



CABONNE COUNCIL

# OPERATIONAL PLAN

2021/2022

Part 1 - The Activities

# 1.: Connect Cabonne to each other and the world

**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.**

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Complete the Council's Road Maintenance and Renewal Program	1.1.1.a	Complete the annual rural and urban roads maintenance program	Deputy General Manager - Cabonne Infrastructure	Annual rural and urban road maintenance tasks completed	95% of program delivered within overall budget
	1.1.1.b	Undertake service review of rural and urban road maintenance	Deputy General Manager - Cabonne Infrastructure	Service review undertaken	Review completed by Quarter 3
Initiate and implement road safety programs	1.1.2.a	Implement Roads & Maritime Services Road Safety Program	Deputy General Manager - Cabonne Infrastructure	Road Safety Program implemented	100% of program implemented
	1.1.2.b	Identify and apply for "Saving Lives on Country Roads Program" funding	Deputy General Manager - Cabonne Infrastructure	Eligible locations identified for the "Saving Lives on Country Roads Program" and funding applied for.	Apply for "Saving Lives on Country Roads Program" funding annually
				Eligible locations identified for the "Saving Lives on Country Roads Program" and funding applied for.	Review RMS data to identify "Saving Lives on Country Roads Program" locations by Quarter 1

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
	1.1.2.c	Undertake street lighting program	Deputy General Manager - Cabonne Infrastructure	Street Lighting program implemented	100% of program implemented
Remain a core service provider to the RMS on state main roads	1.1.3.a	Provide Road Maintenance service to RMS	Deputy General Manager - Cabonne Infrastructure	Dollars billed to RMS	> \$3 million billed to RMS
Provide and maintain bridge structures on Cabonne's local and regional roads network	1.1.4.a	Local road bridge maintenance undertaken	Deputy General Manager - Cabonne Infrastructure	Inspections and maintenance carried out	90% of bridge maintenance completed
	1.1.4.b	Regional road bridge maintenance undertaken	Deputy General Manager - Cabonne Infrastructure	Inspections and maintenance carried out	100% of bridge maintenance completed
	1.1.4.c	Local road bridge construction undertaken	Deputy General Manager - Cabonne Infrastructure	Annual bridge construction works completed	90% of bridge construction completed
Ensure accessibility for all members of the community	1.1.5.a	Construct new footpaths and pathways according to the requirements in the Pedestrian Access Mobility Plan (PAMP)	Deputy General Manager - Cabonne Infrastructure	All footpath and pathway program projects completed according to the PAMP	95% projects meet PAMP standards
Implement the cycle and footpath maintenance renewal program	1.1.6.a	Footpath maintenance undertaken	Deputy General Manager - Cabonne Infrastructure	Inspections and maintenance carried out as required	90% maintenance program completed within overall budget

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
	1.1.6.b	Pathways maintenance undertaken	Deputy General Manager - Cabonne Infrastructure	Inspections and maintenance carried out as required	90% maintenance program completed within overall budget
	1.1.6.c	Kerb and Gutter maintenance undertaken	Deputy General Manager - Cabonne Infrastructure	Inspections and maintenance carried out as required	90% maintenance program completed within overall budget
	1.1.6.d	Undertake Pathway Program	Deputy General Manager - Cabonne Infrastructure	Paths replaced in accordance with approved program	90% pathway program completed within overall budget
	1.1.6.e	Undertake Footpath Program	Deputy General Manager - Cabonne Infrastructure	Constructed new footpaths	90% footpath program completed within overall budget
	1.1.6.f	Undertake Kerb and Gutter Program	Deputy General Manager - Cabonne Infrastructure	Constructed new kerb and gutter	90% kerb & gutter program completed within overall budget

## 1.2: Everywhere in Cabonne has access to contemporary information and communication technology.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Lobby Government and Telecommunication service providers for improved infrastructure and services	1.2.1.a	To lobby for appropriate telecommunication infrastructure for Cabonne localities	General Manager	Evidence of lobbying activities	2 activities per year

**1.3: A range of transport options in to, out of and around Cabonne are affordable and available.**

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Facilitate the provision of safe and affordable Community Transport services to Cabonne residents	1.3.1.a	Provide the Community Transport Program	Deputy General Manager - Cabonne Services	Outputs delivered in line with funding agreement	CTP: 3,000 trips per annum CHSP: 3,000 trips per annum Health: 240 clients transported per annum
				Retain current bus brokerage services	100% of services retained
				Program meeting report schedule as set out in funding agreement	All reports submitted prior to due date
				Recruit, train & monitor volunteer drivers	Volunteer driver turnover <20% Bi-annual training sessions conducted

**1.4: Transport infrastructure meets agricultural needs to get goods to and from market.**

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Design and maintain roads to provide safe and efficient transport of goods and services	1.4.1.a	Construction of local roads	Deputy General Manager - Cabonne Infrastructure	Construction program including renewals completed	90% of program completed within overall budget

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
locally and also State and regional routes	1.4.1.b	Construction of regional roads	Deputy General Manager - Cabonne Infrastructure	Construction program including repair and black spots completed	100% of program completed within overall budget
	1.4.1.c	State Road Ordered Works undertaken	Deputy General Manager - Cabonne Infrastructure	Road Maintenance Contracts for Councils (RMCC) ordered works completed	100% of ordered works completed within budget
	1.4.1.d	State Road Ordered Works specific projects undertaken	Deputy General Manager - Cabonne Infrastructure	Road Maintenance Contracts for Councils (RMCC) ordered works completed	100% of ordered works completed within budget
	1.4.1.e	Roads to Recovery Federal Local Roads program undertaken	Deputy General Manager - Cabonne Infrastructure	Roads to Recovery Program completed	90% of program completed within overall budget
Lobby for the retention and renewal of the rail infrastructure system	1.4.2.a	Undertake lobbying activities	Deputy General Manager - Cabonne Infrastructure	Maintain membership of relevant committees and alliances	Attend 70% of available meetings
	1.4.2.b	Lobby for the Inland Rail Network	Deputy General Manager - Cabonne Infrastructure	Attendance at Inland Rail meetings and Focus Groups	100% attendance

**1.5: Access to major metropolitan markets enables the growth of Tourism**

<b>DP Action</b>	<b>Action Code</b>	<b>Action Name</b>	<b>Executive Responsible</b>	<b>Performance Measure</b>	<b>Performance Measure Target</b>
Support Central NSW Councils JO in lobbying for the improvement of Road access	1.5.1.a	Support the Central NSW Councils Roads & Transport Technical Committee	Deputy General Manager - Cabonne Infrastructure	Level of support	Respond to correspondence within policy timeframes

## 2.: Build Business and Generate Employment

### 2.1: A strong and vibrant local business sector.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Implement Regional Economic Development Strategy	2.1.1.a	Implement strategies from Regional Economic Development Strategy (REDS)	General Manager	Implement Economic Development strategies as identified in the REDS	30% of strategies implemented by Quarter 4
	2.1.1.b	Implement CBD promotional activities and works in consultation with businesses and progress associations	General Manager	Meet with businesses and groups to develop strategy	Implement by Quarter 4
				Implement projects identified in Strategy on priority basis	Implement by Quarter 4
	2.1.1.c	Continue to identify business and service gaps and associated business opportunities	General Manager	Work with regional, state and federal bodies to implement business attraction and development programs	In place by end of 4th quarter
				Work with NSW Government Easy-to-do Business Program to implement strategies to streamline new business start ups	By 4th quarter

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
				Work with Central NSW Business HQ to implement programs to assist new businesses and existing businesses to expand and develop	By 4th quarter
	2.1.1.d	Continue to explore the potential of Agri-Tourism products and develop product	General Manager	Participation in suitable Agri-Tourism promotions, working with government and regional bodies such as Regional Development Australia, Orange 360 Tourism Organisation and Central NSW Councils Tourism Group	End of 4th Quarter
				Report to Council	End of 4th Quarter

## 2.2: Coordinated tourism product and a thriving visitor industry in Cabonne.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Promote Council's Tourism Plan	2.2.1.a	Promote strategies listed in the Tourism Plan	General Manager	Promotion of weekend economy	10% rise in weekend visitors to Cabonne
				Number of and type of strategies promoted	90% of strategies promoted

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
				Number of Cabonne Country website visits	10% increase by Quarter 4
				Work with regional & state tourism groups	80% of meetings committed to and attended
				Align Cabonne Tourism Plan with Destination NSW Management Plan where relevant.	Contribute to Destination Management Plan from a Cabonne perspective
				Implement Tourism Plan marketing strategy in conjunction with CTAC	90% of Tourism Plan Marketing Strategy implemented by 4th Quarter
	2.2.1.d	Continue to implement a Social Media Strategy	General Manager	Implement and update Strategy as new social media platforms emerge	Number of likes and followers of the Cabonne Council Facebook, Instagram and future social media platform pages increased by 20%
2.2.1.e	Continue to investigate feasibility, viability and logistics of establishing additional accredited Visitor Information Centres in Cabonne	General Manager	Report to Council	By end of 2nd Quarter	
Continue to Promote	2.2.2.b	Promotion of Cabonne caravan parks	General Manager	Develop and print digital promotional material	By end 2nd Quarter

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Council's Caravan Parks				Promote caravans park through Visitor Information Centre network, caravan industry groups and social media platforms such as Wikicamps	By end of 4th Quarter

**2.3: Increased viable, sustainable and value adding businesses in Cabonne.**

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Identify Business assistance programs in the Regional Economic Development Strategy (REDS)	2.3.1.a	Identify and Implement Business assistance strategies	General Manager	Business assistance strategies implemented	30% by Quarter 4
	2.3.1.b	Continue to work with state, regional and local business groups to identify and implement assistance strategies and programs	General Manager	Identification and implementation of business assistance programs	Business assistance programs implemented

**2.4: Jobs for Cabonne people in Cabonne.**

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Support the development of programs that increase jobs in Cabonne	2.4.1.a	Support local employment initiatives	General Manager	Promote available job creation initiatives	100% of job creation initiatives promoted

## 3.: Provide and Develop Community Facilities

### 3.1: Pre school, play group, child care and youth facilities are available across Cabonne.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Facilitate the provision of children's services	3.1.1.b	Provide quality and affordable year round care in Cabonne	Deputy General Manager - Cabonne Services	Weekly before school care enrolments	20
				Weekly after school care enrolments	Blayney - 25 Manildra - 10 Millthorpe - 60 Mullion Creek - 25
				Weekly vacation care enrolments	40
				Number of children accessing FDC service	245 per week
				Number of educators in FDC service	Educator level maintained at >28
				Educator training provided	Bi-annual training sessions conducted
	3.1.1.d	Review financial sustainability of children's services	Deputy General Manager - Cabonne Services	Review complete	Reported to Council quarter 1

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Provide and facilitate opportunities, facilities and events for young people	3.1.2.e	Operate a Youth Ambassador of the Year award	Deputy General Manager - Cabonne Services	Youth Ambassador determined from Youth of the Month awardees	By December Council meeting
	3.1.2.f	Youth services are promoted across Cabonne	Deputy General Manager - Cabonne Services	Youth invited from local schools to address Council	Annually
				Number of YOM nominations and award presentations	Nomination presented to Council at least 8 months in year
				Number of newsletters developed and distributed	At least 6 per year
				Youth Week participation	1 event held
				Youth transport available for events	Transport provided on at least 2 occasions

### 3.2: Health and aged care facilities meet local community needs.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Facilitate the provision of aged care facilities	3.2.1.a	Identify challenges and opportunities of current versus future aged care needs	Deputy General Manager - Cabonne Services	Reported to Council	Report to Council by Quarter 4

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Facilitate the provision of aged care services	3.2.2.a	Provide the HACC program	Deputy General Manager - Cabonne Services	Outputs delivered in line with funding agreement	725 hours of home maintenance supplied, 15,000 meals supplied, 6,000 hours of social support
				Program meeting report schedule as set out in funding agreement	All reports submitted prior to due date
Facilitate and advocate for the provision of Health & Medical services	3.2.3.b	Advocate on behalf of health services in Cabonne as identified	Deputy General Manager - Cabonne Services	Level of response to advocacy as identified	Non responses followed up within 3 months

### 3.3: Sporting, recreational, council and community facilities and services are maintained and developed.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Maintain and manage public cemeteries	3.3.1.a	Facilitate burials of the plot reservations at the 10 operational cemeteries/columbarium's within the LGA	Deputy General Manager - Cabonne Services	Cemeteries regularly maintained to satisfaction of community and within allocated budget	Guidelines/Regs met 100% Q1-Q4
	3.3.1.c	Complete annual cemeteries capital works program	Deputy General Manager - Cabonne Services	Program completed within budget	85% of program completed

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Facilitate the provision of library services to Cabonne residents	3.3.2.a	Deliver library services to Canowindra, Manildra and Molong according to the service agreement with Orange City Council	Deputy General Manager - Cabonne Services	Circulations	Canowindra > 5000 Manildra > 1500 Molong > 10000
				Memberships	Canowindra > 800 Manildra > 145 Molong >900
				Library Visits	Canowindra > 5000 Manildra > 1400 Molong > 6500
	3.3.2.b	Construction of the new Molong Library/Community/Cultural Centre	Deputy General Manager - Cabonne Infrastructure	Finalised construction of facility	Construction by quarter 4
	3.3.2.c	Investigate the viability of relocating and extending operating hours for the Manildra Library	Deputy General Manager - Cabonne Services	Investigation complete	By end of quarter 4
	Maintain existing sporting, recreational, cultural, council and community facilities, to the levels defined in the Recreation Asset Management Plan	3.3.3.a	Maintain pools to safe operational standards	Deputy General Manager - Cabonne Infrastructure	Address the recommendations from the Pool Audit
Water testing compliance at Council pools					80% compliance with water testing
Operate pools in accordance with the Operation and Maintenance Manual					Conduct annual review of all Council pools for the past season

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
	3.3.3.b	Maintain sporting facilities to safe operational standards	Deputy General Manager - Cabonne Infrastructure	Maintain sporting facilities in accordance with the Asset Management Plan	90% completion of AMP within budget
	3.3.3.c	Maintain parks and gardens to safe operational standards	Deputy General Manager - Cabonne Infrastructure	Maintain parks and gardens in accordance with the Asset Management Plan	90% completion of AMP within budget
	3.3.3.d	Maintain playgrounds to safe operational standards	Deputy General Manager - Cabonne Infrastructure	Maintain playgrounds in accordance with the Asset Management Plan	90% completion of AMP within budget
	3.3.3.e	Maintain the council's properties to safe operational standards	Deputy General Manager - Cabonne Infrastructure	Carry out inspections and maintenance in accordance with the Asset Management Plan and Risk Management Plan	90% maintenance carried out as per AMP
	3.3.3.f	Continue to implement the Molong Village Green Plan of Management	Deputy General Manager - Cabonne Infrastructure	Plan of Management implemented	Implemented within the allocated timeframe
Maintain existing building facilities to the levels defined in the Building Asset Management Plan	3.3.4.a	Maintain Council administration buildings	Deputy General Manager - Cabonne Infrastructure	Annual Building Maintenance Program completed	90% of program delivered within budget
	3.3.4.b	Maintain security of depots and workshops and manage any significant physical changes to the sites	Deputy General Manager - Cabonne Infrastructure	Develop an Asset Management Plan for Depots and Workshops	Plan developed and implemented by end of 2nd Quarter

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
				Plant and Depot Capital Works program undertaken	80% of projects complete or well advanced

**3.4: Cabonne has the education services and facilities to be a contemporary learning community.**

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Advocate for education and learning facilities in Cabonne	3.4.1.a	Monitor challenges and opportunities for education services provided in Cabonne	Deputy General Manager - Cabonne Services	Report to Council	Reported to Council in Quarter 3

## 4.: Grow Cabonne's Culture and Community

### 4.1: A successful balance of village and rural living.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Provide a framework for encouraging shire wide development by maintaining and updating strategic land use plans	4.1.1.b	Implement the Cabonne Settlement Strategy 2012	Deputy General Manager - Cabonne Services	Planning proposals submitted in accordance with strategy	# Planning Proposals received in line with Strategy
	4.1.1.d	Review Development Contributions Plan and prepare a revised Development Contribution Plan	Deputy General Manager - Cabonne Services	Revised Development Contribution Plan adopted	By end Quarter 4
	4.1.1.f	Advocate for the right to farm policy	Deputy General Manager - Cabonne Services	Political support from Council	Right to farm maintained for rural land holders in the shire
	4.1.1.g	Review Cabonne Development Control Plans	Deputy General Manager - Cabonne Services	Review complete and new DCP in force	By End of Quarter 4

**4.2: A network of viable, relevant and cultural facilities exists in Cabonne.**

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Provide financial support and buildings for cultural facilities and activities in Cabonne	4.2.1.a	Maintain current level of support to museums in Cabonne	Deputy General Manager - Cabonne Services	Financial contribution is provided	Funding provided by Quarter 4
	4.2.1.b	Promote visitation and tourism activity within Cabonne through accessing and showcasing local museums	General Manager	Promote through Council's Tourism publications	Included in 80% of tourism publications
				Increased Age of Fishes Museum displays	2 additional displays
	4.2.1.c	Participate in regional museum programs and sustainable collections program	Deputy General Manager - Cabonne Services	Meeting and events attended	Regularly liaise with program facilitator

**4.3: Beautiful towns and villages with historic assets cared for and preserved.**

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Manage Council's urban maintenance and improvement programs	4.3.1.a	Operate Community Assistance Program (CAP)	General Manager	CAP budget allocated	90% of budget allocated

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
	4.3.1.b	Undertake street & gutter cleaning and town entrance mowing	Deputy General Manager - Cabonne Infrastructure	Continual process, as required	90% completion of AMP and within budget
	4.3.1.c	Complete annual tree maintenance and hazard removal program	Deputy General Manager - Cabonne Infrastructure	Annual tree maintenance and hazard removal program completed	90% completion of AMP and within budget
	4.3.1.d	Implement the Village Enhancement Program	Deputy General Manager - Cabonne Infrastructure	Stage 3 Village Enhancement Program completed for all villages	Stage 3 Village Enhancement Program completed by Qtr 4
Support heritage conservation programs	4.3.2.a	Progressively review community heritage study, recommended heritage sites and places for inclusion on Cabonne LEP	Deputy General Manager - Cabonne Services	Relevant heritage items included in LEP	Annual update of register
	4.3.2.b	Deliver heritage conservation programs	Deputy General Manager - Cabonne Services	Facilitate annual heritage grants program in accordance with allocated budget	Report on \$ of funds allocated each quarter
				Review 2014/17 Heritage Strategy	Strategy implemented by Quarter 4

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
				Accessible and practical heritage conservation advice provided through facilitation of Heritage Advisory Service	Heritage advisor attends Cabonne office 11 times per annum

**4.4: Community events build visitation, generate investment and strengthen community well being.**

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Facilitate the responsible management of events and provide funding support where appropriate	4.4.1.a	Facilitate council's administrative aspects of ANZAC Day events and citizenship ceremonies	Deputy General Manager - Cabonne Services	Molong ANZAC Day program completed and wreaths arranged	Program completed wreaths arranged by due date
				Citizenship ceremonies are arranged as necessary	Ceremonies held on due dates 90% of the time
	4.4.1.b	Implement funding opportunities through the Events Assistance Program	General Manager	Number of enquiries responded to	100% of enquiries responded to
	4.4.1.c	Provide assistance to community groups	General Manager	Number of enquiries responded to	100% of enquiries responded to
				Available programs promoted	100% of available programs promoted

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
	4.4.1.d	Facilitate Australia Day events annually	Deputy General Manager - Cabonne Services	1. Australia Day Ambassador arranged; 2. Australia Day awards process managed; and 3. Program for all Shire events compiled.	1. Ambassador appointed 2. Nominations submitted to Council for determination by October meeting 3. Program prepared and distributed by Australia Day.
Facilitate sponsorship of major events that make major contribution to major economy	4.4.2.a	Implement Council's sponsorship policy	General Manager	Number of enquiries responded to	100% of enquiries responded to and assessed for sponsorship

#### 4.5: A Council that is effective and efficient.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Provide ethical, open, accountable and transparent decision making processes	4.5.1.a	Provide quality administrative support and governance to councillors and residents	Deputy General Manager - Cabonne Services	Level of actioning of Council resolutions	<3 Red light indicators per month
	4.5.1.b	Maintain strong relationships and liaise effectively with all levels of Government	Deputy General Manager - Cabonne Services	Appropriate communications and representations are made on relevant issues	Representations followed up for response within 3 months

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
				Accessibility of government ministers	Each local member invited to address Council meetings annually
	4.5.1.c	Provide appropriate mechanisms for democracy and participation for Cabonne residents	Deputy General Manager - Cabonne Services	Compliance with Council's Code of Meeting Practice	11 Council meetings held per year
	4.5.1.d	Maintain effective membership of Central NSW Councils JO, LGNSW, Country Mayors Association and other forums	General Manager	Attendance at meetings	Attend >80% available meetings
Level of matters brought forward by Cabonne at these forums				Attend >80% available meetings	
Level of participation in programs				Attend >80% available meetings	
	4.5.1.e	Provide adequate training & professional development opportunities for councillors	General Manager	Level of training made available and level of take up	100% of LGNSW courses available for councillors promoted
	4.5.1.f	Adhere to Council's Code of Conduct and Code of Meeting Practice	General Manager	Code of Conduct complaints received and dealt with in accordance with policy	100% compliance with policy
				Code of Meeting Practice adopted and implemented	Policies reinforced to councillors annually

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
	4.5.1.g	Annual Report prepared	Deputy General Manager - Cabonne Services	Report posted on Council's website and OLG advised	Completed and OLG advised by end November
	4.5.1.h	Submit Public Interest Disclosure reports	Deputy General Manager - Cabonne Services	Annual report submitted by October to NSW Ombudsman	100% of reports submitted by due dates
				Six monthly reports submitted in July and February to NSW Ombudsman	100% of reports submitted by due dates
Make it easy to do business with Council and deliver good customer service	4.5.2.a	Deliver quality customer service through various means such as face to face interactions and online services.	Deputy General Manager - Cabonne Services	Deliver customer service training to new employees	100% of new employees trained
				Number of customer requests effectively resolved	100% compliance with policy
	4.5.2.b	Operate Customer request program system	Deputy General Manager - Cabonne Services	Number of customer requests effectively resolved	100% compliance with policy
	4.5.2.c	Engage with community to determine future needs & objectives	General Manager	Community groups encouraged to develop plans for key areas within their towns and villages	Plans developed by community groups

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
				Councillors as delegates assess community feedback relating to the Cabonne Community Plan 2025 through attendance at Progress Association meetings	Council maintains delegate membership to 100% of available associations
	4.5.2.d	Provide effective communications and information systems	General Manager	Implementation of Communication Strategy	Communication Strategy 100% implemented
Hold community information meetings on relevant matters				100% of community information meetings on relevant matters held	
Distribute Council media releases as required				100% distribution of Council media releases	
Prepare and distribute Council quarterly Community Newsletters				100% preparation and distribution of Council quarterly Community Newsletters	
	4.5.2.f	Consistent approach across the organisation to electronic record keeping	Deputy General Manager - Cabonne Services	Increase awareness to staff	All new staff provided training. Bi-annual awareness in staff newsletter
	4.5.2.g	Manage Retention and Disposal of Records	Deputy General Manager - Cabonne Services	According to Retention & Disposal Authority	100% compliance with Authority

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Meeting the Council's statutory obligations for Development Control, Environmental Health and Animal Control	4.5.3.a	Assess and determine planning and development applications to foster community growth within the shire	Deputy General Manager - Cabonne Services	Development Applications determined within legislative timeframes	80% of applications determined within 40 days
				Estimated value of developments (excluding subdivision)	\$ value reported quarterly
				Development Applications (DAs) determined	Number of DAs reported quarterly
	4.5.3.b	Ensure environment monitoring in accordance with the Protection of Environment Operations Act 1997	Deputy General Manager - Cabonne Services	Promptness of response to complaints of non-compliance with the Act	Complaints responded to within Customer Service Guarantee (CSG) timeframes
	4.5.3.c	Respond/Take action to community raised requests regarding safety of the community	Deputy General Manager - Cabonne Services	Programs monitored and compliance in regards to companion animals regulations enforced	100% of requests responded to within CSG timeframes
4.5.3.d	Environmental monitoring of former gasworks site	Deputy General Manager - Cabonne Services	Annual groundwater monitoring	Completed by Quarter 4	

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
	4.5.3.e	Provide public information regarding companion animal requirements	Deputy General Manager - Cabonne Services	Public provided with information regarding companion animal requirements	Annual media release promoting responsible pet ownership by Quarter 4
	4.5.3.g	Promptly investigate inappropriate and unapproved building works	Deputy General Manager - Cabonne Services	Reported breaches investigated within agreed service levels	100% of reports investigated
	4.5.3.h	Ensure implementation of government regulations relating to swimming pools	Deputy General Manager - Cabonne Services	Compliance achieved	100% of swimming pool compliance inspection requests undertaken
	4.5.3.i	Ensure annual inspection and licensing of registered food outlets	Deputy General Manager - Cabonne Services	Inspections finalised	% of total food premises inspected yearly
	4.5.3.j	Maintain private pound	Deputy General Manager - Cabonne Services	Ensure animals placed into pound are returned or rehomed asap	90% of all dogs are returned or rehomed
	4.5.3.k	Investigate & monitor illegal dumping activity		Investigate and enforcement as appropriate	Quarterly review
Manage the present and long term financial	4.5.4.a	Levying of Council Rates and Charges in accordance with the Local Government Act	Deputy General Manager - Cabonne Services	Level of rate of collection at end Quarter 4	Level of rate collection = > 95%

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
sustainability of Cabonne Council				Water and Sewer notices issued quarterly	Notice issued by 31 August Notice issued by 30 November Notice issued by 28 February Notice issued by 31 May
				Rates notices issued by statutory deadlines	1st instalment by 31 July 2nd instalment by 31 October 3rd instalment by 31 January 4th instalment by 30 April
	4.5.4.b	Maximise secure income through investments	Deputy General Manager - Cabonne Services	Level of interest income generated	Outperform monthly 90 day bank bill swap (BBS) rate
	4.5.4.c	Develop long term financial plan	Deputy General Manager - Cabonne Services	Adoption of Long Term Financial Plan	LTFP completed by Quarter 4
	4.5.4.d	Level of reserves and provisions monitored	Deputy General Manager - Cabonne Services	Report to Council	Reported to Council quarterly
	4.5.4.e	Development of the Annual Budget	Deputy General Manager - Cabonne Services	Report to Council on a quarterly basis	Report to the first ordinary Council meeting after the end of the quarter
	4.5.4.f	Ensure compliance with current payroll awards	Deputy General Manager - Cabonne Services	To comply with the latest Local Government Award	100% compliance

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
	4.5.4.g	Implement and maintain a comprehensive Asset Management System	Deputy General Manager - Cabonne Infrastructure	System being used for the effective management of assets	Implementation of gap analysis and action plan into Asset System
Minimise risk to Council	4.5.5.b	Maintain, review and improve Council's Enterprise Risk Management Program	Deputy General Manager - Cabonne Services	The Business Continuity Plan reviewed and tested	Results of tests reported to ARIC and Council by Quarter 4
				Implementation of ERM with leaders through workshops and training to populate and maintain operational risk register	Workshops and training with all departments annually. A minimum of 2 StateWide Mutual Training initiatives per year
				Develop annual Risk Management Action Plan following CIP Workbooks with Dept leaders and Teams and assist in the implementation of Actions/Tasks	4 CIP Workbooks and Action Plans annually
				The Risk Register entries are reviewed, updated and monitored in consultation with risk and task owners	Review progress and assist Departments to update Risk Register content and regular reports to ELT and ARIC quarterly

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
				Integrate ERM Risk Management procedures into existing Policies, Procedures, Manuals and Checklists	Review departmental Policies, Procedures, Manuals and Checklists for ERM Compliance. Minimum of 4 reviews per year
				Review and Investigate Public Liability, Motor Vehicle and Asset Claims and prepare a report to ELT	Report Quarterly
				Develop and maintain Legislative Compliance Register	Reviewed annually
	4.5.5.c	Continue to manage and monitor internal audit requirements	Deputy General Manager - Cabonne Services	ARIC Meetings attended	4 meetings attended per year
				Implement the Internal Audit Strategic Plan	4 audits per year as per the Internal Audit Strategic Plan
	4.5.5.d	Develop and implement a new Work Health and Safety Management System (WHSMS) framework	General Manager	Implementation of the NEW Work Health and Safety Management System (WHSMS) Framework	By end of 2021

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
				Working towards formal accreditation under the international standard for Occupational Health and Safety management system ISO45001	Mid 2022
	4.5.5.h	Provide, maintain and develop financial services and systems to accepted standards - satisfying regulatory and customer requirements	Deputy General Manager - Cabonne Services	Statutory reporting completed on time	Unqualified report to OLG by 31 October each year
				Business Activity Statement reported to Australian Taxation Office	Completed by 21st of each month
				Fringe Benefits Tax reported to Australian Taxation Office	Completed by 21st May each financial year
	4.5.5.i	Effectively manage Council's Plant and Fleet	Deputy General Manager - Cabonne Infrastructure	Replace plant and fleet items in line with Council's adopted Plant Replacement Program	100% replacement as per program
				Work with Transport and Urban Infrastructure leaders to achieve major plant utilisation	At least 90% of benchmark

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
				Maintenance of plant and fleet in accordance with schedule identified in AusFleet	>90% of schedule complete
	4.5.5.j	Effectively manage Council's procurement processes and stores operations	Deputy General Manager - Cabonne Infrastructure	Compliance with relevant legislation, policies and procedures	100% compliance achieved
Implement the actions of the procurement audit				Actions implemented within required timeframes	
The result of random stocktakes				Error rate of less than 5%	
Develop, maintain and retain a balanced and skilled workforce	4.5.6.a	Apprentice and Traineeship needs identified	General Manager	Appointment of apprentices and trainees	5% of total workforce are apprentices/trainees or cadets
	4.5.6.d	Skill requirements of all Council staff reviewed annually and targeted training plan developed/actioned	General Manager	Training plan developed and implemented annually	Training plan developed and adopted by 30 June
				Staff Development Appraisals are conducted	Appraisals completed by end of Quarter 3
4.5.6.e	Provide regular opportunities for management to meet and discuss contemporary issues	General Manager	Networking opportunities made available	>4 Technical staff group meetings per year	

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
				Networking opportunities made available	>20 Executive team meetings held per year
	4.5.6.g	Develop a 2025 Cabonne Workforce Management Plan including succession planning for aging workforce	General Manager	Strategic Plan completed	Completed by end of Quarter 4
	4.5.6.h	Continue the delivery of the Leadership Capability Development Program and Framework	General Manager	1st round of Program implemented and framework developed	June 2021
	4.5.6.i	Manage workers compensation and return to work programs	General Manger	Number of Claims and Lost time injury rate	Number of claims and the lost time injury rate is minimised
	4.5.6.j	Implement the NSW Capability Framework for all positions	General Manger	Capabilities defines for all job groups	All position statements have been updated by end of 2021
	4.5.6.k	Improve attraction, recruitment and retention processes such that Cabonne is seen as an Employer of Choice	General Manager	Reduction in turnover and increase in number and quality of job applicants	Turnover is at industry average or less
	4.5.6.l	Develop and then embed Safe and Respectful Behaviours and framework	General Manager	Behavioural standards are identified and reinforced	All staff are aware of expected behaviours and standards

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Manage and effectively provide IT systems to Council	4.5.7.a	Provide IT support services	Deputy General Manager - Cabonne Services	To record any outages of Council's IT system	To ensure that Council's IT systems are not down for more than 4 hours per instance (except where out of Council's control i.e.: Natural Disaster or power outage)
				Provide a responsive and quality help desk service	Development of service level agreements
				Provide a responsive and quality help desk	85% of all tickets completed within 3 days
				Provide a responsive and quality help desk service	75% First Call Resolution Rate
	4.5.7.b	Provide suitable and stable IT systems	Deputy General Manager - Cabonne Services	IT infrastructure is renewed in line with best practice and renewal program	Completion of IT infrastructure renewal program
				IT infrastructure is reliable	Infrastructure meets requirements as set out in Council's BCP
				IT infrastructure is reliable	Infrastructure is kept under warranty and in support

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
				Software is licensed and legally obtained	100% software compliance
				Software is licensed and legally obtained	Software kept under maintenance where applicable
	4.5.7.c	Provide long term IT planning and strategy	Deputy General Manager - Cabonne Services	Development of IT Strategic Plan	Development and adoption of plan including input from relevant stakeholders
	4.5.7.d	Provide GIS services	Deputy General Manager - Cabonne Services	Provide awareness on Councils GIS	Engage directly with department leaders and coordinators
				Maintain data sets	Ensure Cadastre updates are processed
				Maintain data sets	Renew data from third party sources
Implement Cabonne Transformation Program 2025	4.5.8.a	Review IP&R Framework and integration of plans, working towards achieving ISO accreditation	General Manager	Project has been completed	Phase 2 by end of May 2021
	4.5.8.b	Develop, implement and then monitor Corporate Performance Framework and Key Targets	General Manager	New framework is in place and performance data is being reported and monitored	End of 2021

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
	4.5.8.c	Develop and implement a continuous improvement program based on LEAN principles and methodologies	General Manager	Program implemented and continuous improvement successes are promoted	At least 1 improvement project per Department per year
	4.5.8.d	Develop and implement environmental sustainability strategies and initiatives for Council operations	General Manager	Strategies identified, funded and planned	End of quarter 4
	4.5.8.e	Develop and implement a Digital Strategic Plan 2023 and build digital capability	General Manager	New technologies have been introduced to achieve efficiencies	At least 5 examples of new technologies or enhanced capability
	4.5.8.f	Review and improve the Asset Management Framework, systems and data management	General Manager	The findings of the 2019 Audit of the Asset Framework have been considered and improvements made	Audit of system by end of quarter 4 2022 to confirm improvements and compliance
	4.5.8.g	Develop and implement a Project Management Framework, systems and processes	General Manager	Projects are being managed within the new framework	Framework and systems in place and staff trained by end of quarter 4
	4.5.8.h	Develop new suit of plans including new CSP	General Manager	New CSP development has commenced	Phase 3 Engagement by end of 2021

## 5.: Manage our Natural Resources

### 5.1: All villages have a secure and quality water supply.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Manage secure water supply schemes	5.1.1.a	Implement and amend Best Practice for Water Supply within Cabonne water operations	Deputy General Manager - Cabonne Infrastructure	Best Practice for Water Supply implemented and amended	Water quality to meet standards 100% of time
				Best Practice for Water Supply implemented and amended	Maintenance according to AMP 90% of time
	5.1.1.b	Continue to maintain drinking water management system	Deputy General Manager - Cabonne Infrastructure	Drinking water guidelines complied with.	Water quality to meet standards 100% of time
	5.1.1.c	Maintain water infrastructure assets	Deputy General Manager - Cabonne Infrastructure	In accordance with the AMP	90% completion of AMP in within budget
Promote responsible water use across the community	5.1.2.a	Cabonne Water responsible use promoted	Deputy General Manager - Cabonne Infrastructure	Participation in water resource management activities, Central NSW Councils JO water utility alliance	Attend 75% of meetings

## 5.2: Flood mitigation processes are in place.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Provide systems for stormwater and pollution management & control	5.2.1.a	Environmental Protection Operations undertaken	Deputy General Manager - Cabonne Infrastructure	Works required to comply with Protection of the Environment Operations Act 1997 (POEO Act) and supporting legislation undertaken	Nil breach incidents
	5.2.1.b	Undertake creek and river operations	Deputy General Manager - Cabonne Infrastructure	Creek and river environs maintenance completed	90% completion of AMP and within budget
Implement Flood Risk Management Plans	5.2.2.a	Implement Eugowra Floodplain Management Plan	Deputy General Manager - Cabonne Infrastructure	Progressively implement plan and obtain state and/or Federal funding	Review of flood study undertaken and actions initiated
	5.2.2.c	Implement Molong Floodplain Management Plan	Deputy General Manager - Cabonne Infrastructure	Progressively implement plan and obtain state and/or federal funding	Seek funding opportunities for initiatives
				Progressively implement plan and obtain state and/or federal funding	Floodplain Committee meetings held 4 times per year
	5.2.2.d	Action voluntary purchase applications	Deputy General Manager - Cabonne Infrastructure	Voluntary purchase applications actioned	100% applications processed depending upon the available funding

### 5.3: Sustainable solid and liquid waste management practices are in place across Cabonne.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Provide a solid waste management and recycling service to the communities	5.3.1.a	Manage the contract for the operation of a kerbside pickup service for residential properties	Deputy General Manager - Cabonne Services	Services delivered on time and within contract budget	All measures of waste contracts are achieved
	5.3.1.b	Manage the operation of the Cabonne landfills to maximise environmental controls	Deputy General Manager - Cabonne Services	Management in accordance with Best Practice standards and Council's Environmental Management Plans (EMPS)	80% of general maintenance of working tips completed
	5.3.1.c	Provide facilities to encourage maximum recycling and reuse of all waste streams	Deputy General Manager - Cabonne Services	Services delivered with minimal complaints	100% of requests responded to within CSG timeframes
	5.3.1.d	Undertake regular inspections of Onsite Sewerage Management Systems in accordance with licence requirements	Deputy General Manager - Cabonne Services	Inspections finalised within agreed service levels	Agreed service level met
	5.3.1.e	Increase education & awareness of waste issues	Deputy General Manager - Cabonne Services	Increase community awareness	Participation in Netwaste and other waste reduction programs

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Develop long term strategic plan for the development, operation and closure of sites	5.3.2.a	Monitor and review waste management strategy as necessary	Deputy General Manager - Cabonne Services	Report on implementation of strategy	Reported to Council by Quarter 3
To provide and maintain environmentally sustainable, high quality sewerage facilities	5.3.3.a	Undertake Cabonne Sewer Operations	Deputy General Manager - Cabonne Infrastructure	Operated in accordance with relevant standards and best practices	75% compliance with EPA Licence requirements
				Maintained in accordance to AMP	90% of time maintenance is according to AMP
				Operated in accordance with relevant standards and best practices	Operation according to Operations Plan 100% of time
	5.3.3.b	Maintain Cabonne sewer infrastructure assets	Deputy General Manager - Cabonne Infrastructure	Maintain in accordance to AMP	90% completion of AMP in within budget
	5.3.3.c	Undertake Cabonne sewer projects	Deputy General Manager - Cabonne Infrastructure	Complete sewer projects	90% completion of AMP in within budget
	5.3.3.d	Operate effluent reuse schemes	Deputy General Manager - Cabonne Infrastructure	Should operate in accordance with relevant standards and best practices	100% compliance with operating licence

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
	5.3.3.f	Undertake liquid trade waste operations	Deputy General Manager - Cabonne Infrastructure	Review Liquid Trade Waste operations and maintain register of businesses	75% of high risk trade waste business is compliant

#### 5.4: Primary producers use best practice methods and systems that respect the environment.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Maintain an effective campaign of invasive species weed control	5.4.1.a	Undertake Weeds destruction operations	Deputy General Manager - Cabonne Services	Implementation of Council's Invasive species Weeds policy	Complete 90% notified weeds destruction projects
	5.4.1.b	Undertake Private property inspections	Deputy General Manager - Cabonne Services	300 inspections a year to be completed	Completed 30% of inspections
	5.4.1.c	Undertake roadside inspections	Deputy General Manager - Cabonne Services	2000km of roadsides to be inspected annually	Completed 90% of roadside inspections
	5.4.1.d	Inspections of high risk waterways for invasive species	Deputy General Manager - Cabonne Services	1200km of waterways to be inspected annually	Complete 50% of inspections
	5.4.1.e	Maintain Macquarie Valley Weeds Operations	Deputy General Manager - Cabonne Services	Macquarie Valley Weeds Operations maintained	Complete 90% Macquarie Valley Weeds operations projects

### 5.5: All natural resources are managed sustainably in a planned way.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Participate in Environmental sustainability programs	5.5.1.a	Support community education programs in environmental stewardship and management	Deputy General Manager - Cabonne Services	Complete State of Environmental (SoE) Report	Regional SoE report completed by Quarter 4
	5.5.1.c	Maintain knowledge and understanding or emerging environmental issues related to mining and energy industries	Deputy General Manager - Cabonne Services	Participate in Association of Mining & Energy Related Councils meetings	75% of meetings attended by council representatives
	5.5.1.d	Provide input into the statutory process for proposed State significant development applications	Deputy General Manager - Cabonne Services	Input provided	100% of the time
	5.5.1.e	Endeavour to influence the State Government framework for mining activity (e.g. Mining SEPP, CCCs, etc.)	Deputy General Manager - Cabonne Services	Participate in Association of Mining & Energy Related Councils lobbying activities	75% of meetings attended by council representatives
	5.5.1.f	Participate in leading advocacy networks		Level of participation and attendance at meetings	Attend 75% of meetings

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
			Deputy General Manager - Cabonne Services	Participate in Cadia, East Guyong and Regis Resources Community Consultative Committees	Attend 75% of meetings
Manage Council's Molong Limestone Quarry	5.5.2.a	Investigate future activity of MLQ	Deputy General Manager - Cabonne Services		
				Finalise prior lease arrangements	All previous lease arrangements terminated before end of 2021
Operate gravel pits in an environmentally responsible and financially sustainable manner	5.5.3.b	Ensure environmental compliance (including private land leases and review of development consents)	Deputy General Manager - Cabonne Infrastructure	Lease agreements renewed	100% leases renewed

### 5.6: Risk management processes are in place for natural disaster events.

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Support the appropriate emergency management lead agency in the planning	5.6.1.a	Review of Emergency Management Plan (EMPLAN)	Deputy General Manager - Cabonne Infrastructure	Review completed and Plan adopted	Review completed by Quarter 4

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
and management of emergency events	5.6.1.c	Review Standard Operating Procedures (SOP's)	Deputy General Manager - Cabonne Infrastructure	SOP's reviewed and updated as required	Review and update SOP's elected by LEMC by Quarter 4
	5.6.1.d	Support education of community by emergency services	Deputy General Manager - Cabonne Infrastructure	Support provided for requests from emergency services for support for community education	Support provided 100% of time
	5.6.1.e	Conduct Local Emergency Management Committee (LEMC) as required	Deputy General Manager - Cabonne Infrastructure	Meetings convened	100% of meetings convened and attended
Support the management of the local emergency services	5.6.2.a	Actively maintain support of the Canobolas Rural Fire Zone management	Deputy General Manager - Cabonne Infrastructure	Meetings attended as required	75% of meetings attended
	5.6.2.b	Actively maintain support of the State Emergency Services	Deputy General Manager - Cabonne Infrastructure	Meetings attended as required	75% of meetings attended

**5.7: Alternative energy development is considered and utilised where appropriate.**

DP Action	Action Code	Action Name	Executive Responsible	Performance Measure	Performance Measure Target
Encourage the development and use of alternative energy	5.7.1.a	Implement outcomes of Central NSW Councils JO Sustainability Group	Deputy General Manager - Cabonne Services	Energy Efficient and Sustainable Group outcomes implemented	Viable initiatives implemented
	5.7.1.b	Investigate the viability of an EV Charging Station in Cabonne	General Manager	Report to Council	By end of 4th quarter
Review the energy efficiency of Council's operations	5.7.2.a	Report on sustainability initiatives	Deputy General Manager - Cabonne Services	Report to Council by 4th Quarter	Reported by due date