



CABONNE COUNCIL

DELIVERY
PROGRAM

2018/2019 - 2021/2022

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MESSAGE FROM THE MAYOR

On behalf of the members of the communities of Cabonne Council, I am pleased to present this Delivery Program as part of the Integrated Planning and Reporting framework.

Previously the Cabonne Community came together and developed the Community Strategic Plan – Cabonne 2025. This is the community’s plan and will guide the development of Cabonne Council until 2025. To make it happen all sectors across our community will need to work together. Obviously a key community player is the council but Council alone cannot do everything.



There are a number of key plans lined together to achieve the community aspirations outlined in the Community Strategic Plan. They are:

- The Community Strategic Plan
- Council’s 4 year Delivery Program
- Council’s 1 year Operational Plan
- Council’s Assets, Finance and Workforce Plans

The Delivery Program deals with the actions and tasks where Council has a role to play and identifies what we plan to do over the next three year to help achieve the community’s vision for Council. The plan shows the varied actions Council undertakes and how we will measure progress, it also identifies Council’s role in achieving each measure.

Further information on this plan can be obtained by contacting Council’s Department Leader – Governance & Corporate Performance, Jolene Pearson at council@cabonne.nsw.gov.au or by phoning (02) 6392 3221.

CABONNE'S VISION, MISSION & VALUES

Council's Vision

Cabonne Council is committed to providing sustainable local government to our rural communities through consultation and sound financial management which will ensure equitable resource allocation.

Council's Mission

To be a progressive and innovative Council which maintains relevance though local governance to its community and diverse rural area by facilitating the provision of services to satisfy identified current and future needs.

Council's Values

In all we do, we will:

Respect each other, our community and the environment we live

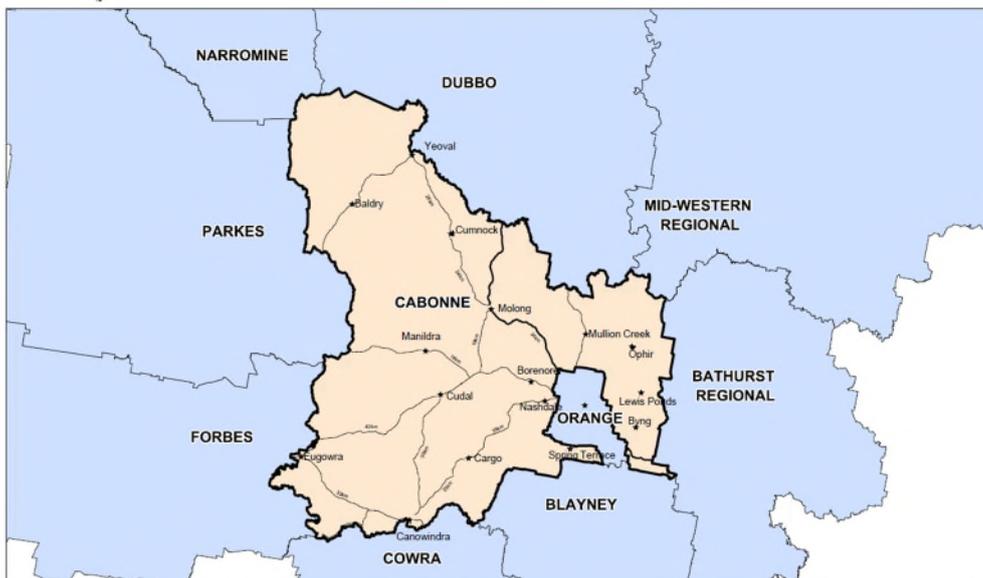
Have the courage and confidence to "have a go"

Balance today's decisions with the long term future in mind

Be friendly, approachable and work together

Strive to do our very best and take personal responsibility for our actions

CABONNE AREA MAP



CABONNE ORGANISATIONAL CHART



GENERAL
MANAGER



OFFICE OF THE
GENERAL MANAGER

- COMMUNITY & ECONOMY
- WORKPLACE HEALTH & SAFETY
- CABONNE 2025 TRANSFORMATION PROJECT
- PEOPLE & CULTURE
- TOURISM
- COMMUNICATIONS & MARKETING



CABONNE
INFRASTRUCTURE

- TRANSPORT INFRASTRUCTURE
- URBAN INFRASTRUCTURE
- WATER & WASTEWATER SERVICES
- ASSETS & TECHNICAL SUPPORT
- PLANT & DEPOTS



CABONNE
SERVICES

- COMMUNITY SERVICES
- FINANCE
- ENVIRONMENTAL SERVICES
- GOVERNANCE & CORPORATE PERFORMANCE
- INNOVATION & TECHNOLOGY
- DEVELOPMENT SERVICES

**CABONNE 2025: COMMUNITY STRATEGIC PLAN –
VISION STATEMENT**

What we want Cabonne Shire to be in 2025



Passionate people

In a world where we yearn for a more genuine life Cabonne offers a pace of living that is both relaxing and invigorating. Those of us who live here are passionate about the place we call home and others recognise this immediately.



Thriving villages and caring communities

There is a thriving heartbeat to Cabonne. The social and economic life of our villages is vibrant; our communities supportive and welcoming.



Respecting and sustaining our environment

We care for and respect our environment making sure our rivers, waterways, soils, vegetation and air are clean and healthy for all living things.



With an agricultural heart

The heart of Cabonne is found in our beautiful and productive landscapes. The land nurtures and sustains us and at the same time provides the inspiration for us to strive and reach our full potential.

**CABONNE 2025: COMMUNITY STRATEGIC PLAN –
VALUES STATEMENT**

*These are the values that will guide future choices and
the way we work together as a community*



CABONNE 2025 – FUTURE DIRECTIONS

The Cabonne 2025 Community Strategic Plan provides a strategic framework for Cabonne over the next decade and beyond. The identified outcomes and the strategies will only be achieved through the collective input of government and non-government agencies, businesses, community organisations and individuals.

The strategic outcomes are grouped into five themes:

Future Direction 1: Connect Cabonne to each other and the world

CSP 1.1	A safe, efficient, quality and well maintained urban and rural transport system for vehicles and pedestrians on Cabonne’s local, regional and state road networks
CSP 1.2	Everywhere in Cabonne has access to contemporary information and communication technology
CSP 1.3	A range of transport options in to, out of and around Cabonne are affordable and available
CSP 1.4	Transport infrastructure meets agricultural needs to get goods to and from market
CSP 1.5	Access to major metropolitan markets enables the growth of tourism

Future Direction 2: Build business and generate employment

CSP 2.1	A strong and vibrant local business sector
CSP 2.2	Coordinated tourism product and a thriving visitor industry in Cabonne
CSP 2.3	Increased, viable, sustainable and value adding business in Cabonne
CSP 2.4	Jobs for Cabonne

Future Direction 3: Provide and develop community facilities

CSP 3.1	Preschool, play group, childcare and youth facilities are available across Cabonne
CSP 3.2	Health and aged care facilities meet local community needs
CSP 3.3	Sporting, recreational, Council and community facilities and services are maintained and developed
CSP 3.4	Cabonne has the education services and facilities to be a contemporary learning community

Future Direction 4: Grow Cabonne's culture and community

CSP 4.1	A successful balance of village and rural living
CSP 4.2	A network of viable, relevant and cultural facilities exists in Cabonne
CSP 4.3	Beautiful towns and villages with historic assets cared for and preserved
CSP 4.4	Community events build visitation, generate investment and strengthen community wellbeing
CSP 4.5	A Council that is effective and efficient

Future Direction 5: Manage our natural resources

CSP 5.1	All villages have a secure and quality water supply
CSP 5.2	Flood mitigation processes are in place
CSP 5.3	Sustainable solid and liquid trade waste management practices are in place across Cabonne
CSP 5.4	Primary producers use best practice methods and systems that respect the environment
CSP 5.5	All natural resources are managed sustainably in a planned way
CSP 5.6	Risk management processes are in place for natural disaster events
CSP 5.7	Alternative energy development is considered and utilised where appropriate

WHAT IS A DELIVERY PROGRAM

The Delivery Program 2018–2022 is one layer of the Planning and Reporting framework that all NSW Councils must develop to meet the requirements of the Local Government Amendment (Planning and Reporting) Act 2009. It outlines the work Council can do to achieve Future Directions outlined by the community in the Community Strategic Plan.

The three tiered planning process ensures that there are clear links between the long term goals of the community and the activities of Council. The diagram below demonstrates their linkages:



CABONNE'S DELIVERY PROGRAM

Cabonne's Delivery Program has been summarised into an easy to read table that will enable the integration of all planning documents.

The design of each table is based on the following:

FUTURE DIRECTION: Future Direction identified from Council's Community Strategic Plan 2025

STRATEGIC OUTCOME: The desired outcomes associated with achieving the Future Direction

DELIVERY PROGRAM: The work identified to achieve the Strategic Outcome

Effectiveness Measure						
Council will report against this measure in its End of Term Report						
Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	Resourcing Strategy	Council Role
The action identified from Council's Delivery Program to be carried out as part of Council's One Year Operational Plan.	Addresses issues in an integrated manner by: <ul style="list-style-type: none"> • Social • Environmental • Economic • Civic Leadership 	Identifies the year in which the work will be delivered			This section identifies links to Council's: <ul style="list-style-type: none"> • Asset Management Plans (AMP) • Workforce Management Plan (WMP) • Long Term Financial Plan (LTFFP) 	Identifies the role Council has when seeking to achieve the future direction: <ul style="list-style-type: none"> • Provider • Regulator • Facilitator • Advocate

RESOURCING STRATEGY

As part of the Integrated Planning and Reporting framework councils are also required to develop **resourcing plans** that support the achievement of activities and tasks within the Delivery and Operational Plan.

These plans include:

1. Long Term Financial Plan

The Long Term Financial Plan is an important part of council's strategic planning process. This is the point where long term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources councils need to influence and work with other parties so that they might deliver on responsibilities.

2. Asset Management Plans

The Asset Management Policy is a council endorsed policy which sets the broad framework for undertaking asset management in a structured and coordinated way. It outlines why and how asset management will be undertaken. It provides a clear direction for asset management and defines key principles that underpin asset management for the council.

3. Workforce Management Plan

An effective workforce strategy aims to provide Council with the people best able to inform its strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

COUNCIL'S ROLE IN DELIVERY PLAN

The Community Strategic Plan is for the whole Cabonne Shire and Council are unable to deliver all of the strategic outcomes. Council will be able to contribute where there is a role. Broadly speaking, Council has four roles:

- **Provider** – it does all the work
- **Regulator** – It undertakes its regulatory responsibilities
- **Facilitator** – It will help out or work with others to get things done
- **Advocator** – It will speak up for and support community initiative or issue

FUTURE DIRECTION 1: CONNECT CABONNE TO EACH OTHER AND THE WORLD

STRATEGIC OUTCOME 1.1: A SAFE, EFFICIENT, QUALITY AND WELL MAINTAINED URBAN AND RURAL TRANSPORT SYSTEM FOR VEHICLES AND PEDESTRIANS ON CABONNE'S LOCAL, REGIONAL AND STATE ROAD NETWORKS

DELIVERY PROGRAM 1.1.1: COMPLETE THE COUNCIL'S ROAD MAINTENANCE AND RENEWAL PROGRAM

Effectiveness Measure								
Road maintenance and Renewal Program work completed in accordance with the Asset Management Plan								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
1.1.1.a	Complete the annual rural and urban roads maintenance program	Economic	■	■	■	■	LTFP, AMPs & WMP	Provider
1.1.1.b	Undertake service review of rural and urban road maintenance	Economic	■	■	■	■	WMP	Provider

DELIVERY PROGRAM 1.1.2: INITIATE AND IMPLEMENT ROAD SAFETY PROGRAMS

Effectiveness Measure								
Road safety programs implemented								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
1.1.2.a	Implement Roads & Maritime Services road safety program	Economic	■	■	■	■	LTFP & WMP	Provider
1.1.2.b	Identify and apply for “Saving Lives on Country Roads Program” funding	Economic	■	■	■	■	LTFP, AMPs & WMP	Provider
1.1.2.c	Undertake street lighting program	Economic	■	■	■	■	LTFP, AMPs & WMP	Provider
1.1.2.d	Investigate the viability of Council operating a line marking service	Economic	■				WMP	Provider

DELIVERY PROGRAM 1.1.3: REMAIN A CORE SERVICE PROVIDER TO THE RMS ON STATE MAIN ROADS

Effectiveness Measure								
\$ value of RMS Road Contracts								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
1.1.3.a	Provide road maintenance service to RMS	Economic	■	■	■	■	LTFP, AMPs & WMP	Provider

DELIVERY PROGRAM 1.1.4: PROVIDE AND MAINTAIN BRIDGE STRUCTURES ON CABONNE'S LOCAL AND REGIONAL ROADS NETWORK

Effectiveness Measure								
Work completed in accordance with the Asset Management Plan								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
1.1.4.a	Local road bridge maintenance undertaken	Economic	■	■	■	■	LTFP, AMPs & WMP	Provider
1.1.4.b	Regional road bridge maintenance undertaken	Economic	■	■	■	■	LTFP, AMPs & WMP	Provider
1.1.4.c	Local road bridge construction undertaken	Economic	■	■	■	■	LTFP, AMPs & WMP	Provider
1.1.4.d	Regional bridge construction undertaken	Economic	■	■			LTFP, AMPs & WMP	Provider

DELIVERY PROGRAM 1.1.5: ENSURE ACCESSIBILITY FOR ALL MEMBERS OF THE COMMUNITY

Effectiveness Measure								
Ensure all new construction complies with Disability Discrimination Legislation and Standards.								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
1.1.5.a	Construct new footpaths and pathways according to the requirements in the Pedestrian Access Mobility Plan (PAMP)	Social / Economic	■	■	■	■	LTFP, AMPs & WMP	Provider & Facilitator
1.1.5.b	Review the Pedestrian Access Mobility Plan (PAMP)	Social / Economic	■	■			WMP	Provider

DELIVERY PROGRAM 1.1.6: IMPLEMENT THE CYCLE AND FOOTPATH MAINTENANCE RENEWAL PROGRAM

Effectiveness Measure								
Cycle and Footpath maintenance renewal program implemented								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
1.1.6.a	Footpath maintenance undertaken	Social / Economic	■	■	■	■	LTFP, AMPs & WMP	Provider
1.1.6.b	Pathways maintenance undertaken	Social / Economic	■	■	■	■	LTFP, AMPs & WMP	Provider
1.1.6.c	Kerb and gutter maintenance undertaken	Economic	■	■	■	■	LTFP, AMPs & WMP	Provider
1.1.6.d	Undertake pathway program	Social / Economic	■	■	■	■	LTFP, AMPs & WMP	Provider
1.1.6.e	Undertake footpath program	Social / Economic	■	■	■	■	LTFP, AMPs & WMP	Provider
1.1.6.f	Undertake kerb and gutter program	Economic	■	■	■	■	LTFP, AMPs & WMP	Provider

STRATEGIC OUTCOME 1.2: EVERYWHERE IN CABONNE HAS ACCESS TO CONTEMPORARY INFORMATION AND COMMUNICATION TECHNOLOGY

DELIVERY PROGRAM 1.2.1: LOBBY GOVERNMENT AND TELECOMMUNICATION SERVICE PROVIDERS FOR IMPROVED INFRASTRUCTURE AND SERVICES

Effectiveness Measure								
Level of internet access and mobile phone coverage throughout Cabonne								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
1.2.1.a	To lobby for appropriate telecommunication infrastructure for Cabonne localities	Social / Economic	■	■	■	■	WMP	Advocator

STRATEGIC OUTCOME 1.3: A RANGE OF TRANSPORT OPTIONS IN TO, OUT OF AND AROUND CABONNE ARE AFFORDABLE AND AVAILABLE

DELIVERY PROGRAM 1.3.1: FACILITATE THE PROVISION OF SAFE AND AFFORDABLE ONE ON ONE COMMUNITY TRANSPORT SERVICES TO CABONNE RESIDENTS

Effectiveness Measure								
The number of people using the service and the number of communities covered								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
1.3.1.a	Provide the Community Transport Program	Social / Economic	■	■	■	■	LTFP & WMP	Provider, Facilitator & Advocator
1.3.1.b	Recruit, train & monitor volunteer drivers	Social	■	■	■		WMP	Provider
1.3.1.c	Investigate the viability of offering a more frequent community bus service from Cabonne villages to Orange	Social	■				WMP	Provider, Facilitator & Advocator
1.3.1.d	Apply for Community Transport Program funding	Economic		■	■		LTFP & WMP	Provider & Advocator

STRATEGIC OUTCOME 1.4: TRANSPORT INFRASTRUCTURE MEETS AGRICULTURAL NEEDS TO GET GOODS TO AND FROM MARKET

DELIVERY PROGRAM 1.4.1: DESIGN AND MAINTAIN ROADS TO PROVIDE SAFE AND EFFICIENT TRANSPORT OF GOODS AND SERVICES LOCALLY AND ALSO STATE AND REGIONAL ROUTES

Effectiveness Measure								
% completion of Capital Works Program. Successful Roads to Recovery acquittal.								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
1.4.1.a	Construction of local roads	Economic	■	■	■	■	LTFP, AMPs & WMP	Provider
1.4.1.b	Construction of regional roads	Economic	■	■	■	■	LTFP, AMPs & WMP	Provider
1.4.1.c	State road ordered works undertaken	Economic	■	■	■	■	LTFP & WMP	Provider
1.4.1.d	State road ordered works specific projects undertaken	Economic	■	■	■	■	LTFP & WMP	Provider
1.4.1.e	Roads to Recovery Federal Local Roads program undertaken	Economic	■	■	■	■	LTFP & WMP	Provider

DELIVERY PROGRAM 1.4.2: LOBBY FOR THE RETENTION AND RENEWAL OF THE RAIL INFRASTRUCTURE SYSTEM

Effectiveness Measure								
Successful lobbying undertaken								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
1.4.2.a	Undertake lobbying activities	Economic	■	■	■	■	WMP	Advocator
1.4.2.b	Lobby for the Inland Rail Network	Economic	■	■	■	■	WMP	Advocator

STRATEGIC OUTCOME 1.5: ACCESS TO MAJOR METROPOLITAN MARKETS ENABLES THE GROWTH OF TOURISM

DELIVERY PROGRAM 1.5.1: SUPPORT CENTRAL NSW COUNCILS JO IN LOBBYING FOR THE IMPROVEMENT OF ROAD ACCESS

Effectiveness Measure								
Level of funding achieved								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
1.5.1.a	Support the Central NSW Councils Roads & Transport Technical Committee	Social / Economic	■	■	■	■	WMP	Advocator

FUTURE DIRECTION 2: BUILD BUSINESS & GENERATE EMPLOYMENT

STRATEGIC OUTCOME 2.1: A STRONG AND VIBRANT LOCAL BUSINESS SECTOR

DELIVERY PROGRAM 2.1.1: IMPLEMENT REGIONAL ECONOMIC DEVELOPMENT STRATEGY

Effectiveness Measure								
The number of strategies implemented from the Economic Development Plan								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
2.1.1.a	Implement strategies from Regional Economic Development Strategy (REDS)	Economic	■	■	■	■	LTFP	Provider & Facilitator
2.1.1.b	Implement CBD promotional activities and works in consultation with businesses and progress associations	Economic	■	■	■	■	LTFP & WMP	Provider & Facilitator
2.1.1.c	Continue to identify business and service gaps and associated business opportunities	Economic		■	■	■	LTFP	Provider
2.1.1.d	Continue to explore the potential of Agri-Tourism products and develop product	Economic	■	■	■	■	WMP	Provider, Facilitator & Advocator

STRATEGIC OUTCOME 2.2: COORDINATED TOURISM PRODUCT AND A THRIVING VISITOR INDUSTRY IN CABONNE

DELIVERY PROGRAM 2.2.1: PROMOTE COUNCIL'S TOURISM PLAN

Effectiveness Measure								
The number of tourism plan strategies implemented								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
2.2.1.a	Promote strategies listed in the Tourism Plan	Economic	■	■	■	■	LTFP & WMP	Provider & Facilitator
2.2.1.b	Review Council's participation in the Orange Regional Tourism Organisation	Economic	■				LTFP	Provider
2.2.1.c	Investigate establishment of Tourism Instagram account and implement if viable	Social / Economic	■				WMP	Provider
2.2.1.d	Continue to implement a Social Media Strategy	Social / Economic	■	■	■	■	WMP	Provider
2.2.1.e	Continue to investigate feasibility, viability and logistics of establishing additional accredited Visitor Information Centres in Cabonne	Economic	■	■	■	■	LTFP & WMP	Provider

DELIVERY PROGRAM 2.2.2: DEVELOP AND PROMOTE COUNCIL'S CARAVAN PARKS

Effectiveness Measure								
Increased patronage								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
2.2.2.a	Develop a master plan for each of Council's caravan parks	Economic		■			LTFP, AMPs & WMP	Provider
2.2.2.b	Develop a Promotional plan for Cabonne Caravan Parks	Economic		■		■	LTFP, AMPs & WMP	Provider

STRATEGIC OUTCOME 2.3: INCREASED VIABLE, SUSTAINABLE AND VALUE ADDING BUSINESSES IN CABONNE

DELIVERY PROGRAM 2.3.1: IDENTIFY BUSINESS ASSISTANCE PROGRAMS IN THE REGIONAL ECONOMIC DEVELOPMENT STRATEGY (REDS)

Effectiveness Measure								
Business assistance programs identified, developed and operational								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
2.3.1.a	Identify and implement business assistance strategies	Economic	■	■	■	■	WMP	Facilitator
2.3.1.b	Work with state, regional and local business groups to identify and implement assistance strategies and programs	Economic	■	■	■	■	WMP	Facilitator

STRATEGIC OUTCOME 2.4: JOBS FOR CABONNE PEOPLE IN CABONNE

DELIVERY PROGRAM 2.4.1: SUPPORT THE DEVELOPMENT OF PROGRAMS THAT INCREASE JOBS IN CABONNE

Effectiveness Measure								
Unemployment rates in Cabonne								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
2.4.1.a	Support local employment initiatives	Economic	■	■	■	■	WMP	Provider & Advocate
2.4.1.b	Investigate viability and logistics of shop local programs and incentives	Economic	■				WMP	Provider & Facilitator

FUTURE DIRECTION 3: PROVIDE AND DEVELOP COMMUNITY FACILITIES

STRATEGIC OUTCOME 3.1: PRE SCHOOL, PLAY GROUP, CHILD CARE AND YOUTH FACILITIES ARE AVAILABLE ACROSS CABONNE

DELIVERY PROGRAM 3.1.1: FACILITATE THE PROVISION OF CHILDREN'S SERVICES

Effectiveness Measure								
The economic viability of the HACCC, Family Day Care and After School Care services								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
3.1.1.a	Review childcare services in Canowindra	Social	■				WMP	Advocator
3.1.1.b	Provide quality and affordable year round care in Cabonne	Social	■	■	■	■	WMP	Provider & Facilitator
3.1.1.c	Investigate Manildra After School Care	Social	■				WMP	Provider & Facilitator
3.1.1.d	Review financial sustainability of children's services	Economic	■	■	■	■	WMP	Provider
3.1.1.e	Recruit, train and monitor educators for Family Day Care	Economic	■	■	■		WMP	Provider

DELIVERY PROGRAM 3.1.2: PROVIDE AND FACILITATE OPPORTUNITIES, FACILITIES AND EVENTS FOR YOUNG PEOPLE

Effectiveness Measure								
Opportunities, Events and Facilities identified, planned, implemented and in use								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
3.1.2.a	Operate Youth of the Month (YOM) awards	Social / Civic Leadership	■	■	■		WMP	Provider
3.1.2.b	Organise for young people to address Council annually	Social / Civic Leadership	■	■	■		WMP	Provider
3.1.2.c	Feedback provided on matters raised by young people with Council	Social	■	■	■		WMP	Provider
3.1.2.d	Hold Youth Week activities	Social	■	■	■		WMP	Facilitator
3.1.2.e	Operate a Youth Ambassador of the Year award	Social	■	■	■	■	WMP	Provider
3.1.2.f	Youth services are promoted across Cabonne	Social	■	■	■	■	WMP	Provider & Facilitator
3.1.2.g	Provide transport to events for young people	Social	■	■	■		LTFP & WMP	Provider & Facilitator

OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
3.1.2.h	Investigate need for a skate park at Cudal	Social	■				WMP	Provider

STRATEGIC OUTCOME 3.2: HEALTH AND AGED CARE FACILITIES MEET LOCAL COMMUNITY NEEDS

DELIVERY PROGRAM 3.2.1: FACILITATE THE PROVISION OF AGED CARE FACILITIES

Effectiveness Measure								
A range and number of services provided								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
3.2.1.a	Identify challenges and opportunities of current versus future aged care needs	Social	■	■	■	■	WMP	Provider
3.2.1.b	Provision of suitable land in Canowindra for the construction of a Retirement Village.	Economic	■				LTFP	Provider

DELIVERY PROGRAM 3.2.2: FACILITATE THE PROVISION OF AGED CARE SERVICES

Effectiveness Measure								
A range and number of services provided								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
3.2.2.a	Provide the HACC program	Social	■	■	■	■	LTFP & WMP	Provider & Facilitator
3.2.2.b	Undertake review of current versus future aged care needs	Economic		■	■		LTFP	Provider

DELIVERY PROGRAM 3.2.3: FACILITATE AND ADVOCATE FOR THE PROVISION OF HEALTH & MEDICAL SERVICES

Effectiveness Measure								
A range and number of services provided								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
3.2.3.a	Undertake review of health services	Social	■				LTFP & WMP	Facilitator & Advocator
3.2.3.b	Advocate on behalf of health services in Cabonne as identified	Social	■	■	■	■	WMP	Advocator
3.2.3.c	Participate in Cabonne Health Council (CHC)	Social	■				WMP	Advocator
3.2.3.d	Participate in Central NSW Councils JO Health Workforce Committee	Social	■	■	■		WMP	Provider
3.2.3.e	Review the need/options for a Canowindra walk in/walk out Medical Centre	Social	■				WMP	Provider

STRATEGIC OUTCOME 3.3: SPORTING, RECREATIONAL, COUNCIL AND COMMUNITY FACILITIES AND SERVICES ARE MAINTAINED AND DEVELOPED

DELIVERY PROGRAM 3.3.1: MAINTAIN AND MANAGE PUBLIC CEMETERIES

Effectiveness Measure								
Community satisfaction with the standard of cemeteries								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
3.3.1.a	Facilitate burials of the plot reservations at the 10 operational cemeteries/columbarium's within the LGA	Social	■	■	■	■	WMP	Provider
3.3.1.b	Develop a cemeteries Asset Management Plan	Social		■			AMPs & WMP	Provider
3.3.1.c	Complete annual cemeteries capital works program	Social	■	■	■	■	AMPs & WMP	Provider

DELIVERY PROGRAM 3.3.2: FACILITATE THE PROVISION OF LIBRARY SERVICES TO CABONNE RESIDENTS

Effectiveness Measure								
The level of usage of libraries is maintained or increased								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
3.3.2.a	Deliver library services to Canowindra, Manildra & Molong according to the service agreement with Orange City Council	Social / Economic	■	■	■	■	LTFP	Provider
3.3.2.b	Construction of the new Molong Library/Community/Cultural Centre	Economic	■	■	■	■	LTFP	Provider
3.3.2.c	Investigate the viability of relocating and extending operating hours for the Manildra Library	Social / Economic			■	■	LTFP	Provider

DELIVERY PROGRAM 3.3.3: MAINTAIN EXISTING SPORTING, RECREATIONAL, CULTURAL, COUNCIL AND COMMUNITY FACILITIES, TO THE LEVELS DEFINED IN THE RECREATION ASSET MANAGEMENT PLAN

Effectiveness Measure								
Facilities are maintained at a high level that is acceptable to the community								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
3.3.3.a	Maintain pools to safe operational standards	Social	■	■	■	■	LTFP, AMPs & WMP	Provider
3.3.3.b	Maintain sporting facilities to safe operational standards	Social	■	■	■	■	AMPs	Provider
3.3.3.c	Maintain parks and gardens to safe operational standards	Social	■	■	■	■	AMPs	Provider
3.3.3.d	Maintain playgrounds to safe operational standards	Social	■	■	■	■	AMPs	Provider
3.3.3.e	Maintain the council's properties to safe operational standards	Social / Economic	■	■	■	■	AMPs	Provider
3.3.3.f	Continue to implement Molong Village Green Plan of Management	Economic	■	■	■	■	AMPs	Provider
3.3.3.g	Upgrade Molong Community Hall toilets	Economic	■				LTFP	Provider

OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
3.3.3.h	Review of Plans of Management	Social / Environment	■	■	■		WMP	Provider

DELIVERY PROGRAM 3.3.4: MAINTAIN EXISTING BUILDING FACILITIES TO THE LEVELS DEFINED IN THE BUILDING ASSET MANAGEMENT PLAN

Effectiveness Measure								
Buildings are maintained and upgraded at operational levels								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
3.3.4.a	Maintain Council administration buildings	Economic	■	■	■	■	AMPs	Provider
3.3.4.b	Maintain security of depots and workshops and manage any significant physical changes to the sites	Economic	■	■	■	■	AMPs	Provider
3.3.4.c	Complete the refurbishment of Orana House	Social	■				AMPs	Provider

STRATEGIC OUTCOME 3.4: CABONNE HAS THE EDUCATION SERVICES AND FACILITIES TO BE A CONTEMPORARY LEARNING COMMUNITY

DELIVERY PROGRAM 3.4.1: ADVOCATE FOR EDUCATION AND LEARNING FACILITIES IN CABONNE

Effectiveness Measure								
Provision of education facilities and number of enrolments of students in schools								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
3.4.1.a	Monitor challenges and opportunities for education services provided in Cabonne	Social	■	■	■	■	WMP	Advocator

FUTURE DIRECTION 4: GROW CABONNE'S CULTURE & COMMUNITY

STRATEGIC OUTCOME 4.1: A SUCCESSFUL BALANCE OF VILLAGE AND RURAL LIVING

DELIVERY PROGRAM 4.1.1: PROVIDE A FRAMEWORK FOR ENCOURAGING SHIRE WIDE DEVELOPMENT BY MAINTAINING AND UPDATING STRATEGIC LAND USE PLANS

Effectiveness Measure								
Compliance with statutory plans								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.1.1.a	Prepare comprehensive Development Control Plan (DCP)	Social / Environment	■	■			LTFP	Provider
4.1.1.b	Implement the Cabonne Settlement Strategy 2012	Economic		■	■	■	LTFP	Provider
4.1.1.c	Review, in partnership with Blayney Shire, Orange City Council and Dept. of Planning, the Rural and Residential Sub Regional Strategy 2008	Economic	■	■			WMP	Provider
4.1.1.d	Review Development Contributions Plan and prepare revised Development Contributions Plan	Economic		■	■	■	WMP	Provider
4.1.1.e	Prepare strategic and demographic data as a prelude to the review of the CLEP 2013	Economic			■		LTFP	Provider

OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.1.1.f	Advocate for the right to farm policy	Social / Environment	■	■	■	■	WMP	Advocator
4.1.1.g	Review Cabonne Development Control Plans	Economic				■	WMP	Provider

STRATEGIC OUTCOME 4.2: A NETWORK OF VIABLE, RELEVANT AND CULTURAL FACILITIES EXISTS IN CABONNE

DELIVERY PROGRAM 4.2.1: PROVIDE FINANCIAL SUPPORT AND BUILDINGS FOR CULTURAL FACILITIES AND ACTIVITIES IN CABONNE

Effectiveness Measure								
Level of support and number of cultural facilities provided								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.2.1.a	Maintain current level of support to museums in Cabonne	Social	■	■	■	■	LTFP	Provider
4.2.1.b	Promote visitation and tourism activity within Cabonne through accessing and showcasing local museums	Social	■	■	■	■	LTFP	Provider & Facilitator
4.2.1.c	Participate in regional museum programs and sustainable collections program	Social	■	■	■	■	LTFP	Facilitator
4.2.1.d	Promote Fairbridge Memorial concept	Economic	■	■			LTFP	Advocator

STRATEGIC OUTCOME 4.3: BEAUTIFUL TOWNS AND VILLAGES WITH HISTORIC ASSETS CARED FOR AND PRESERVED

DELIVERY PROGRAM 4.3.1: MANAGE COUNCIL'S URBAN MAINTENANCE AND IMPROVEMENT PROGRAMS

Effectiveness Measure								
Appearance of villages								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.3.1.a	Operate Community Assistance Program (CAP)	Social	■	■	■	■	LTFP	Provider
4.3.1.b	Undertake street & gutter cleaning and town entrance mowing	Economic	■	■	■	■	LTFP & WMP	Provider
4.3.1.c	Complete annual tree maintenance and hazard removal program	Economic	■	■	■	■	LTFP & WMP	Provider
4.3.1.d	Implement the Village Enhancement Program	Economic	■	■		■	AMPs & WMP	Provider

DELIVERY PROGRAM 4.3.2: SUPPORT HERITAGE CONSERVATION PROGRAMS

Effectiveness Measure								
Number of Grants awarded and assistance provided								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.3.2.a	Progressively review community heritage study, recommended heritage sites and places for inclusion on Cabonne LEP	Economic	■	■	■	■	WMP	Provider
4.3.2.b	Deliver heritage conservation programs	Economic	■	■	■	■	LTFP	Provider
4.3.2.c	Ensure Council owned development complies with Heritage conservation	Economic	■	■			AMPs	Provider

STRATEGIC OUTCOME 4.4: COMMUNITY EVENTS BUILD VISITATION, GENERATE INVESTMENT AND STRENGTHEN COMMUNITY WELL BEING

DELIVERY PROGRAM 4.4.1: FACILITATE THE RESPONSIBLE MANAGEMENT OF EVENTS AND PROVIDE FUNDING SUPPORT WHERE APPROPRIATE

Effectiveness Measure								
Attendance numbers at events								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.4.1.a	Facilitate council's administrative aspects of ANZAC Day events and citizenship ceremonies	Social / Civic Leadership	■	■	■	■	WMP	Facilitator
4.4.1.b	Implement funding opportunities through the Events Assistance Program	Social	■	■	■	■	WMP	Provider & Facilitator
4.4.1.c	Provide assistance to community groups	Social / Economic	■	■	■	■	WMP	Facilitator
4.4.1.d	Facilitate Australia Day events annually	Social	■	■	■	■	WMP	Facilitator

DELIVERY PROGRAM 4.4.2: FACILITATE SPONSORSHIP OF MAJOR EVENTS THAT MAKE MAJOR CONTRIBUTION TO MAJOR ECONOMY

Effectiveness Measure								
Enquiries responded to								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.4.2.a	Implement Council's sponsorship policy	Social / Economic			■	■	WMP	Facilitator

STRATEGIC OUTCOME 4.5: A COUNCIL THAT IS EFFECTIVE AND EFFICIENT

DELIVERY PROGRAM 4.5.1: PROVIDE ETHICAL, OPEN, ACCOUNTABLE AND TRANSPARENT DECISION MAKING PROCESSES

Effectiveness Measure								
Complaints upheld by Office of Local Government. Code of Conduct complaints. Compliance of policies and procedures								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.5.1.a	Provide quality administrative support and governance to councillors and residents	Civic Leadership	■	■	■	■	LTFP & WMP	Provider
4.5.1.b	Maintain strong relationships and liaise effectively with all levels of government	Civic Leadership	■	■	■	■	WMP	Advocator
4.5.1.c	Provide appropriate mechanisms for democracy and participation for Cabonne residents	Civic Leadership	■	■	■	■	WMP	Provider
4.5.1.d	Maintain effective membership of Central NSW Councils JO, LGNSW, Country Mayors Association and other forums	Economic	■	■	■	■	LTFP & WMP	Provider
4.5.1.e	Provide adequate training & professional development opportunities for councillors	Civic Leadership	■	■	■	■	LTFP	Provider

OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/2022	Resourcing Strategy	Council Role
4.5.1.f	Adhere to Council's Code of Conduct and Code of Meeting Practice	Civic Leadership	■	■	■	■	WMP	Regulator
4.5.1.g	Annual Report prepared	Civic Leadership	■	■	■	■	WMP	Provider
4.5.1.h	Submit Public Interest Disclosure reports	Civic Leadership	■	■	■	■	WMP	Provider

DELIVERY PROGRAM 4.5.2: MAKE IT EASY TO DO BUSINESS WITH COUNCIL AND DELIVER GOOD CUSTOMER SERVICE

Effectiveness Measure								
Satisfaction with services delivered. Number of customer requests recorded.								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.5.2.a	Deliver quality customer service through various means such as face to face interactions and online services	Economic	■	■	■	■	WMP	Provider
4.5.2.b	Operate Customer request program system	Civic Leadership	■	■	■	■	WMP	Provider
4.5.2.c	Engage with community to determine future needs & objectives	Civic Leadership	■	■	■	■	WMP	Provider
4.5.2.d	Provide effective communications and information systems	Economic	■	■	■	■	WMP	Provider
4.5.2.e	Conduct a continuous improvement review of customer service processes and frameworks and implement improvements	Economic			■		WMP	Provider

OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.2.f	Consistent approach across the organisation to electronic record keeping	Economic				■	WMP	Provider
4.5.2.g	Manage Retention and Disposal of Records	Economic				■	WMP	Provider

**DELIVERY PROGRAM 4.5.3: MEETING THE COUNCIL'S STATUTORY OBLIGATIONS FOR DEVELOPMENT CONTROL,
ENVIRONMENTAL HEALTH AND ANIMAL CONTROL**

Effectiveness Measure								
DA processing times. Inspections conducted. Complaints investigated.								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.5.3.a	Assess and determine planning and development applications to foster community growth within the shire	Economic	■	■	■	■	WMP	Regulator
4.5.3.b	Ensure environment monitoring in accordance with the Protection of Environment Operations Act 1997	Environment	■	■	■	■	WMP	Facilitator
4.5.3.c	Respond/Take action to community raised requests regarding safety of the community	Environment	■	■	■	■	WMP	Regulator
4.5.3.d	Environmental monitoring of former gasworks site	Environment	■	■	■	■	WMP	Provider
4.5.3.e	Provide public information regarding companion animal requirements	Social	■	■	■	■	WMP	Provider

OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.5.3.f	Participate in relevant reference groups, consultative committees and meetings	Environment	■	■	■		WMP	Advocator
4.5.3.g	Promptly investigate inappropriate and unapproved building works	Environment	■	■	■	■	WMP	Regulator
4.5.3.h	Ensure implementation of government regulations relating to swimming pools	Environment	■	■	■	■	LTFP & WMP	Regulator
4.5.3.i	Ensure annual inspection and licensing of registered food outlets	Environment	■	■	■	■	LTFP	Regulator
4.5.3.j	Maintain private pound	Social				■	WMP	Provider
4.5.3.k	Investigate & monitor illegal dumping activity	Environment				■	WMP	Provider

DELIVERY PROGRAM 4.5.4: MANAGE THE PRESENT AND LONG TERM FINANCIAL SUSTAINABILITY OF CABONNE COUNCIL

Effectiveness Measure								
Financial viability of Council								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.5.4.a	Levying of Council Rates and Charges in accordance with the Local Government Act	Economic	■	■	■	■	WMP	Provider
4.5.4.b	Maximise secure income through investments	Economic	■	■	■	■	WMP	Provider
4.5.4.c	Develop long term financial plan	Economic	■	■	■	■	WMP	Provider
4.5.4.d	Level of reserves and provisions monitored	Economic	■	■	■	■	WMP	Provider
4.5.4.e	Development of the Annual Budget	Economic	■	■	■	■	WMP	Provider
4.5.4.f	Ensure compliance with current payroll awards	Economic	■	■	■	■	WMP	Provider
4.5.4.g	Implement and maintain a comprehensive Asset Management System	Economic	■	■	■	■	WMP	Provider

DELIVERY PROGRAM 4.5.5: MINIMISE RISK TO COUNCIL

Effectiveness Measure								
Systems in place. Financial health check. StateWide Audit report								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.5.5.a	Develop a framework for the management of Council assets by volunteers and contractors	Civic Leadership	■	■	■		WMP	Provider
4.5.5.b	Maintain, review and improve Council's Enterprise Risk Management Program	Civic Leadership	■	■	■	■	WMP	Provider
4.5.5.c	Continue to manage and monitor internal audit processes	Economic	■	■	■	■	LTFP & WMP	Provider
4.5.5.d	Develop and implement a new Work Health and Safety Management Systems (WHSMS) framework	Civic Leadership	■	■	■	■	WMP	Provider
4.5.5.e	Integrate risk management into all areas of Council's activities	Economic	■	■	■		WMP	Provider
4.5.5.f	Provide a records management system which meets statutory and organisational demands	Civic Leadership	■	■	■		LTFP & WMP	Provider
4.5.5.g	Manage and effectively provide IT systems to Council	Economic	■	■			LTFP & WMP	Provider

OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.5.5.h	Provide, maintain and develop financial services and systems to accepted standards - satisfying regulatory and customer requirements	Economic	■	■	■	■	WMP	Provider
4.5.5.i	Effectively manage Council's Plant and Fleet	Economic				■	WMP	Provider
4.5.5.j	Effectively manage Council's procurement processes and stores operations	Economic				■	WMP	Provider

DELIVERY PROGRAM 4.5.6: DEVELOP, MAINTAIN AND RETAIN A BALANCED AND SKILLED WORKFORCE

Effectiveness Measure								
Labour turnover measure. Number of positions filled. Number of days to fill positions								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.5.6.a	Apprentice and Traineeship needs identified	Social / Economic	■	■	■	■	WMP	Provider & Facilitator
4.5.6.b	Ensure Core Competencies online training is completed by all staff	Economic		■	■		WMP	Provider
4.5.6.c	Review structure and adequacy of staffing levels	Economic	■				WMP	Provider
4.5.6.d	Skill requirements of all Council staff reviewed annually and targeted training plan developed/actioned	Economic	■	■	■	■	WMP	Provider
4.5.6.e	Provide regular opportunities for management to meet and discuss contemporary issues	Economic	■	■	■	■	WMP	Provider
4.5.6.f	Provide effective communication and information systems for staff	Economic	■	■	■		LTFP & WMP	Provider

OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.5.6.g	Develop a 2025 Cabonne Workforce Plan including succession planning for aging workforce	Economic	■	■	■	■	WMP	Provider
4.5.6.h	Continue the delivery of the Leadership Capability Development Program and Framework	Economic			■	■	LTFP & WMP	Provider
4.5.6.i	Manage workers compensation and return to work programs	Economic			■	■	WMP	Provider
4.5.6.j	Implement the NSW Capability Framework for all positions	Economic			■	■	WMP	Provider
4.5.6.k	Improve attraction, recruitment and retention processes such that Cabonne is seen as an Employer of Choice	Economic			■	■	WMP	Provider
4.5.6.l	Develop and then embed Safe and Respectful Behaviours and framework	Economic			■	■	WMP	Provider

DELIVERY PROGRAM 4.5.7: MANAGE AND EFFECTIVELY PROVIDE IT SYSTEMS TO COUNCIL

Effectiveness Measure								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.5.7.a	Provide IT support services	Economic	■	■	■	■	LTFP & WMP	Provider
4.5.7.b	Provide suitable and stable IT Systems	Economic	■	■	■	■	LTFP & WMP	Provider
4.5.7.c	Provide long term IT planning and strategy	Economic	■	■	■	■	LTFP & WMP	Provider
4.5.7.d	Provide GIS Services	Economic				■	LTFP & WMP	Provider

DELIVERY PROGRAM 4.5.8: IMPLEMENT CABONNE TRANSFORMATION PROGRAM 2025

Effectiveness Measure								
Cabonne Transformation Program 2025 progressing as per the timeline developed								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.5.8.a	Review IP&R Framework and integration of plans, working towards achieving ISO accreditation	Economic			■	■	WMP	Provider
4.5.8.b	Develop, implement and then monitor Corporate Performance Framework and Key Targets	Economic			■	■	WMP	Provider
4.5.8.c	Develop and implement a continuous improvement program based on LEAN principles and methodologies	Economic			■	■	WMP	Provider
4.5.8.d	Develop and implement environmental sustainability strategies and initiatives for Council operations	Economic			■	■	WMP	Provider
4.5.8.e	Develop and implement a Digital Strategic Plan 2023 and build digital capability	Economic			■	■	WMP	Provider
4.5.8.f	Review and improve the Asset Management Framework, systems and data management	Economic			■	■	WMP	Provider

OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
4.5.8.g	Develop and implement a Project Management Framework, systems and processes	Economic			■	■	WMP	Provider
4.5.8.h	Develop new suite of plans including new CSP	Economic				■	WMP	Provider

FUTURE DIRECTION 5: MANAGE OUR NATURAL RESOURCES

STRATEGIC OUTCOME 5.1: ALL VILLAGES HAVE A SECURE AND QUALITY WATER SUPPLY

DELIVERY PROGRAM 5.1.1: MANAGE SECURE WATER SUPPLY SCHEMES

Effectiveness Measure								
Security and quality of water supply.								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.1.1.a	Implement and amend Best Practice for Water Supply within Cabonne water operations	Social	■	■	■	■	LTFP & WMP	Provider & Facilitator
5.1.1.b	Continue to maintain drinking water management system	Social / Economic	■	■	■	■	LTFP & WMP	Provider & Facilitator
5.1.1.c	Maintain water infrastructure assets	Economic	■	■	■	■	LTFP & WMP	Provider
5.1.1.d	Commission the Molong to Cumnock to Yeoval pipeline	Social / Economic	■	■	■		LTFP	Provider

DELIVERY PROGRAM 5.1.2: PROMOTE RESPONSIBLE WATER USE ACROSS THE COMMUNITY

Effectiveness Measure								
Level of promotion and amounts of water used.								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.1.2.a	Cabonne Water responsible use promoted	Social	■	■	■	■	WMP	Provider
5.1.2.b	Maintain a pricing structure that encourages responsible water usage	Economic	■	■	■		WMP	Provider

STRATEGIC OUTCOME 5.2: FLOOD MITIGATION PROCESSES ARE IN PLACE

DELIVERY PROGRAM 5.2.1: PROVIDE SYSTEMS FOR STORMWATER AND POLLUTION MANAGEMENT & CONTROL

Effectiveness Measure								
Level of incidents of local stormwater flooding								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.2.1.a	Environmental Protection Operations undertaken	Environment	■	■	■	■	LTFP & WMP	Provider & Facilitator
5.2.1.b	Undertake creek and river operations	Environment	■	■	■	■	LTFP & WMP	Provider & Facilitator

DELIVERY PROGRAM 5.2.2: IMPLEMENT FLOOD RISK MANAGEMENT PLANS

Effectiveness Measure								
Flood risk management plans implemented								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.2.2.a	Implement Eugowra Floodplain Management Plan	Environment	■	■	■	■	LTFP & WMP	Provider & Facilitator
5.2.2.b	Construction of Puzzle Flat Creek Levee	Environment	■	■			WMP	Provider
5.2.2.c	Implement Molong Floodplain Management Plan	Environment	■	■	■	■	LTFP	Provider & Facilitator
5.2.2.d	Action voluntary purchase applications	Environment	■	■	■	■	LTFP	Provider

STRATEGIC OUTCOME 5.3: SUSTAINABLE SOLID AND LIQUID WASTE MANAGEMENT PRACTICES ARE IN PLACE ACROSS CABONNE

DELIVERY PROGRAM 5.3.1: PROVIDE A SOLID WASTE MANAGEMENT AND RECYCLING SERVICE TO THE COMMUNITIES

Effectiveness Measure								
Solid waste and recycling services provided to townships at a competitive cost to ratepayers								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.3.1.a	Manage the contract for the operation of a kerbside pickup service for residential properties	Environment	■	■	■	■	LTFP	Provider
5.3.1.b	Manage the operation of the Cabonne landfills to maximise environmental controls	Environment	■	■	■	■	LTFP & WMP	Provider
5.3.1.c	Provide facilities to encourage maximum recycling and reuse of all waste streams	Environment	■	■	■	■	LTFP	Provider
5.3.1.d	Undertake regular inspections of Onsite Sewerage Management Systems in accordance with licence requirements	Environment	■	■	■	■	LTFP	Provider
5.3.1.e	Increase education & awareness of waste issues	Environment	■	■	■	■	WMP	Facilitator

OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.3.1.f	Investigate & monitor illegal dumping activity	Environment	■	■	■		LTFP & WMP	Regulator

DELIVERY PROGRAM 5.3.2: DEVELOP LONG TERM STRATEGIC PLAN FOR THE DEVELOPMENT, OPERATION AND CLOSURE OF SITES

Effectiveness Measure								
Strategy developed and implemented								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.3.2.a	Monitor and review waste management strategy and revise as necessary	Environment	■	■	■	■	LTFP & WMP	Provider

DELIVERY PROGRAM 5.3.3: TO PROVIDE AND MAINTAIN ENVIRONMENTALLY SUSTAINABLE, HIGH QUALITY SEWERAGE FACILITIES

Effectiveness Measure								
Cost effective sewerage systems in all towns that meet environmental regulations								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.3.3.a	Undertake Cabonne sewer operations	Environment	■	■	■	■	LTFP & WMP	Provider
5.3.3.b	Maintain Cabonne sewer infrastructure assets	Environment	■	■	■	■	LTFP	Provider
5.3.3.c	Undertake Cabonne sewer projects	Environment	■	■	■	■	LTFP	Provider
5.3.3.d	Operate effluent reuse schemes	Environment	■	■	■	■	LTFP & WMP	Provider
5.3.3.e	Established truck wash in Molong	Economic	■	■			LTFP & WMP	Provider
5.3.3.f	Undertake liquid trade waste operations	Environment	■	■	■	■	WMP	Provider

STRATEGIC OUTCOME 5.4: PRIMARY PRODUCERS USE BEST PRACTICE METHODS AND SYSTEMS THAT RESPECT THE ENVIRONMENT

DELIVERY PROGRAM 5.4.1: MAINTAIN AN EFFECTIVE CAMPAIGN OF INVASIVE SPECIES WEED CONTROL

Effectiveness Measure								
Level of effective control of noxious weeds								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.4.1.a	Undertake weeds destruction operations	Environment	■	■	■	■	LTFP	Provider
5.4.1.b	Undertake private property inspections	Environment	■	■	■	■	LTFP	Provider
5.4.1.c	Undertake roadside inspections	Environment	■	■	■	■	LTFP	Provider
5.4.1.d	Inspections of high risk waterways for invasive species	Environment	■	■	■	■	WMP	Provider
5.4.1.e	Maintain Macquarie Valley Weeds Operations	Environment	■	■	■	■	LTFP	Provider

STRATEGIC OUTCOME 5.5: ALL NATURAL RESOURCES ARE MANAGED SUSTAINABLY IN A PLANNED WAY
DELIVERY PROGRAM 5.5.1: PARTICIPATE IN ENVIRONMENTAL SUSTAINABILITY PROGRAMS

Effectiveness Measure								
Number of programs participated in by Council								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.5.1.a	Support community education programs in environmental stewardship and management	Social / Environment	■	■	■	■	WMP	Facilitator
5.5.1.b	Support projects initiated by Local Land Services (LLS), Dept of Primary Industries (DPI) and Catchment Management Authority (CMA).	Economic	■	■			LTFP	Provider & Facilitator
5.5.1.c	Maintain knowledge and understanding of emerging environmental issues related to mining and energy industries	Environment	■	■	■	■	WMP	Advocator
5.5.1.d	Provide input into the statutory process for proposed State significant development applications	Environment	■	■	■	■	WMP	Advocator
5.5.1.e	Endeavour to influence the State Government framework for mining activity (e.g. Mining SEPP, CCCs, etc.)	Environment	■	■	■	■	WMP	Advocator

OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.5.1.f	Participate in leading advocacy networks	Environment				■	WMP	Advocator

DELIVERY PROGRAM 5.5.2: MANAGE COUNCIL'S MOLONG LIMESTONE QUARRY

Effectiveness Measure								
Ensure rent is paid and obligations are met as per the lease agreement.								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.5.2.a	Investigate future activity of MLQ	Economic	■	■	■	■	WMP	Provider
5.5.2.b	Calculate gravel royalties for extraction greater than 60,000 tonnes in accordance with the provisions in the Contract	Economic	■	■	■		WMP	Provider

DELIVERY PROGRAM 5.5.3: OPERATE GRAVEL PITS IN AN ENVIRONMENTALLY RESPONSIBLE AND FINANCIALLY SUSTAINABLE MANNER

Effectiveness Measure								
Gravel pits are operated in an environmentally responsible manner and are financially sustainable								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.5.3.a	Ensure guidelines and approval conditions complied with	Environment	■	■	■		WMP	Provider
5.5.3.b	Ensure environmental compliance (including private land leases and review of development consents)	Economic	■	■	■	■	WMP	Provider
5.5.3.c	Operate gravel pits in accordance with Mine Safety regulations	Environment	■	■	■		WMP	Provider

STRATEGIC OUTCOME 5.6: RISK MANAGEMENT PROCESSES ARE IN PLACE FOR NATURAL DISASTER EVENTS

DELIVERY PROGRAM 5.6.1: SUPPORT THE APPROPRIATE EMERGENCY MANAGEMENT LEAD AGENCY IN THE PLANNING AND MANAGEMENT OF EMERGENCY EVENTS

Effectiveness Measure								
Emergency Plans in place and adhered to								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.6.1.a	Review of Emergency Management Plan (EMPLAN)	Social	■	■	■	■	WMP	Facilitator
5.6.1.b	Implement Emergency Risk Management (ERM) Plan	Social / Economic	■	■			WMP	Provider
5.6.1.c	Review Standard Operating Procedures (SOPs)	Social	■	■	■	■	WMP	Provider
5.6.1.d	Support education of community by Emergency Services	Social	■	■	■	■	WMP	Facilitator
5.6.1.e	Conduct Local Emergency Management Committee (LEMC) as required	Social	■	■	■	■	WMP	Facilitator

DELIVERY PROGRAM 5.6.2: SUPPORT THE MANAGEMENT OF THE LOCAL EMERGENCY SERVICES

Effectiveness Measure								
Appropriately support local emergency services								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.6.2.a	Actively maintain support of the Canobolas Rural Fire Zone management	Social	■	■	■	■	WMP	Provider
5.6.2.b	Actively maintain support of the State Emergency Services	Social	■	■	■	■	WMP	Provider

STRATEGIC OUTCOME 5.7: ALTERNATIVE ENERGY DEVELOPMENT IS CONSIDERED AND UTILISED WHERE APPROPRIATE

DELIVERY PROGRAM 5.7.1: ENCOURAGE THE DEVELOPMENT AND USE OF ALTERNATIVE ENERGY

Effectiveness Measure								
The level of alternative energy development and utilisation								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.7.1.a	Implement outcomes of Central NSW Councils JO Sustainability Group	Economic	■	■	■	■	WMP	Provider
5.7.1.b	Investigate the viability of an EV charging station in Cabonne	Economic			■	■	LTFP & WMP	Facilitator

DELIVERY PROGRAM 5.7.2: REVIEW THE ENERGY EFFICIENCY OF COUNCIL'S OPERATIONS

Effectiveness Measure								
Review completed								
OP Action Code	Operational Plan Action	Quadruple Bottom Line	2018/19	2019/20	2020/21	2021/22	Resourcing Strategy	Council Role
5.7.2.a	Report on sustainability initiatives	Economic	■	■	■	■	WMP	Provider

