

DELIVERING QUALITY FOR CABONNE

DELIVERY PROGRAM
2022-2026



Status	Version	Date	Changes
Draft	FY24-25	April 2024	Updated financial figures, and actions as per FY.



In the spirit of reconciliation, Cabonne Council acknowledges and pays respect to the Wiradjuri people, the traditional custodians of the land referred to as Cabonne.

Cabonne Council also pays respect to the Elders, both past and present, of the Wiradjuri Nation and extend that respect of other Indigenous Australians who are present in the Cabonne area.

We recognise Aboriginal spiritual, social, and cultural connections to these lands and waters, and state our commitment to ensuring that Aboriginal rights, as enshrined in legislation, are upheld and not eroded.

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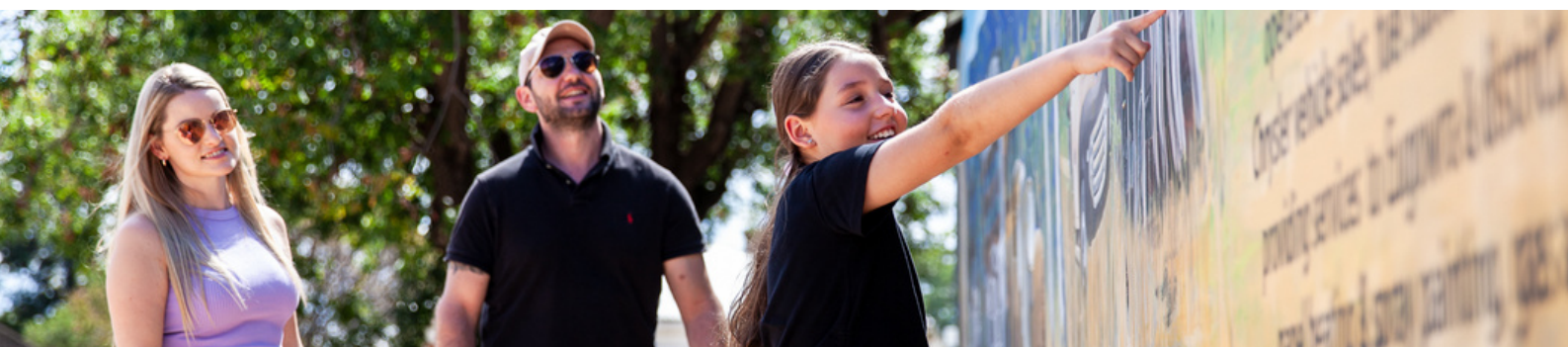
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Vision and Mission

The Cabonne Local Government Area is thriving, caring, and vibrant.

Our Cabonne community recognise and acknowledge our rich culture, heritage, and history.

We strive to protect and value our environment, and the rural aspects of the region.

We recognise that we need to ensure all members of our community have access to the services and support required to be successful.

Despite being made up of a number of towns, villages and localities, we recognise that we need to work together to achieve great things for our wider Cabonne community.

Where one community succeeds - we all succeed.

We are Cabonne.

Welcome

Cabonne Council's Delivery Program outlines an exciting suite of actions and activities that will be delivered by Council over this Council term - from 2022-2025.

2022-23 was an incredibly difficult period for many living in Cabonne, with many suffering losses due to the devastating flooding event of November 2022. We recognise that this event was preceded period of drought, COVID-19, mouse plagues and other flooding events - with impacts felt widely across the local government area.

The 2022-25 Delivery Program is focused on delivery of quality for Cabonne communities, reflecting the key issues that the community shared with Council through the preparation of the Cabonne Strategic Community Plan.

While that Program is still relevant, the natural disasters that impacted Cabonne in late 2022 have dramatically changed the activities Council now intends to deliver over the remainder of its term in office.

In addition to the activities identified in the Delivery Program, in 2023 Council developed a Cabonne Recovery Plan - Building Back a Better Cabonne, which identifies flood recovery activities related to Council owned infrastructure, but also our role in supporting, and advocating on behalf of the local community. These actions are identified in the Delivery Program.

Specific information on Council's plans for this coming financial year, can be found in the Council's Operational Plan 2023-2024.

My fellow Councillors, Council staff, and I look forward to continuing to deliver quality for our Cabonne community over this 4-year term.

KEVIN BEATTY
MAYOR OF CABONNE



2022-24 Council



**Clr Kevin Beatty -
Mayor**



**Clr Jamie Jones-
Deputy Mayor**



Clr Peter Batten



Clr Marlene Nash



Clr Libby Oldham



Clr Kathryn O'Ryan



Clr Andrew Pull



Clr Andrew Rawson



Clr Jenny Weaver

Our Cabonne Community

Cabonne is a rich rural shire in Central West NSW, made up of 11 towns, villages, and localities including: Borenore, Canowindra, Cargo, Cudal, Cumnock, Eugowra, Manildra, Molong, Mullion Creek, Nashdale and Yeoval.

Cabonne extends from Eugowra in the west, the site of Australia's biggest & most famous gold robbery at Escort Rock by Frank Gardiner, through to Ophir in the east, where Australia's first gold rush was. In the south is Canowindra, the ballooning Capital of Australia, a town full of historic pubs, antiques and wine, and to the north is the village of Yeoval, the childhood home of Banjo Paterson, one of Australia's most famous poets.

Australia's Food Basket produces a spectacular variety of foods including; dairy products, beef, lamb, venison, apples, berries, canola oil, wine, flour, eggs, honey and gourmet food products.

The Cabonne Local Government Area (LGA) occupies 6,023 square kilometres with our pristine environment home to some of the most beautiful and bountiful country in New South Wales, including the magnificent Mount Canobolas, Borenore Caves and three National Parks. Mount Canobolas is the highest point in the Shire at 1395m above sea level.





Integrated Planning and Reporting (IP&R)

Under the NSW Local Government Act 1993, councils are required to develop a hierarchy of plans known as the Integrated Planning and Reporting (IPR) Framework.

This framework assists councils in delivering their community's vision through long, medium and short term plans. The purpose of the framework is to formalise strategic and resource planning across NSW councils and ensure long term planning is based on community engagement leading to a more sustainable local government sector.

The Cabonne Community Strategic Plan 2022-2032, identifies the community's vision for the future, long-term goals, and strategies to get there and outlines how Council will measure progress towards that vision.

About the Delivery Program

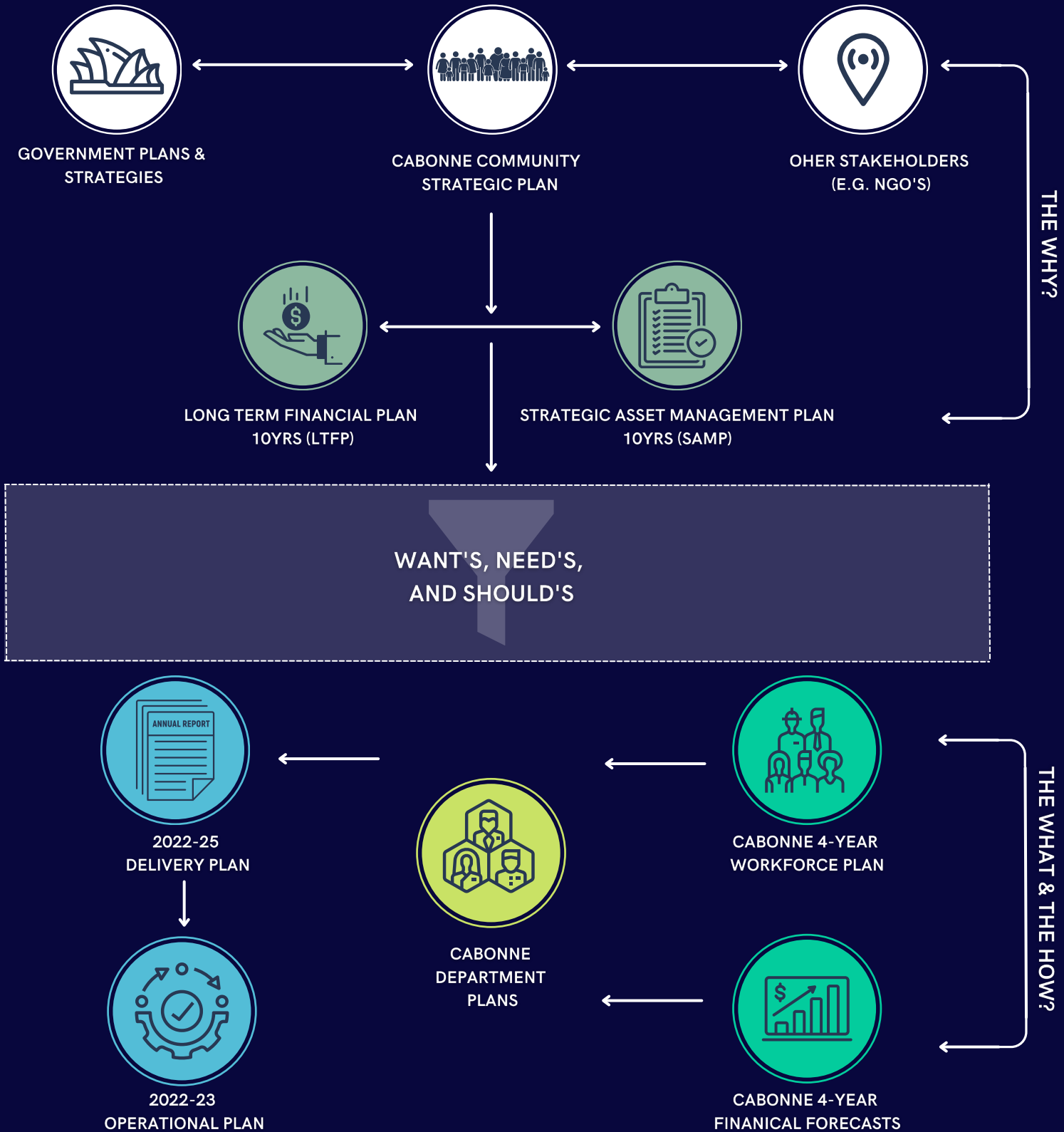
The Delivery Program is a four year plan which outlines Council's commitment to achieving the outcomes and strategies of the Community Strategic Plan. It sets out the initiatives that Council will undertake during its four year term of office, with detailed annual actions to implement the initiatives listed in Council's annual Operational Plan and Budget.

The one year Operational Plan sits separately to the Delivery Program and spells out the initiatives and projects that will be undertaken by Council towards achieving the commitments made in the Delivery Program.

These plans are supported by the Resourcing Strategy which consists of the following key components:

- Long Term Financial Plan
- Strategic Asset Management Plan
- Workforce Management Strategy

IP&R Structure



Delivery and Operational Plans

The strategies identified in the **Community Strategic Plan** cascade down into Council's Delivery Program. Unlike the Community Strategic Plan, which is a community document that all government agencies and organisations should implement, the Delivery Program is specific to Council.

The **Delivery Program** outlines timeframes, priorities, funding allocations, and who is responsible for implementing Council's actions that contribute towards the Community Strategic Plan.

More specific detail is provided in Council's Annual **Operational Plan** for each financial year. The Operational Plan outlines the actions that Council will undertake in the coming year to achieve the Delivery Program strategies under each key focus area. The Operational Plan also details how Council will fund these actions.

The Operational Plan shows the individual projects and activities that Council will undertake over the year. It also includes Council's annual budget and Statement of Revenue Policy.

COMMUNITY STRATEGIC PLAN



STRATEGIES

DELIVERY PROGRAM



ACTIONS

OPERATIONAL PLAN



Measuring progress and reporting

Under the Local Government Act 1993, councils are required to ensure that progress reports are prepared to detail the principal activities listed in their plans. The Integrated Planning and Reporting Framework requires councils to measure progress in delivering the activities set out in the Delivery Program and Operational Plan and to show how all projects and initiatives scheduled, contribute towards achieving an outcome the community has identified as a priority in the Cabonne Community Strategic Plan (CSP).

The CSP was developed using data from extensive community engagement and the plan identified five strategic directions that support the goals of the community.

The strategic directions are:

01

Leadership

Cabonne's local **LEADERS** - both elected and community leaders - are unified, focused and work together for the betterment of our region.

03

Community

Cabonne **COMMUNITIES** are connected to each other, connected to quality services, and connected in wanting to better our Cabonne region.

05

Environment

The Cabonne Community values and wants to improve our natural and built **ENVIRONMENT**.

02

Infrastructure

Cabonne's urban and transport **INFRASTRUCTURE** is safe and reliable whilst also being connective, responsive, and relevant.

04

Economy

Cabonne has a thriving, sustainable, and adaptive **ECONOMY** that builds on our community's strengths.



The IP&R Suite



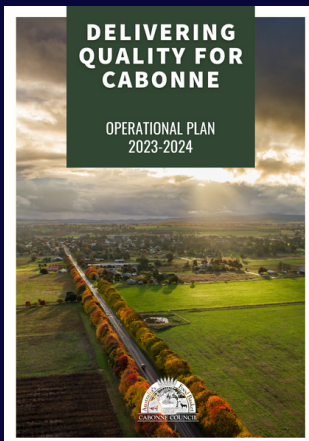
COMMUNITY STRATEGIC PLAN

The highest level of strategic planning undertaken by a council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives.



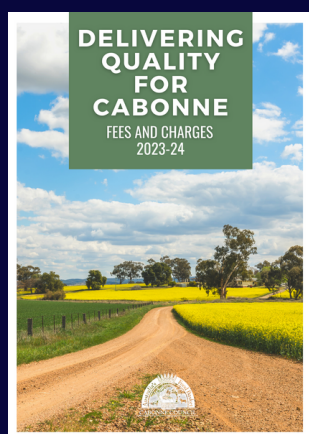
DELIVERY PROGRAM

Is Council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives.



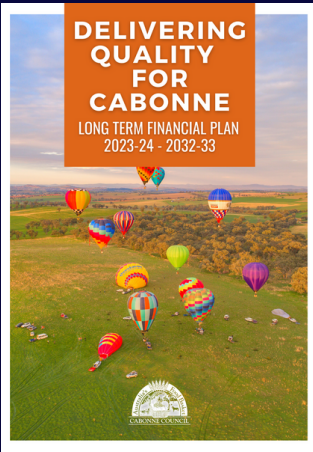
OPERATIONAL PLAN

Shows the individual projects and activities a council will undertake in a specific year. It includes the council's annual budget and Statement of Revenue Policy.



FEES AND CHARGES

Outlines Councils fees and charges for the year across the range of services that Council provides.



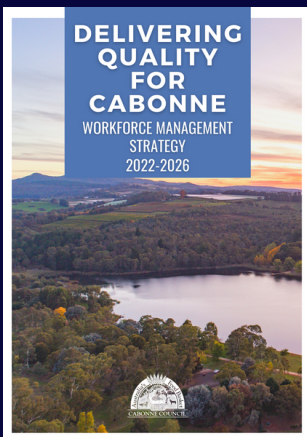
LONG-TERM FINANCIAL PLAN

Council's Long-Term Financial Plan (LTFP) forecasts the financial capacity of the organisation to meet the objectives adopted in the Community Strategic Plan. It is vital for informing both Council and our community about the long-term financial position of our organisation. Council's Long-Term Financial Plan covers a period of 10 years and will be updated annually following the adoption of each of Council's Annual Operational Plans.



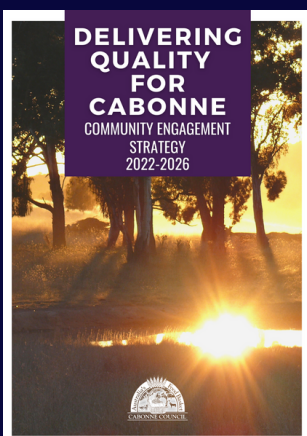
STRATEGIC ASSET MANAGEMENT STRATEGY

Council's Asset Management Strategy outlines how Council will manage community assets such as roads, footpaths, recreational facilities and parks, buildings and equipment to ensure that it continues to meet the needs of the community — both short and long-term.



WORKFORCE MANAGEMENT PLAN

The Workforce Management Plan forms a critical part of Council's Resourcing Strategy and provides a framework for aligning decisions about human resources (such as recruitment, development, internal deployment, career paths etc.) with outcomes, goals and strategies in the Community Strategic Plan.



COMMUNITY ENGAGEMENT STRATEGY

The Community Engagement Strategy demonstrates Council's commitment to actively engage the local community through best-practise consultation methods. It sets out clear guidance about how Council will engage with the community and outlines Council's approach to community engagement including the methodologies, tools and techniques.

Cabonne Recovery Plan

In November 2022 the communities of Canowindra, Cudal, Eugowra, Manildra, Molong, surrounding localities and rural landholders were impacted by the worst flooding event that has been experienced in recent history.

Tragically, two Cabonne residents lost their lives during this event.

Businesses, residential properties, Council infrastructure were damaged, and in some instances, completely destroyed throughout this event.

The sheer scope of the floods means we are yet to fully realise the long-term impacts on the environment, the economy, and the health and well-being of our communities.

Cabonne Council has worked with impacted communities to develop a Cabonne Recovery Plan - Building Back a Better Cabonne.



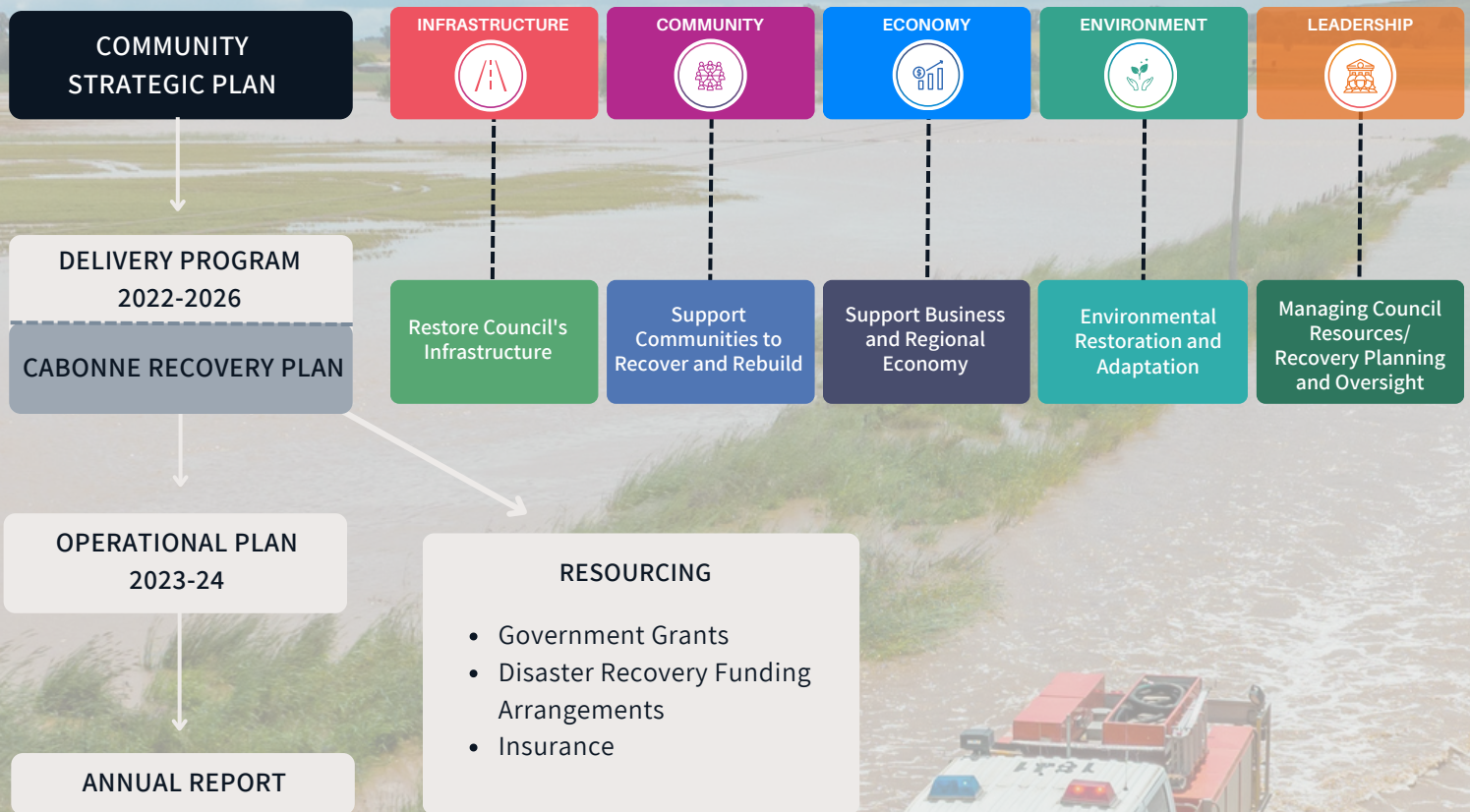
This Plan will outline the measures Council is taking in response to the flood event and breaks down the estimated costs to repair critical infrastructure throughout Cabonne, as well as the cost to local homes, businesses, the natural environment and the wellbeing of our communities.

The Plan also looks to the future with plans to restart our regional economy and build back better, so our community is more resilient to future natural disasters.

Cabonne Council will continue to work with, and advocate on behalf of our communities to understand how to build the community's long-term resilience to disaster through improving community infrastructure and public assets to ensure our region is socially sustainable, now and in the future.

Recovery Planning Framework

Whilst the Delivery Program and Operational Plan will reference the Cabonne Recovery Plan, the Cabonne Recovery Plan will outline the measures Council and the community are taking in response to the flood event and breaks down the estimated costs to repair critical infrastructure throughout Cabonne, as well as the costs to local homes, businesses, the natural environment, and the wellbeing of its communities.



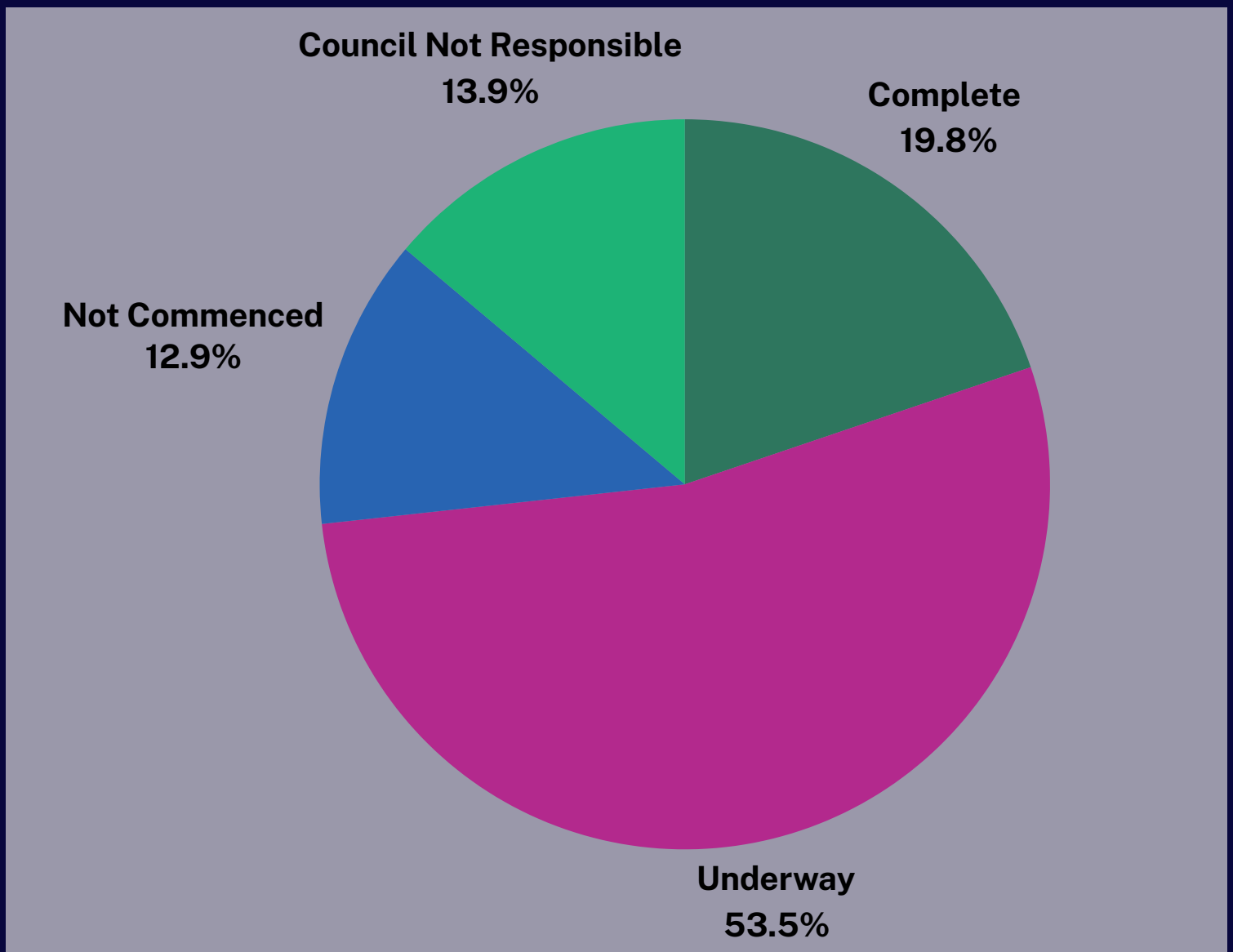
Cabonne Recovery Plan - Progress

There are a total of 101 key projects and activities outlined across the 5 categories.

Of these 101 actions:

- 20 actions and projects have already been completed.
- 54 actions and projects are currently underway.
- 13 actions and projects have not yet commenced.
- 14 actions and projects are not actions that Council is responsible for, however Council remains committed to supporting these endeavours.

The recovery process is an ongoing journey, and Council remains steadfast in its commitment to completing all priority actions outlined in the Cabonne Recovery Plan.



Organisational structure



Structure of the Delivery Program



How to read the Delivery Program

2.4 WATER SERVICES

Delivering reliable potable Water Services for Molong, Cumnock and Yeoval.

	2022/2023	2023/2024	2024/2025	2025/2026	
4-YEAR FORECAST	Income	\$ 1.1m	\$ 1.1m	\$ 1.4m	\$ 1.5m
	Expenses	\$ 2.0m	\$ 1.2m	\$ 2.1m	\$ 2.1m
	Cap Ex	\$ 360k	\$ 0	\$ 130k	\$ 1.6m

CSP LINKAGES

CSP 1.1
CSP 1.3
 CSP 5.4

EFFECTIVENESS MEASURES

- Undertake and maintain water operations in line with Best Practice for Water Supply requirements.
- Work with Orange City Council and Central Tablelands Water to undertake a Regional Town Water Supply Strategy by end of 2023.
- As per Operational Plan measures and targets relating to these principle activities.

1 **DEPARTMENT AREA**
Pinpoints the area of Council that is responsible for implementing the activities and actions of the Delivery Program.

2 **DELIVERY GOAL**
Is an overarching statement on how each area of Council will deliver quality for the Cabonne community.

3 **4-YEAR FINANCIAL FORECAST**
Identifies the CPI-indexed financial forecast for the period of the Delivery Program, including Income, Expenses and - where applicable - Capital Expenditure.

4 **CSP LINKAGES**
Outlines the links between the Delivery Program and the Cabonne Community Strategic Plan.

5 **EFFECTIVENESS MEASURES**
Identifies the key targets and measures that will be utilised to report on the success of Council's Delivery Program.

How to read the Delivery Program

2.4.1 Manage quality water infrastructure systems.						
	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.4.1.1	Implement and amend Best Practice for Water Supply within Cabonne water operations.	2.4.1.1a - Best Practice for Water Supply implemented and amended.	✓	✓	✓	✓
		2.4.1.1b - Continue to maintain drinking water management system and ensure drinking water guidelines are complied with.	✓	✓	✓	✓
2.4.1.2	Maintain water infrastructure assets.	2.4.1.2a - Water infrastructure assets maintained in accordance with the Strategic Asset Management Plan (SAMP), Long Term Financial Plan (LTFF) and relevant Department Plans.	✓	✓	✓	✓
		2.4.1.2b - Commence pre-planning for replacement of Molong Creek Dam raw water main.				✓
2.4.2 Ensure secure supply of water to the community.						
	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.4.2.1	Cabonne Water responsible use promoted.	2.4.2.1a - Participation in water resource management activities, Central NSW Councils JO water utility alliance.	✓	✓	✓	✓
2.4.2.2	Undertake regional town water supply strategy development.	2.4.2.2a - Work with Orange City Council and Central Tablelands Water to develop a regional town water supply strategy.	✓	✓		
2.4.2.3	Undertake water treatment plant capacity review to facilitate future development.	2.4.2.3a - Report on the current plant capacity to identify current treatment capability and augmentation options for expansion.	✓			
2.4.3 Sustainable local water utility.						
	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.4.3.1	Develop a sustainable business as a local water utility.	2.4.3.1a - Maintain a sustainable cost structure for sale of water.	✓	✓	✓	✓

1

2

3

4

1 DELIVERY PROGRAM OUTCOME
Outlines what objective Council is trying to deliver.

3 OPERATIONAL PLAN ACTION
Distinguishes the actions Council is taking to deliver against the activities.

2 DELIVERY PROGRAM ACTIVITY
Identifies how Council will deliver against the outcomes.

4 DELIVERY YEAR
Identifies when Council expects to deliver the actions.



1. Delivering Quality Local Government Services



1.1 FINANCE



Delivering quality financial management systems that are modern, sustainable, compliant with industry best practice; and accurately report financial activities to the Cabonne community.

4-YEAR FORECAST		2022/2023	2023/2024	2024/2025	2025/2026
	Income	\$ 14.6m	\$ 15.7m	\$ 15.3m	\$ 15.7m
Expenses	\$ 3.5m	\$ 1.8m	\$ 3.6m	\$ 3.7m	

CSP LINKAGES



CSP 1.1
CSP 1.2
CSP 1.3

EFFECTIVENESS MEASURES

- Ensure rate collection at end of financial year is >95%
- Ensure maximum return on investment is achieved whilst outperforming the 90 day bank bill swap rate (BBS rate)
- Grant milestones are met in accordance with grant guidelines
- Monitor and annually report on Key Ratios
- Annual completion of all reporting obligations in line with IP&R requirements
- Regular maintenance and service review of financial systems

1.1.1

Appropriate strategies and systems are in place that support sound financial management

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.1.1.1	Provide financial systems, procedures and practices that are in line with industry best practice and compliant with applicable legislation	1.1.1.1a - Maintain Council's financial systems and ensure software updates are completed	✓	✓	✓	✓
		1.1.1.1b - Compliance register for finance is reviewed and updated	✓	✓	✓	✓
		1.1.1.1c - New Accounting standards adopted	✓	✓	✓	✓
		1.1.1.1d - Review policies to ensure compliance	✓	✓	✓	✓
		1.1.1.1e - Manage risks	✓	✓	✓	✓
		1.1.1.1f - Staff are complying with procedures and practices	✓	✓	✓	✓
1.1.1.2	Manage Council funds to ensure long-term financial sustainability and viability	1.1.1.2a - Levying Rates & charges in accordance with the Local Government Act	✓	✓	✓	✓
		1.1.1.2b - Maximise income sources through investments	✓	✓	✓	✓
		1.1.1.2c - Grants and contributions are received in a timely manner	✓	✓	✓	✓
		1.1.1.2d - Council's internal reserves are monitored and reported	✓	✓	✓	✓
		1.1.1.2e - Monitor Key Ratios and take active steps to address concerns identified by External Audit	✓	✓	✓	✓

1.1.2

Accurately report financial activities to council and community

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.1.2.1	Reporting obligations are met in accordance with legislation	1.1.2.1a - Complete Council's annual financial statements within statutory timeframes	✓	✓	✓	✓
		1.1.2.1b - Complete and report the Annual budget	✓	✓	✓	✓
		1.1.2.1c - Undertake review of Council's budget on a quarterly basis	✓	✓	✓	✓
		1.1.2.1d - Prepare Long Term financial plan	✓	✓	✓	✓

1.1.3 Deliver financial services that are modern, effective and relevant

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.1.3.1	Financial systems are continually monitored and kept up to date	1.1.3.1a - Maintain financial systems to ensure they are relevant, and up to date functions are available	✓	✓	✓	✓
		1.1.3.1b - Provide key internal stakeholders with the necessary financial information to enable them to deliver their department plans	✓	✓	✓	✓
1.1.3.2	Deliver an accounts payable service that is modern and electronic	1.1.3.2a - Deliver a fully electronic service to customers	✓	✓	✓	✓
1.1.3.3	Deliver payroll services to all staff that is modern and effective	1.1.3.3a - Provide an improved payroll system that is modern, effective and relevant to all users and staff	✓	✓	✓	✓
1.1.3.4	Provide a fit for purpose rates and water billing service to ratepayers	1.1.3.4a - Provide a fit for purpose rates and water billing system that is relevant	✓	✓	✓	✓

1.1.4 Effectively support the community's long-term recovery and resilience to disasters following the November 2022 flood event

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.1.4.1	Manage Council resources/recovery planning and oversight	1.1.4.1a - Implement the Cabonne Recovery Plan		✓	✓	✓

1.2 GOVERNANCE & PERFORMANCE



Deliver quality governance and corporate performance that complies with legislative and regulatory requirements; provides quality service to the community, councillors, and staff; and ensures integrated planning and reporting complies with regulatory requirements.

4-YEAR FORECAST		2022/2023	2023/2024	2024/2025	2025/2026
	Income	\$ 19k	\$ 14.8k	\$ 20k	\$ 20k
Expenses	\$ 3.9m	\$ 4.0m	\$ 4.1m	\$ 4.2m	

CSP LINKAGES



CSP 1.1
CSP 1.2
CSP 1.3

EFFECTIVENESS MEASURES

- Quarterly reporting to Audit, Risk and Improvement Committee, including the Strategic Internal Audit Program
- Annual test and review of business continuity plan
- Quarterly reporting on enterprise risk management
- Quarterly reporting on insurance claim portfolio
- Completion of annual insurance renewals
- Council maintains its Open Access compliance requirements on Council's website
- Council staff effectively manage and update Council's Electronic Document Management System daily
- Ensure that Council maintains transparent processes by timely publishing of Council documents, in line with reporting timeframes
- Monthly reporting on customer service and complaints management
- Support the appropriate emergency management lead agencies in line with the measures and targets outlined in the Operational Plan

1.2.1 Deliver effective, responsible, ethical leadership and decision making, reflective of the community needs and aspirations

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.2.1.1	Corporate risks are managed appropriately to reduce the likelihood of any adverse impacts to Council or the community	1.2.1.1a - Review and maintain an effective Enterprise Risk Management Framework	✓	✓	✓	✓
		1.2.1.1b - Support the effective operation of the Audit, Risk, and Improvement Committee	✓	✓	✓	✓
		1.2.1.1c - Deliver the Strategic Internal Audit Program	✓	✓	✓	✓
		1.2.1.1d - Review and maintain register of legislative compliance	✓	✓	✓	✓
		1.2.1.1e - Monitor and review Council's policies	✓	✓	✓	✓
		1.2.1.1f - Administration and/or preparation of leases, licences, contracts and tender documents	✓	✓	✓	✓
1.2.1.2	Manage insurance claim portfolio in a timely, effective, and efficient manner while identifying areas for improvement	1.2.1.2a - Effective resolution of claims against Council in a manner consistent with Council's policies, insurances, legal rights, and obligations	✓	✓	✓	✓
		1.2.1.2b - Complete the annual insurance renewals	✓	✓	✓	✓
		1.2.1.2c - Coordinate participation in the Statewide Mutual Continuous Improvement Pathway (CIP) Program	✓	✓	✓	✓
1.2.1.3	Maintain and review council information and records management functions to improve efficiencies and meet legislative compliance	1.2.1.3a - Facilitate a legislatively compliant access to information – as per the Government Information (Public Access) Act	✓	✓	✓	✓
		1.2.1.3b - Review Council's website to ensure Open Access requirements are met to ensure accessibility for residents	✓	✓	✓	✓
		1.2.1.3c - Monitor and register all inwards electronic mail received in Council's generic mailbox into Council's Electronic Document Management System (EDMS) and scan and process to EDMS all hardcopy inwards mail	✓	✓	✓	✓
		1.2.1.3d - Enhance and maintain an efficient EDMS	✓	✓	✓	✓

1.2.2 Community is well informed, heard, valued and involved in the future of the Shire

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.2.2.1	Improve community understanding and awareness of Council decisions	1.2.2.1a - Facilitate council and standing committee meeting processes	✓	✓	✓	✓
		1.2.2.1b - Host Citizenship ceremonies	✓	✓	✓	✓
		1.2.2.1c - Coordinate Australia Day and ANZAC Day events	✓	✓	✓	✓
		1.2.2.1d - Support Council's section 355 committees	✓	✓	✓	✓
1.2.2.2	Deliver appropriate, responsive, and effective service to our customers	1.2.2.2a - Provide quality customer service from the Centralised Switchboard operation	✓	✓	✓	✓
		1.2.2.2b - Complaints are appropriately managed as per the Complaints Management Policy	✓	✓	✓	✓

1.2.3 Council is high performing, adaptive and resilient

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.2.3.1	Corporate performance measures and targets are identified, monitored, and achieved	1.2.3.1a - Coordinate and manage Council's Intergrated Planning & Reporting (IP&R) Framework	✓	✓	✓	✓
		1.2.3.1b - Department Plans are reviewed, priorities and goals are determined and reporting in place	✓	✓	✓	✓
		1.2.3.1c - Corporate measures are embedded in senior staff contracts	✓	✓		
		1.2.3.1d - Annual service reviews of Council operations undertaken	✓	✓	✓	✓
1.2.3.2	Develop and implement a continuous improvement framework and program	1.2.3.2a - Continuous improvement framework, tools and capability developed	✓	✓	✓	✓
		1.2.3.2b - Examples of improvement in department plans	✓	✓	✓	✓
		1.2.3.2c - Improvements are recorded and efficiencies identified	✓	✓	✓	✓

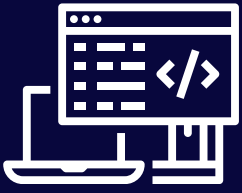
1.2.4 Effectively support the community's long-term recovery and resilience to disasters following the November 2022 flood event

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.2.4.1	Manage Council resources/recovery planning and oversight	1.2.4.1a - Implement the Cabonne Recovery Plan		✓		

1.2.5 Undertake emergency management responsibilities

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.2.5.1	Support the appropriate emergency management lead agency in the planning and management of emergency events	1.2.5.1a - Review of emergency management plan	✓	✓	✓	✓
		1.2.5.1b - Conduct Local Emergency Management Committee (LEMC)	✓	✓	✓	✓
		1.2.5.1c - Provide assistance to combat agencies if required	✓	✓	✓	✓

1.3 INNOVATION & TECHNOLOGY



Deliver quality innovation and technology through the provision of effective and secure information technology services; drive and implement Council's energy program; manage and support Council's Geographical Information System (GIS) to enable effective and resilient Council operations.

4-YEAR FORECAST		2022/2023	2023/2024	2024/2025	2025/2026
	Income	\$ 5k	\$ 5.4k	\$ 5k	\$ 5k
	Expenses	\$ 1.3m	\$ 1.6m	\$ 1.4m	\$ 1.4m
	Cap Ex	\$ 140k	\$ 0	\$ 257k	\$ 202k

CSP LINKAGES

CSP 1.1
CSP 1.2
CSP 1.3

CSP 2.2

CSP 5.3

EFFECTIVENESS MEASURES

- Endorsed actions from Information Technology Strategy Horizon's implemented
- Annual review of cybersecurity framework
- Annual reporting of progress against Council's Renewable Energy Action Plan, Emissions Reduction Plan, and Climate Change Adaptation Plan

1.3.1 Information technology is leveraged to increase efficiency, effectiveness, and security across Council

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.3.1.1	Provision of effective and secure Information Technology (IT) systems for Council	1.3.1.1a - Finalise Horizon 1 actions from the endorsed IT Strategy	✓	✓		
		1.3.1.1b - Implement Horizon 2 actions from the endorsed IT Strategy		✓	✓	
		1.3.1.1c - Implement Horizon 3 actions from the endorsed IT Strategy			✓	✓
		1.3.1.1d - Provide responsive and effective IT support services	✓	✓	✓	✓
		1.3.1.1e - Provide fit for purpose Geographical Information System (GIS) services	✓	✓	✓	✓
		1.3.1.1f - Ensure Council adequately manages its cybersecurity risks	✓	✓	✓	✓

1.3.2 Council proactively meets the challenges and addresses the risks posed by a changing climate

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.3.2.1	Develop relevant plans for Council to mitigate, adapt, and innovate to ensure resilience to the impacts of climate change on the Cabonne LGA	1.3.2.1a - Implement the adopted and prioritised actions from Council's Renewable Energy Action Plan (REAP)	✓	✓	✓	✓
		1.3.2.1b - Finalise and implement the adopted and prioritised actions from Council's Emissions Reduction Plan (ERP)	✓	✓	✓	✓
		1.3.2.1c - Develop and implement the adopted and prioritised actions from Council's Climate Change Adaptation Plan	✓	✓	✓	✓
		1.3.2.1d - Work with other stakeholders to lead actions and initiatives in climate change for Cabonne and the region	✓	✓	✓	✓

1.3.3 Effectively support the community's long-term recovery and resilience to disasters following the November 2022 flood event

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.3.3.1	Manage Council resources/recovery planning and oversight	1.3.3.1a - Implement the Cabonne Recovery Plan		✓		



1.4 SAFETY, PEOPLE & CULTURE




Deliver quality people and culture through coordinating all recruitment, on and off-boarding, performance management, workforce planning, organisational design, training and development, and industrial relations activities within Council.

4-YEAR FORECAST		2022/2023	2023/2024	2024/2025	2025/2026
	Income	\$ 97k	\$ 107k	\$102k	\$ 104k
Expenses	\$ 2.2m	\$ 2.2m	\$ 2.3m	\$ 2.3m	

CSP LINKAGES

CSP 1.1
CSP 1.3



CSP 4.5

EFFECTIVENESS MEASURES

- Ongoing annual review and report of workforce management requirements
- Implement and annual review of Work Health and Safety Management Systems
- Formal Certification received for Work Health and Safety Management System by end of Delivery Program period
- Cabonne wins Bluett Award
- Achieve ISO Quality Certification

1.4.1 Develop, maintain, and retain a capable workforce

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.4.1.1	Develop, implement, and monitor organisation workforce requirements	1.4.1.1a - Completion and then update annually of Workforce Management Strategy review including succession planning strategies	✓	✓	✓	✓
		1.4.1.1b - Undertake annual department workforce profile reviews with department leaders	✓	✓	✓	✓
		1.4.1.1c - Deliver induction programs with ongoing improvements of process	✓	✓	✓	✓
		1.4.1.1d - Monitoring and reporting of probationary check in points	✓	✓	✓	✓
		1.4.1.1e - Develop new recruitment strategy in year one then delivers timely and successful recruitment services	✓	✓		
		1.4.1.1f - Ongoing monitoring and analysis of workforce data such as turnover and demographic to inform strategies and decision making	✓	✓	✓	✓
1.4.1.2	Review and develop skills and training plans	1.4.1.2a - Skills and training needs identified and then delivered through the Professional Development Process (PDP)	✓	✓	✓	✓
		1.4.1.2b - Skills and training needs identified and then delivered through the onboarding process	✓	✓	✓	✓
1.4.1.3	Implement the Cabonne Capability Program	1.4.1.3a - Implement the framework for all positions	✓	✓	✓	
		1.4.1.3b - Update all position statements to reflect new framework	✓	✓	✓	
		1.4.1.3c - Update and develop clear processes for the annual cycle of PDP, including goal setting and performance review	✓	✓		

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.4.1.4	Implement leadership capability program	1.4.1.4a - Implement new personal development plans linked to capability areas	✓	✓		
		1.4.1.4b - Complete delivery of leadership program activities	✓	✓	✓	

1.4.2 Providing a safe and respectful workplace

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.4.2.1	Develop and implement the Work Health and Safety Management System (WHSMS)	1.4.2.1a - Implement the WHSMS Framework	✓	✓	✓	✓
		1.4.2.1b - Application for formal certification ISO45001		✓		
		1.4.2.1c - Continual review of WHSMS Framework in line with ISO45001	✓	✓	✓	✓
		1.4.2.1d - Ensure staff awareness of WHS requirements as per role	✓	✓	✓	✓
		1.4.2.1e - Compliance to WHSMS Framework	✓	✓	✓	✓
1.4.2.2	Establish a culture of workplace safety and employee well being	1.4.2.2a - Awareness of cultural expectations	✓	✓	✓	✓
		1.4.2.2b - Align workplace behaviour with core values	✓	✓	✓	✓
		1.4.2.2c - Culture of workplace safety	✓	✓	✓	✓
		1.4.2.2d - An employee wellbeing program is in place	✓	✓	✓	✓
1.4.2.3	Identify improvement strategies	1.4.2.3a - Conduct employee engagement survey	✓	✓	✓	✓
1.4.2.4	Ensure injury management is best practice	1.4.2.4a - Manage workers compensation and Recover at Work (RAW) activities	✓	✓	✓	✓
		1.4.2.4b - Training provided to RAW coordinators	✓	✓	✓	✓

1.4.3 Implement the Cabonne 2025 Transformation Program

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.4.3.1	4 year and annual program developed and delivered	1.4.3.1a - Cabonne 2025 Program monitored, modified and renewed annually	✓	✓	✓	
		1.4.3.1b - Transformation Program initiatives implemented as per the Plan	✓	✓	✓	
		1.4.3.1c - Expand the capacity of the People & Culture team to implement improvements to the workforce management systems, processes, and projects	✓	✓		

1.4.4 Effectively support the community's long-term recovery and resilience to disasters following the November 2022 flood event

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.4.4.1	Manage Council resources/recovery planning and oversight	1.4.4.1a - Implement the Cabonne Recovery Plan		✓		



1.5 PLANT & DEPOTS




Delivering quality through the provision of modern, efficient and reliable plant and equipment; functional depots and stores; purchasing (including contract plant); support administration sections by providing modern and reliable vehicle fleet.

4-YEAR FORECAST		2022/2023	2023/2024	2024/2025	2025/2026
	Income	\$ 6.2m	\$ 6.4m	\$ 6.5m	\$ 6.7m
	Expenses	\$ 3.6m	\$ 3.8m	\$ 3.8m	\$ 3.9m
	Cap Ex	\$ 3.1m	\$ 3.8m	\$ 3.0m	\$ 3.0m

CSP LINKAGES

CSP 1.1
CSP 1.3



CSP 2.3
CSP 2.5

EFFECTIVENESS MEASURES

- Monitor and report on plant and fleet in line with Council's plant replacement program
- Other measures and targets as per Operational Plan measures relating to these principle activities

1.5.1 Delivering quality plant and fleet

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.5.1.1	Manage Council's plant and fleet	1.5.1.1a - Registrations completed	✓	✓	✓	✓
		1.5.1.1b - Replace plant and fleet in line with Council's plant replacement program	✓	✓	✓	✓
		1.5.1.1c - Harmonisation of Conditional registration dates	✓	✓	✓	✓
		1.5.1.1d - Monitor and report on plant utilisation	✓	✓	✓	✓
		1.5.1.1e - Coordinate external plant hire	✓	✓	✓	✓
		1.5.1.1f - Implement actions of the fleet management strategy	✓	✓	✓	✓

1.5.2 Effectively manage Council's depot operations

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.5.2.1	Manage Council's store operations	1.5.2.1a - Stocktakes completed	✓	✓	✓	✓
1.5.2.2	Depot facilities are fit for purpose.	1.5.2.2a - Undertake depots masterplan to define future needs and requirements	✓	✓		
		1.5.2.2b - Implement actions from masterplan			✓	✓
		1.5.2.2c - Maintain security at all operational depots	✓	✓	✓	✓

1.5.3 Effectively support the community's long-term recovery and resilience to disasters following the November 2022 flood event

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
1.5.3.1	Manage Council resources/recovery planning and oversight	1.5.3.1a - Implement the Cabonne Recovery Plan		✓		

2. Delivering Quality Urban and Transport Infrastructure



Community, Amenity & Recreation



Transport Infrastructure



Wastewater Services



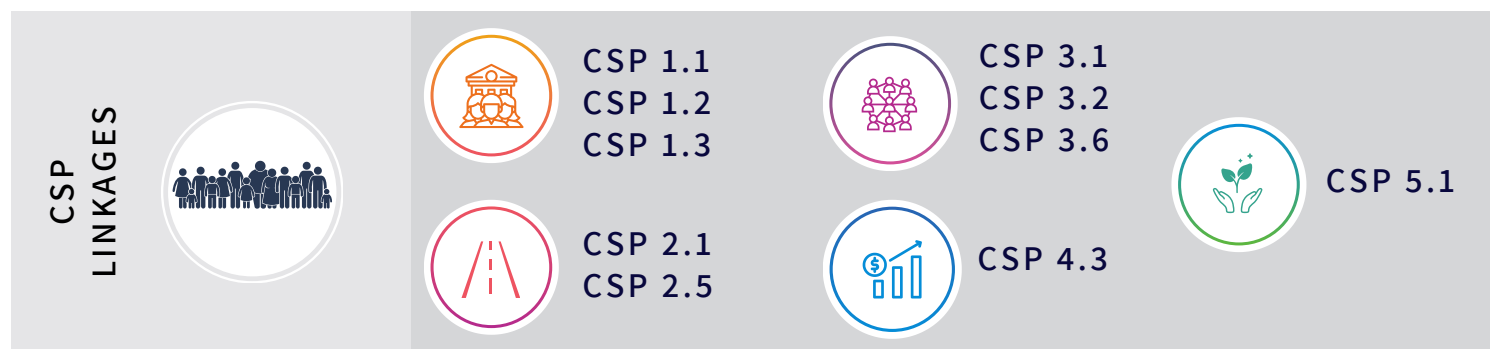
Water Services

2.1 COMMUNITY AMENITY & RECREATION



Delivering quality sporting, recreational, cultural, council and community facilities to support activities undertaken by Council and other community users.

4-YEAR FORECAST		2022/2023	2023/2024	2024/2025	2025/2026
	Income	\$ 5.5m	\$ 5.6m	\$ 5.7m	\$ 5.9m
	Expenses	\$ 4.9m	\$ 5.3m	\$ 5.1m	\$ 5.3m
	Cap Ex	\$ 8.1m	\$ 9.6m	\$ 4.8m	\$ 4.8m



EFFECTIVENESS MEASURES

- Annual reporting on pool operations and maintenance
- Annual review and deliver agreed levels of service of maintenance of sporting facilities, parks and gardens, playgrounds, street and gutter cleaning, and hazard removal program
- Implement the Activate Cabonne program in line with the period of the Delivery Program

2.1.1 Maintain existing sporting, recreational, cultural, council and community facilities, to the levels defined in the Recreation Asset Management Plan

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.1.1.1	Maintain pools to meet the needs of all pool users	2.1.1.1a - Review the actions from the Pools Audit	✓			
		2.1.1.1b - Implement the actions from the Cabonne Pools Masterplan	✓	✓	✓	✓
		2.1.1.1c - Water testing compliance at Council pools	✓	✓	✓	✓
		2.1.1.1d - Operate pools in accordance with the Operation and Maintenance Manual	✓	✓	✓	✓
		2.1.1.1e - Support and engage with the Cabonne Pools Advisory Committee	✓	✓	✓	✓
2.1.1.2	Maintain sporting facilities to meet the needs of the community	2.1.1.2a - Maintain sporting facilities in accordance with agreed levels of service	✓	✓	✓	✓
		2.1.1.2b - Support and engage with relevant s355 committees and key user groups	✓	✓	✓	✓
2.1.1.3	Maintain parks and gardens to safe operational standards	2.1.1.3a - Maintain parks and gardens in accordance with agreed levels of service	✓	✓	✓	✓
		2.1.1.3b - Service Review undertaken			✓	
2.1.1.4	Maintain playgrounds to safe operational standards	2.1.1.4a - Maintain playgrounds in accordance with agreed levels of service	✓	✓	✓	✓
2.1.1.5	Maintain the Council's properties and buildings to safe operational standards	2.1.1.5a - Carry out inspections and maintenance in accordance with agreed levels of service	✓	✓	✓	✓
		2.1.1.5b - Upgrade and review caravan park operations			✓	✓
2.1.1.6	Formalise and implement Crown Land Plans of Management (POM)	2.1.1.6a - Formalise all Plans of Management	✓	✓	✓	✓
		2.1.1.6b - Implement Plans of Management	✓	✓	✓	✓
2.1.1.7	Implement the Activate Cabonne Program	2.1.1.7a - Deliver projects detailed in the Activate Cabonne Program (incorporating actions from Council's Disability Inclusion Action Plan)	✓	✓	✓	✓

2.1.2 Manage Council's urban maintenance and improvement programs

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.1.2.1	Undertake street & gutter cleaning and town entrance mowing	2.1.2.1a - Carry out street & gutter cleaning and town entrance mowing in accordance with agreed levels of service	✓	✓	✓	✓
2.1.2.2	Complete annual tree maintenance and hazard removal program	2.1.2.2a - Annual tree maintenance and hazard removal program completed	✓	✓	✓	✓

2.1.3 Effectively support the community's long-term recovery and resilience to disasters following the November 2022 flood event






	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.1.3.1	Building Back Better Community Infrastructure	2.1.3.1a - Implement the Cabonne Recovery Plan		✓	✓	✓

2.2 TRANSPORT INFRASTRUCTURE



Delivering quality, safe and efficient transport infrastructure for vehicles and pedestrians in order to support improved social, economic and environmental outcomes for road users.

		2022/2023	2023/2024	2024/2025	2025/2026
4-YEAR FORECAST	Income	\$ 19.7m	\$ 10.4m	\$ 20.7m	\$ 21.2m
	Expenses	\$ 13.4m	\$ 13.6m	\$ 14.0m	\$ 14.4m
	Cap Ex	\$ 13.9m	\$ 18.5m	\$ 6.9m	\$ 6.9m

CSP LINKAGES			CSP 1.1 CSP 1.2 CSP 1.3		CSP 4.3
			CSP 2.1 CSP 2.3 CSP 2.4 CSP 2.5		CSP 5.3

EFFECTIVENESS MEASURES

- Annual review and delivery of agreed levels of service for road network, bridges, footpaths, and drainage networks
- Completion of floodplain management studies and plans for Molong, Eugowra and Canowindra by end of Delivery Program Period
- Completion of voluntary purchase program every two years
- As per Operational Plan measures and targets relating to these principle activities

2.2.1 Provide a road network that meets the needs of the community

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.2.1.1	Maintain Council's road network to meet the needs of users	2.2.1.1a - Undertake road maintenance and routine activities	✓	✓	✓	✓
2.2.1.2	Upgrade Council's road network inline with the Strategic Asset Management Plan (SAMP), Long Term Financial Plan (LTFP) and Transport and Drainage Department Plan	2.2.1.2a - Deliver Council's capital works program	✓	✓	✓	✓
		2.2.1.2b - Opportunities for additional funding of road projects is actively pursued through State and Federal funding programs	✓	✓	✓	✓
		2.2.1.2c - Peak Hill Road Upgrade Project		✓	✓	✓
2.2.1.3	Lobbying for improvements to the road network within the Cabonne region	2.2.1.3a - Lobby for the retention and renewal of rail network	✓	✓	✓	✓
		2.2.1.3b - Lobby for improved road transport opportunities within the Cabonne region	✓	✓	✓	✓
2.2.1.4	Initiate and implement road safety programs	2.2.1.4a - Implement transport for NSW road safety programs	✓	✓	✓	✓
		2.2.1.4b - Facilitate the Local Traffic Committee	✓	✓	✓	✓
2.2.1.5	Maintain Council's bridge infrastructure to meet the needs of users	2.2.1.5a - Undertake bridge maintenance and routine activities	✓	✓	✓	✓
2.2.1.6	Upgrade Council's bridge infrastructure in line with the SAMP and the LTFP	2.2.1.6a - Deliver Council's capital works program	✓	✓	✓	✓
		2.2.1.6b - Opportunities for additional funding of road projects is actively pursued through State and Federal funding programs	✓	✓	✓	✓
		2.2.1.6c - Complete Washpen Bridge Replacement	✓	✓	✓	

2.2.2 Health and safety of the community is improved through the provision of a quality footpath network

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.2.2.1	Maintain and upgrade Council’s footpath network to meet the needs of users in line with the Pedestrian Access and Mobility Plan (PAMP)	2.2.2.1a - Undertake footpath routine maintenance	✓	✓	✓	✓
		2.2.2.1b - Deliver Council’s capital works program	✓	✓	✓	✓
		2.2.2.1c - Opportunities for additional funding of footpath projects is actively pursued through State and Federal funding programs	✓	✓	✓	✓

2.2.3 Improved drainage services delivered

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.2.3.1	Provide drainage networks in urban areas	2.2.3.1a - Undertake drainage routine maintenance	✓	✓	✓	✓
		2.2.3.1b - Deliver Council's capital works program	✓	✓	✓	✓
		2.2.3.1c - Internal drainage strategy for Molong township	✓	✓	✓	
		2.2.3.1d - Internal drainage strategy for Eugowra township		✓	✓	✓

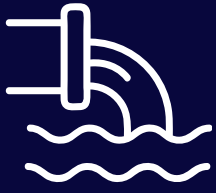
2.2.4 Flood risk is mitigated and reduced for people and property in the shire

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	
2.2.4.1	Manage Cabonne's township floodplains in accordance with management plans	2.2.4.1a - Manage Molong Floodplain in accordance with management plan	✓	✓	✓	✓	
		2.2.4.1b - Complete Molong floodplain management study and plan reviews	✓	✓	✓		
		2.2.4.1c - Operational action combined with 2.2.4.1a					
		2.2.4.1d - Manage Eugowra Floodplain in accordance with management plan	✓	✓	✓	✓	
		2.2.4.1e - Complete Eugowra floodplain management study and plan reviews		✓	✓	✓	
		2.2.4.1f - Operational action combined with 2.2.4.1d					
		2.2.4.1g - Manage Canowindra Floodplain in accordance with management plan	✓	✓	✓	✓	
		2.2.4.1h - Complete Canowindra floodplain management study and plan reviews		✓	✓	✓	
		2.2.4.1i - Implement Canowindra Floodplain Management Plan	✓	✓	✓	✓	
		2.2.4.1j - Seek funding for review Canowindra Flood Study and Floodplain Management Plan		✓			
		2.2.4.1k - Seek funding for review Eugowra Flood Study and Floodplain Management Plan		✓			

2.2.5 Effectively support the community's long-term recovery and resilience to disasters following the November 2022 flood event

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.2.5.1	Building Back Better Community Infrastructure	2.2.5.1a - Implement the Cabonne Recovery Plan		✓	✓	✓

2.3 WASTEWATER SERVICES



Delivering quality, safe and reliable Wastewater Services for Canowindra, Eugowra and Molong (gravity systems) and Cudal, Cumnock, Manildra and Yeoval (low pressure systems) to protect and improve public and environmental health.

4-YEAR FORECAST		2022/2023	2023/2024	2024/2025	2025/2026
	Income	\$ 2.4m	\$ 2.3m	\$ 2.6m	\$ 2.8m
	Expenses	\$ 3.0m	\$ 1.6m	\$ 2.8m	\$ 2.7m
	Cap Ex	\$ 220k	\$ 173k	\$ 575k	\$ 940k

CSP LINKAGES



CSP 1.1
CSP 1.3



CSP 5.1
CSP 5.3
CSP 5.4

EFFECTIVENESS MEASURES

- Undertake and maintain wastewater operations in line with EPA Licence requirements
- As per Operational Plan measures and targets relating to these principle activities

2.3.1 To provide and maintain environmentally sustainable, high quality wastewater facilities

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.3.1.1	Undertake Sustainable Wastewater Operations	2.3.1.1a - Operated in accordance with relevant standards and best practices	✓	✓	✓	✓
		2.3.1.1b - Review and update Long Term Financial Plan			✓	✓
2.3.1.2	Maintain wastewater operations	2.3.1.2a - Review and update Wastewater Asset Management Plan			✓	
2.3.1.3	Augmentation strategy to accommodate future potential growth/need	2.3.1.3a - Commence preplanning activities for replacement of Canowindra Wastewater Treatment Plant			✓	✓
		2.3.1.3b - Undertake review of Molong Wastewater Treatment Plant capacity and augmentation options			✓	✓
		2.3.1.3c - Review and update Development Servicing Plan for Wastewater			✓	✓
2.3.1.4	Operate effluent reuse schemes	2.3.1.4a - Operated in accordance with relevant standards and best practices	✓	✓	✓	✓
2.3.1.5	Undertake liquid trade waste operations	2.3.1.5a - Review Liquid Trade Waste operations and maintain register of businesses	✓	✓	✓	✓

2.3.2 Effectively support the community's long-term recovery and resilience to disasters following the November 2022 flood event.

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.3.2.1	Building Back Better Community Infrastructure	2.3.2.1a - Implement the Cabonne Recovery Plan		✓	✓	✓

2.4 WATER SERVICES



Delivering reliable potable Water Services for Molong, Cumnock and Yeoval.

4-YEAR FORECAST		2022/2023	2023/2024	2024/2025	2025/2026
	Income	\$ 1.1m	\$ 1.1m	\$ 1.4m	\$ 1.5m
	Expenses	\$ 2.0m	\$ 1.2m	\$ 2.1m	\$ 2.1m
	Cap Ex	\$ 360k	\$ 0	\$ 130k	\$ 1.6m

CSP LINKAGES



CSP 1.1
CSP 1.3



CSP 5.4

EFFECTIVENESS MEASURES

- Undertake and maintain water operations in line with Best Practice for Water Supply requirements
- Development of Regional Town Water Supply Strategy
- As per Operational Plan measures and targets relating to these principle activities

2.4.1 Manage quality water infrastructure systems

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.4.1.1	Implement the Regulatory and Assurance Framework for Water Supply within Cabonne water operations	2.4.1.1a - The Regulatory and Assurance Framework for Water Supply is implemented	✓	✓	✓	✓
		2.4.1.1b - Continue to maintain drinking water management system and ensure drinking water guidelines are complied with	✓	✓	✓	✓
2.4.1.2	Maintain water infrastructure assets	2.4.1.2a - Review and update Water Asset Management Plan			✓	
		2.4.1.2b - Commence pre-planning for replacement of Molong Creek Dam raw water main				✓

2.4.2 Ensure secure supply of water to the community

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.4.2.1	Cabonne Water responsible use promoted	2.4.2.1a - Participation in water resource management activities, Central NSW Councils JO water utility alliance	✓	✓	✓	✓
2.4.2.2	Undertake regional town water supply strategy development	2.4.2.2a - Work with Orange City Council and Central Tablelands Water to develop a regional town water supply strategy	✓	✓	✓	
2.4.2.3	Undertake water treatment plant capacity review to facilitate future development	2.4.2.3a - Report on the current plant capacity to identify current treatment capability and augmentation options for expansion	✓			

2.4.3 Sustainable local water utility

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.4.3.1	Develop a sustainable business as a local water utility	2.4.3.1a - Maintain a sustainable cost structure for sale of water	✓	✓	✓	✓
		2.4.3.1b - Review and update Long Term Financial Plan			✓	✓
		2.4.3.1c - Review and update Development Servicing Plan for Water			✓	✓

2.4.4 Effectively support the community's long-term recovery and resilience to disasters following the November 2022 flood event

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
2.4.4.1	Restore Council's Infrastructure	2.4.4.1a - Implement the Cabonne Recovery Plan		✓	✓	✓

ACTIVATE CABONNE

Over the Delivery Program period from 2022-25, Cabonne Council is undertaking a program of works titled "Activate Cabonne".

These works will not only deliver projects as part of Council's regular annual delivery and maintenance program, but will seek to activate all towns and villages across the Cabonne Local Government Area.

Over the past years, Council has been working with each town and village to develop a Masterplan of works. The Masterplans work to identify priority projects across all towns and villages in Cabonne. These Masterplans are utilised when seeking funding and grants for projects.

Combined with the Cabonne Community Strategic Plan, broader regional plans, and State and Federal Government plans, Council has been able to progress a suite of works that are actually addressing our community's concerns and aspirations.

This is not a 1-year program of works, but rather the start of a partnership of delivery between the Cabonne community, Council, the NSW and Federal Governments.

Cabonne Council looks forward to continuing to deliver for Cabonne through the Activate Cabonne program over the next four years.

ACTIVATE CABONNE PROJECT LIST

KEY

NSW Government Grant Programs



- SCC - Stronger Country Communities
- R4R - Resources for Regions
- Fixing Local Roads
- Active Transport
- DRF - Disaster Ready Fund
- RERRF - Regional Emergency Roads Repair Fund
- LSCA - Local Small Commitments Allocation Program
- CWRRP - Central West Recovery and Resilience Package
- EPARW - Essential Public Assets Recovery Works
- Towards Zero Grant
- Road Safety School Zones Program

Federal Government Grant Programs



- BBRF - Building Better Regions Fund
- LRCI - Local Roads and Community Investment Program
- BRP - Bridges Renewal Program
- R2R - Roads to Recovery
- ROSI - Roads of Strategic Importance
- FAGS - Financial Assistance Grant
- Play Our Way Program
- CEUF - Community Energy Upgrades Fund
- CHSP - Commonwealth Home Support Package ad hoc grant
- DRFA - Disaster Recovery Funding Arrangements

Type of project



Infrastructure Project



Footpath Projects



Cabonne Swimming Pools Activation Project



Road Maintenance



New Road Construction



Town Maintenance



Canowindra Town Improvement Fund Project

- Special Canowindra only projects receiving additional funding through the Canowindra Town Improvement Fund



Flood Recovery Project



Electrify Cabonne

*Funding subject to grant/on-going program funding

ACTIVATE CABONNE PROJECT LIST








Project	Type of project	Total Project Cost	2022-23	2023-24	2024-25	2025-26
Cabonne footpath activation		\$494k (LRCl)* \$990k p.a. (Active Transport)	✓	✓	✓	✓
Road upgrades		\$2.2m (LRCl)* \$2.2m (R2R) p.a. \$8.97m (ROSI) \$2.2m (Council)	✓	✓	✓	✓
Cabonne Town and Village Entrance Signage		\$350k (R4R)	✓	✓	✓	
Yeoval recreation precinct upgrade (Stage 1)		\$266k (SCC) \$100k (Council)	✓			
Cabonne Swimming Pools Activation Project: <ul style="list-style-type: none"> • Molong • Canowindra • Cumnock • Manildra • Cudal • Eugowra • Yeoval 		\$2.88m (R4R)		✓	✓	
Activate Canowindra CBD		\$1.06m (BBRF) \$1.06m (R4R)	✓	✓	✓	
Activate Molong CBD		\$1.06m (BBRF) \$1.06m (R4R)	✓	✓		
Bridge upgrade/ replacement		\$7.6m (BRP)	✓	✓	✓	✓

ACTIVATE CABONNE

PROJECT LIST

Project	Type of project	Total Project Cost	2022-23	2023-24	2024-25	2025-26
Canowindra Grandstand and Amenities	 	\$1.82m (R4R) \$362k (Council - CTI vote)	✓	✓		
Eugowra Multi-purpose Centre		\$492k (BBRF) \$492k (Council) \$958k (Disaster Ready Fund)	✓	✓	✓	
Eugowra Medical Centre		\$124k (BBRF) \$84k (Council) \$30k (Eugowra Medical Centre Committee) \$1m (Disaster Funding)	✓	✓		
Eugowra Women's Changerooms		\$300k (SCC) \$16k (Council)	✓	✓	✓	
Manildra Women's Changerooms		\$299k (SCC) \$16k (Council)	✓	✓		
Road maintenance		\$2.6m p.a. (Financial Assistance Grants)	✓	✓	✓	✓
Town maintenance		\$4m p.a. (Council)	✓	✓	✓	✓
Regional Roads Program	 	\$1.7m p.a. (block grant) \$400k p.a. (Repair Program)	✓	✓	✓	✓

ACTIVATE CABONNE PROJECT LIST

Project	Type of project	Total Project Cost	2022-23	2023-24	2024-25	2025-26
Canowindra CBD Heritage Grant		\$50k (Council + CTI Vote)		✓	✓	✓
Activating Cargo Village Green		\$282,595 (SCC)		✓	✓	
Activating Montana Park, Manildra		\$350,000 (SCC)		✓	✓	
Activating the Yeoval Recreation Precinct (Stage 2)		\$350,000 (SCC)		✓	✓	
Mid-Scale Solar Facility		\$1.5m (R4R) \$3.14m (Council)		✓	✓	
Curatorial Study for the Age of Fishes Museum		\$100,000 (R4R)		✓		
Cargo Road repair		\$1.5 (RERFF)		✓		
Disaster Ready Fund Projects		\$958k (DRF)			✓	✓
Home and Community Care Canowindra Refurbishment*		\$1,070m (LRCI)* \$475k (NSW State Library grant)* \$192k (CHSP)*			✓	✓

ACTIVATE CABONNE PROJECT LIST

Project	Type of project	Total Project Cost	2022-23	2023-24	2024-25	2025-26
Activating and restoring Cabonne Parks <ul style="list-style-type: none"> Pillons Park Softfall replacement 		\$60k (LSCA) \$40k (LSCA)			✓	✓
Electrify Cabonne projects		\$2.5m (CEUF)*			✓	✓
Flood recovery and repair: <ul style="list-style-type: none"> Road betterment Community asset restoration) 	  	\$8m (CWRRP - Roads betterment)* \$8.35m (CWRRP-community assets)* \$1.5m (Play Our Way grant)*			✓	✓
Cabonne Road Restoration and Repair* <ul style="list-style-type: none"> heavy patching drainage culvert repair 	 	\$42m (EPARW) \$3m (DRFA)			✓	
School Safety Program*		\$2.5m (Towards Zero Program) \$4m (Road Safety School Zones Program)			✓	

3. Delivering Quality for the Natural and Built Environment



Development Services



Environment Services

3.1 DEVELOPMENT SERVICES



Delivering quality and compliant development services that provide the land use planning and building functions of Council to the community, including: Development Assessment, Building Certification, Strategic Land Use Planning and Environmental & Public Health.

4-YEAR FORECAST		2022/2023	2023/2024	2024/2025	2025/2026
	Income	\$ 676k	\$ 607k	\$ 710k	\$ 728k
Expenses	\$ 879k	\$ 952k	\$ 923k	\$ 947k	

CSP LINKAGES		CSP 1.1 CSP 1.2 CSP 1.3	CSP 3.6	CSP 5.1 CSP 5.2 CSP 5.3 CSP 5.4
		CSP 2.4 CSP 2.5	CSP 4.1 CSP 4.2	

EFFECTIVENESS MEASURES

- Ensure all legislative processes and timeframes are met
- Delivery and annual reporting on the annual shire wide Heritage Grants program
- As per Operational Plan measures and targets relating to these principle activities

3.1.1 Deliver development planning services in an effective and efficient manner

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
3.1.1.1	Provide timely, accurate and professional development services to the shire	3.1.1.1a - Receive and assess Development Applications	✓	✓	✓	✓
		3.1.1.1b - Receive and assess Construction Certificates	✓	✓	✓	✓
		3.1.1.1c - Receive and assess Complying Development Certificates	✓	✓	✓	✓
		3.1.1.1d - Receive and assess Planning Certificates	✓	✓	✓	✓

3.1.2 Public health is maintained across the shire

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
3.1.2.1	Ensure food premises and related premises meet legislative requirements and community expectations	3.1.2.1a - Inspect all food premises and other regulated premises in accordance with NSW Food Regulation Partnership and relevant legislative requirements	✓	✓	✓	✓
		3.1.2.1b - Undertake backyard swimming pool inspection program	✓	✓	✓	✓

3.1.3 Ensure future development supports the growth of the shire

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
3.1.3.1	Determine the approach and process to complete the review of the section 7.11 and section 7.12 contribution plans	3.1.3.1a - Prepare and adopt s7.11 and s7.12 Contribution Plans	✓			
		3.1.3.1b - Develop a system to levy and apply water and sewer headworks development charges	✓			
3.1.3.2	Reassess appropriateness of Settlement Strategy growth areas based on November 2022 flood event, as to whether these areas continue to be suitable and whether higher land need to be prioritised or added	3.1.3.2a - Reassess the nominated growth areas in the 5 worst flood affected areas of Eugowra, Molong, Cudal, Canowindra and Manildra to determine appropriateness of nominated areas and whether a focus on higher land needs to be prioritised/included	✓	✓		

3.1.4 Promote and conserve the natural and built heritage of the shire

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
3.1.4.1	Key heritage buildings are conserved across the shire	3.1.4.1a - Offer an annual shire wide Heritage Grants program		✓	✓	✓
		3.1.4.1b - Utilising the Canowindra Town Improvement fund, develop a heritage grants program for the Gaskill Street, Canowindra heritage conservation area with a focus on verandah and awning restoration, and a heritage façade painting program	✓	✓	✓	✓

3.1.5 Knowledge and understanding of emerging environmental issues relating to mining and energy industries

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
3.1.5.1	Participate in environmental sustainability programs	3.1.5.1a - Participation in Association of Mining and Energy Related Council's meetings and lobbying activities	✓	✓	✓	✓
		3.1.5.1b - Participation in Community Consultative Committee meetings and lobbying activities: <ul style="list-style-type: none"> • Cadia • Regis Resources • Hansons East Guyong 	✓	✓	✓	✓

3.1.6 Effectively support the community's long-term recovery and resilience to disasters following the November 2022 flood event

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
3.1.6.1	Support Communities to Recover and Rebuild	3.1.6.1a - Implement the Cabonne Recovery Plan		✓	✓	✓

3.2 ENVIRONMENTAL SERVICES



Delivering quality environmental services through the management of waste and recycling services, weeds, companion animals, cemeteries and environmental monitoring.

4-YEAR FORECAST		2022/2023	2023/2024	2024/2025	2025/2026
	Income	\$ 2.3m	\$ 2.3m	\$ 2.5m	\$ 2.5m
Expenses	\$ 3.1m	\$ 3.1m	\$ 3.2m	\$ 3.3m	



EFFECTIVENESS MEASURES

- Delivery of waste management services in line with Council's Waste Management Strategy
- Domestic waste collection contact renewed in line with Delivery Program timeframe
- Annual review and delivery of agreed levels of service for weed management, companion animals, cemeteries and environmental monitoring
- As per Operational Plan measures and targets relating to these principle activities

3.2.1 Efficient use of resources to improve environmental sustainability

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
3.2.1.1	Provide waste management services that meet community needs and expectations	3.2.1.1a - Provide domestic waste collection services and local recycling facilities	✓	✓	✓	✓
		3.2.1.1b - Review contract for domestic waste collection				✓
		3.2.1.1c - Provide a commercial waste collection service	✓	✓	✓	✓
		3.2.1.1d - Operate landfill sites at Canowindra, Cumnock, Eugowra, and Manildra	✓	✓	✓	✓
3.2.1.2	Develop long term strategic plan for the development, operation, and closure of sites	3.2.1.2a - Review the Waste Management Strategy	✓	✓		
3.2.1.3	Provide community education and engagement to support diversion from landfill	3.2.1.3a - Conduct community education activities to promote recycling	✓	✓	✓	✓

3.2.2 Enhanced public safety and health through the use of Council's regulatory controls and services

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
3.2.2.1	Ensure effective and responsible care, management, and public education for companion animals	3.2.2.1a - Manage a return/rehome of impounded animals' program	✓	✓	✓	✓
		3.2.2.1b - Provide emergency response to call outs for dog attacks	✓	✓	✓	✓
		3.2.2.1c - Promote and encourage responsible pet ownership to ensure animals in the shire are microchipped and registered	✓	✓	✓	✓
3.2.2.2	Ensure environmental monitoring in accordance with the Protection of the Environment Operations Act 1997	3.2.2.2a - Rehabilitate contaminated land across Cabonne	✓	✓	✓	✓
		3.2.2.2b - Monitor groundwater at the former gasworks site in Molong	✓	✓	✓	✓
		3.2.2.2c - Provide illegal waste compliance services	✓	✓	✓	✓

3.2.3 Minimal economic and environmental impacts of weeds across the shire

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
3.2.3.1	Deliver an effective weed management system in accordance with the Biosecurity Act	3.2.3.1a - Identify and manage high risk weeds in accordance with the Weed Action Plan	✓	✓	✓	✓
		3.2.3.1b - Manage weed spraying programs for Council roadsides, including State Roads contracted to Council by Transport for NSW (TfNSW)	✓	✓	✓	✓
		3.2.3.1c - Manage weed spraying programs for Council's parks and gardens	✓	✓	✓	✓
		3.2.3.1d - Carry out inspections of private land, including Crown Lands, National Parks and Forestry Corporation	✓	✓	✓	✓
		3.2.3.1e - Actively participate in the Central Tablelands Regional Weeds Action Committee	✓	✓	✓	✓
		3.2.3.1f - Advocate for further funding opportunities through Local Land Services and Crown Land for weed control	✓	✓	✓	✓
		3.2.3.1g - Conduct community education activities to improve weed management and control	✓	✓	✓	✓

3.2.4 Infrastructure and services that meet the future needs of the community

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
3.2.4.1	Manage and maintain cemeteries throughout Cabonne in accordance with Public Health Act	3.2.4.1a - Undertake the annual maintenance program for all cemeteries	✓	✓	✓	✓
		3.2.4.1b - Establish levels of service for the annual maintenance program	✓	✓	✓	✓
		3.2.4.1c - Maintain accurate cemetery burial and reservation records	✓	✓	✓	✓

3.2.5 Effectively support the community's long-term recovery and resilience to disasters following the November 2022 flood event

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
3.2.5.1	Environmental Restoration and Adaptation	3.2.3.5a - Implement the Cabonne Recovery Plan		✓	✓	✓

4. Delivering Quality Community Services



Community & Economy



Community Services

4.1 COMMUNITY AND ECONOMY



Delivering quality for the Cabonne community by improving the liveability, resiliency, engagement and connectiveness of the region, through growing the visitor economy, attracting new business, and facilitating a progressing economy.

4-YEAR FORECAST		2022/2023	2023/2024	2024/2025	2025/2026
	Income	\$ 453k	\$ 139k	\$ 476k	\$ 488k
Expenses	\$ 2.0m	\$ 1.7m	\$ 2.1m	\$ 2.2m	

CSP LINKAGES

- CSP 1.1
- CSP 1.2
- CSP 1.3
- CSP 1.4
- CSP 2.2
- CSP 2.5
- CSP 3.1
- CSP 3.2
- CSP 3.4
- CSP 3.7
- CSP 3.8
- CSP 4.1
- CSP 4.3
- CSP 4.4
- CSP 4.5
- CSP 4.6
- CSP 5.1
- CSP 5.3

EFFECTIVENESS MEASURES

- Engagement with businesses through the Business Hub
- Annual delivery of Council's sponsorship programs
- Quarterly and half-yearly meetings undertaken with key industry stakeholders and Progress Associations (respectively)
- Development and delivery of post-event analysis, reported annually
- Annual review Age of Fishes Museum/Visitor Information Centre, including curatorial study
- Development and action of a regional Destination Management Plan by end of Delivery Program period
- Development of Land User Policy
- Evidence and annual reporting on lobbying activities for key community issues including telecommunication, health, education, etc

4.1.1 Support Existing Business

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.1.1.1	Engage with local businesses	4.1.1.1a - Engage with local businesses across the Cabonne LGA	✓	✓	✓	✓
		4.1.1.1b - Engage with the main employer in each village	✓	✓	✓	✓
4.1.1.2	Provide guidance to local businesses on key council processes	4.1.1.2a - Facilitate workshops on funding application development	✓	✓	✓	✓
		4.1.1.2b - Facilitate workshops on development approvals processes and regulations for businesses				✓
4.1.1.3	Report on local business success stories	4.1.1.3a - Develop regular content for online portal or social media	✓	✓	✓	✓

4.1.2 Attract New Investment

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.1.2.1	Develop concierge and hand-holding services	4.1.2.1a - Develop an online business portal	✓			
		4.1.2.1b - Develop collateral outlining the development approvals process within Council				✓
		4.1.2.1c - Facilitate discussions between project proponents and the planning team	✓	✓	✓	✓
4.1.2.2	Proactively attract economic development industry opportunities with: <ul style="list-style-type: none"> • Agriculture and associated value added industries • Population servicing sectors • Tourism servicing sectors 	4.1.2.2a - Meet with stakeholders in key sectors to discuss key gaps and needs, and identify key skills required and undertake analysis to understand where these skills are currently located			✓	✓
		4.1.2.2b - Develop and maintain marketing collateral (online or hard copy) highlighting key strengths and opportunities of Cabonne for identified sectors of opportunity, including collateral promoting the liveability of Cabonne			✓	✓

4.1.3 Increase engagement with visitors, and support the emerging visitor economy

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.1.3.1	Encourage collaboration within the region and with surrounding local governments	4.1.3.1a - Facilitate discussions between key tourism groups across the region	✓	✓	✓	✓
		4.1.3.1b - Facilitate tourism-focused discussions for the Progress Associations	✓	✓	✓	✓
4.1.3.2	Support local events and festivals and promote local villages	4.1.3.2a - Develop and disseminate post-event analysis of signature events	✓	✓	✓	✓
		4.1.3.2b - Support local events and festivals and promote local villages - including through the provision of sponsorship opportunities and seeking grant funding	✓	✓	✓	✓
4.1.3.3	Support the development of visitor economy opportunities	4.1.3.3a - Work with surrounding local governments and strategic partners to promote Cabonne to visitor markets and residents	✓	✓	✓	✓
		4.1.3.3b - Identify and promote existing nature-based tourism products and experiences available in the region	✓	✓	✓	✓
		4.1.3.3c - Undertake a review of the Visitor Information Centre to identify the most appropriate location and operating structure for the future	✓	✓		

4.1.4 Encourage Cross-Regional Collaboration

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.1.4.1	Facilitate collaboration with surrounding Local Governments	4.1.4.1a - Plan for regional growth with Orange and Blayney Councils - through the development of a Destination Management Plan	✓			
		4.1.4.1b - Meet with other regional local governments for planning purposes	✓	✓	✓	✓
4.1.4.2	Facilitate collaboration within Cabonne LGA	4.1.4.2a - Host Cross-Regional Progress Association meetings	✓	✓	✓	✓

4.1.5 Address Key Challenges

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.1.5.1	Plan for Population growth	4.1.5.1a - Undertake land demand assessment to assess needs for additional land supply			✓	✓
		4.1.5.1b - Develop land use policy to guide land development			✓	✓
		4.1.5.1c - Engage with aged care and health providers to understand potential for additional local provision	✓	✓	✓	✓
		4.1.5.1d - Lobby State and Federal Governments and other key stakeholders on key community needs - e.g. improved digital connectivity	✓	✓	✓	✓
		4.1.5.1e - Facilitate discussions between local schools and higher education providers	✓	✓	✓	✓
4.1.5.2	Undertake Asset and Services Review	4.1.5.2a - Work with Urban Infrastructure team to undertake asset and service rationalisation review for Council and community assets				✓

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.1.5.3	Undertake curatorial strategy for Age of Fishes Museum	4.1.5.3a - Facilitate discussion between Australian Museum and key stakeholders regarding curatorial strategy	✓			
		4.1.5.3b - Undertake Curatorial Strategy for Age of Fishes Museum - in partnership with the Australian Museum		✓		
		4.1.5.3c - Lobby government for funding for rejuvenation of Age of Fishes Museum			✓	✓

4.1.6 Leverage Surrounding Major Projects

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.1.6.1	Leverage from major projects in Central-West region in order to capitalise on opportunities for communities and businesses for Cabonne	4.1.6.1a - Proactively Plan for Major Projects	✓	✓	✓	✓
		4.1.6.1b - Capitalise on Key Funding Programs	✓	✓	✓	✓

4.1.6 Effectively support the community's long-term recovery and resilience to disasters following the November 2022 flood event

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.1.6.1	Support Business and Regional Economy	4.1.6.1a - Implement the Cabonne Recovery Plan		✓	✓	✓

4.2 COMMUNITY SERVICES



Delivering quality community services for young persons through to older persons that are affordable, effective and adaptive to meet the changing needs of the Cabonne community.

4-YEAR FORECAST		2022/2023	2023/2024	2024/2025	2025/2026
	Income	\$ 2.2m	\$ 1.9m	\$ 2.3m	\$ 2.3m
Expenses	\$ 2.7m	\$ 2.8m	\$ 2.8m	\$ 2.9m	

CSP LINKAGES	CSP 1.1 CSP 1.2 CSP 1.3 CSP 1.4		CSP 3.1 CSP 3.2 CSP 3.3 CSP 3.4 CSP 3.5 CSP 3.7		CSP 4.2 CSP 4.6	

EFFECTIVENESS MEASURES

- Annual review and delivery of agreed levels of service and funding parameters for Cabonne Family Daycare, Before and After School Care, Cabonne Libraries, Community Transport and Cabonne Home Support
- Delivery of actions through Council in line with the Disability Inclusion Action Plan, in line with the Delivery Program period
- As per Operational Plan measures and targets relating to these principle activities

4.2.1 Provide a range of quality and affordable education opportunities from early childhood to school aged children including family day care and before & after school care services

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.2.1.1	Operate Cabonne Family Day Care service across Central West NSW as a quality and sustainable service within funding parameters	4.2.1.1a - Sustain current funding and apply for additional opportunities to enhance service delivery across our service delivery area	✓		✓	
		4.2.1.1b - Grow our people through providing attractive sole trader opportunities for Educators, with Cabonne being seen as a preferred children services provider	✓	✓	✓	✓
		4.2.1.1c - Provide required training to Educators to ensure compliance of National Quality Framework and Standards	✓	✓	✓	✓
		4.2.1.1d - Implement a sustainable online Educator resource system	✓			
4.2.1.2	Operate sustainable Before and After School Care (B&ASC) and vacation care services across Central West NSW based on the needs of families and the community within funding parameters	4.2.1.2a - Grow existing B&ASC services in Blayney, Mullion Creek, Manildra and Clergate	✓	✓	✓	✓
		4.2.1.2b - Establish and commence new B&ASC services in Molong and Clergate	✓	✓		
		4.2.1.2c - Ensure strong relationships continue with Dept Education, Skills and Employment through regular communication, reporting and service accountability	✓	✓	✓	✓
		4.2.1.2d - Apply for new tender opportunities that become available by Dept. Education School Infrastructure to extend B&ASC services across our smaller communities		✓	✓	✓
		4.2.1.2e - Grow our people through providing attractive and secure recruitment opportunities for our workforce with Cabonne being seen as a preferred children services employer	✓	✓	✓	✓

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.2.1.3	Provide identified Youth specific activities	4.2.1.3a - Liaise with local Schools to ensure that Youth of the Month nominations are received each month	✓	✓	✓	✓
		4.2.1.3b - Plan the annual address to Council from young people across Cabonne	✓	✓	✓	✓
		4.2.1.3c - Provide sponsorship for eligible Youth Week activities	✓	✓		

4.2.2 Provide a range of safe and affordable community transport services for all eligible Cabonne residents

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.2.2.1	Deliver or broker transport options for clients across our communities based on funding guidelines and within funding parameters	4.2.2.1a - Maintain and safely operate the Council's Community Transport fleet	✓	✓	✓	✓
		4.2.2.1b - Cabonne Community Transport meets funding body requirements	✓	✓	✓	✓
		4.2.2.1c - Broker transport options to meet service needs	✓	✓	✓	✓
4.2.2.2	Ensure a sustainable volunteer workforce to deliver the required transport services across Cabonne	4.2.2.2a - Advertise and recruit new volunteers in our communities	✓	✓	✓	✓
		4.2.2.2b - Provide required training to ensure compliance with funding body policy and procedures	✓	✓	✓	✓
		4.2.2.2c - Coordinator hosts volunteer Committee meetings to ensure volunteers are informed and communicated with regarding service delivery	✓	✓	✓	✓

4.2.3 Provide a range of affordable and appropriate accessible services for older people and those with disability for our community members of Cabonne

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.2.3.1	Cabonne Home Support delivers a range of services that support the target group in maintaining independent living within their communities within funding parameters	4.2.3.1a - Service rebranding to Cabonne Home Support	✓	✓		
		4.2.3.1b - Meals on Wheels service is available to all eligible members of the Cabonne's communities	✓	✓	✓	✓
		4.2.3.1c - Social Support activities are available to all eligible members of Cabonne's communities	✓	✓	✓	✓
		4.2.3.1d - Home Maintenance services are available and meet the needs of eligible members of Cabonne communities	✓	✓	✓	✓
		4.2.3.1e - Community Visitors Scheme are available and meet the needs of eligible members of Cabonne communities	✓	✓		
4.2.3.2	Community Housing places are available for eligible residents in Cabonne	4.2.3.2a - Molong's Acacia Lodge & Durak Court and Cudal's Boree Lodge Management committee is operated with the S355 guidelines	✓	✓	✓	✓
		4.2.3.2b - Molong Acacia Lodge & Durak Court facilities are maintained in accordance within Tenancy Legislations rental agreements	✓	✓	✓	✓
		4.2.3.2c - Cudal's Boree Lodge subcommittee locally manages maintenance in accordance rental agreements	✓	✓	✓	✓
4.2.3.3	Host events that promote engagement and inclusion for Seniors across the Cabonne LGA	4.2.3.3a - Cabonne Home Support and Cabonne Community Transport provide Seniors across the LGA	✓	✓	✓	✓

4.2.4 Provision of library services at Molong, Manildra and Canowindra that are responsive to community needs

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.2.4.1	Work with Central West Libraries to ensure library services are available with quality collections that attract and maintain active membership and visitation	4.2.4.1a - Cabonne libraries are sustainable, operational and meet the diversity of needs of Cabonne communities	✓	✓	✓	✓
		4.2.4.1b - Re-establishment of Molong Library within the new Molong Community Centre		✓		

4.2.5 Ensure that Cabonne's planning of local services, facilities and programs are inclusive for all residents

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.2.5.1	Work collaboratively with communities to ensure the development of the Disability Inclusion Action Plan	4.2.5.1a - Engage and consult with relevant agencies and communities across Cabonne to develop the Disability Inclusion Action Plan	✓	✓	✓	✓
		4.2.5.1b - Work closely with Councils internal Departments in the planning and delivery of accessible and inclusive services and infrastructure	✓	✓		

4.2.6 Effectively support the community's long-term recovery and resilience to disasters following the November 2022 flood event

	Activity	Action	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
4.2.6.1	Support Communities to Recover and Rebuild	4.2.6.1a - Implement the Cabonne Recovery Plan		✓	✓	✓

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