

OBERON COUNCIL

DELIVERY PROGRAM 2022 - 2026

MESSAGE FROM THE GENERAL MANAGER

As General Manager of Oberon Council, it is my privilege to present the 2023-2026 Delivery Program. This program has been developed in line with our existing Road Map to our Future resulting in the current Community Strategic Plan 2019-2040.

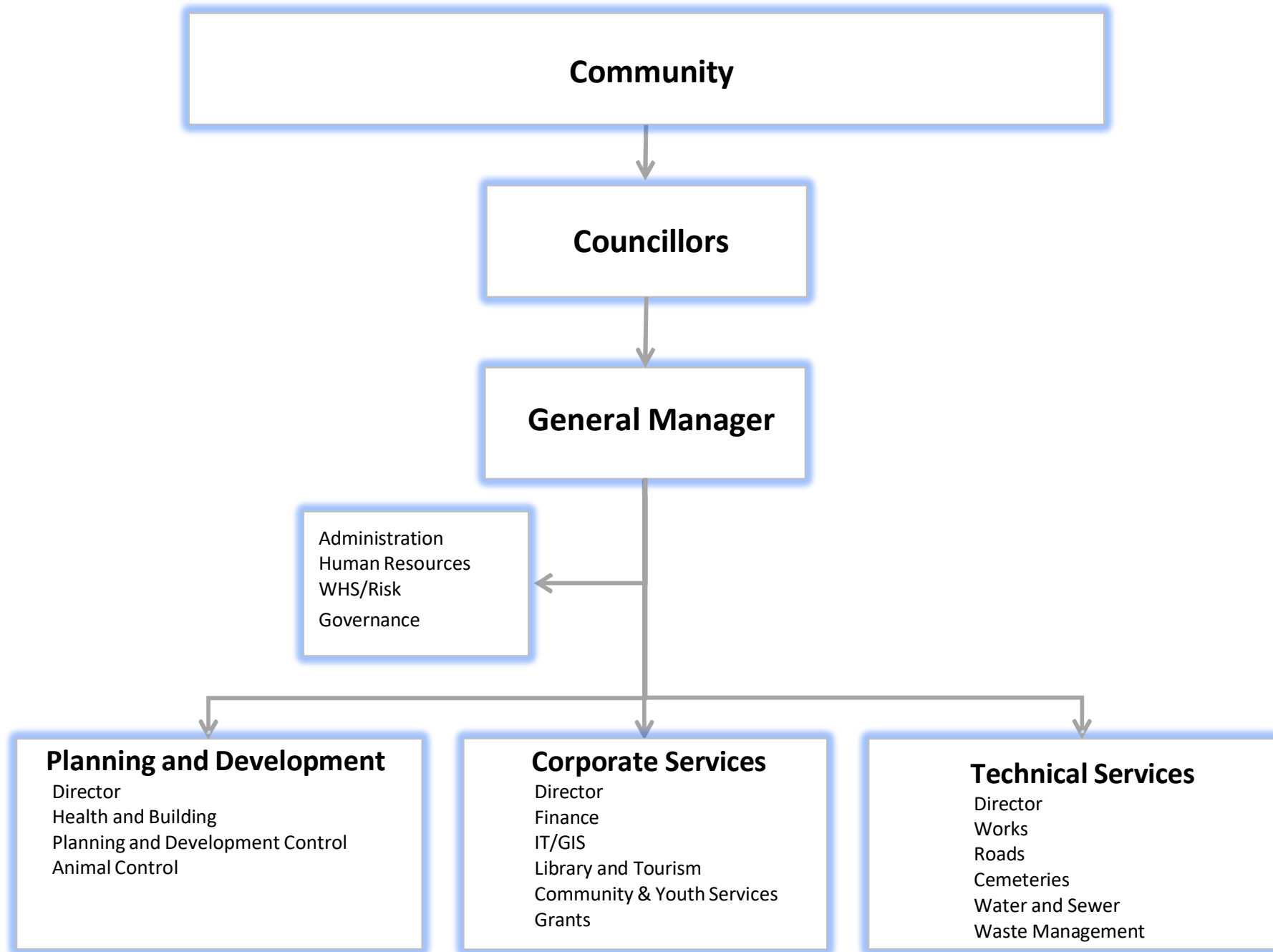
These plans set out in detail Council's direction for the next four years, providing a path for how Council staff will work to manage growth and change in our town and villages through increased services and overall improved liveability, whilst embracing and channelling the best our rural community has to offer. In developing this plan, Oberon Council staff and Councillors work to balance the community's feedback in relation to their expectations and priorities, the increasing demand for services and infrastructure and Councils capacity to deliver these expectations and priorities within a financially sustainable framework.

Continuing to deliver quality services will always be Council's priority. We have the responsibility to ensure that the community's significant asset holdings are maintained now and well into the future. For this reason, significant funds are allocated within the budget to maintain, renew and improve key infrastructure assets, such as roads, footpaths, drainage, open space, sports, community and cultural facilities. We also have to plan for essential new infrastructure. The Special Rate Variation (SRV) provided an opportunity to enhance our eight (8) priority heavy vehicle roads and Council continue to support these roads through ongoing allocations to protect previous improvements. We continue to also seek to source external methods to fund any priority and/or shortfall for preferred projects.

Council's total Capital Works Proposed Budget for 2022/23 is \$19.5 million. Key initiatives in the 2023-26 Delivery Program include but are not limited to:

- Paths, Cycleways and Roads – Technical Services is responsible for infrastructure and community assets in excess of \$339.7 million. These assets provide a service to the community over many years. The life of these assets can range from 5 years for playground equipment up to 70–100 years for transport assets, such as roads or bridges, and drainage assets. Council's capital and maintenance works programs aim to deliver, maintain and renew priority infrastructure assets for our Local Government Area, including roads, bridges, parks and reserves, community buildings, drainage and stormwater assets and cemeteries. Council's annual investment in Capital Works reflects our objective of providing suitable and well maintained facilities for a growing and diverse population.
- Councils Delivery Program is a detailed document reviewed annually by Council, which lists all capital works projects under the relevant programs. The projects identified in the Delivery Programs are either renewal projects or projects to create new assets or enhance existing assets. Council's Asset Management Plans inform the Delivery Program of the projects which are to be listed for funding consideration of Council. The Delivery Program is divided into asset programs such as roadworks, bridges, buildings, cemeteries, drainage, transport facilities and park improvements. Each program identified in the Delivery Program also identifies the relevant funding source whether it is grants and contributions, developer contributions, general revenue or from existing internally or externally restricted cash reserves.

- Open Space, Sport and Recreation – Council is always looking to improve the facilities provided to the community. This has seen a number of significant grants being awarded to provide improved facilities including the Oberon skate park, fitness centre linking the swimming pool, new playgrounds at Burruga and Black Springs, shade covers in open space areas across the LGA, new BBQ facilities along the Fish River and grandstand at the recreation ground, just to name a few. A major project is well underway for a new sports complex in Oberon, which has been provided with almost \$7 million in funding which will provide state of the art facilities for rugby league, hockey, netball and alike. Master planning is being undertaken to direct future developments and expansion of the Oberon Common and O’Connell Recreation Ground area’s. Under the next 4 year plan the goals of Council will be to enhance on these plans that have been endorsed by the community.
- Community and Cultural – Development of the approved Community Hub. Increase in youth activities and facilities such as Youth Council, new skate park and Life Skills Workshop; Continue to provide and improve community activities such as Community Christmas Carols; Seniors Festival; Youth Week; International Women’s Day and Oberon NAIDOC Day, to name a few.
- Economic Development – Council will continue to support local businesses through the implementation of a local Economic Development Plan, to link and enhance that of the current Regional Economic Development Strategy prepared by the NSW State Government.
- Land Use Planning – A review of the Oberon Local Environmental Plan (LEP) will continue in the Delivery Program, with a complete review of the Land Use Strategy scheduled for the third year of the Program. This review will incorporate changes in State Government requirements, new studies which have been undertaken and a revision of existing outcomes.
- Traffic and Transport – The Pedestrian Access and Mobility Plan and Implementation Plan continues in 2022/23, after significant investment during 21/22. Improving access and mobility across our Town and Villages is a high priority within the plan catering for linkages between our parks and reserves as well as safety initiatives in our villages. Reviews of the addition of accessible parking and an audit of our plans will be undertaken.



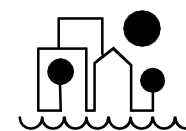
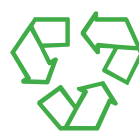
IP&R FRAMEWORK DIAGRAM



	Community Wellbeing	A Growing Economy	Caring for the Environment	Infrastructure & Services	Leadership & Engagement
CSP Strategies Themes					
DP Supporting Strategies	4	5	4	5	5
DP / OP Actions	52	18	17	47	24

OUR STRATEGIC THEMES – A SNAPSHOT

VISION: *Oberon – more than you imagine!*



THEME	COMMUNITY WELLBEING	A GROWING ECONOMY	CARING FOR THE ENVIRONMENT	INFRASTRUCTURE and SERVICES	LEADERSHIP and ENGAGEMENT
STRATEGIES	<p>1.1 Meet the transport needs for all community members within the area and to the region and cities</p> <p>1.2 Meet the social, cultural and physical needs of the community</p> <p>1.3 Meet the health, educational and social service needs of the community</p> <p>1.4 Work with our partners to provide a safe community</p>	<p>2.1 Develop strong relationships with local industry, organisations and government to ensure a sustainable local economy</p> <p>2.2 Encourage sustainable tourism initiatives which create employment and boost the local economy</p> <p>2.3 Explore new and innovative approaches to economic development to enhance skills and provide broader employment opportunities for future generations</p> <p>2.4 Promote, support and attract local businesses and industry</p> <p>2.5 Lobby for better telecommunication services</p>	<p>3.1 Protect and manage local air quality, waterways, rivers and streams</p> <p>3.2 Work with other agencies to protect local fauna and biodiversity</p> <p>3.3 Ensure sustainable waste management services and programs, with a commitment to resource recovery</p> <p>3.4 Recognise the valuable contribution of the agriculture sector to the local economy.</p> <p>3.5 Reduce the impact of Councils carbon footprint through energy saving innovations</p>	<p>4.1 Provide a program to improve local roads and work with partners on state road infrastructure</p> <p>4.2 Provide accessible, safe and well-maintained community spaces and facilities</p> <p>4.3 Provide infrastructure which encourages the use of sustainable transport, such as cycleways and walking tracks</p> <p>4.4 Plan for infrastructure and land use needs for future growth</p> <p>4.5 Provide secure and safe water supply, and manage waste water</p>	<p>5.1 Partner with local communities to create an ongoing culture of engagement to aid Council decision making</p> <p>5.2 Council has sound organisational health with strong leadership and governance frameworks</p> <p>5.3 Council builds strong relationships with other Councils and organisations in support of the Oberon Plan and the wider region</p> <p>5.4 Council has a focus on providing excellence in service delivery</p> <p>5.5 Ensure financial stability and support efficient Council operations</p>

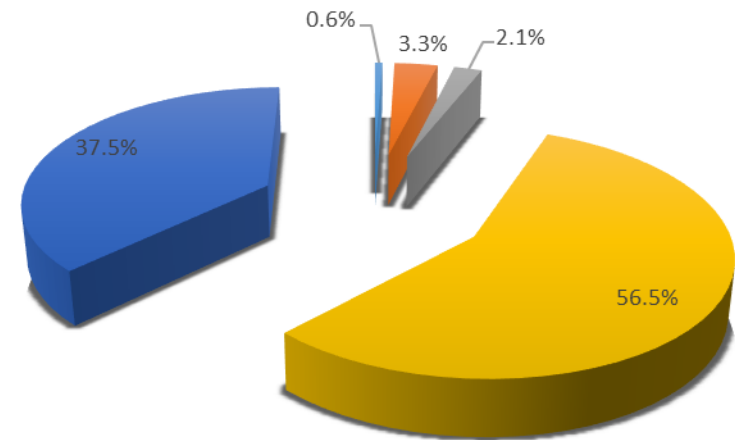
FINANCIAL SNAPSHOT: CSP THEMES

The graph below provides a forecast financial snapshot of the five Strategic Themes contained in the Oberon Council 2023/24 Operational Plan.

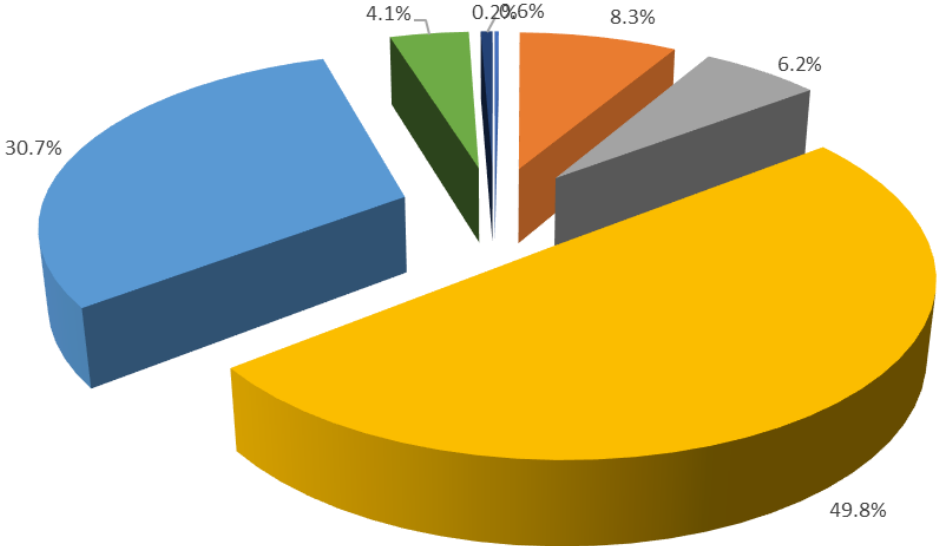


CSP Themes

Community Wellbeing	0.6%
A Growing Economy	3.3%
Caring for the Environment	2.1%
Infrastructure & Services	56.5%
Leadership & Engagement	37.5%



FINANCIAL SNAPSHOT: Community Wellbeing – 0.6%



Black Springs Public Hall Trust	0.2% Funded by Rates
Community Grants	8.3% Funded by Rates/Grants
Community Services Operations	6.2% Funded by Rates/Grants
Independent Living Units	49.8% Funded by Income
Libraries	30.7% Funded by Rates/Grants
Section 94 Open Space	4.1% Funded by Rates/Grants
Youth Council	0.6% Funded by Income

Theme 1: Community Well Being

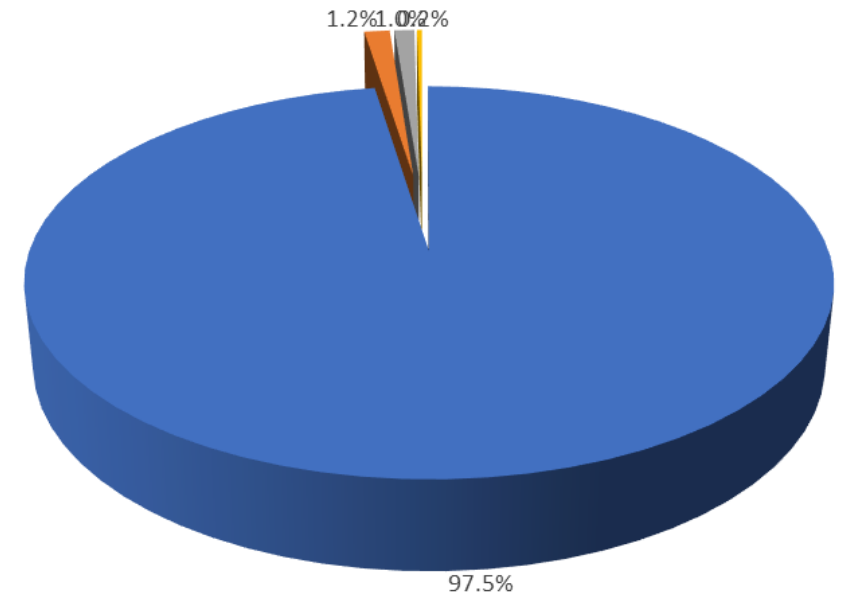
The feedback from community identified some common themes and ideas relating to community wellbeing and health. People wanted to acknowledge the strong sense of pride and community spirit of the Oberon town and villages – that people are friendly and supportive of each other and that overall the community was safe and thriving. Having services which support community such as health, education, transport, aged care and childcare, were critical to the liveability of the Oberon region. Celebrating creativity, the arts and culture were important, with suggestions for major events or opportunities to come together as a community and dedicated spaces for art. Facilities such as walking and cycling tracks, gymnasium, fully enclosed pool and equine facilities were all ideas put forward that would support a healthy lifestyle for residents. Services and activities for young people and children, particularly outside of school hours, were listed by a number of people as being important.

FINANCIAL SNAPSHOT: A Growing Economy – 3.3%

Theme 2: A Growing Economy

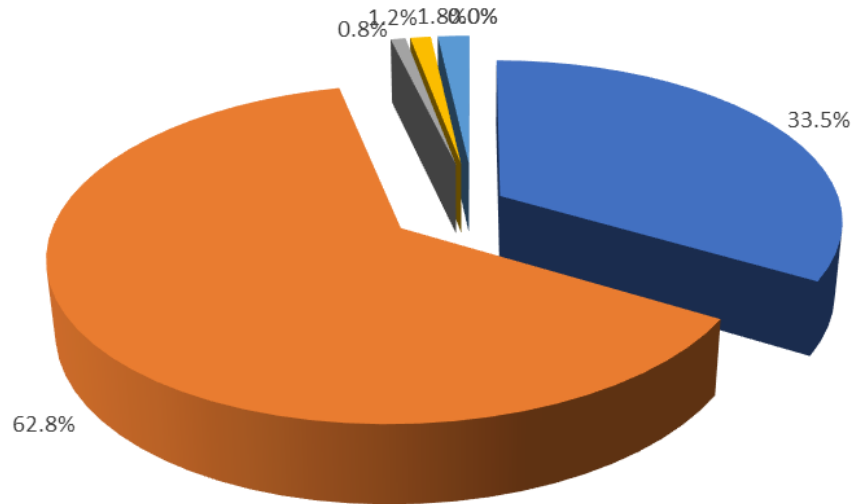
Economic growth, increasing the population and tourist visitor numbers, diversification in industries and business and growth in employment were common themes in the feedback.

Increased tourism was a way of improving the economy of the area, with a range of suggestions on how to do this provided through the "big ideas" questions. Major events, capitalising on the beautiful landscape and climate of the region, and dedicated and improved tourism facilities were some ideas generated through engagement. At the same time a number of people raised concerns about getting "too big" and that one of the strongest benefits of living in Oberon or the region currently is the smaller population and the closeness of community which could be compromised by getting too big or having too many visitors. Improved digital connectivity was described as being critically important – not only for growth, industries and businesses but for health, education, tourism and communication. Working with current industries to identify ways to increase or diversify employment along with ways to attract new industries and business to the area were suggested strategies. Land use planning is important to residents and development of village plans to enhance the infrastructure and liveability of the villages was raised by a number of respondents.



Economic Development	97.5% Funded by Asset Sales
Caravan Parks & Camping Grounds	1.2% Funded by Income
Visitor Information Centre	1.0% Funded by Rates/Income
Events	0.2% Funded by Rates/Grants

FINANCIAL SNAPSHOT: Caring for the Environment – 2.1%



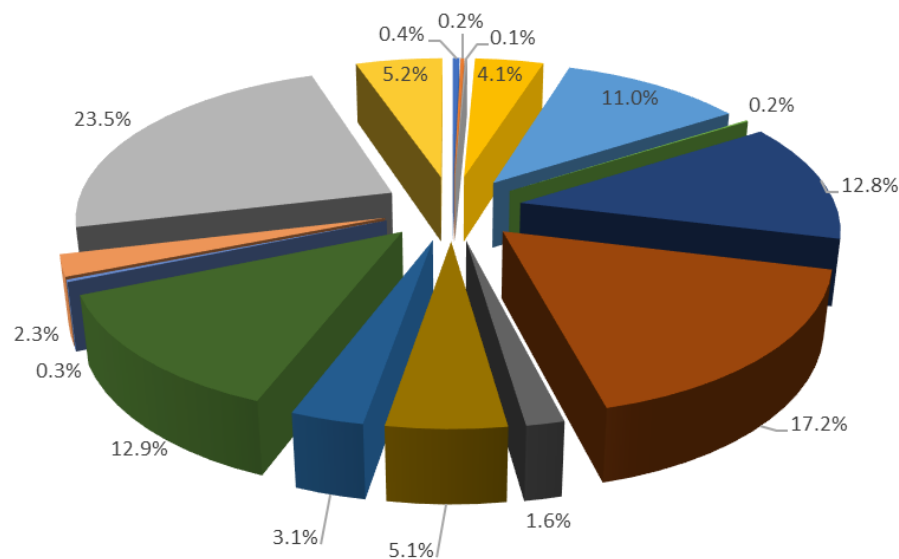
Development & Building Control	33.5%	Funded by Rates/Fees & Charges
Fire Control Expenses	62.8%	Funded by Rates/State Contribution
Health Administration & Inspection	0.8%	Funded by Fees & Charges
Heritage Advisory	1.2%	Funded by Grants
Livestock & Animal Control	1.8%	Funded by Rates/Fees & Charges

Theme 3: Caring for the Environment

The Oberon area was described in such positive tones – spectacular, beautiful, pristine, “almost like heaven”. In that context a theme emerged about balancing the care of the natural environment with strategies that could have a direct impact on environment.

Water security strategies need to include mitigation actions to ensure the care of the natural waterways, rivers and streams. Likewise, waste and weeds management must be equally balanced and ensure the long term sustainability of the beautiful natural environment. Ideas on how to capitalise on this unique natural environment were discussed and offered – promoting the region to visitors as a must see destination and identifying ways to make use of the natural environment for sustainable recreation activities. The climate and the distinct four seasons were seen as a positive of the region.

FINANCIAL SNAPSHOT: Infrastructure and Services – 56.5%



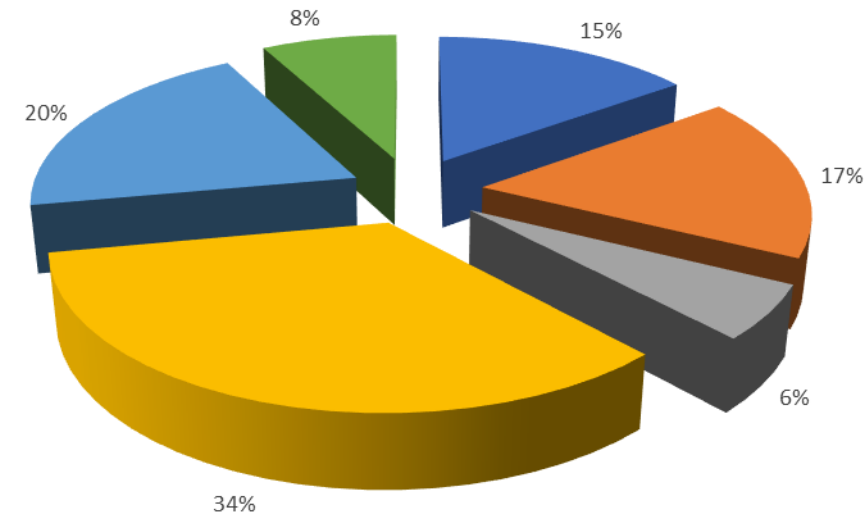
Theme 4: Infrastructure & Services

Rural communities such as Oberon and the surrounding villages rely heavily on key infrastructure such as roads, bridges, footpaths, water and sewerage. Significant number of responses centred on quality infrastructure and service provision. Open spaces, walking and cycling tracks were also raised. The ongoing discussion around fully enclosing the pool and additional facilities such as a gymnasium and walking tracks was prominent in feedback. The community want transparency and timely communications from council on the funding allocations and service levels for roads maintenance and improvements and capital projects. Water fluoridation remains a strongly debated issue with a number of responses either for or against. The history of the railway and train services is a topic many people raised and a number of ideas around reinstating train access to Tarana and the larger centres was suggested.

Cemetery Operations	0.4% Funded by Rates/Fees & Charges	Water	5.1% Funded by Rates/Fees & Charges
Buildings	0.2% Funded by Rates	Sewer	3.1% Funded by Rates/Fees & Charges
Council Quarries & Pits	0.1% Funded by Rates/Grants	Sewer Treatment Plant	12.9% Funded by Rates/Fees & Charges/Grants
Parks Gardens & Recreational Grou	4.1% Funded by Rates/Grants	Town Improvement	0.3% Funded by Town Improvement Levy
Plant Operating Expenses	11.0% Funded by Rates/Grants	Plant Replacement	2.3% Funded by Rates/Grants
Private Works	0.2% Funded by Fees & Charges	Roads Capital	23.5% Funded By Grants
RMS Works	12.8% Funded by Fees & Charges	Other Community Capital	5.2% Funded By Rates/Grants
Roads/Bridges/Footpaths	17.2% Funded by Rates/Grants		
Store/Depot Operations	1.6% Funded by Rates/Grants		

FINANCIAL SNAPSHOT: Leadership and Engagement – 37.5%

Corporate Services	15.1% Funded by Rates
Administration/Service NSW	17.2% Funded by Rates/State Contribution
Elected Members	5.7% Funded by Rates
Information Technology & Telecommunications	34.2% Funded by Rates
Organisational Development	20.0% Funded by Rates
Governance	7.9% Funded by Rates



Theme 5: Leadership & Engagement

This theme emerged during engagement and focussed on the leadership of elected members, the desire of community for meaningful and transparent engagement and an ability for residents views to be heard. Regular and timely communication from Council is important and valued. The capability and capacity of the council to deliver on strategies and actions was noted. Positive feedback on service provision was included alongside concerns about ability to deliver from time to time due to staff shortages or lack of particular expertise. Opportunities for residents to be involved in committees which provide advice to council on local issues was suggested by a number of people.

HOW TO READ THIS PLAN

The Delivery Program outlines in more detail how the 5 Themes and 24 Actions outlined in the Community Strategic Plan will be delivered.

Each theme has its own section in the program with each **action** split into individual **strategies** which have **activities** that Council will undertake.

The **performance measure** outlines the evidence to show how the activity has been achieved.

The **directorship responsible** is the Council Directorate who is responsible for completing the activity.

The **timeframe** indicates when the activity will be undertaken and/or completed.

EXAMPLE:

ACTION 1.1 Meet the transport needs for all community members within the area and the region and cities					
Strategy		Activity	Performance Measure	Directorship Responsible	Timeframe
1.1.1	Improve public transport services to meet community needs	Meet with providers twice a year on behalf of the community for increased services	Increased services to the Lithgow, Bathurst, Sydney and Canberra	Advocate – EMT	At discretion of providers

Directorship responsible legend:

GM	General Manager
CSD	Corporate Services Director
PDD	Planning and Development Director
TSD	Technical Services Director
TEDM	Tourism and Economic Development Manager
EMT	Executive Management Team (GM and Directors)

THEME 1: COMMUNITY WELLBEING

What the community said:

Oberon has a strong sense of pride and community spirit within the town and villages. People are friendly and supportive of each other and the community was safe and thriving. Having services which support residents such as health, education, transport, aged care, childcare are critical to the liveability of the Oberon region. Celebrating creativity, the arts and culture is important to residents. Facilities such as walking and cycling tracks, gymnasium, fully enclosed pool and equine facilities are needed to support a healthy lifestyle for residents. Services and activities for young people and children, particularly outside of school hours are needed.

Operational Budget/LTFP	2022/23	2023/24	2024/25	2025/26
Income	922,742	571,000	157,000	133,142
Expenditure	1,036,909	1,390,012	643,971	629,182
Result before Capital Expenditure & Reserve Movement	(114,168)	(819,012)	(486,971)	(498,759)
Capital Expenditure	77,000	82,000	0	0
Reserve Movement	0	0	0	0

Our partners:

Council will need to work with these groups and agencies to deliver on these strategies:

- Roads and Maritime – NSW
- Community Transport
- State Rail
- Police, SES, Emergency services
- Health, Aged care providers
- Schools
- NSW State Agencies
- Energy Providers
- Central NSW Joint Organisation
- Community Groups

ACTION 1.1 Meet the transport needs for all community members within the area and the region and cities

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
1.1.1	Improve public transport services to meet community needs	Meet with providers twice a year on behalf of the community for increased services	Increased services to the Lithgow, Bathurst, Sydney and Canberra	EMT	At discretion of providers
1.1.2	Continued community based transport program through external provider	Continue service agreement with provider	Registered community transport residents continue to obtain necessary transportation	CSD	Ongoing

ACTION 1.2 Meet the social, cultural and physical activity needs of the community

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
1.2.1	Develop a program to increase the level of volunteering	Hold a volunteer acknowledgement event to coincide with Volunteer Day	Event held annually and an increase in volunteer numbers	CSD	Ongoing
1.2.2	Increase Pool patronage	Increased pool programs, activities, and social media promotions	Increased revenue and favourable comments on social media	PDD	Ongoing
1.2.3	Implement the pool operations and maintenance program	Compliance with Royal Life Saving and NSW Health regulations and guidelines	Maintenance programs completed	PDD	Ongoing
1.2.4	Expand the Indoor Multi-Purpose Sports Complex	Third party lease and undertake maintenance program as required	Current lease of multi-purpose sports complex and maintenance undertaken	PDD, CSD	Ongoing
1.2.5	Implement the Sports field maintenance program and coordinate use of facilities with user groups	Undertaken maintenance program and coordinate bookings for use of facilities	Maintenance program undertaken; use of facilities by community groups; and minimal complaints from users	TSD	Ongoing
1.2.6	Assist the golf course with plant maintenance and irrigation water	Provide maintenance of plant and assist to provide irrigation water per Council's policy	Maintenance of plant undertaken through in-kind support and ongoing Council support with water	TSD	Ongoing
1.2.7	Lease building facilities to the Rugby Leagues Club	Ensure lease in place for building	Current lease and conditions of lease met	TSD	Ongoing

ACTION 1.2 Meet the social, cultural and physical activity needs of the community (Continued)

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
1.2.8	Expand programs and maintain the Library to enable increased services	Use Library facilities to provide after school study spaces; increased after school activities; increased participation in storytime and read & rhyme sessions; and increase digital space	Increased services for youth after school; increased attendance to storytime and read & rhyme sessions; and increased digital space and hardware available	CSD	Ongoing
1.2.9	Maintain and expand the community programs held at the Community Centre	Provide a range of programs and coordinate use of facilities	Constant use of facilities by community and paying clients, with minimal user complaints	CSD	Ongoing
1.2.10	Seek grant funding to provide arts and cultural opportunities	Search for and submit funding applications made	Funding applications submitted and funds received	EMT	Ongoing
1.2.11	Financial contribution to Arts OutWest	Provide financial contribution to Arts OutWest	Contributions made to Arts OutWest as part of S356 contributions	GM, CSD	Ongoing
1.2.12	Provide arts and cultural program opportunities through the Library and Community Centre	Arts and cultural programs and activities developed	Arts and cultural programs and activities undertaken on a regular basis	CSD	Ongoing
1.2.13	Use Council buildings and facilities to assist with art exhibitions	Art exhibitions held in community centre and Library	Library and Community Centre used for art exhibitions	GM, CSD	Ongoing
1.2.14	Seek funding for design and construction of the Oberon Sports Complex	Actively seek grant funding for design and contraction of Oberon Sports Complex	Funding applications made, were available	GM, PDD	Stage 1 completed during 21/22. Stage 2 to be pursued during 22/23
1.2.15	Management of the Oberon Sports Complex	Establish service levels and program of activity for Oberon Sports Complex	Programs developed and undertaken at Oberon Sports Complex	TSD	2022/23 onwards
1.2.16	Maintain and develop sporting facilities and grounds	Regular maintenance undertaken on Oberon sporting facilities and grounds	All existing sports grounds and facilities kept to a usable standard	TSD	Ongoing
1.2.17	Design and project manage the construction of Oberon Fitness Centre	Complete designs and project manage the construction of the Oberon Fitness Centre	Fitness Centre built within budget and timeframe	PDD	Stage 1 completed during 21/22. Stage 2 still to progress through 22/23 and beyond
1.2.18	Manage Oberon Fitness Centre	Source a manager for the Oberon Fitness Centre	Oberon Fitness Centre open for business and providing programs for all ages	PDD	Five year lease to continue through 22/23 until 25/26

1.2.19	Maintain community halls and coordinate use of facility for user groups	Maintenance schedule developed and implemented; promote and coordinator the use of facilities	Maintenance implemented; increased patronage and use of facilities, with minimal user complaints	CSD, PDD	Ongoing
--------	---	---	--	----------	---------

ACTION 1.2 Meet the social, cultural and physical activity needs of the community (Continued)

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
1.2.20	Develop a Community Hub, combining the Library and Community Centre into one facility	Actively source funding to commence construction of Community Hub	Commence construction of Community Hub when sufficient funding available	CSD, PDD	Construction during 22/23

ACTION 1.3 Meet the health, education and social service needs of the community

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
1.3.1	Support community health initiatives	Council involved in a range of initiatives per year	Involvement in a range of initiatives each year	CSD	Ongoing
1.3.2	Provide environmental health services	Inspection program developed and undertaken	Inspections completed	PDD	Ongoing
1.3.3	Maintain and review Disability Inclusion Action Plan (DIAP)	Refer to DIAP when organising activities and events	DIAP implemented and reviewed annually	CSD	Ongoing
1.3.4	Continue to encourage participation in Oberon Youth Council	Promote participation in Oberon Youth Council meetings and activities	Increase in participation at the OYC meeting and activities	CSD	Ongoing
1.3.5	Seek opportunities for Life Skill programs for young people	Improve and run the How to Adult program annually	Continued participation in How to Adult program	CSD	Ongoing
1.3.6	Support youth program initiatives and organise Youth Week	Develop and implement youth week program	Youth week program undertaken, with increased participation by youth members of community	CSD	Ongoing
1.3.7	Support schools to improve services and facilities	Liaise with Oberon school principals to advocate and assist improve services and facilities	Regular meetings with school principals	EMT	Ongoing
1.3.8	Assist and promote library services to schools and outreach	Provide outreach programs for schools within Oberon LGA	Regular outreach programs conducted	CSD	Ongoing
1.3.9	Provide and utilise the Community Technology Centre (CTC) as a facility for vocational and adult learning	Actively promote and coordinate the use of the CTC for community members	Utilisation numbers increase per year Volunteers for computer classes	CSD	Ongoing

ACTION 1.3 Meet the health, education and social service needs of the community (Continued)

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
1.3.10	Provide Library services and utilise the facility for a range of programs	Provide regular activities in the Library for community members of all ages; and actively seek grant funding for programs and activities	Increased number of programs provided at the Library	CSD	Ongoing
1.3.11	Lobby State Government agencies and training providers for adult education opportunities	Lobby for learning opportunities through quality distance education	Local training options available	GM	Ongoing
1.3.12	Provide opportunities for a continued dental practice	Liaise with the Oberon MPS to provide dental space	Dental services available at the Oberon MPS for the community	GM	Ongoing
1.3.13	Lobby for the retention of existing medical services and additional allied health services	Lobby State and Federal governments for broader range of services	Evidence of lobbying governments for broader range of services available to community in Oberon	GM	Ongoing
1.3.14	Support the provision of aged care facilities and services across the Oberon LGA	Liaise with aged care providers to increase services	Evidence of liaison with aged care providers	GM	Ongoing
1.3.15	Organise and participate in Seniors Festival	Provide activities for seniors are part of the Seniors Festival annually	Activities and events provided each year	CSD	Ongoing
1.3.16	Provide and maintain the Independent Living Units	Construction of additional and maintenance of current independent living units	Completion of additional independent living units in Oberon and units are fully utilised and maintained	CSD, PDD	Ongoing
1.3.17	Opportunities and funding to expand Independent Living Units	Actively seek funding to expand independent living units	Funding secured and units expanded	GM, PDD	Ongoing
1.3.18	Support strategies and programs for mental health initiatives	Hold activities and events for mental health initiatives	Examples of programs and initiatives supported or held by Council	GM	Ongoing
1.3.19	Organise and promote International Women's Day	Promote and hold an activity or event to celebrate IWD	An activity or function held annually	GM	Ongoing
1.3.20	Develop business plan for a Youth Space	Liaise with the OYC and seek grant funding to develop a youth space	Youth space plan presented to Council for approval	CSD	Ongoing
1.3.21	Youth services and programs	Continue to develop youth activities and programs	Evidence of activities and programs held annually	CSD	Ongoing
1.3.22	Implement the fluoridation of the reticulated water supply as per NSW Health guidelines to assist with dental health	Monitor reports from NSW Health	NSW Health to provide regular updates on tooth enamel decay in Oberon	TSD	Ongoing as fluoride introduced in 21/22

ACTION 1.4 Work with our partners to provide a safe community

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
1.4.1	Support the provision of emergency services	Regular communication with local emergency services; and funding allocated in annual budget	Evidence of communication with emergency services and annual budget allocation	EMT	Ongoing
1.4.2	Maintain and expand CCTV services in the communities	Undertake regular maintenance of CCTV, and actively seek funding to expand CCTV network	Functioning CCTV network	PDD, CSD	Ongoing
1.4.3	Participate in road safety programs	Coordinate with RMCC to provide road safety provides in Oberon LGA	Examples of participation in initiatives, promotions and programs	TSD	Ongoing
1.4.4	Advocate the telecommunication providers to fix the communication blackspots	Liaise with telecommunication providers to fix communication blackspots	Improved coverage across the LGA	GM	Ongoing
1.4.5	Work with stakeholders and community in addressing crime	Active liaison with Policy to address crime	Crime rates decreased	GM	Ongoing
1.4.6	Provide animal control services	Staff trained and available to respond to incidents	Attendance to all incidents in a timely matter	PDD	Ongoing

THEME 2: A GROWING ECONOMY

What the community said

Economic growth, increasing the population and tourist visitor numbers, diversification in industries and business and growth in employment were common themes in the feedback from community in the development of the community strategic plan. Increased tourism can help with improving the economy of the area, as would be major events, and capitalising on the beautiful landscape and climate of the region. Having dedicated and improved tourism facilities is important. This growth would have to be balanced with the benefits of the quietness and intimacy of a smaller population that resident's value.

Improved digital connectivity is critically important – not only for growth, industries and businesses but for health, education, tourism and communication.

Strong economic development strategies and working with current industries and businesses are success factors to the growth of the region and for the diversification of employment opportunities. Land use planning is important to residents and development of village plans to enhance the infrastructure and liveability of the villages is required.

Operational Budget/LTFP	2022/23	2023/24	2024/25	2025/26
Income	540,348	2,050,628	907,900	754,213
Expenditure	528,184	464,043	932,215	910,805
Result before Capital Expenditure & Reserve Movement	12,164	1,586,585	(24,315)	(156,592)
Capital Expenditure	1,800,000	0	0	0
Reserve Movement	0	1,420,000	0	0

Our partners:

Council will need to work with these groups and agencies to deliver on these strategies:

- Destination Country and Outback and other tourism bodies
- Training providers
- Telecommunication provider
- State and Federal agencies
- Local business and industry
- Oberon Business and Tourism Association

ACTION 2.1 Develop strong relationships with local industry, organisations and government to ensure a sustainable local economy

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
2.1.1	Provide innovative tourism services and infrastructure across the region.	Develop tourism services and infrastructure across the region	Visitor numbers increased through the Visitor Information Centre; new tourism facilities and services opened (charging stations, dump Points)	TEDM	2022/23 and ongoing
2.1.2	Assist local tourism providers to scale their business and maximise tourism returns	Work with local tourism providers to grow	Increased visitor numbers and spend within the region; increased marketing and promotional reach; and increased portfolio of tourism offerings within the region	TEDM	Ongoing
2.1.3	Develop and deliver an Oberon LGA branding strategy	Engage consultant to develop branding strategy	Improved town signage and precinct dressing vibrancy; improved media profile and recognition	TEDM	Delivered in 2021
2.1.4	Development of the 2022/23 - 2025/26 tourism strategy	Liaise with tourism providers to develop the tourism strategy	Implementation of the new tourism strategy	TEDM	2022/23
2.1.5	Creation and coordination of tourism events and festivals	Develop events and festivals to spike visitation throughout the year	Events hosted and increase bidding opportunities	TEDM	Ongoing
2.1.6	Attract new tourism providers and products to the region to enhance tourism appeal	Actively work with tourism providers to increase tourism offerings within the region	Increased portfolio of tourism offerings within the region	TEDM	Ongoing
2.1.7	Partnerships with neighbouring LGA's to develop and enhance touring routes, such as the Tablelands Way	Work with neighbouring LGAs to develop touring routes, and seek grant funding	Agreements formulated, upgraded marketing and signage	TEDM	Ongoing

ACTION 2.2 Encourage sustainable tourism initiatives which create employment and boost the local economy					
Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
2.2.1	Prepare and initiate a localised economic development strategy for the Oberon LGA	Develop localised economic development strategy	Strategy development and implemented	TEDM	REDS to be revitalised during 2022/23 and ongoing

ACTION 2.3 Explore new and innovative approaches to economic development to enhance skills and provide broader employment opportunities for future generations					
Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
2.3.1	Establish partnerships between business/industry leaders and education providers to improve the link between employment needs and training opportunities	Liaise with business leaders and education providers to improve employment and training opportunities	Training partnerships developed	TEDM	Ongoing
2.3.2	Formulation of local trade groups that can collectively discuss issues, best practise and advocate for further government support	Liaise with local trade groups to discuss issues, best practice and advocate for government support	Formation of trade group or association.	TEDM	Ongoing

STRATEGY 2.4 Promote, support and attract local businesses and industry					
Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
2.4.1	Oberon LGA branding strategy that can enhance the Region's reputation for high quality agricultural products	Work with the community on developing a branding strategy	Develop and delivery of the branding strategy	GM, TEDM	Completed – consider review or update
2.4.2	More informed agricultural sector on the training, technology and export opportunities available from the various regional, state and federal bodies	Source State and Federal funding or bodies to provide the agricultural sector with training, technology and export opportunities	Development of business database, monthly newsletter and regular workshop sessions	GM, TEDM	Ongoing
2.4.3	Protect valuable agricultural land in future land use planning	Consider agricultural land in setting future land use plans	Land use plans provide for consideration of impact on agriculture land	GM, PDD	Ongoing

ACTION 2.5 Lobby for better telecommunication services

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
2.5.1	Continued improvements to telecommunications networks across the region.	Actively advocate government and providers for improved telecommunication networks	Improved coverage and NBN access across the region	GM, TEDM	Ongoing
2.5.2	Advocate for funding to upgrade transport and road infrastructure into and out of the region, including the north and south link via Tablelands Way which opens up the region to tourism and trade opportunities with Southeast Asia through Canberra	Seek grant funding, and develop business plan to upgrade transport and road infrastructure in and out of the region	Plan developed and funding secured for key projects	EMT	Ongoing
2.5.3	Attract Smart City infrastructure projects	Campaign for Oberon to host some of the smart city pilot projects	Participation and hosting of such projects	GM, TEDM	Ongoing

THEME 3: CARING FOR THE ENVIRONMENT

What the community said:

The Oberon area is described in such positive tones – spectacular, beautiful, pristine, “almost like heaven”. In that context a theme emerged about balancing the care of the natural environment with strategies that could have a direct impact on environment. Water security strategies that are considerate of the care of the natural waterways, rivers and streams and waste and weeds strategies that ensure the long-term sustainability of the beautiful natural environment are essential in future planning and management.

There are opportunities to capitalise on this unique natural environment and promoting the region to visitors as a must-see destination, finding ways to make use of the natural environment for sustainable recreation activities. The climate and the distinct four seasons were seen as a positive of the region.

Operational Budget/LTFP	2022/23	2023/24	2024/25	2025/26
Income	832,945	719,868	584,868	485,863
Expenditure	1,803,945	2,291,547	343,793	335,897
Result before Capital Expenditure & Reserve Movement	(971,000)	(1,571,679)	241,075	149,966
Capital Expenditure	0	0	0	0
Reserve Movement	200,000	15,000	(50,000)	0

Our partners:

Council will need to work with these groups and agencies to deliver on these strategies:

- Water NSW, Forestry and National Parks
- Upper Macquarie County Council (weeds)
- Energy providers
- Local Land Services
- State and Federal agencies
- EPA, Netwaste
- Local land owners
- Local industries and factories
- Oberon Business and Tourism Association
- Farmers Federation

ACTION 3.1 Protect and manage local air quality, waterways, rivers and streams

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
3.1.1	Prepare the State of Environment (SoE) report including review and management of water, air, biodiversity, soil and salinity	Prepare SoE report	Submit SoE report annually	PDD	202/20 and ongoing
3.1.2	Ensure compliance with environmental legislation	Monitor compliance with environmental legislation	Pollution complaints investigated within 48 hours of report	PDD	Ongoing
3.1.3	Appropriate environmental plans for construction within high risk areas	Undertake environmental plans for construction within high risk areas	Environmental plans completed; construction Environmental Management Plan; Roadside Vegetation Management Plan; Environment Impact Statement	PDD, TSD	Ongoing
3.1.4	Reported environmental impacts	Investigate and act as appropriate for any reported environmental impacts	Timely and thorough investigation and actions taken	PDD	Ongoing

ACTION 3.2 Work with other agencies to protect fauna and biodiversity

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
3.2.1	Provide regulatory services required by the Environmental Planning and Assessment Act 1979 and other legislation	Assess all applications to ensure the environment is protected; undertake compliance action as required to protect the environment.	Applications assessed to ensure environmental protection and compliance to protect the environment	PDD	Ongoing
3.2.2	Community awareness and understanding of environmental issues	Build community awareness and understanding of environment issues through education programs	Provide examples of information provision and education programs	PDD	Ongoing
3.2.3	Roadside Vegetation Management Plan	Implement roadside vegetation management plan	Roadside vegetation is kept under control	TSD	Ongoing
3.2.4	Weed and pest control management	Partner with Upper Macquarie County Council in the provision of weed and pest control management	Comply with the Service Level Agreement between Councils	TSD, GM	Ongoing
3.2.5	Provide regulatory services to protect natural resources	Undertake compliance action as required to protect the environment	Environment compliance reported regularly	PDD	Ongoing

ACTION 3.3 Ensure sustainable waste management services and programs, with a commitment to resource recovery

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
3.3.1	Waste management strategy including consideration of introducing recycling initiatives, programs and services	Review and update waste management strategy	Updated strategy and recycling business case developed and presented to Council and community	PDD	2022/23 and ongoing
3.3.2	Manage and future development of landfill sites, waste transfer stations	Plan and construct new landfill cell in Oberon facility	Compliance with EPA licence, Office of Environment and Heritage, and EPA annually	PDD	Ongoing
3.3.3	Support state wide recycling initiatives	Liaise with recycling providers to develop recycling initiatives	Examples of participation in initiatives or programs	PDD	Ongoing
3.3.4	Initiatives for community use of solid waste landfill	Develop waste reduction campaigns and educational events	Examples of participation waste reduction campaigns and education events	PDD	Ongoing
3.3.5	Garbage collection contract and associated policies	Manage garbage collection contract	Contract is in place and service levels maintained	PDD	Ongoing
3.3.6	Support and participate in Netwaste programs	Participation in programs and joint contracts	Evidence of participating in programs and joint contracts	PDD	Ongoing

ACTION 3.4 Recognise the valuable contribution of the agriculture sector to the local economy

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
3.4.1	Recognise the importance of agriculture to the Oberon economy	Advocate with State and Federal Governments for agricultural funding to assist local farmers	Funding opportunities realised for local farmers	GM	Ongoing
3.4.2	Provide assistance in times of drought and hardship	Partner with OBTA to provide shop local vouchers to those experiencing hardship	Number of vouchers distributed	CSD	Ongoing

ACTION 3.5 Reduce the impact of Councils carbon footprint through energy saving innovations

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
3.5.1	Alternative energy and new technologies in Council operations	Investigate the use of alternative energy and new technologies in Council operations	Energy saving technologies introduced	PDD	2022/23
3.5.2	Reduce Councils carbon footprint	Baseline data established and reduction targets agreed	Reduction target met	EMT	Ongoing in line with NSW targets

THEME 4 – INFRASTRUCTURE AND SERVICES

What the community said

Economic growth, increasing the population and tourist visitor numbers, diversification in industries and business and growth in employment were common themes in the feedback from community in the development of the community strategic plan. Increased tourism can help with improving the economy of the area, as would be major events, and capitalising on the beautiful landscape and climate of the region. Having dedicated and improved tourism facilities is important. This growth would have to be balanced with the benefits of the quietness and intimacy of a smaller population that resident's value.

Improved digital connectivity is critically important – not only for growth, industries and businesses but for health, education, tourism and communication.

Strong economic development strategies and working with current industries and businesses are success factors to the growth of the region and for the diversification of employment opportunities. Land use planning is important to residents and development of village plans to enhance the infrastructure and liveability of the villages is required.

Operational Budget/LTFP	2022/23	2023/24	2024/25	2025/26
Income	25,669,893	25,096,574	15,471,182	12,852,265
Expenditure	14,183,541	13,355,603	13,480,060	13,638,710
Result before Capital Expenditure & Reserve Movement	11,486,353	11,740,971	1,991,122	(786,445)
Capital Expenditure	17,604,053	24,387,431	18,590,354	8,256,376
Reserve Movement	153,289	(6,222,425)	(7,638,183)	(2,241,484)

Our partners:

Council will need to work with these groups and agencies to deliver on these strategies:

- Roads and Maritime Services
- Water NSW
- Department of Planning
- Forestry
- National Parks
- Office of Environment and Heritage
- State and Federal Agencies
- Sporting groups and show society

ACTION 4.1 Provide a program to improve local roads and work with partners on state road infrastructure

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
4.1.1	Maintenance program for roads, bridges, drains and walkways in the Oberon LGA.	Develop and implement maintenance program for roads, bridge, drains and walkways	Annual maintenance program completed and followed annually	TSD	Ongoing
4.1.2	Deliver sealed road network program	Seal 1-2km of road per year, in accordance with Council's roads matrix	1-2km of new seal completed per year	TSD	Ongoing
4.1.3	Road reseal and re-sheeting program	Develop and implement the road reseal and re-sheeting program	Program delivered on time and within budget	TSD	Ongoing
4.1.4	Road capital works program	Develop and implement a road capital works program annually	Program delivered on time and within budget	TSD	Ongoing
4.1.5	Grant funding opportunities for road works	Continually seek grant funding for road works	Funding secured and level increased year on year	TSD	Ongoing
4.1.6	Road signage, line marking and associated road furniture	Maintain, upgrade and improve road signage, line marking and associated road furniture	Program delivered through appropriate asset management and within budget	TSD	Ongoing
4.1.7	Road works for the State Government under Roads Maintenance Council Contract (RMCC) and compliance with quality and other contract requirements	Undertake road works for RMCC, while complying with quality and other contract requirements	Contract is delivered within terms of RMCC agreement	TSD	Ongoing
4.1.8	Road projects delivered on time and within budget	Staff to deliver road projects on time and within budget	Projects delivered on time and within budget	TSD	Ongoing
4.1.9	Work with forestry for the maintenance of local road networks	Liaise with, and seek funding from, forestry for the maintenance of local road networks	Examples of collaboration on service delivery	TSD	Ongoing
4.1.10	Quarries available for road base material within legislation	Manage and operate quarries, while seeking new opportunities to source materials	Quarry is financially viable and efficiently operated	TSD	Ongoing
4.1.11	Opportunities to undertake private works and road construction to offset costs and augment Council revenue	Seek opportunities to undertake private works and road construction to offset costs and augment Council revenue	Increase in revenue from private works	TSD	Ongoing

ACTION 4.2 Provide accessible, safe and well maintained community spaces and facilities

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
4.2.1	Village Plans for each village within Oberon LGA	Develop the plan in consultation with each community	Plans are developed and adopted by Council with funding for initiatives	GM	2022/23
4.2.2	Action the programs outlined in the Village Plans (4.2.1)	Seek funding to enable actions and programs	Programs are delivered	EMT	ongoing
4.2.3	Master plan for The Common	Prepare master plan for The Common	Plan is developed and implemented	GM, PDD	Completed – consider new strategy
4.2.4	Maintain public cemeteries	Allocation of allotments provided as per available provision	Records maintained in accordance with Cemeteries and Crematoria Act 2013	TSD	Ongoing
4.2.5	Advocate for public access to private cemeteries	Negotiate on behalf of public for access to private cemeteries	Agreements negotiated for access	TSD	ongoing
4.2.6	Provide, maintain and improve public toilets	Undertake an audit of toilets and develop plan to improve toilets	Audit of toilets completed, maintenance and improvement program delivered	TSD	22/23
4.2.7	A tree planting and maintenance program	Develop and implement a tree planting and maintenance program	Program developed, number of new plantings increased	PDD, TSD	ongoing
4.2.8	Main Street strategy for Oberon Township	Develop a main street strategy for Oberon	Strategy developed and implemented	TSD	2022/23
4.2.9	Street lighting in new developments	Facilitate provision for street lighting in new developments	Street lighting is provided	TSD	Ongoing
4.2.10	Assets maintenance and improvement program for parks and open spaces infrastructure	Implement annual assets maintenance and improvement program for parks and open spaces infrastructure; including safety audit on playground equipment	Annual maintenance program is delivered on time and within budget; safety audit completed on playground equipment to ensure compliances with Aust Standards	TSD	Ongoing
4.2.11	Assets maintenance and improvement program for Council properties	Implement asset maintenance and improvement program	Annual maintenance program is delivered on time and within budget; facilities are fit for purpose	PDD	Ongoing

ACTION 4.3 Provide infrastructure which encourages the use of sustainable transport, such as cycle ways and walking tracks

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
4.3.1	Parks, walkways and playgrounds maintenance program	Update the parks, walkways and playgrounds maintenance program	Maintenance and improvement of parks, walkways and playgrounds annually	TSD	Ongoing
4.3.2	Improve current facilities, cycleways and walking tracks	Update and promote map of current facilities, cycleways and walking tracks	Map updated and available to community members and visitors	TEDM	Ongoing

ACTION 4.3 (continued)					
Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
4.3.3	Pedestrian Access Mobility Plan	Implement the Pedestrian Access Mobility Plan	Plan implemented and good access within the communities	TSD	Ongoing
4.3.4	Lake Oberon beautification and enhancement program, including walking and cycling paths	Develop and cost business case for a Lake Oberon beautification and enhancement program	Business case developed and approved by Council	GM	2024/25
4.3.5	Lake Oberon beautification program	Implement the Lake Oberon beautification program	Enhancements completed	TSD	2022/223 and ongoing

ACTION 4.4 Plan for infrastructure and land use needs ready for future growth					
Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
4.4.1	Review of the Oberon Land Use Strategy	Undertake a review of the Oberon Land Use Strategy	Review completed and present to Council	PDD, GM	2022/23
4.4.2	Councils Local Environmental Plan (LEP) and Development Control Plans (DCP)	Update and amend, where appropriate, Councils LEP and DCP	Update plans as needed	PDD	2022/23 and 2023/24
4.4.3	Development assessment and building approval services	Provide timely and accurate development assessment and building approval services	DA's determined within 30 days, construction certificates in 20 days, complying development certificates as per the SEPP	PDD	Ongoing
4.4.4	Grant funding program for the enhancement and protection of built heritage	Establish a grant funding program for the enhancement & protection of built heritage	Program established	PDD	ongoing
4.4.5	Heritage advice in collaboration with Council's Heritage Advisor and Section 355 Committee	Provide heritage advice in collaboration with Council's Heritage Advisor and Section 355 Committee	Provision of quality heritage advice service	PDD	Ongoing
4.4.6	Management of built and natural heritage items	Actively control the management of built and natural heritage items	Consider impacts on heritage items during all assessments	PDD	Ongoing

ACTION 4.5 Provide secure and safe water supply and manage waste water

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
4.5.1	Potable water to Oberon residents, business and industry	Provide potable water to Oberon residents, business and industry	Water meets quality standards, with minimal user complaints	TSD	Ongoing
4.5.2	Maintain and improve the Water treatment plant	Regular maintenance undertaken	Operational water treatment plant	TSD	Ongoing
4.5.3	Maintain and improve the Water reticulation system	Regular maintenance of the system	Operational water reticulation system	TSD	Ongoing
4.5.4	A secure and reliable supply of raw water	Negotiate with Water NSW for a secure and reliable supply of raw water	Contracts in place and water supply secure	TSD	Ongoing
4.5.5	Regional water security initiatives	Participate in regional water security initiatives	Member of regional water alliance and participation in programs and initiatives	TSD	Ongoing
4.5.6	Opportunities for water protection and reuse	Investigate opportunities for water protection and reuse	Opportunities identified and implemented	TSD	Ongoing
4.5.7	Improved sewage treatment for Oberon township	Investigate funding for new sewerage treatment plan	New sewerage treatment plant operational	TSD	Ongoing
4.5.8	Sewerage reticulation system in Oberon township	Maintain the sewerage reticulation system	Service in place, with minimal complaints from users	TSD	Ongoing
4.5.9	Installation of onsite sewage treatment systems	Approve the installation of onsite sewage treatment systems, as required	Approval process in place	PDD	Ongoing
4.5.10	Sewerage rising mains, pumping stations and reticulation systems in Oberon township	Maintain the sewerage rising mains, pumping stations and reticulation systems in Oberon township	Monitor and maintain existing system in proactive manner.	TSD	Ongoing
4.5.11	State Government licence requirements for the discharge of treated waste water	Comply with State Government licence requirements for the discharge of treated waste water	Reported in State of Environment report annually	TSD	Ongoing
4.5.12	Implement Fluoridation program in accordance Council's resolution after community consultation	Controlled fluoridation added to Oberon's water supply	NSW Health to provide regular updates on implementation of fluoride to Oberon's water system	TSD	Ongoing

THEME 5: LEADERSHIP AND ENGAGEMENT

What the community said:

This theme emerged during engagement and focussed on the leadership of elected members, the desire of community for meaningful and transparent engagement and an ability for residents' views to be heard.

Regular and timely communication from Council is important and valued. The capability and capacity of the council to deliver on strategies and actions was noted. Positive feedback on service provision was included alongside concerns about ability to deliver from time to time due to staff shortages or lack of particular expertise.

Opportunities for residents to be involved in committees which provide advice to council on local issues was suggested by a number of people.

Operational Budget/LTFP	2022/23	2023/24	2024/25	2025/26
Income	5,806,454	7,187,937	10,274,443	8,535,215
Expenses	3,324,286	3,863,534	5,935,193	5,798,886
Result before Capital Expenditure & Reserve Movement	2,482,168	3,324,403	4,339,250	2,736,329
Capital Expenditure	10,000	0	0	0
Reserve Movement	0	50,000	0	0

Our partners:

Council will need to work with these groups and agencies to deliver on these strategies:

- Office of Local Government and Local Government NSW
- Auditor General's Office
- Central Joint Organisation
- Department of Premier and Cabinet
- Community groups and associations
- Newspaper

ACTION 5.1 Partner with local communities to create an ongoing culture of engagement to aid Council decision making

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
5.1.1	Community satisfaction survey	Undertake community satisfaction survey	Survey completed and outcomes reported to Council	EMT	2022/23
5.1.2	Opportunities for communities in all parts of the LGA area to participate in Civic and community events	Promote and provide opportunities for communities in all parts of the LGA area to participate in Civic and community events	Participation of community increases at events	EMT	Ongoing
5.1.3	Opportunity for individuals to participate and volunteer in activities	Promote and accept volunteers to participate in community events and programs	Increase in number of volunteers	EMT	Ongoing
5.1.4	Community informed about matters that affect them	Utilise a range of communication tools to ensure the community are informed about matters that affect them	A social media and internet presence is maintained; use of community newsletter and local newspaper	EMT	Ongoing
5.1.5	Community input on the provision of services and future planning	Seek input from the community on the provision of services and future planning	Engagement activities and opportunities for development of plans	EMT	Ongoing
5.1.6	Section 355 Committees	Invite community members to participate in Section 355 Committees as a conduit with the community	Community participation in Section 355 meetings and decisions	EMT	Ongoing

ACTION 5.2 Council has sound organisational health, with strong leadership and governance frameworks

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
5.2.1	Enable Elected Members to better represent community	Provide resources to Elected Members to better represent community	Council meetings are well prepared and business papers distributed within agreed timeframes	GM	Ongoing
5.2.2	Governance compliance for committees of Council and community committees	Provide resources and ensure governance compliance for committees of Council and community committees	Committees have clear terms of reference; and provided with agenda and papers prior to meetings in sufficient timeframe	CSD	Ongoing
5.2.3	Effective meeting Structures, policies and procedures	Develop and implement effective meeting structures, policies and procedures	Annual review and update of policies, including code of conduct, code of meeting practices, and Councillor Payments	GM	Ongoing

ACTION 5.2 Council has sound organisational health, with strong leadership and governance frameworks (Continued)

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
5.2.4	Effective systems for information management, work health & safety, risk management and procurement	Provide and continually review effective systems for information management, work health and safety, risk management and procurement	Systems and processes are in place	EMT	Ongoing
5.2.5	Councillor Professional development	Provide opportunity for ongoing Councillor professional development	Training and development opportunities offered to Councillors as they arise	EMT	Ongoing
5.2.6	Review the Workforce Management Plan	Implement the Workforce Management Plan	Staff have the capability and capacity for excellent service delivery; annual professional development program developed, funded and delivered	EMT	Ongoing

ACTION 5.3 Council builds strong relationships with other Councils and organisations in support of the Oberon plan and the wider region

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
5.3.1	Contribute to the regions development and growth through membership of the Central West Joint Organisation Committee (JOC)	Staff participate and contribute to the regions development and growth through membership and interaction with the Central West JOC	Attendance at meetings, participation in group procurement programs when opportunity arises	EMT	Ongoing
5.3.2	Share expertise, collaborate on projects or programs, or share services with other Councils	Work with other councils to identify ways to share expertise, collaborate on projects or programs, or share services	Continue to work with neighbouring Councils and Councils within the JOC to identify procurement opportunities	EMT	Ongoing
5.3.3	Delivery of the Community Strategic Plan (CSP)	Work with regional groups and agencies in the delivery of the CSP	CSP strategies and actions delivered through collaboration and partnerships	EMT	Ongoing

ACTION 5.4 Council has a focus on providing excellence in service delivery

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
5.4.1	Provide excellent customer service	Well trained staff in art of customer service	Number of customer requests measured, customer requests responded to within 48 hours	EMT	Ongoing

ACTION 5.4 Council has a focus on providing excellence in service delivery (continued)

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
5.4.2	Customer service policies and systems to ensure a consistent, acceptable level of service	Review customer service policies and systems to ensure a consistent, acceptable level of service is provided	Service levels are agreed, published and complied with	EMT	Ongoing
5.4.3	Improve customer access and experiences	Council uses technologies and digital enhancements to improve customer access and experiences	Examples of how technology has been implemented	CSD	Ongoing
5.4.4	Provide Service NSW facility	Deliver services in partnership with Service NSW	Services provided with minimal user complaints	GM	Ongoing

ACTION 5.5 Ensure financial stability and support efficient council operations

Strategy		Activity	Performance Measure	Directorate Responsible	Timeframe
5.5.1	Manage plant and fleet	Develop and implement plant and fleet management programs to enable effective use of plant and fleet vehicle, including optimum replacement strategies	Plant and fleet review completed regularly, procurement and disposal policy adhered to	TSD	Ongoing
5.5.2	Update purchasing, procurement and contract management policies	Purchasing, procurement and contract management policies in place to facilitate Council operations	No breaches of contract management, financially responsible procurement	EMT	Ongoing
5.5.3	Ensure sound financial management	Internal controls to ensure compliance with laws and regulations; rigorous internal audit process and transparency	Regular reporting in line with LG regulations	CSD, GM	Ongoing
5.5.3	Financial reporting	Timely preparation of financial reporting, including Long Term Financial Plan (LTFP), Quarterly Budget Review (QBR), and Financial Statements	Financial reporting in accordance with the LG Act and Regulations	CSD	Ongoing
5.5.4	Technologies and digital enhancements	Council staff investigate technologies and digital enhancements to improve and enhance the workflow	The appropriate technologies and digital enhancements implemented	EMT	Ongoing