



ORANGE CITY COUNCIL

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Operational Plan

1. THEME: LIVE

CSP Objective 1: A liveable city that is connected through open space

CSP Strategy 1.1: Engage with the community to ensure recreation opportunities and facilities meet changing needs

1.1.1: Engage with the community in the planning and development of public open space

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
1.1.1.1	Provide engagement opportunities for the development of public open space through the Parks, Trees and Waterways Community Committee and other community workshops	Hold a minimum of four community meetings and/or workshops per year	Bi-annual reporting of engagement activities	Community Recreation & Cultural Services	Manager City Presentation

1.1.2: Work and consult with existing and emerging groups to enhance and develop sporting and recreational infrastructure and activities

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
1.1.2.1	Implement Council's sports facility program (minor grants)	Conduct of annual program	Bi-annual reporting of sports facilities program (minor grants)	Community Recreation & Cultural Services	Manager City Presentation
1.1.2.2	Develop plans and cost estimates for enhancement of existing facilities	Two facilities per annum	Bi-annual reporting of progress for existing facilities	Community Recreation & Cultural Services	Manager City Presentation

CSP Strategy 1.2: Maintain and renew recreational spaces and infrastructure to encourage an active and healthy lifestyle

1.2.1: Expand the range of play experiences, accessibility to park facilities and sporting fields and venues across the region

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
1.2.1.1	Develop, construct and install facilities to meet the accessibility demands to enable access to a range of facilities	Two playgrounds upgraded/new per year and complies with NSW Everyone Can Play guidelines Construct 400 lineal metres of linked shared pathways through parks and reserves	Two playgrounds upgrade/new per year 400 lineal metres of pathway constructed/renewed or upgraded to shared pathway status	Community Recreation & Cultural Services	Manager City Presentation

1.2.2: Seek to ensure that residences in the urban area of Orange and villages are within 750m radius of a children's play facility

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
1.2.2.1	Investigate sections of the community falling outside the 750m radius of a playground	Each residential property lies within a 750m radius of a play facility	Spatially identify zones without access to playgrounds	Community Recreation & Cultural Services	Manager City Presentation

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
1.2.2.2	Obtain grant funding I for the construction of playgrounds in the public open space	Seek and submit one application for funding to improve play facilities.	Number of grants applied for and percentage that were successful	Community Recreation & Cultural Services	Manager City Presentation

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CSP Objective 2: A healthy and active community that is supported by sport and recreational infrastructure

CSP Strategy 2.1: Identify and deliver sport and recreational facilities to service the community into the future

2.1.1: Provide the Orange community with a year-round swim, play and fitness facility

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
2.1.1.1	Investigate and design infrastructure possibilities in consultation with industry experts and the community	Develop detailed design Conduct Quantity Surveyor estimate of works	Bi-annual reporting on progress	Community Recreation & Cultural Services	Aquatic Centre Manager
2.1.1.2	Investigate potential for inflatable bubble for use during winter period	Collaborate with Centres using technology to determine industry leading solution Identify suppliers Obtain cost estimate	Bi-annual reporting on progress	Community Recreation & Cultural Services	Aquatic Centre Manager

2.1.2: Work with the community and industry to deliver an indoor play-facility for Orange families and visitors

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
2.1.2.1	Engage with business providers to support delivery of indoor play centre	Conduct expression of interest process Identify needs of business to provide facility Support business to implement and operate an indoor play centre	Bi-annual reporting on progress	Corporate & Commercial Services	Manager Economic Development

CSP Strategy 2.2: Ensure the sporting and recreational facilities, programs and activities are accessible and affordable to support healthy life choices

2.2.1: Deliver Orange's Conservatorium and Planetarium

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
2.2.1.1	Construction of Orange Conservatorium and Planetarium	Secure funding Conduct tender for construction Commence construction	Bi-annual reporting on delivery that is consistent with funding deeds and available funding	Technical Services	Manager Operations

2.2.2: Deliver Orange's Sports Stadium

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
2.2.2.1	Construction of Orange Sports Precinct	Complete civil works Conduct tender for detailed design of athletics stadium and rectangular field stadium Commence construction of Athletics Stadium	Bi-annual reporting on delivery that is consistent with funding deeds and available funding	Technical Services	Manager Operations

CSP Strategy 2.3: Partner with community groups, government agencies to provide recreational activities and programs that are inclusive and meet the needs of the community

2.3.1: Develop and finalise the Orange City Council Disability Inclusion Action Plan

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
2.3.1.1	Conduct community consultations for preparation of Disability Inclusion Action Plan	Consult with over 200 residents	Bi-annual reporting of engagement activities	Community Recreation & Cultural Services	Manager Community Services
2.3.1.2	Write the Disability Inclusion Action Plan for approval	DIAP approved for further 4 years	DIAP recommended for approval	Community Recreation & Cultural Services	Manager Community Services

CSP Objective 3: A friendly environment where people feel safe and included

CSP Strategy 3.1: Support projects and programs that address crime and safety and contribute to an increased sense of safety in our homes and the wider community

3.1.1: Retain the Operational Area under the Children (Protection and Parental Responsibility) Act 1997 in the Orange region

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
3.1.1.1	Seek extension of existing Children (Protection and Responsibility) Act 1997	Obtain extension of existing Children (Protection and Responsibility) Act 1997	Bi-annual reporting of progress	Community Recreation & Cultural Services	Manager Community Services

3.1.2: Increase perceptions of safety in 2030 Community Safety Evaluation and reduce crime as measured through BOSCAR improved road safety statistics

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
3.1.2.1	Assist Police to reduce crime statistics in BOSCAR	Reduction in crime statistics	Bi-annual reporting of crime statistics	Community Recreation & Cultural Services	Manager Community Services
3.1.2.2	Assist Police to reduce road incidents	Reduction in major road incidents	Bi-annual reporting of traffic incidents in the Orange region	Community Recreation & Cultural Services	Manager Community Services

CSP Strategy 3.2: Partner with key stakeholders to deliver infrastructure and activities that improve the safety and security of the community

3.2.1: Continue CCTV Cameras program

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
3.2.1.1	Operation of Public CCTV Program	Maintain existing CCTV System Provision of security footage to Police Enhancement of Public CCTV Program	Bi-annual reporting of program	Community Recreation & Cultural Services	Manager Community Services

3.2.2: Engage with the community to address crime and safety and contribute to an increased sense of safety in our homes and the wider community

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
3.2.2.1	Conduct of Community Crime Prevention Committee	Hold at least two Crime Prevention Committee meetings per year	Bi-annual reporting of number of meetings held and recommendations delivered	Community Recreation & Cultural Services	Manager Community Services

3.2.3: Deliver Orange and Cabonne Road Safety Program to conduct programs such as Free Cuppa, Driver Fatigue and Learner Driving

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
3.2.3.1	Deliver the Road Safety Officer action plan	Annual action plan implemented	Bi-annual reporting on progress	Community Recreation & Cultural Services	Manager Community Services

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CSP Objective 4: A creative community participating in arts and cultural services

CSP Strategy 4.1: Engage with the community to ensure creative and cultural facilities and services meet changing needs

4.1.1: Facilitate the exchange and production of ideas between artists and audiences

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
4.1.1.1	Develop a rich range of education and engagement programs enhancing the audiences understanding and experience of art	Collaborate with teachers, artist educators and youth in the development of program content Delivery of educational program	Bi-annual reporting on progress	Community Recreation & Cultural Services	Gallery Director

4.1.2: Encourage and include the broader community in the Orange Regional Gallery while being extended and exposed to new ideas and art forms

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
4.1.2.1	Provide ongoing opportunities via the Orange Regional Gallery's website for artists and curators to propose exhibitions	Artists and curators to exhibitions included in exhibition program	Bi-annual reporting on progress	Community Recreation & Cultural Services	Gallery Director

4.1.3: Maintain and promote Orange Regional Gallery as a space for learning and of community pride

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
4.1.3.1	Provide staff to operate the Orange Regional Gallery on the weekend	Orange Regional Gallery open to public 7 days a week	Bi-annual reporting on Gallery operating days	Community Recreation & Cultural Services	Gallery Director
4.1.3.2	Provide Orange Regional Gallery staff with ongoing customer service training and implement procedures to enhance the visitor experience	Staff attended training programs and identified conferences	Training attendance	Community Recreation & Cultural Services	Gallery Director

CSP Strategy 4.2: Partner with key stakeholders to deliver cultural facilities and services that reflect the interests of a culturally diverse community

4.2.1: Partner with key stakeholders in the development and delivery of exhibitions or events

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
4.2.1.1	Delivery partnership exhibitions or events	Three partnership exhibitions or events delivered per year	Bi-annual reporting	Community Recreation & Cultural Services	Gallery Director

4.2.2: Engage with community members and organisations to contribute to the content of exhibitions and programs at the Orange Regional Museum

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
4.2.2.1	Identify opportunities for collaboration with community, member groups and associations in the development of temporary exhibitions	At least one community focused collaborative exhibition	Bi-annual reporting on development and delivery of community focused exhibitions	Community Recreation & Cultural Services	Orange Regional Museum Manager

CSP Strategy 4.3: Maintain and renew cultural facilities and programs

4.3.1: Develop and deliver dynamic and accessible exhibition program at the Orange Regional Museum that are valued by our local community and visitors

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
4.3.1.1	Develop and deliver an exhibition program of local and regional content in association with community groups, organisations and stakeholders at the Orange Regional Museum	Delivery of annual program	Bi-annual reporting on development and delivery of exhibitions	Community Recreation & Cultural Services	Orange Regional Museum Manager
4.3.1.2	Provide local and regional audience with the opportunity to access high-quality touring exhibitions from state and national museum and collecting institutions at the Orange Regional Museum	Identify at least one exhibition per year	Bi-annual reporting on identification and securing of exhibition	Community Recreation & Cultural Services	Orange Regional Museum Manager

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
4.3.1.3	Provide local and visiting audiences with a high-quality long-term local history exhibition reflecting historical and contemporary experiences across the region at the Orange Regional Museum	Maintenance of existing exhibition and initial concept development for rejuvenated exhibition	Met object change over schedule Delivery of business case for new long-term exhibition	Community Recreation & Cultural Services	Orange Regional Museum Manager
4.3.1.4	Identify and incorporate new methods for accessible content delivery for people with disability into the Orange Regional Museum's internally generated exhibition program	Identify one new method per year	Bi-annual reporting on progress of delivering new methods of accessible content	Community Recreation & Cultural Services	Orange Regional Museum Manager

4.3.2: Develop and deliver cultural and educational programs at the Orange Regional Museum that are valued by our local community and visitors

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
4.3.2.1	Develop and deliver education and public programs to engage our communities and visitors with the Orange Regional Museum's exhibition program and collections	Delivery of annual program	Bi-annual reporting on annual program delivery	Community Recreation & Cultural Services	Orange Regional Museum Manager
4.3.2.2	Commence research and development of an Orange Regional Museum rebrand	New branding concept delivered by June 2023	On budget and on time delivery	Community Recreation & Cultural Services	Orange Regional Museum Manager

4.3.3: Manage the Orange Regional Museum's Collection to preserve our cultural heritage

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
4.3.3.1	Encourage community donations of cultural material to the Orange Regional Museum through community engagement activities	Conduct two community engagement activities per year	Bi-annual reporting on engagement activities	Community Recreation & Cultural Services	Orange Regional Museum Manager
4.3.3.2	Undertake proactive collecting, including contemporary and born-digital collecting, to better reflect our local history and experiences at the Orange Regional Museum	One targeted collecting campaign per year	Bi-annual reporting on contemporary collecting activities	Community Recreation & Cultural Services	Orange Regional Museum Manager
4.3.3.3	Create and Maintain database records for all objects in the Orange Regional Museum Collection	40 acquisition records created and all loans documented	Bi-annual reporting	Community Recreation & Cultural Services	Orange Regional Museum Manager
4.3.3.4	Refresh the Orange Regional Museum's website to increase visitor awareness of the Museum's exhibitions, programs and collections	Refreshed website by June 2023	On budget and on time delivery	Community Recreation & Cultural Services	Orange Regional Museum Manager

4.3.4: Provide the community with a venue (Orange Function Centre) to host a range of events

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
4.3.4.1	Delivery of functions or events	Ten events held per year	Annual reporting of type and number of events held	Community Recreation & Cultural Services	Manager Performing Arts and Venues

4.3.5: Increase the use of library services and its collections in five Council areas

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
4.3.5.1	Increase Library use back to pre-COVID levels through the purchase and processing of library collection items in both physical and online formats; digitising local resources to increase access; delivery of library programs; promotion of library services through social media; and annual community consultation	Number of items held and added. Number of items digitised. Number of programs and attendees Number of posts and engagement Number of consultations held	Quarterly reporting to Councils of visitor numbers, circulation and programs	Community Recreation & Cultural Services	Manager Central West Libraries

4.3.6: Develop a well-balanced theatre program that entertains, informs and challenges audiences

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
4.3.6.1	Develop annual program that entertains, informs and challenges audiences in partnership with other cultural partners and key stakeholders	To offer a well-balanced program	Annual reporting of audience engagement and participation	Community Recreation & Cultural Services	Manager Performing Arts and Venues

4.3.7: Increase the number of paid theatre members

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
4.3.7.1	Market the benefits of the Membership Program to the community	Increase number of paid members by 20%	Bi-annual reporting of number of paid members	Community Recreation & Cultural Services	Manager Performing Arts and Venues
4.3.7.2	Work with providers to deliver Youth Symposium	Engage company to deliver program	Student participation	Community Recreation & Cultural Services	Manager Performing Arts and Venues

CSP Objective 5: Responsive programs and services that support our community's lifestyle and social needs

CSP Strategy 5.1: Engage with the community to ensure facilities and programs meet changing lifestyle and social needs

5.1.1: Regular planning to assess the needs of the ageing population in line with the principles of an aged-friendly community

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
5.1.1.1	Schedule planning meetings, surveys and focus groups/drop ins to Seniors Hub	20% increase in usage of Seniors Hub	Bi-annual reporting of usage and participation	Community Recreation & Cultural Services	Manager Community Services
5.1.1.2	Support a diverse range of activities from Seniors Hub	20% increase in activities available from the Hub	Bi-annual reporting on decreased social isolation and increase in older people experiencing healthy lifestyle.	Community Recreation & Cultural Services	Manager Community Services

5.1.2: Engage with the local culturally and linguistically diverse community to identify needs and opportunities

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
5.1.2.1	Provide support to new migrants through the Settlement Services Program	Over 10 migrants supported per year	Bi-annual reporting of new migrants supported to settle in Orange	Community Recreation & Cultural Services	Manager Community Services
5.1.2.2	Celebrate diverse cultural events such as Harmony Day, Harmony Cup etc	Four events held per year	Bi-annual reporting of events held and outcomes achieved	Community Recreation & Cultural Services	Manager Community Services
5.1.2.3	Provide education regarding inclusions and diversity	Deliver five education events per year	Bi-annual reporting on the delivery of education and information programs	Community Recreation & Cultural Services	Manager Community Services

5.1.3: Assist in the achievement of the outcomes of the Orange Aboriginal Social Plan

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
5.1.3.1	Improve communication with the Orange Local Aboriginal Lands Council	Hold at least four meetings per year increase engagement with OLALC	Bi-annual reporting of meetings held	Community Recreation & Cultural Services	Manager Community Services
5.1.3.2	Assist with the re-establishment of the Orange Aboriginal Community Working Party	Working Party re-established	One meeting held with the Working Party	Community Recreation & Cultural Services	Manager Community Services
5.1.3.3	Support NAIDOC week and other important indigenous recognition days	Partner in provision of five or more events per annum	Bi-annual reporting of events held and outcomes achieved	Community Recreation & Cultural Services	Manager Community Services
5.1.3.4	Provide support through youth services for indigenous youth to continue positive life outcomes	Partner in provision of three or more events per annum to increase communication and support to Elders	Bi-annual reporting of events held and outcomes achieved	Community Recreation & Cultural Services	Manager Community Services
5.1.3.5	Foster good communication and relationships with Elders	Quarterly meetings with the Elders group	Bi-annual reporting of events held and outcomes achieved	Community Recreation & Cultural Services	Manager Community Services

CSP Strategy 5.2: Ensure the community services provided by Council are professionally managed, integrated and meet demonstrated needs

5.2.1: Provide recreational activities for older people, people with disabilities and younger people to support healthy, active living and improved life outcomes

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
5.2.1.1	Develop and deliver a wide range of healthy lifestyle, wellbeing and socialisation programs for older people across the region	A minimum of 10 programs delivered per year	Bi-annual reporting on programs developed for health life outcomes	Community Recreation & Cultural Services	Manager Community Services
5.2.1.2	Investigate additional funding and grants to provide activities and programs at a subsidised level to ensure lower income earners can participate	A minimum of five grant applications submitted	Bi-annual reporting of grants submitted and percentage of successful grants	Community Recreation & Cultural Services	Manager Community Services
5.2.1.3	Collaborate with local agencies and NGOs to increase capacity	A minimum of four collaboration projects engaged	Bi-annual reporting of collaborate activities through interagencies and partnerships	Community Recreation & Cultural Services	Manager Community Services

5.2.2: Provide support to the Support at Home Program in the Central West

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
5.2.2.1	Ensure service provision levels of the Support at Home Program provide funding for continuation of programs after transition to new funding model	Retain all programs	Bi-annual reporting of Activity Work Plans	Community Recreation & Cultural Services	Manager Community Services

5.2.3: Deliver quality children's services to before school and school aged children

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
5.2.3.1	Support staff through ongoing training and education	A minimum of two training options per staff	Bi-annual reporting of training attendance	Community Recreation & Cultural Services	Manager Community Services
5.2.3.2	Maintain and upgrade childcare facilities to meet industry standards	All centres reviewed	Bi-annual reporting on progress and results of reviews to ensure compliance with standards	Community Recreation & Cultural Services	Manager Community Services

5.2.4: Provide supported accommodation services to adults with an intellectual disability in the Orange region

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
5.2.4.1	Investigate the most effective and sustainable method to ensure quality services and housing are provided across the region	Review completed	Bi-annual reporting on progress of review options for service provision	Community Recreation & Cultural Services	Manager Community Services

5.2.5: Operate Orange Cemetery for the community

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
5.2.5.1	Maintain records in accordance with the Cemeteries and Crematoria Act 2013 by regularly updating records with new interments	Update the existing record system	Bi-annual reporting on progress	Development Services	Manager Building and Environment
5.2.5.2	Investigate interment options and provide planning for new areas	Commence work on two identified areas	Bi-annual reporting on progress	Development Services	Manager Building and Environment
5.2.5.3	Install and maintain security systems	Reduce incidences of vandalism	On time and on budget delivery of security fencing and security lighting	Development Services	Manager Building and Environment

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
5.2.5.4	Upgrade and maintain existing boundary fencing	Repairs to existing fencing	On time and on budget delivery of repairs to existing fencing	Development Services	Manager Building and Environment
5.2.5.5	Investigate and prioritise repairs for damaged heritage headstones	Repair minimum of 10 (minor repairs) heritage gravesites on an annual basis	Reporting of six monthly inspection of site	Development Services	Manager Building and Environment
5.2.5.6	Obtain specialist advice regarding major significant repairs	Repair one major historical site per year	Bi-annual reporting on progress	Development Services	Manager Building and Environment

5.2.6: Implement and enforce relevant food safety legislation through inspections and education

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
5.2.6.1	Carry out food shop inspections within the city boundaries	Complete 100% of the food shop inspections	Assess food shops in accordance with the requirements of the Food Act and Regulations and Food Standards Codes	Development Services	Manager Building and Environment

CSP Objective 6: A community that values and protects domestic animals and the role they play in residents' wellbeing both physical, social and psychological

CSP Strategy 6.1: Provide services and facilities that enable Council to fulfill obligations under the Companion Animals Act

6.1.1: To engage the community in the strategic management of companion animals within the city

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
6.1.1.1	Organise meetings with attendance by a Council representative and provide minutes from the meeting	A minimum of four meetings per year	Bi-annual reporting on meetings held and actions delivered	Development Services	Manager Building and Environment
6.1.1.2	Actively encourage the committee members to participate in all programs relating to companion animals	Minimum of one community member to be involved in any project nominated by the committee	Bi-annual reporting of committee participation in any identified programs	Development Services	Manager Building and Environment

6.1.2: Provide opportunity for the adoption of companion animals from the Orange Pound

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
6.1.2.1	Return companion animals to owners in preference to impounding	Reduced impounding numbers	Number of registered animals to ensure details are up to date so animals can be returned home	Development Services	Manager Building and Environment
6.1.2.2	Deliver registration and desexing programs to the community	Minimum of two desexing programs per year	Number of desexing and registration programs offered to the community	Development Services	Manager Building and Environment
6.1.2.3	Actively engage the community in rehoming suitable companion animals	Daily updates on the Reuniting Pets social media page of impounded animals suitable for rehoming	Bi-annual reporting of use of social media to advise of available animals	Development Services	Manager Building and Environment

6.1.3: Manage Ranger Services for companion animals and stray stock to ensure a safe city

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
6.1.3.1	Maintain the Ranger response to noise complaints	First response letters are sent out within four working days	Procedure for noise complaints regarding barking dogs	Development Services	Manager Building and Environment
6.1.3.2	Respond to reported dog attacks	Take action within two days of reported incident	Bi-annual reporting of attendance to dog attacks	Development Services	Manager Building and Environment
6.1.3.3	Reduce number of impounded animals	Reduce number of impounded animals by returning animals to registered address/owner	Bi-annual reporting of number of impounded animals	Development Services	Manager Building and Environment

6.1.4: Provide and operate the Orange City Council Pound for impounded animals as required under the Act

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
6.1.4.1	Undertake regular veterinary checks on animals at the facility	Minimum two visits per month	Bi-annual reporting of veterinary checks of animals at the facility undertaken	Development Services	Manager Building and Environment
6.1.4.2	Increase dog exercise areas	Minimum of two additional fenced areas constructed	Bi-annual reporting on progress of the delivery of additional exercise areas for larger dogs	Development Services	Manager Building and Environment
6.1.4.3	Increase the safety of staff and the wellbeing of animals at the facility	Construct minimum of two additional enclosures within the pound	Reporting of incidents	Development Services	Manager Building and Environment

CSP Strategy 6.2: Ensure that infrastructure exists for the safe exercising of domestic dogs

6.2.1: Provide off leash fenced and unfenced facilities for people to exercise their dogs safely in the city

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
6.2.1.1	Maintain and upgrade fenced and non-fenced off leash exercise areas	Upgrade minimum of four off leash areas	Delivery of programmed works on time and on budget	Development Services	Manager Building and Environment
6.2.1.2	Provide additional shade to the existing off leash areas	Increase plantings for shade and interest to a minimum of two existing areas	Delivery of Improved amenity of off leash areas on time and on budget	Development Services	Manager Building and Environment

CSP Strategy 6.3: Partner with key stakeholders to deliver education and services relating to animal health and wellbeing

6.3.1: Support the Companion Animal Community Committee

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
6.3.1.1	Support the Companion Animal Community Committee	Four meetings held per year	Bi-annual reporting of meetings held, and recommendations implemented	Development Services	Manager Building and Environment

2. THEME: PRESERVE

CSP Objective 7: Sustainable growth and respectful planning that values the natural environment

CSP Strategy 7.1: Engage with the community to develop plans for growth and development that value the local environment

7.1.1: Provide a framework for development in the city through the Orange Local Environmental Plan 2011, Plans of Management and Development Control Plans for sustained growth

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Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.1.1.1	Review and update Local Environmental Plan, Plans of Management and Development Control Plans in response to evolving needs of the community	<p>Prepare and implement a housekeeping LEP amendment as required by updated policies and local development priorities as they emerge.</p> <p>Update land use zoning in accordance with Council Policy (Housing Strategy /employment strategy)</p> <p>Update priority strategic policies (Heritage guidelines and heritage infill policy, Recreational needs strategy.</p> <p>Prepare new comprehensive DCP in line with LSPS Planning priorities.</p> <p>Plans of management subject to ongoing review and updating as required.</p>	<p>Formal gazettal of an LEP amendment as required.</p> <p>Formal adoption of new DCP</p> <p>Adoption of Plans of management as required.</p> <p>Completion of new strategic studies.</p>	Development Services	Manager Development Assessments

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.1.1.2	Update land use zoning in accordance with Council Policy	Prepare and implement LEP amendments as required by updated policies and local development priorities as they emerge. Update land use zoning in accordance with Council Policy (Housing Strategy /employment strategy)	Formal gazettal of an LEP amendment as required.	Development Services	Manager Development Assessments

7.1.2: Provide efficient and effective development and certification service in a timely manner

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.1.2.1	Provide certification service for the purpose of issuing Construction Certificates and Complying Development Certificates	Construction Certificates issued within 30 days Complying Development Certificates issued within 20 days	Bi-annual reporting of turnaround time of Construction Certificates and Complying Development Certificates	Development Services	Manager Building and Environment

7.1.3: Provide property information to vendors for conveyancing, financing, and sales

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.1.3.1	Provide Property Information Certificates upon request	Average processing time of four days	Bi-annual reporting of processing time	Development Services	Manager Building and Environment

7.1.4: Plant or replace trees in the urban area outside each residential property

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.1.4.1	Inspect the streetscape to identify residential properties that require a tree to be planted or replaced; identify opportunities for tree planting in public open space	Plant 300 new trees per year within the urban area	Bi-annual reporting of new trees planted	Community Recreation & Cultural Services	Manager City Presentation

7.1.5: Engage the local community to plan native trees, shrubs and grasses to improve biodiversity and connectivity throughout the city

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.1.5.1	Promote the Parks Alive Program and its environmental benefits through social media platforms and events such as Bill's Bush Tours	20 events with a minimum of three social media plugs per event	Success of social media program indicated by numbers attending community events and enquiries made	Development Services	Coordinator Natural Resources

7.1.6: Develop and implement an education program to educate landowners about the negative impact weeds have on the environment, agriculture and human health

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.1.6.1	Promote events through social media and the Central Tablelands Local Lands Services (CT LLS)	All events being successfully promoted through CT LLS and OCC media platforms	Bi-annual reporting of number of landholders attending events	Development Services	Coordinator Natural Resources

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.1.6.2	Host a minimum of four field days	Minimum of four events held per year	Bi-annual reporting of number of landholders attending the events and general enquiries being made	Development Services	Coordinator Natural Resources

7.1.7: Send out information packs to all new landowners of land greater than two hectares

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.1.7.1	Provide all new landowners with information packs	Information packs provided to 95% of new property owners	Bi-annual reporting of information provided to new landowners	Development Services	Coordinator Natural Resources

7.1.8: Undertake property inspections in accordance with the Weeds Action Program

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.1.8.1	Detect new weed incursions	New incursions found prior to weeds flowering/fruiting	Weeds found early and treated appropriately	Development Services	Coordinator Natural Resources

CSP Strategy 7.2: Ensure best practice use of renewable energy options for Council and community projects

7.2.1: Implement and deliver the Climate Action Plan for Orange City Council to increase sustainability of Council's buildings and assets to reduce to emissions and implement new technologies that provide cost savings to Council

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.2.1.1	Develop and analyse Council full operation emissions profile	Report on the consultant's advice to Council	Engage consultants to advise on Council emission profile	Development Services	Manager Building and Environment
7.2.1.2	Monitor the Climate Action Plan	Review Plan and make informed changes to achieve Plan's objectives	Bi-annual reporting on progress	Development Services	Manager Building and Environment
7.2.1.3	Identify emission reduction pathways	Produce a report to suggest available projects	Bi-annual reporting on progress	Development Services	Manager Building and Environment

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.2.1.4	Understand business as usual emission trajectory	Report on projected emissions	Projects and comparison to no action	Development Services	Manager Building and Environment
7.2.1.5	Encourage and educate staff responsible for vehicle purchases on electric vehicles	Purchase of additional electric vehicles	Bi-annual reporting of number of additional electric vehicles purchased per year	Development Services	Manager Building and Environment
7.2.1.6	Install new electric vehicle charging devices in the region	Install a minimum of 1 EV charging device	Bi-annual reporting of opportunities to increase EV charging infrastructure	Development Services	Manager Building and Environment

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7.2.2: Implementation of the Renewable Action Plan

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.2.2.1	Research options for increased renewable energy in the region	Act on proposed options identified	% of increase in renewable energy	Development Services	Manager Building and Environment
7.2.2.2	Track and manage energy use within Council	Increase renewable energy usage and minimise energy source emissions	Renewable energy usage Monthly report on energy usage	Development Services	Manager Building and Environment
7.2.2.3	Negotiate renewable electricity from the grid in the next contract	Minimum of 50% renewable energy	% of renewable energy from the grid	Development Services	Manager Building and Environment

7.2.3: Engage the community in the strategy and implementation of Council's Climate Action Plan.

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.2.3.1	Provide administrative support to the Environmental Community Committee	Minimum of one community member to be involved in any project nominated by the committee	Participation in identified programs	Development Services	Manager Building and Environment

CSP Strategy 7.3: Ensure that policies and practices are in place to protect the sustainability and security of water destined for potable supply from the water catchment area

7.3.1: Drinking water that meets health guidelines is provided through ongoing implementation and review of the Drinking Water Management System (DWMS)

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.3.1.1	Continue implementation and review of DWMS including participation in NSW Health monitoring program	100% compliance with the Australian Drinking Water Guideline health targets	Compliance results from NSW Health Monitoring Program reported monthly in Current Works Report	Technical Services	Water Treatment Manager

7.3.2: Deliver the water and sewer capital infrastructure program in accordance with budgeted capital upgrades

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.3.2.1	Deliver the annual water main renewal	Program delivered by June 2023	Capital update Report to Council	Technical Services	Water and Sewerage Manager (Strategic)
7.3.2.2	Deliver the annual sewer main relining program and annual manhole rehabilitation program	Programs delivered by June 2023	Capital update report to Council	Technical Services	Water and Sewerage Manager (Strategic)

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
7.3.2.3	Deliver back-up generator at Orange Sewerage Treatment Plant	Commissioned by June 2023	Upgrade delivered	Technical Services	Water Treatment Manager
7.3.2.4	Deliver new Inlet Works at Orange Sewerage Treatment Plant	Commissioned by June 2023	Upgrade delivered	Technical Services	Water Treatment Manager
7.3.2.5	Deliver back-up generator at Icely Road Water Treatment Plant	Commissioned by June 2023	Upgrade delivered	Technical Services	Water Treatment Manager
7.3.2.6	Deliver medium-scale solar at Icely Road Water Treatment Plant	Commissioned by June 2023	Upgrade delivered	Technical Services	Water Treatment Manager

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CSP Objective 8: Managing our resources wisely

CSP Strategy 8.1: Identify and deliver essential water, waste and sewer infrastructure to service the community into the future

8.1.1: Reduce pollutant concentrations in Orange Sewerage Treatment Plant final effluent through ongoing monitoring and the implementation of requisite capital upgrades

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.1.1.1	Refine and re-schedule the re-use capital infrastructure program in consultation with stakeholders	Capital program updated	Capital update Report to Council	Technical Services	Water Treatment Manager

8.1.2: Operations, maintenance and capital upgrades for all council owned dams comply with Dam Safety Act 2015, Dam Regulations 2019 and associated guidelines

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.1.2.1	Ongoing implementation and review of the Dams Safety Management System (DSMS)	100% compliance with Dams Safety Management System (DSMS)	Annual Dams Safety Standards Report submitted to Dams Safety NSW by end March 2023	Technical Services	Water and Sewerage Manager (Strategic)
8.1.2.2	Commence plan and design of Gosling Creek Dam Safety Upgrade Project	Geotechnical investigation works and Options Report completed by June 2023	Update report to Council	Technical Services	Water and Sewerage Manager (Strategic)

8.1.3: Improve Water Supply Security for Orange to cater for potential increased population growth rates

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.1.3.1	Develop and implement a revised Water Supply Security Strategy for Orange whilst taking into consideration all water supply options	Complete Regional Town Water Strategy by June 2024 Recycled Water Detailed Business Case by June 2023	Update Report to Council	Technical Services	Water and Sewerage Manager (Strategic)
8.1.3.2	Assist Central Tablelands Water and Cowra Shire Council with the delivery of Cowra to Central Tablelands Water Emergency Connection Project	Project delivered in accordance with Project Management Plan	Delivered by June 2023	Technical Services	Water and Sewerage Manager (Strategic)
8.1.3.3	Deliver the East Orange Harvesting Wetland (Blackmans Swamp Creek Stormwater Harvesting Stage 2) project	Project delivered in accordance with Project Management Plan	Delivered by June 2023	Technical Services	Water and Sewerage Manager (Strategic)

8.1.4: Effectively plan and implement the water conservation strategies

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.1.4.1	Monitor water usage, water restriction levels and dam levels to ensure continued compliance with Council's water restriction policy	Community compliance with water restrictions and water use targets	Update report to Council	Technical Services	Water and Sewerage Manager (Strategic)

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.1.4.2	Design and implement water conservation strategies	Program delivered by June 2023	Annual water conservation program delivered	Technical Services	Water and Sewerage Manager (Strategic)

8.1.5: Service areas identified in the Orange Local Housing Strategy with water and sewer infrastructure

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.1.5.1	Plan, design and deliver Shiralee Water Supply Augmentation	Delivered by June 2023	Project delivered in accordance with Project Management Plan	Technical Services	Water and Sewerage Manager (Strategic)
8.1.5.2	Plan, design and deliver March Road Sewer Pump Station Storage	Delivered by June 2023	Project delivered in accordance with Project Management Plan	Technical Services	Water and Sewerage Manager (Strategic)

CSP Strategy 8.2: Develop and promote initiatives to reduce water, energy and water waste in consultation with the community

8.2.1: Organise and host environmental community engagement events in collaboration with the local community and schools

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.2.1.1	Measure the success of local environment engagement events and ensure funding is available to continue the program	Host 20 events annually	Well attended events with ongoing funding available	Development Services	Coordinator Natural Resources

8.2.2: To encourage the community to participate in the Tidy Towns Sustainability Program to promote the environmental and cultural programs being undertaken into the city

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.2.2.1	Publish monthly social media stories for the general community to raise awareness of the Program	Social media and mainstream media used to promote the Tidy Towns Program	Number of articles published and enquiries received	Development Services	Coordinator Natural Resources
8.2.2.2	Utilise social media platforms to promote the Tidy Towns model to the community and schools	All local schools accept offer of visit from Tidy Towns Committee members	Number of schools accept offer of visit from Tidy Towns Committee members	Development Services	Coordinator Natural Resources

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.2.2.3	Actively advertise the Tidy Town Sustainable Community Award within the community to increase awareness and submissions	Submissions received from all community members and schools	Number of annual submissions	Development Services	Coordinator Natural Resources

8.2.3: Prepare and host clean up events to reduce litter in the region

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.2.3.1	Host Clean Up Australia Day event with active community participation	At least 50% community participation in the annual Clean Up Australia Day event	Number of local residents attending and amount of rubbish collected	Development Services	Coordinator Natural Resources
8.2.3.2	Host Clean Up Orange event with active community engagement	Minimum of 50% community participation in local clean up events	Number of local residents attending and amount of rubbish collected	Development Services	Coordinator Natural Resources

8.2.4: Plan infrastructure development based on wastes required to be managed that cannot be diverted from landfill

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.2.4.1	Model waste generation and diversion rates through ongoing survey, auditing, and community collaboration	Quarterly contractor meetings to review contract performance KPI's	Monthly and quarterly reports are monitored and reviewed for performance in accordance with contracts	Technical Services	Manager Waste Services and Technical Support

8.2.5: Plan development of new landfill cell in alignment with Waste Model Financial Plan and in accordance with annual waste generation rates

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.2.5.1	Regularly review waste data generation reports to ensure infrastructure and financial model is fit for purpose	Monthly reports demonstrate waste and recycling performance is aligned with contract terms and objectives	Monthly reports are considered in consultation with contractors to review performance against contract KPI's	Technical Services	Manager Waste Services and Technical Support
8.2.5.2	Monitor scheduled works against allocated budget and engage contractors to complete works	Works are identified within the Waste Services financial model and budget	Monthly review and quarterly reporting against KPI's	Technical Services	Manager Waste Services and Technical Support

8.2.6: Manage abandoned articles within the city

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.2.6.1	Investigate complaints and regularly inspect known dumping areas	Regular contact with trolley owners both in writing and personal visits	Use of trolley tracker to encourage regular pickups	Development Services	Manager Building and Environment
8.2.6.2	Impound trolleys in dangerous positions and contact owners	Reduced numbers of abandoned trolleys	Bi-annual reporting of the number of abandoned trolleys within the city	Development Services	Manager Building and Environment

8.2.7: Enforce environmental pollution breaches

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.2.7.1	Promptly investigate complaints regarding environmental issues	Investigate pollution complaints within four days Investigate urgent spills and dangerous situations within four hours	Time to investigate complaints, spills and dangerous situations	Development Services	Manager Building and Environment

CSP Strategy 8.3: Promote the range of recycling services to the Orange Community

8.3.1: Become regional leader in waste management

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.3.1.1	Maintain current levels of service with existing contracts and leading with NetWaste by working closely with the Environmental Protection Agency on new project initiatives that deliver on enhanced resource management	Implement Annual Plan initiatives and current contracts	Annual reporting of waste contract performance and statistics	Technical Services	Manager Waste Services and Technical Support

8.3.2: Complete local and regional contract initiatives and projects as per annual NetWaste Contract Plans

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.3.2.1	Council and NetWaste staff to undertake project initiatives in accordance with endorsed contracts and educational plans	Implement Annual Plan initiatives and current contracts	Annual reporting of waste contract performance and statistics	Technical Services	Manager Waste Services and Technical Support
8.3.2.2	Obtain Environmental Protection Agency endorsement for Waste and Resource Recovery projects	All projects endorsed by EPA for implementation	Annual plan reported with projected outcomes	Technical Services	Manager Waste Services and Technical Support

8.3.3: Promote the enhancement of waste collection performance within the community

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.3.3.1	Provide educational resources and information sources to the community to assist with appropriate utilisation of waste collection services	Annual Plan adopted within respective contracts	Annual Plan reported with project outcomes	Technical Services	Manager Waste Services and Technical Support
8.3.3.2	Offer free annual Household Hazardous Waste Collection service with licenced service provider	Service contracted annually through NetWaste contract	Service rendered annually with waste volumes collected and recycled reported to Council and EPA	Technical Services	Manager Waste Services and Technical Support

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8.3.4: Manage Ophir Road and Euchareena Road Resource Recovery Centers in full compliance with management plans and licences

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
8.3.4.1	Review operational procedures to ensure compliance with management plans and licence requirements	OEMP reviewed annually as per project approval and statutory reporting to EPA	Annual licence requirements reported to EPA by 31 August; Annual Review report to Planning issued by 30 September; and OEMP updated by December	Technical Services	Manager Waste Services and Technical Support
8.3.4.2	Monitor scheduled works against allocated budgets and engage contractors to complete works	Budget reviewed quarterly	Quarterly KPI's reported to Council	Technical Services	Manager Waste Services and Technical Support
8.3.4.3	Monitor collected inventory of household hazardous wastes and record volumes on a weekly basis	Community Recycling Centre operating in accordance with EPA guidelines	Weekly monitoring and recording of HHW volumes and servicing of CRC by contractor performed as storage stillages are filled	Technical Services	Manager Waste Services and Technical Support

CSP Objective 9: Infrastructure for our growing communities

CSP Strategy 9.1: Construct and maintain a road network that meets the community's transport and infrastructure needs

9.1.1: Avoid further projected escalation in the net present value of the infrastructure backlog

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
9.1.1.1	Maintain and update the Transport Asset Management Plan with associated programmes of work	Plan reviewed annually	Adopted plan exists	Technical Services	Manager Works
9.1.1.2	Identify and apply for suitable additional external funding	External funding source identified and funds secured to enable additional programmed works	Value of grants secured and number of projects brought forward	Technical Services	Manager Works

9.1.2: Road reseal and rehabilitation programs to be undertaken in accordance with the Transport Asset Management Plan

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
9.1.2.1	Deliver all projects outlined in the road rehabilitation and reseal program within allocated budget	Program budget cost variance +/- 10%	Variance from approved budgets	Technical Services	Manager Works

9.1.3: Deliver Stage 4 of the Southern Feeder Road from Anson Street to Pinnacle Road

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
9.1.3.1	Identify and secure funding for Stage 4 of Southern Feeder Road works	External funding source identified and funds secured to complete balance of works	Grant applications lodged	Technical Services	Manager Works

9.1.4: Confirm alignment for Southern Feeder Road at Cargo Road

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
9.1.4.1	Resolve design for the intersection of Cargo Road and Ploughmans Lane	Approved design that meets stakeholder needs	Completed designs	Technical Services	Manager Engineering Services

9.1.5: Accelerate the construction of flood mitigation projects

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
9.1.5.1	Upgrade the East Orange Drainage Channel from McLachlan Street to March Street	Go to public tender for works	Tenders advertised	Technical Services	Manager Works

9.1.6: Increase understanding of the infrastructure network conditions

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
9.1.6.1	Update asset management plan with condition data	Undertake inspections of at least 3% of the urban piped network and 50% of rural piped culverts	Length of network inspected	Technical Services	Manager Works

CSP Strategy 9.2: Provide and manage public car parking in the Orange Central Business District

9.2.1: Review parking restrictions within the City to accommodate the evolving dynamics of the City

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
9.2.1.1	Carry out parking patrols in accordance with patrol schedule and Council's adopted parking rules	Provide efficient and effective compliance service in a timely manner. Implement a Council enforcement policy to ensure consistency in decision making	Number of parking warnings and infringement notices	Development Services	Manager Development Assessments

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
9.2.1.2	Streamline operation of Council's licence plate recognition technology	Provide efficient and effective compliance service with LPR technology in a timely manner. Streamlined processes internally - customer service focus Implement a Council enforcement policy for LPR to ensure consistency in decision making.	Number of parking warnings and infringement notices	Development Services	Manager Development Assessments

9.2.2: Review and implement Council Enforcement Policy to ensure consistent decision making

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
9.2.2.1	Provide Council staff with ongoing training and education to improve customer service skills	Develop and implement a customer journey model to ensure continued improvement of customer Service Skills	Customer satisfaction	Development Services	Manager Development Assessments

CSP Strategy 9.3: Deliver an appropriate level of pedestrian and cyclist amenity that is fit for purpose

9.3.1: Improve the existing path network

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
9.3.1.1	Complete footpath rehabilitation, repair and maintenance in accordance with the Transport Asset Management Plan	All identified projects delivered	Bi-annual reporting of number of projects delivered	Technical Services	Manager Works

9.3.2: Construct footpaths to enhance existing path network

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
9.3.2.1	Apply for capital works grants to support construction and maintenance of pedestrian and cycle path networks	Apply for all suitable grants	Number of eligible grants applied for and percentage of successful applications	Technical Services	Manager Works
9.3.2.2	Complete construction of new footpaths in accordance with the Transport Asset Management Plan	All projects delivered	Bi-annual reporting of number of projects completed	Technical Services	Manager Works

CSP Strategy 9.4: Develop a vibrant civic and commercial precinct as a centre for the community

9.4.1: Deliver the future cities traches

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
9.4.1.1	Consult, design, budget and construct Lords PI (Summer to Kite), Robertson Park, Business Assistance Programs, Greening, Art, and CBD Furniture for Tranche 2	Implementation of identified Future Cities Programs	Bi-annual reporting on progress	Technical Services	Manager Engineering Services
9.4.1.2	Develop funding model for Tranche 3	Budget allocation for Tranche 3	Delivery of funding model	Technical Services	Manager Engineering Services

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CSP Objective 10: Celebrate our cultural, social, natural and built heritage assets

CSP Strategy 10.1: Engage with the community to ensure plans for growth and development are respectful of our heritage

10.1.1: Increase the knowledge of building owners about the value of protecting and enhancing the heritage of the city

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
10.1.1.1	Engage with the community to ensure plans for growth and development are respectful of our heritage	A minimum of 12 Heritage visits provided per year	Fund and provide Heritage and Design advice service by a qualified Heritage Architect	Development Services	Manager Development Assessments

CSP Strategy 10.2: Preserve our diverse social and cultural heritage

10.2.1: Preserve the tangible and intangible cultural heritage of the region

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
10.2.1.1	Maintain local heritage	Local Heritage Assistance Funded supports 10 heritage projects. Heritage strategy reviewed	Conduct of local heritage assistance fund Implement and review heritage strategy annually	Community Recreation & Cultural Services	Orange Regional Museum Manager

CSP Strategy 10.3: Preserve the unique way of life of our surrounding villages

10.3.1: Support the Spring Hill, Clifton Grove and Lucknow Community Committees

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
10.3.1.1	Engage with the community and update the Village's priorities	Minimum of two meetings per year for each village Delivery of annual works programs	Conduct of Regular meetings with Spring Hill, Clifton Grove and Lucknow Community Committees Implementation of identified works programs to enhance Villages	Corporate & Commercial Services	Manager Corporate and Community Relations

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3. THEME: PROSPER

CSP Objective 11: Sustainable tourism, events and visitor experiences

CSP Strategy 11.1: Capitalise on the character and lifestyle of Orange to remain a destination of choice

11.1.1: Implement the Orange Region Tourism Strategy to continue to support and maintain Orange's visitor economy

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
11.1.1.1	Delivery of the Orange Region's Destination Management Plan and associated actions	Increase visitor numbers to 1.35million visitors	Biannual reporting of implementation of actions from the Orange Regions DMP	Corporate & Commercial Services	Tourism Manager
11.1.1.2	Contract tourism services	Increase visitor numbers to 1.35million visitors	Establish new four-year tourism contract to deliver Orange's Tourism Strategy and associated actions detailed in the DMP	Corporate & Commercial Services	Tourism Manager

11.1.2: Manage Orange Visitor Information Centre and online channels to encourage visitors to stay longer and engage with more experience across the Orange region

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
11.1.2.1	Deliver actions detailed in the DMP including marketing activities, in region events and collaborative tourism packages	Increase visitors stays by 5%	Bi-annual reporting of implementation of actions from the Orange Regions DMP	Corporate & Commercial Services	Tourism Manager

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CSP Strategy 11.2: Develop and attract a variety of events, festivals, venues and activities for locals and visitors, ensuring accessibility for all

11.2.1: Deliver an annual program of Council-run events to create vibrancy and livability for residents and visitors to the city

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
11.2.1.1	Deliver a program of Council run civic events including 'Welcome to Orange', 'Citizenship Ceremonies', 'Carols by Candlelight' & a 'New Year's Eve' event	Deliver six civic events each year	Bi-annual reporting of Council run civic events and outcomes achieved	Corporate & Commercial Services	Manager Economic Development

11.2.2: Support community organizations to stage community-run events through the administration of Council's Event Sponsorship Programs

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
11.2.2.1	Administer Council's Event Sponsorship Program	Deliver four rounds of funding through the Events Sponsorship Program totaling an annual investment of \$120k	Bi-annual reporting of administration of Council's Events Sponsorship Program	Corporate & Commercial Services	Manager Economic Development

11.2.3: Support and encourage major events to be held in Orange for locals to enjoy and to attract visitors to the city

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
11.2.3.1	Support and encourage two major events to be held in the city and promote Council's support of these events	Two major events held in the city per year	Bi-annual reporting of major events supported	Corporate & Commercial Services	Manager Economic Development

11.2.4: Manage Council's event applications to assist groups deliver safe and well managed events on Council property

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
11.2.4.1	Assess applications and provide advice for events held on Council property	75% of Applications approved within agreed timeframes	Bi-annual reporting of number of applications assessed within agreed timeframes	Corporate & Commercial Services	Manager Economic Development

11.2.5: Maintain and improve the Colour City Caravan Park (CCCP) to provide a variety of accommodation and outdoor activities

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
11.2.5.1	Maintain a three-star rating	Maintain 50% occupancy rate across the year	Bi-annual reporting of occupancy rates	Corporate & Commercial Services	Manager Economic Development
11.2.5.2	Undertake asset improvements in accordance with the building's asset management plan and budgets	Maintain 50% occupancy rate across the year	On-time on budget delivery	Corporate & Commercial Services	Manager Economic Development

11.2.6: Implement the Lake Canobolas Precinct masterplan for the Scout Camp to attract additional groups and visitors to the Orange Region

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
11.2.6.1	Deliver the BBRF-funded upgrade program for the Canobolas Scout Camp	Delivery upgrade in 2022/2023 financial year	On-time on-budget delivery	Corporate & Commercial Services	Manager Economic Development
11.2.6.2	Develop and implement business and marketing plan for the Scout Camp	2% increased occupancy	Bi-annual reporting on business and marketing plan activities	Corporate & Commercial Services	Manager Economic Development

CSP Objective 12: A smart, innovative and resilient industry sector

CSP Strategy 12.1: Attract and grow strategic investment

12.1.1: Encourage and facilitate inward investment to grow the number of new inbound businesses to the city

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
12.1.1.1	Provide a range of up-to-date information that is appropriate to potential new business and residents, including web-based and mobile application platforms	Attract one new business to orange per year and support one existing business to grow and expand	Bi-annual reporting of enquiries and progress of business and industry attraction	Corporate & Commercial Services	Manager Economic Development

12.1.2: Deliver Business Development initiatives as part of Future Cities Program

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
12.1.2.1	Deliver new websites to support businesses online presence	Deliver recommendations from program review	Bi-annual reporting of Future Cities Program	Corporate & Commercial Services	Manager Economic Development

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
12.1.2.2	Support startups to operate their new businesses by providing McNamara Lane Pop-up Pods for lease	Four start ups supported through the rental of McNamara Lane Pop-up Pods	Bi-annual reporting of lease agreements, rent received and business activation	Corporate & Commercial Services	Manager Economic Development

12.1.3: Support the development of key industry sectors and/or precincts to support long-term growth

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
12.1.3.1	Bring developable blocks to market in the Health Precinct	Bring two blocks to the market	Bi-annual reporting of land availability to market, industry/business attraction and sales results	Corporate & Commercial Services	Manager Economic Development
12.1.3.2	Finalise Subdivision design and staged development following commercial advice	Go-to-market strategy for Clergate and Sale Yards	Bi-annual reporting of land availability to market, industry/business attraction and sales results	Corporate & Commercial Services	Manager Economic Development

CSP Strategy 12.2: Support innovative industry sectors

12.2.1: Explore avenues to assist business development in the City in conjunction with the Orange Business Chamber and other peak industry and Government bodies

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
12.2.1.1	Meet regularly with the Chamber of Commerce and Council's and peak bodies	Quarterly meetings with key stakeholders	Bi-annual reporting of engagement and initiatives delivered	Corporate & Commercial Services	Manager Economic Development
12.2.1.2	Hold bi-monthly Council's Community Economic Development Committee meetings	Six meetings a year	Bi-annual reporting of meetings and recommendation implemented	Corporate & Commercial Services	Manager Economic Development

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CSP Objective 13: Transport services, connectivity and infrastructure that support community, tourism, business and industry

CSP Strategy 13.1: Support public and private rail, coach and air services

13.1.1: Operate the Orange Airport

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
13.1.1.1	Ensure the airport meets requirements of the Civil Aviation Safety Authority and the Office of Transport Security	100% compliance	Ensure all annual safety surveys are completed and Airport Security is upheld	Technical Services	Manager Depot, Airport and Emergency Services
13.1.1.2	Annual technical inspection	One Annual Survey to be completed	To ensure survey has been undertaken and copy sent to CASA	Technical Services	Manager Depot, Airport and Emergency Services
13.1.1.3	Obstacle-limitation survey	One Annual Survey to be completed	To ensure survey has been undertaken and copy sent to CASA	Technical Services	Manager Depot, Airport and Emergency Services
13.1.1.4	Annual emergency-training exercise	One annual exercise to be under taken	To design and conduct annual emergency exercise	Technical Services	Manager Depot, Airport and Emergency Services

13.1.2: Undertake upgrades of Airport precinct

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
13.1.2.1	Complete hard stand area (federally funded 50/50)	Complete hardstand area within budget	%Budget %Grant % Completion	Technical Services	Manager Depot, Airport and Emergency Services
13.1.2.2	Install LED security lighting	Install LED Security Lighting	% Completion % Budget	Technical Services	Manager Depot, Airport and Emergency Services

CSP Strategy 13.2: Support initiatives for improved connectivity between Orange and capital cities and regional towns**13.2.1: Lobby relevant government authorities for improved private sector and public transport linkages**

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
13.2.1.1	Report on meetings and interactions for improved transport linkages with ORAG	At least four ORAG meetings per year	Bi-annual reporting of meetings held and recommendations implemented	Corporate & Commercial Services	Manager Economic Development

4. THEME: COLLABORATE

CSP Objective 14: An informed community

CSP Strategy 14.1: Deliver communication that is open, accessible, meaningful and regular across a range of media

14.1.1: Increase community engagement across communication channels by delivering rich content that encourages audiences to follow and share information and positively positions Orange City Council work to its communities and visitors

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
14.1.1.1	Develop content calendar with a target for number of media releases and social media posts	Increase Facebook, Instagram, e-news, and Podcast engagement by 10%. Increase Twitter engagement by 5%. Issue at least three media releases per week	Bi-annual reporting of activity (frequency and reach) of communication activity and channel engagement	Corporate & Commercial Services	Manager Corporate and Community Relations
14.1.1.2	Explore new ways for Council to actively listen to community views	Increase engagement activities by 5%	Bi-annual reporting (frequency and reach) of engagement activity	Corporate & Commercial Services	Manager Corporate and Community Relations
14.1.1.3	Conduct media training for Councillors	All Councillors have undertaken media training	Bi-annual reporting of Councillor media training activities	Corporate & Commercial Services	Manager Corporate and Community Relations

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
14.1.1.4	Audit marketing and promotional material engagement process to ensure content is well planned, on brand and engages with the community	Audit report	Bi-annual reporting on progress of Audit and recommended actions	Corporate & Commercial Services	Manager Corporate Governance

CSP Strategy 14.2: Promote organisational culture that delivers excellent customer service and continuous improvement

14.2.1: Develop Customer Service Charter and Service Delivery Key Performance Indicators (KPIs)

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
14.2.1.1	Update Customer Service Obligation Policy to develop a customer service model to meet the changing needs of customers and how they want to connect with Council	Policy updated and adopted	Bi-annual call grade of service and email response time	Corporate & Commercial Services	Manager Corporate and Community Relations
14.2.1.2	Continue Grade of Service measures for call and email responses and after hour calls	Standards in Customer Service Obligation Policy met	Bi-annual call grade of service and email response time	Corporate & Commercial Services	Manager Corporate and Community Relations

14.2.2: Implement consistent customer centric language across all Council's correspondence and touch points

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
14.2.2.1	Conduct a customer communication audit	Audit undertaken and recommendations made	Bi-annual reporting of audit recommendations and progress of implementation	Corporate & Commercial Services	Manager Corporate and Community Relations

14.2.3: Refurbish Civic Centre foyer to be more accessible and welcoming to customers and support positive and proactive interactions

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
14.2.3.1	Secure funding for concept design	Concept Design for Civic Centre foyer and business case for funding	Bi-annual reporting on refurbishment progress	Corporate & Commercial Services	Manager Corporate and Community Relations

14.2.4: Improve Development Application Process to businesses and the Orange community to facilitate sustainable growth of the city

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
14.2.4.1	Review online lodgment requirements for the NSW Planning Portal and provide guidance material where appropriate on Council's web page to assist customers	Review undertaken and recommendations made where required to improve process	Bi-annual reporting of information provided on Council's website	Development Services	Manager Development Assessments
14.2.4.2	Improve assessment turnaround for Development Application by reviewing procedures for Council's pre-lodgment advisory service	Development applications determined within a median time of 40 days	Bi-annual reporting of percentage of DA's determined within statutory timeframe	Development Services	Manager Development Assessments
14.2.4.3	Prepare and implement a customer journey model to upskill and assist staff with customer service enquiries	Implementation of customer journey model	Bi-annual reporting on implementation of customer journey model	Corporate & Commercial Services	Manager Economic Development

14.2.5: Provide improved internal property information systems

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
14.2.5.1	Complete and implement automated planning certificate system	Implement an automated Planning Certificate system by June 2023	Bi-annual reporting of progress of implementation of an automated Planning Certificate system	Development Services	Manager Development Assessments

CSP Strategy 14.3: Provide opportunities for widespread and quality engagement and, where appropriate, shared decision-making

14.3.1: Engage with the community to facilitate shared decision making on the services and works delivered by the Orange City Council

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
14.3.1.1	Actively engage with the community in Future Cities Program of work and major projects	Broader community and discrete precinct stakeholders given an opportunity for face to face and on-line engagement at a minimum of one opportunity per precinct project	Bi-annual reporting of community engagement activities conducted	Corporate & Commercial Services	Manager Corporate and Community Relations

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
14.3.1.2	Finalise engagement on Orange City Council Housing Strategy	Promote adopted plan and engage on any amendments	Bi-annual reporting of community engagement activities conducted	Corporate & Commercial Services	Manager Corporate and Community Relations
14.3.1.3	Adopt IAP2 standard in Project Management framework	Add IAP2 standards to project framework where engagement plans are required	Bi-annual reporting of community engagement activities conducted	Corporate & Commercial Services	Manager Corporate and Community Relations
14.3.1.4	Continue public exhibition of matters put to Council	Exhibit issues to meet legislative requirements as well as high public interest or impact matters	Bi-annual reporting of community engagement activities conducted	Corporate & Commercial Services	Manager Corporate and Community Relations

14.3.2: Develop a stakeholder engagement approach to build relationships and ensure key stakeholders are informed of Orange City Council activities

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
14.3.2.1	Complete Orange City Council stakeholder map and assign stakeholder managers	Implementation of Stakeholder Map and stakeholder management	Bi-annual reporting of progress	Corporate & Commercial Services	Manager Corporate and Community Relations

CSP Objective 15: Leaders in our community

CSP Strategy 15.1: Encourage and support residents to pursue leadership roles at Council

15.1.1: Establish a recruitment engagement program focused on younger members of the local community

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
15.1.1.1	Establish a recruitment engagement program focused on younger members of the local community	Three events per calendar year	Bi-annual reporting of increase engagement with schools and community events focused on recruitment	Corporate & Commercial Services	Manager People and Culture

15.1.2: Implement Leadership Upskill and Employee Speak Up programs

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
15.1.2.1	Implement leader led conversations on career	30% increase in career advancing learning and development	Bi-annual reporting of career conversation documents and action plans developed	Corporate & Commercial Services	Manager People and Culture

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
15.1.2.2	Develop training programs relating to workplace flexibility and leadership conversation skills	25 leaders (managers and directors) complete training	Annual reporting of training completed	Corporate & Commercial Services	Manager People and Culture

CSP Strategy 15.2: Support community organisations and groups to deliver services and programs

15.2.1: Deliver Council's Small Donations Fund to support the community to delivery services and programs

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
15.2.1.1	Administer Council's Small Grants Program	Deliver four rounds of funding through the Small Grants Program	Bi-annual reporting of administration of Council's Small Grants Program	Corporate & Commercial Services	Manager Economic Development

CSP Strategy 15.3: Engage and train young people to develop our future leaders

15.3.1: Apprenticeship, Traineeship, Cadetships and Sponsorship programs for local young employees to have a continuous pipeline of development within Council

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
15.3.1.1	Apprenticeship, Traineeship, Cadetships and Sponsorship programs for local young employees to have a continuous pipeline of development within Council	To have an employment % of council employees which is at least 0.5% higher than the comparative percentage of the average Orange population Target for employment % is therefore currently 12.5% (15-25 year olds) and 14.5% (26-35 year olds)	Bi-annual comparison of employee participation to local employee population in younger age groups	Corporate & Commercial Services	Manager People and Culture

15.3.2: Develop programs and activities for young people across the region

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
15.3.2.1	Develop and present a diverse range of programs and activities targeted for young people across the region	Youth Hub open five days a week and deliver six programs during vacation periods	Bi-annual reporting of Youth Hub activities and programs to increase positive physical and mental health	Community Recreation & Cultural Services	Manager Community Services
15.3.2.2	Investigate and apply for funding grants	A minimum of two grants submitted	Bi-annual reporting of grants applied for	Community Recreation & Cultural Services	Manager Community Services

CSP Strategy 15.4: Develop and encourage staff to pursue leadership within Council

15.4.1: Implement Leadership Upskill program as part of the Council Culture Program

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
15.4.1.1	Implement Leadership Upskill program as part of the Council Culture Program	70% of leadership (Managers and Supervisors) involved in at least one element of leadership development	Bi-annual reporting of leadership programs and activities	Corporate & Commercial Services	Manager People and Culture

CSP Objective 16: Strong relationships

CSP Strategy 16.1: Work in partnership with other councils, regional organisations and State and Federal governments

16.1.1: Support the Local Emergency Management Committee

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
16.1.1.1	Support local emergency planning in conjunction with key agencies	Attend four meeting per year	Chair quarterly meetings and record meeting minutes and distribute	Technical Services	Manager Depot, Airport and Emergency Services
16.1.1.2	Update Emergency Management Plan	Plan updated	Bi-annual reporting on Emergency Management Plan	Technical Services	Manager Depot, Airport and Emergency Services

16.1.2: Support the Rural Fire Service

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
16.1.2.1	Provide ongoing support and advice to quarterly Bush Fire Management Committee meetings and Bush Fire Liaison Committee meetings	Attend four meetings per year	Bi-annual reporting on meetings	Technical Services	Manager Depot, Airport and Emergency Services

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
16.1.2.2	Attend Rural Fire Service Management Committee and Bush Fire Liaison Committee quarterly meetings	Attend four meetings per year	Bi-annual reporting on meetings	Technical Services	Manager Depot, Airport and Emergency Services
16.1.2.3	Provide financial management assistance to Rural Fire Service	Service Provided	Bi-annual reporting Council to provide assistance through their Financial Department-Debtors/Creditors	Technical Services	Manager Depot, Airport and Emergency Services

16.1.3: Engage with State and Federal Governments on funding and policy matters

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
16.1.3.1	Report activities of the Council showing advocacy on emerging strategic matters important to the City and region	Half yearly report to Council on advocacy activities	Report acknowledged by Council	CEO's Office	Executive Support Manager

16.1.4: Continue to support emergency services

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
16.1.4.1	Provide Chair and Local Emergency Management Officer for the Local Emergency Management Committee	Appointment by Council	Council appoints LEMO and LEMO to chair meetings	Technical Services	Manager Depot, Airport and Emergency Services
16.1.4.2	Attend and Chair Local Emergency Management Committee meetings and provide support and backup in emergencies	Four meetings to be attended	LEMO to attend and chair meetings and to provide support as required	Technical Services	Manager Depot, Airport and Emergency Services

16.1.5: Engage with State and Federal Governments on funding and policy matters

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
16.1.5.1	Develop a Government relationship program to connect with State and Federal Governments on funding and policy matters	At least two meetings held per year	Bi-annual reporting of engagement activities		Chief Executive Officer

CSP Strategy 16.2: Advocate for the community to attract external funding to deliver services, facilities and programs

16.2.1: Maintain membership of key lobby groups to advance regional priorities

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
16.2.1.1	Report on meetings and interactions with key lobby groups - including, but not limited to: * Central NSW Joint Organisation * Regional Development Australia * Regional Cities NSW * Orange 360 * NetWaste * Association of Mining-related Councils * Local Land Services * Government Ministers and Department Officers * LGNSW	Report acknowledged by Council	Bi-annual reporting of State & Federal Government lobbying activities	CEO's Office	Executive Support Manager

16.2.2: Maintain sister-cities relationships with: Timaru, New Zealand, Orange California and mt Hagen Papua New Guinea

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
16.2.2.1	Support opportunities for cultural exchange	Hold at least two Sister City Community Committee meetings per year	Bi-annual reporting of cultural exchange activities	Corporate & Commercial Services	Manager Corporate and Community Relations

CSP Objective 17: Responsible governance

CSP Strategy 17.1: Provide representative, responsible and accountable community governance

17.1.1: Maintain the delegations and sub-delegations register

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.1.1	Review delegations with the Chief Executive Officer in November annually for adoption by Council in the first 12 months of the new Council Term	Report to Council by December 2022	Adopted by Council by 30 June 2022	Corporate & Commercial Services	Manager Corporate Governance

17.1.2: Co-ordinate with the Mayor and Councilors training and development plans in accordance with requirements under the Local Government Act

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.2.1	Develop training program for each Councilor	100% attendance and completion of annual training plan by Councilors	Bi-annual reporting of Councilor attendance at identified training courses	CEO's Office	Executive Support Manager

17.1.3: Investigate the digitisation of relevant hard copy files currently stored at Council's repository

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.3.1	Identify files to be digitised and files that can be stored securely in a remote records storage facility	Identification of relevant files to be digitised by 30 September 2022	Bi-annual reporting on progress	Corporate & Commercial Services	Manager Corporate Governance
17.1.3.2	Investigate options and obtain quotes for transferring hard copy files to electronic records system and offsite secure storage facility	Request for Quote out by 30 October 2022	Quotations received by 30 November 2022	Corporate & Commercial Services	Manager Corporate Governance
17.1.3.3	Develop business case	Business case approved by ELT by 28 February 2023	Report to ELT by 31 December 2022	Corporate & Commercial Services	Manager Corporate Governance

17.1.4: Develop and implement the suite of integrated planning and reporting documents (IP&R)

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.4.1	Deliver IP&R documents for public exhibition and adoption	Community Engagement Strategy, Community Strategic Plan, Delivery Program, Operational Plan & Resourcing Strategy adopted by June 30, 2022	IP&R documents considered by Council in April for 28-day exhibition IP&R Documents adopted by 30 June 2022		Director Corporate and Commercial Services

17.1.5: Develop the Business Continuity Plan for Council including the Business Continuity Policy, Framework and Business Impact Analysis

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.5.1	Facilitate the development of the Business Continuity Policy framework and perform the Business Impact Analysis for key functions of Council	Business continuity framework documents produced with an effective outcome. Business Impact Analysis completed	Business Impact Analysis testing completed by 30 June 2023	Corporate & Commercial Services	Manager Corporate Governance

17.1.6: Maintain a framework of relevant policies and procedures

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.6.1	Review and consolidate strategic policies and review operational policies and procedures	All Strategic Policies reviewed and consolidated where practical. 25% of all Operational policies and procedures reviewed and consolidated where practical	Bi-annual reporting on progress	Corporate & Commercial Services	Manager Corporate Governance

17.1.7: Maintain Council's Corruption Prevention Framework.

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.7.1	Review Corruption Prevention Framework and provide recommendations for continuous improvement	Corruption Prevention Framework reviewed and 25% of recommendations for continuous improvement implemented	Bi-annual reporting on progress	Corporate & Commercial Services	Manager Corporate Governance

17.1.8: Review opportunities and areas for improvement through the controls review during the risk and controls self-assessment process and the risk in change process

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.8.1	Perform a review of the control framework as part of the risk management framework review to identify efficiencies in processes and reduce the number of manual controls	Reduction of 5% of manual controls	Review of risk and control framework completed and reported to ELT and Council	Corporate & Commercial Services	Manager Corporate Governance
17.1.8.2	Review efficiencies in control processes and automated versus manual controls because of the risk in change output	Five delivered risk workshops completed	Control efficiencies gained as a result of delivered risk workshops	Corporate & Commercial Services	Manager Corporate Governance

17.1.9: Embed the enterprise risk management framework and monitor that all risks remain within tolerance and that there is a strong control environment in place

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.9.1	Manage the review of the Risk Management Framework on a quarterly basis	All risks and controls reviewed by risk owners each quarter	Quarterly ELT and ARIC reporting on risk and control self-assessments	Corporate & Commercial Services	Manager Corporate Governance

17.1.10: Complete the four-year internal audit program and implement any mandatory internal audit guidelines from the Office of Local Government

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.10.1	Complete the 2022/2023 internal audit program	Three audits completed by 30 June 2023	Internal audits completed per the 2022/2023 plan	Corporate & Commercial Services	Manager Corporate Governance
17.1.10.2	Implement any finalised mandatory internal audit guidelines from the Office of Local Government	All internal audit guidelines due by 30 June 2023 are implemented	Compliance status updates reported to ELT	Corporate & Commercial Services	Manager Corporate Governance
17.1.10.3	Provide advice, mentoring, education, and assistance to the organisation on internal controls, implementation of audit recommendations, ethical behaviours, and good governance	Three risk workshops and/or training completed	Risk workshops and/or training completed in the 2022/2023 year	Corporate & Commercial Services	Manager Corporate Governance

17.1.11: Ensure that appropriate safety accreditation is achieved by council

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.11.1	Address outcomes of GAP audit to achieve ISO 45001 accreditation	Audit gaps minimised and ISO 45001 accreditation awarded	Bi-annual reporting of progress towards ISO 45001 accreditation	Corporate & Commercial Services	Manager People and Culture

17.1.12: Improve management of contractor safety

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.12.1	Implement contractor safety solutions	System in place and functional Audit of effective use of system complete	Bi-annual reporting of progress on documented construction contractor compliance with licensing requirements for the major procurement platform (Felix)	Corporate & Commercial Services	Manager People and Culture

17.1.13: Develop and resource an IT Operational Roadmap ensuring that operational projects reflect the goals and milestones of the IT and Spatial Strategies

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.13.1	Ongoing review of IT Operational Roadmap against current business environment to ensure it reflects operations needs for the next financial year	Operational Roadmap adopted by IT Steering committee Roadmap projects budgeted and funded for 2023/24	Bi-Monthly Reporting to the IT Steering Committee	Corporate & Commercial Services	Manager Information Technology

17.1.14: Continue to upgrade and implement core business, infrastructure and spatial systems as per the IT Operational Roadmap, ensuring that systems are current and fit-for-purpose while supporting business programs

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.14.1	Deliver IT operational Roadmap projects	Roadmap Projects delivered on budget Roadmap projects delivered within agreed timeframes Stated business opportunities realised at delivery	Bi-Monthly Reporting to the IT Steering Committee	Corporate & Commercial Services	Manager Information Technology

17.1.15: Maintain strong internal communities or reference groups specifically to inform the IT and Spatial Strategies and foster digital engagement

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.15.1	Launch and support a cross-divisional Spatial Working Group that supports and inform the Spatial strategy	MS Teams team launched Staff input used to streamline the gathering of Spatial data for input into strategy	Bi-Monthly Reporting to the IT Steering Committee	Corporate & Commercial Services	Manager Information Technology

17.1.16: Adopt Asset Management Strategies to align with Integrated Planning and Reporting documents

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.16.1	Compile strategies and report to Council	AMS delivered to Council with draft budget for adoption each year	AMS delivered to Council with draft budget for adoption each year		Director Technical Services

17.1.17: Provide timely revaluation of capital value of assets

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.1.17.1	Undertake condition surveys and running models	External valuation of building assets in 22/23. Internal adjustment of asset model on all other asset classes	Review condition rating for the following years, 22/23 Buildings 23/24 Gap year (no revaluation) 24/25 Roads and Drainage 25/26 Parks, Open Spaces and Other Assets	Technical Services	Manager Engineering Services

CSP Strategy 17.2: Ensure financial stability and support efficient ongoing operation

17.2.1: Maintain and improve storage and facilities for assets at Council's Works Depot

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.2.1.1	Regularly maintain and clean storage and facilities	% Compliant	To maintain and clean Works Depot on a regular basis	Technical Services	Manager Depot, Airport and Emergency Services

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.2.1.2	Resurface 1/3 of road surface at Depot	Completed and within budget	Resurface 1/3 of the Depot Road Network in 2022/2023	Technical Services	Manager Depot, Airport and Emergency Services

17.2.2: Introduce and utilise automated payroll system with payroll staff having minimal manual keystroke entry and manual checking

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.2.2.1	Commence implementation of leave applications and automated attendance sheets	100% of employees having the ability to complete online timesheets Attendance sheets being completed using an online system	Attendance sheets and leave applications completed online	Corporate & Commercial Services	Manager People and Culture
17.2.2.2	Research system solution or add on application to electronically complete complex timesheets	Contractual agreement with a provider for online time sheets by end of 30 June 2023	Identification and selection of an automated time sheet solution for Orange City Council	Corporate & Commercial Services	Manager People and Culture

17.2.3: Provide a consistent, supportive and innovative work environment for all Orange City Council employees

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.2.3.1	Improve onboarding and induction programs	80% positive outcomes to questions within the new employee onboarding survey	Survey results from new employees and their supervisors	Corporate & Commercial Services	Manager People and Culture
17.2.3.2	Increase awareness of flexible workplace opportunities and policies	10% increase in documented flexible workplace arrangements	Utilisation of flexible workplace arrangements	Corporate & Commercial Services	Manager People and Culture

17.2.4: Monitor and review the core needs of the Council Service throughout the four-year Cycle of Workforce Strategy

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.2.4.1	Monitor expansion and identify areas of commonality where early streamlining can be implemented	Council FTE remains within 10% of similar functioning Council's FTE	Comparison of OCC's FTE in Benchmarking against Councils of similar size and functions	Corporate & Commercial Services	Manager People and Culture

17.2.5: Monitor patterns of use to identify employee transition possibilities

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.2.5.1	Establish reporting methods to identify patterns of use to identify transfer possibilities	Less than two instances of breaches identified each year	Compliance with legislation relating to employment of casuals and contractors	Corporate & Commercial Services	Manager People and Culture
17.2.5.2	Educate leaders on the obligations around use of casuals, consultants and contractors	100% of managers and directors educated	Education designed and completed	Corporate & Commercial Services	Manager People and Culture

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17.2.6: Conduct Employee Safety & Wellbeing Programs

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.2.6.1	Review and prioritise Wellbeing program options	8 Wellbeing activities are provided to employees each calendar year	OCC Wellbeing Program is reviewed and completed on an annual basis	Corporate & Commercial Services	Manager People and Culture

17.2.7: Develop and maintain centralized, high-level IT and Spatial Strategies that ensure IT programs, systems and services support enterprise-wide needs

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.2.7.1	Foster strategic culture through the establishment and activities of an IT and Cyber Steering Committee	IT Steering Committee established and active	Bi-Monthly meetings of the IT Steering Committee	Corporate & Commercial Services	Manager Information Technology

17.2.8: Maintain Council's fleet in accordance of the manufacturers specifications using Council's workshop and contractors

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.2.8.1	Maintain Council's Fleet in accordance with the Manufacturers Specifications using Council's workshop and contractors	96% availability of Fleet and Plant when required	To maintain Council's fleet so that it is available for use when required	Technical Services	Manager Depot, Airport and Emergency Services

17.2.9: Replace fleet and plant as required

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.2.9.1	Replace fleet and plant as per the 2022-2023 Operational Plan	Purchases are completed and within budget	Fleet and plant purchased as per the Operational Plan	Technical Services	Manager Depot, Airport and Emergency Services

17.2.10: Design and deliver programmed maintenance, inspection and testing programs to ensure all buildings fulfil relevant statutory compliance obligations. Includes essential building services such as fire, electrical and asbestos

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.2.10.1	Design and deliver programmed maintenance, inspection and testing programs to ensure all buildings fulfil relevant statutory compliance obligations. Includes essential building services such as fire, electrical and asbestos.	Full portfolio compliance during 2022.	Complete five-year asbestos register condition survey. Complete review of all statutory requirements across building portfolio. Undertake full audit of building portfolio to ensure RCD compliance.	Technical Services	Manager Building Services

17.2.11: Deliver contracted programmed maintenance and facility services that ensure continued effective operation of the building portfolio. Includes functions such as HVAC, auto doors, security and cleaning

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.2.11.1	Deliver contracted programmed maintenance and facility services that ensure continued effective operation of the building portfolio. Includes functions such as HVAC, auto doors, security and cleaning	Ensure effective delivery of contractor services across portfolio	Develop tender scope and documentation for cleaning and HVAC contract renewals. Complete monthly contractor performance reviews for HVAC, security, and cleaning and fire services	Technical Services	Manager Building Services

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17.2.12: Plan and deliver building capital renewal programs that prioritise the available budget to projects addressing safety, compliance and operational risks

Action Code	Operational Plan Action 2022/2023	Target	Performance Measure	Authorising Officer Division	Responsible Officer Position
17.2.12.1	Plan and deliver building capital renewal programs that prioritise the available budget to projects addressing safety, compliance, and operational risks	Deliver all projects identified as priority works for term.	Bi-annual reporting of projects identified and completed	Technical Services	Manager Building Services