



OBERON COUNCIL

25 June 2015

Water Utility Performance

Sustainability

Infrastructure and Service Management

Efficiency

Improvement Action Plan - Summary

Water Utility Performance

IMPROVEMENT STRATEGIES	TIMEFRAME	ANTICIPATED OUTCOME
1. Implement objectives and actions within the Strategic Business Plan <ul style="list-style-type: none"> • Levels of service • Sewer load management • Demand management • Drought management • Service pricing • Customer relations • Community involvement • Environmental protection and sustainable development • Asset management – operations, maintenance 	See Strategic Business Plan	See Strategic Business Plan
2. Review of Developer Servicing Plan	August 2015	Implementation of new cost strategy
3. Increase revenue streams by raising water access charge by 10% and water usage charge to \$2.65 in line with Best Practice Guidelines for Water and Sewer benchmarks	2015/16 Operational Plan	Overall revenue increased by 15%
4. Increase Sewer Access Charges in line with Best Practice Guidelines for Water and Sewer benchmarks	2015/16 Operational Plan	Overall revenue increased by 15%
5. Review of Liquid Trade Waste – Commercial and Industrial focus	October 2015	Increased revenue for break even sewer operations

Sustainability

OBJECTIVE	STRATEGIES	KEY MILESTONES	OUTCOME
1. Improvement in Own Source Revenue	Increase Own Source Revenue with a Special Rate Variation	Special Rate Variation in place from 1 July 2015 Annual Reporting as required by IPART	SRV be applied to road infrastructure in accordance with CSP Included in Annual Report plus Schedule 9 of the Financial Statements
2. Increase Own Source Revenue other than through an SRV	Lobby for review of Rating Structure to address large areas of non-rateable land Collaborate with similar Councils with impacts from timber industry	Meeting with key Ministers arranged through Local MP Seek assistance from others including National Timber Council and Central West JO to lobby	Recognition and/or funding for local roads due to use by Govt. Agencies e.g. Forests NSW, NPWS Rate review to provide additional revenue
3. Increase Debt through Loan Borrowings	Use of debt for capital projects LIRS – Drainage and Gravel Resheeting Local Rural Roads	Council decision to seek loans for specific purposes Commencement of project during 2015/16 through to 2017/18	Access cheaper financing through Treasury once deemed FFTF Accelerated improvement to local Rural Road network

5. Continuation of the Roads Maintenance Council Contract (RMCC) for State Roads	Maintain current Contract and seek extension beyond Millionth Acre for Jenolan Caves Road	<p>Annual Program is included in our Operational Plan</p> <p>Meetings held with RMS to seek extensions during 2015/16</p>	<p>Works planned and carried out according to RMCC</p> <p>Agreement reached on extension of RMCC for 2016/17 and beyond</p>
6. Pursue grant funding	Attain grant funding for specific projects	<p>Each month identify specific projects where grant funding is available</p> <p>Council makes decision to apply</p>	<p>Council accepts and includes project in Operational Plan</p> <p>Project commenced using grant funds</p>
7. Pursue Economic Development opportunities	Market potential development opportunities	Promote development opportunities through forums such as Country and Regional Living Expo	<p>Increase in Development Applications lodged</p> <p>Increased population with new residents</p>

Infrastructure and Service Management

OBJECTIVE	STRATEGIES	KEY MILESTONES	OUTCOME
1. Infrastructure Maintenance and Renewal	a) LIRS project - Mayfield Road upgrade b) LIRS project - restoration and improved drainage on unsealed rural roads	Project expected completion July 2015 Commencement of work during 2015/16 Program submitted to Works Committee for inclusion in Operational Plan 2015/16, 2016/17 and 2017/18.	Complete bitumen seal of 4km missing section of Mayfield Rd Work completed by 2017/18
2. Asset Management	Review Asset Management Plan for accuracy and completeness	Acceptance of a revised Asset Management Plan and recommended implementation schedule	Works schedule is updated & reviewed on a quarterly basis in accordance with AMP recommendations

3. Funding of roads infrastructure, maintenance and renewal through SRV	Included in Delivery Program and Operation Plan schedule of works to be completed	Operational Plan 2015/16 reflects Works Committee priority for roads Annual Reporting to IPART	Reduced road infrastructure backlog Improved Asset Management of road network
4. Borrowings	Cheaper financing through NSW Treasury once Council is deemed to be FFTF	Council to consider areas where debt can be used to improve benchmark measures	Reduce cost of borrowings Potential to bring forward new Capital Works projects
5. Internal Audit	Continue internal audit of operations and management through current alliance with Lithgow City Council	Identify areas and scope for Internal Audit	Consideration and implementation of recommendations from Internal Auditor Grant Thornton
6. Major improvement work on The Tablelands Way tourism and transport freight route	Lobby for significant funding to improve Abercrombie Hill adjacent to boundary with Upper Lachlan Shire Council	Collaboration with Upper Lachlan Shire Council Meetings held with relevant agencies	Agreement with ULSC and JO to coordinate lobbying activity Funding committed to project by State and Federal agencies

Efficiency

OBJECTIVE	STRATEGIES	KEY MILESTONES	OUTCOME
1. Active participation in Central West Joint Organisation	Access benefits of being a member	Mayor and GM participate in Central West JO Board Meetings	Strategic collaboration with regional Councils
	Participation by Councillors and staff in Regional Procurement and other programs	Active Councillor and Staff involvement in appropriate programs	Achieve cost savings through participating in programs
	Participation in Centroc Water Utilities Alliance	Improved performance in water utility management and direct participation in CWA initiatives	Achieve cost savings through participating in programs
2. Resource sharing initiatives	Partner with neighbouring Councils in efficiency projects	Specific projects identified and implemented	More efficient and effective use of resources to achieve cost savings
	Continued networking with local industry for innovation	Attend meetings with industry representatives to identify sharing opportunities	Innovation programs identified and implemented

3. Improved business services	Implement BPay View and Formsport online payment facilities	Implement during 2015/16 and review quarterly	Reduction in cost of rate distribution, debt recovery and improved service to the community
4. Submit application for Innovation Grant	Identification of suitable project and identify partnering opportunities	Submission of a grant application during 2015/16	Funding received for identified project and implementation commenced
5. Organisational Improvement	Participate in PwC benchmark survey for comparison with other Group 10 Councils	Review survey results to identify efficiencies	Implement identified efficiencies and monitor results
6. Work practices and service delivery	Review practices and service standards across all Council operations	Decision to implement identified improvements	Improved work practices and service delivery
7. Governance efficiencies	Review elected Councillor numbers Encourage participation in internal and external organisations and community committees	Implement identified changes from September 2016 Increase in Councillor and delegate representation with community groups	Reduction in elected Councillors from nine to seven Active Councillor representation on internal and external community groups and committees

Improvement Action Plan - Summary

ACTIONS

MILESTONES

1.SUSTAINABILITY

Special Rate Variation implemented 2015/16

Use SRV for the intended purpose – applied to identified road infrastructure backlog

Included in Operational Plan 2016/17 and in Annual Report for 2016/17

Lobbying for Rating Structure Review - apply rating to non-rateable Government users

Meet relevant stakeholders

Debt – consider priority projects for accessing cheaper finance through NSW Treasury

Council determines a project for future consideration

LIRS – second year of \$3.4m LIRS project

Include in Operational Plan 2016/17 & adopt Works Program

Best Practice in Procurement (Arc Blue Procurement Roadmap)

Implementing procurement action plan & strategies

Regional collaboration – partnering with neighbouring Councils for procurement projects

Projects identified, joint arrangements entered into

Roads Maintenance Council Contracts (RMCC) – continuation of existing contracts and seek extension to include area beyond Millionth Acre Rest Area along Jenolan Caves Rd.

Include in Operational Plan 2016/17 and meet with RMS about extension of contracts

Pursue Grant Funding – identify specific projects

Identify grant funds, include Projects in Operational Plan 2016/17

Economic Development Initiatives- market and promote local development opportunities	Attendance at relevant forums and expo's
<p>2. INFRASTRUCTURE AND SERVICE MANAGEMENT</p> <p>LIRS – second year of \$3.4m LIRS project</p> <p>Asset Management Plan updated and in place</p> <p>SRV funds – applied to Roads Infrastructure, Maintenance and Renewal</p> <p>Borrowings – consider priority projects for accessing cheaper finance through NSW Treasury</p> <p>Internal Audit – engagement of Grant Thornton in partnership with Lithgow City Council</p> <p>The Tablelands Way – lobby for funding to improve Abercrombie Hill</p>	<p>Included in Operational Plan 2016/17 & Works Program adopted by Works Committee</p> <p>Works Schedule included in Operational Plan 2016/17</p> <p>Works Schedule included in Operational Plan 2016/17 & Annual Report 2016/17</p> <p>Council determines a project for future consideration</p> <p>OC & LCC agree on scope and audits completed</p> <p>Meet with relevant stakeholders and determine strategic action plan</p>
<p>3. EFFICIENCY</p> <p>Central West JO – achieve resource sharing opportunities</p>	<p>Participate in JO initiatives, programs and projects</p>

Resource Sharing Initiatives – with neighbouring Council's & local industry to achieve cost savings

Improved Work Practices and Service Delivery – continue review of service standards across all areas of Council operations

Reduction in number of Councillors and review of Meeting Structures, including Inspections and Workshops

Specific projects identified and implemented

Implement changes where savings can be achieved

New Council elected in September 2016 to implement review of meeting structure