600	0	498,600	0

Wellington - Capital Expenses 01.08019 - Renewal - Road Construction	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Urban Roads Reconstruction	0	1,206,308	1,206,308	188,895
6501 - CBD/Main Street Beautification	0	960,834	960,834	0
6502 - Reseals	0	340,880	340,880	174,791
6503 - K & G Reconstruction	0	251,009	251,009	31,418
01.08019 - Renewal - Road Construction Total	0	2,759,031	2,759,031	395,104

OPERATIONAL PLAN

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

Principal Activity:	TRANSPORT	Function:	Urban Roads
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Operational Program

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.00118 - Roadside Furniture - Maintenance Total	12,734	0	12,734	0
01.00122 - Road & Traffic Signs Maintenance Total	218,110	0	218,110	21,065
01.00126 - Other Roads - Urban - General Maint. Total Carry over project \$1,880,908 from 2015/2016 for Mitchell Highway/Capstan Dr roundabout	1,833,362	1,880,908	3,714,270	549,078
01.00128 - Minor Kerb Replacement Total	73,200	0	73,200	26,602
01.00138 - Verge Total	188,174	0	188,174	10,199
01.00140 - Street Trees Total	348,110	0	348,110	59,322
01.00142 - Roundabout Total	117,840	0	117,840	29,685
01.00146 - CBD Total	287,357	0	287,357	35,218
01.00114 - Street Cleaning Operations Total	283,280	0	283,280	71,346

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **September**

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

Function Objectives:

To provide a safe, reliable and serviceable road network.

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

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

Activity	Action	Performance Targets/Service Level
Rural Bridges – General Maintenance	Undertake regular maintenance.	Structures are maintained in sound, safe and trafficable condition.
	Maintenance on regular cycle.	No reasonable criticism received.
Sundry Contributions	3.1.8.3 - Analyse Weight of Loads Group breach report on a monthly basis.	Weight of Loads inspector to maintain a weekly presence in the Dubbo City LGA (Intercept benchmark to be established after 12 months operation).
	Data from the North West Weight of Loads Group is analysed at each committee meeting 3 times per year.	Weekly presence of inspector is being maintained in the LGA. Current benchmark is 220 intercepts. Intercepts in 2016/2017 were 615
Rural Drains Maint - Sealed Roads	Undertake regular maintenance.	Drainage structures in sound and safe condition. Clear waterway area to all structures.
	Maintenance is being provided.	Structures are generally in a clear and operable condition.
Rural Sealed Surfaces - General Maintenance	Undertake regular maintenance.	Sealed Road network is maintained in a safe and trafficable condition.
	Maintenance is being provided.	Network condition has been affected by rain damage during this quarter.
Rural Roads & Traffic Sign Maintenance	Undertake routine repair and replacement of signs and remarking of pavement markings.	Signs and line markings maintained to a visible and legible condition.
	Routine maintenance and repair undertaken is required.	All signs and markings in a reasonable state of legibility.
Roadside Furniture Maintenance	Undertake regular maintenance.	Furnishings are in a sound and safe condition.
	This is being done.	No reasonable criticism received of condition of furniture.
Risk Management Programs	3.1.5.2 Continue to implement the Defined Asset Management Policy (DAMP) for roads and bridges and monitor compliance.	The overall condition of the road network, as reflected in customer complaints, does not deteriorate.
	Policy service levels have been suspended during flooding period.	The overall condition of the network has been significantly impacted by rain events in this quarter.
Management Services - from other functions	Services including management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	Services are being provided.	Levels of service are being impacted by flood damage to network.

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **September**

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

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **September**

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

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-2,003,055	-6,503,595	1	-8,506,650	-403,937
Expenditure	5,904,808	4,396,290	2	10,301,098	1,439,129
Operating Total	3,901,753	-2,107,305		1,794,448	1,035,192
<u>Capital</u>					
Income	-3,520,563	-3,379,471	3	-6,900,034	-538,593
Expenditure	5,109,666	7,855,009	4	12,964,675	1,474,183
Capital Total	1,589,103	4,475,538		6,064,641	935,590
Available Funds Movement Prior to Restricted Asset Funding					
	5,490,856	2,368,233		7,859,089	1,970,782
Restricted Assets					
	-2,479,006	-2,131,894	5	-4,610,900	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	3,011,850	236,339		3,248,189	1,970,782

Note	Details
1	Operating Income increased by \$6,503,595 due to the inclusion of Wellington budget for 2016/2017. This includes \$2,003,660 Roads to Recovery, Repair program (\$2,280,793), Hazard reduction (\$20,000), Regional Roads maintenance and traffic (\$1,199,000), Roads and Maritime Grant (\$927,694), Nanima grant of \$67,000 and other revenue of \$5,448.
2	Operating Expenditure increased by \$4,396,290 due to the inclusion of Wellington budget for 2016/2017. This includes depreciation (\$3,379,471), Operational maintenance of \$1,015,174 – (Bodangora Aerodrome \$43,202, Bridges \$15,000, Village Streets \$92,097 sealed roads \$193,423 and unsealed roads of \$671,452).
3	Capital Income increased by \$3,379,471 due to depreciation of Wellington assets.
4	Capital Expenditure increased by \$7,855,009 mainly due to Carry over projects of Burraway Street / Mogriguy Road Curve (\$531,367), Bunglegumbie Road / Mitchell Highway Intersection (\$241,367) and Mendooran Road (\$306,969) along with the addition of the Wellington construction program of \$6,100,312 – (Sealed roads \$623,573, Unsealed reconstruction \$669,252, Regional Roads maintenance & Traffic & 3x3 -\$1,199,000 and Regional Roads renewals of \$3,608,487). Also rural roads construction of \$500,000.
5	Transfer from Restricted Asset increased by \$2,131,894 due to carry over projects and capital works scheduled in the Wellington budget.

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **September**

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

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Sealed road pavement length to maintain	482.02km	485km	482.02km	cost/m2 to reconstruct road pavement (avg)	\$65	\$50	N/A	No. of complaints and requests	81	190	33
Unsealed road pavement length to maintain	441.62km	429km	441.62km	Average cost/km to maintain sealed network	\$1,318	\$1,363	\$242.52				
Regional Road length (km)	62.12km	62.12km	62.12km	Average cost/km to maintain unsealed network	\$2,024	\$2,318	\$374.92				
Area of sealed road pavement to be reconstructed/ constructed	25,080m2	50,000m2	Nil	Average cost/km to maintain regional roads	\$1,139	\$7,163	\$154.14				

Key Projects**Capital Works Program**

Rural Roads - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09078 - Extension Sealed Road Network				
6678 - Village Sealing - Wongarbron	125,000	0	125,000	0
6679 - Village Sealing - Eumungerie	125,000	0	125,000	0
6680 - Village Sealing - Ballimore	125,000	0	125,000	0
6681 - Torwood Road	487,388	0	487,388	0
6682 - Village Sealing - Brocklehurst	125,000	0	125,000	0
6695 - Pinedale Road Sealing	719,914	0	719,914	0
6699 - Old Mendooran Road (R2R additional)	719,169	0	719,169	0
01.09078 - Extension Sealed Road Network Total	2,426,471	0	2,426,471	0

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **September**

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Rural Roads - Asset Renewals - Asset Maintenance 01.09072 - Rural Road-Major Construction & Reconstruction	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6675 - Westella Road	451,200	0	451,200	0
6695 - Benelong Road	367,426	0	367,426	0
6705 - Mendooran Road (Seg 745) Carry over project \$306,969 – 2015/2016	246,000	306,969	552,969	5,583
6724 - Troy Rail Deviation Carry over project \$8,509 – 2015/2016	0	8,509	8,509	8,905
6729 - Troy Rail Deviation-RMS Funded Troy Brdg Carry over project \$8,509 – 2015/2016	0	409	409	409
6739 - Troy Rail Land Transfer Carry over project \$137,721 – 2015/2016	0	137,721	137,721	0
6740 - Bungle/Mitch Hwy Intersect.Shoulder Wide Carry over project \$241,367 – 2015/2016	0	241,367	241,367	0
6742 - Burraway St / Mogriguy Rd Curve Carry over project \$531,367 – 2015/2016	0	531,367	531,367	531,367
6744 - Westella Road Water Filling Access Carry over project \$13,349– 2015/2016	0	13,349	13,349	13,349
6746 - Burraway Street Water Filling Access Carry over project \$4,075 – 2015/2016	0	4,075	4,075	4,075
6747 - Coreena Road Water Filling Access Carry over project \$5,547 – 2015/2016	0	5,547	5,547	5,547
6749 - Federation Street Water Filling Access Carry over project \$1,810 – 2015/2016	0	1,810	1,810	1,810
6750 - Eulomogo Road Water Filling Access Carry over project \$3,574 – 2015/2016	0	3,574	3,574	3,574
6751 - Oakdene Road Pavement Rehabilitation	489,000	0	489,000	0
6755 - Whitewood Road	424,800	0	424,800	0
6756 - Weonga Road Crossing	0	0	0	11
01.09072 - Rural Road-Major Construction & Reconstruction Total	1,978,426	1,254,697	3,233,123	574,630

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **September**

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Rural Roads - Asset Renewals - Asset Maintenance 01.09074 - Rural Road Construction - Preconstruction	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
4504 - Old Mendooran Road Straight & Curve	0	5,400	5,400	5,400
6670 - Technical Support Charge - Rural Roads	125,000	-23,280	101,720	2,862
Funds allocated to projects in 2016/2017 as identified				
6687 - Benelong Road Improvement	0	5,000	5,000	5,000
6706 - Railway St Wongarbron Sealing	0	6,760	6,760	6,760
6707 - Derribong St Wongarbron Sealing	0	6,120	6,120	6,120
01.09074 - Rural Road Construction - Preconstruction Total	125,000	0	125,000	26,142

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

Wellington - Capital Expenses 01.08017 - Renewal - Road Construction	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6501 - Rural Roads - Sealed - Reconstruction	0	623,573	623,573	6,211
6503 - Rural Roads - Unsealed - Reconstruction	0	669,252	669,252	68,472
6504 - Regional Roads Maint. & Traffic & 3X3	0	1,199,000	1,199,000	355,342
6505 - Regional Roads - Renewals	0	3,608,487	3,608,487	426,419
01.08017 - Renewal - Road Construction Total	0	6,100,312	6,100,312	856,444

OPERATIONAL PLAN

Function No. **1.203**

Performance Review

Quarter ended: **September**

Principal Activity:	TRANSPORT	Function:	Rural Roads
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Wellington - Capital Expenses 01.08018 - Road Construction	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6502 - Rural Roads - Construction	0	500,000	500,000	16,967
01.08018 - Road Construction Total	0	500,000	500,000	16,967

Operational Program

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.00173 - Rural Road & Traffic Signs Maintenance Total	64,440	0	64,440	5,688
01.00193 - Rural - Unsealed Surfaces-General Maint. Total	918,212	0	918,212	194,650
01.00165 - Sundry Contributions Total	48,010	0	48,010	20,030
01.00169 - Rural Sealed Surfaces - General Total	573,195	0	573,195	156,217
01.00185 - M&R - Regional Roads Total	445,000	0	445,000	9,740
01.00186 - Railway Level Crossing Improvements Total Carry over project \$30,000 for Troy Rail Deviation	0	30,000	30,000	11,667

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **September**

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

Function Objectives:

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

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

Activity	Action	Performance Targets/Service Level
Private Works	Undertake installation services at request of consumers.	Recover full cost of work.
	<i>Sewerage connections undertaken at request of customers.</i>	<i>Customer charged full cost of connection work plus 10%.</i>
Treatment and Disposal of Sewerage Operation	3.3.2.2 Ensure that sewage treatment and effluent disposal continues to support the principles of ecological and sustainable development.	Compliance with principles of economic and ecologically sustainable development.
	<i>Sewage treatment and disposal continues to comply with ecological sustainable development.</i>	<i>Sewage treatment and disposal continues to comply with ecological sustainable development.</i>
Treatment & Disposal of Sewerage Maintenance	Maintain buildings, civil, mechanical and electrical assets used to treat.	Sewage treatment and disposal facilities continues to meet rated specifications except for power failures.
	<i>Building civil, mechanical and electrical assets are maintained</i>	<i>Facilities centre to meet original design specifications.</i>
Client Services Operations	3.3.4.1 Continue to pursue non compliant trade waste dischargers.	90% of premises identified as requiring trade waste licensing have current approvals in place.
	<i>Council continues to pursue non-compliant trade waste dischargers.</i>	<i>All identified trade waste discharges have current approvals .</i>
Sewer Reticulation Maintenance	Maintain sewerage pipes, manholes and vents.	Continued satisfactory operation of reticulation.
		Less than 138 sewer chokes occurring in the sewerage system.
	<i>Customer service standards are on the website.</i>	<i>Customer service standards are on the website.</i>
Pumping Stations - Operations	Operate and maintain pumping stations.	No unscheduled shutdown of pump stations other than power failures.
	<i>Sewerage assets are being maintained.</i>	<i>58 Sewer chokes recorded.</i>
Pumping Stations - Maintenance	Maintain pumping stations.	Maintain building and pumping equipment in a satisfactory condition.
	<i>Pumping stations are operated and maintained.</i>	<i>No shut downs of pump stations have occurred.</i>
Property/Cottage Maintenance	Maintain property and cottages.	Ensure properties and cottages are maintained in a satisfactory condition.
	<i>Pump station being maintained.</i>	<i>Building and pump stations are satisfactory.</i>
Management Services - from other functions	Services including management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	<i>Property and residences are being maintained.</i>	<i>Property and residences are being maintained.</i>

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **September**

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

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-15,348,398	-1,981,031	1	-17,329,429	-13,051,896
Expenditure	12,735,497	2,165,018	2	14,900,515	3,072,092
Operating Total	-2,612,901	183,987		-2,428,914	-9,979,804
<u>Capital</u>					
Income	-4,885,898	-779,761	3	-5,665,659	-741,232
Expenditure	13,420,415	1,300,700	4	14,721,115	1,777,903
Capital Total	8,534,517	520,939		9,055,456	1,036,671
Available Funds Movement Prior to Restricted Asset Funding	5,921,616	704,926		6,626,542	-8,943,133
Restricted Assets	-5,921,616	-704,926	5	-6,626,542	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0		0	-8,943,133

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **September**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Note	Details
1	Operating Income increased by \$1,981,031 due to the inclusion of the Wellington budget for 2016/2017. This income represents Interest revenue (\$106,000), Other revenues (\$11,619), Contributions S94 (\$2,000) and Rate revenue of \$1,861,412.
2	Operating Expenditure increased by \$2,165,018 due to the inclusion of the Wellington budget for 2016/2017. This expenditure represents Depreciation (\$779,761), Loan Interest repayments (\$242,189), Employee Overheads (\$29,575), Management Services (\$422,991), Miscellaneous expenses (\$69,794), Pumping Station operations (\$119,340), Sewer mains (\$117,578), Treatment Works (\$376,790) and Administration expenses of \$7,000.
3	Capital Income increased by \$779,761 due to Wellington depreciation.
4	Capital Expenditure increased by \$1,300,700 mainly due to carry over Augmentation (\$466,610) and Augmentation (\$83,000 – Richardson Roads SPS), Wellington Loan Principal repayments (\$158,959) and Asset Renewals (\$529,000).
5	Transfers from Restricted Asset increase by \$704,926 due to capital works to be undertaken in 2016/2017,

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Sewage collection, treatment & disposal in megalitres	3,237ML	3,210ML	1,076ML	Operating Expenses per MI treated	\$3,778	\$3968/MI	\$1,979.59/MI	% of treated effluent disposed to land	95.81%	100%	0%
				Operating expense per connection	\$812.91	\$850	\$141.96				
No. of chokes in sewer mains per year	209	312	58	Management costs as proportion of total operating costs.	19.82%	20.05%	26.81%	% of chokes rectified within 3 hours	100%	100%	100%
Average Sewage collection per connection	140.1KL	235KL		Trade Waste Dischargers with current approval	335	340	335				
Sewerage connections	15,044	15,162	15,044								
Effluent recycling by irrigation, evaporation or discharge to river	2,713ML	2,700MI	838MI								

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **September**

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

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

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

Sewerage - Acquisition of Assets 03.08053 - Plant & Equipment Purchases	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5130 - Utility (142)	35,438	0	35,438	0
5137 - Utility (113)	33,437	0	33,437	0
5173 - Ford Ranger (135)	32,380	0	32,380	0
5180 - Detroit Generator (995)	0	69,085	69,085	69,085
Project carry over \$69,085 – 2015/2016 - Completed				
5201 - John Deere Tractor (386)	140,000	0	140,000	0

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **September**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Sewerage - Acquisition of Assets 03.08053 - Plant & Equipment Purchases	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5215 - Cummins 220KVA Generator (991) Project carry over \$55,510– 2015/2016 - Completed	0	55,510	55,510	55,510
03.08053 - Plant & Equipment Purchases Total	241,255	124,595	365,850	124,595

Sewerage - Acquisition of Assets 03.08055 - Other Structures	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5120 - Dubbo STP Boundary Fencing	150,000	0	150,000	1,014
5135 - Delroy Park Sewerage Pump Station	20,000	0	20,000	0
5141 - Delroy park Sewerage Pump Station PC	20,000	0	20,000	0
5143 - Dissolved Air Float.Sept. Receival Stat.	60,000	0	60,000	0
03.08055 - Other Structures Total	250,000	0	250,000	1,014

Sewerage - Acquisition of Assets 03.08056 - New House Services	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5100 - Pressure Sewer Systems Project carry over \$8,136 – 2015/2016 - Completed	0	8,136	8,136	8,136
03.08056 - New House Services Total	0	8,136	8,136	8,136

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

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **September**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Sewerage - Acquisition of Assets 03.08071 - Augmentation	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5383 - Erskine Street PS - Upgrade RM (S) Project carry over \$44,109 – 2015/2016 - Completed	0	44,109	44,109	44,109
5386 - Erskine Street PS - Upgrade RM (C)	6,319,590	0	6,319,590	719,396
5595 - DSTP - Inlet Odour Control Works (PC)	20,000	0	20,000	0
5740 - Troy Junction Bird Hide (PC)	50,000	0	50,000	9,000
5823 - Dubbo STP Major Upgrade (C) Project carry over \$33,992 – 2015/2016 - Completed	0	33,992	33,992	33,992
5911 - Cootha SPS - Upgrade (C)	2,103,552	0	2,103,552	0
5914 - Cootha SPS - RM (C)	447,744	0	447,744	0
5916 - Cootha SPS - Overflow (2ML) (PC)	43,296	0	43,296	0
5946 - Camp Rd SPS RM (4.6km DN150)(C) Project carry over \$186,577 - 2015/2016	0	186,577	186,577	187,206
5947 - Camp Rd SPS Rm (4.6km DN150) (S)	0	2,562	2,562	2,562
5979 - Delroy Park PS - Rising Main (PC)	75,000	0	75,000	0
5988 - Upgrade Sewer R (incl all components) PC Project carry over \$8,000 2015/2016 - Completed	0	8,000	8,000	8,000
5999 - Odour Control Works Dubbo STP Project carry over \$2,662 – 2015/2016	0	2,662	2,662	2,662
6003 - Septage Reveal Station Macerator	30,000	0	30,000	0
6004 - Odour Control Miriam Pump Station Not capital costs – to be journalled to operations	0	936	936	936
6017 - Keswick SPS - Odour Control System Not capital costs – to be journalled to operations	0	684	684	684
6020 - Scour Pits - Cootha Pipeline Carry over project -2015/2016	0	251	251	275
6025 - Richardson Road SPS Carry over project \$83,000 – 2015/2016	0	83,000	83,000	1,127

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **September**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Sewerage - Acquisition of Assets 03.08071 - Augmentation	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6029 - Thompson Street Odour Control Carry over project \$87,337 - 2015/2016 - completed	0	87,337	87,337	87,337
6050 - Dubbo STP Gas Generator (PC) Carry over project \$16,500 - 2015/2016 - Completed	0	16,500	16,500	16,500
03.08071 - Augmentation Total	9,089,182	466,610	9,555,792	1,113,786

Sewerage - Acquisition of Assets 03.08073 - Asset Replacement/Refurbishment	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5668 - Dubbo STP RAS Screw 2 (Archimedis)	5,000	0	5,000	0
6014 - Erskine St Sub Pump #1 (Dry)	20,000	0	20,000	0
6019 - Boothenba Road SPS Switchboard	5,000	0	5,000	0
6204 - Alfred St SPS Flowmeter	15,000	0	15,000	0
6219 - Brocklehurst SPS Pump 1	50,000	0	50,000	0
6220 - Brocklehurst SPS Pump 2	50,000	0	50,000	0
6221 - Brocklehurst SPS Switchboard	5,000	0	5,000	0
6225 - Bunglegumbie SPS Pump 3	100,000	0	100,000	0
6228 - Cooreena Rd SPS Pump 1	50,000	0	50,000	0
6510 - Dubbo STP Grit Removal 2	5,000	0	5,000	0
6516 - Dubbo STP Polymer Pump 1	5,000	0	5,000	0
6530 - Dubbo STP Stormwater Return Pump 2	5,000	0	5,000	0
6531 - Dubbo STP Supernatant Pump 1	5,000	0	5,000	0
6541 - Erskine St SPS Switchboard	5,000	0	5,000	0

OPERATIONAL PLAN

Function No. **2.05**

Performance Review

Quarter ended: **September**

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Sewerage - Acquisition of Assets 03.08073 - Asset Replacement/Refurbishment	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6542 - Keswick SPS Air-Conditioner	10,000	0	10,000	0
6548 - Margaret Crescent SPS Flowmeter	15,000	0	15,000	0
6570 - Railway St SPS Switchboard	5,000	0	5,000	0
6571 - Thompson Street Well Odour System	170,000	0	170,000	0
6585 - Troy Gully SPS Pump 4	100,000	0	100,000	0
03.08073 - Asset Replacement/Refurbishment Total	625,000	0	625,000	0

Sewerage - Asset Renewals - Asset Maintenance 03.08077 - Main Rehabilitation	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5653 - Mains Rehabilitation (Relining) Carry over project \$3,000 – 2015/2016	1,000,000	3,000	1,003,000	135,010
5659 - Vent Replacement Carry over project \$10,400 – 2015/2016 - completed	0	10,400	10,400	10,400
5662 - Manhole Rectification Program	200,000	0	200,000	0
03.08077 - Main Rehabilitation Total	1,200,000	13,400	1,213,400	145,410

Wellington - Capital Expenses 03.07301 - Sewerage - Asset Renewal	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7100 - Renewals Other Infrastructure	0	529,000	529,000	27
03.07301 - Sewerage - Asset Renewal Total	0	529,000	529,000	27

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

Principal Activity:	SEWERAGE SERVICES	Function:	Sewerage
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Operational Program

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
03.00005 - Treatment & Disposal Of Sewerage - Maintenance Total	249,121	0	249,121	66,327
03.00003 - Treatment & Disposal Of Sewage - Operations Total	2,195,903	0	2,195,903	389,112
03.00011 - Sewer Reticulation Total	689,271	0	689,271	223,983
03.00013 - Pumping Stations - Operations Total	499,566	0	499,566	55,554

OPERATIONAL PLAN

Function No. **2.06**

Performance Review

Quarter ended: **September**

Principal Activity:

WASTE SERVICES

Function:

Domestic Waste Management Services

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

Function Objectives:

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

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

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

Activity	Action	Performance Targets/Service Level
Waste Recycling Service	3.4.1.1 Provide a fortnightly domestic recycling service to all properties serviced by a Council garbage collection service and other commercial and industrial properties on request.	16,480 recycling services provided each fortnight. More than 80% of dry recyclables diverted from the domestic waste stream following the introduction of kerbside recycling. (Increase from 30% in 2008/2009).
	Service is being provided.	Approximately 60% of dry recyclables is being diverted from domestic waste stream for YTD.
	3.4.2.1 Implement a four (4) year education programme to promote domestic recycling services.	Due by June annually.
	Waste Education Plan has been developed for 2016/2017 based on discussions at a meeting with Enviro Com in May 2016.	Not completed at this stage.
	3.4.4.1 Monitor quantities of recyclables collected through the kerbside recycling and drop-off centre services.	Due by June annually.
	581t were collected during July and August.	This is being done.
	3.4.4.6 Introduce a kerbside garden/organics waste bin service to all residential properties.	More than 500 tonnes of garden waste diverted from the domestic waste stream. (Average for previous 4 years = 468 tonnes).
	Regional waste services tender documents prepared in readiness for tender invitation commencing in October.	102t diverted for the YTD.
Waste Management Strategy	Implement solid waste management strategy programmes as appropriate. This is being done.	All programmed actions pertaining to solid waste management strategy are completed/pursued. Strategies are being implemented.
Rural Household Garbage Transfer Stations	3.4.3.3 Monitor usage rates of the Rural Transfer Stations and Whylandra Waste & Recycling Centre. Based on throughput to date, the national average monthly throughput for our 3 transfer stations is 65t compared to 79t in 2015/2016.	Review monthly. This is being done.
Management Services - from other functions	Cost of services including:- management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	Charges reviewed in February prior to budget preparation any negotiations to changes in service levels take place prior to draft budget.	Agreed briefs monitored.

OPERATIONAL PLAN

Function No. **2.06***Performance Review*Quarter ended: **September**

Principal Activity:	WASTE SERVICES	Function:	Domestic Waste Management Services
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Activity	Action	Performance Targets/Service Level
Management Services	3.4.3.1 Review annual domestic waste management charge and tipping charges to ensure operating expenses are recovered and capital programs funded over the long term.	Review completed by March annually.
	<i>Will be undertaken as part of annual operating plan review process for 2017/2018.</i>	<i>Not completed at this stage.</i>
Kerbside Collection/Transportation	Provide a once weekly domestic kerbside garbage collection service for residents located within the designated kerbside collection area.	16,498 services provided each week.
	<i>Service is being provided.</i>	<i>Currently 16,480 services provided per week.</i>
	Provide free yearly kerbside cleanup service for residents located within the designated kerbside collection area which includes the villages of Eumungerie, Ballimore, Wongarbon and Mogriguy.	Service provided annually in August/September.
Greenwaste Service	<i>Service was provided.</i>	<i>690t was collected overall under the 2016 Bulky rubbish Clean Up.</i>
	Provide and monitor greenwaste yields from kerbside cleanup services for bulky rubbish/green waste in Aug/Sept and prunings and tree trimmings in March.	500 tonnes of greenwaste recovered and diverted from domestic waste stream.
	<i>This is was done.</i>	<i>42t collected under the 2016 bulky Rubbish clean up.</i>
Disposal – Domestic Waste	Provide an annual prunings and tree trimmings cleanup kerbside collection to the built up areas of Dubbo Brocklehurst and Wongarbon in March.	Service provided annually in March..
	<i>Service to be provided in March.</i>	<i>Not achieved at this stage.</i>
	Provide for the disposal of domestic waste at the Whylandra Waste and Recycling Centre.	Ongoing.
Acquisition of Assets	<i>This is being done.</i>	<i>This is being achieved.</i>
	Undertake the approved Capital Works programme as defined in the Key Projects section of the Operational Plan.	Programme implemented.
	<i>This is being done.</i>	<i>Not achieved at this stage.</i>

OPERATIONAL PLAN

Function No. 2.06

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-4,806,071	-1,021,596	1	-5,827,667	-5,712,446
Expenditure	5,424,226	896,839	2	6,321,065	1,268,153
Operating Total	618,155	-124,757		493,398	-4,444,293
<u>Capital</u>					
Income	-197,239	0	3	-197,239	-33,316
Expenditure	0	0	4	0	0
Capital Total	-197,239	0		-197,239	-33,316
Available Funds Movement Prior to Restricted Asset Funding					
	420,916	-124,757		296,159	-4,477,609
Restricted Assets					
	-420,916	124,757	5	-296,159	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	-4,477,609

Note	Details
1	Operating Income increased by \$1,021,596 due to the inclusion of Wellington budget for 2016/2017.
2	Operating Expenses increased by \$896,839 due to the inclusion of Wellington budget for 2016/2017.
3	No variance in this quarter.
4	No variance in this quarter.
5	Transfer from Restricted Asset decreased by \$124,757 due to Wellington budget inclusion.

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.	16,462	16,130	16,480	Total operating expenses (excl. Rural Transfer Station (Exp) per service	\$220.86	\$243.86	\$31.57	No. of instances where customer service level not met	Nil	Nil	Nil

OPERATIONAL PLANFunction No. **2.06***Performance Review*Quarter ended: **September**Principal
Activity:**WASTE SERVICES**

Function:

**Domestic Waste
Management Services****Key Projects
Operational Program**

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.00216 - Waste Recycling Total	1,549,254	0	1,549,254	358,426
01.00220 - Rural Household Garbage Transfr Stations Total	200,000	0	200,000	38,794
01.00226 - Kerbside Collection/Transportation Total	1,635,731	0	1,635,731	323,307
01.00227 - Greenwaste Service Total	111,000	0	111,000	2,233

OPERATIONAL PLAN

Function No. **2.07***Performance Review*Quarter ended: **September**Principal
Activity:**WASTE SERVICES**

Function:

**Other Waste
Management Services**

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

Function Objectives:

To provide a high quality cost effective environmentally responsible waste collection transportation and disposal service for the owners/occupiers of commercial/industrial premises located within the kerbside collection area.

To provide an efficient roadside/reserves litter collection service.

To provide an efficient street litter receptacle collection, transportation, disposal and cleaning service for the Parks and Landcare Division and Civil Infrastructure Branch.

To provide a waste disposal and resource recovery service for both residential and non residential properties that consistently satisfies the changing needs of customers and has a positive impact on the environment and climate change.

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

Activity	Action	Performance Targets/Service Level
Rural Household Garbage Transfer Stations	Maintain Rural Household Waste Transfer Stations (RHWTS's)	No reasonable criticisms received in respect of RHWTS's maintenance standard.
	Transfer stations being maintained.	None received for YTD.
Collection Costs Other Waste Services	Provide domestic garbage and recycling bin collection service to owners/occupiers of commercial/industrial premises located within the designated kerbside collection area.	Service levels are met by contractors in accordance with conditions of the contract. Day labour services provided in accordance with internal agreed briefs.
	Service being provided.	This is being achieved.
Waste Audit/Recycling	Conduct a biennial domestic waste audit in accordance with OEH guidelines.	Waste audits conducted and findings reported to Waste Services Working Party.
	Next Domestic Waste audit scheduled for second half of 2016/2017.	Not achieved at this stage.
Street Litter/Park Bins	Provision of street litter receptacles collection service.	832 litter bin services provided each week.
	Service being provided.	Achieved.
Roadside Litter Cleanup	Provide a service to collect garbage illegally dumped on reserves and roadsides.	Roadsides and reserves are kept in clean condition within budgeting limitations.
	Service is being provided.	This is being achieved.
	3.4.2.4 Monitor the number of incidences of illegal dumping on roadsides and reserves.	Review by June annually.
	29 incidences of illegal dumping reported for YTD.	Not achieved at this stage.
	Litter cleanups for major transport corridors.	Regular cleanups conducted along highways and major arterial urban roads.
	This is being provided.	This is being done.

OPERATIONAL PLAN

Function No. 2.07

Performance Review

Quarter ended: September

Principal Activity:	WASTE SERVICES	Function:	Other Waste Management Services
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Activity	Action	Performance Targets/Service Level
Management Services - from other functions	Cost of Services including:- management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	Charges reviewed in February prior to budget preparation. Any changes in service levels take place prior to draft budget.	Agreed briefs monitored.
Management Services	3.4.3.1 Review annual Domestic Waste management charge and tipping charges to ensure operating expenses are recovered and capital programs funded over the long term.	Review by March annually.
	Will be undertaken as part of annual operating plan review process for 2017/2018.	Not completed at this stage
Disposal Area Operations	3.4.3.3 Monitor usage rates of the Rural Transfer Stations and Whyandra Waste & Recycling Centre.	Reviewed monthly.
	11,178t of waste has been filled for the YTD made of 4,278t of domestic waste and 6,930t of commercial waste.	This is being done.
	3.4.4.4 Develop additional strategies to increase resource recovery from the commercial waste stream.	More than 20% of commercial waste stream is set aside for reuse or recycling at the Whyandra Waste and Recycling Centre.
	Council resolved at its July meeting to proceed to the next stage of the Dubbo Organics project involving calling tenders for construction of an organics processing plant.	Diversion rate is currently running at 15%.
Waste Education Program	3.4.2.5 Undertake to partner with other educators such as other branches of Council, NetWaste and local educational institutes and waste industry members in relation to one litter prevention initiative.	Completed by June annually.
	Council is participating in an initiative involving developing a regional litter plan (completed in 2016/2017) and implementing an action plan in 2016/2017.	Not achieved at this stage.
	3.4.2.3 Conduct a campaign promoting the Whyandra Waste & Recycling Centre services for receipt of low risk household hazardous waste, paint, gas bottles, fluorescent tubes etc prior to their transfer off site for recycling.	Completed by June annually.
	Council is participating in a 3 year regional and local campaign to promote Community Recycling Centres, including Dubbo CRC at the Whyandra Waste Depot.	Not achieved at this stage.
	3.4.2.6 Conduct the Waste 2 Art Competition and exhibition launch.	Completed by June annually.
	Annual competition will culminate with an exhibition. Planning has commenced for the 2017 Dubbo Waste to Art competition and exhibition at the WPC.	Not achieved at this stage.

OPERATIONAL PLAN

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

Principal Activity:	WASTE SERVICES	Function:	Other Waste Management Services
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Activity	Action	Performance Targets/Service Level
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.
	<i>The annual license return and Annual Environmental Monitoring Report have been submitted to the EPA.</i>	<i>This is being achieved.</i>
Charge Out Station Operations	Provide a charge out station to accurately charge customers for the reasonable cost of disposing of their waste.	Whylandra Waste & Recycling Centre is open to domestic and commercial/industrial users between 8.00am and 5.00pm daily except Christmas Day.
	<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>Programme 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>Programme being undertaken.</i>	<i>Not completed at this stage.</i>
Acquisition of Assets	Undertake the approved Capital Works programme as defined in the Key Projects section of the Operational Plan.	Programme implemented.
	<i>Programme being undertaken.</i>	<i>Not completed at this stage.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-5,136,134	-506,568	1	-5,642,702	-1,173,244
Expenditure	919,520	215,366	2	1,134,886	527,394
Operating Total	-4,216,614	-291,202		-4,507,816	-645,850
<u>Capital</u>					
Income	-311,184	-137,817	3	-449,001	-23,716
Expenditure	7,318,182	1,058,810	4	8,376,992	29,610
Capital Total	7,006,998	920,993		7,927,991	5,894
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Available Funds Movement Prior to Restricted Asset Funding	2,790,384	629,791		3,420,175	-639,956
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Restricted Assets	-2,790,384	-629,791	5	-3,420,175	0
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Funds Available to (-), or Required From Rates and Other Council Revenue	0	0		0	-639,956

OPERATIONAL PLAN

Function No. **2.07**

Performance Review

Quarter ended: **September**

Principal Activity:	WASTE SERVICES	Function:	Other Waste Management Services
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Note	Details
1	Operating Income increased by \$506,568 due to the inclusion of the Wellington budget for 2016/2017.
2	Operating Expenses increased by \$215,520 due to the inclusion of the Wellington budget for 2016/2017.
3	Capital income increased by \$137,366 due to depreciation \$131,122 and Sale of plant and equipment of \$6,695 from the Wellington budget.
4	Capital Expenditure increased by \$1,058,810 due to capital items associated with the Wellington Budget for 2016/2017.
5	Transfers from Restricted Asset increase by \$629,791 due to movements associated with the Wellington Budget for 2016/2017.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of weekly commercial/ industrial kerbside garbage collection Services.	1,207	1,211	1,207	Cost of collection per service	\$83.56	\$197.60	\$10.38	No. of written complaints	Nil	NIL	Nil
Tonnes of waste entombed at Whylandra Waste & Recycling Centre per year	53,218	46,200	11,178	Total waste disposal expenses per tonnes of waste landfilled	\$42.30	\$41.97	\$1.34				

Key Projects

Capital Works Program

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

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

OPERATIONAL PLAN

Function No. **2.07**

Performance Review

Quarter ended: **September**

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

Other Waste - Acquisition of Assets 01.09116 - Other Waste - Other Structures	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6767 - Leachate Drainage System /Garbage Cell	166,400	0	166,400	0
6802 - Community Recycling Centre	0	0	0	1,147
6803 - DROPP Structure	6,500,000	0	6,500,000	0
01.09116 - Other Waste - Other Structures Total	6,666,400	0	6,666,400	1,147

Wellington - Capital Expenses 01.08111 - Loan Repayments	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6502 - Loan Principal Repayments	0	19,259	19,259	0
01.08111 - Loan Repayments Total	0	19,259	19,259	0

OPERATIONAL PLAN

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

Principal Activity:	WASTE SERVICES	Function:	Other Waste Management Services
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Wellington - Capital Expenses 01.08112 - Asset Renewals	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Renewals - Landfill Rehabilitation	0	100,000	100,000	28,463
6501 - Renewals - Plant & Equipment	0	486,471	486,471	0
01.08112 - Asset Renewals Total	0	586,471	586,471	28,463

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

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

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

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.00255 - Street Litter/Parks Bins Total	165,954	0	165,954	40,226
01.00257 - Roadside Litter Clean Up Total	53,395	0	53,395	17,212
01.00265 - Disposal Area Operations Total	1,508,009	0	1,508,009	346,986
01.00266 - Waste Education Program Total	42,445	0	42,445	1,644
01.00267 - Environmental M/Ment Investigations Total	43,931	0	43,931	1,644
01.00269 - Charge Out Station Operations Total	211,309	0	211,309	48,020

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **September**

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

Function Objectives:

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

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

Activity	Action	Performance Targets/Service Level
Water Treatment Operations	3.2.1.2 Implement Council's adopted Drinking Water Quality Management Plan.	Water is supplied to all customers at the agreed level of service.
	<i>Drinking water quality plan being implemented.</i>	<i>Water is supplied to all customers at the customer service standards.</i>
	3.2.2.2 Maintain existing volumetric water extraction licences and acquire new licences from time to time.	Acquire high security licences when available.
Water Depot Operation	Efficient operation of water depot.	Efficient operation of water depot.
	<i>Licenses retained.</i>	<i>Council considers suitable water license for acquisition when placed on the market.</i>
Water Treatment Maintenance	3.2.1.3 Implement all operations and maintenance procedures inherent within Council's Water Supply Asset Management Plan.	Ensure maintenance procedures adhered to.
	<i>Councils water Asset Management Plan being compiled.</i>	<i>Water sites are well maintained.</i>
Property/Cottage Maintenance	Maintain sites to a satisfactory standard.	Ensure sites are well maintained and retain their asset value.
	<i>Water sites maintained to a satisfactory standard.</i>	<i>Water sites well maintained.</i>
Water Supply Storage Systems Maintenance	Maintenance of reservoirs, painting, landscaping, cleaning.	Water reservoirs are available for use.
	<i>Reservoirs are being maintained to a satisfactory standard.</i>	<i>All water reserves are available.</i>
Water Depot Maintenance	Maintenance of water depot.	Depot is available for service at all times.
	<i>Water depot is well maintained.</i>	<i>Water Depot is available at all times.</i>
Client Services Operations	3.2.6.1 Ensure water conservation information is readily available to water customers on Council's website.	Ensure website is updated regularly.
	<i>Customer Services Standards are available on website.</i>	<i>Customer Services Standards are available on Councils website.</i>
Infrastructure Services	Develop Infrastructure standards.	Comply with Infrastructure standards.
	<i>Infrastructure standards being drafted.</i>	<i>Existing standards are being complied with.</i>
Pipelines Maintenance	Maintenance of pipelines to meet the original design duty.	All hydrants are serviced every 3 years.
	<i>Pipelines are being maintained.</i>	<i>Hydrants are serviced every three (3) years.</i>

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **September**

Principal Activity:	WATER	Function:	Water Supply
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Activity	Action	Performance Targets/Service Level
Meter Maintenance	Replace old meters and maintain serviceability of meter fleet.	Replacement of meters after 12 years or 7,500KL registration.
	Old meters being replaced in accordance with replacement policy.	Old meters being replaced in accordance with replacement policy.
Meter Reading Operations	Meter reading effectively and efficiently managed.	All meters read within "window" of opportunity.
	Meter reading contract being managed satisfactorily.	All meter reads are within the time frame to suite billing.
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.
	Services are being provided.	Levels of service to agreed brief being provided.
Management Services	3.2.1.4 Monitor and respond as necessary to the proposed Murray Darling Basin Plan.	Prompt reply to basin plan when required.
	Continuing to maintain and respond as necessary.	Council will reply to Murray Darling Basin plan as appropriate.
	3.2.3.1 Monitor demand and implement management actions as required.	Ability to supply water to the City without heavy water restrictions in most years.
	Council to implement demand management plan where required.	Council is able to supply water within restrictions in most years.
	3.2.4.1 Review Water Supply Strategic Business Plan and Capital Works programme.	Review by February annually.
	Strategic Business Plans revised periodically.	Strategic Business Plan to be prepared every eight (8) years as required by NSW Government.
	3.2.5.1 Maintain a water supply system that is robust enough to cater for growth.	Ensure regular maintenance of the system.
	Water supply is robust enough to cater for growth.	System is regularly maintained.
	3.2.6.3 Maintain water charging to ensure 75% or more of operational revenue is generated by usage charges.	Review annually in conjunction with strategic business plan.
	Water charges set to adhere to objective.	Water charging is achieved continually.
3.2.1.5 Review Council's Section 64 Contributions Policy for Water Supply and Sewerage Services in light of NSW Office of Water Guidelines (yet to be released).		Review by December 2016.
	Council will review when guidelines are released.	Council will review when guidelines are released.
Water Supply Storage Systems - Operations	Reservoirs are operated efficiently and effectively.	Reservoirs are operated efficiently and effectively.
	Reservoirs are operated efficiently and effectively.	Reservoirs are operated efficiently and effectively.
Land Leases - RSA	Railway Pipeline Agreements.	Ensure all pipeline agreements are maintained.
	Council will maintain all known rail pipeline agreements.	Council will maintain and honour rail pipeline agreements.
Installation at Cost to Consumer	Undertake installation services at request of Consumers.	Recover full cost of work.
	Council to undertake installation work for customers.	Council to recover full cost of connection plus 10%.

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **September**

Principal Activity:	WATER	Function:	Water Supply
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Activity	Action	Performance Targets/Service Level
Community Service Obligation	Supply water supply services to publically used community facilities, such as parks, racecourse, showground.	Water supply provided free of charge to community Facilities.
	<i>Council supplies water free to community facilities.</i>	<i>Council supplies water free to community facilities.</i>
Bore Operations	Operate and maintain water supply bores in accordance with DIPNR.	No unscheduled shut downs other than power failure.
	<i>Council operates and maintains water production bores.</i>	<i>Council operates and maintains water production bores.</i>
Bores Maintenance - Potable	Reactive maintenance of bores used to source water for treatment.	Regular maintenance of bores.
	<i>Reactive maintenance around and on water production bores.</i>	<i>Reactive maintenance carried out on water production bores.</i>
Booster Pump Operations	Operate and maintain Booster pumping station.	No unscheduled shut downs other than power failure.
	<i>Booster pump stations operated and maintained.</i>	<i>Booster pump stations operate and maintained.</i>
Booster Pump Station Maintenance	Maintenance of booster pump station.	Regular maintenance of pump stations.
	<i>Booster pump stations maintained.</i>	<i>Booster pump stations maintained.</i>
Asset Management Systems Operations	Review and update 20 year programme of augmentation works required to continue to service customers.	Review by March annually.
	<i>Review undertaken periodically.</i>	<i>Review currently being done.</i>
Strategic Plan for Operations Systems	Plans for operational systems.	Ensure plans are available to operators.
	<i>Operations systems are planned.</i>	<i>Operational plans are available</i>
Dead End Flushes	Plan for regular dead end flushes	Carry out regular dead end flushes.
	<i>Dead ends are regularly flushed.</i>	<i>Dead ends are flushed quarterly.</i>
Demand Drought Management	3.2.2.1 Seek additional water resources to cater for the growth of the City.	Increase town water licences beyond existing effective 10,000ML to 15,000ML by 2015 so as to cater for growth.
	<i>Council remains on the lookout for additional water licenses.</i>	<i>Council remains on the lookout for additional water licenses.</i>
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 has been undertaken.</i>	<i>Programme being implemented.</i>

OPERATIONAL PLAN

Function No. 3.02

Performance Review

Quarter ended: September

Principal Activity:	WATER	Function:	Water Supply
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-19,677,812	-2,981,399	1	-22,659,211	-8,907,361
Expenditure	15,895,564	2,725,968	2	18,621,532	3,776,558
Operating Total	-3,782,248	-255,431		-4,037,679	-5,130,803
<u>Capital</u>					
Income	-3,835,665	-589,649	3	-4,425,314	-598,680
Expenditure	9,325,877	4,391,305	4	13,717,182	2,547,378
Capital Total	5,490,212	3,801,656		9,291,868	1,948,698
Available Funds Movement Prior to Restricted Asset Funding					
	1,707,964	3,546,225		5,254,189	-3,182,105
Restricted Assets					
	-1,707,964	-3,546,225	5	-5,254,189	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	-3,182,105

Note	Details
1	Operating Revenue increased by \$2,981,399 due to the inclusion of Wellington budget for 2016/2017. This income represents Contributions S94 (\$2,000), Interest on Investments (\$94,500), Other Revenue (\$45,135), Profit on Sale of Asset (\$22,145) and Rate Revenue of \$2,817,619.
2	Operating Expenditure increased by \$2,725,968 due to the inclusion of Wellington budget for 2016/2017. This expenditure represents Depreciation (\$589,649), Loan Interest repayments (\$266,814), Employee Overheads (\$46,506), Miscellaneous expenses (\$520,909), Pumping Station expenses (\$86,938), Water Treatment Plant expenses (\$598,151), Reservoir expenses (\$14,110) and Management Services other functions (\$602,891).
3	Capital Income increased by \$589,649 due to Depreciation for Wellington assets.
4	Capital Expenditure increased by \$4,391,305 mainly due to carry over projects of South Dubbo Weir (\$1,586,680) and Eumungerie Water Supply Scheme (\$1,374,654). Along with the addition of the Wellington Budget of Loan Repayments (\$106,339) and Capital Renewals (Plant and Equipment of \$112,172 and Other Infrastructure of \$792,169).
5	Transfer from Restricted Asset increased by \$3,546,225 mainly due carry over projects and Wellington scheduled works.
	Key performance indicators for Workload – average quantity of water supplied to each customer YTD is below average due to wet weather as customers have not need to water lawns and gardens. Efficiency KPI for operating expenses per MI treated is higher than average due to prepayment of yearly accounts and higher cost associated with water treatment due to the turbidity of the water from the river due to high flows.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Quantity of water treated and distributed	8147MI	8,200MI	1,007MI	Operating expenses per MI treated	\$1,830	\$1,870	\$2,658	Number of water restrictions imposed.	Nil	Nil	Nil
				Operational expenses per connection	\$957.66	\$934.60	\$171.93	Number of written complaints about water pressure	34	Nil	Nil
Average quantity of water supplied to each customer	523.26kl	690kl	15.66kl	Management costs as proportion of total operating costs	20.53%	23.50%	28.07%				

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **September**

Principal Activity:	WATER	Function:	Water Supply
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Total water supply connections	15,569	15,775	15,569								

Key Projects**Capital Works Program**

Water Supply - Proceeds from Sale of Assets 02.08001 - Works Plant - Sales	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
4033 - Truck (408)	-50,000	0	-50,000	0
4037 - Ute T/Top Filtration Plant (136)	-14,472	0	-14,472	0
4038 - Utility (137)	-14,000	0	-14,000	0
4041 - Wagon Wtr/Treatment Plant (137)	0	0	0	-16,364
5200 - Truck (467)	-22,000	0	-22,000	0
02.08001 - Works Plant - Sales Total	-100,472	0	-100,472	-16,364

Water Supply - Acquisition of Assets 02.08051 - Works Plant - Purchases	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5037 - Truck (408)	140,000	0	140,000	0
5045 - Ute T/Top Filtration Plant (136)	34,182	0	34,182	0
5049 - Wagon Water Treatment Plant (137)	33,097	0	33,097	31,793
5060 - Tipping Truck (467)	75,000	0	75,000	67,191
5095 - Non Destructive Trailer (525)	80,000	0	80,000	75,200
5096 - Emergency Trailer (526)	10,500	0	10,500	0
02.08051 - Works Plant - Purchases Total	372,779	0	372,779	174,184

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **September**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Acquisition of Assets 02.08053 - Pumps & Equipment >\$5 & 000	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5100 - Various	84,000	0	84,000	0
5104 - Bourke Hill Motorised Valve Carry over project \$500 – 2015/2016	0	500	500	415
5163 - Telemetry Equipment	21,000	0	21,000	28
5174 - Pierzometer Network	6,300	0	6,300	0
5179 - Security Cameras	6,300	0	6,300	0
5187 - PLC Upgrade	22,950	0	22,950	0
02.08053 - Pumps & Equipment >\$5 & 000 Total	140,550	500	141,050	443

Water Supply - Acquisition of Assets 02.08055 - New House Services	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5171 - Construction - House Services	50,164	0	50,164	10,681
02.08055 - New House Services Total	50,164	0	50,164	10,681

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

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **September**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Acquisition of Assets 02.08064 - Other Structures	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5214 - South Dubbo Weir Grant Carry over project \$1,586,680 – 2015/2016	0	1,586,680	1,586,680	518,091
02.08064 - Other Structures Total	0	1,586,680	1,586,680	518,091

Water Supply - Acquisition of Assets 02.08069 - Augmentation Works	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
3050 - Automated Meter Reading Equipment	2,000,000	0	2,000,000	0
4101 - Reservoir - addit CW storage JGWTP (PC)	20,000	0	20,000	0
5437 - Pipelines - Obley Rd/Newell Hwy - (PC)	0	1,638	1,638	1,638
5438 - Pipelines - Obley/Newell (C)	1,745,000	0	1,745,000	0
5516 - Eumungerie Water Supply Scheme Carry over project \$1,374,654 – 2015/2016	0	1,374,654	1,374,654	1,047,289
5610 - Birch Ave PRV Zone (800m & DN225) (C)	30,000	0	30,000	0
5612 - Wheelers PRV (220m & DN225 & 750mDN300) (S)	9,000	0	9,000	0
5613 - Wheelers PRV (220m & DN225 & 750m & DN300) (C)	200,000	0	200,000	0
5640 - Pipeline-Erskine St to Myall Reseri (PC)	38,000	0	38,000	0
5656 - Reservoir Cameras	20,000	0	20,000	0
5662 - WTP Clarifier Walkway Ladder&Lift Arm C	100,000	0	100,000	0
5666 - Unattended Fast Fill Standpipes (PC)/(C) Carry over project \$7,000 – 2015/2016	0	7,000	7,000	6,136
5699 - Pipeline - Sheraton/Eulomogo (PC)	265,000	0	265,000	0

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **September**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Acquisition of Assets 02.08069 - Augmentation Works	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5708 - Bore Water Pipeline Thorby to Newtown(PC)	21,000	0	21,000	0
5712 - WTP Standby Chlorination Carry over project \$41,802 – 2015/2016 - Completed	0	41,802	41,802	41,802
5714 - WTP Optimisation Electrical upgrade Carry over project \$28,370 – 2015/2016 - Completed	0	28,370	28,370	28,370
5715 - WTP Optimisation Lime System Carry over project \$300 – 2015/2016 - Completed	0	300	300	300
5722 - Pipelines 400mm River Crossing(PC)	60,000	0	60,000	0
5723 - Pipelines 400mm River Crossing	500,000	0	500,000	0
5746 - Newtown Reservoirs Upgrade (S)	275,000	0	275,000	0
6210 - Lime Dosing Unit (C) Carry over project \$58,046 – 2015/2016 - Completed	0	58,046	58,046	58,046
6211 - Pipeline - Chapmans Road (PC)	50,000	0	50,000	0
6220 - Keswick Estate PRV Construction Carry over project \$3,000 – 2015/2016 - Completed	0	3,000	3,000	2,553
6226 - Hydrated Lime (PC)	60,000	0	60,000	0
6227 - Argyle Ave (250mm main) (C) Carry over project \$2,178 – 2015/2016 - Completed	0	2,178	2,178	2,178
6229 - Boundary Rd Main & PRV Relocation (PC) Carry over project \$8,000 – 2015/2016 - Completed	0	8,000	8,000	8,000
6230 - Boundary Rd Main & PRV Relocation (C) Carry over project \$31,480 – 2015/2016 - Completed	0	31,480	31,480	31,480
02.08069 - Augmentation Works Total	5,393,000	1,556,468	6,949,468	1,227,792

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **September**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Acquisition of Assets 02.08071 - Asset Replacement / Refurbishment	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5577 - PRV` s	50,000	0	50,000	0
5578 - Shibbles Bore 1 Carry over project \$500 – 2015/2016	0	500	500	120
5579 - Thorby Avenue Bore Carry over project \$1,000– 2015/2016	50,000	1,000	51,000	965
5580 - West Dubbo WPS	50,000	0	50,000	0
5717 - Bore Asset Renewal	23,171	0	23,171	0
5718 - WTP Asset Renewal	46,343	0	46,343	0
5719 - Booster Pump Stations	51,005	0	51,005	0
5720 - Reservoir Asset Renewals	26,611	0	26,611	0
5721 - Other Asset Renewals Carry over project \$3,950 – 2015/2016 - Completed	0	3,950	3,950	3,950
5730 - Existing Clarifier Remediation Works (C)	20,000	0	20,000	0
5766 - SCADA RTU Upgrades	12,000	0	12,000	0
5788 - Safety Equipment (B/A`s)	6,653	0	6,653	0
5819 - Erskine St Booster Pump #1	50,000	0	50,000	0
6209 - Ballimore Reservoir Rectify Entry Points Carry over project \$4,804– 2015/2016 - Completed	0	4,804	4,804	4,804
6210 - Buninyong Reserv.1 Rectify Entry Points Carry over project \$4,806– 2015/2016 - Completed	0	4,806	4,806	4,806
6211 - Buninyong Reserv.2 Rectify Entry Points Carry over project \$4,316– 2015/2016 - Completed	0	4,316	4,316	4,316
6216 - Eulomogo Reservoir Rectify Entry Points Carry over project \$4,806– 2015/2016 - Completed	0	4,806	4,806	4,806
6219 - Myall St Reserv.2 Rectify Entry Points Carry over project \$4,806– 2015/2016 - Completed	0	4,806	4,806	4,806

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **September**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Acquisition of Assets 02.08071 - Asset Replacement / Refurbishment	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6221 - Newtown Reservoir 5 Rectify Entry Points Carry over project \$4,810– 2015/2016 - Completed	0	4,810	4,810	4,810
6226 - Rifle Range Reserv.1 Rectify Entry Point Carry over project \$4,806– 2015/2016 - Completed	0	4,806	4,806	4,806
6233 - Wongarbon Reservoir Rectify Entry Points Carry over project \$4,806– 2015/2016 - Completed	0	4,806	4,806	4,806
6502 - WTP Online Instrument Replacement	12,000	0	12,000	0
6511 - SWTP Switchboard Replacement	700,000	0	700,000	19,768
6512 - Rifle Range Reserv.2 Rectify Entry Point Carry over project \$4,806– 2015/2016 - Completed	0	4,806	4,806	4,806
6513 - Bourke Hill Reservoir Rectify Entry Poin Carry over project \$4,806– 2015/2016 - Completed	0	4,806	4,806	4,806
6514 - Newtown Reservoir 1 Rectify Entry Points Carry over project \$4,806– 2015/2016 - Completed	0	4,806	4,806	4,806
6515 - Newtown Reservoir 2 Rectify Entry Points Carry over project \$4,806– 2015/2016 - Completed	0	4,806	4,806	4,806
6516 - Newtown Reservoir 3 Rectify Entry Points Carry over project \$4,806– 2015/2016 - Completed	0	4,806	4,806	4,806
6517 - Newtown Reservoir 4 Rectify Entry Points Carry over project \$4,806– 2015/2016 - Completed	0	4,806	4,806	4,806
6518 - Myall Street Reserv.1 Rectify Entry Pts Carry over project \$4,804– 2015/2016 - Completed	0	4,806	4,806	4,804
02.08071 - Asset Replacement / Refurbishment Total	1,097,783	77,052	1,174,835	96,403

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **September**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Asset Renewals - Asset Maintenance 02.08073 - Mains Replacement	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5652 - Fitzroy - Myall to Roper Carry over project \$95,711 – 2015/2016	0	95,711	95,711	94,950
5862 - Fitzroy St (Myall/Roper) PC Carry over project \$2,000 – 2015/2016	0	2,000	2,000	1,649
6534 - Darling 300mm Talbragar to Wingewarr (C) Carry over project \$4,250– 2015/2016	0	4,250	4,250	4,226
6548 - Myall Street (Fitzroy St to Morgan St) Carry over project \$2,147 – 2015/2016 - Completed	0	2,147	2,147	2,147
6559 - W139-142-Tamworth(Bris-Fitzroy 200 (C)	356,250	0	356,250	0
6603 - W139-142-Tamworth(Bris-Fitzroy St 250(C)	456,750	0	456,750	0
6606 - W143 Macquarie (Vet to Water Depot)(PC)	21,000	0	21,000	0
6610 - W144 Jubilee (Goode to Tamworth St (PC)	20,000	0	20,000	0
6615 - W150 Darling(W)(Bris-Cobra)(C)	10,000	0	10,000	0
6619 - W151 Darling(E)(Cobra to Carrington)(C)	23,000	0	23,000	0
6626 - W153-Dalton(Boundary-Wheatleys L)(PC)	34,000	0	34,000	0
6703 - Wingewarra St 75mm Bourke to Darling (C) Carry over project \$4,725 – 2015/2016	0	4,725	4,725	4,725
02.08073 - Mains Replacement Total	921,000	108,833	1,029,833	107,697

OPERATIONAL PLAN

Function No. **3.02**

Performance Review

Quarter ended: **September**

Principal Activity:	WATER	Function:	Water Supply
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Water Supply - Asset Renewals - Asset Maintenance 02.08074 - Mains Extensions	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5917 - Chapman`s Rd Water Mainâ€"Ext (PC) Carry over project \$1,288 – 2015/2016	0	1,288	1,288	1,288
5923 - Harefield Rd (C) Carry over project \$12,505 – 2015/2016	0	12,505	12,505	12,505
5935 - Holmwood PRV to 250mm T Section Carry over project \$25,938 – 2015/2016	0	25,938	25,938	25,995
5941 - Bunglegumbe SPS to Blizzardfield Rd (C) Carry over project \$212 – 2015/2016	0	212	212	212
5944 - Douglas Mawson mains Exrension (PC) Carry over project \$10,609– 2015/2016	0	10,609	10,609	10,609
02.08074 - Mains Extensions Total	0	50,552	50,552	50,609

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

Wellington - Capital Expenses 02.07201 - Capital Renewal	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7100 - Renewals - Plant & Equipment	0	112,712	112,712	46,738
7102 - Renewals - Other Infrastructure	0	792,169	792,169	137,298
02.07201 - Capital Renewal Total	0	904,881	904,881	184,036

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

Principal Activity:	WATER	Function:	Water Supply
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Operational Program

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
02.00003 - Water Treatment Maintenance Total	404,641	0	404,641	95,416
02.00053 - Booster Pump Stations Maintenance Total	49,715	0	49,715	6,645
02.00001 - Water Treatment Operations Total	3,549,330	0	3,549,330	564,030
02.00005 - Water Supply Storage Systems Total	133,333	-3,438	129,895	15,787
02.00015 - Pipelines Total	686,213	0	686,213	195,169
02.00019 - Meters Total	390,997	0	390,997	55,402
02.00021 - Meter Reading Operations Total	360,337	0	360,337	47,895
02.00030 - Water Supply Storage Systems - Operations Total	20,316	0	20,316	843
02.00045 - Bores Operations Total	250,754	0	250,754	18,762
02.00051 - Booster Pump Stations Operations Total	143,225	0	143,225	14,184

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **September**

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

Function Objectives:

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

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

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

To maintain existing stormwater system.

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

Activity	Action	Performance Targets/Service Level
Urban Drainage - Maintain Existing System	1.5.8.1 Implement rolling programme to improve known deficiencies in existing drainage schemes.	At least one drainage deficiency rectified each year, subject to funding.
	No action to date.	No action to date.
	1.5.8.3 Investigate new drainage complaints regarding stormwater inundation within six months of receipt of the complaint including village areas.	Number of complaints from property owners as a result of stormwater overflowing from Council drains/facilities is no more than 5.
	This is being achieved as required or as appropriate.	No significant instances within past 3 months.
Studies/Preconstruction (Section 94)	1.5.9.1 Implement a programme for maintenance of the City's drainage work.	Clear water way area and ensure sound stormwater structures.
	This is being achieved as required or as appropriate.	This is being achieved as required or as appropriate.
	1.5.8.4 Develop stormwater models for one existing catchment each year within the urban area.	Develop by June annually.
	No action to date.	No action to date.
Management Services – from other functions	1.5.8.5 Review Section 94 contributions Plan for Stormwater Drainage.	Plan reviewed by June 2017.
	No action to date.	No action to date.
	Cost of services including:- management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
Management Services	This is being continually achieved.	This is being continually achieved.
	1.5.12.1 Undertake a biennial survey of community attitudes and understanding regarding stormwater management of population.	Completed by July 2015.
Catchment Management Planning	This is now to be included in conjunction with "Community Needs Survey in 2017."	This is now to be included in conjunction with "Community Needs Survey" in 2017.
	1.5.12.2 Develop and implement a community based Stormwater Education programme.	Improve community awareness of the causes and effects of stormwater pollution as a result of urbanisation increases by June annually.
	No action within past 3 months.	No action within past 3 months.

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **September**

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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Activity	Action	Performance Targets/Service Level
Asset Management - Stormwater	5.3.1.10 Monitor the Corporate wide planning oversight and performance of Asset Management for functional areas of the Organisation.	Asset Management Plans for the Stormwater Function are prepared and submitted by due date.
Acquisition of Assets	<i>This is being continually achieved as or when required/appropriate.</i>	<i>Asset Management Plan to be updated by Oct/Nov 2016.</i>
	Undertake the approved Capital Works programme as defined in the Key Projects section of the Operational Plan.	Programme implemented.
	<i>No action to date.</i>	<i>No action to date.</i>
	1.5.10.1 Wongarbron Village Drainage Scheme is implemented.	Scope of Project completed by September 2015.
	<i>Report and funding requirements submitted to Council in July 2015.</i>	<i>No action to date.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-2,888,930	-33,550	1	-2,922,480	-1,381,213
Expenditure	2,369,051	98,976	2	2,468,027	305,123
Operating Total	-519,879	65,426		-454,453	-1,076,090
<u>Capital</u>					
Income	-963,100	0	3	-963,100	-66,644
Expenditure	4,717,358	31,650	4	4,749,008	97,208
Capital Total	3,754,258	31,650		3,785,908	30,564
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Available Funds Movement Prior to Restricted Asset Funding	3,234,379	97,076		3,331,455	-1,045,526
Restricted Assets	-2,867,311	1,700	5	-2,865,611	0
Funds Available to (-), or Required From Rates and Other Council Revenue	367,068	98,776		465,844	-1,045,526

Note	Details
1	Operating Income increased by \$33,550 due to the inclusion of the Wellington budget for 2016/2017.
2	Operating Expenditure increased by \$98,976 due to the inclusion of the Wellington budget for 2016/2017.
3	No variance for this quarter.
4	Capital Expenditure increased by \$31,650 due to the inclusion of the Wellington budget for 2016/2017.
5	Transfers from Restricted Asset reduced by \$1,700 due to restriction of Section 94 funds in the Wellington budget.

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **September**

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

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Drainage Complaints Investigated	13	4	2	Average time taken to complete investigation (weeks)	2	2	2	Total number of complaints received	26	2	2
Number of Section 94 projects	0	0	0	Projects within Budget	N/A	N/A	N/A				
No. of Blockages rectified	5	0	0	Percentage completed within customer service levels	100%	100%	100%	Number of repeated complaints re same problem	5	2	0

Key Projects**Capital Works Program**

Stormwater - Acquisition of Assets	2016/2017 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	0	80,000	0
6824 - Preconstruction - Tech Support	20,000	0	20,000	0
01.09131 - Minor Drainage Extensions (In assoc with K&G) Total	100,000	0	100,000	0

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

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **September**

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

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

Stormwater - Acquisition of Assets 01.09145 - Wongarboon Drainage	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
4627 - Investigation & Design	20,000	0	20,000	8,215
4628 - Wongarboon Drainage Scheme	536,449	0	536,449	0
01.09145 - Wongarboon Drainage Total	556,449	0	556,449	8,215

Stormwater - Acquisition of Assets 01.09147 - Keswick Estate Development	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
4630 - Keswick Estate	400,000	0	400,000	0
01.09147 - Keswick Estate Development Total	400,000	0	400,000	0

OPERATIONAL PLAN

Function No. **4.01**

Performance Review

Quarter ended: **September**

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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Stormwater - Asset Renewals - Asset Maintenance 01.09127 - Rectification Works	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6805 - Technical Support Charge	30,000	0	30,000	0
6842 - West Dubbo Drain Reinstatement	30,000	0	30,000	3,202
6845 - Egret Park GPT	0	0	0	22
01.09127 - Rectification Works Total	60,000	0	60,000	3,224

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

Stormwater - Asset Renewals - Asset Maintenance 01.09144 - Troy Basin Facility	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
4624 - Design Funding of \$14,201 from line 4626	0	14,201	14,201	14,201
4625 - External Pipeline / Rail Crossing Const	150,000	0	150,000	0
4626 - Basin Construction Reduction of \$14,201 to line 4624 Design	400,000	-14,201	385,799	0
01.09144 - Troy Basin Facility Total	550,000	0	550,000	14,201

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

Principal Activity:	COMMUNITY PROTECTION	Function:	Stormwater
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Wellington - Capital Expenses 01.08110 - Asset Renewals	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Other Infrastructure	0	31,650	31,650	11,746
01.08110 - Asset Renewals Total	0	31,650	31,650	11,746

Operational Program

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.00298 - Urban Drainage - Existing System Total	304,441	0	304,441	26,765
01.00300 - Studies/Preconstruction (Section 94) Total	65,000	0	65,000	0
01.00314 - Catchment Management Planning Total	62,500	0	62,500	4,145

OPERATIONAL PLAN

Function No. 4.02

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

Activity	Action	Performance Targets/Service Level
Contribution to NSW Fire Brigade	Contribute to Ministry for Police and Emergency Services for Fire and Rescue NSW Services.	Payments made by specified dates.
	One invoice received to date.	\$88,083 payment made to date.
Operations - Reimbursed by Bush Fire Control	1.5.3.1 Meet annually with the Regional Manager of Fire and Rescue NSW.	Meet by October annually.
	No meeting held to date.	Meeting due next quarter.
Operations and Emergency Response	Claim all reimbursable expenses incurred under this heading in the following year against the Rural Fire Fighting Fund.	100% Eligible reimbursement from Bush Fire Fighting Fund.
	Claims to be lodged December.	Full reimbursement entitlement to be sought.
Operations and Emergency Response	Carry out land inspections and monitor fuel loadings	Land manager compliance with notices from Rural Fire Services.
	Inspections to be carried out closer to fire season.	No non-compliance reports.
Operations and Emergency Response	1.5.4.1 Attend meetings of the Rural Fire Service Dubbo Liaison Committee four (4) time a year	July/October/February/April annually.
	No meetings scheduled.	No meeting held to date.
Operations and Emergency Response	1.5.4.3 Issue Notification letters and S66 Notices as required and reinspect properties for compliance within set time.	Full compliance from property owners.
	No notices issued.	No non compliance reports issued.
Operations and Emergency Response	1.5.4.4 Promote rural fire safety (e.g. firebreaks on rural lots), by giving media releases and advertisements to all media outlets.	Regular media releases regarding fire safety.
	Rural Fire Service has commenced conducting rural fire safety publicity.	RFS media team orchestrate publicity.
Operations and Emergency Response	1.5.4.5 Implement annual Hazard reduction Programmes and report activity to Rural Fire Service Zone Manager.	Complete by June annually.
	Hazard reduction to commence in December quarter.	Hazard reduction not commenced.

OPERATIONAL PLAN

Function No. **4.02**

Performance Review

Quarter ended: **September**

Principal Activity:	COMMUNITY PROTECTION	Function:	Fire Services
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Activity	Action	Performance Targets/Service Level
Fire Control Centre - Operations	Education and development of all volunteer fire fighters.	Increase the number of trained volunteer fire fighters.
	Education programme implemented by Orana team RFS.	Numbers fluctuate but trend upwards.
	Maintain a 24 hour call out system.	Ensure adequate staff numbers to meet requirement.
	System operational.	Staffing contingent adequate.
	Ensure Emergency Operation Centre and Stations are on standby for activation at all times.	All fire fighting plant and equipment readily available for use.
	Emergency operation centre is operational ready.	All plant has received annual maintenance.
Management Services - from other functions	1.5.4.2 Meet six (6) monthly with Rural Fire Service Orana Zone Manager to review training activity and accommodation/facility needs.	Meeting held by March/September annually.
	Meeting with Orana Team Manager held quarterly.	Meeting held August.
Electricity Charges - Brigade Stations	Services including management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	Services are being rendered.	Service level as agreed.
Contribution to Bushfire Council	Ensure all brigade stations have adequate electricity supply.	Electricity consumption is contained to within budget estimates.
	All connected stations are being supplied.	Currently within budget.
Asset Maintenance Program - Routine	Contributions made as determined by the Minister of the Rural Fire Fighting Fund.	Payments made by specified dates.
	Payment made on invoice.	\$147,487 payment made to date.
Acquisition of Assets	Undertake minor building asset maintenance as required.	Buildings operational and presentable.
	Building maintenance scheduled through the year.	Buildings in fair to good condition.
Acquisition of Assets	Undertake the approved Capital Works programme as defined in the Key Projects section of the Operational Plan.	Programme implemented.
	Orana Zone storage shed extension and Orana Air Base hardstand pad are proposed projects.	Work has yet to commence on aircraft loading hardstand.

OPERATIONAL PLAN

Function No. 4.02

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating					
Income	-590,254	-650,735	1	-1,240,989	145,027
Expenditure	1,586,226	685,274	2	2,271,500	661,123
Operating Total	995,972	34,539		1,030,511	806,150
Capital					
Income	-435,513	-228,094	3	-663,607	-72,488
Expenditure	360,000	453,991	4	813,991	40,701
Capital Total	-75,513	225,897		150,384	-31,787
Available Funds Movement Prior to Restricted Asset Funding					
	920,459	260,436		1,180,895	774,363
Restricted Assets					
	-108	-13,791	5	-13,899	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	920,351	246,645		1,166,996	774,363

Note	Details
1	Operating Income increased by \$650,735 due to the inclusion of Wellington budget for 2016/2017. This income represents Capital Grants (\$440,200), Operational Grant (\$125,535), Bushfire equipment Grant (\$40,000) and reimbursement of Council Contributions of \$45,000.
2	Operating Expenditure increased by \$685,274 due to additional charges for NSW Fire Brigade contribution (\$22,334) and Bushfire Council contribution of \$230,948. Also Wellington operational expenditure for Bushfire equipment issue (\$40,000), Council costs (\$16,863), Local Bushfires (\$5,000), Provision for Land purchases (\$9,000) Rural Fire Operational costs (\$125,535) and Asset protection (\$7,500). Also depreciation costs of \$228,094.
3	Capital Income increased by \$228,094 as result of Wellington Depreciation.
4	Capital Expenditure increased by \$453,991 due to Wellington capital expenses of Acquisition of assets – Land and Buildings (\$65,000) and Plant and Equipment of \$375,200.
5	No significant variance in this quarter.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of Bush Fire Brigades	16	16	16	Fire fighting expenditure per capita (40,975 population)	\$25.25	\$23.62	\$15.72	No. of unit failures	1	0	0
No. of Accredited Basic Fire Fighters (Audit of brigades undertaken to determine current number of active members)	325	450	325		No. of Fires started by children	0	0	0			

OPERATIONAL PLAN

Function No. **4.02**

Performance Review

Quarter ended: **September**

Principal Activity:	COMMUNITY PROTECTION	Function:	Fire Services
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of Communications Brigades	1	1	1					No. of Fires started from escaped permit burns	0	0	0
No. of Accredited Crew Leaders	72	80	72					No. of Section 66 Notices not complied with	0	0	0
No. of Accredited Village Fire Fighters	152	170	152								
No. of Accredited Advanced Fire Fighters	115	118	115								
No. of constructed Fire Stations	16	16	16								
No. of Fire Tankers under 15 years	27	27	27								
No. of Section 66 Notices issued	0	0	0								

Key Projects

Capital Works Program

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

Fire Services - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09159 - Fire Services - Other Structures				
6897 - Orana Aircraft Operations Hardstand Area	0	13,791	13,791	14,426
Carry over project \$13,791 -2015/2016				
01.09159 - Fire Services - Other Structures Total	0	13,791	13,791	14,426

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

Principal Activity:	COMMUNITY PROTECTION	Function:	Fire Services
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Wellington - Capital Expenses 01.08120 - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Land & Buildings	0	65,000	65,000	26,275
01.08120 - Acquisition of Assets Total	0	65,000	65,000	26,275

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

Operational Program

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

OPERATIONAL PLAN

Function No. **4.03**

Performance Review

Quarter ended: **September**

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

Function Objectives:

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

NOTE: <i>This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.</i>
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Activity	Action	Performance Targets/Service Level
Management Services - from other Functions	Cost of Services including:- management, financial, technical, information technology, and corporate overheads provided to this function.	Level of service adhered to in terms of agreed brief(s).
	Services are being rendered.	Service level as agreed.
Asset Maintenance Program - Routine	Undertake minor building asset maintenance as Required.	Buildings operational and presentable.
	Building maintenance undertaken as required.	Building is in a fair and functional condition.
Emergency Centre and Operations	1.5.5.1 Review Disaster PLAN (DISPLAN) and Local Emergency Management Sub Plans annually.	Review by April annually.
	DISPLAN has been completely redrafted into the new Emergency Management Plan format to comply with the SERM Act. Proposal to incorporate Wellington information.	Emergency Management Plan to be reviewed in June Quarter.
	1.5.5.3 Local Emergency Management Committee to meet four times a year.	Meeting to be held in August/ November/ February/May annually.
State Emergency Services Operations	Meeting held as Scheduled.	Meeting held 16 August.
	Maintain a 24 hour call out system.	The Local Units ranks have the capability of mobilising three vehicles simultaneously.
	System Operational.	Unit on Standby for activation as needed
Contribution to SES	1.5.5.4 Meet with the Dubbo State Emergency Services Local Controller six (6) monthly to review recruitment and training programme for the Unit.	Meeting held in November/May annually.
	Activities of the unit are updated at the quarterly Local Emergency Management Committee.	New controller appointed in August and attended LEMC.
Contribution to SES	Contributions made as determined by Emergency NSW.	Payments made by specified dates.
	Payment made on invoice.	\$23,462 payment made to date.

OPERATIONAL PLAN

Function No. 4.03

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	0	-2,100	1	-2,100	-132
Expenditure	105,033	34,039	2	139,072	62,536
Operating Total	105,033	31,939		136,972	62,404
<u>Capital</u>					
Income	0	-1,697	3	-1,697	0
Expenditure	0	21,658	4	21,658	21,658
Capital Total	0	19,961		19,961	21,658
Available Funds Movement Prior to Restricted Asset Funding					
	105,033	51,900		156,933	84,062
Restricted Assets					
	2,967	-20,658	5	-17,691	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	108,000	31,242		139,242	84,062

Note	Details
1	Operating Income increased by \$2,100 due to the inclusion of Wellington budget for 2016/2017.
2	Operating Expenses increased by \$34,039 due to additional cost for Contributions to SES of \$23,846. Also Wellington expenses of Insurance and Rates (\$2,496), SES building maintenance and repair (\$1,000), provision for major emergency operations (\$5,000) and depreciation of \$1,697.
3	Capital Income increased by \$1,697 due to Wellington depreciation.
4	Capital Expenditure increased by \$21,658 due to renewal of Air conditioning Unit.
5	Transfer from Restricted Asset increased by \$20,658 for this quarter.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of Emergency Response Units	3	3	3	Total Operating Cost per capita (40,975 pop.)	\$2.11	\$2.63	\$1.27	No. of Accredited Volunteers	30	30	30
No. of LEMC Meetings	4	4	1								

OPERATIONAL PLAN

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

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

Emergency Management - Acquisition of Assets 01.09163 - Emergency Management - Facilities	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6883 - Airconditioning Unit Carry over project \$21,658 – 2015/2016 - Completed	0	21,658	21,658	21,658
01.09163 - Emergency Management - Facilities Total	0	21,658	21,658	21,658

Operational Program

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

OPERATIONAL PLAN

Function No. 5.1

Performance Review

Quarter ended: September

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

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

Function Objectives:

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

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

Activity	Actions	Performance Targets/Service Level
Yard Operations Costs	4.4.3.2 Carry out an "Asset Condition" assessment of the Regional Livestock Markets.	Minimum of 75% of users are satisfied with the operation and facilities (as shown by survey).
	Asset condition assessment completed. Service / Maintenance Specification in development.	Survey of users scheduled for March 2017.
Cleaning and Washdown Facility	Undertake cleaning of facilities and washdown of yards together with a value add truck wash facility	Yards and facilities are clean and available and vehicles leaving the site do not pollute the surrounding environment
	A five (5) year contract commenced 1/7/2015.	This is being achieved.
Marketing & Promotion	Cost of advertising & membership to industry association	Costs incurred are measurable and reasonable for the returns achieved.
	Two (2) advertisements have been placed, three (3) media releases, weekly radio segment maintained, Prime TV interview, ABC radio interview, 2WEB radio interview.	This is being achieved.
Direct Sale Expenses	Cost of conduct of sales	Attain financial result in accordance with estimates
	Ongoing monitoring.	This is being achieved.
WHS, QA and Environmental Management	4.4.3.4 Undertake an annual review of the National Saleyards Quality Assurance Programme and prepare for external audit annually.	Review undertaken annually in November
	Audit to be undertaken in November.	No action to date.
	4.4.3.9 Complete staged upgrade of the Cattle Management Facility.	Livestock selling facility throughput levels are maintained or increased Cattle: 215,000 Sheep: 1,200,000
	Construction is underway, of the weighbridge project and draft and sale pens project. Holding yards project was completed in 2015/2016.	YTD; Cattle 32,594 Sheep 337,869 Goats 3,356
	4.4.3.5 Undertake an external audit process for user compliance with the Work Health and Safety System every three years.	Review to be undertaken by November 2016.
	External audit to be undertaken on completion of the Cattle Selling Facility scheduled for March 2017.	Review scheduled for March 2017.
	4.4.3.6 Implement the requirements of the Market's Environmental Management Plan and undertake an independent external audit of implementation every two years.	Implementation due by November 2016.
	Current Environmental Management Plan has been implemented with a further review undertaken by Geolyse in July 2015.	External independent audit to be un undertaken after completion of Cattle Facility upgrade / expansion.

OPERATIONAL PLAN

Function No. 5.1

Performance Review

Quarter ended: September

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

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating					
Income	-5,645,964	-182,283	1	-5,828,247	-816,936
Expenditure	3,283,872	5,654	2	3,289,526	617,144
Operating Total	-2,362,092	-176,629		-2,538,721	-199,792
Capital					
Income	-1,057,888	0	3	-1,057,888	-179,793
Expenditure	4,924,094	1,560,878	4	6,484,972	207,784
Capital Total	3,866,206	1,560,878		5,427,084	27,991
Available Funds Movement Prior to Restricted Asset Funding					
	1,504,114	1,384,249		2,888,363	-171,801
Restricted Assets					
	-1,791,114	-1,378,595	5	-3,169,709	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	-287,000	5,654		-281,346	-171,801

OPERATIONAL PLAN

Function No.

5.1

Performance Review

Quarter ended:

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

Note	Details
1	Operating Income has increased by \$182,283 mainly due to adjustment of actual grant funding to be received for the Cattle Selling Facility Upgrade.
2	No significant variance to budget.
3	No variance to Budget
4	Capital Expenditure has increased by \$1,560,878 mainly due to carry overs works weighbridge area \$541,931, Draft and Sale Pens \$943,947, Cattle Loading Ramps \$20,000 and Sheep loading Ramps \$40,000.
5	Transfer from Restricted assets have increased by \$1,378,595 mainly due to Capital Works Carryovers less adjustment for Grant Funding income.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of sale days	132	140	25	Total operating expenses per sale day	\$12,145	\$20,105	\$9,777	Stock throughput rating -Cattle -Sheep -Combined	1 3 2	1 2 1	Survey not yet received
Number of animals sold - Cattle - Sheep - Goats	236,651 1,382,335 12,181	215,000 1,200,000	32,594 337,896 3,356	Total operating expenses per head sold	\$0.98	\$1.98	\$0.65	% of agents/vendors/buyers who rate facilities and operations as satisfactory	73.43%	70%	73.43%

Key Projects**Capital Works Program**

Livestock Markets - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09167 - Livestock Markets - Other Structures				
6900 - Upgrade Cattle Loading Ramps	0	20,000	20,000	0
6907 - Upgrade Sheep Loading Ramps/Winches	0	40,000	40,000	38,397
<i>Project Complete</i>				
6937 - Workshop Upgrade	75,000	0	75,000	0
6953 - Draft & Sale Pens	4,554,094	943,947	5,498,041	20,390
6955 - Weighbridge Area	0	541,931	541,931	148,997
01.09167 - Livestock Markets - Other Structures Total	4,629,094	1,545,878	6,174,972	207,784

OPERATIONAL PLAN

Function No. 5.1

Performance Review

Quarter ended: **September**

Principal Activity: CITY DEVELOPMENT	Function: Livestock Markets
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Livestock Markets - Asset Renewals - Maintenance 01.09174 - Livestock - Infrastructure - Road & Bridge & Footpath	2016/2017 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 01.09176 - Livestock Markets - Buildings - Non Specialised	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Main Toilet Upgrade	100,000	0	100,000	0
01.09176 - Livestock Markets - Buildings - Non Specialised Total	100,000	0	100,000	0

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

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

OPERATIONAL PLAN

Function No. 5.2

Performance Review

Quarter ended: September

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

**Manager Responsible: Manager Airport Operation
Mr Lindsay Mason**

Function Objectives:

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

Activity	Actions	Performance Targets/Service Level
Airside Operations	Conduct regular and statutory maintenance program <i>Conducted as per Manual of Standards part 139 requirement included in Aerodrome Manual.</i>	Runway in a safe working condition. All inspections satisfy CASA requirements <i>Daily inspections are carried out.</i>
	3.1.18.6 Undertake Safety/Technical Audit utilising Civil Aviation Safety Authority approved auditor. <i>Auditor engaged.</i>	Pavements meet CASA Standards for Safe operation as inspected <i>Daily inspections are carried out.</i> Meet Requirements of Manual Of Standards 139. September annually <i>Audit undertaken in August.</i>
Management Services	Provide budget and operational advice and direction <i>Advice provided.</i>	Supervise Groundsman Works schedules completed Attain financial result in accordance with estimates <i>This is being achieved.</i>
	3.1.18.1 Continue to lobby Federal and State Governments and utilise the resources of the Australian Airport Association to ensure continued viable access to Kingsford Smith Airport for regional airlines. <i>Watching brief maintained.</i>	Access to Kingsford Smith Airport maintained <i>Attended NSW Australian Airports Association meeting on 1st September 2016. Update was given on Western Sydney Airport. Discussion was had around protection of Sydney Airport for Regionals. Sydney Airport has no plans to remove access to Kingsford Smith Airport.</i>
	3.1.18.2 Maintain membership of the Australian Airport Association. <i>Maintained.</i>	Membership renewed in July 2015 <i>Airport Operations Manager is NSW Divisional Chair of Australian Airports Association and has a seat on the board.</i>
	3.1.18.3 Implement the regional promotions program aimed at expanding the user base of the Airport. <i>Dubbo City Guide, Twitter and Facebook programs utilised.</i>	At least 175,000 RPT passengers utilise the Airport on an annual basis. <i>Passenger's year to date 35,922 .Currently passenger growth is up by 6.29% to the end of August.</i>
	3.1.18.7 Undertake an annual emergency exercise. <i>As per Civil Aviation Safety Regulation part 139.215.</i>	One emergency exercise (either Table Top or Mock) complete per year as per MOS136 <i>An emergency exercise is scheduled for December.</i>

OPERATIONAL PLAN

Function No.

5.2

Performance Review

Quarter ended:

September

Principal Activity:	CITY DEVELOPMENT	Function:	Airport
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Activity	Actions	Performance Targets/Service Level
Management Services - From Other Functions	3.1.18.8 Monitor the extent of compliance to the Dubbo City Airport Transport Security Programme.	No breaches of transport security program
	<i>Watching brief maintained.</i>	<i>Transport Security Plan has been updated and lodged in the new entity name under Dubbo Regional Council.</i>
	3.1.18.9 Maintain attendance of Regional Infrastructure Consultancy Meeting (RICM)	Report complete on requirements for the Airport.
	<i>Watching brief maintained.</i>	<i>No Action at this time. Next RICM Meeting on 21st November 2016.</i>
	3.1.18.10 Maintain a watching brief on developments with respect to the proposed Badgerys Creek airport	Provide Council with updated information as received, including communication with Sydney Airport Corporation directly, or via Australian Airports Association
	<i>Watching brief maintained.</i>	<i>Attended NSW Australian Airports Association meeting on 1st September 2016. Update was given on Western Sydney Airport. Federal Government still in negotiations with Sydney Airport Corporation at this stage.</i>
	4.4.1.1 Business Plans is developed for the Dubbo City Regional Airport following discussions with stakeholders.	No foreseeable business risks not identified.
	<i>Business Plan reviews are to commence in November 2016 for 2017/2018.</i>	<i>Nil identified.</i>
	4.4.1.2 Airlines are advised of any changes to fees associated with the adopted Business Plan for the Dubbo City Regional Airport three months prior to the commencement of any change in fees in accordance with IATA rules.	Council to notify airlines by March of any changes to fees.
	<i>In accordance with 2017/18 Business Plan approval.</i>	<i>No Action to date.</i>
	Cost of services including:- management, financial, technical, information technology, and corporate overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Costs are determined by agreed brief and provided.</i>	<i>Charges are reasonable for level of service provided.</i>
Building Operations & Maintenance	Undertaken Building Asset Management Program	Buildings operational and presentable.
	<i>Routine Asset Maintenance Program in place.</i>	<i>Daily inspections are carried out.</i>
Landside Operations	Conduct regular mower and cleaning program	Grounds clean and tidy at all times.
	<i>Routine Asset Maintenance Program in place.</i>	<i>Daily inspections are carried out.</i>
Asset Management Program - Routine	Undertake Building Asset Management Program	Buildings operational and presentable.
	<i>Routine Asset Maintenance Program in place.</i>	<i>Daily inspections are carried out.</i>
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Program	Buildings operational and presentable.
	<i>Cyclic Asset Maintenance Program in place.</i>	<i>Works scheduled in annual budget for Airport Business Plan.</i>

OPERATIONAL PLAN

Function No. 5.2

Performance Review

Quarter ended: September

Principal Activity: **CITY DEVELOPMENT**

Function:

Airport**Financial Statement**

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-3,508,891	-166,285	1	-3,675,176	-712,819
Expenditure	2,788,353	100,438	2	2,888,791	559,971
Operating Total	-720,538	-65,847		-786,385	-152,848
<u>Capital</u>					
Income	-720,634	0	3	-720,634	-120,819
Expenditure	978,581	95,030	4	1,073,611	70,722
Capital Total	257,947	95,030		352,977	-50,097
Available Funds Movement Prior to Restricted Asset Funding					
	-462,591	29,183		-433,408	-202,945
Restricted Assets					
	147,591	-29,183	5	118,408	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	-315,000	0		-315,000	-202,945

Note	Details
1	Operating Income has increased by \$166,285 mainly due to an increase in expected screening revenue of \$108,101, increase in Qantas revenue of \$37,500 and increase of \$38,528 in Grant Funding – Tarmac Strengthening.
2	Operating Expenditure has increased by \$100,438 mainly due to addition screening charges.
3	No variance to budget.
4	Capital Expenditure has increased by \$95,030 mainly due to extension of GA Apron \$50,000 and additional cost for Internal RFS road of \$40,000.
5	Transfers from restricted assets have decreased by \$29,183 to balance the function.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective	Prev.	Est	YTD
Number of aircraft landings	9,981	9,400	1613	Total operating expenses per passenger	\$11.53	\$11.33	\$9.81	Percentage of inspections that satisfy CASA requirements	100%	100%	100%
Number of passengers per annum	203,294	185,000	35,922		% Availability of aerodrome for unrestricted use	100%	100%	99%			
					Number of written complaints	Nil	Nil	Nil			

OPERATIONAL PLAN

Function No. 5.2

Performance Review

Quarter ended: **September**

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

Airport - Asset Renewals - Maintenance 01.09212 - Airport - Infrastructure Pavements	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6952 - Runway 05/23 Lighting Replacement	30,000	0	30,000	0
6956 - Design Asphalt Overlay Runway 05/23	40,000	40,000	80,000	49,923
6960 - Internal Road From RFS to New GA Area	250,000	40,000	290,000	209
6961 - Extend GA Apron/Foxtrot Taxiway	0	50,000	50,000	2,000
01.09212 - Airport - Infrastructure Pavements Total	320,000	130,000	450,000	52,132

Airport - Asset Renewals - Maintenance 01.09213 - Airport Infrastructure - Roads	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6956 - Security Car Park	308,581	-24,690	283,891	2,980
6960 - Car Rental Car Park	350,000	-21,480	328,520	4,410
01.09213 - Airport Infrastructure - Roads Total	658,581	-46,170	612,411	7,390

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

OPERATIONAL PLAN

Function No. 5.3

Performance Review

Quarter ended: September

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

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

Function Objectives:

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

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

Activity	Actions	Performance Targets/Service Level
Economic Development	1.1.6.1 Provide support to businesses / agencies endeavouring to recruit skilled workers to the City.	No examples of opportunities to support industry sector recruitment campaigns overlooked.
	198 Jobs uploaded to the Dubbo Jobs website July – September 2016.	Major industries such as NSW Police and Health were provided with support in recruiting skilled professionals to the city in July and August.
	2.2.5.9 Develop a mining industry services development strategy.	Strategy to be developed by August 2016.
	The adopted Mining Services Action Plan is being implemented as part of the adopted Economic Development Action Plan.	Action Plan being implemented. Updates provided to stakeholders on key Alkane milestones. Contact maintained with Alkane's General Manager.
	4.1.1.1 Undertake an annual review of the Economic Development Strategy.	No reasonable criticism of strategy and action plan implementation. Review due May annually.
	Review undertaken in August 2016.	Review undertaken in August 2016 to allow for the development of a bridging Economic Development Action Plan for the new LGA.
	4.1.1.2 Develop the annual Economic Development Action Plan.	Plan is to be developed in May and adopted by 30 June annually.
	Action plan developed August 2016.	Plan adopted by Council at August meeting.
	2.4.1.2 Undertake an annual review of the Economic Profile of the City.	Economic Profile updated by June annually.
	Online economic profile updated regularly with release of new ABS and TRA data.	Quarterly updates of population, tourism research integrated into public economic profile and economic modelling data.
	2016 hard copy investment prospectus in development – delayed due to Amalgamation.	Updated Population Projections for Dubbo City completed July 2016.
	4.1.2.5 City Marketing program (web, media) support the attraction of skilled professionals.	A minimum of 6,895 skilled professionals in the City (increased from 6,157) (measured through the ABS Census).
Evocities Dubbo Jobs website maintained.	There are 10,535 Skilled professionals in the City. Categories include, professionals, clerical and administrative, technicians and trades and managers.	
Evocities digital marketing program implemented.		
Evocities positive media program supported.		

OPERATIONAL PLAN

Function No.

5.3

Performance Review

Quarter ended:

September

Principal Activity:	CITY DEVELOPMENT	Function:	City Development
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Activity	Actions	Performance Targets/Service Level
City Development/Partnerships	2.2.5.8 Participate in the DCC / University of New South Wales mining working party to promote Dubbo as a Centre for sustainable mining.	Active participation on the Mining Working Party.
	<i>This Working Party no longer exists.</i>	<i>No participation has been required.</i>
Other Promotions/Activities	Implement the Economic Development Strategy	Increase number of new business and expansion of existing business.
	<p>Economic Development Action Plan Implemented.</p> <p>78 new and existing businesses provided with assistance through economic development services from July – September 2016.</p> <p>Ignite Action plan implemented including:</p> <ul style="list-style-type: none"> • Vacant Shop Front engagement and activation with Real Estate Agents, Landlords, Artlands / BOOMDubbo and local school • \$40K funding received through Round 2 of the Murray Darling Energize Enterprise Fund for public arts project, business activation, proactive promotion of CBD activation • Busking Program implemented • CBD Networking Group implemented 	<p>In addition 24 enquires and 9 projects were managed by the Ignite Program Coordinator Ignite enquires provided with assistance through Economic Development Services.</p> <p>Supported 6 new businesses establish, expand or set up pop shops in the CBD</p> <p>Supported 3 new businesses establish, expand or set up pop shops outside the CBD.</p>
Management Services - from other Functions	4.1.2.1 Continue to partner with other regional cities in the “Evocities” programme.	Evocities membership is maintained.
	<p>Membership maintained.</p> <p>Dubbo Jobs website maintained: 198 jobs and 4 business opportunities uploaded; 50,255 visits to the portal have been recorded.</p>	<p>12,025 visitors to Evocities website July 2016– September 2016.</p> <p>50,255 visitors to Evojobs website July 2016 – September 2016.</p> <p>11 national/metro editorials achieved July 2016 – September 2016.</p> <p>Evocities digital marketing program has been supported through regular posting on Facebook, Twitter and Linked In.</p> <p>\$20,000 advertising plan to promote the 2016 Evocities MTB Series utilising event funding provided by Destination NSW implemented.</p> <p>Regular blog content to drive visitation to the new Evocities website developed.</p>
Management Services - from other Functions	Cost of services including:- management, technical, information technology and corporate overhead provided to this function.	Amount charged are accepted as reasonable for the level of service provided.
	Costs are determined by agreed brief and provided.	Charges are reasonable for level of services provided.

OPERATIONAL PLAN

Function No.

5.3

Performance Review

Quarter ended:

September

Principal Activity:	CITY DEVELOPMENT	Function:	City Development
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Activity	Actions	Performance Targets/Service Level
Economic Development Projects	4.1.1.3 Implement the annual Economic Development Action Plan.	Responsible parties are monitored for timeliness of actions
	<p><i>Economic Development Action Plan implemented including.</i></p> <ul style="list-style-type: none"> • <i>Economic profile of the City maintained and public access to statistics provided for both Community and Economic Profiles.</i> • <i>Business attraction and investment service provided.</i> • <i>Business retention and expansion services provided.</i> • <i>Dubbo business training calendar maintained.</i> • <i>Economic modelling service provided.</i> • <i>Monthly tourism market report collated and distributed.</i> • <i>Support and facilitation of the Dubbo Accommodation Network maintained..</i> • <i>Support and facilitation of Destination Management Working group maintained.</i> • <i>Product development assistance provided to Dubbo Observatory, Royal Flying Doctor Service, Dundullimal, National Parks, local flying business</i> • <i>Tourism Circuit signage completed.</i> • <i>Participated in regional economic opportunities and infrastructure priorities project.</i> • <i>High level support provided to RDA Orana to support attendance at an expo in in China.</i> • <i>Supported development of video to promote region as Super Centre with direct agricultural trade to China.</i> 	<p><i>Parties have been monitored.</i></p> <p><i>All actions completed in timely manner accordance with Economic Development Action Plan.</i></p>
	4.1.3.1 Implement the Economic Development Strategy for the City.	The level of development in the City increases as measured by annual Development Application Values.
	<i>Economic Development Action Plan being implemented.</i>	<i>212 development applications worth an estimated \$47,150,000 for July- September 2016.</i>
	4.1.3.2 Develop and publish an annual economic/demographic profile of the City.	Due March annually. Published by June.
	<i>Online Economic and Community profiles of the City maintained.</i>	<i>Updated Population Projections for Dubbo City completed July 2016 and made available on-line.</i>
4.1.3.3 Report quarterly on the implementation of the Economic Development Strategy.	Reports submitted in the financial reporting cycle	
<i>First report for the Economic Development Action plan is due in December</i>	<i>Report due in December.</i>	

OPERATIONAL PLAN

Function No. 5.3

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

Principal Activity: CITY DEVELOPMENT	Function: City Development
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Activity	Actions	Performance Targets/Service Level
	<p>4.1.3.4 Support and promote local business development activities, such as development programmes, seminars and business awards.</p> <ul style="list-style-type: none"> • <i>Maintained business training calendar</i> • <i>Renewed membership with Dubbo Chamber of Commerce.</i> • <i>Gold supporter 2016 Orana Mutual Chamber of Commerce Business Awards</i> • <i>Ongoing support and facilitation of the Ignite Program.</i> • <i>Continued support provided to the Dubbo Accommodation Network.</i> • <i>City Development Partnership Program membership opportunities and benefits promoted.</i> • <i>Facilitation of grant information to local businesses for infrastructure development projects.</i> • <i>Submitted Round 3 Murray Darling Basin Energise Enterprise Fund applications – Ignite Program, Business Development Program and Freedom Camper Economic Study.</i> • <i>Active lead in Destination Management activities</i> • <i>Quarterly Economic development newsletter provided to local businesses.</i> 	<p>Minimum of two development programmes are supported</p> <p><i>Received \$20,000 in Round 2 Murray Darling Basin Energise Enterprise Fund applications for regional Agricultural Trails Project. Program now in development.</i></p> <p><i>Wellington Correctional Centre Expansion Opportunities Project being supported.</i></p>
	<p>4.1.3.5 Support where necessary initiatives by major investors to establish operations in Dubbo.</p> <p><i>All enquiries have been responded to appropriately.</i></p>	<p>Provide support as necessary.</p> <p><i>Achieved, provided support to 6 potential new businesses and/or investors.</i></p>
	<p>4.1.3.6 Quarterly update programme is implemented to monitor and maintain key statistical information.</p> <p><i>Program implemented.</i></p>	<p>All information supplied to prospective investors is accurate, relevant and timely.</p> <p><i>Information provided as appropriate.</i></p>

OPERATIONAL PLAN

Function No. 5.3

Performance Review

Quarter ended: September

Principal Activity: CITY DEVELOPMENT	Function: City Development
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	0	-20,000	1	-20,000	-20,000
Expenditure	855,012	179,712	2	1,034,724	222,772
Operating Total	855,012	159,712		1,014,724	202,772
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	855,012	159,712		1,014,724	202,772
Restricted Assets					
	32,950	-131,591	5	-98,641	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	887,962	28,121		916,083	202,772

Note	Details
1	Operating Income has increased by \$20,000 due to grant funding for the Ignite program.
2	Operating Expenditure has increased by \$179,712 mainly due to Ignite program carryover from 2015/2016 of \$81,591, Zoo Economic Study of \$50,000 and \$20,000 for addition Ignite programs including Business Platform, Local Art and Business Activation Programs secured from the grant funding.
3	No change to budget.
4	No change to budget.
5	Transfers from restricted assets have increased by \$131,591 due to the carry overs for Zoo Economic Study and Ignite from 2015/2016.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Number of enquiries for assistance/ information received by Economic Development	276	170	78	Cost per enquiry	\$1,067	\$1,276	\$1,526	Customer satisfaction with Economic Development services	100%	80%	100%
City Development Programs implemented/supported	12	15	0					Estimate Residential Population (ABS)	41,934	41,384	38,804
Number of enquiries managed via Evo Central	326	370	23	Enquires Resulting in Actual New Residents	177 househ olds (329 individu als)	135	6 househ olds (14 individu als)	Number of complaints	Nil	Nil	nil

OPERATIONAL PLAN

Function No.

5.3

Performance Review

Quarter ended:

September

Principal Activity:	CITY DEVELOPMENT	Function:	City Development
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Number of Industry Family and network events attended	12	12	4					Number of subscriptions to City Development Invest in Dubbo Newsletter	186	150	207
Number of City Development Invest in Dubbo newsletters	4	4	1								

Key Projects**Operational Program**

City Development - Promotions 01.00433 - Economic Development Projects	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
1571 - Economic Development - Projects	100,000	0	100,000	5,099
1593 - CBD Ignite Project	115,853	101,591	217,444	24,978
01.00433 - Economic Development Projects Total	215,853	101,591	317,444	30,077

OPERATIONAL PLAN

Function No. 5.4

Performance Review

Quarter ended: September

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

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

Function Objectives:

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

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

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

Activity	Actions	Performance Targets/Service Level
Ground Maintenance / Sundries	Implement a regular grounds maintenance program	All grounds clean and tidy, and in serviceable condition.
	Maintenance program has been implemented and is ongoing.	This is being achieved.
Residential Land - Management Services.	Cost of services including:- management, financial, technical, information technology and corporate overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided.
	Costs are determined by agreed brief and provided.	Charges are reasonable for level of service provided.
	4.4.2.3 Undertake construction of residential allotments based on market conditions.	Meet residential land market requests and achieve a ROI of 10%. ROI to include land value at its purchase price plus CPI
	Keswick Stage 4 Release 3 under construction with target completion date of 31/1/2017. There are 3 remaining lots currently for sale in Keswick Stage 4 Release 2.	ROI for all current projects exceeds 10%.
Other Land	Costs of investigating acquisition of property outside of councils portfolio	Undertake necessary investigation in a cost effective manner and accurately capture all costs
	Ongoing on an as required basis.	Feasibility studies undertaken to assess acquisitions.
Industrial Land- Management Services	Co-ordinate the design, construction and sale of industrial land.	Have a minimum of 5 service industrial allotments available for sale
	Moffatt Stage 3 construction design plans are currently being prepared by Tech Support.	This is being achieved.
Property Portfolio - Management Services	Oversee the Council Property Portfolio	Meet all Council land requests
	Ongoing.	This is being achieved.
	Develop a user friendly portfolio, including land acquisitions and disposals policies	Policies and portfolio documentation must be complete, logical and able to be understood and implemented
	Delayed due to amalgamation process.	Policy details the processes for different situations.
	4.4.2.1 Maintain a comprehensive database of property market statistics and indicators from which to monitor the Dubbo market for residential and industrial development.	10% return on investment (measured by net profit over assets employed, on a commercial accounting basis).
	Ongoing.	Achieved.
	4.4.1.1 Business Plans are developed for the Dubbo City Regional Airport, Regional Livestock Markets, Dubbo City Holiday Park and Property Development following discussions with stakeholders.	No foreseeable business risks not identified.
	Business Plans completed for 2017/2018.	Nil identified.

OPERATIONAL PLAN

Function No. 5.4

Performance Review

Quarter ended: September

Principal Activity: CITY DEVELOPMENT	Function: Property Development
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Activity	Actions	Performance Targets/Service Level
	1.4.4.2 Identify and take advantage of opportunities to add to Council's land portfolio in regard to the "River spine" of the urban area as defined in the Open Space Masterplan and Recreation Strategy. <i>Ongoing, actioned as opportunities arise.</i>	Maintain watching brief to identify opportunities <i>This is being achieved.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-2,794,031	71,642	1	-2,722,389	-200,173
Expenditure	213,330	15,209	2	228,539	64,308
Operating Total	-2,580,701	86,851		-2,493,850	-135,866
<u>Capital</u>					
Income	-504,070	730,000	3	225,930	0
Expenditure	4,409,891	-950,370	4	3,459,521	142,764
Capital Total	3,905,821	-220,370		3,685,451	142,764
Available Funds Movement Prior to Restricted Asset Funding					
	1,325,120	-133,519		1,191,601	6,898
Restricted Assets					
	-1,562,120	147,431	5	-1,414,689	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	-237,000	13,912		-223,088	6,898

Note	Details
1	Operating Income has decreased by \$71,642 mainly due to additional Moffatt Estate sales of \$600,000, and additions for Christian School Purchase of \$493,640, less development costs of \$999,212 mainly due to \$1,014,132 carry over from 2015/2016 – Contribution to Mitchell Highway Roundabout
2	No significant variance to budget.
3	Capital Income has decreased by \$730,000 due to accounting for the sale of the Christian School purchase as a long term debtor.
4	Capital Expenditure has decreased by \$950,370 mainly due to Moffatt Estate Roads project of \$700,000 postponed.
5	Transfers from Restricted Assets have decreased by \$147,431 to balance the function.

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	No. of residential land available for sale	3		33			3	3		3	Number of industrial lots available for sale - Moffatt Estate	5		5			5	5		5

OPERATIONAL PLAN

Function No.

5.4

Performance Review

Quarter ended:

September

Principal Activity: CITY DEVELOPMENT	Function: Property Development
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Number of lots sold											
- Industrial	1	3	1	Respond to all land sales within 24 hours	95%	95%	100%				
- Residential	23	15	2		13.5%	13%	15%				
Review and provide a report on DCC Property Portfolio	Delayed due to amalgamation	Yes	Delayed due to amalgamation	Residential Return on Investment % (including land value)	13.5%	13%	15%	Feasibility analysis provided with all industrial developments	N/A	Yes	No
								Feasibility analysis provided with all residential developments	Yes	Yes	Yes
Number of Projects assistance required	10	6	3	Acquisitions and Disposals Strategy is adopted by Council	Yes	Yes	Yes	Number of Acquisitions and Disposals processed	5	6	2
Audit Council Maintenance Schedule for Property	ongoing	Yes	No	Building asset management plan updated annually and adopted by Council	No	Yes	Yes	All projects are managed to the agreed brief	Yes	Yes	Yes

Key Projects

Capital Works Program

Property Development - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09234 - Assets Const - Land Development - Stormwater				
7027 - Keswick Stage 4 Release 3A	200,000	92,740	292,740	0
7072 - Keswick Stage 4 Release 3B	407,000	-197,900	209,100	0
01.09234 - Assets Const - Land Development - Stormwater Total	607,000	-105,160	501,840	0

OPERATIONAL PLAN

Function No. 5.4

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

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

Property Development - Acquisition of Assets 01.09240 - Assets Const - Land Development - Sewer	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7074 - Keswick Stage 4 Release 3A	60,000	220,440	280,440	0
7076 - Keswick Stage 4 Release 3B	125,000	71,800	196,800	0
01.09240 - Assets Const - Land Development - Sewer Total	185,000	292,240	477,240	0

Property Development - Acquisition of Assets 01.09242 - Assets Const - Land Development - Roads	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7051 - Moffatt Estate	700,000	-700,000	0	0
7080 - Keswick Stage 5 - Works Services	605,000	0	605,000	247
7082 - Keswick Stage 4 Release 3A - 36 Lots	900,000	-347,730	552,270	142,517
01.09242 - Assets Const - Land Development - Roads Total	2,205,000	-1,047,730	1,157,270	142,764

OPERATIONAL PLAN

Function No. 5.5

Performance Review

Quarter ended: September

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

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

Function Objectives:

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

Activity	Actions	Performance Targets/Service Level
Management Services - from other functions	Cost of services including:- management , financial, technical, information technology and corporate	Amounts charged are accepted as reasonable for the level of service provided.
Management Services	Costs have been determined by agreed brief and provided.	Charges were reasonable for level of service provided.
	4.4.1.1 Business Plans are developed for the Dubbo City Regional Airport, Regional Livestock Markets, Dubbo City Holiday Park and Property Development following discussions with stakeholders.	No foreseeable business risks not identified.
	2016/2017 Business Plans complete.	Regular monitoring and assessment of business risks is ongoing.
	4.4.4.1 Monitor security breaches and develop strategies where appropriate to ensure Park remains a safe environment for users.	No examples of reasonable criticism of the operation and/or facilities of the park.
Grounds Operations	Complete. A Night watchman continues to be employed at Park by ATPM.	Customer feedback forms are reviewed weekly.
	4.4.4.2 Review the rating criteria developed by AAA Tourism to ensure that the Park's long term Capital Improvement Programme is relevant to achieving a minimum 4 star rating.	AAA Tourism rating is four (4) stars.
	Monitoring ongoing.	4 star rating maintained.
	Conduct regular pool & playground maintenance program	All grounds clean and tidy
Marketing & Promotion	Regular maintenance and inspections are undertaken.	This is being achieved.
		Maintain AAAT rating This is being achieved.
		Pool & Playground are clean, safe and functional. This is being achieved.
	4.4.4.4 Implement a promotion programme which includes membership of the Top Tourist Park chain.	Costs incurred are measurable and reasonable for the returns achieved.
Building Operations	Marketing campaigns are developed and implemented.	This is being achieved.
	Conduct regular building maintenance program.	All buildings clean, safe and serviceable
Asset Management Program - Routine	Maintenance ongoing.	This is being achieved.
	Undertaken Building Asset Management Program	Buildings operational and presentable
Asset Management Program - Cyclic	Completed using buildings PLUS software program	This is being achieved.
	4.4.4.5 Review and update the Capital Works Programme to ensure that the Caravan Park remains one of the leading caravan parks in the region.	Buildings maintained in a satisfactory condition.
	Capital works program adopted by Council and 90% complete.	This is being achieved.
	4.4.4.6 Develop and implement a quality assurance programme for the Park.	Program has systematic measurement, compares to a standard, includes process monitoring and feedback loop.
	Utilising quality assurance programme of ATPM.	Monitored regularly by Site Managers.

OPERATIONAL PLAN

Function No. 5.5

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-1,590,527	0	1	-1,590,527	-484,411
Expenditure	1,410,104	0	2	1,410,104	279,170
Operating Total	-180,423	0		-180,423	-205,241
<u>Capital</u>					
Income	-159,635	0	3	-159,635	-28,597
Expenditure	202,000	70,600	4	272,600	56,815
Capital Total	42,365	70,600		112,965	28,218
Available Funds Movement Prior to Restricted Asset Funding					
	-138,058	70,600		-67,458	-177,023
Restricted Assets					
	-61,942	-70,600	5	-132,542	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	-200,000	0		-200,000	-177,023

Note	Details
1	No variance to budget.
2	No variance to budget.
3	No variance to budget.
4	Capital Expenditure has increased by \$70,600 mainly due to carry over works 2015/2016 for Southern Amenities Refurbishment.
5	Transfers from Restricted Assets have been increased by \$70,600 to balance the function.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Number of				Total operating				% Utilisation of			
- Family Unit 6 berth	3	3	3	Operating Expenses per site (134 sites)	\$10,476	\$7,492	\$1,551	- Family Units 5 berth	41	60	58
- Family Unit 5 berth	5	5	3		- Family Units 6 berth	40	65	47			
- Deluxe Cabin	8	8	8	Average Length of Stay	1.96	2	1.96	- Deluxe Cabin	68	73	62
- Family Budget Cabin	8	8	8		- Family Budget Cabin	56	70	65			
- Studio Cabin	9	9	9	- Studio Cabin	80	73	74				
- Ensuite Powered Sites	10	10	10	- Ensuite Powered Sites	52	55	51				
- Drive thru	27	30	30	- Drive thru Sites	70	80	84				
- Powered sites	42	42	42	- Powered Sites	47	65	58				
- Tent sites	19	9	9	- Tent Sites	15	15	9				

OPERATIONAL PLAN

Function No. 5.5

Performance Review

Quarter ended: **September**

Principal Activity: CITY DEVELOPMENT	Function: Dubbo City Holiday Park
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
-Unpowered Caravan Sites	0	10	12					- Unpowered Caravan Sites	0	50	9
	131	134	134								
No. of sites used per annum	23,126	24,000	4,507					Has Park maintained its 4 Star AAAT rating	Yes	Yes	Yes
								Number of written complaints relating to facilities or staff	1	1	0

Key Projects

Capital Works Program

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

Holiday Park - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09277 - Holiday Park - Other Structures				
7142 - Shade Sails - Jumping Pillow	35,000	0	35,000	45,325
01.09277 - Holiday Park - Other Structures Total	35,000	0	35,000	45,325

Holiday Park - Asset Renewals - Maintenance	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09262 - Holiday Park - Other Assets				
7080 - Concrete Pool Relining	12,000	0	12,000	0
01.09262 - Holiday Park - Other Assets Total	12,000	0	12,000	0

OPERATIONAL PLAN

Function No. 5.5

Performance Review

Quarter ended: **September**

Principal Activity: CITY DEVELOPMENT	Function: Dubbo City Holiday Park
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Holiday Park - Asset Renewals - Maintenance 01.09265 - C/Park - Other Structures	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7090 - Jumping Pillows	40,000	-26,000	14,000	0
7102 - Trampoline <i>Project Complete</i>	0	7,000	7,000	6,890
01.09265 - C/Park - Other Structures Total	40,000	-19,000	21,000	6,890

Holiday Park - Asset Renewals - Maintenance 01.09276 - Asset Renewal - Buildings	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7105 - Southern Amenities Refurbishment	115,000	85,000	200,000	0
01.09276 - Asset Renewal - Buildings Total	115,000	85,000	200,000	0

OPERATIONAL PLAN

Function No. 5.6

Performance Review

Quarter ended: September

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

Manager Responsible: Manager City Development & Communications
Mrs Natasha Comber

Function Objectives:

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

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

Activity	Actions	Performance Targets/Service Level
Design & Production Services	Provide design and production services to the organisation.	Amounts charged are accepted as reasonable for the level of service provided.
	Services provided \$17,993 cost recovered YTD.	Charges are competitive to local market.
City Promotions Program	Funding/resources to implement marketing and promotion activities	Any relevant co-funding opportunities are recognised.
	Actions under the City Development Delivery Plan are being undertaken.	2016/2017 City Development Partnership Program established. Program supported by 140 businesses and 6 destinations.
	All opportunities to attract visitors, events and new residents recognised and actions undertaken as appropriate.	The Rhino Adventure annual program finalised, partnered by Dubbo, Dubbo Square, Bathurst, Orange, Parkes and Taronga Western Plains Zoo.
		NSW Train Link campaign promoting discounted train travel to Dubbo completed.
		Newcastle and Dubbo holiday giveaway campaign completed, partnered by Dubbo City Regional Airport, Fly Pelican, Newcastle City Council, Taronga Western Plains Zoo and Old Dubbo Gaol.
		Transforce engaged as a partner for the new truck campaign.
	4.1.2.2 Implement the adopted Marketing and Communication Programme for the City.	All promotional activities are utilised to promote Dubbo as a leading regional centre.
	Marketing activities being implemented through the LGA Economic Development Action Plan.	Dubbo + GWP Visitors Guide Project (130,000 copies) completed.
		Dubbo Events Guide Project (3,000 copies) completed.
		City's New Resident Guide Project (1,000 copies) completed.
		Updates to dubbo.com.au including online flip books completed.
		City Map project (25,000 copies) completed.
		Online Dubbo Directory update completed.
	4.1.2.3 Report on progress and performance of current Marketing and Communication Strategy for the City (City Development Delivery Plan).	Progress report submitted to Council in November and May annually on implementation of City Marketing Strategy.
	Progress and performance to be reported on through the Economic Development Action Plan. First quarter report due to Council in December.	First quarter report due to Council in December.

OPERATIONAL PLAN

Function No. 5.6

Performance Review

Quarter ended: September

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
	4.1.2.4 Communicate with industry to provide information on co-operative campaign/promotional opportunities.	Opportunities communicated via monthly e-updates, targeted emails, industry meetings and one on one meetings.
	<i>All channels of communications are being utilised to reach and target industry as appropriate.</i> <i>Monthly eBlast has a reach of 1,276 recipients.</i>	Opportunities communicated: <ul style="list-style-type: none"> • Launch of City Development Partnership Program • Event funding • Smile its Christmas • Ignite Program • Special Offer Program (event attraction) • Visitation influxes (leisure and events) • Meetings of the Dubbo Event Network • Fly Pelican campaign • NSW TrainLink campaign
	4.1.3.6 Quarterly Update Programme is implemented to monitor and maintain key statistics and information.	All information supplied to prospective investors is accurate, relevant and timely.
	<i>Key statistics maintained.</i>	<i>Economic Profile update completed.</i> <i>Population Projection Paper completed.</i> <i>Online Dubbo Data Centre maintained.</i>
	4.2.1.1 Develop and implement a 12 month City Development Strategy and Delivery Plan.	100% of identified actions completed.
	<i>City Development activities included in the LGA Economic Development Action Plan.</i> <i>Plan adopted by Council at August meeting.</i>	Identified actions completed <ul style="list-style-type: none"> • 2016/2017 City Development Partnership Program • Media and School Room on dubbo.com.au • Rhino Design Program – Gateway Signs • Installation of Digital Sign • Direct Marketing Campaign – school groups • Fly Pelican social media campaign
	4.2.1.4 Report on the progress and performance of the 12 month City Development Strategy and Delivery Plan.	Financial support contributed to promotional campaigns by industry.
	<i>Progress and performance to be reported on through the Economic Development Action Plan. First quarter report due to Council in December.</i>	<i>\$240,000 funding was contributed by industry to support 18 months of activities July 2016-December 2017.</i>
	4.2.1.5 Communicate with industry to provide information on local, regional and state cooperative campaign/promotional opportunities.	100% of relevant local, regional and state cooperative promotions opportunities communicated to industry.
	<i>Communication undertaken through Events Network, Accommodation Network, Destination Management Working Group, quarterly Economic Development newsletter, monthly City Development Newsletter and Ignite stakeholder newsletter.</i>	Opportunities communicated including <ul style="list-style-type: none"> • Smile its Christmas • Ignite Program • Special Offer Program (event attraction) • Visitation influxes (leisure and events) • Meetings of the Dubbo Event Network • Fly Pelican campaign • NSW TrainLink campaign

OPERATIONAL PLAN

Function No. 5.6

Performance Review

Quarter ended: September

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
	4.2.1.6 Dubbo City Development Partnerships Programme is maintained.	A minimum of 130 partners involved in the City Partnership Programme.
	Partnership Programs being maintained.	140 businesses in the City Development Program while the VIC Program has an additional 33 direct partners.
	4.2.2.4 Undertake monthly and quarterly reviews and updates of key information and promotional material.	Weekly reviews of the City Promotional website and quarterly reviews of the key promotional materials ensures accuracy, relevance and timeliness.
	Cyclic review of print, digital and outdoor touchpoints complete.	No incidents of misinformation or irrelevant messages/content/images.
	4.3.1.1 All key promotional activities reflect the City Brand and support key brand messages.	80% stakeholder satisfaction with key areas of the Promotions Programme.
	All collateral and digital platforms under the City Development Partnership Program reflect the Dubbo brand.	Survey to be undertaken in December 2016.
	4.3.2.1 City Promotions Strategy and other associated programmes and strategies to include activities that support local promotion and community pride on being home of the TWPZ.	All relevant promotional activities within the City Promotions Strategy and Action Plan support local promotion of Taronga Western Plains Zoo (TWPZ).
	TWPZ supported in relevant programs and promotions.	TWPZ promoted and supported via: <ul style="list-style-type: none"> • Featuring on front cover of Dubbo + GWP Visitors Guide • Featured heavily in design and content of the Guide. • TWPZ image on front cover of Dubbo City Map. • Repositioning of The Rhino Adventure product to align with TWPZ's endangered species program. • Inclusion in the Special Offer Program for events. • partnership in Fly Pelican campaign. • Promotion of discounted zoo tickets promoted as a call-to-action for NSW TrainLink campaign.
		No key opportunity to collaborate with the TWPZ is overlooked.
		No opportunity overlooked.
	5.3.5.1 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%).
	Being implemented.	70% satisfaction rating achieved as per most recent Community Needs Survey.
		New corporate website completed.

OPERATIONAL PLAN

Function No. 5.6

Performance Review

Quarter ended: September

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
Events Attraction / Delivery	1.3.5.1 Review and Implement the Dubbo City Event Strategy as adopted (City Development Delivery Plan).	All actions in the Dubbo City Event Strategy are completed each year.
	Actions being delivered under the Economic Development Action Plan.	Action completed: <ul style="list-style-type: none"> • Regular meetings of the Dubbo Event Network • Review and update of on-line Event Organisers Toolbox. • Communications with industry regarding event activity in the City and opportunities for local businesses. • Event Development Fund (Stream 1) and Major Event Sponsor Program (Stream 1) opened July 2016. • Digital sign installed • Event bid – Country v City 2017 submitted • Event bid successful – Local Government Water Conference • Direct Marketing Campaign – conference market completed. • Support appropriate to scale of event provided
	1.4.3.3 Implement the City Events Strategy and City Promotions Action Plan (City Development Delivery Plan).	Financial support contributed to promotional campaigns by industry.
	Actions tracking to timelines under the Delivery Plan.	<ul style="list-style-type: none"> • \$40,000 NSW TrainLink campaign (funded by NSW TrainLink) completed • \$1,500 provided by Dubbo City Regional Airport for Fly Pelican campaign • \$3,464 in-kind support provided by Fly Pelican, Taronga Western Plains Zoo and Old Dubbo Gaol for Fly Pelican campaign • Artlands contributed \$680 to CBD flags
	4.1.2.6 Deliver two (2) major campaigns targeting key tourism markets annually.	No major initiative/opportunities are overlooked to support attraction of skilled professionals and visitors.
	Phase three Great Western Plains Great Bi Adventure campaign concept, timeline and budget completed.	No major initiative/opportunities are overlooked.
	4.1.2.7 Deliver at least one major campaign/initiative promoting Dubbo City as service/retail centre.	Campaigns delivered on time and on budget, no major initiative/opportunities are overlooked.
Staff Communications	Your Dubbo program drafted. Application for \$37,000 funding submitted to Round 3 Murray Darling Basin Energise Enterprise Fund	No action to date.
	5.4.3.4 Review, update and implement the Internal Communications Strategy.	Strategy and report presented in December annually.
Corporate Communications	Prepared and progressively implemented Staff engagement plan for the Transition project. All required internal communication activities completed.	Strategy to be presented to Executive Staff in December 2016
	Prepare Annual Report	Meet requirements of the 1993 Local Government Act as a minimum.
	No requirement for Annual Report of former Council. Informal annual report In development to be published October 2016	Formal Annual Report to cover the period from proclamation to 30 June 2017

OPERATIONAL PLAN

Function No. 5.6

Performance Review

Quarter ended: September

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Activity	Actions	Performance Targets/Service Level
Visitors Information Services	1.4.3.4 Implement the Corporate Communications Programme.	Positive opinion of the Organisation is achieved and no reasonable criticism of performance of corporate communications.
	Programme being implemented.	No reasonable criticism of performance.
	5.3.5.2 Review the adopted Social Media Policy.	Policy reviewed annually.
	Reviewed as part of Organisation policy Review project.	Policy reviewed
	5.4.3.1 Review, update and submit to Council a draft Corporate Communications Strategy.	Overall satisfaction with performance of Council measured biannually - target 85%
	Prepared a Community Engagement Strategy in line with DP&C requirements for merged Councils.	Community Satisfaction Survey for New Councils being undertaken by DP&C
	Interim Corporate Communication strategy adopted by Executive staff July 2016.	
	5.4.3.2 Implement as required and report to Council annually on the achievements in implementing the adopted Corporate Communications Strategy.	Report provided in June annually
	Interim Corporate Communication Strategy adopted by Executive staff in July 2016.	Report on Interim strategy to Executive staff due in December 2016
	5.4.3.3 Provide communications support to major projects.	All major projects provided support
	Communications support provided.	Projects supported include: <ul style="list-style-type: none"> • Transition to new Council • New Council name research • Council branding • Construction of South Dubbo Weir • Refurbishment of Dubbo branch library • Mitchell Highway Roundabout construction • Organics Collection service • 2016 Sustainability Expo • 2016 Pets Month • Eumungerie Water Supply Scheme construction • Whealers Lane level crossing upgrade
	4.2.2.1 Provide an effective City Information service that promotes the City and its various attractions and services.	Visitor Information Centre operates 364 days a year.
Service provided.	Centre operated every day.	
4.2.2.6 Monitor commercial accommodation occupancy rates for trends.	Average commercial accommodation occupancy rate increases by an average of 2% over the average of the past 3 years.	
Rates monitored.	Average rate YTD 66.56%	
1.4.5.7 Develop Regional RV and Caravanning positioning paper in cooperation with Inland NSW and Destination Management Plan working group	Action supported through the Destination Management Plan	
Submitted Round 3 Murray Darling Basin Energise Enterprise Fund application to conduct LGA Freedom Camper Economic Study.	Action is listed as priority in Destination Management Plan.	
	Awaiting funding application outcome.	

OPERATIONAL PLAN

Function No.

5.6

Performance Review

Quarter ended:

September

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

Activity	Actions	Performance Targets/Service Level
Visitors Information Centre Operations	4.2.2.7 Conduct an annual City Promotions Program Customer Satisfaction Survey.	80% stakeholder satisfaction with key areas of the Promotions Programme.
	Survey to be undertaken in December 2016	Survey to be undertaken in December 2016.
	4.2.2.2 Develop and implement a program for all permanent staff and Ambassadors of the Visitor Information Centre (VIC) to spend at least 35 hours p.a. each on familiarisations across all sectors of the City.	100% of visitors rate tourism/visitor information services as satisfactory.
	Program implemented	Service satisfaction rating of 100% achieved. Current quality of information satisfaction rating of 100 % achieved.
	4.1.2.8 Distribute a series of information packages for the various market segments that provide information for the following enquiry types: - events and conferences - visitor - investment - new resident	90% of Visitor Information Centre customers satisfied with quality of service provided (as measured by rolling survey).
	84 Information packs provided	100 % satisfaction rating achieved for service provided.
	4.1.2.9 Undertake a monthly rolling customer satisfaction survey	Surveys undertaken.
	Survey program implemented.	3 Surveys completed.
	4.2.2.3 Review service levels and Capital Works Programme to ensure that the VIC maintains its Visitor Information Network Accreditation.	Level one accreditation maintained.
	Completed.	Accreditation maintained.
Trading Stock Purchases	4.2.2.8 Promote community use of the event staging and seating area deck	Deck area is utilised by the community.
	Deck promoted.	Regularly utilised by Dubbo Farmers Markets, Riverside Markets, Mothers Groups, School Groups and Visitors and locals.
Management Services-From Other Function	Manage souvenirs available for sale to ensure products are popular and cost effective	To increase yield per customer.
	Souvenirs maintained.	YTD Customer yield - \$0.89
Asset Management Program - Routine	Cost of Services including:- management, financial, technical, information technology, parks and land care services and corporate overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	Costs are determined by agreed brief and provided.	Charges are reasonable for level of service provided.
Asset Management Program - Cyclic	Undertake Building Asset Management Program	Buildings operational and presentable.
	Complete as per business plan.	Complete.
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Program	Buildings maintained in a satisfactory condition.
	Complete as per business plan.	Complete.

OPERATIONAL PLAN

Function No. 5.6

Performance Review

Quarter ended: September

Principal Activity: CITY DEVELOPMENT	Function: City Marketing & Communications
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-164,035	-32,925	1	-196,960	-59,407
Expenditure	1,283,156	660,991	2	1,944,147	477,901
Operating Total	1,119,121	628,066		1,747,187	418,494
<u>Capital</u>					
Income	-46,362	-11,670	3	-58,032	-7,681
Expenditure	0	13,642	4	13,642	16,416
Capital Total	-46,362	1,972		-44,390	8,735
Available Funds Movement Prior to Restricted Asset Funding					
	1,072,759	630,038		1,702,797	427,229
Restricted Assets					
	60,963	-249,488	5	-188,525	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	1,133,722	380,550		1,514,272	427,229

Note	Details
1	Operating Income has increased by \$32,925 mainly due to the inclusion of Wellington Visitor Information Centre revenue of \$28,373
2	Operating Expenditure has increased by \$660,991 mainly due to the inclusion of Wellington Visitor Information and Promotion expenditure of \$389,593, and carry overs from 2015/2016 for Dubbo City Guide, \$182,007, Website Project \$19,233, Entrance Signage \$5,106, Destination Campaign \$10,000, and an additional \$45,500 for Major Event Sponsorship Program. (\$10,000 from 7.08 Recreation Services, \$8,000 from 7.14 Social Services contribute to the MESP Funding).
3	Capital Income has increased by \$11,670 due to depreciation charges for Wellington Visitor Information Centre.
4	Capital Expenses have increased by \$13,642 due to carry over of the Digital Sign from 2015/2016.
5	Transfers from Restricted Assets have increased by \$249,488 mainly due to carry overs from 2015/2016.

Key Performance Indicators

Workload	2016/2017			Efficiency	2016/2017			Effective.	2016/2017		
	Prev.	Est.	YTD		Prev.	Est.	YTD		Prev.	Est.	YTD
Local retail/CBD campaigns or activities	4	4	0	Industry funding for City Marketing campaigns	\$65,164	\$25,000	\$9,644	Number of placed or supported positive media articles	19	20	4
Visitor Attraction Campaigns	3	2	0	Number of people maintained / on Communications Database	1592	1400	1276	Number of visits to city website dubbo.com.au	261,279	200,000	50,306
Support Destination NSW / Inland Tourism collaborative / initiatives	4	3	2	City Development Delivery Plan is adopted by Council.	Yes	Yes	Yes	Key stakeholder satisfaction with City Development program	100%	80%	Survey due in Dec

OPERATIONAL PLAN

Function No.

5.6

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
								Number of City Development Partners	182	180	140 + VIC (33) = 173
Number of event bids submitted/supported	9	6	1					Successful event bids	2	2	1
Number of City Development Newsletter	12	12	3					Number of events assisted (high level)	153	50	11
Visitor Satisfaction surveys completed	427	100	3					Average occupancy % of commercial accommodation	66.63% (July-May)	64%	66.56%
Industry surveys conducted	5	2	1					Level 1 Accreditation maintained	Yes	Yes	Yes
Number of hours Visitors Information Centre opened	2,974	2,912	508	Total operating expenses for Visitors Information Centre per attendee. (operating exp/door count only)	\$6.22	\$ 6.50	\$6.31	Number of complaints regarding service by staff of the VIC	NIL	Nil	Nil
Number of attendees at Visitors Info Centre	81,886	90,000	13,435	Average Souvenir purchases per visitor at VIC (souvenir income/door count)	\$0.70	\$0.90	\$0.89	Satisfaction with quality of service provided	99.5%	95%	100%
Number of City Tours conducted	8	8	3	Satisfaction with quality of information provided	99.7%	95%	100%	Number of City Ambassadors	12	10	13
Number of Visitor Information Packs mailed out/emailed/downloaded	629	700	84								
Media releases	330	250	75	Number of Web Administrators	23	20	24	Number of visits to Council website dubbo.nsw.gov.au	153,745	165,000	37,887

OPERATIONAL PLAN

Function No.

5.6

Performance Review

Quarter ended:

September

Principal Activity:	CITY DEVELOPMENT	Function:	City Marketing & Communications
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Media Enquires	193	600	96	Client satisfaction with communication services	85%	80%	To be completed Feb				
Council Meetings attended	28	22	3	Total organic reach of Dubbo City (facebook profile)	146,904	230,000	53,150	Number of engaged followers of Dubbo City (Facebook profile)		30,000	2,469 (average)
Weekly placements City Connection	51	52	13	Design Service charges to Council Divisions	\$101,120	\$137,296	\$17,993	Community engagement opportunities promoted	Yes	Yes	Yes
Annual Report to residents completed	Yes	Yes	Due Oct 2016								
State of the City Report completed	Yes	Yes	Due Oct 2016								
Statutory Report developed and provided to Minister	Yes	Yes	Due Nov 2016								
Communications Strategy revised and updated in June	Yes	Yes	Due Dec 2016	Corporate Communication policies adhered to	Yes	Yes	Yes				
Internal Communications Strategy revised and updated in December	Yes	Yes	Due Dec 2016								
Staff information sessions held	4	2	2								
Staff newsletters produced	3	4	0								

OPERATIONAL PLAN

Function No. 5.6

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
GM monthly updates to staff	11	11	3								

Key Projects**Capital Works Program**

City Marketing & Comm- Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09486 - City Image - Other Structures				
7924 - Digital Sign Board	0	13,642	13,642	16,416
01.09486 - City Image - Other Structures Total	0	13,642	13,642	16,416

Operational Program

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.01704 - Events Attraction / Delivery Total	40,000	5,000	45,000	2,000

OPERATIONAL PLAN

Function No. 5.7

Performance Review

Quarter ended: September

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

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

Function Objectives:

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

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

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

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

Activity	Actions	Performance Targets/Service Level
Show and Sale Set Up	Provide appropriate infrastructure and service for shows and sales	Showground is secured outside working hours.
	Infrastructure and services are being provided.	Security controls are being undertaken.
Marketing and Promotions	4.4.5.2 Implement the marketing programme aimed at increasing the revenue of the facility.	Increase profile of Showground
	Implementation ongoing.	<ul style="list-style-type: none"> • Dubbo Showground has advertised in the Dubbo Events Guide which includes 3000 copies distributed to event holders. • The website is updated showcasing weekly events. • Ongoing work with Council's Events team to attract new users
Management Services - From Other Functions	Cost of Services including:- Management, Administration, Corporate Development, Information Technology & Corporate Overheads provided to this function.	Amounts charged and accepted as reasonable for the level of service provided.
	Costs are determined by agreed brief and provided.	Charges are reasonable for level of service provided.
Management Services	Provide pertinent financial and operational advice and instructions	Attain financial result in accordance with estimates
	Advice is provided.	This is being achieved.
Grounds Operations	4.4.5.1 Survey major event organisers of the Showground facility on an ongoing basis to ensure satisfaction levels retained, and return business achieved.	70% of users are satisfied with facilities and services (as shown by survey).
	Surveys are issued to event holders at the conclusion of events.	75% of users rate the Showground Facilities as being good to very good.
Grounds Operations	Implement a regular grounds maintenance program	All grounds clean and tidy, and in serviceable condition.
	As per works program.	This is being achieved.
Building Operations	Undertake operation of the Showground	Showground is provided in a cost effective manner and available at all times.
	Ongoing.	This is being achieved.
Building Operations	Conduct regular building maintenance program	All buildings clean, safe and serviceable.
	As per works program.	This is being achieved.

OPERATIONAL PLAN

Function No. 5.7

Performance Review

Quarter ended: **September**

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

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-358,913	-24,033	1	-382,946	-97,764
Expenditure	1,079,712	189,116	2	1,268,828	239,903
Operating Total	720,799	165,083		885,882	142,139
<u>Capital</u>					
Income	-334,972	-98,664	3	-433,636	-52,769
Expenditure	137,000	232,868	4	369,868	15,580
Capital Total	-197,972	134,204		-63,768	-37,190
Available Funds Movement Prior to Restricted Asset Funding					
	522,827	299,287		822,114	104,950
Restricted Assets					
	-48,313	-231,368	5	-279,681	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	474,514	67,919		542,433	104,950

Note	Details
1	Operating Income has increased by \$24,033 due to inclusion of Wellington Showground Fees and Charges.
2	Operating Expenditure has increased by \$189,116 due to inclusion of Wellington Showground Operating Expenditure.
3	Capital Income has increased by \$98,664 due to inclusion of Wellington Showground Depreciation.
4	Capital Expenditure has increased by \$232,868 mainly due to \$100,000 Electricity Upgrade for Dubbo Showground and \$232,868 for Capital Asset Renewals for Wellington Showground Buildings, and Electricity Upgrade.
5	Transfers from Restricted Assets have increased by \$231,368 to fund Capital Works.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of days Expo Centre used	31	70	19	Total Operating Expenses per day (365 days)	\$2,750	\$3,553	\$2,015	Number of written complaints relating to facilities or staff	Nil	Nil	Nil
No. of events Showground used											

OPERATIONAL PLAN

Function No. 5.7

Performance Review

Quarter ended: **September**

Principal Activity: CITY DEVELOPMENT	Function: Showground
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
-Livestock	52	65	21								
-Non Livestock	33	40	15								

Key Projects

Capital Works Program

Showground - Acquisition of Assets 01.09297 - Showground - Other Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7121 - Electricity Upgrade	0	100,000	100,000	0
7123 - Upgrade Horse Panels	25,000	0	25,000	0
7141 - Portable Amenities	80,000	0	80,000	0
01.09297 - Showground - Other Assets Total	105,000	100,000	205,000	0

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

Wellington - Capital Expenses 01.08220 - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5900 - Loan Principal Repayments	0	1,500	1,500	0
01.08220 - Acquisition of Assets Total	0	1,500	1,500	0

OPERATIONAL PLAN

Function No. 5.7

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

Principal Activity: CITY DEVELOPMENT Function: Showground

Wellington - Capital Expenses 01.08221 - Asset Renewals	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Land & Buildings	0	22,140	22,140	0
7001 - Other Infrastructure	0	3,500	3,500	0
7009 - Electricity Upgrade	0	105,728	105,728	15,580
01.08221 - Asset Renewals Total	0	131,368	131,368	15,580

OPERATIONAL PLAN

Function No.

5.9

Performance Review

Quarter ended:

September

Principal Activity: CITY DEVELOPMENT
Function: Wellington Caves Complex

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

Function Objectives:

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

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

Activity	Actions	Performance Targets/Service Level
Operating Expenditure	Provide day to day operations of the Caves and Caravan Park Complex including Tours, Accommodation, Cleaning, Promotions, Café Operations and Sale of Souvenirs. Day to day operations are undertaken.	Facility operates daily except for Christmas Day. This is being achieved.
Marketing & Promotion	1.2 A thriving tourism industry, including acknowledgement of the Aboriginal heritage and culture. Aboriginal heritage and history on the Caves Reserve is acknowledged through interpretation in the Visitors Centre and Wellington Caves Souvenir book. Develop co-operative arrangements with other tourist destinations and businesses with a view to packaging complex products and services. The Caves Manager regular attends the Dubbo Accommodation meetings. Wellington Caves is currently working with Burrendong Sport and Recreation in a collaborative promotional program. The caves is involved in a regional visit program for Out of Home Care Children based in Sydney through FACS. The Caves Manager has meet with the National Dinosaur Museum.	Annual visitor number to the Wellington Caves. YTD visitors 5,739. Marketing and Promotion program is structured across multiple target markets and based on holiday, general admission and events. Creation of a new Marketing and Promotion Program for the Caves Complex will be developed in the next quarter.
	1.2.2 Promotion and Advertising – Develop and implement an annual Marketing and Promotion Program for the Wellington Caves Complex. <ul style="list-style-type: none"> • A new Logo for the Caves had been developed by the Interpretive Design Company. • The draft Marketing Plan is being prepared. • A brand strategy is in development. 	Media Campaigns are undertaken using variety of media. <ul style="list-style-type: none"> • Media Release for the introduction of Mates Rates. • Filming has been undertaken by Off Road Adventures Show. • Advertisement on Holidays for Kids Tourism Visit NSW website.
Trading Stock Purchases	Manage souvenirs available for sale to ensure products are popular and cost effective. <ul style="list-style-type: none"> • A review of souvenirs has been undertaken, with current stock run down to allow for new stock. • Floor plan adjustments has been made to the Café to create a merchandise / souvenir specific area. • New merchandise / souvenirs will be ordered displaying the new Logo. 	To increase yield per customer. Yield to date data not available. A new point of sales system is being implemented to capture data and report more efficiently.

OPERATIONAL PLAN

Function No.

5.9

Performance Review

Quarter ended:

September

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

Activity	Actions	Performance Targets/Service Level
Management Services	1.2.5 Develop a Business Plan and Asset Improvement Strategy for the Caves and Caravan Park Complex	Business Plan developed including 20 years rolling Total Asset Management Strategy.
	<i>A Business Plan will be developed in-line with annual reviews of Council's existing Business Plans to commence in November.</i>	<i>To be developed.</i>
	Implementation of new website for the Caves.	Tourism Website Updates Caves online Booking System Implemented.
Grounds Operations	<i>A new Caves website was developed in November 2015, further refining and development of content is ongoing.</i>	<i>Accommodation bookings have been transitioned into an e-booking platform – Newbooks, with further development ongoing,</i> <ul style="list-style-type: none"> • <i>Phase 2 involves linking to the Caves Website for online bookings</i> • <i>Phase 3 involves transitions of ticket sales</i> • <i>Phase 4 includes packaging of ticket sales and accommodation bundling.</i>
	Conduct regular maintenance program ensuring historical and heritage significance is taken into account.	No unreasonable adverse criticism or condition of the complex.
	<i>This is being achieved, maintenance programs are being developed in line with the completion of the capital works program.</i>	<i>This is being achieved.</i>
Building Operations	Conduct regular Building Maintenance Program.	Tourism rating is three and a half (3.5) stars for Caravan Complex. <i>This is being achieved.</i>
	<i>A Building Maintenance Program is being developed in line with the completion of the capital works program.</i>	<i>This is being achieved.</i>
		Pool & Playground and amenities are clean, safe and functional. <i>This is being achieved in relation to the playground and amenities. The pool is scheduled to be refurbished before the commencement of December school holidays.</i>
Asset Management Program - Routine	Conduct Asset Management Program.	All buildings are maintained to prescribed standards.
	<i>Asset Management Programs to be developed in line with the Business Plan.</i>	<i>This is being achieved.</i>
Asset Management Program - Cyclic	Conduct Asset Management Program.	Maintenance Service Levels Specifications Developed.
	Undertake 20 year Building Asset Management Program.	<i>To be developed.</i>
	<i>Asset Management Programs to be developed in line with the Business Plan.</i>	<i>To be developed.</i>
		Facilities and Structures are maintained and fit for purpose conditions.
	<i>Asset Management Programs to be developed in line with the Business Plan.</i>	<i>This is being achieved.</i>

OPERATIONAL PLAN

Function No.

5.9

Performance Review

Quarter ended:

September

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

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
Operating					
Income	0	-850,127	1	-850,127	-167,766
Expenditure	0	1,093,791	2	1,093,791	170,047
Operating Total	0	243,664		243,664	2,281
Capital					
Income	0	-84,000	3	-84,000	0
Expenditure	0	542,225	4	542,225	187,890
Capital Total	0	458,225		458,225	187,890
Available Funds Movement Prior to Restricted Asset Funding	0	701,889		701,889	190,171
Restricted Assets	0	-542,425	5	-542,425	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	159,464		159,464	190,171

Note	Details
1	Operating Income for the Caves Complex of \$850,127 has been brought into the September quarter and includes \$410,000 for Ticket Sales, \$286,000 Accommodation Revenue, \$140,000 in Kiosk and Catering Sales and \$9,727 in Residence Rental Income.
2	Operating Expenditure of \$1,093,791 includes Caves Operating Expenses of \$417,600, Caravan Park Operating Expenses of \$374,100 and Kiosk Operating Expenses of \$209,531.
3	Capital Income of \$84,000 is due to depreciation.
4	Capital Expenditure of \$542,225 includes Infrastructure NSW Capital Works Program carry over \$422,041, works include Upgrades to the Residence, Conference Centre, Pool, Staff Amenities, BBQ's and BBQ Structure, with \$67,600 for additional Caves Improvements being Lighting, Handrails, Chairs and Signage upgrades and \$19,574 Caravan Park Improvements allocated from the adopted budget for Gutter Guards, Seating, Fire Pit.
5	Transfer from Restricted Assets of \$542,425 are carry overs from 2015/2016 Capital Works Program and current adopted capital works.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Days operational per year - Caves		363	92	Total operating expenses per Caves Visitor		\$17.39	\$190.59	No. of visitors to the Caves		30,000	5,739
Site Numbers								Percentage of satisfied customers as per Visitors online survey		100%	Customer satisfaction survey to be developed.
- Standard Units		7	7					Occupancy		50%	23%
- Golf Club Units		7	7					- Standards Units		50%	3%
								- Golf Club Units			

OPERATIONAL PLAN

Function No. 5.9

Performance Review

Quarter ended: **September**

Principal Activity: CITY DEVELOPMENT	Function: Wellington Caves Complex
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
- Park Cabins		4	4					- Park Cabins		50%	15%
- Powered Sites		36	36					-Powered Sites		50%	11%
- Camp Sites		29	29					- Camp Sites		50%	2%
Total		83	83								
*Occupancy has been affected by the refurbishment of cabin accommodation in this quarter											
										Yes	Yes
										Yes	Yes
										0	0
										0	0
										0	0
										0	0

Key Projects

Capital Works Program

Wellington Caves Complex - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.08150 - Caravan Park - Other Infrastructure				
7050 - Caravan Park - Other Infrastruct.&Repair	0	23,510	23,510	10,204
01.08150 - Caravan Park - Other Infrastructure Total	0	23,510	23,510	10,204

Wellington Caves Complex - Asset Renewals - Maint.	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.08200 - Land & Buildings				
7100 - Caravan Park - Land & Buildings & Repair	0	392,159	392,159	177,686
7101 - Caves - Land & Buildings & Repair	0	21,432	21,432	0
7102 - Kiosk - Land & Buildings & Repair	0	8,450	8,450	0
01.08200 - Land & Buildings Total	0	422,041	422,041	177,686

OPERATIONAL PLAN

Function No. 5.9

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

Principal Activity: CITY DEVELOPMENT Function: Wellington Caves Complex

Wellington Caves Complex - Asset Renewals - Maint. 01.08201 - Other Infrastructure	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7100 - Caravan Park-Other Infrastruct.&Repair	0	19,574	19,574	0
7101 - Caves - Other Infrastructure & Repair	0	67,600	67,600	0
01.08201 - Other Infrastructure Total	0	87,174	87,174	0

OPERATIONAL PLAN

Function No. 6.1

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

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

OPERATIONAL PLAN

Function No. 6.1

Performance Review

Quarter ended: September

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Environment & Health Services
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Note	Details
1	No variation to budget.
2	Operating expenditure increase of \$86,544 is due to Wellington budget being incorporated.
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 (Includes animal noise investigations)	240	70 (Includes animal noise invest.)	Investigation of incidents commenced within 24 Hrs of notification.	100%	100%	100%	Offender provided with relevant information to prevent further incident.	Yes	Yes	yes

OPERATIONAL PLAN

Function No. 6.2

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

Activity	Actions	Performance Targets/Service Level
Onsite Waste Treatment Device control	Process applications and monitor for compliance.	100% of complete applications determined within 28 days.
Water Connection - Plumbing Inspection	Applications processed in accordance with statutory requirements.	For period 1/7/2016 to 30/9/2016 – 100% completed within 28 Days.
	Inspect all water connection installations for compliance with relevant statutory requirements.	Respond to 90% of all requests for inspections within a 24 hour period.
Sewer - Drainage/Inspections	Inspections undertaken in accordance with statutory requirements.	100% responded to within 24 hours
	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.
Pool Legislation/Inspection	Ongoing.	100% responded to within 24 hours.
	Inspect all private swimming pools approved within previous two years to ensure compliance with statutory safety standards and advise all pool owners on pool safety standards.	No pools approved in the previous twelve months within the City that do not comply with statutory requirements of the Swimming Pool Act.
	Procedure in place to ensure all private swimming pools approved within previous two years comply with safety standards and owner are aware of requirements.	100% of pools inspected in first quarter met safety standards.
	1.5.1.8 Undertaken compliance inspections of all registered private swimming pools.	Ongoing.
Management Services - from other Functions	Processes in place to ensure all registered private swimming pools inspected in accordance with Swimming Pool Regulations.	Inspections carried out on an ongoing basis.
	Cost of services including management, financial, technical, information technology and corporate overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
Management Services	Internal overheads accepted under Agreed Brief for services from other Divisions.	Amounts considered fair and reasonable for the level of services provided.
	Planning, organising, directing and controlling human and other resources.	Achievement of Function Objectives in terms of key indicators
	Funding and other necessary resources provided to effectively carry out this activity.	Achieved and ongoing.
	5.2.2.1 Implement the adopted Actions within both the Delivery Program and Operational Plan.	100% of adopted Actions within both the Delivery Program and Operational Plan are achieved by June annually.
	Procedures in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved in 2016/2017.	Program achieved to date.

OPERATIONAL PLAN

Function No. 6.2

Performance Review

Quarter ended: September

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Building & Development Serv.
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Activity	Actions	Performance Targets/Service Level
	2.2.3.2 Produce annual documentation for the development and construction industries advising of legislative changes including Building Code of Australia (BCA) amendments and variations in Council's policies and requirements.	Produce and distribute document by July annually
	Procedure in place to ensure documentation advising of legislative changes and BCA amendments and variations is produced as circumstances require.	Documents to be produced and distributed if necessary by June 2017.
Fire Safety	2.2.3.3 Undertake an annual conference with the real estate agents, development and building industries on planning and building issues.	Conference with real estate agents and building and development industries to be held by August annually.
	Procedure in place to ensure conference takes place as programmed.	Combined with Administrator's Forum held 20 July 2016.
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
	Procedure in place to ensure at least four (4) buildings inspected in 2016/2017.	One (1) buildings inspected in period 1/7/2016 to 30/9/2016.
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
	All Section 149 (A) and (B) (EP&A) issued in accordance with legislation.	For period 1/7/2016 to 30/9/2016 – Compliant applications issued - 6/6 (100%). Total number approved Six (6).
	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.
	Processes and procedures in place to ensure all applications are assessed and determined in accordance with statutory requirements, codes and Council Policies.	For period 1/7/2016 to 30/9/2016 - Fully documented 75/83 (90.3%). Total number issued - 101
Approvals other - (Sec 68 LG Act)		85% of clients satisfied with level of service.
		Last survey period - 2014/2015. Satisfaction level determined at 89%.
		95% of fully documented Complying Development Certificates processed within 10 working days.
		For period 1/7/2016 to 30/9/2016 - 11/13 (84.6%) achieved.
Section 149 (2) and (5) Certificates		90% of all requests for inspections responded to within 24 hours
		For period 1/7/2016 to 30/9/2016 - 100% achieved.
	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
	Procedures in place to ensure service levels are achieved.	For period 1/7/2016 to 30/9/2016 - 100% achieved within 14 days (where information supplied).
	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.
	Processes and procedures in place to ensure service levels are maintained.	For period 1/7/2016 to 30/9/2016 - 288/297 (96.9%).

OPERATIONAL PLAN

Function No. 6.2

Performance Review

Quarter ended: September

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Building & Development Serv.
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Activity	Actions	Performance Targets/Service Level
Strategic Landuse Policy Development	2.2.3.5 Undertake an annual review of the Development Control Plan to ensure relevance and compatibility with changing needs and ecologically sustainable development principles.	95% of Section 149(5) Certificates issued within 10 working days. For period 1/7/2016 to 30/9/2016 - 77/77 (100%). Review carried out by December annually.
	Review to form a component of the Amalgamation Harmonisation Project programmed to be undertaken by September 2017.	Review to be carried out by September 2017 as a component of the Amalgamation Harmonisation Project.
Management Services - Statutory Planning	Consultation with Developers and Consultants to provide advice on planning and development requirements of the EP&A Act 1979 and the Dubbo City Council.	No examples of general dissatisfaction by the broad community of the adopted development standards contained in the DCP(s).
	Procedures and processes in place to ensure consultation service is available and provided as and when required.	No examples of general dissatisfaction by the broader community during review period.
Environmental Control	2.2.3.1 Undertaken an annual review of all Development Policy Codes and the Development Control Plan to ensure relevance and compatibility with changing needs and ecologically sustainable development principles.	Review of Development Policy Codes and Development Control Plan carried out by December annually.
	Review to form a component of the Amalgamation Harmonisation Project programmed to be undertaken by September 2017.	Review to be carried out by September 2017 as a component of the Amalgamation Harmonisation Project.
Development Application assessment/approval/inspection	Cost of salaries relating to the provision of services to environmental management activities	Achieve function and policy objectives in terms of environmental regulation.
	Sufficient funding has been provided to carry out this activity.	Assessment and inspection processes in place.
	Assess and determine applications in accordance with statutory standards and requirements and Council policies	Fully documented Development Applications are processed within the following criteria:
	Processes and procedures in place to ensure applications are determined in accordance with regulations and policies.	
2.2.9.6 Assess landuse applications within adopted Performance Targets.	85% within 28 days where advertising/ referral not required;	
Procedures in place to ensure landuse applications are assessed within adopted performance targets.	For period 1/7/2016 to 30/9/2016 - 102/ 118 (84.4%). 85% within 28 days plus 21 additional days where advertising is required;	
	For period 1/7/2016 to 30/9/2016 - 15/17 (88.2%). 70% within 40 working days when referred to statutory authorities;	
	For period 1/7/2016 to 30/9/2016 - 3/ 3 (100%).	

OPERATIONAL PLAN

Function No. 6.2

Performance Review

Quarter ended: September

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Building & Development Serv.
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Activity	Actions	Performance Targets/Service Level
		70% within 60 working days when referred to other 'approval' authorities as an integrated development under the Environmental Planning and Assessment Act 1979;
		For period 1/7/23016 to 30/9/2016 - Nil (0) applications received that have not been included in other categories.
		50% within 60 working days where the 'approval' requires the concurrence of another authority (ie Crown developments).
		For period 1/7/2016 to 30/9/2016 - Nil (0) applications received that have not been included in other categories.
	2.2.9.1 Undertake an annual review of the procedure for processing Development Applications.	Review to be carried out by July annually
	Review of procedures ongoing. Major review to be undertaken by March 2017 as part of the Organisation Service Review emanating from the merger of Dubbo and Wellington Councils.	Major review to be undertaken by March 2017 as part of the Organisational Review emanating from the merger.
	Undertake inspection of all developments to ensure compliance with Council approvals.	No reasonable examples of development taking place which is incompatible with the surrounding natural and built environment.
	Procedure and inspection program in place to ensure all developments comply with development consent.	Nil (0) examples for period 1/7/2016 to 30/9/2016.
	2.2.9.2 Continue to implement the adopted Environmental Services Communication Strategy.	Ongoing.
	Implementation ongoing.	Ongoing.
	2.2.9.4 Undertake a biannual review of application processing times and numbers.	Reviews to be carried out March and October annually.
	Major review to be undertaken by March 2017 as part of the Organisation Service Review emanating from the merger of Dubbo and Wellington Councils.	Major review to undertaken by March 2017 as part of the Organisational Review.
	2.4.3.3 Undertake an annual conference with the real estate agents, development and building industries and Chamber of Commerce on planning and building issues.	Conference to be held by August annually.
	Procedure in place to ensure annual conference takes place.	Combined with Administrator's Forum held in 20 July 2016.
	2.6.1.1 Ensure landscaping of private and public developments maximizes opportunities for low maintenance and environmentally sustainable beautification works.	Landscaping of all new residential, commercial and industrial developments positively contributes to the aesthetic and environmental condition of the City.
	Considered during the DA assessment process. Determinations conditioned where relevant and inspections procedure in place to ensure compliance	For period 1/7/2016 to 30/9/2016 - all applications received were assessed in accordance with legislative requirements and adopted plans and policies.

OPERATIONAL PLAN

Function No. 6.2

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-1,354,400	-147,100	1	-1,501,500	-454,114
Expenditure	2,630,504	212,240	2	2,842,744	514,590
Operating Total	1,276,104	65,140		1,341,244	60,476
<u>Capital</u>					
Income	-793	0	3	-793	-132
Expenditure			4		
Capital Total	-793	0		-793	-132
Available Funds Movement Prior to Restricted Asset Funding					
	1,275,311	65,140		1,340,451	60,344
Restricted Assets					
	55,359	0	5	55,359	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	1,330,670	65,140		1,395,810	60,344

Note	Details
1	Operating Income increase of \$147,100 is due to the incorporation of the Wellington budget.
2	Operating Expenditure increase of \$212,240 is due to the incorporation of the Wellington budget.
3	No variation to budget.
4	No variation to budget.
5	No variation to budget.

Key Performance Indicators:

Workload	Prev.			Efficiency	Est.			Effective.	YTD		
	Prev.	Est.	YTD		Prev.	Est.	YTD		Prev.	Est.	YTD
Number of Construction Certificates issued (Ccl)	518	520	106	% of CCs processed within 28 days (no referral)	92.4%	100%	90.3%	% of clients satisfied with level of services provided	89%	82%	89%
No. of Building Certificates issued (Section 149(A))	51	40	7	90% of compliant certificates issued in 15 days.	95.7%	95%	100%	Number recorded complaints	Nil	Nil	Nil
No. Section 149 Certificates issued:	988	1000	297	% processed within 5 days	92.8%	95%	96.9%	No. of written complaints	Nil	Nil	Nil
149(2)											

OPERATIONAL PLAN

Function No. 6.2

Performance Review

Quarter ended: September

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	Building & Development Serv.
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
149(5)	319	240	77	% processed within 10 days	100%	100%	100%				
				Cost per S149 Cert (including assessment, approval and inspection)	\$55.13	\$52.53	\$43.54				
No. of Waste Treatment Device (WTD) Approvals	27	38	6	Cost per WTD application processed and inspected	\$594.15	\$352.37	\$557.92	% of applications processed within 21 days	100%	100%	100%
No. of DAs assessed and approved	629	650	150	% of DAs processed in 28 days (no referrals)	92.1%	90%	84.4%	% of clients satisfied with DA processing	89%	82%	89%
No of CDCs assessed and approved.(DCC and Private Cert.)	153	145	57	Cost per DA (include assessment, approval and inspection)	\$2800.68	\$2,606.30	\$2554.33	% of fully documented Council assessed CDC's determined within 10 days.	90.%(9/10)	85%	84.6%(11/13)

OPERATIONAL PLAN

Function No. 6.4

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

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

OPERATIONAL PLAN

Function No. 6.4

Performance Review

Quarter ended: September

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function: Environmental Sustainability Serv.
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Activity	Actions	Performance Targets/Service Level
Management Services - from other Functions	2.1.2.5 Prepare and formulate the State of the Environment report in accordance with the requirements of the Local Government Act 1993.	Completion of State of Environment Report by October annually.
	<i>Procedure in place to ensure SOE report completed by October 2016.</i>	<i>Next report due for completion in October 2016.</i>
	2.1.3.1 Undertake an annual review of the Education for Sustainability Strategy.	Review of the Education for Sustainability Strategy to be undertaken by November annually.
	<i>Procedure in place to ensure Strategy Review carried out by November 2016.</i>	<i>Review to be completed by November 2016.</i>
	2.1.3.2 Provide up-to-date information to the community regarding sustainability initiatives and opportunities.	Sustainable City Expo to be held by June annually.
	<i>Programmed regular information day held annually. Print and television media used where appropriate</i>	<i>Utilising web, social media and media to raise awareness within the community. Dubbo City Expo and Science Festival to be held 27 August 2016 with 950 people in attendance.</i>
	Cost of services including: management, financial, technical, information technology and corporate overheads provided to this Function.	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:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	0	0	1	0	0
Expenditure	338,725	0	2	338,725	76,895
Operating Total	338,725	0		338,725	76,895
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure			4		
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding	338,725	0		338,725	76,895
Restricted Assets	10,477	0	5	10,477	0
Funds Available to (-), or Required From Rates and Other Council Revenue	349,202	0		349,202	76,895

OPERATIONAL PLAN

Function No. 6.4

Performance Review

Quarter ended: September

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

Key Performance Indicators:

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Organisation energy usage (MWh)	18.33	17	10.85	No of accounts with reduced usage	66% (48out of 73)	70%	75%	Reduction in consumption (for corresponding period last financial year)	5.9% (Incr.)	2% (Incr)	.3% (on same period 2015/16)
Number of bore sites monitored	120	120	120	No of months bore network monitored	12 Months 6 Insp.	12 Mths 6 Insp.	12 Mths 1 Insp.	Number of sites with reduced SWL	46/120	30/120	35/120

OPERATIONAL PLAN

Function No. 6.5

Performance Review

Quarter ended: September

BUILT & NATURAL

Principal Activity:

ENVIRONMENT

Function:

Environmental Support Serv.

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

Function Objectives:

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

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

Activity	Actions	Performance Targets/Service Level
Management Support Operations	Provide strategic direction and management to the Environmental Services Division.	Division operating in an effective and efficient manner.
	<i>Input into strategic direction and management of the Division provided as and when required.</i>	<i>Support services provided as and when required. Division's operating and efficiency objectives achieved.</i>
Management Services	5.2.2.1 Implement the adopted Actions within both the Delivery Program and Operational Plan.	100% of adopted Actions within both the Delivery Program and Operational Plan are achieved by June annually.
	<i>Procedure in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved in 2016/2017</i>	<i>Programmed actions achieved to date.</i>
Management Services from other Functions	Cost of services including management, financial, technical, information technology and corporate overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Internal overheads accepted under Agreed Brief for services from other Divisions.</i>	<i>Amounts considered fair and reasonable for the level of service provided.</i>
Land Information Services (LIS)	To develop and maintain Land Information System	Corporation's satisfaction with LIS output
	<i>Development and maintenance ongoing. Pertinent staff to attend LIS User Group meetings</i>	<i>Nil complaints received in respect of LIS services provided.</i>
	2.2.9.7 Implement e-Services Project Plan to increase the extent of land use information available electronically.	Development Applications are able to be lodged electronically with Council. Plan implementation ongoing.
	<i>E Certificates programmed to be implemented in 2016/2017.</i>	<i>E Certificates implementation on hold due to merger of Dubbo and Wellington. Computer system being developed for merged council to include e Planning capabilities.</i>
Immunisation support services	Administrative support for infant immunisation activity	Monthly clinics organised and conducted achieving Greater Western Area Health Service standards
	<i>Administrative services provided to Function 8.1 to conduct monthly immunisation clinics in 2016/2017.</i>	<i>Three (3) clinics held on schedule with nil complaints received.</i>
Administration/Secretarial Support	Provide business support services to the Environmental Services Division and for ratepayers, Councillors and other Divisions	Provide Councillors, ratepayers and all Council Divisions with accurate information and advice in a timely manner. Annual Operating Plan and Budget adopted and reviewed by specified dates
	<i>Procedure in place to ensure Operating Plan and Budget development achieves adopted timetable.</i>	<i>Operating Plan and Budget to be adopted by Council June 2017.</i>

OPERATIONAL PLAN

Function No. 6.5

Performance Review

Quarter ended: September

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

Activity	Actions	Performance Targets/Service Level
Certificate processing operations	Receipt, register, preparation and administrative support for certificates processed and issued by Division.	Customer services levels achieved
	<i>Services provided to Function 6.2 to ensure targets achieved.</i>	<i>Section 146(2) and (5) and Building Certificates achieved 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 Function 6.2 to ensure targets achieved.</i>	<i>Services provided by Business Support Services enable services level to be achieved for complete DAs and CCS issued in first quarter.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	0	0	1	0	-207
Expenditure	-51,921	0	2	-51,921	-48,958
Operating Total	-51,921	0		-51,921	-49,165
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure			4		
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	-51,921	0		-51,921	-49,165
Restricted Assets					
	51,921	0	5	51,921	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	-49,165

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. 6.5

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

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

OPERATIONAL PLAN

Function No. 6.9

Performance Review

Quarter ended: September

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

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

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

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

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

Undertake City Strategy development on behalf of the organisation.

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

Activity	Actions	Performance Targets/Service Level
Local Environmental Plan management	Planning, organising, directing and controlling human and other resources.	Achievement of Function objectives in terms of key indicators.
	Funding and other necessary resources provided to effectively carry out this activity in 2016/2017.	Achieved.
Strategic Landuse Planning and Development	Implement Council's adopted Rural and Urban Development Strategies	Strategic Landuse Plans enable Council to facilitate appropriate future growth. Plans reviewed every seven years.
	Procedures in place to ensure DCP and DCOP development is carried out.	Last review carried out October 2015.
Statutory Services	Developer Contribution Plans/Policies reviewed on behalf of other Divisions/Functions	Maintain and review Section 94 and 64 Plans and Policies in accordance with current legislation and practice.
	Review of contribution Plan/ Policies carried out in accordance with Agreed Briefs.	Section 94 Plans and Policies maintained. Reviews to be undertaken as required by plan owner.
Management Services	5.2.2.1 Implement the adopted Actions within both the Delivery Program and Operational Plan	100% of adopted Actions within both the Delivery Program and Operational Plan are achieved by June annually.
	Procedures in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved.	New Section 94 Plan for Open Space commenced 1 July 2016. Urban Roads Plan delayed by RMS actions associated with LH Ford Bridge.
Management Services - from other Functions	Cost of services including: management, financial, technical, information technology and corporate overheads provided to this function. Ensure key land use planning related data is held by Corporation.	Amounts charged are accepted as reasonable for the level of service provided.
		No key data unavailable when needed.
	Internal overheads accepted under an Agreed Brief for services from other Divisions. Maintenance of LIS in respect of data is ongoing.	Amounts charges considered fair and reasonable for the level of service provided. Key data available when required.
Development Support	Monitor and assist in the interpretation and application of strategic land use strategies, LEPS and DCPs as appropriate when considering DAs.	Interpretation and advice available in good time.
	Pre-lodgement advice and Council Planners are available for assistance as and when required.	For period 1/7/2016 to 30/9/2016 - 100% availability.

OPERATIONAL PLAN

Function No. 6.9

Performance Review

Quarter ended: September

Principal Activity:	BUILT & NATURAL ENVIRONMENT	Function:	City Strategy Services
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Activity	Actions	Performance Targets/Service Level
	2.2.3.2.1 Produce annual documentation for the development industry, advising of legislative changes. <i>Procedure in place to ensure documentation prepared and distributed timely and as and when required.</i>	Documentation regarding changes to Strategic Landuse LEP and DCP is produced and distributed by July annually. <i>Undertaken through quarterly Mayoral Developers Forums and in conjunction with annual document provided by Building and Development Services. Last Forum - 20 July 2016.</i>
	2.2.5.1 Provide input into NSW Regional Landuse Strategy (Mining). <i>Meeting held with the Director General of Planning and information provided in respect of the Dubbo context.</i>	Ongoing. <i>Ongoing.</i>
	2.2.5.2 Participate in the Regional Mining Working Group. <i>Director Environmental Services is a member of the Regional Mining Taskforce. Meetings held bi-monthly.</i>	Ongoing. <i>Ongoing.</i>
	2.2.5.7 Undertaken an annual review of the Urban Land Monitors. <i>Procedure in place to ensure annual review carried out by November 2016.</i>	Review undertaken November annually. <i>Review program on schedule.</i>
	2.4.1.1 Undertake an annual review of the Urban Land Monitors. <i>Procedure in place to ensure review carried out.</i>	Review to be carried out by November annually. <i>Review to be carried out by November 2016.</i>
	2.4.2.1 Undertake a review of the Urban Areas Development Strategy on a seven (7) year cycle. <i>Procedure in place to ensure review carried out.</i>	Review to be carried out by June 2017. <i>Review to be carried out by July 2018 as a component of the amalgamation harmonisation projects.</i>
	2.4.3.1 Liaise with the NSW Real Estate Institute, the Dubbo Chamber of Commerce and Industry Inc and development industry on locational demands and development types affecting the City. <i>Procedure in place to ensure liaison takes place in 2016/2017.</i>	Liaison undertaken by August annually. <i>Frequent liaison undertaken through the Administrators Development Forum every three months. Forum held 20 July 2016.</i>
	Prepare minor LEPs/DCPs if appropriate for particular developments. <i>Procedure and processes in place to enable the preparation of minor LEP/DCP amendments as required.</i>	DCPs completed within four (4) months and submitted to Council for adoption. <i>For period 1/7/2016 to 30/9/2016 - two (2).</i>
	Assess planning proposal relating to amendments to the LEP. <i>Processes in place to ensure determinations are in line with policy requirements.</i>	Ongoing. <i>Ongoing.</i>
	2.4.3.2 Review the comprehensive LEP every five years following the five year Strategic Review. <i>Processes in place to ensure comprehensive LEP is reviewed following the five year Strategic Review.</i>	Review to be carried out by June 2017. <i>Operational review to be carried out by September 2017 as a component of the amalgamation harmonisation projects.</i>

OPERATIONAL PLAN

Function No. 6.9

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-86,000	0	1	-86,000	-62,000
Expenditure	706,686	50,000	2	756,686	181,440
Operating Total	620,686	50,000		670,686	119,440
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	620,686	50,000		670,686	119,440
Restricted Assets					
	29,556	-50,000	5	-20,444	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	650,242	0		650,242	119,440

Note	Details
1	No variation to budget.
2	Operating income increase of \$50,000 is due to the incorporation of the Wellington budget.
3	No variation to budget.
4	No variation to budget.
5	Transfer from Restricted Assets increase by \$50,000 is due to the incorporation of the Wellington budget restricted asset funding for LEP review.

Key Performance Indicators:

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

OPERATIONAL PLAN

Function No.

6.10

Performance Review

Quarter ended:

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.

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

Activity	Actions	Performance Targets/Service Level
Stock Impounding	2.2.8.3 Undertake media and/or education campaigns on stock related incidents in consultation with Livestock, Health and Pest Authority	Campaign completed by June annually
	<i>Procedure in place to ensure campaign is undertaken in consultation with Livestock Health and Pest Authority as appropriate time and generally corresponds with extended dry weather periods.</i>	<i>Campaign generally carried out by June each year.</i>
Management Services - from other Functions	Amounts charged for management, financial, technical, information technology and corporate overheads are accepted as reasonable for the level of service provided	Charges agreed and services provided considered satisfactory
	<i>Automated Journal process in place to ensure reporting timetable achieved.</i>	<i>Automated monthly journals occurred in accordance with Agreed Briefs.</i>
Management Services	Planning, organising, directing and controlling human and other resources to achieve the functions objectives	Achievement of Function objectives within satisfactory timeframes and budget
	<i>Sufficient funding and other necessary resources provided to effectively carry out this activity.</i>	<i>Achieved and ongoing.</i>
	5.2.2.1 Implement the adopted Actions within both the Delivery Program and Operational Plan.	100% of adopted Actions within both the Delivery Program and Operational Plan are achieved by June annually.
	<i>Procedure in place to ensure the adopted actions within the Delivery Program and Operational Plan are achieved in 2016/2017.</i>	<i>Programmed actions achieved to date.</i>
Companion Animal Control	1.5.6.1 Undertake an annual review of the Companion Animals Action Plan	Review carried out by May annually
	<i>Procedure in place to ensure review carried out by May 2017.</i>	<i>Review scheduled to take place by May 2017.</i>
	1.5.6.6 Implement an education program to ensure residents are aware of the requirements for keeping Companion Animals	Implement education program by May annually
	<i>Program in place to ensure educational program implementation by May 2017. Funding application submitted for further education.</i>	<i>Pet month held August 2016.</i>
		Number of dog related incidents is less than previous year
		<i>For period 1/7/2016 to 30/9/2016 - 9.4% reduction on corresponding period 2015/2016.</i>
		Increase in number of dogs registered under the Companion Animals Act (compared to previous year)
		<i>For period 1/7/2016 to 30/9/2016 4.2% reduction on corresponding period 2015/2016.</i>

OPERATIONAL PLAN

Function No. 6.10

Performance Review

Quarter ended: September

BUILT & NATURAL	Function:	Ranger Services
ENVIRONMENT	Principal Activity:	

Activity	Actions	Performance Targets/Service Level
Pollution Control	Investigate and enforcement of incidents of pollution. <i>Funding and other necessary resources provided to effectively carry out this activity.</i>	Increase in number of cats registered under the Companion Animals Act (compared to previous year) <i>For period 1/7/2016 to 30/9/2016 – 18.7% reduction on corresponding period 2015/2016.</i> Complaints responded to in a timely manner <i>Complaints responded to on a priority of risk bases.</i>
Pest Destruction	Control noxious birds/animals. <i>Funding and other necessary resources provided to effectively carry out this activity.</i>	Complaints responded to in a timely manner <i>Complaints responded to on a priority of risk basis. Coordination with NPWS and P & L regarding Magpie control.</i>
Other Ranger Services	Enforce relevant statutory requirements <i>Funding and other necessary resources provided to effectively carry out this activity.</i> Enforce litter reduction policies in defined areas. <i>Funding and other necessary resources provided to effectively carry out this activity.</i>	Increased public awareness of statutory requirements <i>Promotion of issues carried out via media, web, information days and penalty notices and cautions ongoing.</i> Littering and illegal dumping incidents are effectively managed. <i>Ongoing monitoring of public areas and reserves. Mail-outs to affected properties.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-80,050	-15,500	1	-95,550	-15,676
Expenditure	827,135	154,454	2	981,589	248,942
Operating Total	747,085	138,954		886,039	233,266
<u>Capital</u>					
Income	0	-2,971	3	-2,971	0
Expenditure	0	0	4	0	0
Capital Total	0	-2,971		-2,971	0
Available Funds Movement Prior to Restricted Asset Funding	747,085	135,983		883,068	233,266
Restricted Assets	29,670	0	5	29,670	0
Funds Available to (-), or Required From Rates and Other Council Revenue	776,755	135,983		912,738	233,266

OPERATIONAL PLAN

Function No.

6.10

Performance Review

Quarter ended:

September

BUILT & NATURAL

Principal Activity:

ENVIRONMENT

Function:

Ranger Services

Note	Details
1	Increase in Operating Income of \$15,500 is due to the incorporation of the Wellington budget.
2	Increase in Operating Expenditure of \$154,454 is due to the incorporation of the Wellington budget.
3	Increase in Capital Income is due to the incorporation of the Wellington 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 registered per annum (CAA):	848	900	223	Operating cost per animal registered (including shelter cost)	\$1028.98	\$1044.41	\$1062.10	Increase in dog registrations under CAA	42.4% (decrease)	9.7%	4.2%
Cats registered per annum (CAA):	54	60	13					Increase in cat registrations under CAA	41.9% (decrease)	20%	18.7% (decrease)
Dog complaints	1007	950	260	% complaints actioned within 7 days	85.6%	90%	97%	Reduction in number of complaints (comparable per. 15/16)	15.5% (increase)	2%	9.4%
Cat complaints	203	190	46	% of complaints actioned within 7 days.	84.2%	85%	89.5%	Decrease in cat complaints	15.5%	3%	36.9%
Stock impounding/ complaints	84	65	10	% of complaints actioned within 2 hours (main highways)	100%	100%	100%	Decrease in stock impounded	34.8%	0%	56.5%
No. of litter infringements issued	15	24	1					Decrease in number of infringements issued	25%	0%	800%
Abandoned vehicles investigated	172	125	32	Impounding Act procedures commenced within 24 hours of vehicle determination	95% Est	75%	76.2%	Reduction in number of abandoned vehicles investigations / impounded	23.7% (increase)	21.8%	23% (increase)

OPERATIONAL PLAN

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.

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

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

OPERATIONAL PLAN

Function No.

6.11

Performance Review

Quarter ended:

September

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

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

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-73,200	0	1	-73,200	-18,825
Expenditure	561,659	-1,226	2	560,433	105,783
Operating Total	488,459	-1,226		487,233	86,958
<u>Capital</u>					
Income	-45,890	0	3	-45,890	-7,655
Expenditure	136,770	0	4	136,770	0
Capital Total	90,880	0		90,880	-7,655
Available Funds Movement Prior to Restricted Asset Funding					
	579,339	-1,226		578,113	79,303
Restricted Assets					
	-8,992	0	5	-8,992	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	570,347	-1,226		569,121	79,303

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

Key Performance Indicators

Workload	Prev.			Efficiency	Est.			Effective.	YTD		
	Prev.	Est.	YTD		Prev.	Est.	YTD		Prev.	Est.	YTD
Dogs impounded per annum	1518	1510	401	Operating cost per animal impounded	\$196.90	\$236.00	\$266.77	Dog impoundings increase by less than 5% on corresponding figure for previous year	2.7%	1.3%	6.5%
Cat impounding/surrenders	969	900	132		Cat impoundings increase by less than 5% on corresponding figure for previous years.	7.2%	1.1%		3.6%		

OPERATIONAL PLAN

Function No.

6.11

Performance Review

Quarter ended:

September**BUILT & NATURAL***Principal Activity:***ENVIRONMENT***Function:***Animal Shelter****Key Projects****Capital Works Program**

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

OPERATIONAL PLAN

Function No. 7.7

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

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

OPERATIONAL PLAN

Function No. 7.7

Performance Review

Quarter ended: September

Principal Activity:	COMMUNITY SERVICES	Function:	Cemeteries
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-209,207	-136,890	1	-346,097	-90,743
Expenditure	369,610	163,568	2	533,178	123,102
Operating Total	160,403	26,678		187,081	32,359
<u>Capital</u>					
Income	-27,379	-9,548	3	-36,927	-4,702
Expenditure	85,000	16,334	4	101,334	16,334
Capital Total	57,621	6,786		64,407	11,632
Available Funds Movement Prior to Restricted Asset Funding					
	218,024	33,464		251,488	43,991
Restricted Assets					
	-81,876	7,466	5	-74,410	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	136,148	40,930		177,078	43,991

Note	Details
1	Operating Income increased by \$136,890 due to the Wellington Budget Integration.
2	Operating Expenditure increased by \$163,568 mainly due to the Wellington Budget Integration.
3	Capital Income increased by \$9,548 due to Wellington Budget Integration in the form of Depreciation.
4	Capital Expenditure increased \$16,334 mainly due to purchase of Grass Protection Flooring and onsite Storage at New Dubbo Cemetery.
5	Transfer to Internally Restricted Assets has increased by \$7,466 mainly due to Wellington Budget Integration.

Key Performance Indicators

Workload	Prev.			Est.			YTD			Effective.	Prev.			Est.			YTD		
No. of Dubbo interments	70	65	13	Cost per grave dug for Dubbo Cemeteries.	\$846.27	\$897	\$818.67	No. of complaints re: cemetery interments for Dubbo Cemeteries.	NIL	NIL	NIL								
No. of ashes in New Dubbo Cemetery	2	1	0	Graves dug as per Manual of Procedure for Dubbo Cemeteries.	100%	100%	100%	No. of written complaints regarding condition of New Dubbo Cemetery	NIL	NIL	NIL								
No. of Reservations in New Dubbo Cemetery	51	36	17	Cost per hectare to maintain Lawn Cemetery & Old Dubbo Cemetery	\$6,001.79	\$6,504	\$1118.30	No. of written complaints regarding condition of Old Dubbo Cemetery	NIL	NIL	NIL								
No. of hectares maintained																			
-New Dubbo Cemetery	11.42ha	11.42ha	11.42ha																
-Old Dubbo Cemetery	6.5ha	6.5ha	6.5ha																

OPERATIONAL PLAN

Function No. 7.7

Performance Review

Quarter ended: September

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

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

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

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

OPERATIONAL PLAN

Function No. 7.8

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

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

OPERATIONAL PLAN

Function No. 7.8

Performance Review

Quarter ended: September

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

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-20,044	-21,748	1	-41,792	-14,719
Expenditure	845,212	198,624	2	1,043,836	217,168
Operating Total	825,168	176,876		1,002,044	202,449
<u>Capital</u>					
Income	-103,575	-330,581	3	-434,156	-279,145
Expenditure	6,600	147,937	4	154,537	36,740
Capital Total	-96,975	-182,644		-279,619	-242,405
Available Funds Movement Prior to Restricted Asset Funding					
	728,193	-5,768		722,425	-39,956
Restricted Assets					
	477	-147,500	5	-147,023	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	728,670	-153,268		575,402	-39,956

Note	Details
1	Operating Income increased by \$21,748 due to Wellington Budget Integration.
2	Operating Expenditure increased by \$198,624 mainly due to Wellington Budget Integration.
3	Capital Income increased by \$330,581 mainly due to Depreciation for Wellington Budget Integration and the Sale of Racecourse land of \$261,851.
4	Capital Expenditure increased by \$147,937 mainly due to Wellington Budget Integration for Community Hall Asset Renewals (\$51,197), Racecourse Amenities (\$36,740) and Racecourse Road (\$60,000).
5	Transfer from Internally Restricted Assets has increased by \$147,500 to fund Capital Expenditure from relevant restricted assets.

OPERATIONAL PLAN

Function No. 7.8

Performance Review

Quarter ended: September

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

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. Applications for Major Sporting Events funding.	3	4	NIL	Cost per capita for Recreation Planning & Management expenditure	\$15.02	\$15.98	\$15.92	No. of complaints about condition of community halls	1	2	0

Key Projects**Capital Works Program**

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

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

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

OPERATIONAL PLAN

Function No. **7.8**

Performance Review

Quarter ended: **September**

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

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

OPERATIONAL PLAN

Function No. 7.10

Performance Review

Quarter ended: September

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

Function Objectives:

To provide an effective and efficient educational and recreational library service for the residents of Dubbo.
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NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.

Activity	Actions	Performance Targets/Service Level
Asset Maintenance Program - Cyclic	Cyclic repairs and maintenance to the Dubbo Branch Library Building as per the twenty year asset management plan.	Library remains operational and presentable.
	Cyclic repairs and maintenance are budgeted for and are undertaken in accordance with twenty year maintenance plan.	Achieved to date.
Asset Maintenance Program - Routine	Routine repairs and maintenance to the Dubbo Branch Library Building.	No reasonable complaints on the condition of the Library Building.
	Routine maintenance is undertaken.	No complaints received to date.
Contributions to Macquarie Regional Library	Funding to cover the costs of Dubbo Branch Library and Regional Library Staff salaries and ancillary costs and overheads and the purchase of library materials.	The Macquarie Regional Library performs to average industry library service standard as per the NSW Public Library Statistics. A minimum of 230,000 articles borrowed from the library per annum.
	Budget allocation is made to cover these costs. Quarterly allocation is made to Macquarie Regional Library for these costs.	Report due to be submitted to Council in March 2017.
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.
	\$4,000 is provided in 2016/2017 budget for this purpose.	No instances to date.
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.
	Budget allocation is made to fully cover these costs.	No complaints or instances to date.
Management Services	Proportion of costs of Community Support Services to manage this function.	All required reports, budgets and plans are completed on time and to the satisfaction of General Manager / Council.
	Costs based on estimated time spent on this function by Director Community Services, Manager Business Support and Business Support Officer.	Achieved to date.
	1.3.6.2 Provide input to the Macquarie Regional Library's Corporate Strategic Plan to define the long term library service needs and facility needs for the Dubbo Community.	65% of residents are borrowers at the Macquarie Regional Library.
	Not due until early 2017.	52.7% of residents are enrolled borrowers.
	1.3.6.3 Continue to lobby the State Government for increased recurrent funding for local government library services.	Increased funding is received from the State Government.
	No increase in recent State budget of recurrent per capita funding. Lobbying continuing.	No increase in recent State budget of recurrent per capita funding.

OPERATIONAL PLAN

Function No. 7.10

Performance Review

Quarter ended: September

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

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-149,897	-39,085	1	-188,982	-1,494
Expenditure	1,996,827	360,799	2	2,357,626	578,342
Operating Total	1,846,930	321,714		2,168,644	576,848
<u>Capital</u>					
Income	-68,863	-5,305	3	-74,168	-15,408
Expenditure	14,000	422,068	4	436,068	423,948
Capital Total	-54,863	416,763		361,900	408,540
<hr/>					
Available Funds Movement Prior to Restricted Asset Funding	1,792,067	738,477		2,530,544	985,388
Restricted Assets	85,249	-422,068	5	-336,819	0
Funds Available to (-), or Required From Rates and Other Council Revenue	1,877,316	316,409		2,193,725	985,388

Note	Details
1	Operating Income increased by \$39,085 mainly due to Wellington Budget Integration.
2	Operating Expenditure increased by \$360,799 mainly due to Wellington Budget Integration.
3	Capital Income increased by \$5,305 mainly due to Depreciation for Wellington Budget Integration.
4	Capital Expenditure increased by \$422,068 due to the Dubbo Branch Building Improvement Project.
5	Transfer from Internally Restricted Assets has increased by \$422,068 to fund the Building Improvement Project for the Dubbo Branch Building.

OPERATIONAL PLAN

Function No. **7.10**

Performance Review

Quarter ended: **September**

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

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of articles borrowed per annum	192,122	230,000	51,148	Total operating expenses per borrowing	\$9.89	\$8.82	\$9.16	No. of registered borrowers as percentage of population	55.40%	65%	52.84%
								No. of complaints about condition of library building, fixtures and furniture.	NIL	NIL	NIL
No. of hours library open to public per week	49	49	49					No. of borrowings per registered borrower per annum	8.23	8.6	2.30

Key Projects**Capital Works Program**

Library Services - Acquisition of Assets 01.09441 - Library - Office Equipment	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
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 01.09444 - Furniture and Fittings	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
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 01.09442 - Library - Buildings Renewal	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7245 - Building Improvement PROJECT COMPLETE	0	422,068	422,068	422,068
01.09442 - Library - Buildings Renewal Total	0	422,068	422,068	422,068

OPERATIONAL PLAN

Function No. 7.11

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

Activity	Action	Performance Targets/Service Level
Trading Stock Purchases	Manage souvenirs available for sale to ensure products are popular and cost effective.	Yield per customer from sources other than admissions is increased.
	Achieved to date.	YTD yield for 2016/17 achieved is \$2.38. Yield in 2015/16 was \$3.07.
Operating Expenditure	Day to day running costs including cleaning and promotions, purchase and sale of souvenirs.	Operating costs per patron to either remain static or Decrease.
	Achieved to date.	Operating cost per patron is currently \$23.25. The 2015/2016 value was \$18.11.
Management/Admissions-Salaries & O/Heads	Staff salaries for managers and gatekeepers to supervise admissions, financial management, general administration and exhibition development maintenance.	Management and overhead costs per patron to either remain static or decrease.
	Achieved to date.	The YTD figure for 2016/2017 September Quarter is \$13.91, this is compared to the 2015/2016 value of \$9.10.
	1.3.7.2 Develop co-operative arrangements with other tourist destinations and businesses with a view to packaging Old Dubbo Gaol products and services.	50,000 people visit the Gaol per annum.
	Achieved to date. Welcome to Dubbo Event Package Wine and Nourishment Event Great Western Plains Destination Campaign	6,355 visitors to date.
Management Services from other Functions	1.3.7.3 Develop and implement an annual Marketing and Promotion Programme for the Old Dubbo Gaol.	Marketing and Promotion program structured across multiple mediums and based on holiday, general admission and events.
	Marketing and Promotion Programme adopted as a component of the 2016/17 Business Plan.	Achieved to date.
Management Services from other Functions	Cost of Services including: - management, financial, technical, information technology and corporate overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided.
	These costs are determined by agreed brief between internal parties.	Amounts considered reasonable for level of service.
Interpretation/Exhibition Project	1.3.7.1 Undertake the development of one (1) new exhibition per annum.	100% of patrons are satisfied with exhibitions.
	No action to date.	Achieved to date.
Asset Management Program - Routine	Undertake Building Asset Management Program.	Buildings operational and presentable.
	Progressively implemented.	Achieving to date.

OPERATIONAL PLAN

Function No. 7.11

Performance Review

Quarter ended: September

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

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-554,093	-160,355	1	-714,448	-173,925
Expenditure	861,072	29,503	2	890,575	214,470
Operating Total	306,979	-130,852		176,127	40,545
<u>Capital</u>					
Income	-73,667	0	3	-73,667	-35,862
Expenditure	66,000	133,852	4	199,852	55,499
Capital Total	-7,667	133,852		126,185	19,637
Available Funds Movement Prior to Restricted Asset Funding					
	299,312	3,000		302,312	60,182
Restricted Assets					
	66,735	-3,000	5	63,735	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	366,047	0		366,047	60,182

Note	Details
1	Operating Income increased by \$160,355 mainly due to RESTART NSW Grant Funding as part of the Cobbora Transition Fund (\$150,355) and a Grant from National Library Preservation Needs Project (\$5,000).
2	Operating Expenditure increased by \$29,503 mainly due to NLA Preservation Needs Project (\$5,000), Banking Security (\$4,000) and Operational Costs associated to the Cobbora Transition Fund Projects.
3	No variance to Budget.
4	Capital Expenditure increased by \$133,852 due to the Cobbora Transition Project.
5	Transfer from Internally Restricted Assets has increased by \$3,000 to fund Operational Costs associated with Banking Security Pickups.

OPERATIONAL PLAN

Function No. **7.11**

Performance Review

Quarter ended: **September**

Principal Activity:	COMMUNITY SERVICES	Function:	Old Dubbo Gaol
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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	\$18.11	\$17.39	\$23.25	No. of patrons	46,829	50,000	6,355
				Total surplus (deficit) from Operations	\$248,975	\$366,047	\$81,513	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	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5664 - Historical Exhibition	0	5,000	5,000	-1,049
6518 - Outdoor Cinema	2,000	0	2,000	0
6520 - Event Lighting - Event Space Coborra	0	7,107	7,107	7,107
PROJECT COMPLETED				
01.09458 - Assets Purchased - Other Assets Total	2,000	12,107	14,107	6,058

Old Dubbo Gaol - Asset Renewals - Maintenance 01.09455 - Old Dubbo Gaol - Buildings	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5906 - Watchtower & Render Project NSW Heritage	64,000	0	64,000	0
5909 - Entrance Signage Cobbora Transition	0	30,000	30,000	0
5910 - Foyer Project Cobbora Transition	0	59,411	59,411	49,441
5911 - Event Space Project Cobbora Transition	0	32,334	32,334	0
01.09455 - Old Dubbo Gaol - Buildings Total	64,000	121,745	185,745	49,441

OPERATIONAL PLAN

Function No. 7.14

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

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

OPERATIONAL PLAN

Function No. 7.14

Performance Review

Quarter ended: September

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

OPERATIONAL PLAN

Function No. 7.14

Performance Review

Quarter ended: September

Principal Activity:	COMMUNITY SERVICES	Function:	Social Services
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Activity	Actions	Performance Targets/Service Level
Aboriginal Liaison Operations	5.3.1.5.1 Branch reviews of the Operational Plan (including budget) undertaken for the Social Services Branch on a quarterly basis.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	Branch reviews of the Operational Plan undertaken on a quarterly basis.	First quarterly review for 2016/2017 submitted in September 2016.
	5.3.1.9.1 Monitor the ongoing implementation of the NAMSPlus asset reporting tool for the Social Services Branch.	NAMSPlus is being implemented with the Social Services Branch.
	Implementation of the NAMSPlus asset reporting tool currently being monitored.	Part of superior asset management project.
	5.3.1.10.1 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation for the Social Services Branch.	Asset Management Plans for the Social Services Branch are prepared and submitted by due date.
	Monitoring ongoing.	Plans submitted by due date.
	5.3.1.11.1 Monitor the use of the zero based budgeting framework by the Organisation within the Social Services Branch.	All Zero based budgeting requirements are fully adhered to within the Social Services Branch.
	Zero based budgeting is monitored and utilised.	Zero based budgeting requirements are adhered to within the Social Services Branch where appropriate.
	The provision of effective and strong links, communication and networks within the local Aboriginal Community, Dubbo City Council and State and Federal Government Agencies.	No reasonable criticism of Aboriginal Liaison Officer.
	Council employs an Aboriginal Liaison Officer to undertake these activities. She attends regular meetings etc with key stakeholders.	No criticism to date.
Dubbo Neighbourhood Centre	1.2.5.1 Make representations to the State and Federal Governments to increase coordinated funding for programmes to improve the education, health, employment and economic development opportunities of Aboriginal people.	The unemployment rate of Aboriginal people decreases annually.
	Council continues to make representations to Government Agencies for increased funding. The Manager Social Services and Aboriginal Liaison Officer regularly attend meetings etc with key stakeholders.	Dubbo Aboriginal population unemployment was 18.5% - 2011 Census. Details are not yet available from 2016 Census.
	1.2.5.2 Council continues to have an Aboriginal Liaison Officer to support and assist the Aboriginal Community.	Funding provided in budget for employment of Aboriginal Liaison Officer.
	The Aboriginal Liaison Officer is a permanent position.	2016/2017 budget accommodates these costs.
Contributors to rent of the Dubbo Neighbourhood Centre; subsidy of the Dubbo Neighbourhood Centre operations; professional management of services delivered by the Dubbo Neighbourhood Centre.	100,000 enquiries per annum handled by Dubbo Neighbourhood Centre.	
Council continues to provide financial assistance to the Dubbo Neighbourhood Centre.	16,375 enquiries to the Dubbo Neighbourhood Centre.	

OPERATIONAL PLAN

Function No. **7.14**

Performance Review

Quarter ended: **September**

Principal Activity:	COMMUNITY SERVICES	Function:	Social Services
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Activity	Actions	Performance Targets/Service Level
	1.2.2.2 Provide financial contribution for the operations of the Dubbo Neighbourhood Centre.	100% utilisation rate of services provided at Dubbo Neighbourhood Centre
	2016/2017 budget accommodates these costs. \$65,500 for a Subsidy along with \$94,500 provided in the 2016/2017 budget.	Services are utilised 100% of the time.
	1.2.8.2 Dubbo Neighbourhood Centre to review the Community On Line Directory monthly and to include the outcomes of the review in the biannual reports to Council on the status of the Directory.	Online Directory updated monthly.
	The Dubbo Neighbourhood Centre provides six (6) monthly reports to Council in June and December each year.	Ongoing updates monthly.
Aboriginal Employment Project	Employment of 2 Aboriginal Apprentices	Apprenticeships successfully completed
	Apprentice employed in Fleet Services and one other to be employed in Parks and Landcare.	The Fleet Services apprenticeship is due for completion in February 2018. The Parks and Landcare apprenticeship is being organised at the moment.
Youth Development Officer	The provision of strategies through a community development model undertaking a number of youth related activities.	No reasonable criticism of Youth Development Officer
	Youth Development Officer consults with the Dubbo Youth Council and the community to develop activities and strategies.	No criticism.
	1.2.3.2 Develop and deliver youth programmes to meet identified needs in consultation with appropriate youth agencies.	100% of issues affecting youth resolved by Council with Youth Council input.
	The Youth Development Officer develops programs in consultation with agencies. The annual Youth Week program is undertaken with the assistance of the Dubbo Youth Council.	All issues referred to Youth Council for input.
		1,300 young people attend Youth Week activities.
		Youth Week to be held in April 2017.
		All activities and entertainment are planned and organised with the assistance of young people.
		Youth Development Officer ensures all activities are undertaken with the assistance of young people.
	1.2.3.3 In consultation with the Dubbo Youth Council, develop a prioritised list of future youth services and facilities for consideration by Council.	Submission made by Youth Council to Council every November on issues for upcoming budget considerations.
	Not due until November 2016.	Not due until November 2016.
	1.2.3.4 Youth Council to submit two reports to Council on its deliberations on youth issues and activities undertaken.	Presentations made to Council in June & December each year.
	Youth Council to submit reports in December 2016 and June 2017.	Youth Council to submit reports in December 2016 and June 2017.

OPERATIONAL PLAN

Function No. 7.14

Performance Review

Quarter ended: September

Principal Activity:	COMMUNITY SERVICES	Function:	Social Services
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Activity	Actions	Performance Targets/Service Level
SBS Radio	1.2.8.1 Conduct reviews of the Youth Services Directory managed by Dubbo City Council.	Community and Youth Services Directories maintained to 95% accuracy.
	<i>Youth Development Officer regularly updates Youth Services Directory.</i>	<i>95% accuracy is maintained.</i>
	Transmission of news/current events in languages other than English.	Positive community response to the service.
DACWP Support Expenses	<i>Council continues to support the ongoing operation of SBS Radio. \$500 is provided in 2016/2017 budget to cover the licensing costs.</i>	<i>There has been no criticism of this service.</i>
	Administrative support of the DACWP	No reasonable criticism of Council's involvement with the DACWP
	<i>Council provides clerical and financial management support of the DACWP.</i>	<i>No complaints to date.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-99,997	-312,378	1	-412,375	-141,233
Expenditure	990,800	838,129	2	1,828,929	915,806
Operating Total	890,803	525,751		1,416,554	774,573
<u>Capital</u>					
Income	-43,135	-16,762	3	-59,897	-7,198
Expenditure	35,346	10,778	4	46,124	17,919
Capital Total	-7,789	-5,984		-13,773	10,721
Available Funds Movement Prior to Restricted Asset Funding					
	883,014	519,767		1,402,781	785,294
Restricted Assets					
	-78,634	-138,565	5	-217,199	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	804,380	381,202		1,185,582	785,294

Note	Details
1	Operating Income increased by \$312,378 Mainly due to Wellington Budget Integration.
2	Operating Expenditure increased by \$838,129 mainly due to Wellington Budget Integration, a donation of \$262,000 to the Macquarie Home Stay Project and Reimbursement of \$122,852 to Allira as part of the Three Rivers Regional Assembly operations.
3	Capital Income increased by \$16,762 mainly due to Depreciation for Wellington Budget Integration.
4	Capital Expenditure increased by \$10,778 mainly due to Playmates Cottage Project (\$6,278) and Wellington Budget Integration with Building Renewals (\$4,500).
5	Transfer from Internally Restricted Assets has increased by \$138,565 mainly due to the Three Rivers Regional Assembly Reimbursement to Allira.

OPERATIONAL PLAN

Function No. 7.14

Performance Review

Quarter ended: September

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

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of enquiries handled at the Dubbo Neighbourhood Centre	125,956	100,000	16,375	Cost per enquiry at the Dubbo Neighbourhood Centre	\$1.27	\$1.60	\$9.77	Average utilisation rate of DNC	100%	100%	100%
Number of activities co-ordinated by MSS, ALO & YDO	50	25	12					No reasonable criticism of Community Services Management	NIL	NIL	NIL

Key Projects**Capital Works Program**

Social Services - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09501 - Social Services - Acquisition of Buildings				
7300 - Playmates Cottage	0	6,278	6,278	6,278
01.09501 - Social Services - Acquisition of Buildings Total	0	6,278	6,278	6,278

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

OPERATIONAL PLAN

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

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

OPERATIONAL PLAN

Function No. 7.16

Performance Review

Quarter ended: September

Principal Activity:

COMMUNITY SERVICES

Function:

Rainbow Cottage Child Care Centre

**Manager Responsible: Manager Social Services
Mr John Watts**

Function Objectives:

To provide a quality, cost effective, centre-based child care service.

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

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

OPERATIONAL PLAN

Function No. 7.16

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-1,193,148	-32,719	1	-1,225,867	-322,581
Expenditure	1,254,752	32,719	2	1,287,471	298,331
Operating Total	61,604	0		61,604	-24,250
<u>Capital</u>					
Income	-28,246	0	3	-28,246	-5,318
Expenditure	45,000	0	4	45,000	0
Capital Total	16,754	0		16,754	-5,318
Available Funds Movement Prior to Restricted Asset Funding					
	78,358	0		78,358	-29,568
Restricted Assets					
	22,417	0	5	22,417	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	100,775	0		100,775	-29,568

Note	Details
1	Operating Income increased by \$32,719 due to a LDC Professional Development Programme Grant (\$28,696) and Paid Parental Leave Recoup (\$4,023).
2	Operating Expenditure increased by \$32,719 due to Operational Costs associated with Paid Parental Leave and LDC Professional Development Programme.
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	\$20,876	\$21,787	\$3,527	Utilisation of available child care places	98%	100%	100%
								No reasonable criticism of quality of child care	NIL	NIL	NIL
Number of child care places	58	58	58					No reasonable criticism of standard of child care centre	NIL	NIL	NIL

OPERATIONAL PLANFunction No. **7.16***Performance Review*Quarter ended: **September**

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

Rainbow Cottage - Asset Renewals - Maintenance 01.09517 - Rainbow - Furniture & Fittings	2016/2017 Original Budget	September Adjustment	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	2016/2017 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

OPERATIONAL PLAN

Function No. 7.17

Performance Review

Quarter ended: September

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

Function Objectives:

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

NOTE: <i>This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.</i>
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Activity	Action	Performance Targets/Service Level
Management Services from other Functions	Cost of Services including: management, financial, technical, information technology, and corporate overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided.
	2016/2017 budget accommodates these costs.	Amounts are considered reasonable for the level of service provided.
Minor Equipment Purchases	Costs associated with the purchase of toys and office equipment.	Costs increased by no more than CPI each year.
	2016/2017 budget accommodates these costs. \$2,200 provided in 2016/2017 budget.	Costs are only increased by CPI.
Operations – Fee Relief	Cost of expenses associated with the receipt of government fee relief.	Fee Relief Expenses match Fee Relief Income.
	2016/2017 budget accommodates these costs.	Fee Relief Expenses match Fee Relief Income.
Operations – Other Expenses	Day to day running costs including advertising consumables and equipment.	Total surplus (deficit) from operations.
	2016/2017 budget accommodates these costs.	Total to date (\$15,796).
Operations – Salaries & Overheads	Provision of places for home-based child care service, publicity, staff training, financial and management planning, accreditation requirement and National Quality Framework, adherence to Licensing requirements, provision of toys and equipment to carers, advice to carers and parents.	Accreditation is maintained. No breaches concerning National Quality Framework.
	2016/2017 budget accommodates these costs. The National Quality Framework requirements are followed.	Accreditation is maintained. There are no breaches under the National Quality Framework.
	1.2.1.1 Actively pursue the recruitment of additional carers in the Dubbo Family Day Care Scheme.	300 children Family Day Care child care places in Dubbo.
	There is an ongoing program to recruit additional carers.	There are currently 460 Family Day Care child care places in Dubbo.

OPERATIONAL PLAN

Function No. 7.17

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-1,903,913	0	1	-1,903,913	-483,255
Expenditure	2,046,808	0	2	2,046,808	508,175
Operating Total	142,895	0		142,895	24,920
<u>Capital</u>					
Income	-3,425	0	3	-3,425	-272
Expenditure	0	0	4	0	0
Capital Total	-3,425	0		-3,425	-272
Available Funds Movement Prior to Restricted Asset Funding					
	139,470	0		139,470	24,648
Restricted Assets					
	17,445	0	5	17,445	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	156,915	0		156,915	24,648

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	3	Total operating expenses per annum	\$1,947,032	\$2,046,808	\$508,175	Satisfaction level of parents and carers is above 95%	100%	100%	100%
Number of carers in scheme	55	60	52					Number of children in care.	459	610	460
Number of home visits conducted per annum per carer	15	15	4	Average time to conduct a home visit	1.5HRS	1.5HRS	1.5HRS	Number of breaches and complaints made against carers	2	2	0

OPERATIONAL PLAN

Function No. 7.18

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

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

OPERATIONAL PLAN

Function No. **7.18**

Performance Review

Quarter ended: **September**

Principal Activity:	COMMUNITY SERVICES	Function:	Cultural Services
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Activity	Action	Performance Targets/Service Level
Contributions – Macquarie Philharmonia	1.3.2.2 Continue membership of and fully participate in the activities of Orana Arts.	
	<i>Council staff at DRTCC and WPC and the Director Community Services have regular contact with Orana Arts.</i>	
Management Services From Other Functions	Financial support of the Regional Orchestra	Financial support of the Macquarie Philharmonia is maintained.
	<i>\$5,000 allocated in the 2016/2017 budget for Macquarie Philharmonia Orchestra.</i>	<i>Support maintained.</i>
Sister City Activities	Internal service costs for management accounting, corporate overheads, community support services and printing.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Costs covered the overheads of administering cultural services in the city.</i>	<i>Amounts considered to be fair and reasonable for the levels of service provided.</i>
	Administer the City's Sister City relationships and provide subsidised airfares for the Minokamo Student Exchange Programme. Funding covers the costs of staff salaries and overheads.	No reasonable complaints relating to the maintenance of good international and national relationships.
	<i>A part time Sister Cities Officer is employed to manage the Sister City Affairs and \$22,000 is allocated in 2016/2017 for travel subsidies for students and chaperones travelling to Minokamo and Wujiang as part of the student exchange programme. The costs of hosting Minokamo and Wujiang students and other Sister City delegations are covered in the budget.</i>	<i>No complaints to date.</i>
		No reasonable complaints on the management of the Minokamo Student Exchange Programme.
		<i>No complaints to date.</i>

OPERATIONAL PLAN

Function No. 7.18

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-3,171	0	1	-3,171	0
Expenditure	218,142	2,503	2	220,645	85,965
Operating Total	214,971	2,503		217,474	85,965
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	214,971	2,503		217,474	85,965
Restricted Assets					
	499	0	5	499	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	215,470	2,503		217,973	85,965

Note	Details
1	No Variance to Budget.
2	Operating Expenditure increased by \$2,503 due to additional funds for Orana Arts Contributions.
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 Sister City Advisory Committee meetings per annum	3	4	0	Total operating expenses per capita	\$5.16	\$5.19	\$1.68	Number of reasonable complaints on condition of South Dubbo Band Hall.	NIL	NIL	NIL
					Percentage of Japanese students who rate their student exchange to Dubbo as excellent/satisfactory.	100%	100%	100%			
					Percentage of Dubbo students who rate their student exchange to Minokamo as excellent/satisfactory.	100%	100%	100%			

OPERATIONAL PLAN

Function No. 7.19

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

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

OPERATIONAL PLAN

Function No. 7.19

Performance Review

Quarter ended: September

Principal Activity:	COMMUNITY SERVICES	Function:	Community Support Services
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Activity	Action	Performance Targets/Service Level
	1.3.2.5 Cultural events continue to be included in the Council's weekly "What's On" calendar of events and activities.	No incidences of significant cultural events not being included in the "What's On" calendar.
	Achieved to date.	No incidences to date.
	1.3.4.2 The Arts/Cultural Forum meets quarterly to discuss marketing of facilities and services and cooperative/complimentary services and activities.	A forum of Government, private sector and not for profit arts groups meet regularly.
	Next meeting to be held on 15 November 2016.	Next meeting due to be held 15 November 2016.
	1.5.2.1 Meet on a quarterly basis with local senior officials of NSW Police to discuss service provision.	Meetings held in September, December, March and June annually.
	No meetings held to date.	No meetings held to date.
	1.5.2.2 Monitor police numbers in the City.	Police numbers are maintained at or above establishment levels.
	Monitoring ongoing.	Achieved to date.
	5.1.1.2 Undertake an annual review of the number of volunteers available to Council activities and the number of volunteered hours contributed.	Number of volunteers involved in Council activities increases.
	8,523 hours for 2016 figures in comparison to 13,128.5 hours in 2015.	Number of volunteers was 187 for 2016.
	5.1.1.3 Council supports Festivals and Events within the City that promote culture and harmony.	Cultural Festivals and Events are held in the City.
	For 2016/2017 DREAM Festival provided with \$40,000, Red Ochre Festival \$5,000, Jazz Festival \$12,000, Multicultural Festival \$15,000, Eisteddfod \$8,000 and Carols by Candlelight \$2,500. Guidance and assistance provided by staff as required.	Multicultural Festival scheduled for September 2016, DREAM Festival scheduled for October 2016 and Eisteddfod in June 2017.
	5.1.1.6 Continue to administer the City of Dubbo Hall of Fame and invite nominations each February for inductees.	Nominations invited February annually.
	Consideration of round one nominees still in progress.	Not due until February 2017.
	5.2.2.1 Implement the adopted actions within both the Delivery Program and Operational Plan.	100% of adopted actions within both the Delivery Program and Operational Plan are achieved.
	Achieved for September 2016.	Achieved to date.
	5.3.1.2.1 Operational Plan (including Budget) adopted in June each year for the Community Services Division.	Operational Plans for the Community Services Division adopted by Council by due date.
	Not due until June 2017.	Not due until June 2017.
	5.3.1.5.1 Divisional reviews of the Operational Plan (including budget) undertaken for the Community Services Division on a quarterly basis.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	Achieved for September 2016.	Achieved to date.
	5.3.1.10.1 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation for the Community Services Division.	Asset Management Plans for the Community Services Division are prepared and submitted by due date.
	Achieved to date.	Achieved to date.

OPERATIONAL PLAN

Function No. 7.19

Performance Review

Quarter ended: September

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

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-2,000	0	1	-2,000	-804
Expenditure	-14,778	0	2	-14,778	-1,438
Operating Total	-16,778	0		-16,778	-2,242
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	-16,778	0		-16,778	-2,242
Restricted Assets					
	16,778	0	5	16,778	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	-2,242

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

OPERATIONAL PLAN

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

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

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of functions of Council serviced.	11	11	11					AOP & Budget time frames met	Yes	Yes	Yes
Number of grants reports submitted to Executive Staff Committee	11	11	3					Management Plan objectives and time frames met	Yes	Yes	Yes
								Agreed Strategies and Actions, AOP Comments time frames met	Yes	Yes	Yes
								No reasonable complaints received	Nil	Nil	Nil

OPERATIONAL PLAN

Function No. 7.20

Performance Review

Quarter ended: September

Principal Activity:	COMMUNITY SERVICES	Function:	Regional Theatre & Convention Centre
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**Manager Responsible: Manager Theatre & Convention Centre
Ms Linda Christof**

Function Objectives:

To provide a first class facility for the entertainment and convention requirements of the residents of and visitors to Dubbo on a cost effective basis.
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NOTE: <i>This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.</i>
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Activity	Action	Performance Targets/Service Level
Asset Maintenance Program – Routine	Maintain the property at 20 Carrington Avenue.	No reasonable complaints from tenants on the condition of the asset.
	<i>Property upgraded and maintained.</i>	<i>No complaints received.</i>
	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 building.
Administration Operating Expenses	<i>Asset Maintenance Program Budget of \$55,000 in place. Investigated source of numerous roof leaks in the Theatre. Repair work being conducted in two stages.</i>	<i>Monitor leaks during wet weather.</i>
	Monitor expenses relating to Box Office, Venue Bookings and office management.	DRTCC operates in an efficient and effective manner within the allocated budget.
Building Operations	<i>Expenses monitored.</i>	<i>Operations constantly monitored.</i>
	Maintain funding for cleaning, repairs and maintenance, energy, gardening, waste collection, insurance and security.	No reasonable complaints concerning DRTCC building operations.
	<i>Building Operations Budget of \$269,802 in place.</i>	<i>No complaints to date.</i>
Management Salaries and Overheads		No instances of DRTCC being compromised due to neglect of essential services.
		<i>No complaints to date.</i>
	Monitor salaries and ancillary costs for the employment of DRTCC staff and performance level of staff.	A minimum of 80,000 visitors to the Dubbo Regional Theatre and Convention Centre per annum. No reasonable complaints received on staff performance and customer service.
	<i>Management Salaries & Overheads Budget of \$900,957 in place.</i>	<i>7,100 visitors for this quarter compared with 11,756 for the same period in 2015/2016. No complaints received to date.</i>
	1.3.1.5 Seek sponsorships for the Dubbo Regional Theatre and Convention Centre.	Secure a Platinum/Gold/Silver Sponsor.
	<i>Re-negotiated the following sponsorships that expire in December 2016. Top Hat Gold – Laser Electrical Dubbo (for an additional year due to transition of management) Curtain Raiser – Paula O'Leary, Physiotherapy – 2 years.</i>	<i>Secured inaugural 2017 Season Launch Sponsor – Kings Hall Jewellers.</i>

OPERATIONAL PLAN

Function No. 7.20

Performance Review

Quarter ended: September

Principal Activity:	COMMUNITY SERVICES	Function:	Regional Theatre & Convention Centre
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Activity	Action	Performance Targets/Service Level
	5.3.1.2.1 Operational Plans (including budget) adopted in June each year for the Dubbo Regional Theatre & Convention Centre Branch.	Operational Plans for the Dubbo Regional Theatre & Convention Centre Branch adopted by Council by due date.
	<i>Due for completion June 2017.</i>	<i>To be adopted June 2017.</i>
	5.3.1.5.1 Branch reviews of the Operational Plan (including budget) undertaken for the Dubbo Regional Theatre & Convention Centre Branch.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	<i>First Review completed for September quarter.</i>	<i>Completed on time.</i>
	5.3.1.9.1 Monitor the ongoing implementation of the NAMSPlus asset reporting tool for the Dubbo Regional Theatre & Convention Centre Branch.	NAMSPlus is being implemented with the Dubbo Regional Theatre & Convention Centre Branch.
	<i>No action to date.</i>	<i>Building assessment completed.</i>
	5.3.1.10.1 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation for the Dubbo Regional Theatre & Convention Centre Branch.	Asset Management Plans for the Dubbo Regional Theatre & Convention Centre Branch are prepared and submitted by due date.
	<i>20 year asset maintenance plan in place to cover buildings and equipment.</i>	<i>All asset maintenance undertaken in accordance with asset maintenance plan.</i>
	5.3.1.11.1 Monitor the use of the zero based budgeting framework by the Organisation for the Dubbo Regional Theatre & Convention Centre Branch.	All Zero based budgeting requirements are fully adhered to within the Dubbo Regional Theatre & Convention Centre Branch.
	<i>Zero based budgeting utilised where required.</i>	<i>Zero based budgeting utilised where required.</i>
Management Services from other Functions	Internal services provided - Administration Printing, Community Support, Corporate Overhead, Financial Accounting, IT, Management Accounting and Telephones.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Management Services from other functions to be in-line with percentage of year elapsed.</i>	<i>Amounts accepted as reasonable.</i>
Bar Operations	Monitor cost of operating bar including wages, drinks, confectionary and bar supplies and maintaining reasonable profit margin.	No reasonable criticism of quality of stock and customer service. Achieve a 10% surplus after all expenses.
	<i>Bar operations monitored.</i>	<i>No reasonable criticism of quality of stock and customer service. Achieved 41% surplus.</i>
Promotion & Market & Audience Development	Monitor cost of marketing products and services through Season Brochure, website, radio, television, print and social media, mail outs, flyers and posters.	Introduce new marketing channels aimed at achieving cost effectiveness.
	<i>Marketing costs monitored and print runs reduced due to the reliance on electronic media.</i>	<i>Considering brochure display at Orana Mall similar to Dubbo Square.</i>

OPERATIONAL PLAN

Function No. 7.20

Performance Review

Quarter ended: September

Principal Activity:	COMMUNITY SERVICES	Function:	Regional Theatre & Convention Centre
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Activity	Action	Performance Targets/Service Level
	1.3.1.6 Conduct an annual survey of patrons to seek ratings and comments on the Dubbo Regional Theatre and Convention Centre's products and facilities.	A satisfaction rating of 85% by patrons of the products and facilities of the Dubbo Regional Theatre and Convention Centre.
	Annual survey for subscribers to be conducted October 2016.	Results to be available by 27 November.
		Dubbo Regional Theatre and Convention Centre used a minimum of 130 days per annum for business/community events.
		Total of 18 days compared with 23 days for the same period last year.
		Dubbo Regional Theatre and Convention Centre used a minimum of 100 days for ticketed performances.
		Total of 13 days compared with 29 days for the same period last year.
		Two joint projects with local / and or regional arts education / youth agencies and organisations.
		June-August – Macquarie Conservatorium – Children's Choir performed in Marriage of Figaro by Opera Australia.
		August – Local Ballet Schools – Creative/Technical Dance Workshop – CounterMove – Sydney Dance Company
	DRTCC Events - Show Expenditure	Monitor cost of performance fees, royalties, equipment hire, accommodation and per diems, advertising, labour and sundry expenses.
	Monitoring of each show from Contract to reconciliation. Ticket sales monitored daily.	No instances of costs higher than budget without justification.
	1.3.1.8 Attract and program a diverse range of local, touring and school shows for a wide range of target audiences, including aged care residents.	Average 60% attendance across all performances over 12 months (industry average 59%)
	Shows selected based on DRTCC's programming policy and productions available for touring.	Average attendance of season shows 65.11%.
	1.3.1.9 Develop an annual Subscription Season Programme for Dubbo Regional Theatre and Convention Centre.	Minimum of 22 shows selected by September.
	Total of 25 shows currently selected for 2017.	Total of 25 shows to date.
Services Provided to Other Functions	Fees charged to internal service hirers.	Amounts charged are accepted as reasonable for the level of service provided.
	As per Revenue Policy. Community/Not for Profit Rate.	Amounts charges are accepted as reasonable.

OPERATIONAL PLAN

Function No. 7.20

Performance Review

Quarter ended: September

Principal Activity:	COMMUNITY SERVICES	Function:	Regional Theatre & Convention Centre
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-1,773,616	0	1	-1,773,616	-496,215
Expenditure	4,435,875	-2	2	4,435,873	911,773
Operating Total	2,662,259	-2		2,662,257	415,558
<u>Capital</u>					
Income	-641,063	0	3	-641,063	-84,256
Expenditure	585,818	5,000	4	590,818	104,828
Capital Total	-55,245	5,000		-50,245	20,572
Available Funds Movement Prior to Restricted Asset Funding					
	2,607,014	4,998		2,612,012	436,130
Restricted Assets					
	-34,530	-5,000	5	-39,530	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	2,572,484	-2		2,572,482	436,130

Note	Details
1	No Variance to Budget.
2	No Significant Variance to Budget.
3	No Variance to Budget.
4	Capital Expenditure increased by \$5,000 due to additional Plant Equipment (\$1,350) and Stage Operations Minor Equipment Acquisitions (\$3,650).
5	Transfer from Internally Restricted Assets has increased by \$5,000 to fund additional Capital Acquisitions.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD	
Days hired for business/ community related events	154	130	18	Operational costs per capita.	\$102.71	\$114.60	\$110.36	No. of reasonable complaints of Centre's operation	0	4	0	
Days hired for performing arts related	109	100	13						No. of people attending ticketed theatre performances	32,656	28,000	7,100
No. of season subscribers	313	260	313									

OPERATIONAL PLAN

Function No. 7.20

Performance Review

Quarter ended: September

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

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

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

Regional Theatre & Convention C-Acquisition Assets 01.09551 - DRTCC - Furniture & Fittings	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
9010 - Minor Equipment - Stage Operations	0	3,650	3,650	544
01.09551 - DRTCC - Furniture & Fittings Total	0	3,650	3,650	544

OPERATIONAL PLAN

Function No. 7.21

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

Activity	Actions	Performance Targets/Service Level
Services Provided to Other Functions	Fees charged to internal Council clients for use of facilities. All fees itemised in WPCCC Revenue Policy.	No reasonable criticism by clients of the charge rates and condition of facilities or services. Nil to date.
Building Operations	Building and system Inspections and maintenance according to legislation requirements, energy and other running costs. Contracts for essential services established for air conditioning, security, fire monitoring and prevention and lifts.	No breaches of regulations or legislation. No threats to the operation or security of the building. Nil to date.
Asset Maintenance - Routine	Routine repairs and maintenance to WPCCC facilities Asset maintenance plan in place including regular inspections and repairs as needed. \$76,665 allocated in FY 2016/2017.	No reasonable complains relating to the condition of recreation facilities. Nil to date.
Salaries and Overheads	Payment for salaries and wages by WPCCC officers and casual staff. All staff salaries budgeted for in WPCCC budget. \$811,250 allocated in FY 2016/2017.	
Salaries and Overheads	2.6.2.2 Implement the adopted Public Art Strategy. Policy implemented and monitored. Report on Public Art Register to be submitted in February 2017.	Public Artwork Installed biennially Scoreboard installed in September 2015, Urban Trees installed in February 2016.
	1.3.2.4 Ensure the Community Arts Centre is made available for venue hire to community and corporate groups at reasonable prices. Revenue charges accepted as reasonable by Dubbo City Council under WPCCC Revenue Policy and approved.	The Western Plains Cultural Centre's Community Arts Centre is utilised for a minimum of 2500 hours per annum. 2,884 to date. Increase due to the hire of four rooms full time until the end of the year by Western College.
	1.3.3.1 The Western Plains Cultural Centre Advisory Board continues to hold a position for a member of the Dubbo Aboriginal Community Working Party. Following the merger of Dubbo City Council and Wellington Council the WPCCC Advisory Board was disbanded. A decision on any replacement board/committee/panel has yet to be made.	A specific position is maintained and filled. Following the merger of Dubbo City Council and Wellington Council the WPCCC Advisory Board was disbanded. A decision on any replacement board/committee/panel has yet to be made.
	1.3.3.2 Include Aboriginal culture in the Western Plains Cultural Centre's exhibition and event calendar each year. Inclusion of Aboriginal cultural material indicated in WPCCC policy.	A minimum of one (1) exhibition or public programme per annum is held at the Western Plains Cultural Centre which focuses on Aboriginal culture. Aleshia Lonsdale (July 2016) Saltwater Country (August 2016) Old Land New Marks (October 2016) Unfinished Business (November 2016)

OPERATIONAL PLAN

Function No. 7.21

Performance Review

Quarter ended: September

Principal Activity:	COMMUNITY SERVICES	Function:	Western Plains Cultural Centre
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Activity	Actions	Performance Targets/Service Level
	5.3.1.2.1 Operational Plans (including budget) adopted in June each year for the Western Plains Cultural Centre Branch.	Operational Plans for the Western Plains Cultural Centre Branch adopted by Council by due date.
	<i>Operational plan to be adopted in June 2017.</i>	<i>Operational plan to be adopted in June 2017.</i>
	5.3.1.5.1 Operational Plan (including budget) review undertaken for the Western Plains Cultural Centre Branch on a quarterly basis.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	<i>Operational Plan (including Budget) reviewed in September 2016, December 2016.</i>	<i>Achieved to date.</i>
	5.3.1.9.1 Monitor the ongoing implementation of the NAMSPlus asset reporting tool for the Western Plains Cultural Centre Branch.	NAMSPlus is being implemented with the Western Plains Cultural Centre Branch.
	<i>Monitoring ongoing, no actions identified to date.</i>	<i>No identified actions.</i>
	5.3.1.10.1 Monitor the development of Asset Management Plans for the Western Plains Cultural Centre Branch.	Asset Management Plans for the Western Plains Cultural Centre Branch are prepared and submitted by due date.
	<i>20 year asset management plan for buildings in place.</i>	<i>Monitoring implementation for NAMS Plus for application to WPCC.</i>
	5.3.1.11.1 Zero based budgeting framework is utilised within the Western Plains Cultural Centre Branch.	All Zero based budgeting requirements are fully adhered to within the Western Plains Cultural Centre Branch.
	<i>Capital Works expenditure delivered through zero based budgeting.</i>	<i>Achieved to date.</i>
Management Services from other functions	Cost of services from internal service providers such as financial and management accounting, corporate overhead and printing.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Amounts allocated with WPCC budget. \$326,111 allocated in FY 2016/17.</i>	<i>Agreed briefs accepted detailing levels of service.</i>
Administration Operating Expenses	Administrative support for WPCC services and processes	Ensure administration runs within budget.
	<i>Amounts allocated with WPCC budget. \$57,721 allocated in FY 2016/17.</i>	<i>Achieved to date.</i>
Audience Development - Promotion	Funding for marketing and promotion of WPCC exhibitions, facilities' and events.	Ensure all marketing materials are produced on time.
	<i>Amounts allocated with WPCC budget. \$43,808 allocated in FY 2016/17.</i>	<i>Achieved to date.</i>
	1.3.1.1 Undertake an annual survey of residents to gauge satisfaction on the Western Plains Cultural Centre's level of service.	A satisfaction rating of 95% by patrons of the services and facilities of the Western Plains Cultural Centre.
	<i>Survey undertaken in November each year.</i>	<i>Results to be reported in December 2016.</i>
	1.3.1.2 Develop and implement appropriate marketing plans and education programmes for schools and the general public for key exhibitions at the Western Plains Cultural Centre.	A minimum of 75,000 visitors to the Western Plains Cultural Centre per annum.
	<i>Plans developed and implemented on an annual basis.</i>	<i>13,700 visitors to date.</i>
	1.3.1.3 Develop an exhibition programme for the Western Plains Cultural Centre for each coming financial year that utilises all relevant spaces.	24 exhibitions held at the Western Plains Cultural Centre during the year.
	<i>Programme developed on an annual basis and submitted to WPCC Advisory Board for comment. Amounts allocated with WPCC budget. \$92,625 allocated in FY 2016/2017.</i>	<i>6 exhibitions installed to date.</i>

OPERATIONAL PLAN

Function No. 7.21

Performance Review

Quarter ended: September

Principal Activity:	COMMUNITY SERVICES	Function:	Western Plains Cultural Centre
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Activity	Actions	Performance Targets/Service Level
Education Expenses	1.3.1.4 Develop and implement educational programmes that utilise the capabilities of the Western Plains Cultural Centre's Education Resource Centre.	A minimum of 4,000 people attend public and education programmes at the Western Plains Cultural Centre.
	Amounts allocated with WPCC budget. \$33,551 allocated in FY 2016/2017.	1,700 to date.
	1.3.2.1 Develop public and education programmes for the Western Plains Cultural Centre for each financial year.	Public and Education programmes developed and implemented.
	Plans developed and implemented on an annual basis.	Achieved to date.
Trading Stock - Purchases	1.3.2.3 Continue to conduct workshops, lectures, education programmes and school term and school vacation workshops for children at the Western Plains Cultural Centre.	Workshops, Lectures and Education Programmes available during school holiday periods.
	Plans developed and implemented on an annual basis.	Achieved to date.
Events Expenses	Funds for the purchase of goods to be sold in the WPCC shop.	No reasonable complaints received regarding quality of goods.
	Amounts allocated with WPCC budget. \$4,400 allocated in FY 2016/2017.	Nil to date.
Exhibitions	Funds for presenting events and public programmes at WPCC.	All events and public programmes adhere to WPCC policy.
	Amounts allocated with WPCC budget. \$14,500 allocated in FY 2016/2017.	Achieved to date.
Exhibitions	Funds for the preservation, conservation, cataloguing and research of WPCC collections.	All objects in WPCC collections are cared for and stored according to WPCC policy.
	Amounts allocated with WPCC budget. \$40,831 allocated in FY 2016/2017.	Achieved to date.

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-282,414	-330	1	-282,744	-52,416
Expenditure	2,230,222	61,169	2	2,291,391	481,569
Operating Total	1,947,808	60,839		2,008,647	429,153
<u>Capital</u>					
Income	-204,901	-7,108	3	-212,009	-34,113
Expenditure	305,278	182,586	4	487,864	218,331
Capital Total	100,377	175,478		275,855	184,218
<hr/>					
Available Funds Movement Prior to Restricted Asset Funding	2,048,185	236,317		2,284,502	613,371
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Restricted Assets	128,154	-182,256	5	-54,102	0
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Funds Available to (-), or Required From Rates and Other Council Revenue	2,176,339	54,061		2,230,400	613,371

OPERATIONAL PLAN

Function No. 7.21

Performance Review

Quarter ended: September

Principal Activity:	COMMUNITY SERVICES	Function:	Western Plains Cultural Centre
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Note	Details
1	No Significant Variance to Budget.
2	Operating Expenditure increased by \$61,169 due to Wellington Budget Integration.
3	Capital Income increased by \$7,108 due to Depreciation from the Wellington Budget Integration.
4	Capital Expenditure increased by \$182,586 mainly due to Wellington Budget Integration of Asset Renewals for Wellington Museum (\$85,000) and (\$16,000) and WPCC Dubbo Dry Studio Seating (\$81,279).
5	Transfer from Internally Restricted Assets has increased by \$182,256 to fund Capital Expenditure items.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Days open to the public	322	363	78	No. of exhibitions installed on time	92%	100%	100%	No. of people using the Community Arts Centre	10,687	12,000	2,508
No. of bookings at Community Arts Centre	2,122	1,300	372	Percentage of programmes held on time	100%	100%	100%	No. of patrons attending Museum/Gallery	93,864	75,000	12,000
Hours utilised by casual hirers of CAC	12,625	1,100	2,884	No. of complaints due to double bookings, missed bookings, incorrect bookings of venues	NIL	NIL	NIL	No. of complaints from venue hirers regarding facilities, equipment, staff, cleanliness etc	1	NIL	NIL
No. of rooms available for hire	14	14	14	No. of complaints by venue hirers due to incorrect induction etc for venue hirers	NIL	NIL	NIL	No. of people taking part in public and education programmes	5,531	8,000	1,700
No. of bookings for Auditorium and Boardroom.	120	200	25	No. of complaints due to incorrect information regarding exhibitions	NIL	NIL	NIL	No. of hours lost due to workplace injury	0	NIL	NIL
				No. of complaints due to incorrect information regarding public programmes	NIL	NIL	NIL	Adherence to Asset Maintenance schedule	100%	95%	100%

Key Projects**Capital Works Program**

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

OPERATIONAL PLAN

Function No. 7.21

Performance Review

Quarter ended: September

Principal Activity:	COMMUNITY SERVICES	Function:	Western Plains Cultural Centre
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Wellington - Capital Expenses 01.08251 - Asset Renewals - Other Infrastructure	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Museum	0	16,000	16,000	0
01.08251 - Asset Renewals - Other Infrastructure Total	0	16,000	16,000	0

WPCC - Acquisition of Assets 01.09535 - WPCC - Other Structures	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7052 - CBD Heritage Trail Manufacture - Install	0	307	307	307
01.09535 - WPCC - Other Structures Total	0	307	307	1,115

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

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

OPERATIONAL PLAN

Function No. **8.1**

Performance Review

Quarter ended: **September**

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

Function Objectives:

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

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

Activity	Actions	Performance Targets/Service Level
Alcohol Free Zone	Expenses related to maintaining signage & advertising alcohol free zones.	No reasonable criticism of the lack of adequate signage of the zones. Zones are renewed within the required timeframes.
	Sufficient funds budgeted in 2016/2017 to maintain the signs in good order.	No complaints to date. Zones not due for renewal until 2018.
Safety Cameras - CBD	Expenses related to the maintenance of the CBD safety cameras including minor equipment replacement.	Safety cameras are operational for a minimum of 95% of time.
	Sufficient funds allocated in 2016/2017.	100% for years to date.
Food Premises Inspection	1.5.1.2 Review the partnership arrangements with the NSW Food Authority for Council to implement the provisions of the Food Act and Regulations.	Review to be carried out by June annually.
	Review programmed to undertaken in early 2017.	Review to be carried out by June 2017.
	1.5.1.3 Undertake at least one (1) inspection of all food premises per year.	At least one (1) inspection of all food premises carried out by March each year. 85% of food premises comply with statutory requirements on initial inspection.
	Program in place to ensure all food premises inspected at least once by March 2017.	For period 1/7/2016 to 30/9/2016 - 65% of the 82 premises inspected complied on first inspection.
Management Services from Other Functions	Cost of services including financial and management accounting, corporate overheads and Environmental Services Administration.	Amounts charged are accepted as reasonable for the service provided.
	Costs covering the overheads of administering this function allocated in the budget.	Amounts considered fair and reasonable for the levels of services provided.
Management Services	The proportioned part of the salaries and overheads of the Community Services Support Branch staff involved in managing this function – financial and strategic planning, pandemic planning, developing policies and procedures, reporting to Council, community liaison and liaison with contractors and suppliers.	No policies, procedures and programs for the protection of public health to be found inadequate.
	Costs cover part of the salaries and overheads of the Director Community Services, Manager Business Support and Business Support Officer.	No inadequacies identified.

OPERATIONAL PLAN

Function No. 8.1

Performance Review

Quarter ended: September

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

OPERATIONAL PLAN

Function No. 8.1

Performance Review

Quarter ended: September

Principal Activity:	HUMAN ENVIRONMENT	Function:	Human Environment Services
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Activity	Actions	Performance Targets/Service Level
Immunisation Services	1.5.1.5 Undertake the annual inspection and water sampling program of all public swimming pools and spas including motels and hotels in November, January and February each year, and indoor pools every two months to ensure water quality standards are maintained.	100% of public pools and spas inspected meet statutory health requirements. Inspections to be completed by end of February annually.
	<i>Inspection regime to commence in November 2016 for public swimming pools and spas.</i>	<i>Inspections to be carried out as scheduled.</i>
	1.5.1.8 Undertake compliance inspections of all registered private swimming pools.	Ongoing
	<i>Inspection program commenced April 2016.</i>	<i>Ongoing.</i>
	1.5.1.7 Conduct two (2) public health programs per year.	Health programs to be conducted by December and April each year.
	<i>Program in place to ensure two (2) public health programs conducted in 2016/2017.</i>	<i>Information package mailed out to owners of Registered Premises in September 2016.</i>
	1.5.2.7 Meet with local senior officials of the Ambulance Service to discuss service provision.	100% satisfaction rating for ambulance services and facilities for the region.
	<i>Meeting to be held early 2017.</i>	<i>Survey completed with 94% satisfaction rating.</i>
	Immunisation of children and adults against a range of diseases including whooping cough, tetanus, diphtheria, HIB, measles, mumps, rubella, polio and hepatitis.	100% of infants participate in immunisation program.
	<i>Program in place to ensure immunisation clinics held on the third Wednesday of each month in 2016/2017</i>	<i>Three (3) clinics held to date - 2016/2017.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-49,850	0	1	-49,850	-14,374
Expenditure	282,388	9,967	2	292,355	69,334
Operating Total	232,538	9,967		242,505	54,960
<u>Capital</u>					
Income	-18,388	0	3	-18,388	-3,067
Expenditure	0	0	4	0	0
Capital Total	-18,388	0		-18,388	-3,067
Available Funds Movement Prior to Restricted Asset Funding					
	214,150	9,967		224,117	51,893
Restricted Assets					
	14,804	0	5	14,804	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	228,954	9,967		238,921	51,893

OPERATIONAL PLAN

Function No. **8.1**

Performance Review

Quarter ended: **September**

Principal Activity:	HUMAN ENVIRONMENT	Function:	Human Environment Services
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Note	Details
1	No Variance to Budget.
2	Operating Expenditure increased by \$9,967 mainly due to Wellington Budget Integration of CCTV Cameras in Wellington CBD.
3	No Variance to Budget.
4	No Variance to Budget.
5	No Variance to Budget.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of water samples taken per annum	128	130	7	Cost per sample	\$44.75	\$140.92	\$140.92	Number of cases of illness reported due to unhealthy pool and spa water	Nil	NIL	Nil
	Inspections now only carried out Twice a year)										
Number of immunisations per annum	1698	1850	296	Net Council cost per immunisation	\$25.05	\$22.05	\$22.05	Percentage of children entering school being immunised	96%	97%	99%
Number of health education programs held each year	3	2	1	Cost per Education Program	\$4296	\$6,796.50	\$6796.50	Number of participants in Health Programs	337	200	48
Number of registered premises inspected per annum(Skin Penetration, Cooling towers every 3 years)	61	60	45	Cost per premises inspection	\$181.75	\$185.00	\$185.00	Number of registered premises which comply on first inspection	100%	100%	100%
Number of Food Premises inspected per annum(Low risk inspected every 3 years)	372	235	82	Cost per premises inspection	\$213.64	\$222.86	\$222.86	Number of food premises which comply on first inspection	65%	75%	65%
	(242 Premises)										
								Number of incidences of safety camera failure	0	2	0

OPERATIONAL PLAN

Function No. 9.1

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

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

OPERATIONAL PLAN

Function No. 9.1

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Activity	Actions	Performance Targets/Service Level
Public Amenities Operations and Maintenance	2.2.4.5 Continue to develop the Specialist Japanese Horticultural skills training programme for the Parks and Landcare staff and others.	No significant examples of opportunities not addressed.
	<i>The Specialist Japanese horticultural skills programme is continuing. Japanese Gardeners visited Shoyoen and oversaw staff training in late August / early September.</i>	<i>Additional training opportunities in Japanese gardening and cultural elements assessed and implemented as appropriate.</i>
	2.2.4.6 Liaise with Minokamo for advice and assistance in maintaining authenticity of Shoyoen.	No more than 3 discreet elements of the Shoyoen requiring modification post audit.
	<i>Minokamo gardener (Kondoh-san and Toshi-san) assisted staff in pruning of trees, construction of viewing deck and carried out an audit on Shoyoen in August/September.</i>	<i>No discreet elements were identified for further modifications.</i>
	2.2.4.7 Conduct on-site/ remote audits of the Shoyoen utilising Minokamo resources.	An audit undertaken and reviewed by Minokamo by March 2017.
	<i>Minokamo gardeners carried out an audit on Shoyoen in August/September.</i>	<i>Japanese Gardeners consider Shoyoen as 'true Japanese Garden'.</i>
	2.2.4.8 Pursue opportunities for the acquisition of grant support from external sources to aid in the activities and development of the Regional Botanic Garden.	No significant examples of grant opportunities not addressed.
	<i>Opportunities being pursued as they are identified.</i>	<i>Grant submissions being prepared and submitted as opportunities are identified.</i>
	<i>An EOJ through Club Grants Category 3 for \$1,000,000 is being prepared for a September submission.</i>	
	2.2.6.1 Review horticultural, arboricultural and open space components of all development applications and provide recommendations for any conditions of approval that can enhance biodiversity outcomes.	Active participation in Development Unit meetings ensuring no examples of opportunities to enhance the biodiversity of open space are missed.
	<i>DA's are assessed with recommendations being provided on biodiversity enhancement within the city.</i>	<i>Attended 90% Development Unit Meetings and continue to actively promote the enhancement of biodiversity within the City as opportunities have allowed.</i>
	2.2.6.2 Ensure the provision of drainage reserves in urban areas incorporate biodiversity considerations.	100% of approved designs and landscape plans for drainage reserves address biodiversity considerations.
<i>Standard landscape plans for stormwater infrastructure (including swales and water retarding basins) that address biodiversity considerations has been developed and approved.</i>	<i>Development and adoption of the standardised landscape plans for stormwater assets will enable this target to be achieved.</i>	
2.2.7.3 Water sensitive urban design elements are incorporated into landscape components of development both internal and external to Council.	Active participation in Development Unit and Project planning meetings ensure all opportunities to incorporate Water Sensitive Urban Design are implemented.	
<i>Water Sensitive Urban Designs (WSUD) are being applied in situations where the Parks and Landcare Division have direct input into design phase.</i>	<i>MHS attends DU meetings and promotes the use of WSUD principles where appropriate.</i>	
Regularly clean amenities buildings in accordance with frequency of use by public.	High use amenities cleaned daily and no reasonable criticism from the public.	
<i>Serenity Landscapes have the contract for the cleaning of the amenities. No unreasonable criticism received within the past 12 months.</i>	<i>All amenities cleaned within defined schedule (none daily) with no unreasonable criticism received.</i>	

OPERATIONAL PLAN

Function No. 9.1

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Activity	Actions	Performance Targets/Service Level
Parks and Reserves Lighting	Provision of a building maintenance service including programmed renovation works.	Maintenance as per Council's recommended Asset Management Schedule for buildings.
	<i>Buildings under the control of this function are being maintained in accordance with the asset plan, and are inspected annually.</i>	<i>This is being achieved with no negative comment being received by the general public.</i>
	<i>Identified works are scheduled and carried in accordance with the asset plan.</i>	
Management Services from other functions	Cost of providing electricity for pedestrian lighting in this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>The cost of providing electricity for pedestrian lighting is budgeted for within the Horticultural Services function and paid for through Manager Civil Infrastructure and Solid Waste</i>	<i>Electricity costs continue to rise and place pressure on the funding of this service.</i>
Asset Maintenance Program - Horticulture	Cost of services including management, financial, technical, information technology and corporate overheads provided to this function are acceptable.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Services are being provided.</i>	<i>Amounts being charged are within the constraints of the identified operating overheads.</i>
Asset Maintenance Horticulture Amenities	Undertake schedule of works identified in the Asset Maintenance Replacement Plan contained in the Horticulture Function Plan	All works scheduled are completed in a timely and effective manner.
	<i>The majority of identified asset maintenance works for this function are carried out through the Parks and Landcare Operations Branch.</i>	<i>Asset maintenance tasks are currently completed within the identified timeframe and within budget.</i>
	<i>These works have been scheduled, with works progressing well.</i>	
Asset Maintenance 2% Special Variation	Undertake schedule of works identified in the Amenities Maintenance Replacement Plan contained in the Horticulture Function Plan	All works scheduled are complete in a timely and efficient manner.
	<i>Only a relatively small amount of scheduled works are programmed for Amenities Maintenance in 2016/17.</i>	<i>These works are programmed and are expected to be completed by April 2017.</i>
Street Tree Maintenance	Undertake additional Maintenance that could not be undertaken with existing budget to maintain Park Standards	All works completed in a timely and efficient manner.
	<i>Additional maintenance works are on schedule to be completed.</i>	<i>Scheduled works are currently being completed on time and within budget.</i>
Trees - Special Projects	Provision of an efficient and effective arboricultural service to the organisation.	Actions specified in agreed briefs are professionally undertaken and are completed within budgeted allocation.
	<i>This is being achieved through the ongoing development of strategic planning documents, implementation of plans and the provision of arboricultural advice.</i>	<i>Street Tree Maintenance is undertaken by the Parks and Landcare Operations Branch for the Civil Infrastructure and Solid Waste Function.</i> <i>Other tree related projects are carried out for other functions on request through the Agreed Brief process and at full cost recovery.</i>
Trees - Special Projects	Provision of an efficient and effective arboricultural service to the organisation.	Actions specified in agreed briefs are professionally undertaken and are completed within budgeted allocation.
	<i>Strategic tree planning services are continuing to be provided for a number of high profile jobs throughout the City as they are identified. Upcoming projects include Wingewarra Street (Darling Street to Bourke Street) and Brisbane Street (Cobra Street to Reakes Avenue).</i>	<i>Horticultural Services assist the Operations Branch in negotiating Tree Special Project Works. Actual Agreed Brief is between the Operations Branch and the Client. Horticultural Services acts in a Quality Assurance role.</i>

OPERATIONAL PLAN

Function No. 9.1

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Activity	Actions	Performance Targets/Service Level
Infrastructure	3.1.11.3 Develop a Maintenance Service Level based inspection regime for trees in road reserves	No more than then 1% of standing street trees are in the category of "hazardous requiring removal" by July 2015.
	<i>Draft documentation has been prepared and a report is being prepared for consideration by Executive Staff.</i>	<i>This was achieved with the completion of the removal of the 45 high risk / high consequence hazardous trees.</i>
	2.2.1.7 A suite of standard landscape plans are developed for stormwater infrastructure (including swales and water retarding basins) that meet water sensitive urban design principles, allow for water harvesting / reuse schemes to be incorporated into their developments and / or address biodiversity considerations.	Review standard plans for specific sites and implement as required.
Acquisition of Assets	<i>Standard landscape plans have been developed and implemented for stormwater infrastructure (including swales and water retarding basins) that address biodiversity considerations.</i>	<i>Plans will be reviewed as required.</i>
	1.3.3.4 Implement components of the Wiradjuri Park Masterplan including sourcing external funding opportunities.	Continue to seek external funding as opportunities arise.
	<i>Implementation of the master plan will continue as external funding is identified.</i>	<i>Funding opportunities will be followed up as they are identified.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-243,670	41,639	1	-202,031	-138,172
Expenditure	3,908,729	1,081,202	2	4,989,931	874,569
Operating Total	3,665,059	1,122,841		4,787,900	736,397
<u>Capital</u>					
Income	-917,498	-115,638	3	-1,033,136	-150,536
Expenditure	584,500	303,860	4	888,360	298,086
Capital Total	-332,998	188,222		-144,776	147,550
<hr/>					
Available Funds Movement Prior to Restricted Asset Funding	3,332,061	1,311,063		4,643,124	883,947
Restricted Assets	-23,328	-413,726	5	-437,054	-451,521
Funds Available to (-), or Required From Rates and Other Council Revenue	3,308,733	897,337		4,206,070	432,426

OPERATIONAL PLAN

Function No. 9.1

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Note	Details
1	Operating Income decreased \$41,639 mainly due to the decrease in grant funds received from the Department of Housing for Lunar Park Playground capital contributions (\$50,000)
2	Operating Expenditure increased \$1,081,202 mainly due to Services Provided by Water Supply (\$200,448) and Wellington Operating expenses (\$1,000,401).
3	Capital Income increased \$115,638 due to Wellington Depreciation - Capital recovery (\$115,638)
4	Capital Expenditure increased \$303,860 mainly due to acquisition of Other assets (\$62,104), Land (\$200,416) and Asset renewal (\$30,000)
5	Transfer from Restricted Assets increased \$413,726 mainly due to Victoria Park Irrigation (\$270,000), Victoria Park Skate Park (\$80,000), High Risk Trees (\$59,000) and other capital works.

Key Performance Indicators

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Maintenance of Regional Medium Parks - Urban	18.2 ha	18.2 ha	18.2ha	Annual cost per Ha to maintain Regional Medium Parks	\$35,393	\$34,986	\$7,806	% 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	\$415	Leased	Leased	Percentage of Regional Basic Parks - Urban maintained to standard	N/A	Leased	95%
Maintenance of District High Parks - Urban	4.04ha	4.04ha	4.04ha	Annual cost per Ha to maintain District High Parks	\$58,799	\$56,967	\$10,775	Percentage of District High Parks maintained to standard	100%	100%	95%
Maintenance of District Medium Parks - Urban	23.47ha	23.47ha	23.47ha	Annual cost per Ha to maintain District Medium Parks	\$10,218	\$15,747	\$1,986	Percentage of District Medium Parks maintained to standard	100%	100%	95%
Maintenance of District Low Parks - Urban	8.79ha	8.79ha	8.79ha	Annual cost per Ha to maintain District Low Parks	\$8,082	\$9,926	\$2,396	Percentage of District Low Parks maintained to standard	100%	100%	95%
Maintenance of Local High Parks	9.95ha	9.95ha	9.95ha	Annual cost per Ha to maintain Local High Parks	\$15,652	\$15,268	\$2,041	Percentage of Local High Parks maintained to standard	100%	100%	95%
Maintenance of Local Medium Parks - Urban	24.92ha	24.92ha	24.92ha	Annual cost per Ha to maintain Local Medium Parks	\$8,798	\$8,225	\$1,516	Percentage of Local Medium Parks maintained to standard	90%	100%	95%

OPERATIONAL PLAN

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Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Maintenance of Local Low Parks - Urban	30.02ha	30.02ha	30.02ha	Annual cost per Ha to maintain Local Low Parks	\$4,563	\$3,702	\$901	Percentage of Local Low Parks maintained to standard	90%	100%	95%
Maintenance of Local Basic Parks - Urban	15.80ha	15.80ha	15.80ha	Annual cost per Ha to maintain Local Basic Parks	\$4,750	\$5,980	\$710	Percentage of Local Basic Parks maintained to standard	90%	100%	95%
Maintenance of General Low Parks - Urban	18.8 ha	18.8 ha	18.8 ha	Annual cost per Ha to maintain General Basic Parks	\$916	\$636	\$377	Percentage of General Basic Parks maintained to standard	90%	100%	95%
Maintenance of General Basic Parks - Urban	22 ha	22 ha	22 ha	Annual cost per Ha to maintain General Basic Parks	\$1,410	\$1,003	\$198	Percentage of General Basic Parks maintained to standard	90%	100%	95%
Percentage of Playgrounds with Shade Structures	33% plus 5 (27%) with natural shade	67%	33% plus 5 (27%) with natural shade	Number of shade structures constructed within budget estimate	0%	100%	0%	Number of new playground structures constructed	2	2	0
Percentage of playgrounds structures that are 15 years and older	22%	10%	20%	Number of playgrounds replaced within budget estimate	1	2	1	Number of 15 years and older playgrounds replaced	2	2	4
Number of vandalism incidents per year per playground	2	0	0					Number of complaints regarding playground vandalism	1	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	\$350	\$350	\$380	Number of sustainable complaints/injuries as a result of playground undersurfaces	0	0	0

OPERATIONAL PLAN

Function No. 9.1

Performance Review

Quarter ended: September

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

Horticulture - Acquisition of Assets 01.09555 - Horticultural Services - Other Structures	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7432 - Korean War Memorial	0	10,000	10,000	9,026
7472 - Driftwells Park Monument	0	3,110	3,110	6,110
7493 - Elizabeth Park Viewing Deck	0	18,094	18,094	5,768
7501 - Elizabeth Park Quercus	0	30,900	30,900	30,900
01.09555 - Horticultural Services - Other Structures Total	0	62,104	62,104	51,804

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

Horticulture - Asset Renewals - Maintenance 01.09563 - Horticultural Service- Other Structures (Renewals)	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7428 - Sir Roden Cutler Bubbler	8,000	0	8,000	0
7429 - Wahroonga Park BBQ South	10,000	-2,500	7,500	0
7430 - Elizabeth Park - Shoyoen Shelters	8,000	0	8,000	0
7431 - Shade Cloth to Signage	6,000	0	6,000	0
7432 - Jack William Drive Playground	25,000	0	25,000	1,651

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Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Horticultural Services
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Horticulture - Asset Renewals - Maintenance 01.09563 - Horticultural Service- Other Structures (Renewals)	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7433 - York Street Park Log Fencing Replacement	5,500	0	5,500	0
7460 - Victoria Park Irrigation	270,000	0	270,000	4,510
7517 - Elizabeth Park - Shoyoen Pumps	5,000	0	5,000	0
8476 - Jack William Playground Softfall	25,000	0	25,000	0
8501 - Macquarie Lions Shade Cloth	18,000	0	18,000	0
8503 - Sir Roden Cutler Platform Path	12,000	0	12,000	0
8518 - Wahroonga Park Central BBQ	0	2,500	2,500	2,500
8527 - Victoria Park Bin Surrounds	12,000	0	12,000	0
8542 - Spears Drive Park	0	50,000	50,000	37,205
9003 - Victoria Park Skate Park	80,000	-20,000	60,000	0
9004 - Lunar Park Playground	100,000	0	100,000	0
01.09563 - Horticultural Service- Other Structures (Renewals) Total	584,500	30,000	614,500	45,866

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

OPERATIONAL PLAN

Function No. 9.2

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

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

OPERATIONAL PLAN

Function No. 9.2

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Landcare Services
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Activity	Actions	Performance Targets/Service Level
Regular Urban and Rural Programme	1.4.4.3 Identify and source available government assistance programmes as they become available in respect of the river corridor.	60% of the urban river corridor is developed for passive and active recreational pursuits.
	Opportunities are monitored and actioned as they become available. Assistance is also provided to community groups seeking grant funding.	60% of the urban river corridor has been developed for recreational use. Current facilities are constantly upgraded as resources allow. For example the Disc Golf course at Sandy Beach is currently being expanded from 3 to 9 holes with a further 9 holes planned by the club.
	1.4.5.1 Review compliance with the response/repair times defined in the adopted Risk Management Plan (Defined Asset Management Plan).	No incidence of reported injuries incurred through use of Council's open space and recreation facilities
	Response times are monitored and have been satisfactory to date.	No injuries reported to date.
	2.1.4.5 Investigate any possible commercial opportunities to take advantage of the carbon offset methodologies and programmes.	Through the development of the 'Neutral Drive' program offer an example of an effective carbon offset program and investigate the feasibility of targeting other organisations for carbon offsetting using the same methodology.
	Council is currently registered as a carbon sequestration provider which allows us to act in this field as soon as an opportunity is identified.	The Neutral Drive program has been extended to the Golf Links Creek Reserve in Dubbo's west, this site will allow enhanced promotion of the program, thereby raising the programs profile and increasing opportunities for outside investment.
	2.2.1.8 Undertake an annual review and quantify impact of salinity on public open space using the data from the groundwater monitoring network	No more than three (3) hectares of public open space is affected by urban salinity
	A review of saline impacted open space across the LGA reveals no increase in area. Approximately 3 hectares remains impacted by scalds across the LGA.	There has been no increase in scalded land with less than 3 ha remaining impacted.
	2.2.1.9 Monitor opportunities for revegetation through agro forestry, carbon sequestration and related programs and target these plantings for "at risk" sub-catchments	Develop planting plans for "at risk" sub-catchments.
	Revegetation opportunities continue to be investigated, particularly in the carbon sequestration arena.	Troy Gully remains the primary "at risk" catchment. Existing plantings will be complemented by planting and small engineering works following Council adoption of the current Review into Troy Gully Salinity.
	2.2.1.10 Implement the Noxious Weeds/Pest Species management programme and Plans.	Noxious Weed and Pest Species Plans are implemented as programmed
	The Weed Action Plan commitment Council has committed to is being adequately met. Starling control in Macquarie Street continues to be the principle action from Council's Feral Animal Strategy. Monitoring of Indian Myna's also continues.	Noxious Weeds and Pest Species Plans continue to be implemented as planned.
	2.2.1.11 Stage at least two (2) noxious weeds displays at appropriate public exhibitions per year	Noxious Weed education displays are conducted at two (2) public forums
	None have been undertaken to date.	None have been undertaken to date.
2.2.1.14 Develop and submit grant funding applications for the Noxious Weeds Programme.	As appropriate and required grant applications are completed for the Noxious Weed Programme.	
Grant funding submissions and reports for the 2016-17 year are up to date.	Grant funding applications to the NSW Weed Action Program are up to date and complete.	

OPERATIONAL PLAN

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Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Landcare Services
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Activity	Actions	Performance Targets/Service Level
	2.2.2.1 Advise landholders of their responsibilities under the Noxious Weeds Act.	Less than five (5) Section 18 Noxious Weeds Notices required to be issued.
	<i>This is undertaken at each private land inspection.</i>	<i>No Section 18 notices have been recorded to date for 2016/17.</i>
	2.2.2.2 Implement the programme to encourage landholders to avail themselves of Councils self-help Noxious Weed Control resources	
	<i>This program is promoted at each private landholder inspection.</i>	
Management Services from other functions.	Treatment of declared Noxious weeds as per classification priority and seasonal factors.	Effective reduction in weed infestation area.
	<i>Noxious Weed treatments continue appropriately.</i>	<i>Weed loads ebb and flow with seasons, high profile weeds are low priority for DPI (being well established already across the landscape), therefore attracting limited funding. This may well result in an apparent spread in well-known weeds while at the same time high profile, well-funded, new incursion weeds are being reduced in area.</i>
	Cost of services including management, financial, technical, information technology and corporate overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
Landcare Operations	<i>Costs are being charged as per agreed briefs.</i>	<i>Amounts charged are seen to be reasonable.</i>
	2.2.7.1 Provide flora and fauna information to inform road design and maintenance works and incorporate into a Geographical information System (GIS) mapping layer to enable forward planning for rural roadside works design and programmes	Prompt response to requests for data ensuring that the design or construction process is aware of potential environmental constraints
	<i>Flora and Fauna advice is provided as requested across the organisation. Advice was provided to IT in relation to the Mount Wellesley tower proposal in the form of a Part V environmental assessment. Similar advice will be provided to IT in relation to the proposed towers at 12 Mile Creek Rd and Rifle Range Rd. An assessment of an internally developed Part V was provided to Technical Services Division in relation to the extension of Boundary Road.</i>	<i>All requests for data have been promptly responded to.</i>
Gardening Services	2.5.1.3 Implement the revised Recreation Strategy Plan as it applies to the Villages.	The revised Recreation Strategy Plan is incorporated in Village designs and recommendations are prioritised.
	<i>As far as it applies to the villages the Recreation Strategy has been applied.</i>	<i>The Recreation Strategy has been incorporated into village planning.</i>
	2.5.1.5 Implement Village Beautification Plans	Develop a priority of works in consultation with Village communities.
	<i>Village Beautification Plans are implemented as planting guides whenever Council or Community planting occurs.</i>	<i>Given low levels of demand in villages this prioritisation tends to be based upon requests as they are received.</i>
Landcare Services	Provision of an efficient and effective Landcare gardening advice service to the organisation.	Actions specified in agreed briefs are professionally undertaken and are completed within budget allocation.
	<i>Landcare advice is made available to the organisation upon request.</i>	<i>Agreed briefs are actioned appropriately.</i>
	Provision of Landcare services to open passive recreational areas.	All passive open space areas are maintained to the standard of their specified Maintenance Service Level.
	<i>Landcare services are provided to Council open passive areas in conjunction with Council Parks and Landcare Operations Branch or contractors and managed by MLS.</i>	<i>80% compliance with Maintenance Service Level's.</i>

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Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Landcare Services
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Activity	Actions	Performance Targets/Service Level
CMA Special Projects	Undertake joint Local Land Services projects as agreed.	All works are completed in a timely and effective manner.
	<i>Joint projects will continue to be undertaken as they are funded or designed. Council continues to manage funds on behalf of the LLS Local Government Reference Group which is the residual of a CMA funded project.</i>	<i>All works requested are undertaken as required.</i>
Asset Maintenance Program - Landcare	Undertake schedule of works identified in the Asset Maintenance Replacement Plan contained in the Landcare Function Plan.	All works scheduled are completed in a timely and effective manner.
	<i>The majority of scheduled works are carried out by Council Parks and Landcare Operations Branch. These works are scheduled.</i>	<i>No asset maintenance works have been completed by Council Parks and Landcare Operations Branch to date in 2016/17. Such works are scheduled for the return of Councils maintenance officer who is currently on extended sick leave.</i>
Asset maintenance Program - Landcare Amenities	Undertake schedule of works identified in the Asset Maintenance Replacement Plan contained in the Landcare Function Plan.	All works scheduled are completed in a timely and effective manner.
	<i>The majority of scheduled works are carried out by Council Parks and Landcare Operations Branch. These works are scheduled.</i>	<i>No asset maintenance works have been completed by Council Parks and Landcare Operations Branch to date in 2016/17. Such works are scheduled for the return of Councils maintenance officer who is currently on extended sick leave.</i>
Asset Maintenance - 2% Special Variation	Undertake additional maintenance that could not be undertaken with existing budget to maintain reserve standards.	All works scheduled are completed in a timely and effective manner.
	<i>No works have yet been undertaken due to staff availability. Works funded by the 2% special variation are prioritised ahead of other work.</i>	<i>Previously all scheduled work was carried out in a timely manner. This is expected to continue when staffing levels return to normal.</i>
Acquisition of Assets	Undertake the approved Capital Works Program as defined in the Key Projects section of the Operational Plan.	Capital Works are completed.
	<i>A meeting was recently held with stakeholders in Wongarbron who are invested in maintaining and developing the Wongarbron School Centenary Park. That meeting has progressed planning for upgrading of the Park as per the Management Plan.</i>	<i>No Capital works programmed for 2016/17 have yet been completed.</i>

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Performance Review

Quarter ended: September

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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-50,703	-52,899	1	-103,602	-2,143
Expenditure	1,207,407	204,512	2	1,411,919	257,050
Operating Total	1,156,704	151,613		1,308,317	254,907
<u>Capital</u>					
Income	-212,309	0	3	-212,309	-28,439
Expenditure	33,000	65,988	4	98,988	33,438
Capital Total	-179,309	65,988		-113,321	4,999
Available Funds Movement Prior to Restricted Asset Funding					
	977,395	217,601		1,194,996	259,906
Restricted Assets					
	25,169	-74,876	5	-49,707	-49,707
Funds Available to (-), or Required From Rates and Other Council Revenue					
	1,002,564	142,725		1,145,289	210,199

Note	Details
1	Operating Income increased \$52,899 mainly due to Wellington Noxious Weeds operating revenues (\$49,914).
2	Operating Expenditure increased \$204,512 mainly due to Wellington Operating expenses (\$193,139) and Landcare operations (\$10,874).
3	No variance to budget.
4	Capital Expenditure increased \$65,988 mainly due to Wongarbron School Centenary Playground (\$33,000) and Riverbank Park Foreshore Lighting (\$23,492).
5	Transfer from restricted assets increased \$74,876 mainly due to Wongarbron School Centenary Playground (\$33,000) and Riverbank Park Foreshore Lighting (\$21,007) and MDBA Conference (\$11,358).

Key Performance Indicators

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Number of rural properties inspected	265	300	62	Cost to inspect per property (initial insp.)	\$207	\$335	\$294	Percentage Compliance to recommended treatment program	100%	100%	95%
Length of road to be inspected/treated for noxious weeds	2362	1340km	422km	Cost to inspect/treat roads per km	\$51	\$115	\$43	Number of infestations brought to Council's attention	0	10	0
Maintenance of District Medium Parks – Rural	22.47	26.17 Ha	26.17 Ha	Annual Cost per Ha to maintain District Medium Parks	\$4,755	\$5,290	\$1,214	Percentage of District Medium Parks maintained to standard.	95%	100%	95%

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Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Landcare Services
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Maintenance of District Low Parks - Rural	44.60 Ha	44.60 Ha	44.60 Ha	Annual cost per Ha to maintain District Low Parks - Rural	\$2,586	\$2,420	\$8	Percentage of District Basic maintained to standard.	95%	95%	95%
Maintenance of Local Medium Parks - Rural	4Ha	4Ha	4Ha	Annual cost per Ha to maintain Local Medium Parks - Rural	\$1302.00	\$1302.00	\$1,308	Percentage of Local Medium maintained to standard.		95%	95%
Maintenance of Local Low Parks - Rural	124 Ha	124 Ha	124 Ha	Annual cost per Ha to maintain Local Low parks - Rural	\$741	\$574	\$116	Percentage of Local Low maintained to standard	95%	95%	95%
Maintenance of General Community Medium Parks - Rural	32.12 Ha	32.12 Ha	32.12 Ha	Annual cost per Ha to maintain General Community Medium Parks - Rural	\$0	\$0	\$0	Percentage of General Community Medium maintained to standard.	95%	100%	95%
Maintenance of General Community Low Parks - Rural	253 Ha	253 Ha	253 Ha	Annual cost per Ha to maintain General Community Low Parks - Rural	\$43	\$138	\$0	Percentage of General Community Low maintained to standard.	95%	95%	95%
Maintenance of General Community Basic Parks - Rural	50.46 Ha	50.46 Ha	50.46 Ha	Annual cost per Ha to maintain General Community Basic Parks - Rural	\$80	\$167	\$0	Percentage of General Community Basic maintained to standard	95%	95%	95%
Number of Gardening Services briefs	2	2	2	Number of briefs undertaken within agreed costings	2	2	2	Number of Gardening Services briefs rated as satisfactory by clients	2	2	2

OPERATIONAL PLAN

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Performance Review

Quarter ended: September

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

Landcare Services - Acquisition of Assets 01.09577 - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7400 - Riverbank Park Foreshore Lighting	0	23,492	23,492	23,942
01.09577 - Acquisition of Assets Total	0	23,492	23,492	23,942

Landcare Services - Asset Renewals - Maintenance 01.09558 - Renewal of Assets - Asset Maintenance Program	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7423 - Wongarbron School Cent Tennis Court Fence	33,000	0	33,000	0
7483 - Wongarbron School Centenary - Playground	0	33,000	33,000	0
7492 - Riverbank Park Fencing	0	2,393	2,393	2,393
7493 - Moxon Park Picnic Shelter	0	1,075	1,075	1,075
01.09558 - Renewal of Assets - Asset Maintenance Program Total	33,000	36,468	69,468	3,468

Landcare Services - Asset Renewals - Maintenance 01.09576 - Regand Park - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7495 - Regand Park Granite Pathways	0	6,028	6,028	6,028
01.09576 - Regand Park - Acquisition of Assets Total	0	6,028	6,028	6,028

OPERATIONAL PLAN

Function No. 9.4

Performance Review

Quarter ended: September

Principal Activity:

PARKS & LANDCARE

Function:

Parks & Landcare Business Support Services

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

Function Objectives:

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

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

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

OPERATIONAL PLAN

Function No. 9.4

Performance Review

Quarter ended: September

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

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	0	0	1	0	0
Expenditure	-78,809	0	2	-78,809	-65,081
Operating Total	-78,809	0		-78,809	-65,081
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
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Available Funds Movement Prior to Restricted Asset Funding	-78,809	0		-78,809	-65,081
Restricted Assets	78,809	0	5	78,809	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0		0	-65,081

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. **9.4**

Performance Review

Quarter ended: **September**

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

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

OPERATIONAL PLAN

Function No. 9.5

Performance Review

Quarter ended: September

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

Manager Sporting Facilities
Mr Wes Giddings

Function Objectives:

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

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

Activity	Actions	Performance Targets/Service Level
Sporting Facilities Operations	Provision of sporting ground and associated facilities.	Sporting grounds maintained to a standard of their respective Maintenance Service Level.
	All sporting grounds and associated facilities are maintained to Maintenance Service Levels.	Sporting grounds are being maintained at 95% of Maintenance Service Levels.
	1.4.6.4 Identify grant funding opportunities and facilitate preparation of grant applications to support community groups to undertake maintenance and development projects for facilities.	No significant examples of grant funding opportunities not addressed.
	This function continues to apply for grant funding, either directly or through the provision of support from community groups.	There are no examples of grant funding that have not been pursued, if deemed appropriate, or can be supported by matching funds.
	1.4.6.7 Implement the Barden Park Regional Centre for Athletics Business Plan in regard to targeting regional events.	Barden park is the Regional Centre for Athletics in the Central West NSW and the Orana Region.
	The business plan will continue to be implemented and regional events will be targeted.	Barden Park remains the regional centre for athletics.
	1.4.6.9 Continue to co-ordinate development of Junior Rugby/Cricket club facilities at Victoria Park including targeting of external funding opportunities.	Victoria Park sporting precinct is capable of holding regional level sporting events/carnivals.
	All external funding opportunities are targeted where appropriate.	Victoria Park is capable of holding regional events.
	1.4.6.11 Complete design and documentation for Victoria Park No 1 Oval in regard to the removal of cycleway and subsequent upgrading of the Oval.	Victoria Park sporting precinct is capable of holding regional level sporting events/carnivals.
	Unit rates have developed a project estimate for this project. Currently unaffordable with the need for matching funds for large grants excluding Council from applying.	The Victoria Park sporting precinct is already capable of holding regional level sporting events/carnivals. Major element missing is suitable canteen facilities. Designs to Construction Certificated standard are being develop
1.4.6.13 In conjunction with Sporting Groups seek external funding for the construction of a second synthetic field at Pioneer Park.	Pioneer Park Hockey Complex is capable of holding regional events.	
Council has completed a detailed design and costing for a second synthetic field and applied for grants in this regard. Council will continue to work with Dubbo Hockey Association seeking external funding. Funding is unlikely due to Hockey Association playing numbers.	Pioneer Park Hockey Complex is capable of holding low level regional events. The complex will not be able to host high level regional events until a second synthetic field is constructed.	

OPERATIONAL PLAN

Function No. 9.5

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Activity	Actions	Performance Targets/Service Level
Preparation of Sporting Facilities	1.4.6.15 Source external funds through the application of the Sponsorship policy to regional sporting assets.	Ensure at least 1 Regional Sporting facility receives funds sourced through the Sponsorship Policy.
	<i>External funds have been sourced for Caltex Park (Apex Oval). Targeting for sponsorship now is focused on the Lady Cutler Oval and Barden Park complexes.</i>	<i>Council has been successful in naming rights and sponsorship for Apex Park (Dubbo Apex Clubs Caltex Park) 2016/2017.</i>
	1.4.6.16 Implement an Apex Oval sand base profile 'best practice' Maintenance Manual	Dubbo Apex Clubs Caltex Park is acknowledged as the best football facility in regional NSW.
	<i>Council continue to follow the best practice manuals that were given to Council by the contractor who installed the playing surface.</i>	<i>The ground continues to be acknowledged as the best football facility in regional NSW. Council has received great back from regional towns that have played at Caltex Park during the above average rain fall that Dubbo received.</i>
	1.4.6.19 In conjunction with Sporting Groups seek external funding for the upgrade of tennis facilities to a regional standard.	Tennis sporting precinct is capable of holding regional level sporting events/carnivals.
	<i>Council continues to work with Paramount Tennis Club in seeking external funding.</i>	<i>Tennis sporting precinct is capable of holding minor regional level sporting events/carnivals.</i>
	1.4.6.20 Implement the Regional Centre of Excellence for Athletics Business Plan.	Barden Park is the Regional Centre for Athletics in the Central West NSW and the Orana Region.
	<i>The Barden Park Business Plan continues to be updated and implemented.</i>	<i>Barden Park is the Centre of Athletics for country NSW.</i>
	1.4.6.21 In conjunction with Sporting Groups seek external funding for the construction of a new cycle track off Victoria Park No 1 Oval and the expansion of the Victoria No 1 Oval turf surface.	Victoria Park Sporting precinct is capable of holding regional level sporting events/carnivals.
	<i>Council to continuing to work with Sporting Groups when external funding is made available.</i>	<i>Victoria Park Sporting precinct is capable of holding events with precinct holding the U/19 Country Cricket Championship and U/13 & U/14 State Cricket Championship playing this year.</i>
	2.2.7.4 Continue to roll out of the Centralised Irrigation Control System throughout the Open Network.	Quantified reduction in the reliance on potable water by Open Space and other horticultural elements.
	<i>All Sporting Facilities have the Centralised Irrigation Control System installed.</i>	<i>Investigation at looking at option of getting South Dubbo Oval of town will start later this year.</i>
1.4.6.6 Undertake the annual review of Sporting Associated requirements and associated Agreed Briefs for Sporting Preparation.	Cost of Sporting Preparation does not increase above CPI.	
<i>The review will start in October 2016.</i>	<i>Costs have not risen above CPI</i>	
1.4.2.6 Review costs and programmes associated with sport preparation in regard to achieving efficiencies and passing on savings to users.	Cost of sports field preparation does not increase above CPI	
<i>Internal cost and programme review is conducted at the end of each sporting season</i>	<i>Costs have not risen above CPI..</i>	

OPERATIONAL PLAN

Function No. 9.5

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Activity	Actions	Performance Targets/Service Level
Public Amenities Maintenance - Sport	Regularly clean amenities buildings in accordance with frequency of use by public.	High use amenities cleaned daily and no reasonable criticism from the public.
	<i>A cleaning schedule for all amenities under the control of this function has been developed and is being implemented.</i>	<i>Amenities are cleaned in accordance with the schedule and available budget. No significant complaints have been received from the public</i>
Trees Special Project Iconic Tree Planting	Shade and aesthetics around the City's sports fields is improved through a staged planting program that enhances the sporting field's amenity.	Minimum of one sporting oval is planted with shade trees each year.
	<i>A forecast planting program has been developed to continue to improve shade and aesthetics at sporting field amenities.</i>	<i>Shade trees have been scheduled to be planted at the Victoria Park 2 and 3 Amenities Building.</i>
Management Services from other Functions	Cost of services including management, financial, technical, information technology and corporate overheads provided to this function.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Services were charged to function.</i>	<i>Amounts charged were accepted as reasonable</i>
Acquisition of Assets	Undertake the approved Capital Works Program as defined in the Key Projects section of the Operational Plan	Capital Works are completed on time and on budget.
	<i>Capital Works program currently on schedule.</i>	<i>Capital Works are scheduled to be completed on time and within budget.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-242,871	-422,600	1	-665,471	-338,257
Expenditure	3,032,333	415,588	2	3,447,921	620,058
Operating Total	2,789,462	-7,012		2,782,450	281,801
<u>Capital</u>					
Income	-1,380,694	-95,481	3	-1,476,175	-221,904
Expenditure	411,622	650,797	4	1,062,419	470,100
Capital Total	-969,072	555,316		-413,756	248,196
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Available Funds Movement Prior to Restricted Asset Funding	1,820,390	548,304		2,368,694	529,997
Restricted Assets	204,049	-250,694	5	-46,645	77,355
Funds Available to (-), or Required From Rates and Other Council Revenue	2,024,439	297,610		2,322,049	607,352

OPERATIONAL PLAN

Function No. 9.5

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Note	Details
1	Operating Income increased \$422,600 mainly due to the DCL Park Sponsorship termination (\$50,000) and Wellington Grant for Rygate Park (\$459,297).
2	Operating expenditure increased \$415,588 mainly due to Wellington Operating expenses (\$415,030).
3	Capital Income increased \$95,481 due to Wellington Depreciation – Capital Recovery (\$95,481).
4	Capital Expenditure increased \$107,500 mainly due to acquisition of assets (\$32,500), Asset renewal (\$35,000) and Wellington Asset Renewal (\$40,000)
5	Transfers from restricted assets increased \$250,694 mainly due to Victoria Park No 1 Grandstand surrounds (\$48,000), Barden Park Sponsorship (\$50,000) and Wellington Asset renewals for Rygate Park (\$124,000).

Key Performance Indicators:

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Maintenance of Regional Premium Sporting Facilities	8.9Ha	8.9Ha	8.9Ha	Annual cost per Ha to maintain Regional Premium facilities	\$21,105	\$17,426	\$3,750	Percentage of Regional Premium Facilities maintained to standard	95%	100%	95%
Maintenance of Regional High Sporting Facilities	2.8Ha	6.2Ha	6.2Ha	Annual cost per Ha to maintain Regional High facilities	\$12,094	\$12,090	\$1,795	Percentage of Regional High Facilities maintained to standard	95%	100%	95%
Maintenance of Regional Medium Sporting Facilities	3.4Ha	22.7Ha	22.7Ha	Annual cost per Ha to maintain Regional Medium facilities	\$11,777	\$27,058	\$2,728	Percentage of Regional Medium Facilities maintained to standard	95%	100%	95%
Maintenance of District High Sporting Facilities	21.6Ha	0.0Ha	0.0Ha	Annual cost per Ha to maintain District High Facilities	\$7,858	\$0	0	Percentage of District High Facilities maintenance to standard	95%	100%	0
Maintenance of District Medium Sporting Facilities	10.3Ha	12.5Ha	12.5Ha	Annual cost per Ha to maintain District Medium Facilities	\$11,705	\$10,430	\$2,302	Percentage of District Medium Facilities maintained to standard	95%	100%	95%
Maintenance of District Low Sporting Facilities	22.3Ha	20.4Ha	20.4Ha	Annual cost per Ha to maintain District Low Facilities	\$7,291	\$6,950	\$2464	Percentage of District Low Facilities maintenance to standard	95%	100%	95%
Maintenance of Local Medium Sporting Facilities	13.4Ha	13.4Ha	13.4Ha	Annual cost per Ha to maintain Local Medium facilities	\$1,567	\$803	214	Percentage of Local Medium Facilities maintained to standard	95%	100%	95%
Maintenance of Local Low Sporting Facilities	0	13.4Ha	13.4Ha	Annual cost per Ha to maintain Local Low Facilities	0	\$604	0	Percentage of Local Low Facilities maintained to standard	0	100%	95%
Area of sporting facilities prepared for Community Services (ha)	88.66Ha	96.56Ha		Annual cost per ha	\$2,524	\$3,807	\$320	Number of sustainable complaints received from Community Services Division	0	0	0

OPERATIONAL PLAN

Function No. 9.5

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Number of sporting facilities under License Agreements	10	10	10	Annual cost per License to maintain	\$200	\$800	0	Number of sustainable complaints from Licensees	0	0	0

Key Projects

Capital Works Program

Sporting Facilities - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09596 - Sporting Facilities - Other Structures				
7739 - Victoria Park Storage Shed Covers	0	12,500	12,500	0
01.09596 - Sporting Facilities - Other Structures Total	0	12,500	12,500	0

Sporting Facilities - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09597 - Sporting Facilities - Buildings				
7553 - Vic 2 & 3 Amenities Post Construction	0	0	0	7,090
01.09597 - Sporting Facilities - Buildings Total	0	0	0	7,090

Sporting Facilities - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09598 - Sporting Facilities - Land Improvement				
7542 - Victoria Park No 2 & 3 Carpark	0	20,000	20,000	3,231
01.09598 - Sporting Facilities - Land Improvement Total	0	20,000	20,000	3,231

OPERATIONAL PLAN

Function No. 9.5

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Sporting Facilities Services
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Sporting Facilities - Asset Renewals - Maintenance 01.09600 - Sporting Facilities-Other Structures (Renewals)	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7545 - Hans Clavan Sport Field Lighting	189,722	-4,145	185,577	1,317
7550 - Lady Cutler Sth Synthetic Cricket Covers	7,500	0	7,500	0
7699 - Victoria Park/Cricket Covers	0	4,145	4,145	4,145
7701 - Victoria Park No1 Grandstand Surrounds	0	48,000	48,000	0
7702 - Victoria Park No2 & 3 Carpark	20,000	-20,000	0	0
7763 - Victoria Park No. 3 Pitch	50,000	0	50,000	0
7766 - Lighting Control for Sports Lights	0	7,000	7,000	4,807
01.09600 - Sporting Facilities-Other Structures (Renewals) Total	267,222	35,000	302,222	10,269

Wellington - Capital Expenses 01.08300 - Sporting - Asset Renewal	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7000 - Renewals - Other Infrastructure	0	583,297	583,297	378,235
01.08300 - Sporting - Asset Renewal Total	0	583,297	583,297	378,235

OPERATIONAL PLAN

Function No. 9.6

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

Activity	Actions	Performance Targets/Service Level
Urban Parks Operations	Maintain parks to Agreed Brief.	Works completed within timeframe, budget and maintenance service levels.
	<i>All parks maintained to Agreed Briefs</i>	<i>All works completed on time, within their identified maintenance service levels.</i>
	2.2.4.5 Continue to develop the 'Specialist Japanese Horticultural Skills' training programme for Parks & Landcare staff and others.	Facilitate an annual visit by Minokamo landscape professionals to undertake training.
	<i>The Specialist Japanese Horticultural skills training program continued with the assistance of 2 gardener's from Minokamo in September 2016. Three Parks and Landcare Operations staff received training in Japanese gardening techniques during the Minokamo Gardener's visit.</i>	<i>Annual visit by Minokamo Landscapers for 2016 was successful with training provided to three Parks and Landcare Operations staff.</i>
Community Participation	1.4.5.1 Review compliance with the response/repair times defined in the adopted Risk Management Plan (Defined Asset Management Plan).	No incidence of reported injuries incurred through use of Council's open space and recreation facilities.
	<i>All Defects repaired within the required timeframe.</i>	<i>No reports submitted to date.</i>
	2.2.1.1 Conduct at least four community tree planting activities per year	Facilitate more than 600 hours of community assisted tree planting and maintenance projects
	<i>Three community tree planting activities have been conducted to date primarily along the river foreshores</i>	<i>There has already been 180 hours of community assisted tree planting and maintenance projects been conducted to date with approximately 580 trees planted. It is estimated that 600 hours of community assisted tree planting and maintenance projects will be completed by June 2017.</i>
2.2.1.2 Provide support to the Troy Landcare, Clean-up Australia Day, Adopt-a-Park Groups, Friends of Elizabeth Park and Orchid Society	5,000 hours of community involvement in parks, gardens, Landcare and sporting facilities development and maintenance.	
<i>Support has been provides to the above identified groups on request. This has involved the provision of resources and information.</i>	<i>There has been a total of 3988 community volunteer hours been dedicated to parks, gardens, Landcare and sporting facilities development and maintenance to date. It is estimated that 5,000 community volunteer hours will be achieved by June 2017.</i>	
2.2.1.3 Work with the community to establish additional Adopt-a-Park groups.	Establish three new Adopt-a-Park groups.	
<i>Ongoing promotion of new adopt-a- park groups and opportunities are currently being investigated.</i>	<i>It is estimated that through investigating and promoting new adopt-a- park groups and other opportunities that two new Adopt-A-Park groups will be established by June 2017.</i>	

OPERATIONAL PLAN

Function No. 9.6

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Operations
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Activity	Actions	Performance Targets/Service Level
	2.2.1.4 Actively support the organisers of the Dubbo Clean Up Australia Day	Participation at Clean Up Australia Day increases from 2014/2015 levels.
	<i>Support has been scheduled for Dubbo's Clean Up Australia Day. Clean up Australian Day is scheduled for March 2017.</i>	<i>In 2016 39 people participated in Clean Up Australia Day. Parks and Landcare staff will foster community support through media and other activities leading up to this event.</i>
	2.2.1.5 Provide opportunities for the community to participate in environmental programs along the river corridor.	At least two (2) community engagement activities are held along the river corridor reserves annually
	<i>Opportunities for the community to participate in environmental programs are continuing to be provided through National and local events that have included: National Tree Day – which supported Dubbo Bushcare and Dubbo Field Nats as well as the wider community in planting trees at Regand Park and at Wattle Grove.</i>	<i>This has been exceeded with three community activities being completed to the end of September 2016. These have included Macquarie River Bushcare working bees, National Tree Day Challenge Work Groups, and school groups.</i>
	2.5.1.2 Provide ongoing support to the village based Adopt-a-Park Groups.	Assist the community to implement the beautification plans.
	<i>Providing support to groups as required through the provision of materials, and other resources.</i>	<i>All requests are considered and will be acted upon as appropriate in accordance with the village beautification plan, once they are adopted.</i>
Gardening Services	3.1.11.1 Implement phase up/phase down provisions as necessary for the maintenance service levels for roadside landscaping in respect of the City's entrances and major sub-arterials, including medians in particular	Ensure adequate Branch input and recommendations to Civil Infrastructure review of service levels in accordance with Corporate timetables.
	<i>All city's entrances and medians maintained to Agreed Briefs.</i>	<i>All works completed on time, within maintenance service levels within defined timeframe, budget and specification.</i>
Gardening Services	2.1.4.6 Utilise Council generated green waste productivity.	Green waste generated from Parks and Landcare Services Operations are fully utilised.
	<i>Mulching was completed in September 2016 at Bunglegumbie green waste site. Mulch will be utilised in City landscaping as deemed appropriate</i>	<i>Mulch from greenwaste will be used this financial year on Council's assets.</i>
Private Works	Undertake private works as opportunities arise.	Works completed within timeframe, budget and specification.
	<i>No private works undertaken due to current high work load.</i>	<i>No private works undertaken.</i>
Asset Maintenance - Landcare	Maintain assets to Agreed Brief.	Works completed within timeframe, budget and specification.
	<i>All Asset Maintenance Works programmed for the first quarter were undertaken according to the Asset Maintenance program.</i>	<i>All Asset Maintenance Works programmed for the first quarter were completed within defined timeframe, budget and specification.</i>
Asset Maintenance - Amenities Landcare	Maintain assets to Agreed Brief.	Works completed within timeframe, budget and specification.
	<i>All Asset Maintenance Works programmed for the first quarter were undertaken according to the Asset Maintenance program.</i>	<i>All Asset Maintenance Works programmed for the first quarter were completed within defined timeframe, budget and specification.</i>

OPERATIONAL PLAN

Function No. 9.6

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Parks & Landcare Operations
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Activity	Actions	Performance Targets/Service Level
Rural Parks and Foreshores Operations	Maintain Parks to Agreed Brief	Works completed within timeframe, budget and maintenance service levels.
	All parks maintained to Agreed Brief.	All works completed on time, within maintenance service levels within defined timeframe, budget and specification.
Sporting Facilities Asset Maintenance	Maintain assets to Agreed Brief.	Works completed within timeframe, budget and specification.
	All Asset Maintenance Works programmed for the first quarter were undertaken according to the Asset Maintenance program.	All Asset Maintenance Works programmed for the first quarter were completed within defined timeframe, budget and specification.
Sporting Asset Maintenance Amenities	Maintain assets to Agreed Brief.	Works completed within timeframe, budget and specification.
	All sporting facilities maintained to Agreed Brief.	All works completed on time, within maintenance service levels within defined timeframe, budget and specification.
Preparation of Sporting Facilities	1.4.2.6 Review costs and programs associated with sport preparation in regard to achieving efficiencies.	Cost of sports field preparation does not increase above CPI.
	Annual Agreed Briefs signed between Community Services Division and the Sporting Facilities function.	The cost of sporting preparation will be dependent upon the annual review of sporting association's requirements for sporting preparation. This will be monitored against the CPI throughout the year.
Preparation of Sporting Special Works	Carry out sporting field preparation to Agreed Brief	Works completed within timeframe allocation and Code of Practice.
	Agreed Briefs created as Special Works arose.	All works completed on time and in accordance with Code of Practice guidelines.
Management Services	Cost of services provided to this function including management, financial, information technology and corporate overheads.	Amounts charged are accepted as reasonable for the level of service provided.
	Management services charged to the function in accordance with Agreed Briefs.	Amounts charged were acceptable.

OPERATIONAL PLAN

Function No. 9.6

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	0	0	1	0	0
Expenditure	-67,702	0	2	-67,702	442,357
Operating Total	-67,702	0		-67,702	442,357
<u>Capital</u>					
Income	-1,350	0	3	-1,350	-225
Expenditure	0	0	4	0	0
Capital Total	-1,350	0		-1,350	-225
Available Funds Movement Prior to Restricted Asset Funding					
	-69,052	0		-69,052	442,132
Restricted Assets					
	69,052	0	5	69,052	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	442,132

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

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Parks and Landcare Services Agreed Briefs	155	150	150	Number of Briefs undertaken within agreed costings	155	150	150	Number of briefs rates as being undertaken satisfactorily by clients	155	100%	100%
										Full cost recovery obtained	Yes

OPERATIONAL PLAN

Function No. 9.7

Performance Review

Quarter ended: September

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

Function Objectives:

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

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

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

OPERATIONAL PLAN

Function No. 9.7

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Recreation Planning & Programs
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Activity	Actions	Performance Targets/Service Level
	1.4.2.5 Ensure input is received from seasonal sportsground users for field preparation requirements.	Input is received by due date.
	Input from Summer 2016/2017 Sportsground User Groups received by end of August 2016.	All Summer 2016/2017 Sporting Ground Usage applications were received by the due date and adopted by the Dubbo Sports Council Management Meeting held in late August.
	Draft allocations adopted at September Sports Council meeting.	Winter pre-season training sporting ground usage applications are currently being called for.
	1.4.2.6 Review Costs and programs associated with sport preparation in regard to achieving efficiencies.	Cost of sport field preparation does not increased above CPI.
	Costs are reviewed annually in regard to efficient sporting preparation	Costs of sport field preparation have not risen above CPI.
	1.4.6.2 Implement the Dubbo Events Strategy as it relates to sporting associations and potential events.	The number of high profile sporting events held in the City have increases.
	Events Strategy communicated to sporting groups. Potential events have been referred to Dubbo Events Strategy when applicable.	The number of high profile sporting events held in the city have increased with the following events held to date National Indoor Cricket Championships, NSW Mixed Ultimate Frisbee Championships, Group XI Rugby League Grand Final, Cricket NSW Under 19 Country Cricket Carnival, Waratah Aboriginal Rugby League Knockout and Evocities MTB Series Dubbo Event.
	1.4.6.3 Ensure the incorporation of sporting event requirements into the capital improvements of recreational facilities.	The number of high profile sporting events held in the City increases.
	All capital improvements are assessed incorporating sporting event requirements and prioritised through the capital works prioritisation process.	Every opportunity is taken to increase the number of high profile sporting events in conjunction with RPP and City Development. Currently discussions are being held with: <ul style="list-style-type: none"> - Athletics NSW to host the Country Championships - NSW Touch, Touch Football Australia and Wellington Aboriginal Health Corporation Service to host a NSW Indigenous Touch Knockout - Country Rugby League to host City V Country 2017
	1.4.6.6 Undertake an annual review of sporting association requirements and associated Agreed Briefs for Sporting Preparation.	Review undertaken in June annually.
	An annual review of sporting association requirements for sporting preparation has been scheduled for October 2016.	Annual review scheduled to be completed by June 2017.
	5.3.1.2.1 Operational Plans (including budget) adopted in June each year for the Recreational Services Function.	Operational Plans for the Recreational Services Function adopted by Council by due date.
	Operational Plan for Recreational Planning and Programs branch is scheduled to commence in February 2017.	Operational Plan for Recreational Planning and Programs branch is scheduled for completion by June 2017.
	5.3.1.5.1 Branch reviews of the Operational Plan (including budget) undertaken for the Recreational Services Branch on a quarterly basis.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	September Quarterly Review completed on time.	Achieved to date.

OPERATIONAL PLAN

Function No. 9.7

Performance Review

Quarter ended: September

Principal Activity:	PARKS & LANDCARE	Function:	Recreation Planning & Programs
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Activity	Actions	Performance Targets/Service Level
Preparation of Sporting Facilities	5.3.1.11.1 Zero based budgeting framework is utilised within the Recreational Services Branch.	All Zero based budgeting requirements are fully adhered to within the Recreational Services Branch.
	All zero based budgeting requirements have been achieved to date.	All zero based budgeting requirements have been achieved to date.
	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.
Management Services from other Functions	Payment made as per agreed brief.	Achieved to date. No reasonable criticism received in relation to sports ground standards and conditions. Charges determined as fair and reasonable.
	Internal services provided – financial and management accounting, corporate overhead, telephone, printing, Civic Administration Building accommodation, computer and information management.	Amounts charged are accepted as reasonable for the level of service provided.
Major Sporting Events	Internal overheads accepted under Agreed Brief for support services from other Divisions to Recreation Planning and Programs Branch.	Amounts considered fair and reasonable for the level of service provided
	Financial support for major sporting events held in the City by the provision of field preparation and supply of additional services such as toilets, garbage bins, portable grandstands.	Community has the opportunity to view high quality sporting events.
Contributions - DA Fees	Financial support in the provision of services will be provided for major events.	High quality sporting facilities provide the community with the opportunity to view high calibre events.
	Council's financial support of sporting bodies submitting DAs for projects on Council owned and controlled land.	No requests for financial support for DA fee costs.
Sports Council	An amount of \$500 has been budgeted for provided support to sporting bodies submitting DAs for projects on Council owned and controlled land.	Currently no requests have been received to date.
	Auspice funds to ensure the ongoing operation of the Dubbo City Sports Council.	No complaints relating to the management of the Sports Council funds.
	An estimated \$620 in income is raised from Sports Councils member fees. This amount is reinvested in supporting the ongoing operation of the Dubbo City Sports Council.	No complaints have been received in relation to the management of the Sports Council Funds.
1.4.3.1 Conduct an annual sports award presentation ceremony to recognise excellence in sporting achievements of Dubbo residents.	1.4.3.1 Conduct an annual sports award presentation ceremony to recognise excellence in sporting achievements of Dubbo residents.	Conducted November annually.
	Dubbo Sports Awards scheduled are scheduled for November 2016.	Dubbo Sports Awards will be held on Friday 18 November 2016 at the Dubbo RSL and will recognise sporting achievements and volunteers from Wellington and Dubbo communities.

OPERATIONAL PLAN

Function No. 9.7

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-101,988	-19,211	1	-121,199	-27,583
Expenditure	57,306	19,211	2	76,517	-50,976
Operating Total	-44,682	0		-44,682	-78,559
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	-44,682	0		-44,682	-78,559
Restricted Assets					
	44,682	0	5	44,682	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	-78,559

Note	Details
1	Operating Income increased \$19,211 due to EvoCities MTB Sponsorship for the 2015/2016 Series (\$19,211).
2	Operating Expenditure increased \$19,211 due to EvoCities MTB Sponsorship for the 2015/2016 Series (\$19,211).
3	No variance to budget.
4	No variance to budget.
5	No variance to budget.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
No. of Sports Council Meetings per annum	11	14	5	Cost per capita for Recreation Planning & Management expenditure	\$15.34	\$14.19	\$14.52	No. of sports affiliated with Sports Council	28	44	30
Seasonal Ground Allocations completed by set time frame	6	5	1		Percentage of Seasonal Ground Allocation requests able to be met	100%	100%	100%			
Number of applications for major sporting events funding	6 via Event Development Fund & 10 other events supported by Council funding.	16	3		Adherence to wet weather policy	100%	100%	100%			

OPERATIONAL PLAN

Function No. **9.7**

Performance Review

Quarter ended: **September**

Principal Activity:	PARKS & LANDCARE	Function:	Recreation Planning & Programs
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
								Adherence to conditions of use	95%	100%	100%

OPERATIONAL PLAN

Function No. **9.08**

Performance Review

Quarter ended: **September**

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

Function Objectives:

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

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

Activity	Actions	Performance Targets/Service Level
Pool Operations	Operation of pool infrastructure, promotion of facility and learn to swim campaign.	90,000 patrons to attend pool each year. A minimum of 31% of pool costs recovered from users.
	<i>A media release was organised for the DALC's opening. Promotions and other advertising have been scheduled to be released throughout the year.</i>	<i>The DALC opened on the 10 September 2016. There are minimal costs recovered due to the pool not being opened for this reporting period.</i>
Management Services from other Functions	Cost of Services including: - management, financial, technical, information technology and corporate overheads provided to this Function.	Amounts charged are accepted as reasonable for the level of service provided.
	<i>Costs considered appropriate.</i>	<i>Amounts charged accepted as fair and reasonable for level of service provided.</i>
Management Services	Supervision of pool operation including safety and convenience of patrons, financial management and customer services.	No reasonable criticism of Pool operations. No reported pool accidents or injury. No incidents of pool being closed for health reasons.
	<i>Contract enforced and upheld to date in respect of these matters. Fortnightly facility inspections commenced 5 September 2016.</i>	<i>No report to be given as the pool did not open until Saturday 10 September 2016.</i>
	1.4.7.1 Pursue grant funding for the upgrade option plan for the Dubbo Aquatic Leisure Centre.	More than 90,000 patrons utilise Dubbo Aquatic Leisure Centre for each swimming season.
	<i>No funding opportunities have been missed in regards to grant funding.</i>	<i>2132 patrons from 10/09/2016 – 30/09/2016</i>
	1.4.7.4 Undertake a statistically valid survey of patrons rating the services offered and delivered at the DALC by June 2017.	90% of patrons rate the services and facilities of the Dubbo Aquatic Leisure Centre as satisfactory.
	<i>Action has commenced.</i>	<i>Action has commenced.</i>
	Monitor and annually appraise the performance of the Dubbo Aquatic Leisure Centre Management Contractor.	90% of patrons rate the services and facilities of the Dubbo Aquatic Leisure Centre as satisfactory.
<i>This process has commenced due to the DALC opening in September 2016.</i>	<i>This process has only has started due to the DALC opening in September 2016.</i>	
Asset Management Program - Routine	Undertake Building Asset Management Program	Buildings operational and presentable
	<i>During the closure of the DALC major works where completed on the amenities.</i>	<i>All buildings where operational and presentable for the opening of the DALC. Continued monitoring of buildings had been undertaken to make sure buildings continue to be operational and presentable while the DALC is open.</i>

OPERATIONAL PLAN

Function No. **9.08**

Performance Review

Quarter ended: **September**

Principal Activity:	PARKS & LANDCARE	Function:	Dubbo Aquatic Leisure Centre
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Activity	Actions	Performance Targets/Service Level
Asset Management Program - Cyclic	Undertake 20 year Building Asset Management Program	Buildings maintained in a satisfactory condition
	<i>Asset program is on schedule.</i>	<i>All building maintenance is being maintained in a satisfactory condition.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-333,443	-97,400	1	-430,843	-42,693
Expenditure	1,001,623	512,388	2	1,514,011	175,294
Operating Total	668,180	414,988		1,083,168	132,601
<u>Capital</u>					
Income	-116,370	-86,994	3	-203,364	-19,486
Expenditure	430,721	225,208	4	655,929	432,789
Capital Total	314,351	138,214		452,565	413,303
Available Funds Movement Prior to Restricted Asset Funding					
	982,531	553,202		1,535,733	545,904
Restricted Assets					
	-257,005	-217,208	5	-474,213	-474,213
Funds Available to (-), or Required From Rates and Other Council Revenue					
	725,526	335,994		1,061,520	71,691

Note	Details
1	Operating Income increased \$97,400 due to capital contributions for the Clubroom/Kitchen by Swimtech (\$15,000) and Wellington Operating Revenues (\$82,400).
2	Operating Expenditure increased \$512,388 mainly due to Wellington and Geurie Pool Operational expenses (\$505,388).
3	Capital Income increased \$86,994 due to Wellington Pool Depreciation – Capital Recovery (\$86,994).
4	Capital Expenditure increased \$225,208 mainly due to DALC asset renewals (\$233,208).
5	Transfer from Restricted Assets increased \$217,208 mainly due to DALC backlog capital works (\$202,708), other capital improvements (\$8,000) and an increase in cost of the DALC Masterplan (\$6,500).

OPERATIONAL PLAN

Function No. **9.08**

Performance Review

Quarter ended: **September**

Principal Activity:	PARKS & LANDCARE	Function:	Dubbo Aquatic Leisure Centre
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Key Performance Indicators:

Workload	Prev.	Est.	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est.	YTD
Number of days pool is open	206	195	21	Total operating expenses per patron	\$6.25	\$10.86	\$313.40	Number of patrons	92,248	90,000	2132
								Compliance to Management Agreement by Contractor.	100%	100%	100%
Water temperature in degrees Celsius.	24	25	24					No of Swimming Carnivals held at DALC	24	26	0
								Number of written complaints re:-			
								- health	Nil	Nil	Nil
								- safety	Nil	Nil	Nil
								- customer service	Nil	Nil	Nil

Key Projects**Capital Works Program**

Dubbo Aquatic - Acquisition of Assets				
01.09474 - Acquisition of Assets - Plant & Equipment	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7199 - Lane Ropes	12,500	13,000	25,500	17,130
7286 - Pool Blanket	30,000	-21,000	9,000	0
7288 - Equipment Replacement - Lane Ropes	5,200	0	5,200	0
01.09474 - Acquisition of Assets - Plant & Equipment Total	47,700	-8,000	39,700	17,130

Dubbo Aquatic - Acquisition of Assets				
01.09475 - Loan - Principal Repayment	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5663 - Aquatic Centre - Loan No.4 (CBA)	33,521	0	33,521	16,552
01.09475 - Loan - Principal Repayment Total	33,521	0	33,521	16,552

OPERATIONAL PLAN

Function No. **9.08**

Performance Review

Quarter ended: **September**

Principal Activity:	PARKS & LANDCARE	Function:	Dubbo Aquatic Leisure Centre
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Dubbo Aquatic - Asset Renewals - Maintenance 01.09470 - Asset Renewal - Other Structures	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7284 - Pool Blankets	44,500	7,500	52,000	494
7292 - 50m Pool Joints	0	50,000	50,000	48,050
7295 - Renewal of Clubroom Kitchen	0	23,000	23,000	8,168
7297 - DALC Entrance Roller Doors	0	9,250	9,250	9,250
7298 - 50m Pool - Heater	0	143,458	143,458	110,619
7302 - Trolleys - Pool Blankets/Lane Ropes	15,000	0	15,000	5,991
7303 - Dubbo Aquatic Leisure Centre	0	0	0	8,520
01.09470 - Asset Renewal - Other Structures Total	59,500	233,208	292,708	191,092

Dubbo Aquatic - Asset Renewals - Maintenance 01.09473 - Asset Renewal - Buildings	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7289 - Upgrade Amenities Block	290,000	0	290,000	208,015
01.09473 - Asset Renewal - Buildings Total	290,000	0	290,000	208,015

OPERATIONAL PLAN

Function No. **10.01**

Performance Review

Quarter ended: **September**

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

Function Objectives:

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

NOTE: This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme.
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Activity	Action	Performance Targets/Service Level
Customer Service	Provide services to all customers of Council.	All customer enquiries attended to using defined customer service procedures.
	<i>Services are being effectively and efficiently provided to customers.</i>	<i>Customer Services procedures are adhered to by Customer Services staff when dealing with enquiries from customers.</i>
	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Customer Services Function.	Delivery Program and Operational Plan actions implemented.
	<i>Implementation has commenced and is on target for completion by due date.</i>	<i>To be completed by 30 June 2017.</i>
Call Centre Services	5.3.6.1 Review and update the implementation of the Customer Service Strategy.	Customer Services Strategy reviewed and updated.
	<i>No action to date.</i>	<i>Review to be completed by March 2017.</i>
Front Counter Operations	Provide services to all customers contacting Council via telephone.	All customer enquiries attended to using defined customer service procedures.
	<i>Services are being effectively and efficiently provided to customers.</i>	<i>Customer Services procedures are adhered to by Customer Services staff when dealing with enquiries from customers.</i>
Reception	Provide services to customers entering the Civic Administration Building.	All customer enquiries attended to using defined customer service procedures.
	<i>Services are being effectively and efficiently provided to customers.</i>	<i>Customer Services procedures are adhered to by Customer Services staff when dealing with enquiries from customers.</i>

OPERATIONAL PLAN

Function No. 10.01

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	0	0	1	0	-8,071
Expenditure	-31,616	0	2	-31,616	-24,194
Operating Total	-31,616	0		-31,616	-32,265
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	-31,616	0		-31,616	-32,265
Restricted Assets					
	31,616	0	5	31,616	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	-32,265

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	Workload			Efficiency	Efficiency			Effective.	Effective.		
	Prev.	Est	YTD		Prev.	Est.	YTD		Prev.	Est	YTD
Number of customers attended to at front counter and reception (Dubbo office)	34,149	36,000	8,964	% of abandoned calls is less than 5%	2%	3%	3%	% of requests attended to by CSC in accordance with defined service standards	95%	95%	95%
										85%	85%
Number of customers to in call centre (Dubbo office)	57,256	60,500	15,801	Average time taken to answer calls in less than 30 seconds	12	15	15				

OPERATIONAL PLAN

Function No. **10.01**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Customer Services
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
				Longest delay before call answered is less than 120 seconds	298	240	249				

OPERATIONAL PLAN

Function No. 10.02

Performance Review

Quarter ended: September

Principal Activity:

CORPORATE SERVICES

Function:

Corporate Development/Strategic Management

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

Function Objectives:

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

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

Activity	Actions	Performance Targets/Service Level
Strategic Management	5.1.1.5 & 5.2.2.4 An annual Report is provided to the Community on Council's progress in the delivery of Dubbo 2036.	Annual report distributed by due date
	Annual report is due by the end of November 2016.	Due to be distributed by end of November 2016.
Internal Audit	Implement Audit function	All potential or actual inadequacies in the organisations systems, standards and controls are addressed.
	Pending reformation of committee post-amalgamation.	Ongoing
Business Support Services	5.2.2.5 Report on the progress with the Delivery Program.	Biannual report prepared as required
	Six Monthly report is due January, reporting July 2016-December 2016.	Report to be provided to February Council Meeting.
Development of Corporate Plans and Strategies	4.4.1.1 Business Plans are developed for the Dubbo City Regional Airport, Regional Livestock Markets, Dubbo City Holiday Park and Property Development following discussions with stakeholders.	Meetings are held with working parties as required
	Business Plan reviews are to commence in November 2016 for 2017/2018.	Meetings to be scheduled for March 2017.
	5.2.2.1 Implement the adopted actions with both the Delivery Program and Operational Plan.	100% of adopted actions with both the Delivery Program and Operational Plan are achieved.
	Actions being implemented.	Ongoing.
	5.2.2.3 Report on the progress with the Community Strategic Plan, Delivery Program and Resourcing Strategy	Progress report due by June 2017.
	Existing plans and reporting undertaken. Due to the amalgamation a new Community Strategic Plan to commence with the newly elected Council.	End of term report no longer required for the current Delivery Program.
	5.3.2.1 Review each year the various marketing strategies contained in the various Business Plans.	25% of total revenue is from user charges.
	Reviews to commence in November 2016.	This is being achieved.

OPERATIONAL PLAN

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

Principal Activity:	CORPORATE SERVICES	Function:	Corporate Development/Strategic Management
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Activity	Actions	Performance Targets/Service Level
Commercial Facilities Services	5.3.1.15 A review of the Community Strategic Plan to develop the rolling 4 year Delivery Program, Operating Plan and Resource Strategy documents are adopted by Council. As per the proclamation a new Delivery Program must be established by 1 July 2018.	Review undertaken by June 2017. Processes are in place to ensure reviews are undertaken.
	5.4.1.2 Pursue opportunities for strategic alliances and/or resource sharing with neighbouring councils. Opportunities are being monitored.	At least two strategic alliances are maintained Alliances maintained include; Internal Audit – BOD Alliance Lower Macquarie Water Utility Central West Local Government Water Quality
	5.4.1.3 Implement an annual Strategic Internal Audit Programme based on resource sharing model involving Bathurst/Orange/ Dubbo Councils. Pending new committee formation.	A 4 x 1 year rolling Internal Audit Programme is approved by 30 June each year Pending new committee formation.
	5.3.1.1 Co-ordinate Council's Integrated Planning and Reporting requirements. This is being achieved.	100% of statutory requirements of the Local Government Act in respect of Integrated Planning and Reporting are met. This is being achieved.
	5.1.1.4 The Dubbo 2036 Champions Group report annually on the progress against the identified community Performance Indicators. Due to amalgamation this report is under consideration.	Report provided by July The State of the City report has been rescheduled.
	5.4.1.5 Monitor the Local Government Reform Agenda and report to Council on issues, opportunities and threats. Ongoing monitoring.	Ongoing monitoring This is being achieved.
	4.4.1.1 Business Plans are developed for the Dubbo City Holiday Park and Property Development following discussions with stakeholders. Business Plan reviews are to commence in November 2016 for 2017/2018.	Meetings are held with working parties as required Meetings are scheduled for March 2017.
	5.3.1.10 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation. Monitoring ongoing.	Ongoing monitoring This is being achieved.

OPERATIONAL PLAN

Function No. 10.02

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-600	0	1	-600	-125
Expenditure	-41,096	98,068	2	56,972	-77,474
Operating Total	-41,696	98,068		56,372	-77,599
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	-41,696	98,068		56,372	-77,599
Restricted Assets					
	41,696	-98,068	5	-56,372	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	-77,599

Note	Details
1	No change to budget.
2	Operating Expenses have increased by \$98,068 due to carry overs from 2015/2016, Organisation Development and Building Asset Data.
3	No change to budget.
4	No change to budget.
5	Transfers from Restricted Assets have decreased by \$98,068 due to carry overs from 2015/2016.

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	3					Has Annual Report been distributed as required by Act	Yes	Yes	No
Number of IA investigations	8	12	4	Staff Morale	77% participation rate from my say survey undertaken August 2015. Development program to be developed.	80% participation rate from the Organisation and Development Program developed to address key area's	Processes are in place to undertake a staff moral survey by June 2017.	Delivery Program, Operational Plan & Budget time frames met	Yes	Yes	Yes

OPERATIONAL PLAN

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

Principal Activity:	CORPORATE SERVICES	Function:	Corporate Development/Strategic Management
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est	YTD	Effective.	Prev.	Est	YTD
Number of meetings held per annum with members of Parliament	15	20	4	Level of Grant Income	\$31.61m	\$15.8m	\$28.62m	Audit and Risk Management Committee is supported	Yes	Yes	Yes
Number of Functions requiring Operational & Budget Assistance	8	8	8								
Total Hours spent on Internal Auditing	80	105	10								

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **September**

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

Function Objectives:

To provide sound management of the plant and vehicle resources of Council, meet statutory requirements and provide fleet management services and technical advice to the organisation in a timely and cost effective manner.

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

Activity	Action	Performance Targets/Service Level
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 will be carried out with a view to upgrade to a single system that will provide whole of LGA coverage.</i>	<i>Specification currently being prepared to upgrade two way system.</i>
Repairs to Workshop Plant & Tools	Provision of a suitable up to date environment for servicing/maintenance of Council's plant and vehicle fleet.	Achieve a minimum level of serviceability of workshop plant and tools.
	<i>The Hawthorn Street workshop is a modern facility that meets the requirement for servicing and maintaining Council's fleet. A full audit will be conducted on the Wellington workshop to ascertain what if any upgrades are requires.</i>	<i>Currently being achieved.</i>
Workshop Expenses Not Directly Charged	Identify consumables associated with the workshop operations and ensure cost recovery across fleet operations.	Workshop expenses not directly charged are fully recovered.
	<i>A review was undertaken in conjunction with the annual Fleet Budget to ensure that the Dubbo workshop costs were identified as a cost recovery item. No details are available at this time as to the cost recovery with the Wellington workshop.</i>	<i>Currently being achieved.</i>
Fleet Management Operations	Ensure that the Council Fleet is appropriate to meet operational requirements by the provision of Plant & Equipment either by ownership or external hire.	Review on a quarterly basis the fleet make up to ensure operational requirements are being met.
	<i>A review was conducted in conjunction with the Annual Plant Report regarding the provision of plant and equipment for the Dubbo Branch. The outcome of this review was presented to Council.</i>	<i>Currently being achieved.</i>
	5.3.4.2 Provide a quarterly and 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>No action to date.</i>
	5.3.4.3 Monitor and take appropriate action in respect of motor vehicle crashes involving Council vehicles.	Report submitted by June annually.
<i>Crash information is recorded on an ongoing basis and action regarding crashes is as per the policy.</i>	<i>No action to date.</i>	

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **September**

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

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **September**

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-280,047	-35,800	1	-315,847	-87,751
Expenditure	-79,682	35,800	2	-43,882	-155,087
Operating Total	-359,729	0		-359,729	-242,838
<u>Capital</u>					
Income	-2,897,432	-1,226,392	3	-4,123,824	-470,163
Expenditure	3,855,047	2,665,407	4	6,520,454	533,710
Capital Total	957,615	1,439,015		2,396,630	63,547
Available Funds Movement Prior to Restricted Asset Funding	597,886	1,439,015		2,036,901	-179,291
Restricted Assets	-597,886	-1,439,015	5	-2,036,901	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0		0	-179,291

Note	Details
1	Operating revenue increased by \$35,800 mainly due to Wellington branch leaseback of \$30,800 being accounted for and the remaining \$5,000.00 is due to an Isuzu rebate on purchases which we received.
2	Operating expenses Increased by \$35,800 mainly due to incorporating Wellington branch budget.
3	Capital income has increased by \$1,226,392 due to \$776,456 being Wellington branch depreciation, \$428,950 being proceeds from sale of assets in the Wellington branch, and \$20,986 were proceeds from sale of assets Dubbo branch.
4	Capital expenditure has increased by \$2,665,407 mainly due to the amount of \$2,698,475 which is the acquisition of assets and asset renewals in the Wellington branch and \$33,068 being savings in assets purchased in the Dubbo branch.
5	Transfer from restricted assets increased by \$1,439,015 due to the transfer of capital income and expenditure from the Wellington branch as outlined above.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
								Major plant availability	95.67%	90%	96.73%
								Utilisation rate major plant items	100.72%	85%	78.99%
								Utilisation rate of specialised items	64.32%	55%	50.76%

OPERATIONAL PLAN

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

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

Fleet - Proceeds from Sale of Assets 01.09927 - Assets Sold - Sundry Plant	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8239 - Trailer (572)	-500	0	-500	0
8253 - Trailer (536)	-227	0	-227	0
8500 - Welder/Generator (952)	-500	0	-500	0
8514 - Light Plant Trailer (514)	-500	-2,077	-2,577	-2,577
Project completed				
8517 - Light Plant Trailer (547)	-800	0	-800	0
01.09927 - Assets Sold - Sundry Plant Total	-2,527	-2,077	-4,604	-2,577

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

OPERATIONAL PLAN

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

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

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Proceeds from Sale of Assets 01.09933 - Assets Sold - Major Plant	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8350 - Roller M/T (218)	-35,000	0	-35,000	0
8353 - Roller S/P (212)	-40,000	0	-40,000	0
8356 - Sweeper (166)	-130,000	0	-130,000	0
01.09933 - Assets Sold - Major Plant Total	-205,000	0	-205,000	0

Fleet - Proceeds from Sale of Assets 01.09935 - Assets Sold - Light Vehicles	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
4047 - Environmental-Building & Development (99)	-12,000	0	-12,000	0
7725 - Technical - Tech Support (64)	-15,500	0	-15,500	0
8300 - Environmental-Building & Develop. (59) Project completed	-12,000	-3,455	-15,455	-15,455
8301 - Corp Development - Comm Facilities (45) Project completed	-19,000	-2,818	-21,818	-21,818
8302 - Environmental-Building & Develop. (60) Project completed	-21,000	1,734	-19,266	-19,266
8376 - Technical - Tech Support (103)	-12,000	0	-12,000	0
8379 - Environmental - Env Control (73) Project completed	-13,000	-3,221	-16,221	-16,221
8383 - P&LC - Landcare Services (95)	-19,000	0	-19,000	0
8384 - P&LC - Sporting (71)	-19,000	0	-19,000	0
8387 - Technical - Works (75)	-14,000	0	-14,000	0
8392 - Comm Services - Business Support (74)	-16,159	0	-16,159	0

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Proceeds from Sale of Assets 01.09935 - Assets Sold - Light Vehicles	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8394 - Technical - Works (69)	-14,000	0	-14,000	0
8395 - Corp Development - Airport (89)	-21,000	0	-21,000	0
8398 - Technical - Tech Support (96) Project completed	-16,000	-6,923	-22,923	-22,923
8399 - Environmental - Env Control (85)	-12,000	0	-12,000	0
8401 - Org Services - Director (32)	-21,500	0	-21,500	0
8402 - Comm Services - Director (36)	-18,000	0	-18,000	0
8405 - Corp Development - Director (37) Project completed	-41,000	881	-40,119	-40,119
8406 - Technical - Director (33)	-24,000	0	-24,000	0
8408 - Technical - Tech Support (82)	-14,000	0	-14,000	0
8413 - Corp Development - General Manager (31)	-59,000	0	-59,000	0
8418 - Corp Development - Official Vehicle (30)	-14,000	0	-14,000	0
8429 - Technical - Works (101)	-19,239	0	-19,239	0
8431 - P&LC - Operations (114)	-12,000	0	-12,000	0
8434 - P&LC - Operations (110)	-11,000	0	-11,000	0
8435 - P&LC - Operations (111)	-9,500	0	-9,500	0
8436 - Environmental - City Strategy (108) Project completed	-15,000	-5,107	-20,107	-20,107
8441 - Technical - Fleet (106)	-12,000	0	-12,000	0
8445 - Environmental - Business Support (50)	-19,752	0	-19,752	0
8447 - Org Services - GIS (139)	-13,000	0	-13,000	0

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Proceeds from Sale of Assets 01.09935 - Assets Sold - Light Vehicles	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8468 - Environmental - Building & Develop. (43)	-15,000	0	-15,000	0
8471 - Environmental- Building & Develop. (46)	-14,000	0	-14,000	0
8472 - Environmental - City Strategy (44)	0	0	0	-19,857
Project completed				
01.09935 - Assets Sold - Light Vehicles Total	-567,650	-18,909	-586,559	-175,766

Wellington - Capital Revenues 01.08850 - Proceeds from Sale of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
8200 - Plant & Equipment	0	-428,950	-428,950	-29,766
01.08850 - Proceeds from Sale of Assets Total	0	-428,950	-428,950	-29,766

Fleet - Acquisition of Assets 01.09613 - Assets Purchased - Two Way Radio Equipment	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7609 - Communication Equipment	200,000	0	200,000	0
01.09613 - Assets Purchased - Two Way Radio Equipment Total	200,000	0	200,000	0

Fleet - Acquisition of Assets 01.09615 - Assets Purchased - Sundry Plant	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7871 - Welder/Generator (952)	8,000	-332	7,668	7,668
Project completed				
7887 - Trailer (572)	3,000	0	3,000	0

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets 01.09615 - Assets Purchased - Sundry Plant	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7903 - Trailer (536)	2,000	-1,048	952	0
7924 - Light Plant Trailer (514)	3,876	-3,273	603	0
7928 - Light Plant Trailer (547)	6,000	0	6,000	0
7932 - Dual Axle Plant Trailer (544) Project completed	0	5,273	5,273	5,273
01.09615 - Assets Purchased - Sundry Plant Total	22,876	620	23,496	12,941

Fleet - Acquisition of Assets 01.09619 - Assets Purchased - Minor Plant	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7613 - Bobcat Skidsteer (201)	78,200	0	78,200	0
7628 - Skidsteer Bobcat (439)	94,688	0	94,688	0
7633 - Tractor (380)	78,500	0	78,500	0
7634 - Tractor (388)	90,827	0	90,827	0
7642 - Truck 3T (162)	148,000	0	148,000	0
7647 - Truck C/Cab (154)	145,000	0	145,000	0
7648 - Truck C/Cab (155)	145,000	0	145,000	0
7649 - Truck C/Cab (156)	145,000	0	145,000	0
7650 - Truck C/Cab (157)	145,000	0	145,000	0
7651 - Truck C/Cab (158)	145,000	0	145,000	0
7804 - Truck (326)	90,000	0	90,000	0
7809 - Truck 4T (323)	75,000	0	75,000	0

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets 01.09619 - Assets Purchased - Minor Plant	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7811 - Forklift (959)	91,000	0	91,000	0
8476 - Mini Excavator 5t (491)	73,709	0	73,709	0
01.09619 - Assets Purchased - Minor Plant Total	1,544,924	0	1,544,924	0

Fleet - Acquisition of Assets 01.09621 - Assets Purchased - Major Plant	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7661 - Roller M/T (218)	170,000	0	170,000	0
7664 - Roller S/P (212)	170,000	0	170,000	0
7667 - Sweeper (166)	345,000	0	345,000	0
01.09621 - Assets Purchased - Major Plant Total	685,000	0	685,000	0

Fleet - Acquisition of Assets 01.09623 - Assets Purchased - Light Vehicles	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7684 - Technical - Tech Support (103)	34,606	0	34,606	0
7686 - Environmental - Env Control (73)	32,000	0	32,000	0
7692 - P&LC - Sporting (71)	37,000	0	37,000	0
7693 - P&LC - Landcare Services (95)	37,000	0	37,000	0
7694 - Environmental - City Strategy (108)	32,000	-3,167	28,833	28,833
Project completed				
7696 - Technical - Works (75)	32,719	0	32,719	0

OPERATIONAL PLAN

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

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets 01.09623 - Assets Purchased - Light Vehicles	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7700 - Technical - Tech Support (82)	32,000	0	32,000	0
7701 - Corp Development - Airport (89)	37,000	0	37,000	0
7703 - Technical - Tech Support (64)	32,000	0	32,000	0
7704 - Technical - Works (69)	35,763	0	35,763	0
7707 - Technical - Tech Support (96) Project completed	32,000	-2,326	29,674	29,674
7708 - Environmental - Env Control (85)	32,000	0	32,000	0
7709 - Org Services - Director (32)	39,942	0	39,942	0
7713 - Corp Development - Director (37) Project completed	53,892	-2,846	51,046	51,046
7715 - Environmental - Building & Develop. (59) Project completed	32,000	-809	31,191	31,191
7716 - Environmental - Building & Develop. (60)	37,000	-1,711	35,289	35,289
7719 - Corp Development - General Manager (31)	67,942	0	67,942	0
7725 - Corp Development - Comm Facilities (45) Project completed	37,000	-3,556	33,444	33,444
7727 - Corp Development - Official Vehicle (30) Project completed	49,563	-4,068	45,495	45,495
7728 - Comm Services - Business Support (74)	37,000	0	37,000	0
7734 - Technical - Fleet (106)	35,591	0	35,591	0
7737 - Technical - Works (101)	41,385	0	41,385	0
7742 - P&LC - Operations (114)	29,450	0	29,450	0
7745 - P&LC - Operations (110)	32,492	0	32,492	0

OPERATIONAL PLAN

Function No. **10.03**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Fleet - Acquisition of Assets 01.09623 - Assets Purchased - Light Vehicles	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7746 - P&LC - Operations (111)	25,806	0	25,806	0
7752 - Environmental - Building Develop. (99)	32,000	0	32,000	0
7819 - Technical - Director (33)	41,684	0	41,684	0
7823 - Org Services - GIS (139)	32,000	0	32,000	0
7827 - Environmental - Business Support (50)	37,000	0	37,000	0
7836 - Comm Services - Director (36) Project completed	37,612	-3,519	34,093	34,093
7847 - Environmental - Building & Develop. (43)	32,000	0	32,000	0
7850 - Environmental - Building & Develop. (46) Project completed	32,000	-4,182	27,818	27,818
01.09623 - Assets Purchased - Light Vehicles Total	1,169,447	-26,184	1,143,263	316,883

Fleet - Acquisition of Assets 01.09625 - Assets Purchased - Small Plant	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7765 - Line Marker (935)	34,900	0	34,900	0
7772 - Mower (960)	43,500	0	43,500	0
7779 - Mower F/Cut (350)	40,000	0	40,000	0
7814 - Trailer (546)	19,000	0	19,000	0
7815 - Line Marker (934)	34,900	0	34,900	0
7908 - Mower (328) Project completed	42,000	-7,504	34,496	34,496
7920 - Speed Trailer (524)	18,500	0	18,500	0
01.09625 - Assets Purchased - Small Plant Total	232,800	-7,504	225,296	34,496

OPERATIONAL PLANFunction No. **10.03***Performance Review*Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Fleet Management Services
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Wellington - Capital Expenses 01.08290 - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7500 - Plant & Equipment	0	2,651,675	2,651,675	169,390
01.08290 - Acquisition of Assets Total	0	2,651,675	2,651,675	169,390

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

OPERATIONAL PLAN

Function No. 10.04

Performance Review

Quarter ended: September

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

Function Objectives:

To develop Annual Operating Plans and Budgets. Prepare Quarterly Statements and provide Management Reports which enable the Organisation's performance to be monitored against the Annual Operating Plan & Budget. To develop and maintain a Total Asset Management Strategy for the Organisation.

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

OPERATIONAL PLAN

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

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-14,854	0	1	-14,854	0
Expenditure	-14,785	0	2	-14,785	385,550
Operating Total	-29,639	0		-29,639	385,550
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	-29,639	0		-29,639	385,550
Restricted Assets					
	29,639	0	5	29,639	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	385,550

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	63	63	65	Cost of Management Accounting Services as a % of the total Budget	0.37%	0.35%	.30%	Cost per Function	\$7,840	\$8,084	\$1689		
											Yes	Yes	Yes
												Yes	Yes

OPERATIONAL PLAN

Function No. **10.05**

Performance Review

Quarter ended: **September**

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

Function Objectives:

To provide Statutory Financial Accounting Services to the Organisation.

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

Activity	Action	Performance Targets/Service Level
Statutory Accounting & Reporting	5.3.1.3 Complete Financial Statements and other statutory reports and returns as required.	Complete by due date.
	<i>Amended due date for 2016 Financial Statements for amalgamated Councils is 31 December 2016. On track to achieve deadline.</i>	<i>In progress. Audit of former Dubbo City Council under way. Former Wellington Council scheduled for audit 10 – 14 October.</i>
Rates Revenue and Rating Structure	5.3.2.4 Complete an annual review of rating structure.	Review conducted by due date, and includes recommendations on rating structure and impacts on Rates revenue estimates.
	<i>To be reviewed February 2017.</i>	<i>To be reviewed February 2017.</i>
Expenditure Accounting Services	Raise and recover Rates, Charges and other debtors on behalf of the Functions of Council.	Rates and Annual Charges levied by due date, user charges and other debtors raised and recovered effectively.
	<i>Currently being achieved.</i>	<i>Currently being achieved.</i>
	Accurate and correct costing of expenditure (including Payroll, Accounts Payable, Stores, and Assets) on behalf of the Functions of Council.	Accounts payable paid within required timeframe, all stores issued at correct value and correctly costed to Functions, all employees paid correctly and on time, all assets accounted for accurately in the Capital Value Register.
	<i>Currently being achieved.</i>	<i>Currently being achieved.</i>
	2.1.4.7 Monitor Government initiatives regarding carbon reduction/offset schemes for opportunities.	Government initiatives monitored.
	<i>No new initiatives at this stage that will benefit Council. Monitoring ongoing.</i>	<i>Monitoring ongoing.</i>
	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Financial Accounting Services Function.	Delivery Program and Operational Plan actions implemented.
	<i>Currently being achieved.</i>	<i>Currently being achieved.</i>
	5.3.2.3 Monitor the level of State and Federal Government grants payable to local government including Financial Assistance Grants (FAGs) and make necessary submissions.	Grants monitored and submissions made.
	<i>Feedback received from Grants Commission on calculation of disabilities for 2016/2017 grant calculation. No scope for submission to vary the methodology.</i>	<i>No submissions required at this stage.</i>

OPERATIONAL PLAN

Function No. **10.05**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Financial Accounting Services
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Activity	Action	Performance Targets/Service Level
Central Supply Service	5.3.2.5 Council funds are invested in accordance with legislative provisions and Council's adopted Investment Policy and Strategy.	Investments made in accordance with Investment Policy and Strategy reported to Council in July and December annually.
	<i>All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy.</i>	<i>All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy. Policy and Strategy adopted at the July Ordinary Council Meeting.</i>
	5.3.1.13 Provide a cost effective supply, contract administration, purchasing, storage and distribution facility.	Stock levels are appropriate and reflect the usage requirements of Council. All purchases are at the most competitive cost with all items supplied under contract in accordance with contract terms.
	<i>Currently being achieved.</i>	<i>Stock monitored and various LGProcurement and Regional Procurement contracts utilised to obtain best price for Council.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-156,214	0	1	-156,214	-64,791
Expenditure	46,515	0	2	46,515	-43,277
Operating Total	-109,699	0		-109,699	-108,068
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	-109,699	0		-109,699	-108,068
Restricted Assets					
	109,699	0	5	109,699	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	-108,068

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

OPERATIONAL PLAN

Function No. **10.05***Performance Review*Quarter ended: **September**

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

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Rate Assessments	18,368	18,482	18,414	Cost of Rates Management Services per assessment	\$87.17	\$88.97	\$9.46	Rates outstanding as a percentage of rates collectable	4.60%	5.00%	73.81%
Number of pays prepared weekly	401	395	420	Cost per accounts payable transaction	\$6.69	\$7.20	\$3.77	Financial Reports completed within statutory timeframe	Yes	Yes	On schedule to complete by due date
Total number of accounts receivable transactions processed	20,865	19,500	4,011	% of amounts paid on Creditors statements current and 30 days.	96.27%	97%	98%				
Number of Accounts Payable transactions processed	55,153	51,602	22,751	% of amount outstanding more than 90 days on Accounts Receivable	5.21%	30%	13.11%				
Number of Section 603 Certificates issued.	1,120	1,175	253	Index of performance of Council's Cash Plus accounts compared to the UBS Australian Bank Bill Index	1.53	1.54	1.56				

OPERATIONAL PLAN

Function No. **10.06**

Performance Review

Quarter ended: **September**

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

Function Objectives:

To provide a Human Resource service to the Organisation.

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

Activity	Action	Performance Targets/Service Level
Human Resources	Provide operational support to the HR Branch.	Appropriate support provided.
	<i>Operational Support provided on a daily basis.</i>	<i>Ongoing monitoring continues</i>
	1.2.5.3 Council's Workforce Plan provides opportunities for employment of Aboriginal Trainees and Apprentices.	Opportunities for employment of Aboriginal Trainees and Apprentices provided.
	<i>An indigenous employment plan was developed to ensure Councils workforce demographics match that of the community</i>	<i>Employment Plan developed December 2015 as part of Council's workforce plan.</i>
	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Human Resource Services Function.	Delivery Program and Operational Plan actions implemented.
	<i>Actions implemented as per required timeframe.</i>	<i>Achieved by 30 September 2016.</i>
	5.3.1.4 Finalise Annual Review of the Workforce Plan.	Workforce Plan reviewed annually.
	<i>Workforce Plan reviewed to reflect Council's workforce requirements. This new Workforce Plan will change significantly on the basis of the amalgamation.</i>	<i>Review completed March 2016.</i>
	Provide recruitment services to all Divisions.	Vacant positions filled within 10 weeks of approval to recruit.
	<i>During the protection phase of an amalgamated council, certain restrictions regarding recruitment are defined by the Local Government Act 1993.</i>	<i>All vacant positions must be advertised internally first. A new recruitment policy will be implemented to support legislative requirements of a merged Council.</i>
	5.3.7.1 The Equal Employment Opportunity (EEO) Management Plan is developed biennially.	Actions in EEO Management Plan implemented and reported.
	<i>EEO Management Plan 2014-2016 in place</i>	<i>New EEO Plan deferred until it can be reflective of the new Council.</i>
	5.3.7.2 Implement actions within the adopted Workforce Management Strategy.	Actions implemented by due date.
<i>Projects actioned as per timeframe.</i>	<i>Report to ESC in August 2016 has deferred most projects identified in the strategy to ensure the focus from HR is on the amalgamation. These projects will be reviewed in the new Workforce Management Plan scheduled for 2017.</i>	

OPERATIONAL PLAN

Function No. **10.06**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Human Resource Services
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Activity	Action	Performance Targets/Service Level
	5.3.7.3 Implement and monitor the annual Safety Systems Development plan to ensure the organisation meets its legislative requirements.	The Safety Systems Development plan is implemented and reviewed annually.
	2015/2016 Workplace Health and Safety Plan developed.	New plan currently being drafted to reflect new Council.
	5.3.7.4 Undertake a biennial Organisation wide Staff Climate Survey.	Actions implemented by due date.
	My Say Survey undertaken in Dubbo in August 2015.	Actions from this survey are no longer applicable. Currently reviewing options to conduct another survey to establish a baseline for the new Council.
	5.3.7.5 A Corporate Training Programme is developed and implemented.	The Corporate Training Program is developed and implemented by due dates.
	2016 Learning and Development Calendar was in place.	Learning and Development Calendar for 2016 implemented and training provided as per schedule. This now needs to be reviewed to incorporate new Council requirements.
	5.3.7.6 Implement an audit programme that ensures that Work Safe Management Systems are being implemented and enable the Organisation to meet the requirements of the Work Health and Safety Act.	Audit programs implemented and reported to Executive Staff Committee
	Complete organisational wide self-audit.	Self-Audit completed by all divisions. External audit also completed in September 2015.
	5.3.7.12 Develop and implement Corporate succession plans.	Actions implemented by due date.
	Plans Developed.	Achieved.
	Provide a Workers Compensation and Injury Management service to all Divisions.	All statutory obligations are met. Injuries are effectively managed throughout the Organisation.
		Procedures for managing injuries followed. Reporting completed and sent to Executive Staff monthly.
	Provide an Employee Assistance Program to the Organisation.	Employee Assistance Program is provided and communicated to staff.
	Employee Assistance Program provided and accessed by staff as required.	Providers communicated to staff via staff meetings, Communique and posters on notice boards.
	Provide an efficient payroll service to the Organisation.	All employees paid weekly in accordance with awards and agreements.
	Efficient payroll services provided to all staff.	Award increase processed and paid as of first pay period in July 2016. All pays processed on time and on a weekly basis.
	Provide advice to management on industrial matters and negotiate matters with staff and Industrial Bodies	Industrial matters negotiated satisfactorily.
	Industrial advice and support provided.	Grievances and other industrial matters attended to in a timely manner.
		Providing significant industrial advice on the basis of the amalgamation.

OPERATIONAL PLAN

Function No. **10.06**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Human Resource Services
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Activity	Action	Performance Targets/Service Level
	Provide Work Health & Safety services to staff.	Work Health & Safety services provided as required.
	<i>Work Health and Safety support provided on a daily basis</i>	<i>Investigations, training sessions and audits conducted on a regular basis</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	0	0	1	0	0
Expenditure	-76,393	0	2	-76,393	-39,895
Operating Total	-76,393	0		-76,393	-39,895
<u>Capital</u>					
Income	-200	0	3	-200	-33
Expenditure	0	0	4	0	0
Capital Total	-200	0		-200	-33
Available Funds Movement Prior to Restricted Asset Funding	-76,593	0		-76,593	-39,928
Restricted Assets	76,593	0	5	76,593	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0		0	-39,928

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 employees -Permanent	314	315		Total operating expenses of Human Resource Service per permanent employee	\$3,745	\$4,108					

OPERATIONAL PLAN

Function No. 10.07

Performance Review

Quarter ended: September

Principal Activity:	CORPORATE SERVICES	Function:	Information Management Serv.
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**Manager Responsible: Manager Information Management Serv.
Mr Matthew Green**

Function Objectives:

To promote and support the effective and efficient use of Information Management systems extensively within Council.

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

Activity	Action	Performance Targets/Service Level
Printing & Photocopying Service	Provision of effective and efficient printing and photocopying service to the Organisation.	A competitive cost and proficient service is provided.
	<i>Photocopying services provided effectively and efficiently to organisation.</i>	<i>All realistic demands of the photocopying services are met at agreed cost.</i>
Corporate Information Services	Provision of an accurate and comprehensive Records Management service for the Corporation.	Time efficient and accurate provision of data to the Corporation.
	<i>Records management service provided that meets the needs of the organisation.</i>	<i>Time efficient and accurate provision of data to the Corporation achieved.</i>
Telecommunications/Telecommunications Accounts	Manage telephone accounts/provide support for Telecommunication equipment and services.	Suitable services and equipment are provided to meet the need of the organisation.
	<i>Accounts managed effectively and support provided on as needs basis for telecommunications equipment and services.</i>	<i>Telecommunications needs of the organisation met. Review of telephone services commenced.</i>
Strategic Planning	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Information Management Services Function.	Delivery Program and Operational Plan actions implemented.
	<i>Information Management actions under implementation.</i>	<i>Actions implemented in accordance with Delivery Program and Operational Plan requirements.</i>
	5.3.3.1 Implement actions within the adopted Information Management Strategy.	Information Management Strategy actions implemented.
	<i>Information Management Delivery Program adopted by Executive Staff Committee in July 2014. Actions have been prioritised by consultation throughout organisation and due dates have been determined.</i>	<i>Information Management Delivery Program adopted by Executive Staff Committee in July 2014. Actions are currently being implemented.</i>
	5.3.3.2 Undertake full review of the Information Security Controls.	Review and implementation of security policies occurs annually.
	<i>Security Audit conducted by independent security specialist with resulting actions currently being implemented.</i>	<i>Preliminary review undertaken.</i>

OPERATIONAL PLAN

Function No. **10.07**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Information Management Serv.
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Activity	Action	Performance Targets/Service Level
	5.3.3.3 Undertake a review of mobile alternatives for remote access to Council.	Review undertaken of alternate mobile technologies and recommendations assessed.
	Mobile alternatives currently available for remote access to Council's systems include Apple iPads, Motion tablet devices, Getac devices and terminal services.	Apple iPads approved as corporate devices.
	5.3.3.4 Develop internet based solutions for the submission of applications, payments and customer enquiries.	Solutions developed.
	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	Implementation of Authority online rates payments complete. Online tracking made available in December 2015. Future plans of on-line capabilities include on-line certificates.
Operations Services – Infrastructure Asset Management	Infrastructure Asset Management.	All infrastructure assets are effectively managed.
	Infrastructure assets have been effectively managed.	Infrastructure have been effectively managed.
Operations Services – Service Desk	Service Desk Services.	Service Desk system is maintained. All support requests are satisfactorily met. User Support Services available between 8.00am – 5.30pm Monday to Friday.
	Service Desk Services provided effectively within available resource limitations.	Majority of support requests met satisfactorily. User Support Services are available between 8am – 5.30pm Monday to Friday.
Operations Services – Software Management	Software Management.	Software Licence compliance is achieved.
	Effective software management provided to the organisation.	Software licence compliance reviewed annually and supported by volume licensing programs.
Support & Development	Maintain adequate licence renewals for current software.	Manage development of software applications and maintain adequate licensing levels.
	Software licence compliance reviewed annually and supported by volume licensing programs.	No software development performed.
Management Services from Other Functions	Cost of Services for printing, telephone, office space rental and GIS services.	Amounts charged are accepted as reasonable for the level of service provided.
	Costs are based on a user pays system and recovered monthly.	Amounts charged are calculated on the infrastructure, software and support of the network and associated devices.
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.
	Report writing and specification development undertaken according to user requirements.	Management Information Systems are sourced and implemented according to user requirements. Documentation and training facilitated.
Consulting & Advisory Service – General	Project Management and Team Leading.	Services are provided to agreed brief.
	Project management services are offered as required. Methodology for project management of IT related projects currently being undertaken.	Project management services are achieved.

OPERATIONAL PLAN

Function No. **10.07**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Information Management Serv.
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Activity	Action	Performance Targets/Service Level
Functional Planning	Solutions Provision.	Systems development is arranged with third party and/or undertaken in house to specifications/agreed brief.
	<i>Solutions investigated and implemented.</i>	<i>No instance of third party systems development undertaken.</i>
	Oversee all Information Management implementations in organisation. Maintain Corporate IM Maturity and awareness of system to optimise utilisation/exploitation by users.	Regular reports are provided to GM/ESC. Selected applications are reviewed annually. All enhancement requirements are documented and communicated to supplier.
Consulting & Advisory Service – Major Systems Implementation	<i>Active involvement in Information Management Implementations throughout organisation. Continual education and research opportunities provided to staff to increase level of IM maturity for exploitation by users.</i>	<i>Information Management reporting to Executive Staff is occurring on a bi-monthly basis.</i>
	Solutions Provision.	System developments are arranged with third party and/or undertaken in house to specifications/agreed brief.
Server Room/Infrastructure Facilities	<i>Active involvement in Information Management Implementations throughout organisation. Continual education and research opportunities provided to staff to increase level of IM maturity for exploitation by users.</i>	<i>Information Management reporting to Executive Staff is occurring on a bi-monthly basis. A review of the Authority Debt Recovery module has been undertaken. Enhancement requests have been documented and communicated to suppliers.</i>
	Maintain infrastructure.	Servers and Facilities are maintained.
Geographical Information Systems	<i>Server room infrastructure is maintained.</i>	<i>Server room infrastructure maintained and upgrade completed in September 2015.</i>
	To develop and maintain a digital record of the City's cadastre.	New subdivisions recorded within one month of the linen being released.
	<i>City's cadastre maintained up to date.</i>	<i>Corporate GIS updated with newly released linen plans within one month of receiving.</i>
Acquisition of Assets	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.
	<i>Implementation of noxious weeds application with GIS Integration.</i>	<i>Implementation of noxious weeds application with GIS integration. Integration with TRIM achieved.</i>
	Undertake the approved Capital Works Program as defined in the Key Projects section of the Operational Plan.	Program implemented.
	<i>Capital Works Program undertaken.</i>	<i>Capital Works Program has been executed as scheduled.</i>

OPERATIONAL PLAN

Function No. 10.07

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-16,500	0	1	-16,500	-3,283
Expenditure	-174,062	0	2	-174,062	173,783
Operating Total	-190,562	0		-190,562	170,500
<u>Capital</u>					
Income	-133,829	0	3	-133,829	-13,466
Expenditure	425,000	170,000	4	595,000	43,215
Capital Total	291,171	170,000		461,171	29,749
Available Funds Movement Prior to Restricted Asset Funding					
	100,609	170,000		270,609	200,249
Restricted Assets					
	-100,609	-170,000	5	-270,609	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	200,249

Note	Details
1	No variance to Budget.
2	No variance to Budget.
3	No variance to Budget.
4	Capital expenditure has increased by \$170,000 due to the consolidation of the Wellington Branch Budget into this Function. Wellington branch allocated \$170,000 for the purchase of Plant and Equipment.
5	Transfer from restricted assets has increased by \$170,000 due to the consolidation of Wellington Branch Budget and funds required for the purchase of Plant and Equipment.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. workstation users supported	365	430	377					% availability of major CCF Services Components			
No. Mobile users	282	370	307					-Internet	100%	99.999%	99.997%
								-File Server	99.9778%	99.900%	99.983%
								-Authority	99.996%	99.900%	99.999%
								-GIS Server	99.999%	99.900%	99.999%
								-TRIM	99.9995	99.900%	99.992%
								-Remote Access	100%	99.900%	98%
								-Email	99.992%	99.900%	99.991%

OPERATIONAL PLAN

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

Principal Activity:	CORPORATE SERVICES	Function:	Information Management Serv.
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Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of Service Desk requests recorded/handled	3120	4000	882	Average service desk call resolution time	1.25 days	3 days	1.5 days	Client satisfaction with Service Desk call handling is >80%	84.5%	90%	86%
				% of service desk resolutions provided within defined timeframes	89%	90%	90.15%				
No. of packages and/or applications	150	150	150								
No. of servers supported				No. of Computer Virus incidents identified	1780	4,500	266	No. of Computer Virus Outbreaks	0	0	0
-Physical	9	15	9	No. of Intrusion attempts to Council's network	2960	1,000	160	No. of security breaches	0	0	0
-Virtual	91	100	96								
No. of remote sites supported	22	35	22					% emails identified as SPAM and removed	8.54%	30%	7.52%
No. of Information Systems projects Undertaken	100	75	10								
No. of documents processed in Records System	220,934	360,000	52,472	Cost per document processed in Records Management System	\$0.50	\$0.50	\$0.50				
No. of Geographical Information Projects undertaken	25	60	15					No. of Geographical Information interfaces with other applications	19	35	9

OPERATIONAL PLAN

Function No. **10.07**

Performance Review

Quarter ended: **September**

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

Information Management - Acquisition of Assets 01.09653 - Office Equipment	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
7935 - Software	50,000	0	50,000	41,251
7960 - Mobile Computing Development	10,000	0	10,000	0
7962 - Upgrade Network at Remote Sites	50,000	0	50,000	0
7965 - Sharepoint Development	15,000	0	15,000	0
8302 - Unified Communications System	300,000	0	300,000	0
01.09653 - Office Equipment Total	425,000	0	425,000	41,251

Wellington - Capital Expenses 01.08115 - Office Equipment	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
6500 - Plant & Equipment (IT)	0	170,000	170,000	1,964
01.08115 - Office Equipment Total	0	170,000	170,000	1,964

OPERATIONAL PLAN

Function No. **10.08**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Governance & Risk Services
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**Manager Responsible: Manager Governance & Risk Services
Mr Michael Ferguson**

Function Objectives:

To develop and maintain an effective administrative service system to ensure optimum performance to the organisation.

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

Activity	Action	Performance Targets/Service Level
Risk Management Strategy	5.3.1.8 Review the Enterprise Risk Management Strategy to determine its effectiveness in managing risk.	Review undertaken, effectiveness determined and report submitted to the Executive Staff Committee.
	No progress to date. Expected to be completed by June 2017.	No progress to date. Expected to be completed by June 2017.
Operational services for the Council	5.3.1.6 Update Councillors Notebook annually and incorporate any requirements under the Local Government Act or other legislation applicable to the elected representatives.	Notebook updated annually.
	As Council is currently under Administration with no Councillors, there is no requirement to update the Councillors Notebook	As Council is currently under Administration with no Councillors, there is no requirement to update the Councillors Notebook
Administrative Support to the Organisation	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Administrative Services Function.	Delivery Program and Operational Plans implemented.
	Actions undertaken.	Actions undertaken.
	5.4.2.1 Maintain an up to date database of Council's statutory requirements.	Database established and maintained.
	Investigations into possible solutions to provide management tool for managing Council's Statutory requirements being investigated.	Investigations into possible solutions to provide management tool for managing Council's Statutory requirements being investigated.
	2.2.3.6 Undertake Mayoral quarterly forum with developers to discuss Council related issues.	Forums are undertaken each quarter.
	Mayoral Developers Forum conducted on 20 July 2016.	Mayoral Developers Forum conducted on 20 July 2016.

OPERATIONAL PLAN

Function No. 10.08

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-70,000	0	1	-70,000	-8,184
Expenditure	-100,312	0	2	-100,312	1,993
Operating Total	-170,312	0		-170,312	-6,191
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	-170,312	0		-170,312	-6,191
Restricted Assets					
	170,312	0	5	170,312	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	-6,191

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
								Insurances reviewed and updated annually.	Yes	Yes	Yes
								Agendas delivered within required time frames.	Yes	Yes	Yes

OPERATIONAL PLAN

Function No. 10.09

Performance Review

Quarter ended: September

Principal Activity:	CORPORATE SERVICES	Function:	Civic Administration Building
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**Manager Responsible: Manager Governance & Risk Services
Mr Michael Ferguson**

Function Objectives:

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

Activity	Action	Performance Targets/Service Level
Other Council Building Operations	Provide a cleaning service to other Council facilities.	Facilities cleaned as per agreed briefs.
	Cleaning service provided.	Buildings cleaned daily.
Civic Administration Building – Operational Services	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Civic Administration Building Function.	Delivery Program and Operational Plan actions implemented.
	Actions undertaken.	Actions undertaken.
	5.3.6.2 Review, test and update annually the Civic Administration Building Disaster Response Plan.	Annual review undertaken, however review extended regarding long term alternative accommodation.
	No action to date.	No action to date.
Civic Administration Building Cleaning Services	Provision of a clean work amenity.	Civic Administration Building cleaned daily to agreed brief specification.
	Cleaning service provided.	Building cleaned daily.
Asset Management Program – Routine	Work amenity maintained to appropriate standard.	Minor maintenance undertaken in accordance with quarterly check.
	Asset maintenance program formalised and implemented.	Undertaken as programmed.
Asset Management Program – Cyclic	Work amenity maintained to appropriate standard.	Other maintenance undertaken in accordance with Asset Management Program.
	Asset maintenance program formalised and implemented.	Undertaken as programmed.
Acquisition of Assets	Undertake the approved Capital Works Program as defined in the Key Projects section of the Operational Plan.	Program implemented.
	No action to date.	No action to date.

OPERATIONAL PLAN

Function No. 10.09

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-50,918	0	1	-50,918	-10,403
Expenditure	-260,760	313,380	2	52,620	-112,969
Operating Total	-311,678	313,380		1,702	-123,372
<u>Capital</u>					
Income	-130,030	-127,690	3	-257,720	-50,897
Expenditure	228,286	127,376	4	355,662	101,817
Capital Total	98,256	-314		97,942	50,920
Available Funds Movement Prior to Restricted Asset Funding					
	-213,422	313,066		99,644	-72,452
Restricted Assets					
	213,422	-58,760	5	154,662	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	254,306		254,306	-72,452

Note	Details
1	No variance to budget.
2	Operating Expenditure has increased by \$313,380 due to the consolidation of Wellington Branch budget for the operational expenditure on the Wellington Administration Building.
3	Capital income has increased by \$217,690 due to the consolidation of Wellington Branch budget for the increase in Depreciation (non cash).
4	Capital Expenditure has increased by \$127,376 due to the consolidation of Wellington Branch budget for repayment of Loan and Building Asset Renewals.
5	Transfer to restricted asset has decreased by \$58,760 due to the funds required for asset renewal at the Wellington Administration Building.

Key Performance Indicators

Workload	Area			Efficiency	Cost			Effective.	Performance		
	Prev.	Est	YTD		Prev.	Est.	YTD		Prev.	Est	YTD
Area of available office accommodation	1635.06m ²	1635.06m ²	1685m ²	Total operating expense per m ² of useable space	\$763.92	\$795.51	\$124.99	% of personnel satisfactorily accommodated.	95%	95%	95%

Key Projects**Capital Works Program**

Civic Admin. Building - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.09665 - CAB - Furniture & Fittings				
7922 - Minor Furniture	22,000	0	22,000	0
01.09665 - CAB - Furniture & Fittings Total	22,000	0	22,000	0

OPERATIONAL PLAN

Function No. **10.09***Performance Review*Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Civic Administration Building
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Wellington - Capital Expenses 01.08270 - Acquisition of Assets	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
5900 - Loan Principal Repayments	0	48,616	48,616	0
01.08270 - Acquisition of Assets Total	0	48,616	48,616	0

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

OPERATIONAL PLAN

Function No. **10.10**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Technical Support Services
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**Manager Responsible: Manager Technical Support
Mr Mark Stacey**

Function Objectives:

To provide an Engineering Design, Development and Technical Support service to the organisation.

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

Activity	Action	Performance Targets/Service Level
Management Services	Management advice is provided to branch functions and provide advisory service to the organisation for engineering related matters.	Advice is delivered as appropriate.
	<i>This was achieved.</i>	<i>This was achieved.</i>
Development Section	Provide Engineering advice and assessment for all Development Applications and Subdivision Construction Certificates referred to the Branch.	100% of "complete" development applications processed within 15 working days (non referred).
	<i>This was achieved.</i>	<i>This was achieved.</i>
	To supervise contractors for both private and Council subdivision activities.	Inferior infrastructure works undertaken NOT accepted.
	<i>This was achieved.</i>	<i>This was achieved.</i>
Design Section	To survey, design and prepare plans for Council works.	Plans completed a minimum two months prior to construction.
	<i>This was achieved.</i>	<i>This was achieved.</i>
	Undertaken project management of survey, design and construction activities for all Council subdivisions.	Co-ordination ensures land release not delayed due to incomplete works.
	<i>This was achieved.</i>	<i>This was 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>This was achieved.</i>	<i>This was achieved.</i>

OPERATIONAL PLAN

Function No. 10.10

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-101,896	0	1	-101,896	-91,110
Expenditure	-82,934	0	2	-82,934	7,449
Operating Total	-184,830	0		-184,830	-83,661
<u>Capital</u>					
Income	-9,394	0	3	-9,394	-1,567
Expenditure	0	0	4	0	0
Capital Total	-9,394	0		-9,394	-1,567
Available Funds Movement Prior to Restricted Asset Funding					
	-194,224	0		-194,224	-85,228
Restricted Assets					
	194,224	0	5	194,224	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	-85,228

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	11	10	7								
Minor	49	50	12								
No. of DA referrals processed	183	90	44	No. of subdivision stages supervised	12	10	7				

OPERATIONAL PLAN

Function No. 10.11

Performance Review

Quarter ended: September

Principal
Activity:**CORPORATE SERVICES**

Function:

**Business Support Services
(Technical)**

**Manager Responsible: Manager Business Support
Mr Ray Mills**

Function Objectives:

To collate and assist in the development of the Division's Annual Operational Plan (including Annual Budget) and review the quarterly Budget. Ensure that expenditure is contained within the Budget approved by Council.

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

Activity	Action	Performance Targets/Service Level
Quarterly Budget Review	5.3.1.5 Operational Plan (including budget) review undertaken by Council on a quarterly basis.	Quarterly reviews undertaken and submitted to Finance and Policy Committee by due date.
	<i>Quarterly reviews will be undertaken at the end of September, December, March and June.</i>	<i>September 2016 Quarterly Review submitted to the Finance and Policy Committee meeting in October 2016.</i>
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.
	<i>Undertaken and ongoing.</i>	<i>Undertaken and ongoing.</i>
	Provide Strategic Management and Direction to the Technical Services Division.	Division operating in an efficient and effective manner.
	<i>Undertaken and ongoing.</i>	<i>Achieved.</i>
	5.3.1.10 Monitor the ongoing implementation of the NAMSPlus asset reporting tool for the Technical Services Division	NAMSPlus is being implemented within the Technical Services Division.
	<i>NAMSPlus is no longer applicable for Technical Services Division. Asset Management reporting now comes under National Asset Management Accounting Framework (NAMAFA).</i>	<i>NAMSPlus is no longer applicable for Technical Services Division. Asset Management reporting now comes under National Asset Management Accounting Framework (NAMAFA). This is currently being implemented through the Superior Asset Management group.</i>
Annual Operational Plan (including Annual Budget) Preparation	5.3.1.10 Monitor the Corporate wide planning, oversight and performance of Asset Management for functional areas of the Organisation.	Asset Management Plans for the Technical Services Division are prepared and submitted by due date.
	<i>Asset Management Plans have been developed for required branches in Technical Services.</i>	<i>Asset Management Plans submitted by required date.</i>
	5.3.1.11 Monitor the use of the zero based budgeting framework by the Organisation.	All zero based budgeting requirements are fully adhered to within the Technical Services Division.
	<i>Zero based budgeting utilised.</i>	<i>Zero based budgeting adhered to.</i>
Annual Operational Plan (including Annual Budget) Preparation	5.3.1.2 Operational Plans (including budget) adopted in June each year.	Operational Plans for the Technical Services Division adopted by Council by due date.
	<i>Operational Plans for 2016/2017 adopted by Council in June 2016 for Technical Services Division.</i>	<i>Operational Plans for 2016/2017 were adopted at Councils meeting in June 2016.</i>

OPERATIONAL PLAN

Function No. 10.11

Performance Review

Quarter ended: September

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-293	0	1	-293	0
Expenditure	-31,482	0	2	-31,482	-103,108
Operating Total	-31,775	0		-31,775	-103,108
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	2,500	0	4	2,500	0
Capital Total	2,500	0		2,500	0
Available Funds Movement Prior to Restricted Asset Funding					
	-29,275	0		-29,275	-103,108
Restricted Assets					
	29,275	0	5	29,275	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	-103,108

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

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of functions requiring Operational Plan (including Annual Budget) assistance	17	17	17	Cost of Business Support Services as a % of Total Divisional Expenditure	1.04%	1.05%	0.06%	Delivery program, Operational Plan (including Annual Budget) time frames met	Yes	Yes	Yes
Number of Branches requiring secretarial or administrative assistance	6	6	6	Cost per Function	\$67,274	\$69,124	\$7,104	Delivery Program and Quarterly Budget time frames met.	Yes	Yes	Yes

OPERATIONAL PLAN

Function No. **10.11***Performance Review*Quarter ended: **September**

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

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

OPERATIONAL PLAN

Function No. 10.12

Performance Review

Quarter ended: September

Principal Activity:	CORPORATE SERVICES	Function:	Depot Services
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**Manager Responsible: Manager Governance & Risk Services
Mr Michael Ferguson**

Function Objectives:

To provide a clean, safe and adequately sized functional working environment for the users of the Depot.

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

Activity	Action	Performance Targets/Service Level
Depot Operations	5.2.2.1.1 Implement the adopted actions within both the Delivery Program and Operational Plan as they apply to the Civic Administration Building Function.	Delivery Program and Operational Plan actions Implemented.
	Actions undertaken.	Actions implemented.
Asset Management – Routine	Provide routine maintenance on an as required basis.	Building routine maintenance carried out within an acceptable time.
	Routine maintenance provided.	Routine maintenance provided.
Asset Management - Cyclic	Carry out cyclic maintenance in accordance with the Building Asset Management Plans	Cyclic maintenance carried out as scheduled in the Building Asset Management Plans.
	Cyclic maintenance provided.	Cyclic maintenance provided.

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-12,500	0	1	-12,500	3,346
Expenditure	-10,701	183,711	2	173,010	29,292
Operating Total	-23,201	183,711		160,510	32,638
<u>Capital</u>					
Income	-122,399	-53,045	3	-175,444	-19,876
Expenditure	0	146,199	4	146,199	19,682
Capital Total	-122,399	93,154		-29,245	-194
Available Funds Movement Prior to Restricted Asset Funding	-145,600	276,865		131,265	32,444
Restricted Assets	145,600	-166,199	5	-20,599	0
Funds Available to (-), or Required From Rates and Other Council Revenue	0	110,666		110,666	32,444

OPERATIONAL PLAN

Function No. **10.12**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Depot Services
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Note	Details
1	No variance to budget.
2	Operating expenditure has increased by \$183,711 mainly due to Depot Road Fuel Tank investigation of \$20,000 and the consolidation of Wellington Branch budget into this function for the operating expenditure at the Wellington Depot.
3	Capital Income has increased by \$53,045 due to the consolidation of Wellington Branch budget into this function for the increase in Depreciation (non cash).
4	Capital expenditure has increased by \$146,199 due to the consolidation of Wellington Branch budget into this function for the Capital expenditure for the Wellington Depot Washbay.
5	Transfer from restricted assets has increased by \$166,199 due to the consolidation of Wellington Branch budget into this function increase is to fund the Wellington Depot Washby.

Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Site area available	28,320m ²	28,320m ²	28,320m ²	Total operating expense per m ² of usable site area.	\$16.72	\$15.45	\$1.58	% of personnel satisfactorily accommodated.	95%	95%	95%
Building Area				Total operating expense per m ² of usable space	\$105.65	\$99.66	\$10.19				
Available Stores Pt B5	740m ²	740m ²	740m ²								
Mechanical Workshop Pt B5	900m ²	900m ²	900m ²								
Noxious Weeds B3	243.8m ²	243.8m ²	243.8m ²								
Concrete Trades B1	180.5m ²	180.5m ²	180.5m ²								
Utilities B4	608m ²	608m ²	608m ²								
Amenities/Offices B2	351.5m ²	351.5m ²	351.5m ²								
Rangers/Trades/Waste B7	463.6m ²	463.6m ²	463.6m ²								
Ancillary B6	126.8m ²	126.8m ²	126.8m ²								
Truck Wash B9	312m ²	312m ²	312m ²								
Parks & Landcare Building	466.2m ²	466.2m ²	466.2m ²								

NOTE: These figures only relate to the Dubbo Branch Depot

Key Projects

Capital Works Program

Wellington - Capital Expenses	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.08016 - Wellington Depot - Buildings				
6501 - Washbay	0	146,199	146,199	19,682
01.08016 - Wellington Depot - Buildings Total	0	146,199	146,199	19,682

OPERATIONAL PLAN

Function No. **10.13**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Rates & General Revenue
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Manager Responsible: Manager Financial Accounting Services
Mr Wayne Sonneman

Function Objectives:

To raise General Revenue for the Organisation.
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NOTE: <i>This Operational Plans Activity, Actions and Performance Targets, along with the KPI's, generally relate to the former Dubbo City Council's Delivery Programme. The Financial Statements have been consolidated to include both ex Dubbo and Wellington.</i>
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Activity	Action	Performance Targets/Service Level
General Purpose Rates	5.3.2.4 Complete an annual review of rating structure.	Rates structure reviewed and adopted for incorporation into the Delivery Plan and Operational Plan by due date.
	<i>To be reviewed February 2017.</i>	<i>To be submitted to Council's March Ordinary Meeting.</i>
Interest on Investments	5.3.2.5 Council's funds invested in accordance with Legislative provisions, and Council's adopted Investment Policy and Strategy.	Return on investment maximised and investments compliant with requirements.
	<i>All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy.</i>	<i>All funds invested in accordance with the Minister's Order and Council's Investment Policy and Strategy. August return was 3.13% per annum compared to the Ausbill Index of 2.01%.</i>
Financial Assistance Grants	5.3.2.3 Monitor the level of State and Federal Government grants payable to local government including Financial Assistance Grants (FAGS) and make any necessary submissions.	Grants Commission return is submitted by due date, is accurate and maximise Council's Financial Assistance Grant. All allowable disabilities are included in return.
	<i>Feedback received from Grants Commission on calculation of disabilities for 2016/2017 grant calculation. No scope for submission to vary the methodology.</i>	<i>Due 30 November 2016.</i>

OPERATIONAL PLAN

Function No. 10.13

Performance Review

Quarter ended: September

Principal Activity:	CORPORATE SERVICES	Function:	Rates & General Revenue
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Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-34,927,561	-11,043,585	1	-45,971,146	-34,256,238
Expenditure	682,893	0	2	682,893	174,198
Operating Total	-34,244,668	-11,043,585		-45,288,253	-34,082,040
<u>Capital</u>					
Income	-556,027	0	3	-556,027	191,985
Expenditure	0	0	4	0	0
Capital Total	-556,027	0		-556,027	191,985
Available Funds Movement Prior to Restricted Asset Funding					
	-34,800,695	-11,043,585		-45,844,280	-33,890,055
Restricted Assets					
	1,101,470	2,741,250	5	3,842,720	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	-33,699,225	-8,302,335		-42,001,560	-33,890,055

Note	Details
1	Operating income has increased by \$11,043,585 due to the consolidation of Wellington Branch budget into this function of Rates and Financial Assistance Grant. Dubbo ordinary rates have increased \$230,713 and additional amount from Financial Assistance Grant of \$251,187 compared with the budget for combined Dubbo and Wellington.
2	No variance to budget.
3	No variance to budget.
4	No variance to budget.
5	Transfer to restricted assets has increased by \$2,741,250 due to the consolidation of Wellington Branch budget into this function and the Wellington budget allocation to Asset Renewal.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Rate Assessments	18,368	18,482	18,414	Cost of Rates Management Services per assessment	\$87.17	\$88.97	\$9.46	Grants Commission Return submitted by due date	Yes	Yes	Due 30 November 2016
Total number of 603 certificates issued	1,120	1,175	253	Index of performance of Cash Plus accounts – 12 months to date	1.53	1.54	1.56	Percentage of Rates and Annual Charges outstanding to Percentage collectable reduced.	4.60%	5%	73.81%

OPERATIONAL PLAN

Function No. **10.16**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Works Services
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**Manager Responsible: Manager Works
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.

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

Activity	Action	Performance Targets/Service Level
Kerbside Collection & Disposal	Maintain Collections to Agreed Brief.	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Footpaths & Cycleways	Maintenance, construction and reconstruction of Footpath and Cycleways as to agreed brief(s).	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Traffic	Maintenance, and construction of Carparks and other Traffic facilities to agreed brief(s).	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Miscellaneous Projects	Provision of minor services or construction works to other Council functions as requested.	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
State Roads	Maintenance, construction and reconstruction of State Roads and National Highway as agreed in Contract.	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Urban Roads	Maintenance, construction and reconstruction of roads and kerb & gutter to agreed brief(s).	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Rural Roads	Maintenance, construction and reconstruction of Rural Roads, Regional Roads to agreed brief(s).	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Other Customers	Provision of minor services or construction works to other Council functions as requested.	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Stormwater	Maintenance construction of Stormwater facilities to agreed brief(s).	Works completed on time, and within budget.
	Service levels adopted and Agreed Brief in place.	Agreed Brief monitored and within budget.
Quarry Management and Rehabilitation	Operate quarries to provide gravel for works.	Quarry operations are maintained on a sustainable basis.
	Stockpiles in place.	Regularly maintained.
	5.3.1.10.1 Ongoing development of Asset Management Plans for the Works Services Function.	Asset Management Plans for the Works Services Function are prepared and submitted by due date.
	Regularly monitored and replaced as required.	Regularly monitored and replaced as required.

OPERATIONAL PLAN

Function No. **10.16**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Works Services
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Activity	Action	Performance Targets/Service Level
Private Works	Carry out works for external clients of Council to Agreed brief.	Works completed on time, and within budget.
	<i>Service levels adopted and Agreed Brief in place.</i>	<i>Agreed Brief monitored and within budget.</i>
Management Services from other Functions	Cost of Services including:- management, financial, technical, information technology and corporate overheads provided to this function.	Level of service to agreed brief(s) provided.
	<i>Charges reviewed in February prior to budget preparation. Any negotiation to change in service levels take place prior to draft budget.</i>	<i>Agreed Brief monitored.</i>
Management Services	To provide co-ordination of activities within this function.	Project completed within defined time frames.
	<i>Management Activities as required.</i>	<i>Monitored and within budget.</i>
Rural Transfer Stations	Maintain to Agreed Brief.	Works completed on time, and within budget.
	<i>Service levels adopted and Agreed Brief in place.</i>	<i>Agreed Brief monitored and within budget.</i>
Waste Disposal Services	Operate and Maintain to Agreed Brief.	Works completed on time, and within budget.
	<i>Service levels adopted and Agreed Brief in place.</i>	<i>Agreed Brief monitored and within budget.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	-80,000	0	1	-80,000	-42,899
Expenditure	57,565	260,233	2	317,798	504,374
Operating Total	-22,435	260,233		237,798	461,475
<u>Capital</u>					
Income	-32,724	0	3	-32,724	-5,459
Expenditure	0	0	4	0	0
Capital Total	-32,724	0		-32,724	-5,459
<hr/>					
Available Funds Movement Prior to Restricted Asset Funding	-55,159	260,233		205,074	456,016
Restricted Assets	55,159	-260,233	5	-205,074	-253,120
Funds Available to (-), or Required From Rates and Other Council Revenue	0	0		0	202,896

Note	Details
1	No variance for this quarter.
2	Operating Expenses increased by \$260,233 due Private Work Expenditure and Wellington Quarries operations.
3	No variance for this quarter.
4	No variance for this quarter.
5	Transfer from restricted assets has increased by \$260,233 mainly due to Private works.

OPERATIONAL PLAN

Function No. **10.16**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Works Services
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Length of State Roads (km)	46km	46km	46km	Cost/M2 (urban) Reconstruction	\$130	\$134/m2	N/A	Number of complaints from clients	0	0	0
Length of National Road (km)	5.36km	5.36km	5.36km	Cost/M2 (rural) Reconstruction	\$70	\$75	N/A				
Length of Urban Sealed Road	324km	324km	324km	Cost/lm to reconstruct kerb & gutter	\$310	\$320	N/A				
Length of Rural Sealed Road	482.02 km	485km	482.02km								
Length of Rural Unsealed Road	441.62km	492km	441.62km								
Length of paved footpaths maintained	81.6km	81.6km	81.6km								
Length of off road cyclepath	25.5km	25.5km	25.5km								
Length of kerb and gutter	401km	402km	401km								
Value of total Works undertaken to Agreed Briefs	\$15,653,019	\$23,589,107	\$3,412,686								

OPERATIONAL PLAN

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

Principal Activity:	CORPORATE SERVICES	Function:	Transition Project Management
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**Manager Responsible: Transition Project
Mr Murray Wood**

Function Objectives:

To coordinate the projects and activities associated with Council amalgamations in order to deliver sustainable organisational change and meet NSW government requirements.

Activity	Action	Performance Targets/Service Level
Transition Project Management	To create a cost efficient and effective Amalgamation focused Project Management service.	Completion of the requirements of the Phase 1 – Roadmap issued by the Department of Premier and Cabinet.
	<i>Project plans approved by steering committee:</i>	<i>By 30th September 2016</i>
	<i>Customer Service Harmonisation</i>	<i>Identify process and timing for moving to new salary structure. 100%</i>
	<i>Website Redesign</i>	<i>Adopt an operational plan, budget and fees and charges for 2016-17. 100%</i>
	<i>External Branding</i>	<i>Issue rates notices. 100%</i>
	<i>Internal Branding</i>	<i>Document service levels and plan a review process. 100%</i>
	<i>Asset Strategy and Plan</i>	<i>Adopt a code of conduct. 100%</i>
	<i>Integrated 2 Way Radio system</i>	<i>Commence development of an organisational structure, including consultation with Consultative Committee. 100%</i>
	<i>People and Engagement</i>	<i>Deliver initial community engagement activities. 100%</i>
	<i>Organisation Redesign</i>	<i>Continue to deliver the Implementation Plan and monitor and report progress. 100%</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>Approved funding items to date:</i>	<i>Projects have only commenced in August- expenditure in accordance with project budgets to date.</i>
	<i>Consultancies for the service review, organisational culture, salary management system.</i>	
	<i>Activities funded to date include GIS aerial photo integration, participation in Department and Cabinet workshops with other newly created Councils, logo replacement on signage, buildings and fleet items.</i>	

OPERATIONAL PLAN

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

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

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	0	0	1	0	0
Expenditure	0	4,941,747	2	4,941,747	43,064
Operating Total	0	4,941,747		4,941,747	43,064
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	0	4,941,747		4,941,747	43,064
Restricted Assets					
	0	-4,941,747	5	-4,941,747	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	43,064

Note	Details
1	No variance to budget.
2	Operating Expenditure has increased by \$4,941,747 due to the creation of this function. This function has been created to assist in a smooth transition of the former Dubbo City Council and Wellington Council into a single entity of Dubbo Regional Council. The function has been funded from the \$5 million from the New Council Merger Fund.
3	No variance to budget.
4	No variance to budget.
5	Transfer from restricted assets has increased by \$4,941,747 being the New Council Merger Fund received in 2015/2016 financial year to fund the Transition Project.

Key Performance Indicators

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
Number of Project Plans endorsed by Project Steering Committee		35	10	DPC – Roadmap requirements within timeframe		22	8	All projects managed in accordance with adopted Project Plans		10	10

OPERATIONAL PLAN

Function No. **11.01**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Governance
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**Manager Responsible: Manager Governance & Risk Services
Mr Michael Ferguson**

Function Objectives:

To develop and maintain an effective Administrative Service System that ensures optimum support to the Council.

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

Activity	Action	Performance Targets/Service Level
Subscriptions to Associations	Maintain membership to Local Government Associations.	Memberships appropriate for responsible and representative Government.
	Membership maintained.	Current membership appropriate.
Strategic Management	Services provided regarding the direction and control of the functions of the Council.	Amounts charged are accepted as reasonable for the services provided.
	Services provided.	Charges are reasonable/actual.
Statutory Accounting and Reporting	Services provided for preparation of Statutory Reports.	Amounts charged are accepted as reasonable for the services provided.
	Services provided.	Charges are reasonable/actual.
Sister City Activities	Maintain contributions towards Sister City Activities.	Donations are appropriate.
	Contribution maintained.	Donations are reasonable.
Dubbo City Council Scholarship (CSU)	Annual Charles Sturt University Scholarship.	Scholarship awarded on an annual basis.
	Scholarship maintained.	Provided and awarded annually.
Receptions and Civic Activities	Provision of services and facilities for civic activities.	Activities represent responsible and representative Government.
	Services provided.	Activities considered appropriate.
Public Relations	Cost of services provided including preparation of annual reports and public relation activities.	Amounts charged are acceptable as reasonable for the services provided.
	Budgeted estimates provide for these services.	Audited to comply.
	5.2.1.1 Undertake a community survey to determine community satisfaction levels of the elected Councillors.	Overall satisfaction with the performance of elected Councillors (measured biennially – target 85%).
	Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.	Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.
Services Provided – Admin Services	Cost of services including secretarial support and office accommodation for Council.	Amounts charged are accepted as reasonable for the service provided.
	Budgeted estimates provide for these services.	Charges are reasonable.
Members Expenses	Costs of elected members including fees, travel, insurance etc.	Expenses are in accordance with relevant Acts, regulations and policy documents.
	Administrator's expenses provided in budget.	Audited to comply.
	5.3.1.7 Provide funding to permit Councillors to undertake individual training programs.	Funding provided and Councillors advised of all training opportunities.
	Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.	Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.

OPERATIONAL PLAN

Function No. 11.01

Performance Review

Quarter ended: September

Principal Activity:	CORPORATE SERVICES	Function:	Governance
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Activity	Action	Performance Targets/Service Level
Election Expenses	5.2.1.1 Undertake a community survey to determine community satisfaction levels of the elected Councillors.	Overall satisfaction with the performance of elected Councillors (measured biennially – target 85%).
	<i>Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.</i>	<i>Not required. Council is under administration and accordingly does not have Councillors during 2016/2017 period.</i>
	Costs of running quadrennial election of Councillors.	Elections carried out according to Act and Regulations.
Mayors Discretionary Fund	<i>Provision currently made in the 2016/2017 Budget however this will be required to carry forward to 2017/2018 as the election has been deferred until September 2017 following the merger of the former Dubbo City and Wellington councils.</i>	<i>Act and Regulations complied with. Election has been deferred until September 2017 following the merger of the former Dubbo City and Wellington councils.</i>
	Discretionary payments for Mayoral Activities. <i>Provision for payments made in budget.</i>	Activities are appropriate for responsible and representative Government. <i>Audited internally.</i>

Financial Statement:

	2016/2017 Original Budget	September Adjustment	Notes	Revised Annual Estimate	YTD Actuals
<u>Operating</u>					
Income	0	0	1	0	0
Expenditure	66,893	-289,054	2	-222,161	-43,787
Operating Total	66,893	-289,054		-222,161	-43,787
<u>Capital</u>					
Income	0	0	3	0	0
Expenditure	0	0	4	0	0
Capital Total	0	0		0	0
Available Funds Movement Prior to Restricted Asset Funding					
	66,893	-289,054		-222,161	-43,787
Restricted Assets					
	-66,893	289,054	5	222,161	0
Funds Available to (-), or Required From Rates and Other Council Revenue					
	0	0		0	-43,787

Note	Details
1	No variance to budget.
2	Operating expenditure has decreased by \$289,054 due to the Council election for Dubbo Regional Council being postponed to September 2017.
3	No variance to budget.
4	No variance to budget.
5	Transfer to restricted Assets has increased by \$289,054 for fund the Council election in September 2017.

OPERATIONAL PLAN

Function No. **11.01**

Performance Review

Quarter ended: **September**

Principal Activity:	CORPORATE SERVICES	Function:	Governance
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Key Performance Indicators:

Workload	Prev.	Est	YTD	Efficiency	Prev.	Est.	YTD	Effective.	Prev.	Est	YTD
No. of Councillors	0*	11	0	Cost per Capita for Receptions and Civic Activities/ Members Expenses/ Subscriptions	\$13.44	\$12.08	\$2.33				
No. of Council/ Committee Meetings	44	46	3	Cost per capita of Governance	\$40.30	\$42.06	\$9.92	All agendas prepared and delivered in accordance with time frame	Yes	Yes	Yes

Key Projects**Operational Program**

	2016/2017 Original Budget	September Adjustment	Revised Annual Estimate	YTD Actuals
01.02954 - Election Expenses Total	289,054	-289,054	0	0
Not required until September 2017				