



FINANCE POLICY COMMITTEE

AGENDA

2 FEBRUARY 2021

Notice is hereby given, in accordance with the provisions of the Local Government Act 1993 that a **FINANCE POLICY COMMITTEE MEETING of ORANGE CITY COUNCIL** will be held in the **COUNCIL CHAMBER, CIVIC CENTRE, BYNG STREET, ORANGE WITH AN OPTION OF ONLINE CONFERENCING PLATFORM ZOOM DUE TO COVID-19 REQUIREMENTS** on **Tuesday, 2 February 2021.**

David Waddell

CHIEF EXECUTIVE OFFICER

For apologies please contact Administration on 6393 8218.

AGENDA

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1 INTRODUCTION

1.1 DECLARATION OF PECUNIARY INTERESTS, SIGNIFICANT NON-PECUNIARY INTERESTS AND LESS THAN SIGNIFICANT NON-PECUNIARY INTERESTS

The provisions of Chapter 14 of the Local Government Act, 1993 (the Act) regulate the way in which Councillors and designated staff of Council conduct themselves to ensure that there is no conflict between their private interests and their public role.

The Act prescribes that where a member of Council (or a Committee of Council) has a direct or indirect financial (pecuniary) interest in a matter to be considered at a meeting of the Council (or Committee), that interest must be disclosed as soon as practicable after the start of the meeting and the reasons given for declaring such interest.

As members are aware, the provisions of the Local Government Act restrict any member who has declared a pecuniary interest in any matter from participating in the discussion or voting on that matter, and requires that member to vacate the Chamber.

Council's Code of Conduct provides that if members have a non-pecuniary conflict of interest, the nature of the conflict must be disclosed. The Code of Conduct also provides for a number of ways in which a member may manage non pecuniary conflicts of interest.

RECOMMENDATION

It is recommended that Committee Members now disclose any conflicts of interest in matters under consideration by the Finance Policy Committee at this meeting.

2 GENERAL REPORTS

2.1 STATEMENT OF INVESTMENTS - DECEMBER 2020

TRIM REFERENCE: 2021/4

AUTHOR: Julie Murray, Financial Accountant

EXECUTIVE SUMMARY

The purpose of this report is to provide a statement of Council's investments held as at 31 December 2020.

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "17.2 Collaborate - Ensure financial stability and support efficient ongoing operation".

FINANCIAL IMPLICATIONS

Nil

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

That Council resolves:

- 1 To note the Statement of Investments as at 31 December 2020.
- 2 To adopt the certification of the Responsible Accounting Officer.

FURTHER CONSIDERATIONS

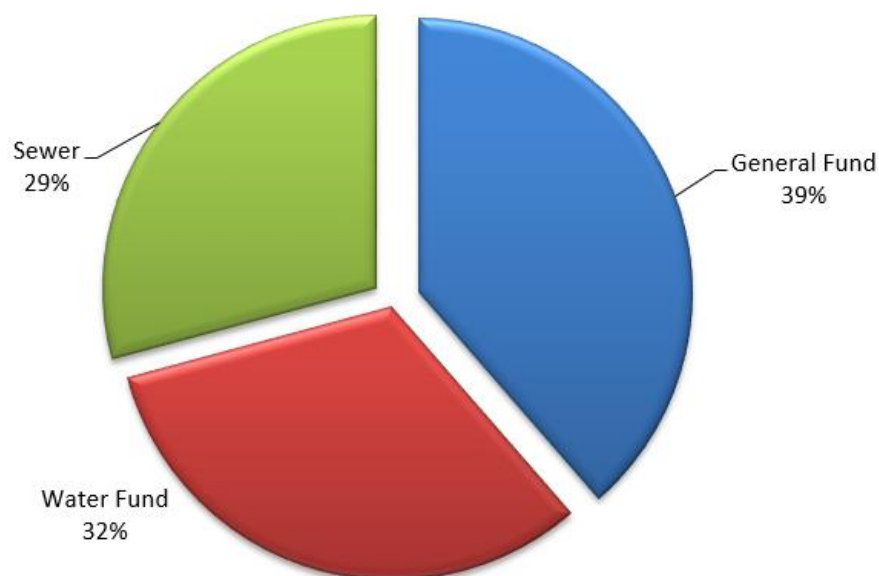
Consideration has been given to the recommendation's impact on Council's service delivery; image and reputation; political; environmental; health and safety; employees; stakeholders and project management; and no further implications or risks have been identified.

SUPPORTING INFORMATION

Section 212(1) of the Local Government (General) Regulation 2005 requires that a written report be presented each month at an Ordinary Meeting of the Council detailing all money that Council has invested under Section 625 of the Local Government Act 1993.

As at 31 December 2020, the investments held by Council in each fund is shown below:

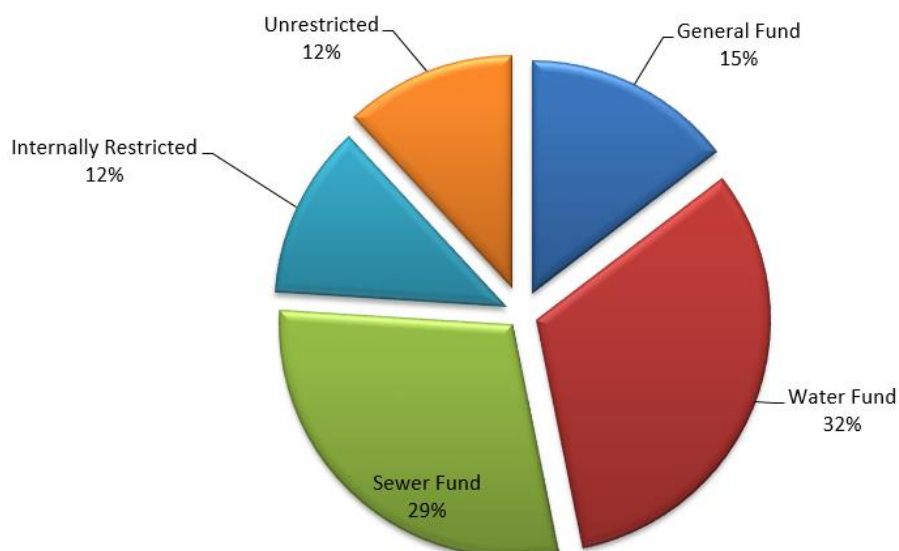
	31/12/2020	30/11/2020
General Fund	72,090,110.55	74,191,923.58
Water Fund	60,204,933.64	59,706,595.16
Sewer Fund	54,510,635.20	53,144,050.39
Total Funds	186,805,679.39	187,042,569.13



A reconciliation of Council's investment portfolio provides a summary of the purposes for which Council's investments are being held. The summary is as follows:

	31/12/2020	30/11/2020
Externally Restricted		
- General Fund	27,248,222.24	28,633,855.13
- Water Fund	60,204,933.64	59,706,595.16
- Sewer Fund	54,510,635.20	53,144,050.39
Internally Restricted	22,639,658.08	21,557,442.57
Unrestricted	22,202,230.23	24,000,625.88
Total Funds	186,805,679.39	\$187,042,569.13

The unrestricted cash position movements during the month are normal as projects commence and income is received. Movements may also arise following processing of income received between funds or into restricted assets to appropriately allocate for the purposes Council has determined. Council's cash flow is monitored on a daily basis and some investments may be redeemed rather than rolled over to support operational requirements.



Portfolio Advice

Council utilises the services of an independent investment advisor in maintaining its portfolio of investments. Council's current investment advisor is Imperium Markets, an independent asset consultant that works with wholesale investors to develop, implement and manage their investment portfolio. Imperium Markets is a leading provider of independent investment consulting services to a broad range of institutional investors including government agencies, superannuation funds and not-for-profit organisations.

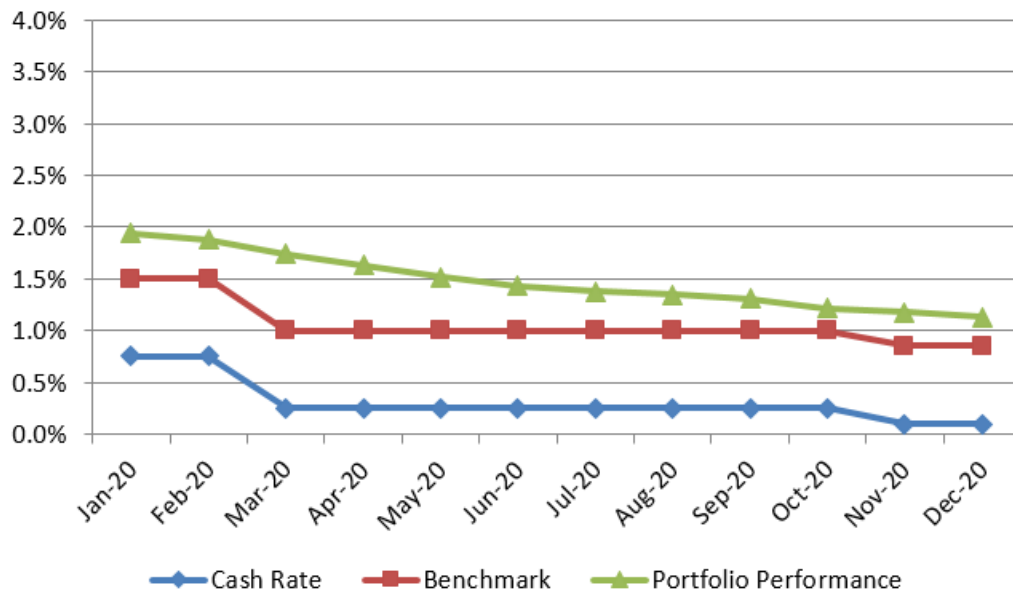
Imperium Markets major services provided to Council include:

- Quarterly portfolio summary reports
- Advice on investment opportunities, in particular Floating Rate Note products
- Advice on policy construction
- Year-end market values for Floating Note Rate products held by Council.

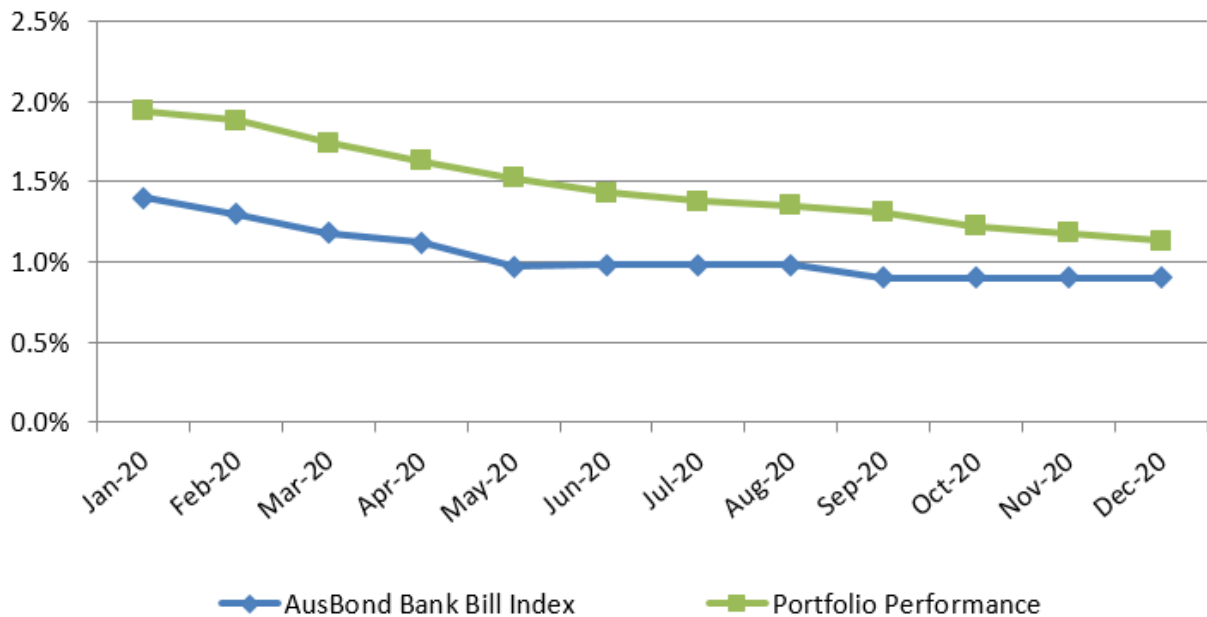
Portfolio Performance

Council's current Long Term Financial Plan establishes the benchmark for Council's interest on investments at "75 basis points above the current cash rate". The cash rate as at 31 December 2021 remained at 0.10 per cent. The weighted average interest rate of Council's investment portfolio at the same reporting date was 1.13 per cent which continues to exceed Council's benchmark i.e. the cash rate of 0.10 per cent plus 0.75 per cent (or 85 basis points).

2.1 Statement of Investments - December 2020



Council has also utilised the AusBond Bank Bill Index to provide a further benchmark focused towards long term investments. As at 31 December 2021, the AusBond rate was 0.90 per cent. The weighted average interest rate of Council's investment portfolio at the same reporting date was 1.13 per cent.



Council's Investment Policy establishes limits in relation to the maturity terms of Council's investments as well as the credit ratings of the institutions with whom Council can invest.

The following tables provide a dissection of Council's investment portfolio as required by the Policy. The Policy identifies the maximum amount that can be held in a variety of investment products or with institutions based on their respective credit ratings.

2.1 Statement of Investments - December 2020

Table 1 shows the percentage held by Council (holdings) and the additional amount that Council could hold (capacity) for each term to maturity allocation in accordance with limits established by Council's Policy.

Table 1: Maturity – Term Limits

Term to Maturity Allocation	Maximum	Holding	Remaining Capacity
0 - 3 Months	100.00%	26.46%	73.54%
3 - 12 Months	100.00%	44.33%	55.67%
1 - 2 Years	70.00%	15.99%	54.01%
2 - 5 Years	50.00%	13.22%	36.78%
5+ Years	25.00%	0.00%	25.00%

Table 2 shows the total amount held, and the weighted average interest rate (or return on investment), by credit rating. The credit rating is an independent opinion of the capability and willingness of a financial institution to repay its debts, or in other words, the providers' financial strength or creditworthiness. The rating is typically calculated as the likelihood of a failure occurring over a given period, with the higher rating (AAA) being superior due to having a lower chance of default. However, it is generally accepted that this lower risk will be accompanied by a lower return on investment.

The level of money held in the bank accounts has been added to the table to illustrate the ability of Council to cover the operational liabilities that typically occur (for example payroll, materials and contracts, utilities).

Table 2: Credit Rating Limits

Credit Rating	Maximum	Holding	Remaining Capacity	Value	Return on Investment
Bank Accounts	100.00%	5.25%	94.75%	\$9,812,646.60	0.10%
AAA	100.00%	0.00%	100.00%	N/A	N/A
AA	100.00%	42.16%	57.84%	\$78,756,160.00	1.27%
A	60.00%	24.57%	35.43%	\$45,900,000.00	1.04%
BBB & NR	40.00%	28.02%	11.98%	\$52,336,872.79	1.00%
Below BBB	0.00%	0.00%	0.00%	N/A	N/A

Certification by Responsible Accounting Officer

I, Jason Cooke, hereby certify that all investments have been made in accordance with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policy.

2.2 QUARTERLY BUDGET REVIEW AND PROGRESS REPORT - QUARTER 2 OF 2020/2021

RECORD NUMBER: 2021/22

AUTHOR: Jason Cooke, Chief Financial Officer

EXECUTIVE SUMMARY

This report provides the first quarter review of the 2019-2022 Delivery/Operational Plan, as required under section 403 of the *Local Government Act 1993*. This report illustrates the progress Council is making on the strategies and tasks identified in its strategic planning documents.

This report also provides a summary of Council's financial position over the quarter. The Directions (Collaborate, Live, Prosper, Preserve) financial summary tables with the attached Performance Indicators and quarterly review documents have been reviewed and updated and include projects across all three funds (General, Water and Sewer).

LINK TO DELIVERY/OPERATIONAL PLAN

The recommendation in this report relates to the Delivery/Operational Plan strategy "17.2 Collaborate - Ensure financial stability and support efficient ongoing operation".

FINANCIAL IMPLICATIONS

The Quarterly Review has identified favourable variations totalling \$1,816,670 to Council's adopted September 2020 quarterly budget. The effect of these variations results in Council's projected overall year-end consolidated position becoming a much smaller deficit of \$1,550,465 including capital.

Table 1 below presents Council's projected year-end result by Direction as identified in the Community Strategic Plan and the Delivery/Operational Plan. It is important to note that all red bracketed numbers in Tables 1-3 below indicate a surplus result for Council.

Direction	Adopted Budget	Proposed Variations	Proposed Budget
Collaborate	(24,545,595)	111,000	(24,434,595)
Live	15,583,654	(33,679)	15,549,975
Prosper	1,083,255	72,728	1,155,983
Preserve	11,245,821	(1,966,719)	9,279,102
Total	3,367,135	(1,816,670)	1,550,465

Table 1: Projected year-end position by Direction

2.2 Quarterly Budget Review and Progress Report - Quarter 2 of 2020/2021

Table 2 presents Council's projected year-end result by Fund, showing Cost to Council (which includes capital expenditure, capital income and funding).

Fund	Adopted Budget	Proposed Variations	Proposed Budget
General	4,341,028	150,049	4,491,077
Water	(105,581)	(1,166,719)	(1,272,300)
Sewer	(868,312)	(800,000)	(1,668,312)
Total	3,367,135	(1,816,670)	1,550,465

Table 2: Projected year-end position by Fund

Table 3 presents Council's projected year-end Operating Result (before capital) by Fund.

Fund	Adopted Budget	Proposed Variations	Proposed Budget
General	3,691,189	(163,371)	3,527,818
Water	4,975	30,000	34,975
Sewer	(790,125)	0	(790,125)
Total	2,906,039	(133,371)	2,772,668

Table 3: Projected year-end operating result by Fund

Material changes to budget in the December quarterly review

Further information on the individual variations proposed as part of this review, which have a material effect on Council's financial results, is detailed in Tables 4 to 9 below.

While there are a number of variations detailed in the Tables, the significant contributors to the overall net variation are the deferment of several water and sewer capital projects. Four new positions have been added to the budget with recruitment to happen if this quarterly report is resolved by Council. The new positions are a conversion of casual staff to a permanent part time assistant at the animal shelter, conversion of two temporary roles to permanent part time roles at the Caravan Park and a permanent part time swim schools program coordinator at the aquatic centre. There is minor budgetary impact in the current financial year however the positions are ongoing and included in the structure going forward.

2.2 Quarterly Budget Review and Progress Report - Quarter 2 of 2020/2021

Table 4: General Fund Operating Result

General Fund Operating Result		
	Adopted Annual 20/21 General fund deficit operating result	\$3,691,189
ADD	Road projects funded by opex block grant	(\$85,620)
	Parks and gardens verti drain funded by opex reductions	(\$23,600)
	Diverting of building maintenance to fund civic centre refurb	(\$100,000)
	Diverting of gallery opex to fund gallery fitout	(\$19,000)
		\$3,462,969
LESS	Operation Never Again - Crime Prevention programs funded from R/A	\$5,000
	Bimonthly staff recognition lunches	\$10,000
	Animal shelter assistant permanent part time	\$12,121
	Caravan park officers permanent part time	\$37,728
	Closing general fund deficit operating result	\$3,527,818

Table 5: General Fund Overall Cost to Council

General Fund Overall Cost to Council		
	Adopted Annual 20/21 General fund overall cost to council deficit	\$4,341,028
ADD	Movement in general fund operating result	(\$163,371)
	Operation Never Again - Crime Prevention programs funded from R/A	(\$5,000)
		\$4,172,657
LESS	Road projects funded by opex block grant	\$85,620
	Parks and gardens verti drain partly funded by opex reductions	\$37,000
	New security gates at Caravan Park	\$35,000
	Diverting of gallery opex to fund gallery fitout	\$19,000
	Lockers at the Aquatic Centre	\$21,800
	Civic Centre refurb partly funded by building maintenance reductions	\$120,000
	Closing general fund overall cost to council deficit	\$4,491,077

2.2 Quarterly Budget Review and Progress Report - Quarter 2 of 2020/2021

Table 6: Water Fund Operating Result

Water Fund Operating Result		
	Adopted Annual 20/21 Water fund deficit operating result	\$4,975
LESS	Amana Circuit 20ML reservoir - repair damage	\$30,000
	Closing water fund deficit operating result	\$34,975

Table 7: Water Fund Overall Cost to Council

Water Fund Overall Cost to Council		
	Adopted Annual 20/21 Water fund overall cost to council surplus	(\$105,581)
ADD	Dam Warning System project removed	(\$10,000)
	Icely Rd Land Acquisition/Noise - Deferred until 21/22	(\$1,000,000)
	Gosling Creek Dam Safety Upgrade - Deferred until 21/22	(\$641,719)
		(\$1,757,300)
LESS	Movement in water fund operating result	\$30,000
	Lake Canobolas Water Reticulation - New Capital Project	\$300,000
	Variable Message Boards x 2	\$45,000
	De-stratifier Spring Creek Dam - New Capital Project	\$110,000
	Closing water fund overall cost to council surplus	(\$1,272,300)

Table 8: Sewer Fund Operating Result

Sewer Fund Operating Result		
	Adopted Annual 20/21 Sewer fund surplus operating result	(\$790,125)
	Closing sewer fund surplus operating result	(\$790,125)

Table 9: Sewer Fund Overall Cost to Council

Sewer Fund Overall Cost to Council		
	Adopted Annual 20/21 Sewer fund overall cost to council surplus	(\$868,312)
ADD	Sewer Treatment Plant - Inlet Works Upgrade Deferred until 21/ 22	(\$900,000)
		(\$1,768,312)
LESS	Lake Canobolas Sewer Upgrade	\$100,000
	Closing sewer fund overall cost to council surplus	(\$1,668,312)

POLICY AND GOVERNANCE IMPLICATIONS

Nil

RECOMMENDATION

That Council resolves:

- 1 That the information provided in the report on the quarterly budget and performance indicators review for October 2020 to December 2020 be acknowledged.**
- 2 The bank reconciliation statement be acknowledged.**
- 3 To adopt favourable variations in the consolidated overall cost to council arising from the December 2020 quarterly review amounting to \$1,816,670.**

FURTHER CONSIDERATIONS

The recommendation of this report has been assessed against Council's other key risk categories and the following comments are provided:

Service Delivery	The Performance Indicators highlight progress in achieving the strategies and actions set by Council's Delivery/Operational Plan. The "traffic light" indicators show the status of each task. A green light indicates the task is on track. An amber light suggests some delay and a red light is provided to those tasks that are unable to be achieved. All tasks have a comment that indicates progress.
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SUPPORTING INFORMATION**Highlights of the Quarter**

- Work began on the Orange Regional Gallery's \$5 million extension after a sod-turning event attended by the NSW Arts Minister Don Harwin. The extension is funded by the NSW Government's Regional Cultural Fund (\$4,052,990) and Orange City Council (\$1,000,000) with community contributions.
- There was activity on the FutureCity program:
 - A series of community information sessions were held to keep the community in touch with unfolding aspects of the Future City plans to upgrade the CBD. Sessions were held with residents and members of the business community.
 - Among the first changes in places were large heritage images fitted to the windows of vacant shops in a bid to revitalise the streetscape and make walking in the centre of town more enjoyable for locals and visitors alike.
 - The \$1.5 million Future City 'Whiteway' project, an upgrade of footpath lighting in Summer Street, was turned on. Council and community leaders were on hand on to see the automatic lights switch on for the first time on 30 October.

- As part of Future City, Council funded up to \$50,000 worth of Christmas decorations to beautify the area and brighten people's spirits. The extra spend on Christmas decorations was in lieu of the annual Carols by Candlelight event which could not go ahead because of Coronavirus restrictions.
- The lack of international holiday options led to increased numbers of tourists in Orange. A record number of travellers entered the Orange Visitors Centre over the October long weekend, more than double the number from the previous year.
- Water Polo returned to the line-up of activities at the Aquatic Centre. COVID safe games were arranged and there was a boost in registrations ahead of its season opening.
- The appointment of an expert consultant and a community survey was part of plans to develop a new guide to the future management of flying foxes.
- Work continued on a number of major road projects:
 - Work began on an upgrade of Ploughmans Lane, between Coronation Drive and Escort Way.
 - Congestion on the Northern Distributor eased when the \$5.5 million roundabout at Hill Street and William Maker Drive opened to traffic.
 - Work has begun on the \$7.5 million next stage of Orange's southern feeder road. Community leaders gathered for a brief ceremony to signal the start of work.
- Council supported plans to take the annual NYE celebrations in a new direction, replacing fireworks with a major laser show at Wade Park.
- With total water storage levels hovering around 60 per cent and Orange on Level 2 water restrictions, Council adopted permanent water saving standards, regardless of the city's water storage level. The permanent water saving standards come into effect when the combined water storage level reaches 80 per cent.
- A new fence was built around the arena at Orange Showground, aimed at making the facility safer and more secure for users. The arena is used for the annual Orange Show, and doubles as a leash-free pet exercise area.
- There were efforts to boost awareness of a system to help curb incidents of vandalism in the city. The Council program aims to reward people for information leading to the conviction of anyone found vandalising.
- Wade Park was boosted by two new upgrades:
 - The cutting of a ribbon signalled the completion of the state's latest 'Cricket & Community Centre'. The new \$3.4 million indoor cricket centre will host training and educational facilities.
 - 698 new grandstand seats were installed at Wade Park courtesy of a \$100,000 grant from the Australian Government.
- Work began on a major environmental investigation of Mount Canobolas to see if a network of mountain bike tracks can be built that are sympathetic to the environment. The investigation is the latest milestone in a long-running proposal to make Orange a hub for mountain bike enthusiasts.
- The first stage of plan for a new sporting precinct, which includes removing trees on a site alongside Sir Jack Brabham Park, went on-show for community comment. Due to the size of the \$25 million dollar development, planning approval for the project is being handled progressively in stages.

2.2 Quarterly Budget Review and Progress Report - Quarter 2 of 2020/2021

Other Expenses

The format of the attached financial reports and the financial statements is prescribed. Council has requested details of the "Other Expenses" element in the statements given the high value of this item. The additional information is provided in Table 9 below. As at the end of December 2020, actual expenses were on track at 48 per cent of the annual budget.

Table 9: Details of other expenses

Consolidated				Adopted Budget	Actuals	Balance	Proposed Variation	Revised Budget
			Other Expenses					
			Telephone Charges	354,688	152,389	202,299	0	354,688
			Insurance	1,050,753	795,491	255,262	0	1,050,753
			Donations	87,000	74,549	12,451	0	87,000
			Electricity Charges	3,896,312	1,607,056	2,289,256	0	3,896,312
			Gas Charges	298,666	126,871	171,795	0	298,666
			Mayor & Councillor Fees	351,920	165,826	186,094	0	351,920
			Computer Leases	184,500	98,047	86,453	0	184,500
			Other	205,267	37,870	167,397	0	205,267
			Total Other Expenses	6,429,106	3,058,099	3,371,007	0	6,429,106

Review of Income

Figure 1 below provides a snapshot of the split of Council's income against budget.

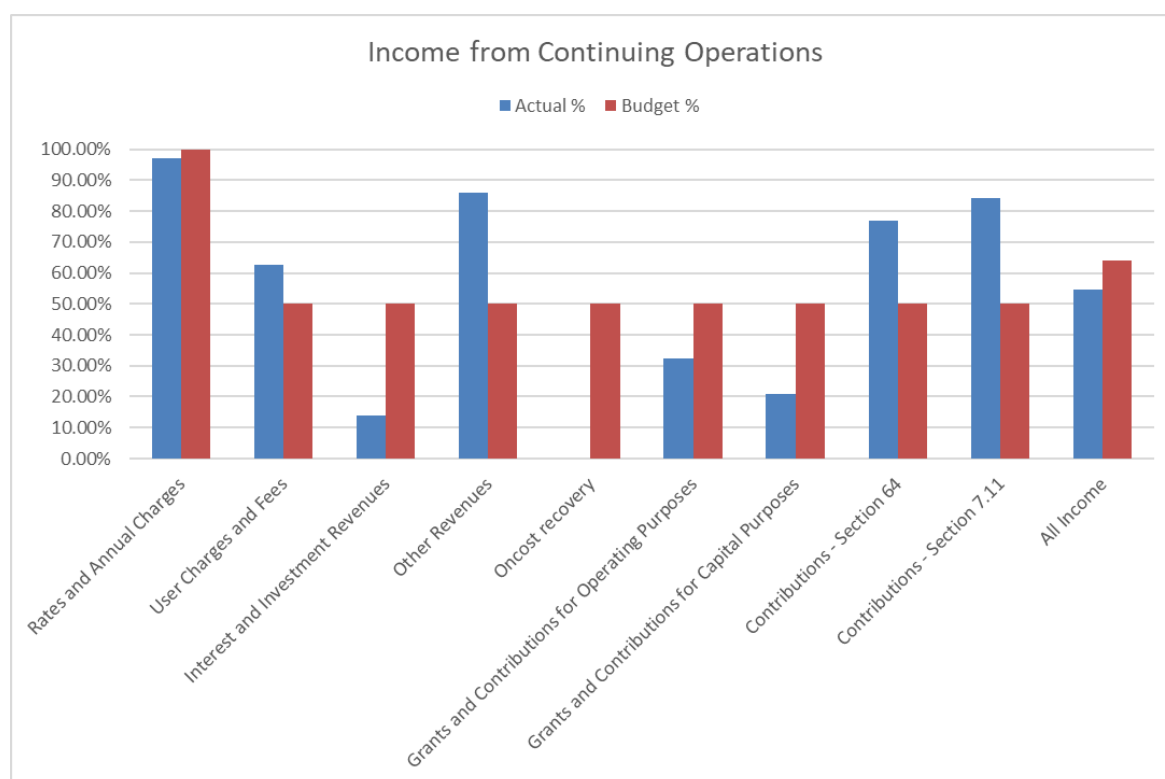


Figure 1: Council's income as a percentage of annual budget as at 31 December 2020

Income streams such as User Charges and Fees and Other Revenues are currently slightly above budget but generally their rate of receipt is consistent throughout the year.

As Council's annual rates are levied in July of each year, this income is almost fully recognised in the first quarter.

Other income streams are subject to external influences including interest rates, occurrences of development, or the success of grant applications. These income streams are routinely reviewed, and adjusted as appropriate, at each quarterly review.

On the assumption that all income is received at a constant consistent rate over the year, by the end of the December quarter 50 per cent should have been received. However, given the recognition of almost all rates and annual charges in the first quarter, approximately 64 per cent of revenue should have been received. The "all income" bar of Figure 1 shows progress is slightly below this expected figure due mainly to the timing of interest due and grants and contributions not yet received.

Rates and Charges Collection

For the quarter, a total of \$5.4 million (13.7 per cent) remained outstanding for rates and annual charges. For the purposes of comparison, for the same quarter last financial year 13.4 per cent of the amount payable remained outstanding.

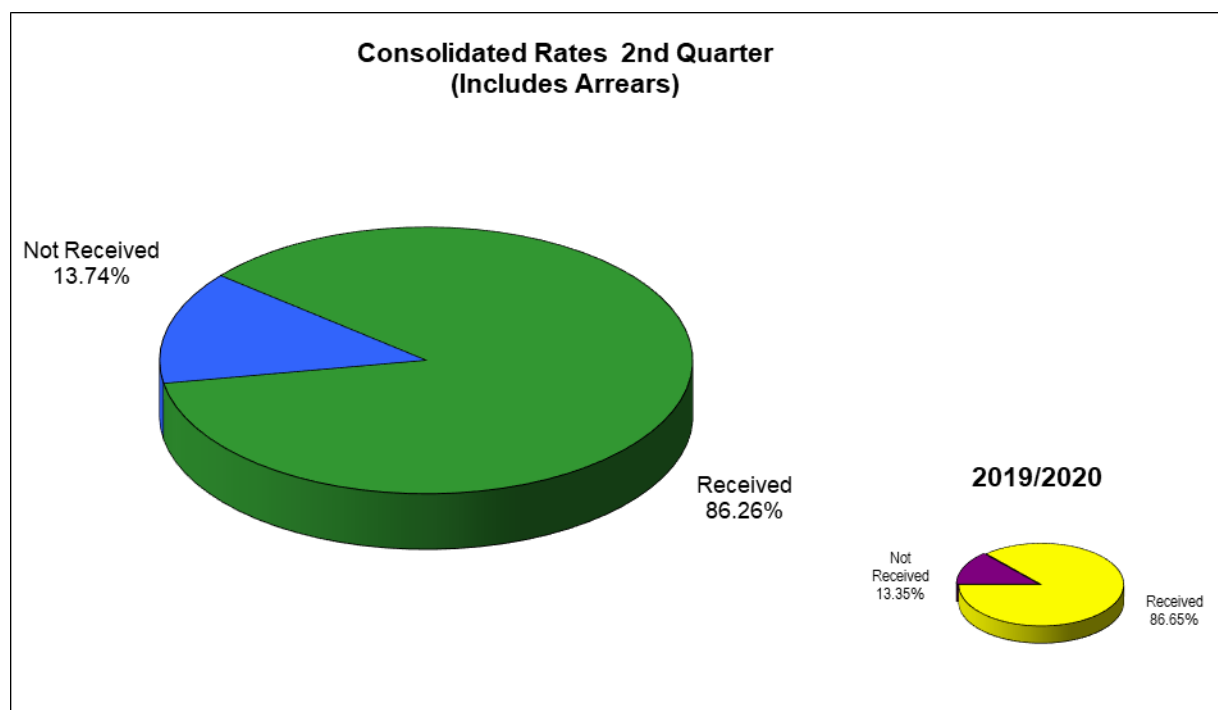


Figure 2: Outstanding rates Q2 2020/21 vs Q2 2019/20

Review of Operating Expenditure

Figure 3 provides a snapshot of the progress of Council's operating expenditure.

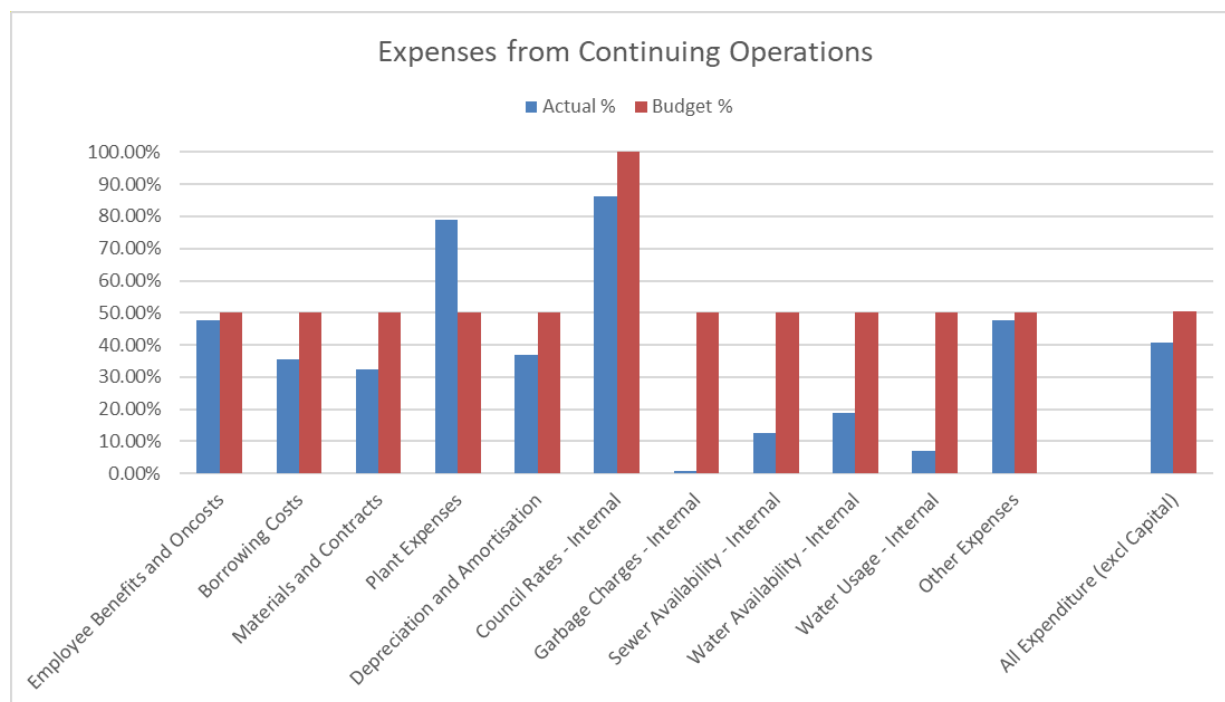


Figure 3: Details of Council's expenditure as a percentage of annual budget as at 31 December 2020

In general, Council's routine operational expenses should be incurred at a consistent rate. These include expense groupings such as Employee Costs, Materials and Contracts, Plant Expenses, Depreciation and Other Expenses. As presented in Figure 3 above, most of these expense groups are slightly below budget.

Council rates for Council-owned properties are paid in full at the start of the year, however these are a minor component of overall expenses.

On the assumption that all expenses are incurred at a constant consistent rate over the year, by the end of the December quarter 50 per cent should have been paid out. The "all expenditure" bar of Figure 3 shows performance is better than budget.

Review of Capital Expenditure

Figures 4 to 6 below provide a snapshot of the progress of Council's capital expenditure against budget by fund. It is important to note that the first half of the year encompasses a lot of planning and preparation, with many projects not scheduled to be in full swing until Summer, while others are still awaiting confirmation of grants being secured before being able to proceed.

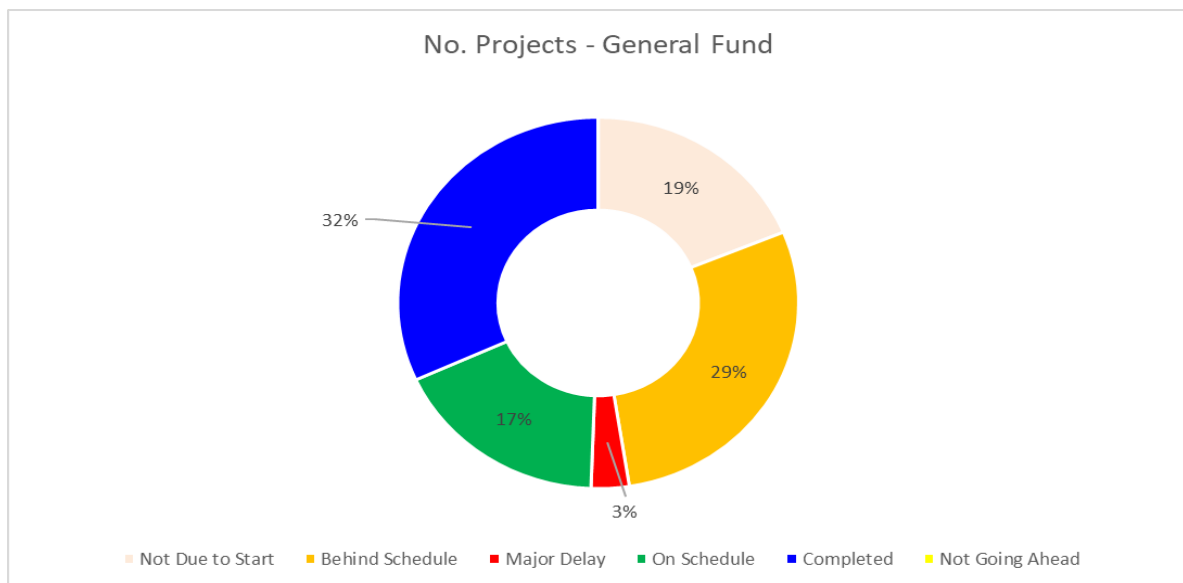


Figure 4: General Fund Capital Projects – Progress by number of projects as at 31 December 2020

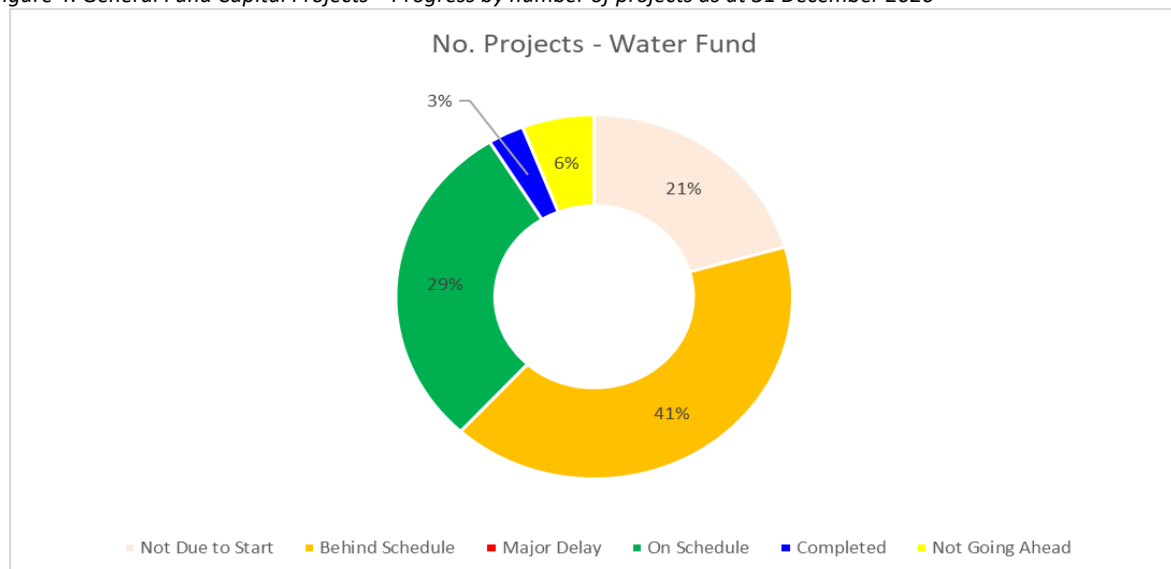


Figure 5: Water Fund Capital Projects – Progress by number of projects as at 31 December 2020

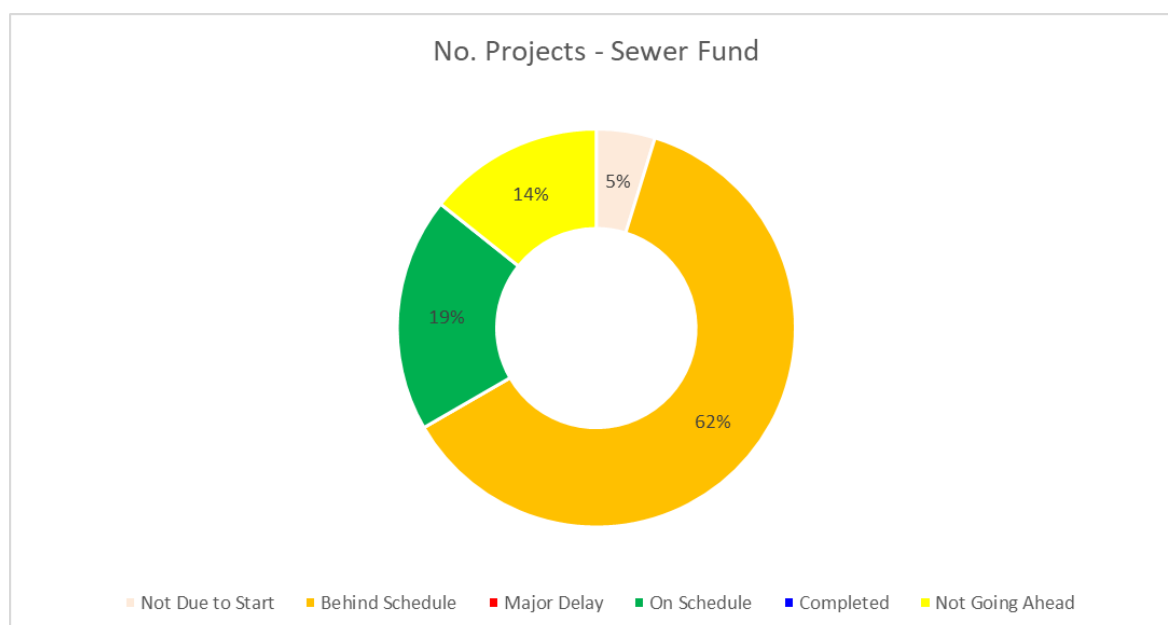


Figure 6: Sewer Fund Capital Projects – Progress by number of projects as at 31 December 2020

Financial Performance Indicators

Figures 7 to 9 below represent financial performance against local government industry indicators from the annual financial statements. The charts compare annualised actual performance from 2019/20 against the original 2020/21 budget and the proposed Q1 revised 2020/21 budget.

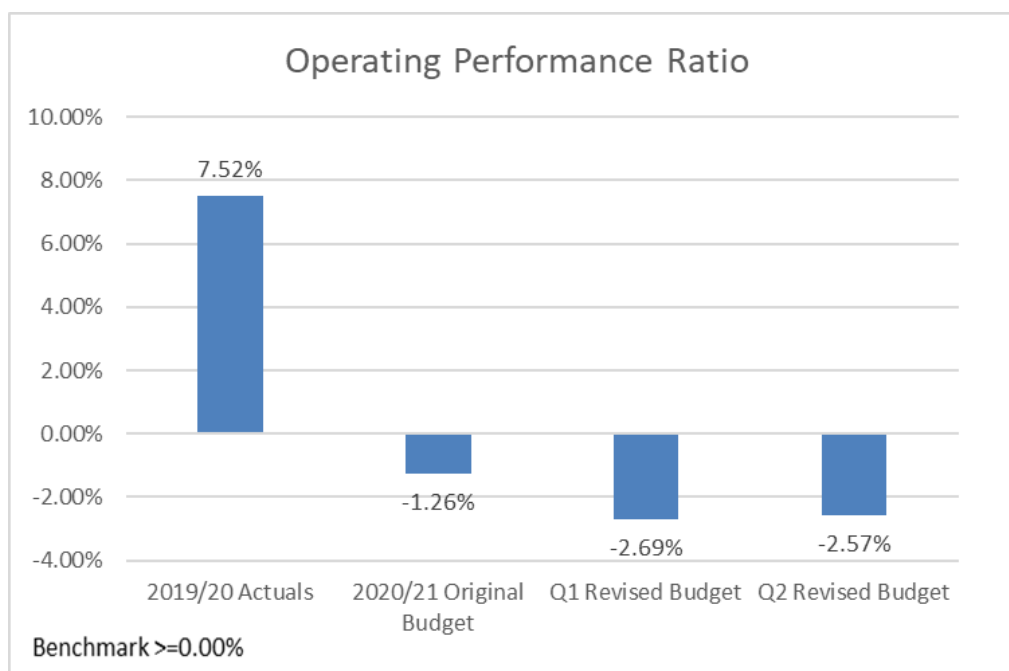


Figure 7: Operating performance ratio

The purpose of the operating performance ratio is to measure the extent to which Council succeeds in containing operating expenditure within operating revenue (excluding capital grants and contributions). The formula is as follows:

$$\frac{\text{(Total continuing operations revenue excluding capital grants and contributions minus operating expenses)}}{\text{(Total continuing operations revenue excluding capital grants and contributions)}}$$

2.2 Quarterly Budget Review and Progress Report - Quarter 2 of 2020/2021

The performance to date indicates Council is tracking below the benchmark due mainly to the forecast operating deficit for the 2020/21 year when compared to the operating surplus achieved in 2019/20.

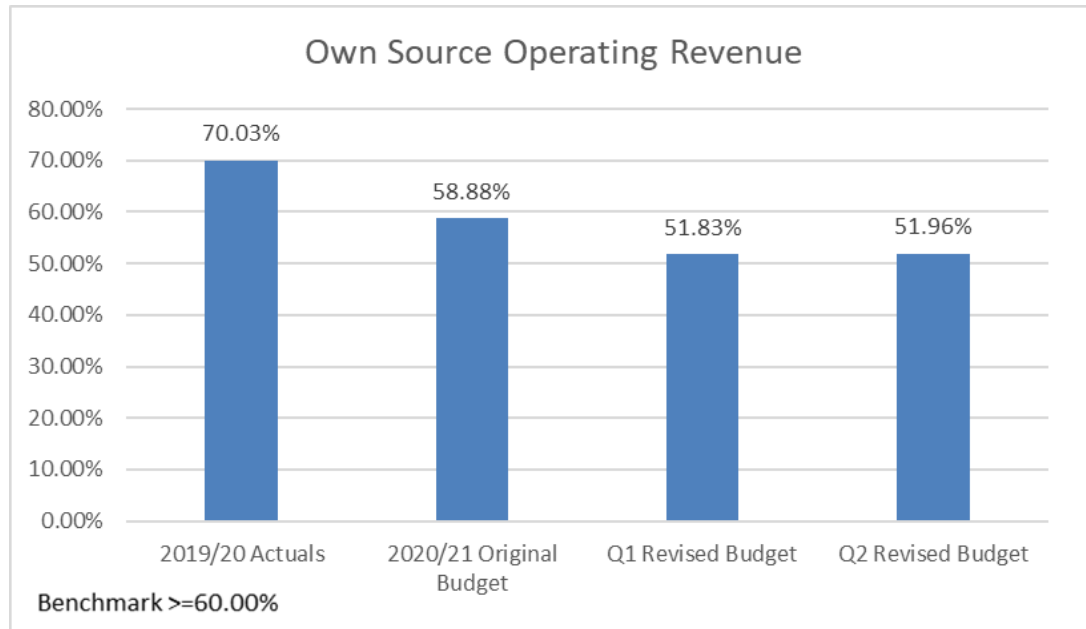


Figure 8: Own source operating revenue ratio

The purpose of the own source operating revenue ratio is to measure fiscal flexibility by analysing the degree of reliance on external funding sources. The formula is as follows:

$$\frac{\text{(Total continuing operations revenue minus all grants and contributions)}}{\text{(Total continuing operations revenue inclusive of all grants and contributions)}}$$

The performance to date indicates Council is below the benchmark, with a significant increase in the level of funding expected to come from capital grants and contributions for major projects in 2020/21.

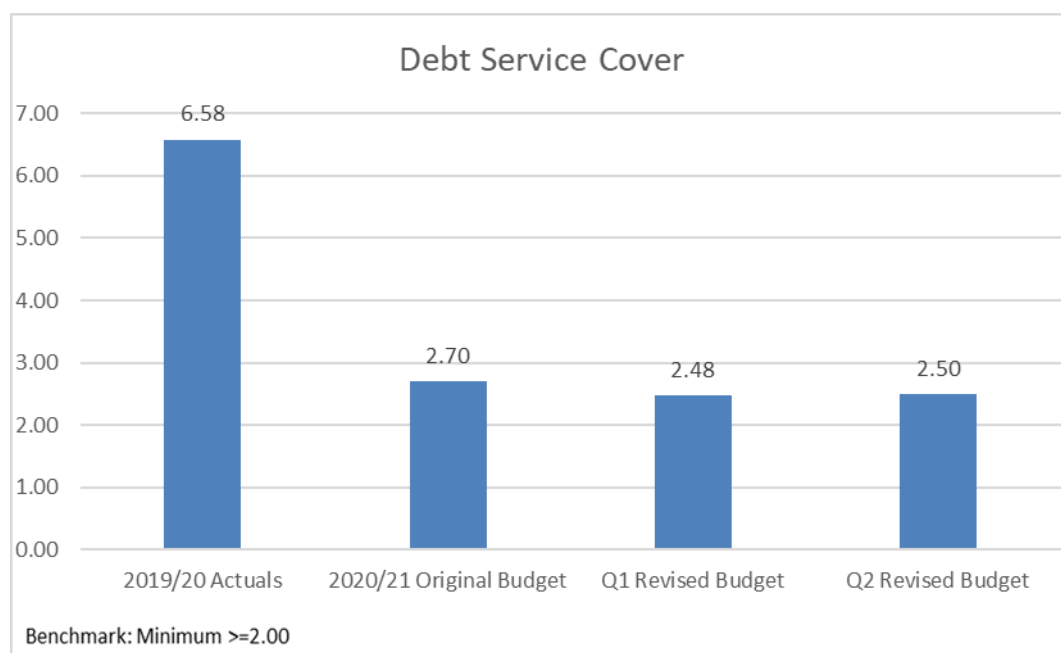


Figure 9: debt service cover ratio

The purpose of the debt service cover ratio is to measure the availability of operating cash to service debt including interest, principal and lease payments. The formula is as follows:

*(Operating results before capital excluding interest and depreciation) **divided by**
(Principal repayments from the cashflow statement plus borrowing costs from the income statement)*

The performance to date indicates Council is tracking in advance of the benchmark. The budgeted performance is below the 2019/20 ratio due to the surplus operating result achieved in 2019/20 combined with lower loan repayments and interest than is forecast for 2020/21.

Bank Reconciliation

In addition to the information presented in the report, the latest bank reconciliation report is attached for Council's information.

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulation 2005:

As the Responsible Accounting Officer, it is my opinion that the Quarterly Budget Review Statement for Orange City Council for the quarter ended 30 September 2019 indicates that Council's projected financial position for 30 June 2020 will be satisfactory having regard to the project estimates of income and expenditure, and variations contained therein.

Jason Cooke, Responsible Accounting Officer

ATTACHMENTS

- 1 December 2020 Quarterly Bank Reconciliation, D21/3089 [↓](#)
- 2 December 2020 Quarterly Review, D21/3085 [↓](#)
- 3 Progress Report - 2018/22 Delivery Program (Year 3) - Operational Plan 2020/2021 - First Six Months (1 July 2020 to 31 December 2020), D21/4019 [↓](#)

STATEMENT OF GENERAL FUND BANK BALANCES AS AT 4 JANUARY 2021

	<u>General</u>
Balance as per Cash Book (General Ledger) 4/01/21	374,010.36
Add - Unpresented Cheques	2,100.00
Less - Outstanding Deposits	-20,141.79
Add - Receipts/Payments to be Processed	91,553.18
Balance as at 4/01/21	<u>447,521.75</u>
Balance as per Bank Statement 4/01/21	<u>447,521.75</u>
Variance	<u>0.00</u>

Consolidated						
		Adopted Budget	Actuals as at 31/12/2020	Balance	Proposed Variation	Revised Budget
	Income From Continuing Operations					
	Rates and Annual Charges	(47,842,730)	(46,367,044)	(1,475,686)	0	(47,842,730)
	User Charges and Fees	(33,436,501)	(20,956,277)	(12,480,224)	0	(33,436,501)
	Interest and Investment Revenues	(3,055,510)	(424,730)	(2,630,780)	0	(3,055,510)
	Other Revenues	(5,230,069)	(4,485,298)	(744,771)	0	(5,230,069)
	Oncost recovery	(66,845)	0	(66,845)	0	(66,845)
	Grants and Contributions for Operating Purposes	(18,310,401)	(5,946,519)	(12,363,882)	0	(18,310,401)
	Grants and Contributions for Capital Purposes	(60,312,643)	(12,499,470)	(47,813,173)	411,050	(59,901,593)
	Contributions - Section 64	(2,563,003)	(1,966,505)	(596,498)	0	(2,563,003)
	Contributions - Section 94	(2,107,492)	(1,772,481)	(335,011)	0	(2,107,492)
	Total Income from Continuing Operations	(172,925,194)	(94,418,324)	(78,506,870)	411,050	(172,514,144)
	Expenses from Continuing Operations					
	Employee Benefits and Oncosts	41,972,428	20,018,928	21,953,500	89,779	42,062,207
	Borrowing Costs	1,591,963	564,280	1,027,683	0	1,591,963
	Materials and Contracts	39,481,816	12,651,545	26,830,271	(223,150)	39,258,666
	Plant Expenses	1,352,991	1,069,696	283,295	0	1,352,991
	Depreciation and Amortisation	18,300,238	6,750,718	11,549,520	0	18,300,238
	Council Rates - Internal	1,026,278	885,186	141,092	0	1,026,278
	Garbage Charges - Internal	8,200	75	8,125	0	8,200
	Sewer Availability - Internal	164,949	20,795	144,154	0	164,949
	Water Availability - Internal	350,865	66,382	284,483	0	350,865
	Water Usage - Internal	169,261	12,027	157,234	0	169,261
	Other Expenses	6,429,106	3,058,099	3,371,007	0	6,429,106
	Total Expenses from Continuing Operations	110,848,095	45,097,731	65,750,364	(133,371)	110,714,724
	Operating Result from Continuing Operations	(62,077,099)	(49,320,593)	(12,756,506)	277,679	(61,799,420)
	Operating Result before Capital Items	2,906,039	(33,082,137)	35,988,176	(133,371)	2,772,668

Capital Budget					
Income from the Sale of Assets					
Plant & Equipment	(895,369)	(505,914)	(389,455)	0	(895,369)
Land Development	(2,100,000)	(248,833)	(1,851,167)	0	(2,100,000)
Total Income from the Sale of Assets	(2,995,369)	(754,747)	(2,240,622)	0	(2,995,369)
Capital Renewals					
Office Equipment	4,654	0	4,654	0	4,654
Plant & Equipment	297,653	16,464	281,189	6,000	303,653
Buildings	6,841,226	1,025,123	5,816,103	(17,000)	6,824,226
Other Structures	844,896	208,434	636,462	222,614	1,067,510
Furniture & Fittings	0	36,386	(36,386)	150,000	150,000
Other	1,598,567	1,426,688	171,879	0	1,598,567
Roads, Bridges, Footpaths	5,053,603	1,627,593	3,426,010	710,653	5,764,256
Stormwater Drainage	90,000	20,900	69,100	0	90,000
Water Supply Network	711,708	26,666	685,042	(350,000)	361,708
Sewer Network	850,000	9,971	840,029	0	850,000
Total Capital Renewals	16,292,307	4,398,225	11,894,082	722,267	17,014,574
Capital Upgrades					
Other	926,175	30,238	895,937	0	926,175
Total Capital Upgrades	926,175	30,238	895,937	0	926,175
Capital Replacements					
Office Equipment	245,000	25,165	219,835	13,000	258,000
Plant & Equipment	3,780,947	1,543,574	2,237,373	322,000	4,102,947
Buildings	9,839,861	444,478	9,395,383	0	9,839,861
Other Structures	20,429,566	1,699,823	18,729,743	(475,625)	19,953,941
Furniture & Fittings	81,500	32,300	49,200	0	81,500
Other	90,000	67,610	22,390	21,800	111,800
Library Books	404,883	111,012	293,871	0	404,883
Roads, Bridges, Footpaths	39,629,690	6,872,001	32,757,689	360,967	39,990,657
Land Under Roads	146,520	178,338	(31,818)	0	146,520
Stormwater Drainage	0	0	0	50,000	50,000
Land Development	323,565	12,777	310,788	0	323,565
Land Council Owned	10,000	460,721	(450,721)	(10,000)	0
Real Estate Assets Held For Resale	200,000	81,388	118,612	4,450	204,450
Land - Operational	1,100,000	0	1,100,000	(1,000,000)	100,000
Water Supply Network	11,766,058	3,333,881	8,432,177	(5,298,672)	6,467,386
Sewer Network	4,996,704	1,058,735	3,937,969	(2,866,000)	2,130,704
Total Capital Replacements	93,044,294	15,921,802	77,122,492	(8,878,080)	84,166,214
Loan Repayments	5,266,846	2,131,345	3,135,501	0	5,266,846
Loan Receivables	(359,028)	0	(359,028)	0	(359,028)
Total Capital Budget	112,175,225	21,726,863	90,448,362	(8,155,813)	104,019,412
Net Result	50,098,126	(27,593,730)	77,691,856	(7,878,134)	42,219,992
Funding Sources					
Depreciation	(18,300,238)	(6,750,718)	(11,549,520)	0	(18,300,238)
Restricted Assets	(20,930,753)	(3,423,255)	(17,507,498)	6,061,464	(14,869,289)
Loan Funds	(7,500,000)	0	(7,500,000)	0	(7,500,000)
Cost to Council	3,367,135	(37,767,703)	41,134,838	(1,816,670)	1,550,465

Collaborate						
		Adopted Budget	Actuals as at 31/12/2020	Balance	Proposed Variation	Revised Budget
	Income From Continuing Operations					
	Rates and Annual Charges	(33,690,343)	(33,922,387)	232,044	0	(33,690,343)
	User Charges and Fees	632,742	(328,439)	961,181	0	632,742
	Interest and Investment Revenues	(1,632,331)	(177,053)	(1,455,278)	0	(1,632,331)
	Other Revenues	(2,769,997)	(1,894,636)	(875,361)	0	(2,769,997)
	Grants and Contributions for Operating Purposes	(4,073,423)	(1,341,768)	(2,731,655)	0	(4,073,423)
	Contributions - Section 94	(2,107,492)	(1,772,481)	(335,011)	0	(2,107,492)
	Total Income from Continuing Operations	(43,640,844)	(39,436,763)	(4,204,081)	0	(43,640,844)
	Expenses from Continuing Operations					
	Employee Benefits and Oncosts	12,861,160	6,158,434	6,702,726	0	12,861,160
	Borrowing Costs	1,000	0	1,000	0	1,000
	Materials and Contracts	8,338,691	3,538,868	4,799,823	(40,000)	8,298,691
	Plant Expenses	61,774	223,089	(161,315)	0	61,774
	Depreciation and Amortisation	1,021,518	927,578	93,940	0	1,021,518
	Internal Transfers	(9,241,010)	(8,194,959)	(1,046,051)	0	(9,241,010)
	Council Rates - Internal	46,869	50,860	(3,991)	0	46,869
	Sewer Availability - Internal	3,807	834	2,973	0	3,807
	Water Availability - Internal	7,559	1,683	5,876	0	7,559
	Water Usage - Internal	1,400	470	930	0	1,400
	Other Expenses	1,843,308	1,221,371	621,937	0	1,843,308
	Total Expenses from Continuing Operations	14,946,076	3,928,227	11,017,849	(40,000)	14,906,076
	Operating Result from Continuing Operations	(28,694,768)	(35,508,536)	6,813,768	(40,000)	(28,734,768)
	Operating Result before Capital Items	(26,587,276)	(33,736,055)	7,148,779	(40,000)	(26,627,276)

	Capital Budget					
	Income from the Sale of Assets					
	Plant & Equipment	(750,000)	(450,544)	(299,456)	0	(750,000)
	Total Income from the Sale of Assets	(750,000)	(450,544)	(299,456)	0	(750,000)
	Capital Renewals					
	Office Equipment	4,654	0	4,654	0	4,654
	Buildings	1,371,723	135,774	1,235,949	(36,000)	1,335,723
	Furniture & Fittings	0	36,386	(36,386)	150,000	150,000
	Total Capital Renewals	1,376,377	172,160	1,204,217	114,000	1,490,377
	Capital Upgrades					
	Total Capital Upgrades	0	0	0	0	0
	Capital Replacements					
	Office Equipment	220,000	25,165	194,835	13,000	233,000
	Plant & Equipment	2,725,795	1,243,373	1,482,422	167,000	2,892,795
	Buildings	10,000	757	9,243	0	10,000
	Furniture & Fittings	0	550	(550)	0	0
	Roads, Bridges, Footpaths	80,000	39,139	40,861	0	80,000
	Total Capital Replacements	3,035,795	1,308,983	1,726,812	180,000	3,215,795
	Loan Repayments	0	0	0	0	0
	Loan Receivables	0	0	0	0	0
	Total Capital Budget	3,662,172	1,030,599	2,631,573	294,000	3,956,172
	Net Result	(25,032,596)	(34,477,937)	9,445,341	254,000	(24,778,596)
	Funding Sources					
	Depreciation	(1,021,518)	(927,578)	(93,940)	0	(1,021,518)
	Restricted Assets	1,508,519	724,888	783,632	(143,000)	1,365,519
	Cost to Council	(24,545,595)	(34,680,627)	10,135,032	111,000	(24,434,595)

Prosper		Adopted Budget	Actuals as at 31/12/2020	Balance	Proposed Variation	Revised Budget
	Income From Continuing Operations					
	User Charges and Fees	(2,013,765)	(1,060,829)	(952,936)	0	(2,013,765)
	Other Revenues	(1,039,701)	(633,288)	(406,413)	0	(1,039,701)
	Grants and Contributions for Operating Purposes	0	(2,000)	2,000	0	0
	Grants and Contributions for Capital Purposes	(7,417,255)	(294,561)	(7,122,694)	0	(7,417,255)
	Total Income from Continuing Operations	(10,470,721)	(1,990,678)	(8,480,043)	0	(10,470,721)
	Expenses from Continuing Operations					
	Employee Benefits and Oncosts	1,536,305	779,083	757,222	37,728	1,574,033
	Borrowing Costs	203,643	42,216	161,427	0	203,643
	Materials and Contracts	1,594,019	865,559	728,460	0	1,594,019
	Plant Expenses	38,850	19,157	19,693	0	38,850
	Depreciation and Amortisation	748,970	396,383	352,587	0	748,970
	Internal Transfers	341,672	721,587	(379,915)	0	341,672
	Council Rates - Internal	370,668	287,447	83,221	0	370,668
	Garbage Charges - Internal	8,200	75	8,125	0	8,200
	Sewer Availability - Internal	34,119	4,719	29,400	0	34,119
	Water Availability - Internal	44,450	7,308	37,142	0	44,450
	Water Usage - Internal	28,300	4,657	23,643	0	28,300
	Other Expenses	212,530	100,412	112,118	0	212,530
	Total Expenses from Continuing Operations	5,161,726	3,228,603	1,933,123	37,728	5,199,454
	Operating Result from Continuing Operations	(5,308,995)	1,237,925	(6,546,920)	37,728	(5,271,267)
	Operating Result before Capital Items	2,108,260	1,532,486	575,774	37,728	2,145,988

	Capital Budget					
	Income from the Sale of Assets					
	Land Development	(2,100,000)	(248,833)	(1,851,167)	0	(2,100,000)
	Total Income from the Sale of Assets	(2,100,000)	(248,833)	(1,851,167)	0	(2,100,000)
	Capital Renewals					
	Buildings	24,000	4,598	19,402	0	24,000
	Other Structures	7,000	0	7,000	0	7,000
	Total Capital Renewals	31,000	4,598	26,402	0	31,000
	Capital Upgrades					
	Total Capital Upgrades	0	0	0	0	0
	Capital Replacements					
	Buildings	8,910,148	135,252	8,774,896	0	8,910,148
	Other Structures	2,215,726	984,096	1,231,630	35,000	2,250,726
	Land Development	323,565	12,777	310,788	0	323,565
	Land Council Owned	0	186	(186)	0	0
	Real Estate Assets Held For Resale	200,000	81,388	118,612	4,450	204,450
	Total Capital Replacements	11,649,439	1,213,700	10,435,740	39,450	11,688,889
	Loan Repayments	1,076,190	354,411	721,779	0	1,076,190
	Loan Receivables	0	0	0	0	0
	Total Capital Budget	10,656,629	1,323,875	9,332,754	39,450	10,696,079
	Net Result	5,347,634	2,561,801	2,785,833	77,178	5,424,812
	Funding Sources					
	Depreciation	(748,970)	(396,383)	(352,587)	0	(748,970)
	Restricted Assets	(3,515,409)	(79,069)	(3,436,340)	(4,450)	(3,519,859)
	Cost to Council	1,083,255	2,086,349	(1,003,094)	72,728	1,155,983

Live		Adopted Budget	Actuals as at 31/12/2020	Balance	Proposed Variation	Revised Budget
	Income From Continuing Operations					
	User Charges and Fees	(7,222,672)	(3,411,692)	(3,810,980)	0	(7,222,672)
	Interest and Investment Revenues	(15,000)	0	(15,000)	0	(15,000)
	Other Revenues	(980,860)	(311,681)	(669,179)	0	(980,860)
	Grants and Contributions for Operating Purposes	(5,197,836)	(3,615,887)	(1,581,949)	0	(5,197,836)
	Grants and Contributions for Capital Purposes	(14,036,748)	(3,401,201)	(10,635,547)	0	(14,036,748)
	Total Income from Continuing Operations	(27,453,116)	(10,740,459)	(16,712,657)	0	(27,453,116)
	Expenses from Continuing Operations					
	Employee Benefits and Oncosts	15,520,437	7,648,450	7,871,987	37,107	15,557,544
	Borrowing Costs	56,273	10,693	45,580	0	56,273
	Materials and Contracts	6,947,268	2,449,676	4,497,592	(112,586)	6,834,682
	Plant Expenses	263,736	259,242	4,494	0	263,736
	Depreciation and Amortisation	4,515,388	1,844,564	2,670,824	0	4,515,388
	Internal Transfers	1,594,712	1,172,115	422,597	0	1,594,712
	Council Rates - Internal	233,001	165,636	67,365	0	233,001
	Sewer Availability - Internal	78,329	11,957	66,372	0	78,329
	Water Availability - Internal	222,510	50,855	171,655	0	222,510
	Water Usage - Internal	138,181	6,612	131,569	0	138,181
	Other Expenses	1,220,383	370,590	849,793	0	1,220,383
	Total Expenses from Continuing Operations	30,790,218	13,990,389	16,799,829	(75,479)	30,714,739
	Operating Result from Continuing Operations	3,337,102	3,249,930	87,172	(75,479)	3,261,623
	Operating Result before Capital Items	17,373,850	6,651,131	10,722,719	(75,479)	17,298,371

	Capital Budget					
	Income from the Sale of Assets					
	Total Income from the Sale of Assets	0	0	0	0	0
	Capital Renewals					
	Plant & Equipment	192,000	16,464	175,536	6,000	198,000
	Buildings	5,445,503	884,751	4,560,752	19,000	5,464,503
	Other Structures	837,896	183,693	654,203	0	837,896
	Other	1,598,567	1,426,688	171,879	0	1,598,567
	Total Capital Renewals	8,073,966	2,511,595	5,562,371	25,000	8,098,966
	Capital Upgrades					
	Total Capital Upgrades	0	0	0	0	0
	Capital Replacements					
	Office Equipment	25,000	0	25,000	0	25,000
	Plant & Equipment	54,000	37,789	16,211	0	54,000
	Buildings	219,713	144,153	75,560	0	219,713
	Other Structures	11,368,617	609,165	10,759,452	0	11,368,617
	Furniture & Fittings	81,500	31,750	49,750	0	81,500
	Other	90,000	67,610	22,390	21,800	111,800
	Library Books	404,883	111,012	293,871	0	404,883
	Roads, Bridges, Footpaths	281,950	185,143	96,807	0	281,950
	Total Capital Replacements	12,525,663	1,186,622	11,339,041	21,800	12,547,463
	Loan Repayments	576,992	242,030	334,963	0	576,992
	Loan Receivables	0	0	0	0	0
	Total Capital Budget	21,176,621	3,940,247	17,236,374	46,800	21,223,421
	Net Result	24,513,723	7,190,177	17,323,546	(28,679)	24,485,044
	Funding Sources					
	Depreciation	(4,515,388)	(1,844,564)	(2,670,824)	0	(4,515,388)
	Restricted Assets	(3,414,681)	(793,431)	(2,621,250)	(5,000)	(3,419,681)
	Loan Funds	(1,000,000)	0	(1,000,000)	0	(1,000,000)
	Cost to Council	15,583,654	4,552,182	11,031,472	(33,679)	15,549,975

Preserve						
		Adopted Budget	Actuals as at 31/12/2020	Balance	Proposed Variation	Revised Budget
	Income From Continuing Operations					
	Rates and Annual Charges	(14,152,387)	(12,444,656)	(1,707,731)	0	(14,152,387)
	User Charges and Fees	(24,832,806)	(16,155,317)	(8,677,489)	0	(24,832,806)
	Interest and Investment Revenues	(1,408,179)	(247,677)	(1,160,502)	0	(1,408,179)
	Other Revenues	(439,511)	(1,645,694)	1,206,183	0	(439,511)
	Oncost recovery	(66,845)	0	(66,845)	0	(66,845)
	Grants and Contributions for Operating Purposes	(9,039,142)	(986,864)	(8,052,278)	0	(9,039,142)
	Grants and Contributions for Capital Purposes	(38,858,640)	(8,803,708)	(30,054,932)	411,050	(38,447,590)
	Contributions - Section 64	(2,563,003)	(1,966,505)	(596,498)	0	(2,563,003)
	Total Income from Continuing Operations	(91,360,513)	(42,250,423)	(49,110,090)	411,050	(90,949,463)
	Expenses from Continuing Operations					
	Employee Benefits and Oncosts	12,054,526	5,432,960	6,621,566	14,944	12,069,470
	Borrowing Costs	1,331,047	511,371	819,676	0	1,331,047
	Materials and Contracts	22,601,838	5,797,443	16,804,395	(70,564)	22,531,274
	Plant Expenses	988,631	568,208	420,423	0	988,631
	Depreciation and Amortisation	12,014,362	3,582,193	8,432,169	0	12,014,362
	Internal Transfers	7,304,626	6,301,257	1,003,369	0	7,304,626
	Council Rates - Internal	375,740	381,243	(5,503)	0	375,740
	Sewer Availability - Internal	48,694	3,285	45,409	0	48,694
	Water Availability - Internal	76,346	6,536	69,810	0	76,346
	Water Usage - Internal	1,380	290	1,090	0	1,380
	Other Expenses	3,152,885	1,365,726	1,787,159	0	3,152,885
	Total Expenses from Continuing Operations	59,950,075	23,950,512	35,999,563	(55,620)	59,894,455
	Operating Result from Continuing Operations	(31,410,438)	(18,299,911)	(13,110,527)	355,430	(31,055,008)
	Operating Result before Capital Items	10,011,205	(7,529,698)	17,540,903	(55,620)	9,955,585

Capital Budget					
Income from the Sale of Assets					
Plant & Equipment	(145,369)	(55,370)	(89,999)	0	(145,369)
Total Income from the Sale of Assets	(145,369)	(55,370)	(89,999)	0	(145,369)
Capital Renewals					
Plant & Equipment	105,653	0	105,653	0	105,653
Other Structures	0	24,742	(24,742)	222,614	222,614
Roads, Bridges, Footpaths	5,053,603	1,627,593	3,426,010	710,653	5,764,256
Stormwater Drainage	90,000	20,900	69,100	0	90,000
Water Supply Network	711,708	26,666	685,042	(350,000)	361,708
Sewer Network	850,000	9,971	840,029	0	850,000
Total Capital Renewals	6,810,964	1,709,871	5,101,093	583,267	7,394,231
Capital Upgrades					
Other	926,175	30,238	895,937	0	926,175
Total Capital Upgrades	926,175	30,238	895,937	0	926,175
Capital Replacements					
Plant & Equipment	1,001,152	262,412	738,740	155,000	1,156,152
Buildings	700,000	164,316	535,684	0	700,000
Other Structures	6,845,223	106,562	6,738,661	(510,625)	6,334,598
Roads, Bridges, Footpaths	39,267,740	6,647,719	32,620,021	360,967	39,628,707
Land Under Roads	146,520	178,338	(31,818)	0	146,520
Stormwater Drainage	0	0	0	50,000	50,000
Land Council Owned	10,000	460,535	(450,535)	(10,000)	0
Land - Operational	1,100,000	0	1,100,000	(1,000,000)	100,000
Water Supply Network	11,766,058	3,333,881	8,432,177	(5,298,672)	6,467,386
Sewer Network	4,996,704	1,058,735	3,937,969	(2,866,000)	2,130,704
Total Capital Replacements	65,833,397	12,212,497	53,620,900	(9,119,330)	56,714,067
Loan Repayments	3,613,664	1,534,904	2,078,760	0	3,613,664
Loan Receivables	(359,028)	0	(359,028)	0	(359,028)
Total Capital Budget	76,679,803	15,432,141	61,247,662	(8,536,063)	68,143,740
Net Result	45,269,365	(2,867,771)	48,137,136	(8,180,633)	37,088,732
Funding Sources					
Depreciation	(12,014,362)	(3,582,193)	(8,432,169)	0	(12,014,362)
Restricted Assets	(15,509,182)	(3,275,643)	(12,233,539)	6,213,914	(9,295,268)
Loan Funds	(6,500,000)	0	(6,500,000)	0	(6,500,000)
Cost to Council	11,245,821	(9,725,606)	20,971,427	(1,966,719)	9,279,102

General Fund						
		Adopted Budget	Actuals as at 31/12/2020	Balance	Proposed Variation	Revised Budget
	Income From Continuing Operations					
	Rates and Annual Charges	(42,660,644)	(43,540,782)	880,138	0	(42,660,644)
	User Charges and Fees	(13,830,930)	(7,260,605)	(6,570,325)	0	(13,830,930)
	Interest and Investment Revenues	(1,652,225)	(177,070)	(1,475,155)	0	(1,652,225)
	Other Revenues	(5,124,849)	(3,040,829)	(2,084,020)	0	(5,124,849)
	Oncost recovery	(64,345)	0	(64,345)	0	(64,345)
	Grants and Contributions for Operating Purposes	(10,945,010)	(5,861,215)	(5,083,795)	0	(10,945,010)
	Grants and Contributions for Capital Purposes	(55,394,614)	(7,730,803)	(47,663,811)	(950,000)	(56,344,614)
	Contributions - Section 94	(2,107,492)	(1,772,481)	(335,011)	0	(2,107,492)
	Total Income from Continuing Operations	(131,780,109)	(69,383,785)	(62,396,324)	(950,000)	(132,730,109)
	Expenses from Continuing Operations					
	Employee Benefits and Oncosts	37,329,863	17,945,731	19,384,132	74,835	37,404,698
	Borrowing Costs	1,338,002	366,980	971,022	0	1,338,002
	Materials and Contracts	27,491,602	10,860,918	16,630,684	(238,206)	27,253,396
	Plant Expenses	916,873	879,997	36,876	0	916,873
	Depreciation and Amortisation	11,248,388	3,332,977	7,915,411	0	11,248,388
	Internal Transfers	(5,928,508)	(5,375,170)	(553,338)	0	(5,928,508)
	Council Rates - Internal	921,770	786,463	135,307	0	921,770
	Garbage Charges - Internal	8,200	75	8,125	0	8,200
	Sewer Availability - Internal	121,975	19,322	102,653	0	121,975
	Water Availability - Internal	279,513	62,570	216,943	0	279,513
	Water Usage - Internal	169,261	12,027	157,234	0	169,261
	Other Expenses	4,072,253	1,993,849	2,078,404	0	4,072,253
	Total Expenses from Continuing Operations	77,969,192	30,885,740	47,083,452	(163,371)	77,805,821
	Operating Result from Continuing Operations	(53,810,917)	(38,498,045)	(15,312,872)	(1,113,371)	(54,924,288)
	Operating Result before Capital Items	3,691,189	(28,994,761)	32,685,950	(163,371)	3,527,818

Capital Budget					
Income from the Sale of Assets					
Plant & Equipment	(778,289)	(450,544)	(327,745)	0	(778,289)
Land Development	(2,100,000)	(248,833)	(1,851,167)	0	(2,100,000)
Total Income from the Sale of Assets	(2,878,289)	(699,377)	(2,178,912)	0	(2,878,289)
Capital Renewals					
Office Equipment	4,654	0	4,654	0	4,654
Plant & Equipment	197,653	16,464	181,189	6,000	203,653
Buildings	6,841,226	1,025,123	5,816,103	(17,000)	6,824,226
Other Structures	844,896	185,821	659,075	0	844,896
Furniture & Fittings	0	36,386	(36,386)	150,000	150,000
Other	1,598,567	1,426,688	171,879	0	1,598,567
Roads, Bridges, Footpaths	5,053,603	1,627,593	3,426,010	710,653	5,764,256
Stormwater Drainage	90,000	20,900	69,100	0	90,000
Total Capital Renewals	14,630,599	4,338,974	10,291,625	849,653	15,480,252
Capital Upgrades					
Other	884,175	0	884,175	0	884,175
Total Capital Upgrades	884,175	0	884,175	0	884,175
Capital Replacements					
Office Equipment	245,000	25,165	219,835	13,000	258,000
Plant & Equipment	3,091,682	1,346,778	1,744,904	167,000	3,258,682
Buildings	9,639,861	280,163	9,359,698	0	9,639,861
Other Structures	19,529,566	1,691,883	17,837,683	35,000	19,564,566
Furniture & Fittings	81,500	32,300	49,200	0	81,500
Other	90,000	67,610	22,390	21,800	111,800
Library Books	404,883	111,012	293,871	0	404,883
Roads, Bridges, Footpaths	39,629,690	6,872,001	32,757,689	360,967	39,990,657
Land Under Roads	146,520	178,338	(31,818)	0	146,520
Stormwater Drainage	0	0	0	50,000	50,000
Land Development	323,565	12,777	310,788	0	323,565
Land Council Owned	0	186	(186)	0	0
Real Estate Assets Held For Resale	200,000	81,388	118,612	4,450	204,450
Total Capital Replacements	73,382,267	10,699,600	62,682,667	652,217	74,034,484
Loan Repayments	4,825,469	1,913,188	2,912,281	0	4,825,469
Total Capital Budget	90,844,221	16,252,385	74,591,836	1,501,870	92,346,091
Net Result	37,033,304	(22,245,660)	59,278,964	388,499	37,421,803
Funding Sources					
Depreciation	(11,248,388)	(3,332,977)	(7,915,411)	0	(11,248,388)
Restricted Assets	(13,943,888)	(2,579,506)	(11,364,382)	(238,450)	(14,182,338)
Loan Funds	(7,500,000)	0	(7,500,000)	0	(7,500,000)
Cost to Council	4,341,028	(28,158,143)	32,499,171	150,049	4,491,077

Water Fund						
		Adopted Budget	Actuals as at 31/12/2020	Balance	Proposed Variation	Revised Budget
Income From Continuing Operations						
	Rates and Annual Charges	(5,182,086)	(2,826,261)	(2,355,825)	0	(5,182,086)
	User Charges and Fees	(9,121,297)	(4,096,565)	(5,024,732)	0	(9,121,297)
	Interest and Investment Revenues	(349,861)	(16,396)	(333,465)	0	(349,861)
	Other Revenues	(105,220)	(1,274,923)	1,169,703	0	(105,220)
	Grants and Contributions for Operating Purposes	(7,193,522)	53,412	(7,246,934)	0	(7,193,522)
	Grants and Contributions for Capital Purposes	(4,918,029)	(4,442,459)	(475,570)	1,361,050	(3,556,979)
	Contributions - Section 64	(1,453,609)	(1,200,609)	(253,000)	0	(1,453,609)
	Total Income from Continuing Operations	(28,323,624)	(13,803,802)	(14,519,822)	1,361,050	(26,962,574)
Expenses from Continuing Operations						
	Employee Benefits and Oncosts	2,760,068	1,116,542	1,643,526	14,944	2,775,012
	Borrowing Costs	223,001	186,355	36,646	0	223,001
	Materials and Contracts	9,676,807	1,248,634	8,428,173	15,056	9,691,863
	Plant Expenses	244,186	106,544	137,642	0	244,186
	Depreciation and Amortisation	4,082,656	2,021,807	2,060,849	0	4,082,656
	Internal Transfers	3,398,913	3,342,269	56,644	0	3,398,913
	Council Rates - Internal	69,781	64,266	5,515	0	69,781
	Sewer Availability - Internal	1,090	670	420	0	1,090
	Water Availability - Internal	841	826	15	0	841
	Other Expenses	1,499,618	726,489	773,129	0	1,499,618
	Total Expenses from Continuing Operations	21,956,961	8,814,402	13,142,559	30,000	21,986,961
	Operating Result from Continuing Operations	(6,366,663)	(4,989,400)	(1,377,263)	1,391,050	(4,975,613)
	Operating Result before Capital Items	4,975	653,669	(648,694)	30,000	34,975

	Capital Budget					
	Income from the Sale of Assets					
	Plant & Equipment	(96,080)	(30,606)	(65,474)	0	(96,080)
	Total Income from the Sale of Assets	(96,080)	(30,606)	(65,474)	0	(96,080)
	Capital Renewals					
	Other Structures	0	22,614	(22,614)	222,614	222,614
	Water Supply Network	711,708	26,666	685,042	(350,000)	361,708
	Total Capital Renewals	711,708	49,280	662,428	(127,386)	584,322
	Capital Upgrades					
	Total Capital Upgrades	0	0	0	0	0
	Capital Replacements					
	Plant & Equipment	236,155	42,328	193,827	0	236,155
	Other Structures	900,000	7,940	892,060	(510,625)	389,375
	Land Council Owned	10,000	460,535	(450,535)	(10,000)	0
	Land - Operational	1,100,000	0	1,100,000	(1,000,000)	100,000
	Water Supply Network	11,766,058	3,333,881	8,432,177	(5,298,672)	6,467,386
	Total Capital Replacements	14,012,213	3,844,683	10,167,530	(6,819,297)	7,192,916
	Loan Repayments	285,469	141,097	144,372	0	285,469
	Loan Receivables	0	0	0	0	0
	Total Capital Budget	14,913,310	4,004,453	10,908,857	(6,946,683)	7,966,627
	Net Result	8,546,647	(984,947)	9,531,594	(5,555,633)	2,991,014
	Funding Sources					
	Depreciation	(4,082,656)	(2,021,807)	(2,060,849)	0	(4,082,656)
	Restricted Assets	(4,569,572)	(476,721)	(4,092,851)	4,388,914	(180,658)
	Cost to Council	(105,581)	(3,483,474)	3,377,893	(1,166,719)	(1,272,300)

Sewer Fund						
		Adopted Budget	Actuals as at 31/12/2020	Balance	Proposed Variation	Revised Budget
	Income From Continuing Operations					
	User Charges and Fees	(10,484,274)	(9,599,107)	(885,167)	0	(10,484,274)
	Interest and Investment Revenues	(1,053,424)	(231,264)	(822,160)	0	(1,053,424)
	Other Revenues	0	(169,546)	169,546	0	0
	Oncost recovery	(2,500)	0	(2,500)	0	(2,500)
	Grants and Contributions for Operating Purposes	(171,869)	(138,717)	(33,152)	0	(171,869)
	Grants and Contributions for Capital Purposes	0	(326,207)	326,207	0	0
	Contributions - Section 64	(1,109,394)	(765,896)	(343,498)	0	(1,109,394)
	Total Income from Continuing Operations	(12,821,461)	(11,230,736)	(1,590,725)	0	(12,821,461)
	Expenses from Continuing Operations					
	Employee Benefits and Oncosts	1,882,497	956,655	925,842	0	1,882,497
	Borrowing Costs	30,960	10,944	20,016	0	30,960
	Materials and Contracts	2,313,407	541,992	1,771,415	0	2,313,407
	Plant Expenses	191,932	83,155	108,777	0	191,932
	Depreciation and Amortisation	2,969,194	1,395,934	1,573,260	0	2,969,194
	Internal Transfers	2,529,595	2,032,900	496,695	0	2,529,595
	Council Rates - Internal	34,727	34,457	270	0	34,727
	Sewer Availability - Internal	41,884	803	41,081	0	41,884
	Water Availability - Internal	70,511	2,986	67,525	0	70,511
	Other Expenses	857,235	337,761	519,474	0	857,235
	Total Expenses from Continuing Operations	10,921,942	5,397,589	5,524,353	0	10,921,942
	Operating Result from Continuing Operations	(1,899,519)	(5,833,148)	3,933,629	0	(1,899,519)
	Operating Result before Capital Items	(790,125)	(4,741,045)	3,950,920	0	(790,125)

	Capital Budget					
	Income from the Sale of Assets					
	Plant & Equipment	(21,000)	(24,764)	3,764	0	(21,000)
	Total Income from the Sale of Assets	(21,000)	(24,764)	3,764	0	(21,000)
	Capital Renewals					
	Plant & Equipment	100,000	0	100,000	0	100,000
	Sewer Network	850,000	9,971	840,029	0	850,000
	Total Capital Renewals	950,000	9,971	940,029	0	950,000
	Capital Upgrades					
	Other	42,000	30,238	11,762	0	42,000
	Total Capital Upgrades	42,000	30,238	11,762	0	42,000
	Capital Replacements					
	Plant & Equipment	453,110	154,468	298,642	155,000	608,110
	Buildings	200,000	164,316	35,684	0	200,000
	Sewer Network	4,996,704	1,058,735	3,937,969	(2,866,000)	2,130,704
	Total Capital Replacements	5,649,814	1,377,519	4,272,295	(2,711,000)	2,938,814
	Loan Repayments	155,908	77,060	78,848	0	155,908
	Loan Receivables	(359,028)	0	(359,028)	0	(359,028)
	Total Capital Budget	6,417,694	1,470,024	4,947,670	(2,711,000)	3,706,694
	Net Result	4,518,175	(4,363,123)	8,881,298	(2,711,000)	1,807,175
	Funding Sources					
	Depreciation	(2,969,194)	(1,395,934)	(1,573,260)	0	(2,969,194)
	Restricted Assets	(2,417,293)	(367,028)	(2,050,265)	1,911,000	(506,293)
	Cost to Council	(868,312)	(6,126,085)	5,257,773	(800,000)	(1,668,312)



Progress Report
2019-2022 Delivery Program (Year 3)
2020/2021 Operational Plan Projects/Services
Progress Report 1 - 1 July 2020 to 31 December 2020

D21/3446

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

Ref	Operational Plan Project/Service	Status	Update/Performance
1.1.1.1	Through the Parks, Trees and Waterways Community Committee and other community workshops engage in the development of public open space	●	Members of the Parks, Trees and Waterways Community Committee undertook inspections of undeveloped parkland in December 2020 with the aim of identifying sites for improvements, including tree planting. A number of sites were identified and will be enhanced, seeking participation from the community, in autumn of 2021.

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

Ref	Operational Plan Project/Service	Status	Update/Performance
1.1.2.1	Implement Council's sports facility program (minor grants)	●	<p>Council has finalised the Sports Facility Partnership Program for 2020/2021, with the \$50,000 budget allocated to 8 local sporting organisations to assist them with undertaking facility-related projects. Following the annual Program application process, Council received 12 applications for funding. These applications were then reviewed and assessed for the consideration of Council's Sport and Recreation Community Committee.</p> <p>The Committee recommended, and Council subsequently resolved, to allocate funding to the following 8 sporting organisations:</p> <ul style="list-style-type: none"> • Orange Mountain Bike Club - \$11,000 • Orange Tigers Australian Rules Football Club - \$4,000 • Orange and District Cricket Association - \$15,000 • Colour City Dragon Boat Club - \$5,000 • Goldseekers Orienteering Club - \$900 • PCYC Orange - \$6,034 • Orange District Basketball Association - \$4,000 • Orange City Rugby Club - \$4,066 <p>100% of applications determined in line with policy.</p>

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

Delivery Program 1.2.1: Implement maintenance programs/activities to ensure infrastructure in parks (seats, signs, fences, pathways and playgrounds) is maintained to service levels as outlined in the Public Open Space Asset Management Plan

Ref	Operational Plan Project/Service	Status	Update/Performance
1.2.1.1	Undertake playground inspection for each playground each month	●	Visual playground inspections are being conducted on a monthly basis with records placed in Council's electronic record system.
1.2.1.2	Re-oil the Orange Adventure Playground by June	●	Parks and reserve assets are being maintained in accordance with Public Open Space Asset Management Plan.

Delivery Program 1.2.2: Implement the Open Space Strategy

Ref	Operational Plan Project/Service	Status	Update/Performance
1.2.2.1	Finalise plans of management for community land	●	Consultants Environmental Factor have been engaged to develop Plans of Management for all community lands (including Crown Lands); first drafts of plans were received in December 2020 for staff review.

Delivery Program 1.2.3: Monitor and implement awareness events and campaigns for priority weeds

Refer Delivery Program 8.2.5 for updates.

Delivery Program 1.2.4: Deliver shared cycleway construction program as identified in the Active Travel Plan and in accord with the adopted budget

Delivery Program 1.2.4 has been withdrawn. No co-funding was received from the NSW Government in order for the project to be included in the current Delivery Program.

Delivery Program 1.2.5: Increase and improve public open space accessibility and facilities for a broad range of members of the community

Refer Delivery Program 1.1.1 for updates.

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

Delivery Program 2.1.1: Implement the renewal and enhancement of recreational assets

Ref	Operational Plan Project/Service	Status	Update/Performance
2.1.1.1	Wade Park - undertake subsoil drainage at western quarter of field	●	Quotations for replacement of Wade Park irrigation and subsoil drainage have been obtained.
2.1.1.2	Wade Park - renew field irrigation system	●	In this reporting period, tenders were called for the installation of three new playgrounds and the upgrading of one play facility. Tenders have been assessed and successful company Creative Recreational Solution notified, with installation to be undertaken as programmed.
2.1.1.3	Upgrade play facilities	●	Refer to previous reporting item 2.1.1.2
2.1.1.4	Construct projects in Moulder Park as per landscape master plan	●	Replacement bridge program commenced, bridge currently under fabrication for installation between Lamrock Avenue and Cecil Road.
2.1.1.5	Replace timber bridges in Moulder Park - between Cecil Road and Lamrock Avenue	●	Bridge currently being fabricated; due for installation in second reporting period.
2.1.1.6	Develop camping facilities at Lake Canobolas and Mt Canobolas precinct	●	Investigations are under way with a consultant in consultation with Cabonne Council. The report and options should be delivered to Council by March 2021 for consideration. 40% of the project has been completed. The last of the consultation is under way prior to a presentation of a draft to Council.
2.1.1.7	Somerset Park - design and installation of pedestrian bridge linking pathways at the Northern Distributor Road end of reserve	●	Survey and geotechnical investigation completed and quotations for design, fabrication and installation finalised. First draft of design received and reviewed.

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

Delivery Program 2.2.1: Operate the Orange Aquatic Centre

Ref	Operational Plan Project/Service	Status	Update/Performance
2.2.1.1	Ensure the Orange Aquatic Centre complies with Royal Life Saving Society and NSW Health guidelines though satisfactory results in all audits	●	All current staff are fully compliant, working with new employees to final their currencies prior to their commencement date. Deep water dive test was conducted on Thursday, 2 December 2020.
2.2.1.2	Maintain all learn-to-swim enrolments at average of 750 per term	●	High demand on Learn to Swim (LTS) with attendance at 86.36%. 1,000 enrolments (excluding Schools program). AM LTS at 98 %. PM LTS 86%. Squads at 56%
2.2.1.3	Deliver the Orange Aquatic Centre capital works program	●	Site for Chemical Shed has been allocated. Funds have been secured. Currently waiting on Building Services to allocate time to build shed. Approved budget is \$25,000.

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

Delivery Program 2.3.1: Maintain and implement the Disability Inclusion Action Plan 2017/2021

Ref	Operational Plan Project/Service	Status	Update/Performance
2.3.1.1	Maintain and implement the Disability Inclusion Action Plan (DIAP)	●	Working Party for new DIAP to be established in January 2021. Report submitted to DCJ and Disability Council.

Delivery Program 2.3.2: Increase and improve public open space accessibility and facilities for a broad range of members of the community

Ref	Operational Plan Project/Service	Status	Update/Performance
2.3.2.1	Sir Jack Brabham Park Sports Centre Stage 1 completed	●	Development application for stage one lodged and on public exhibition.

Delivery Program 2.3.3: Increase use and functionality of the Orange Showground

Ref	Operational Plan Project/Service	Status	Update/Performance
2.3.3.1	Develop and implement a plan for the improvement and increased use of the Orange Showground	●	Plan to be updated to reflect new construction and potential for increased utilisation.
2.3.3.2	Upgrades to Orange Showground as identified with the Orange Showground Community Committee and in accordance with approved budget	●	Upgrade to Naylor pavilion to be completed by April 2021. Council to identify priorities with Orange Showground Community Committee and to prioritise within available budget.

Delivery Program 2.3.4: Work with existing and emerging groups to enhance and develop sporting and recreational infrastructure and activities

Ref	Operational Plan Project/Service	Status	Update/Performance
2.3.4.1	Develop Cricket Centre of Excellence at Wade Park	●	Council engages through its Sport and Recreation Committees and with Councillors to identify and develop sport and recreation infrastructure. Facilities developed within budget and external funding.

Delivery Program 2.3.5: Develop recreational facilities at the Mt Canobolas precinct

Ref	Operational Plan Project/Service	Status	Update/Performance
2.3.5.1	Progress the Mt Canobolas precinct for mountain-bike activities	●	Consultants engaged to conduct the environmental study and assessment. Due to be delivered in June 2021.

Delivery Program 2.3.6: Upgrade recreational and accommodation facilities at the Lake Canobolas Scout Camp			
Ref	Operational Plan Project/Service	Status	Update/Performance
2.3.6.1	Upgrade facilities and report on progress for the Lake Canobolas Scout Camp	●	<p>Power has been upgraded, allowing for additional works to be completed. Anticipated work over the third and fourth quarters included civil works to allow new power, water, gas and communications services to be located underground, a new ablutions block and the design of the new accommodation to be approved and tendered.</p> <p>50% of the project has been completed. The project has been focused on design, which is time consuming and comparatively low cost.</p> <p>The approved budget is \$1.8M over 3 years. The large expenditure items will commence in the next reporting period.</p>

Delivery Program 2.3.7: Support and work with community organisations and agencies to develop and operate programs that have a positive impact on community health			
Ref	Operational Plan Project/Service	Status	Update/Performance
2.3.7.1	Provide for three events annually	●	<p>Council hosted a sports development clinic during the reporting period and has also been working closely with two organisations regarding events that will support and encourage younger members of the community to participate in sport.</p> <p>In October 2020, Council supported Pacific Sports Management with the conduct of a junior Rugby League clinic in Orange.</p> <p>Council has also been in discussions with Sport NSW to host a Girls Get Active Day in 2021. This program is specifically designed to encourage and support high-school-aged females to engage or re-engage in sport and physical activity.</p> <p>Council has also signed an Memorandum of Understanding (MOU) with Super Netball League Team, Giants, to conduct a pre-season event in Orange during March 2021. Details are still being finalised; however, the tour is expected to include player and coaching development sessions and a Super Netball League pre-season game.</p>

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 in the wider community****Delivery Program 3.1.1: Engage the community in addressing crime**

Ref	Operational Plan Project/Service	Status	Update/Performance
3.1.1.1	Participate in the Orange Liquor Accord	●	No Liquor Accord meetings held in the past 6 months due to COVID-19.
3.1.1.2	Promote the Operation Never Again program	●	Annual TV campaign undertaken with Prime. Two new short videos produced.
3.1.1.3	Participate in the relevant crime-prevention networks	●	Two meetings held in the period. Action Plan updated.

Delivery Program 3.1.2: Evaluate the implementation of the Children (Protection and Parental Responsibility) Act 1997 using collected data and community-perception surveys

Ref	Operational Plan Project/Service	Status	Update/Performance
3.1.2.1	Compile and submit six-monthly reports to the Attorney General on the implementation of the Children (Protection and Parental Responsibility) Act 1997	●	Reports not complied due to delay in approval for extension of use of the Operational Area under the Act. Reports to be completed in June 2021.

Delivery Program 3.1.3: Conduct the Orange and Cabonne Road Safety Program

Ref	Operational Plan Project/Service	Status	Update/Performance
3.1.3.1	Deliver the Road Safety Officer action plan	●	All programs in the Action Plan on track - Driver Fatigue, Power Nap, Child Care restraint checks, Drink Drive. Holiday season drink drive campaign very successful - \$2000 extra taxi vouchers delivered. Total \$5000. People engaged with the program and very positive feedback.

CSP Strategy 3.2: Partner with key stakeholders to deliver infrastructure and activities that improve the safety and security of the community**Delivery Program 3.2.1: Support the Community Safety and Crime Prevention Committee**

Ref	Operational Plan Project/Service	Status	Update/Performance
3.2.1.1	Work with stakeholders to identify opportunities to enhance safety	●	Council works with the Police and the community through the Community Safety and Crime Prevention Committee. Priorities identified and actioned to enhance safety.

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****Delivery Program 4.1.1: Engage the community in the development of the Regional Art Gallery's programs**

Ref	Operational Plan Project/Service	Status	Update/Performance
4.1.1.1	Seek input from teachers in the development of the education program on an ongoing basis	●	The Gallery is working with teachers across the Orange, Blayney and Cabonne Local Government Areas in the development of the second SPARKE project partnership. The theme for 2021 is Pollinators. Developed in conjunction with the Museum.
4.1.1.2	Provide opportunities for individuals and community groups to propose exhibitions and associated programs	●	Gallery is working closely with local artists, schools and regional partners to develop a varied exhibition program. Proposals have been received from individual artists and groups. The Gallery developed an Expression of Interest (EOI) brief for artists to submit artworks for the Public Art component of Future Cities. These closed on 3 January 2021, with 49 proposals received..

Delivery Program 4.1.2: Profile the Gallery and engage the community in its programs through media coverage, advertising and promotional events

Ref	Operational Plan Project/Service	Status	Update/Performance
4.1.2.1	Ensure exhibition and programs are promoted through print and digital media	●	Exhibitions regularly promoted via various media, particularly the Here/Now artist call out for local artists which closed on 3 January 2021. Magazine and newspaper advertisements also taken out for the Public Art project through <i>Artist Profile</i> magazine, <i>Central Western Daily</i> , <i>Life</i> and Facebook.

Delivery Program 4.1.3: Deliver the Civic Theatre Annual Performing Arts Program

Refer Delivery Program 4.3.9 for updates.

Delivery Program 4.1.4: Engage the community in the development of programs for the Orange Regional Museum			
Ref	Operational Plan Project/Service	Status	Update/Performance
4.1.4.1	Engage with the community to create opportunities to contribute to the content and programs of the Museum	●	<p>The Orange Regional Museum Community Committee (ORMCC) met on 20 August 2020. This was the first meeting in 12 months and the new Museum Manager provided an update on exhibitions and key developments between September 2019 and March 2020, as well as outlining the Museum's vision for its long-term and temporary exhibition program and its current forward plan. Community response was positive and feedback received.</p> <p>The Museum also continues to engage with community representatives via the Friends of the Orange Regional Museum (FORM) on a regular basis. The FORM monthly and annual meetings are attended by the Museum Manager and are an opportunity to provide Museum updates as well as take on suggestions and feedback.</p> <p>A key opportunity for community engagement during this reporting period has been the realisation of the Museum's long-term local history exhibition, 'Inherit: old and new histories'. Involving consultation and collaboration with 42 lenders, this exhibition provides a platform for community-run collecting institutions and private lenders to share their historical material and stories.</p> <p>The Museum's first internally generated temporary exhibition to sit alongside Inherit is currently in development. Exploring the history of Bloomfield Hospital, community engagement has begun through the development of a collaborative working relationship with Bloomfield for the realisation of the project. Staff and consumers at Bloomfield will be involved in the research project and Indigenous consultation is in planning via key Indigenous mental health care workers.</p> <p>The Museum's NAIDOC Week display (held 7 November - 6 December 2020) was wholly generated by NAIDOC Week representatives and facilitated by the Museum staff.</p> <p>Plans are also underway for the inclusion of two additional local community themed foyer exhibitions per year. The Museum is currently scoping infrastructure requirements and preparing the first exhibition about local 1950s boxing champion, Pat Ford, in collaboration with the Ford family. Future foyer exhibitions in planning, which will involve significant community engagement include the history of the Orange Regional Gallery, the Orange Regional Conservatorium, the Orange Cherry Blossom Festival, local television network CBN-8 and the inter-collegial sporting competition, the Astley Cup.</p>
4.1.4.2	Develop innovative learning and education resources to assist teachers and students to engage in the Museum's programs and activities	●	<p>Between July and December 2020 opportunities for face-to-face education activities at the Museum have been limited by COVID-19 restrictions. For Term 4 2020, excursions became possible and the Museum's Public Engagement and Education Officer delivered tours of Inherit: Old and New Histories as well as temporary exhibitions Code Breakers: Women in Games and Hearts and Minds: wartime propaganda to school and TAFE groups.</p> <p>The Museum also delivered online learning resources for its Mondays at the Museum program via the Mondays at the Museum At Home! activity sheets.</p>

Delivery Program 4.1.4: Engage the community in the development of programs for the Orange Regional Museum

Ref	Operational Plan Project/Service	Status	Update/Performance
			<p>The Regenerate exhibition held 1 June - 16 Aug 2020 was the culmination of a schools engagement project and saw the results of the education program and activities developed by the Museum and Gallery and undertaken in 14 schools (involving 2000 students) on display in the Museum space. Additional online activity resources were developed during the exhibition run in lieu of on-site programs. In addition, the Museum and Gallery worked together to develop a tool kit for Museums in fire-affected areas to undertake their own locally specific engagement projects. The first of these opened at the Blue Mountains Cultural Centre in December 2020.</p> <p>Development of learning and education resources for use by teachers throughout the region have also been developed during the reporting period as part of the Museum's next collaborative engagement and exhibition project Pollinator's. Building on the success of Regenerate these resources have been developed in collaboration with the Orange Regional Gallery and the SPARKE Network to roll out in Term 1 2021.</p>

CSP Strategy 4.2: Partner with key stakeholders to deliver cultural facilities and services that reflect the interests of a culturally-diverse community**Delivery Program 4.2.1: Link visual arts with other organisations via partnerships and other innovative shared events**

Ref	Operational Plan Project/Service	Status	Update/Performance
4.2.1.1	Develop partnerships with other organisations for the delivery of exhibition programs	●	<p>The Gallery has developed partnerships for future exhibitions with the following Organisations:</p> <ul style="list-style-type: none"> • National Art School (Annual Alumni exhibition 2022) • The Corridor Project (Annual regional artist group exhibition from residency program 2022) • Manly Art Gallery and Museum (Salvatore Zofrea Drawing Survey 2022) • Lismore Regional Gallery (Karla Dickens exhibition 2021) • Art Gallery of New South Wales (William Kentridge exhibition 2022) <p>and is exploring future collaborations with Broken Hill Art Gallery and National Art School for a touring exhibition of Laurence Edwards sculptures in 2022/2023.</p>
4.2.1.2	Collaborate with other organisations to produce education and engagements events each year	●	<p>The Gallery is partnering with the SPARKE network of regional primary schools in the second exhibition with the theme of Pollinator's in 2021.</p> <p>An ongoing partnership with Orange Health service takes works from the permanent collection to patients and staff in the Orange Hospital.</p>

Delivery Program 4.2.1: Link visual arts with other organisations via partnerships and other innovative shared events

Ref	Operational Plan Project/Service	Status	Update/Performance
4.2.1.3	Program exhibitions and events in association with FOOD Week and Wine Week	●	Gallery closure due to extensions has made FOOD week events unfeasible in 2021. Planning underway for events to coincide with Wine Week 2022. Planning underway for FOOD week in 2022 with the launch of William Kentridge exhibition from AGNSW.

Delivery Program 4.2.2: Foster community participation in the Gallery through education and public engagement

Ref	Operational Plan Project/Service	Status	Update/Performance
4.2.2.1	Develop educational opportunities for children and adults at the Gallery throughout the year	●	Gallery has delivered ongoing school holiday programs where possible around COVID-19 restrictions and also developed self-guided family friendly activities around the precinct and particular exhibitions. Adult education events have been limited, but a few floor talks have been delivered. A full campaign to educate the public through presentations has been delivered extensively in the West Room.
4.2.2.2	Produce at least one public program each year in partnership with the Friends of the Orange Regional Gallery	●	Not yet begun due to restricted numbers for events and the Friends Committee's reluctance to attend during COVID-19 climate. Closures due to refurbishments have also hampered Friends' ability to use gallery as a venue.
4.2.2.3	Present art-making programs for children and adults	●	The Gallery is working with teachers across the Orange, Blayney and Cabonne Local Government Areas in the development of the second SPARKE project partnership. The theme for 2021 is Pollinators. Developed in conjunction with the Museum. School Holiday workshops have been ongoing.

Delivery Program 4.2.3: Development of options for new Planetarium and Conservatorium

Ref	Operational Plan Project/Service	Status	Update/Performance
4.2.3.1	Develop project plan for approved project implemented according to budget and time frames	●	Development application for the project approved. Detailed design to be developed to enable the project to go to tender. Plan complete.

Delivery Program 4.2.4: Engage the community in the development of programs for the Orange Regional Museum

Refer Action 4.1.4.1 and Action 4.1.4.2 for updates

Delivery Program 4.2.5: Develop a Regional Museum program for Orange			
Ref	Operational Plan Project/Service	Status	Update/Performance
4.2.5.1	Continue to implement the Sustainable Collections project in partnership with regional museums, cultural groups and participating councils	●	Funding to continue the Sustainable Collections Program, working with the regional museums on documentation and interpretation of collections. Meetings have been held in September and December 2020.
4.2.5.2	Continue the documentation of digital engagement of Regional Museum collections as part of the Sustainable Collections program	●	Documentation of collections uploaded to e-hive; a digital engagement platform.

Delivery Program 4.2.6: Implement the Aboriginal Heritage Strategy			
Ref	Operational Plan Project/Service	Status	Update/Performance
4.2.6.1	Develop Aboriginal Heritage Trail	●	Draft Aboriginal Heritage Trail developed. Aboriginal Artist engaged to develop artwork for the trail brochure.

Delivery Program 4.2.7: Deliver services to Central West Libraries participating councils in accord with the service-level agreements			
Ref	Operational Plan Project/Service	Status	Update/Performance
4.2.7.1	Ensure that actions in the individual Service Level Agreements with the participating councils are implemented	●	Services were completely stopped for some time due to COVID-19 and have been delivered at reduced levels since June. We are starting to increase service delivery now with a view to reactivating the branches. In Orange Storytime activities re-commenced in July.

Delivery Program 4.2.8: Engage with key stakeholders as detailed in the service-level agreements

Refer Delivery Program 4.2.7 for updates.

CSP Strategy 4.3: Maintain and renew cultural facilities and programs**Delivery Program 4.3.1: Implement the Orange Civic Theatre and Orange Function Centre strategic plan**

Ref	Operational Plan Project/Service	Status	Update/Performance
4.3.1.1	Operate the Theatre and Function Centre in accordance with the strategic plan	●	All equipment and facilities of the Orange Civic Theatre and Function Centre are maintained in line with WHS and industry regulations. Equipment is updated to ensure touring product is able to perform in line with industry standard and expectation. Fly rope audit completed.
4.3.1.2	Actions implemented in accordance with the programming plan	●	2021 program in place and currently selling at 75% capacity (mandatory COVID-19 regulations). Program includes local Theatre Company, national touring product, children's shows, Eisteddfod, dance, drama, opera and hiring shows. Orange Theatre Company - performing 3 shows over 5 weeks.
4.3.1.3	Actions implemented in accordance with the marketing plans	●	Continue to work with existing marketing strategies including local press, direct mail, social media Market reach is to be expanded to include Instagram.

Delivery Program 4.3.2: Ensure Orange Civic Theatre is a well-equipped and facilitated community resource able to accept and develop touring performing arts product

Ref	Operational Plan Project/Service	Status	Update/Performance
4.3.2.1	Ensure sound, lighting and staging maintenance is implemented in accord with asset management	●	Orange Civic Theatre is a well-equipped community asset capable of receiving and delivering a broad range of touring performing arts product. PA system upgraded, lighting over haul and maintenance, sound desk updated.

Delivery Program 4.3.3: Deliver the Orange Library Service			
Ref	Operational Plan Project/Service	Status	Update/Performance
4.3.3.1	Develop a calendar of events and activities by January each year	●	Events were disrupted with COVID-19 and the planned calendar was mostly discarded. We have been putting together events in an ad hoc way since July but will be planning more forwardly from January on.
4.3.3.2	Provide early childhood literacy programs that meet guidelines, standards and outcome measures for Australian Public Libraries	●	Services were disrupted due to the COVID-19 situation but are reactivating. Storytime recommenced in July. School Holiday activities have been delivered with self-directed activity packs but face to face activities will be delivered in December and January. The Senior's technology program is being planned.
4.3.3.3	Deliver an annual Readers and Writers Festival	●	This festival was cancelled in July 2020 due to the COVID-19 situation. Planning has commenced for the 2021 festival.

Delivery Program 4.3.4: Make the Library's heritage collections available online			
Ref	Operational Plan Project/Service	Status	Update/Performance
4.3.4.1	Continue to make digitised and digital content available through the Spydus Library Management System and other online platforms	●	Recollect subscription has been taken up. A range of content has been selected for metadata creation and digitisation. Orange Library is also project managing the digitisation of the CWD collection in partnership with the Orange & District Historical Society.

Delivery Program 4.3.5: Improve the visitor experience through increased functionality of galleries and associated public spaces			
Ref	Operational Plan Project/Service	Status	Update/Performance
4.3.5.1	Upgrade furniture in the Gallery spaces	●	Fundraising for extension will include the design and construction of new gallery benches and front desk. Preliminary concepts received from local woodworker. Prototypes will be made in this financial year.
4.3.5.2	Make the Gallery's permanent collection available online and more regularly through exhibition program	●	Gallery presented 'Visions of Country' - featuring highlights from the Permanent Collection from 7 November 2020. Uploading of Permanent Collection to website continues. New Acquisitions regularly highlighted via social media.

Delivery Program 4.3.6: Reduce the carbon footprint of the Gallery			
Ref	Operational Plan Project/Service	Status	Update/Performance
4.3.6.1	Investigate energy-efficient options for Gallery lighting	●	Extension design will include over 30 Solatube's for natural daylighting. Design completed.

Delivery Program 4.3.7: Manage and preserve the Gallery's permanent collection in line with industry standards			
Ref	Operational Plan Project/Service	Status	Update/Performance
4.3.7.1	Add all permanent collection items to Vernon system and maintain up-to-date records	●	All items added with known identity. Ongoing update and deepening of Collection Knowledge as Archives are sorted. Over 1,000 records were updated.
4.3.7.2	Maintain up-to-date records to reflect acquisitions and disposals and new information located about the works held in the collection	●	New acquisitions fully up to date in Vernon and via Cultural Gifts Donations. New information being added as gallery team sort through historical archives.
4.3.7.3	Photograph all collection items and seek copyright permissions	●	Photography continues, although limited space an issue for photography.
4.3.7.4	Collection to be independently and professionally valued	●	Market and Insurance valuations for entire collection arranged for March 2021.
4.3.7.5	Enhance and enrich the collection through purchases, donations and commissions	●	High level donations via Cultural Gifts in this quarter have been received from Elisabeth Cummings, David Serisier, Ildiko Kovacs, Peter Boggs and John Olsen. A further major donation from Tim Storrier has been verbally offered - will be confirmed in 2021.

Delivery Program 4.3.7: Manage and preserve the Gallery's permanent collection in line with industry standards

Ref	Operational Plan Project/Service	Status	Update/Performance
4.3.7.6	Seek industry-standard storage solutions for all artworks regarding temperature, humidity and security requirements	●	Gallery extension will create new storage conditions which will match industry standards. Construction has started.. Over 100 solutions have been investigated.

Delivery Program 4.3.8: Deliver the Orange Regional Gallery Exhibition, Education and Public programs

Ref	Operational Plan Project/Service	Status	Update/Performance
4.3.8.1	Plan and implement program of exhibitions in accord with the exhibition timetables and budgets	●	The Gallery has delivered a strong exhibition program around closures due to COVID-19 and refurbishments. Exhibitions are planned until 2023, with funding secured from CreateNSW for 2021, 2022, 2023.

Delivery Program 4.3.9: Deliver the Civic Theatre Annual Performing Arts Program

Ref	Operational Plan Project/Service	Status	Update/Performance
4.3.9.1	Develop and implement an annual subscription season and performing arts program across a diverse range of genre	●	The past six months has seen the Orange Civic Theatre cancel or reschedule approximately 87 performances. Those performances that have happened have done under-reduced capacities and ever-changing regulations. Number of attendees July to December - 2,379 or 78% of available seats.
4.3.9.2	Present a dedicated annual children's program for primary and secondary students	●	July to December - the Theatre hosted the Orange Eisteddfod and local end of year Dance School concerts. The 'Orange Civic Theatre presents program' presented Alison Lester's - The Magic Beach. Attendance to Magic Beach over 3 performances was 583 pax or 78% of available seats.
4.3.9.3	Provide support and assistance to schools and the Orange Eisteddfod Society to present well-managed programs	●	Orange Eisteddfod was one of only very few Eisteddfods that ran in NSW in 2020. The program delivered was modified due to Covid-19 regulations however provided over 2,500 competitors the opportunity to perform on stage.
4.3.9.4	Develop and facilitate a school holiday acting/drama program	●	2020 scheduled workshops cancelled due to COVID-19. Rescheduling is under review and a date yet to be determined.
4.3.9.5	Develop an annual satisfaction survey of patrons and hirers	●	Annual survey not sent out to patrons at the end of 2020 due to the overwhelming number of correspondences already set out with rescheduling and cancellation of shows - past and present.

Delivery Program 4.3.10: Manage the Museum collection to museum industry standards			
Ref	Operational Plan Project/Service	Status	Update/Performance
4.3.10.1	Continue the migration of database records to new "Vernon" content management system and provide online access to collections	●	Migration of database records to Vernon was completed in 2016. New acquisitions are entered directly on to Vernon as they are processed. Online access to the collection database has been achieved and the initial phase completed. Secondary review and adjustment in conjunction with Orange Regional Gallery is underway prior to formal release of public interface.
4.3.10.2	Ensure collections at Wentworth Mine, Lake Canobolas pump house and cool stores are documented and provide online access to these collections	●	A program to document the Wentworth Mine and Lake Canobolas Pump House will commence in 2021.
4.3.10.3	Maintain up-to-date records to reflect acquisitions, disposals and new information about the works held in the collection	●	Collection records are created and maintained as required and is ongoing.
4.3.10.4	Identify and pursue funding opportunities for improvements to collection storage facilities	●	<p>Temporary collection storage was sourced to house large, robust items. This storage has since reached capacity.</p> <p>Orange Regional Museum has identified the space in the Library building currently designated to painting storage for Gallery as a potential additional storage space. Negotiation with ORG regarding availability following the Gallery extension project is ongoing, but the space has been earmarked for Museum usage.</p> <p>Funding has been identified and agreed for the fit-out of the space with the Friends of Orange Regional Museum (FORM), whose fund is in the process of being wrapped up. A sum of \$6,439.03 is currently available. Some fees and charges may be deducted from this amount before it becomes available, but the balance has been earmarked for the fit-out of the new storage space with palette racking and plan cabinets.</p> <p>The new space should alleviate storage shortages for small and medium sized collection items. The Museum is still unable to house large-scale items in addition to those already housed in off-site storage.</p>
4.3.10.5	Seek funding to install humidity-climate system to ensure Museum meets industry standards	●	<p>The Director Community, Recreation and Cultural Services has engaged Twohill Services to provide a quote for the installation of humidity-climate control in the Museum exhibition space. A quote was received on 14 December 2020 and the works have been included in a budget bid to Council for FY22.</p> <p>Internal funding has been sought.</p>

Delivery Program 4.3.11: Develop a Regional Museum program for Orange			
Ref	Operational Plan Project/Service	Status	Update/Performance
4.3.11.1	Plan and implement innovative and engaging program of exhibitions and educational activities	●	<p>With the opening of the Inherit exhibition in September 2020, the Museum has fulfilled its long-term vision to host a permanent exhibition of local history, alongside a temporary and travelling exhibition program. Program planning is currently in place through to 31 July 2022 with a forward schedule that includes a mix of internally and collaboratively produced local history exhibitions and touring exhibitions on a diverse range of topics from national institutions.</p> <p>In addition to Inherit, between 1 July and 31 December 2020 the Museum delivered:</p> <ul style="list-style-type: none"> • Code Breakers (from ACMI, the Australian Centre for the Moving Image), 8 August - 14 October 2020 • A Portrait of Australia (from the National Museum of Australia in partnership with Australian Geographic), 21 October - 22 November • NAIDOC Week display (internally organised on behalf of the NAIDOC Week Committee), 7 November - 6 December • Hears & Minds (Australian War Memorial), opened 26 November <p>Forward programming that has been planned, scheduled and/or is in development include:</p> <ul style="list-style-type: none"> • Pollinators (internally developed in collaboration with the Orange Regional Gallery and SPARKE Network), 20 March - 9 May 2021 • Out of this World (National Archives of Australia), 15 May - 18 July 2021 • Cleverman (ACMI), 23 July - 3 October 2021 • State of Mind (internal, in development), 23 October 2021 - 20 March 2022 • Childs Play (a collaboration with the Orange & District Historical Society, agreed and scheduled), 9 April - 31 July 2022 <p>Foyer exhibitions in planning are mentioned in 4.1.4.1. In addition, the museum will continue its commitment to providing resources and support for NAIDOC Week displays.</p> <p>Each of the exhibition projects listed included/will include educational activities.</p>
4.3.11.2	Ensure the Orange Regional Museum exhibitions interpret the stories, cultures and places of the region	●	<p>As outlined at 4.3.11.1, Orange Regional Museum presents a permanent exhibition of local history, Inherit: Old and new histories, alongside a changing program of temporary and travelling exhibitions.</p> <p>Inherit, opened on 5 September 2020, ensures access for visitors and locals alike to a permanent display of local history. This exhibition includes more than 100 objects from local and regional volunteer-run museums and historical societies throughout the region as well as the Museum's own collection. The exhibition is centred on the objects and stories from the region and offers visitors and locals a chance to connect with the history of the Central West, its diverse cultures, experiences and voices.</p>

Delivery Program 4.3.11: Develop a Regional Museum program for Orange			
Ref	Operational Plan Project/Service	Status	Update/Performance
			<p>The Museum's temporary exhibition program includes a mix of internally and collaboratively produced temporary exhibitions alongside exhibitions sourced from major institutions across Australia, allowing local visitors to access high-quality content close to home. The focus for the self-generated exhibitions is local and regional history, offering the opportunity to delve deeper into the history, personal stories, community experiences and topics explored in the permanent exhibition.</p> <p>Exhibitions that interpret the stories, cultures and places of the region in development and planning include:</p> <ul style="list-style-type: none"> • State of Mind focusing on the history of Bloomfield Hospital • Childs Play looking at childhood experiences as reflected in the CWD photographic archive • All of the foyer displays detailed in 4.1.4.1 • Future exhibitions in planning on Wiradjuri history and culture and Chinese Migration Heritage
4.3.11.3	Plan and deliver innovative and engaging public and educational programs for a diverse community	●	<p>Building on the programs and activities developed for teachers and students outlined in 4.1.4.2, public engagement and educational programs delivered between 1 July and 31 December 2021 include school holiday programs, activity packs and booklets, a cultural precinct joint school holiday activity sheet, and an exhibition curator tour for Hears & Minds.</p> <p>Planning is underway for an expanded range of engagement activities as COVID-19 restrictions ease including:</p> <ul style="list-style-type: none"> • The resumption of our face-to-face Mondays at the Museum program for 3-5-year-olds during school term • The resumption of exhibition openings for community participation • Planning for future exhibition-related programming including the ORM Talks series and project-specific events

CSP Strategy 4.4: Celebrate and conserve the diverse cultural heritage of the urban, village and rural communities

Delivery Program 4.4.1: Deliver a program to commemorate the Centenary of World War I (2014-2018)

Delivery Program 4.4.1 was completed in Year 1 (2018/2019).

Delivery Program 4.4.2: Develop a program to activate Wentworth Mine			
Ref	Operational Plan Project/Service	Status	Update/Performance
4.4.2.1	Develop a program of events for Wentworth Mine which builds on existing local, state and national events	●	Wentworth Mine open to the public on the first weekend of each month and at other times during school holidays or booked tours. Two tours were booked (in September 2020 and in November 2020). Attendees comprised 56 adults and 11 children.

Delivery Program 4.4.2: Implement the Aboriginal heritage strategy

Refer Delivery Program 4.2.6 for updates.

Delivery Program 4.4.3: Support a range of community events			
Ref	Operational Plan Project/Service	Status	Update/Performance
4.4.3.1	Events held on Council land by external parties	●	With the ongoing occurrence of the pandemic, COVID-19 has impacted the ability and appetite to host events. Events that have been held have been in accordance with NSW Health orders. The biggest community event held was New Year's Eve, Light Up Central West 2020. A total of 6 events were held.
4.4.3.2	Council-hosted events organised by Council	●	With the ongoing occurrence of the pandemic, COVID-19 has impacted the ability to host events. Events that have been held have been in accordance with NSW Health orders. The biggest Council community event held was Future Tunes in Robertson Park. A total of 3 events were held.
4.4.3.3	Implement the disability inclusion action plan with regard to supported events	●	With the ongoing occurrence of the pandemic, COVID-19 has impacted the ability and appetite to host events. Events that have been held have been in accordance with NSW Health orders and disability inclusion.

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

Delivery Program 5.1.1: Conduct an annual planning and consultative process to assess the needs of our ageing population in line with the principles of an aged-friendly community

Ref	Operational Plan Project/Service	Status	Update/Performance
5.1.1.1	Annual planning session with age-related services community committee to create action plan; adoption of plan by Council	●	Survey developed and provided to clients. Planning day scheduled for February 2021. Positive feedback from COVID-19 initiatives including extra shopping and meal provision for vulnerable older people.
5.1.1.2	Report on implementation of the approved ageing-related services action plan	●	Action plan updated. Missed Business booklet completed. Continuous Improvement Register included as standing Agenda item.

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

Ref	Operational Plan Project/Service	Status	Update/Performance
5.1.2.1	Implement programs including migrant settlement strategy, Harmony Day and social inclusion in accordance with funding provided by the Department of Social Services and other relevant funding bodies	●	Mums and Bubs sewing and English groups meet weekly. Approximately 30 new families throughout the region. Music for refugees program visited Orange and Cowra - distributed free instruments. Harmony Day event planned for 2021. NAIDOC soccer event included over 300 participants.

Delivery Program 5.1.3: In line with Council's Statement of Commitment to the Aboriginal community, work with the Community Working Party to achieve the outcomes of the Orange Aboriginal Social Development Plan

Ref	Operational Plan Project/Service	Status	Update/Performance
5.1.3.1	Liaise with Community Working Party to determine culturally-appropriate responses to issues relating to the local Aboriginal community	●	A number of connections made with community. Working Party not currently meeting.

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

Delivery Program 5.2.1: Provide recreational activities for older people, people with disability and younger people to support healthy and active living

Ref	Operational Plan Project/Service	Status	Update/Performance
5.2.1.1	Provide recreational activities including after-school care and school-holiday activities for identified young people	●	All OSHC programs have been operational through the COVID-19 period. - mainstream OSHC at Calare, OPS and Spring St. OSHC program for young people with disability at Anson St School provided.
5.2.1.2	In all services provided, ensure compliance with the Commonwealth Home Care Standards, National Standards for Disability Services, NSW Disability Inclusion Act 2014 and the Children and Young Persons (Care and Protection) Act 1998	●	All services complying with relevant standards, Acts and contractual obligations.
5.2.1.3	Provide a range of recreational activities as part of Seniors Week and International Day for People With a Disability annually	●	Planning under way for annual Seniors Festival in April 2021. International Day for People with Disability event postponed in 2020 due to COVID-19 restrictions.

Delivery Program 5.2.2: Implementation of wellness and reablement in the Commonwealth Home Support Program

Ref	Operational Plan Project/Service	Status	Update/Performance
5.2.2.1	Deliver high quality service in compliance with the Commonwealth Home Care Standards	●	All Choices at Home services meet Aged Care Standards requirements. Extra services provided through the COVID-19 restriction period. Extra funding secured to meet COVID requirement demands.

Delivery Program 5.2.3: Provide support to the Commonwealth Home Support Program in the Central West

Ref	Operational Plan Project/Service	Status	Update/Performance
5.2.3.1	Implementation of Commonwealth Home Support Program, Development Officer Plan, including promotion of Commonwealth Home Support Program's services and maintaining regional directory of services	●	Sector Support and ageing programs were boosted with extra funding in 2020. New programs included Conectakit for older people and a range of Zoom support sessions held to assist CHSP providers across the Central West.
5.2.3.2	Attend quarterly meetings of interagencies	●	Interagencies held via Zoom or scheduled meetings throughout the period.

Delivery Program 5.2.4: Deliver quality children's services

Ref	Operational Plan Project/Service	Status	Update/Performance
5.2.4.1	Ensure usage rates of Council's children's services are maintained at an average of 80% across all services	●	All Children's Services except Orange Public School OSHC operating above 80%. OSHC fell in attendance due to COVID-19 and back above 80% in 2021.
5.2.4.2	Ensure services comply with National standards and achieve successful assessment in accordance with the National Quality Framework	●	All services are operating within legislated regulations and contractual obligations. No formal assessment carried out in the period.

Delivery Program 5.2.5: Use available government funding to support the delivery of accessible and affordable services for older people and people with a disability

Ref	Operational Plan Project/Service	Status	Update/Performance
5.2.5.1	Funding options identified and grant applications submitted	●	2 x COVID-19 support grants for older people, 6 x Child care Support grants to replace Legacy funding.
5.2.5.2	Relevant grant and compliance reporting requirements met	●	Some reduced compliance due to COVID-19. Social Support and OSHC reduced. Other areas increased outputs and outcomes.

Delivery Program 5.2.6: Provide supported accommodation services to adults with an intellectual disability

Ref	Operational Plan Project/Service	Status	Update/Performance
5.2.6.1	Residents supported	●	11 residents supported in 3 homes.
5.2.6.2	Ensure compliance with NSW Disability Service Standards, NSW Disability Inclusion Act 2014 and the Children and Young Persons (Care Protection) Act 1998 and National Standards for Disability Services	●	Compliance with all Standards and contractual requirements met (NDIS Practice Standards, Education and Care Standards and Aged Care Act, NDIS Act 2013).

Delivery Program 5.2.7: Operate the Orange Cemetery

Ref	Operational Plan Project/Service	Status	Update/Performance
5.2.7.1	Allocation of allotments for burial within 24 hours of receipt of application for burial	●	Allotments for burial are normally allocated within 24 hours after a request from a funeral director. A delay can sometime occur (ie if a family wishes to choose an allotment, or if there is some difficulty in locating an old reservation).
5.2.7.2	Keep records in accordance with Cemeteries and Crematoria Act 2013	●	Records are kept in accordance with the Cemeteries and Crematoria Act 2013.

CSP Strategy 5.3: Work with government agencies and non-profit organisations to reduce the incidence of homelessness by supporting the need for affordable and social housing**Delivery Program 5.3.1: Support agencies in delivering affordable and social housing**

Ref	Operational Plan Project/Service	Status	Update/Performance
5.3.1.1	Improvements in affordable housing needs analysis	●	Council to exhibit housing strategy in first quarter of 2021 encompassing the development of social and affordable housing.

CSP Objective 6: A community that values and protects domestic animals and the role they play in residents' wellbeing - physically, socially and psychologically

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

Delivery Program 6.1.1: Establish a new pound

Ref	Operational Plan Project/Service	Status	Update/Performance
6.1.1.	Operate Council Pound	●	The main building at the Orange Pound is being occupied and used as intended. A full time Pound supervisor and 2 casuals are working in this facility. The contractor has the drop off kennels under construction. Completion of this building will complete the project

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

Delivery Program 6.2.1: Maintain leash-free areas

Ref	Operational Plan Project/Service	Status	Update/Performance
6.2.1.1	Maintain standard of off-leash areas	●	All off leash areas are being maintained and additional facilities are being provided (watering stations, fenced areas, Doggy Doo disposal bins and bags)
6.2.1.2	Investigate opportunities for new off-leash areas	●	New off leash areas are being investigated within new subdivisions and existing parks. New fenced off leash area being established with fencing, and watering facilities in an existing off leash area.

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

Delivery Program 6.3.1: Support Companion Animals Community Committee

Ref	Operational Plan Project/Service	Status	Update/Performance
6.3.1.1	Administrative support for Committee through agenda preparation and similar	●	Staff have attended all companion animal meetings that were scheduled this year. Staff have arranged meetings and carried out all committee required tasks.

Delivery Program 6.3.2: Manage companion animals

Ref	Operational Plan Project/Service	Status	Update/Performance
6.3.2.1	Deliver ranger services	●	Rangers have been managing the companion animals within the city, that are stray and outside their properties. During COVID-19, Animals that are microchipped have been returned home where possible.

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****Delivery Program 7.1.1: Provide a framework for development in the City through the Orange Local Environmental Plan 2011, plans of management and Council's development control plan**

Ref	Operational Plan Project/Service	Status	Update/Performance
7.1.1.1	Develop, and have adopted, a new City-wide development control plan	●	A preliminary draft has been prepared and is currently under internal review. Council was initially awaiting the outcome of the body of work being carried out by Department of Planning in relation to standardised DCP formats across the state. Staff will continue to liaise with the Department over the timing of that work.
7.1.1.2	Update local environmental plan on a needs basis	●	<p>There are various LEP amendments currently being undertaken. Progress is as follows:</p> <ul style="list-style-type: none"> • LEP Amendment 17 - Towac Equine Precinct - process is approximately 90% complete • LEP Amendment 24 - Housekeeping Amendment - process is approximately 95% complete • LEP Amendment 25 - 1 Leewood Drive - process is approximately 95% complete • LEP Amendment 26 - 1521 Forest Road - process is approximately 60% complete • LEP Amendment 27 - 185 Leeds Parade - process is approximately 85% complete • LEP Amendment 28 - Heritage Amendment - anticipated to be reported to Council in February 2021 • LEP Amendment 29 - Park and Rifle Range Road - anticipated to be reported to Council in March 2021 <p>Section 3.22 expedited amendment to the LEP to remove heritage listing from various properties in Shiralee - with the department for finalisation</p>

Delivery Program 7.1.2: Provide efficient and effective development assessment and compliance service in a timely manner			
Ref	Operational Plan Project/Service	Status	Update/Performance
7.1.2.1	Development applications determined within statutory time frames	●	Council staff continue to deal with a range of complex planning and building issues in an efficient and timely manner. 299 development applications were determined, comprising 252 x new DAs and 47 x modifications. The DAs (new and modifications combined) were determined with a median processing time of 32 days.
7.1.2.2	Construction certificates determined within statutory time frames	●	Council determined a larger number of construction certificates than in previous reporting periods due to the fact that the primary Private Certifier in Orange is winding down their business. 126 applications were determined with a median processing time of 28 days.
7.1.2.3	Complying development certificates determined within statutory time frames	●	Council determined a larger number of complying development certificates than in previous reporting periods due to the fact that the primary Private Certifier in Orange is winding down their business. 8 applications were determined with a median processing time of 19 days.

Delivery Program 7.1.3: Provide property information in a timely manner			
Ref	Operational Plan Project/Service	Status	Update/Performance
7.1.3.1	Issue planning certificates within a median processing time of 4 days	●	Property information was provided in a timely manner. 787 certificates (no urgency fee) were issued with a median processing time of 3 days.
7.1.3.2	Issue planning certificates within a median processing time of 1.5 days where an urgency fee has been paid	●	Property information was provided in a timely manner. 98 urgent certificates were issued with a median processing time of 1 day.
7.1.3.3	Issue building certificates and other property information within a median processing time of 4 days	●	In many instances work is required to be done on a property before a building information certificate can be issued - the median processing time reflects this. 18 building information certificates were issued with a median processing time of 8 days.

CSP Strategy 7.2: Ensure best practice use of renewable energy options for Council and community projects**Delivery Program 7.2.1: Increase solar power**

Ref	Operational Plan Project/Service	Status	Update/Performance
7.2.1.1	Seek funding opportunities for solar expansion of Council facilities	●	Through Central JO and DPIE Council has been funded to receive an energy needs analysis (Complete) which identified a Renewable Energy Action Plan to be funded for Council to identify and quantify specific and actionable opportunities for solar and storage opportunities across councils assets.
7.2.1.2	Roll out of solar panels on Council assets where funding permits	●	Solar PV assessments conducted on all applicable Council sites. Sites identified for solar installations for this financial year. Tender documentation for Local Government Procurement panel being prepared. Civic Centre Roof required to be repaired/replaced prior to solar PV installation.

Delivery Program 7.2.2: Maintain Cities Power Partnership membership

Ref	Operational Plan Project/Service	Status	Update/Performance
7.2.2.1	Use membership to investigate sustainability options	●	Cities Power Partnership accessed periodically to seek currently available sustainability opportunities and knowledge sharing.

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**Delivery Program 7.3.1: Comply with relevant water quality legislation**

Refer Delivery Program 8.2.1 for updates.

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****Delivery Program 8.1.1: Implement water conservation strategies**

Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.1.1	Implement annual water conservation strategies (media, education, advertising, water audits)	●	Water Conservation Strategies continuing. Due to good rainfall from March, moved from Level 5 Water Restrictions to Level 2 Water Restrictions in October 2020. Council reviewed the Water Restriction Framework and has now included Permanent Water Saving Standards.

Delivery Program 8.1.2: Work with the Centroc Water Utilities Alliance and the NSW Water Directorate on various strategic and operational projects, including advocating for the Urban Water Industry in Regional NSW

Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.2.2	Attend meetings of the Centroc Water Utilities Alliance and the NSW Water Directorate	●	Two Central NSW Joint Organisation Water Utilities Meetings attended (by Zoom) in August, October

Delivery Program 8.1.3: Mid-term review of water and sewer strategic business plan (including financial plan)

Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.3.1	Mid-term review of water and sewer strategic business plan (including financial plan) in accordance with the Department of Planning, Industry and Environment (Water) (DPIE Water) best practice criteria by May 2021	●	Dependent on outcomes of Council's Local Housing Strategy and associated Water and Sewer Infrastructure Strategy

Delivery Program 8.1.4: Prepare new integrated water cycle management strategy (including water-conservation measures)			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.4.1	Update integrated water cycle management strategy in accordance with the Department of Planning, Industry and Environment (Water) (DPIE Water) best practice criteria by May 2021	●	Long term project that requires an Expression of Interest to DPIE Water for funding before commencing

Delivery Program 8.1.5: Implement Council's drought management plan			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.5.1	Review outcomes of Council's drought management plan in accordance with Department of Planning, Industry and Environment (Water) (DPIE Water) best practice by May 2021	●	Dependent on outcomes of Council's Integrated Water Cycle Management Strategy, currently under development
8.1.5.2	Also refer Delivery Program 8.1.43 Emergency Water Projects	●	Refer Delivery Program 8.1.43 for updates.

Delivery Program 8.1.6: Implement water mains extension/realignment program

Refer Delivery Program 8.1.40 for updates.

Delivery Program 8.1.7: Develop and design South Orange Stage 2 water

Refer Delivery Program 8.1.40 for updates.

Delivery Program 8.1.8: Design South Orange Stage 1C sewer

Delivery Program 8.1.8 was completed in Year 1 (2018/2019).

Delivery Program 8.1.9: Develop and design South Orange Stage 2 sewer

Delivery Program 8.1.9 was completed in Year 2 (2019/2020).

Delivery Program 8.1.10: Develop and design Robindale Downs sewer pump station and associated sewer rising main

Delivery Program 8.1.10 has been deferred to subsequent years. Refer Delivery Program 8.1.46 for updates.

Delivery Program 8.1.11: Spring Hill-Lucknow sewer strategy			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.11.1	Spring Hill Lucknow Sewer Pump Station constructed to be completed by June 2021	●	Deferred until 2021/22. Approved budget is \$800,000.

Delivery Program 8.1.12: Conduct routine operation and maintenance of water and sewerage infrastructure			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.12.1	Conduct annual monitoring and reporting according to the requirements of the Department of Planning, Industry and Environment (Water) (DPIE Water) for inclusion in the NSW water supply and sewerage monitoring report by September annually	●	Annual Performance Reporting to DPIE Water completed in September 2020.
8.1.12.2	Maintain water and sewerage infrastructure in accordance with statutory requirements and levels of service identified in water and sewer asset management plans	●	All water and sewerage infrastructure maintained in accordance with statutory requirements and levels of service identified in water and sewer asset management plans. Refer Delivery Program 8.1.39 to Delivery Program 8.1.47 for updates.

Delivery Program 8.1.13: Deliver sewer mains relining program

Refer Delivery Program 8.1.47 for updates.

Delivery Program 8.1.14: Implement water loss management program

Refer Delivery Program 8.1.40 for updates.

Delivery Program 8.1.15: Deliver water services and water mains renewals program

Refer Delivery Program 8.1.40 for updates.

Delivery Program 8.1.16: Deliver water meter replacement program

Refer Delivery Program 8.1.40 for updates.

Delivery Program 8.1.17: Lake Canobolas sewer upgrade

Refer Delivery Program 8.1.46 for updates.

Delivery Program 8.1.18: Develop telemetry and SCADA upgrade strategy

Delivery Program 8.18 completed in Year 2 (2019/2020).

Delivery Program 8.1.19: Develop data management system strategy

Delivery Program 8.1.19 has been deferred indefinitely.

Delivery Program 8.1.20: Develop water and sewer network management system strategy

Delivery Program 8.1.20 has been deferred indefinitely.

Delivery Program 8.1.21: Lake Canobolas potable water upgrade

Delivery Program was completed in Year 2 (2019/2020).

Delivery Program 8.1.22: Install reservoir mixers			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.22.1	Supply and install reservoir mixers by June 2021	●	<p>Works are underway to complete project scope and request quotations for the installation of two Reservoir Mixers to maintain water quality. Council has identified that Beech Crescent 9ML Reservoir and Anson Street 9ML Reservoir for the mixers to be installed.</p> <p>20% of project completed. Approved budget is \$100,000. 0% of budget used to date.</p>

Delivery Program 8.1.23: North Orange water supply strategy

Refer Delivery Program 8.1.41 for updates.

Delivery Program 8.1.24: Manhole rehabilitation

Refer Delivery Program 8.1.47 for updates.

Delivery Program 8.1.25: Manage Ophir Road and Euchareena Road resource recovery centres in accordance with landfill environmental management plans and licences			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.25.1	Reporting to the Office of Environment and Heritage, Department of Planning and Environment Protection	●	Annual Returns, Local Government Waste & Resource Recovery Data Survey, and Annual Review of the Orange Waste Project all submitted to the EPA & DPIE in August and September 2020 period for the previous financial year performance period as required by Licence and Project Approval conditions.
8.1.25.2	Undertake maintenance works at the Ophir Road Resource Recovery Centre including site rehabilitation	●	Ongoing application of log chip to eastern face and compost material to western face of ORRRC landfill applied and is an ongoing site operational procedure to continue site rehabilitation. Slashing of Conservation areas on the ERRRC landfill site undertaken in order to mitigate fire risk and to monitor native revegetation progress in accordance with the Biodiversity Conservation Trust recommended actions to enhance and manage the Conservation Areas in accordance with the adopted Conservation Management Plan. Both ORRRC & ERRRC sites operating in accordance with Licence and Landfill Environmental Management Plans.
8.1.25.3	Community Recycling Centre reporting wastes collected to the Environment Protection Authority on a monthly basis	●	Monthly reporting to EPA on waste volumes collected and ready for collection for recycling undertaken in accordance with the required operating requirements of the EPA

Delivery Program 8.1.26: Re-top concrete slabs to receival station bins areas at Ophir Road Resource Recovery Centre

Delivery Program 8.1.26 was completed in Year 2 (2019/2020).

Delivery Program 8.1.27: Increase capacity in East Orange drainage channel			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.27.1	Construction of drainage culverts under McLachlan Street	●	No budget allocated against this project. Project reprioritised as a result of recommendations from the Floodplain Study and Risk Analysis adopted by council in late 2020.

Delivery Program 8.1.28: Deliver planned flood-mitigation strategies across the City

Delivery Program 8.1.28 was completed in Year 1 (2018/2019).

Delivery Program 8.1.29: Provide safe drinking and re-use water			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.29.1	Monitor and report on water quality in accordance with regulatory requirements and report to the State Government annual	●	Drinking water and recycled water was provided to customers in accordance with quality standards through implementation of the Drinking Water Management System and Recycled Water Management System. Drinking Water Quality Annual Report submitted to NSW Health in November 2020.

Delivery Program 8.1.30: Icely Road Water Treatment Plant lagoon upgrade

Delivery Program 8.1.30 was completed in Year 1 (2018/2019).

Delivery Program 8.1.31: Orange Sewage Treatment Plant de-chlorination dosing

Delivery Program 8.1.31 was deleted in Year 2 (2019/2020) as de-chlorination dosing is not required given preference for an alternative of a new ultra-violet disinfection system. Refer Delivery Program 8.1.45 for updates.

Delivery Program 8.1.32: Orange Sewage Treatment Plant works inlet upgrade

Refer Delivery Program 8.1.45 for updates.

Delivery Program 8.1.33: Orange Sewage Treatment Plant primary settling tank coating

Delivery Program 8.1.33 has been deferred until 2025/2026.

Delivery Program 8.1.34: Suma Park Dam back-up pumps

Delivery Program 8.1.34 has been cancelled - back-up power priorities to be re-assessed due to emergency funding received for Spring Creek Dam to Icely Road WTP Pipeline Project.

Delivery Program 8.1.35: Stormwater harvesting rehabilitation of Stage 1

Delivery Program 8.1.35 has been postponed due to emergency funding received for Stage 2 - Blackmans Swamp Creek Stormwater Harvesting.

Delivery Program 8.1.36: Orange Sewage Treatment Plant aeration upgrade

Refer Delivery Program 8.1.45 for updates.

Delivery Program 8.1.37: Orange Sewage Treatment Plant sludge lagoon upgrade

Delivery Program has been postponed - further investigation will inform future project scope.

Delivery Program 8.1.38: Undertake ongoing condition assessment on Council's stormwater network

Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.38.1	Assessments undertaken on 2% of network per annum and updated in the asset management plan	●	Project is complete for the 2020/2021 financial year.

Delivery Program 8.1.39: Water Administration/Management

Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.39.1	No project/programs under Delivery Program 8.1.39 have been scheduled in 2020/2021	●	No project/programs under Delivery Program 8.1.39 have been scheduled in 2020/2021.

Delivery Program 8.1.40: Water Reticulation Capital Works

Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.40.1	Water Services - Renewals	●	In the last quarter 3 water service renewal have been completed bringing the total water service renewals to 6 in this year's program. 20% of project completed. Approved budget is \$131,708. 13% of budget used.
8.1.40.2	New Water Services	●	Installation of New Water Services are continuing for new developments. 30% of project completed. Approved budget is \$30,000. 32% of budget used.
8.1.40.3	Meter Replacements	●	This program is currently underway in conjunction with the smart metering program and is focusing on the larger water meters across the city. Large Water meters have been ordered and Council is currently awaiting delivery. Installation works are expected to commence in February 2021. 50% of project completed. Approved budget is \$300,000. 62% of budget used.
8.1.40.4	Water Main Extensions/Realignment Program	●	This program will be deferred for 2020/21 with the CBD Water main Realignment and Water Main Renewals Program prioritised. Approved budget is \$300,000.
8.1.40.5	Water Main Renewal Program	●	Works have been completed on the Icely Road Water Main renewal and are continuing on the renewal of the Autumn Street Water Main with 75% of the works completed. Planning works are

Delivery Program 8.1.40: Water Reticulation Capital Works			
Ref	Operational Plan Project/Service	Status	Update/Performance
			under way for the next stage of the renewals program with works teams working between the CBD Upgrade and this program. 40% of project completed. Approved budget is \$800,000. 36% of budget used.
8.1.40.6	CBD Upgrade Water Main Realignment	●	Works have been completed on the water main upgrade of McNamara Lane between Summer and Kite Street. The upgrade consisted of the renewal of an existing 100mm water main to a 150mm water main located within the footpath. Planning works are underway for the upgrade and realignment of the Lords Place Water Main between Summer and Byng Street as well as the Byng Street Water Main between Lords Place and Peisley Street. works are expected to commence in March 2020. 35% of project completed. Approved budget is \$300,000. 29% of budget used.
8.1.40.7	South Orange Stage 2 - Water	●	Replaced by Shiralee Water Supply Augmentation Project. Budget variation requested from \$100,000 to \$0 in second quarterly budget review.
8.1.40.8	Bloomfield Development Strategy	●	The planning phase has progressed through engagement of a water modelling consultant to ensure effective servicing of the Bloomfield Development. 5% of project completed. Approved budget is \$50,000. 0% of budget used.
8.1.40.9	Smart Water Metering	●	Works are nearing completion of the customer portal assess and login procedure. Once this is completed the login access will be released to the smart metering customers. In addition Council has purchased 600, 20mm V200 Smart Meters for residential installation as a further trial. these are expected to be installed in the second part of 2020/21. 50% of project completed. Approved budget is \$150,000. 50% of budget used.

Delivery Program 8.1.41: Water Treatment Capital Works			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.41.1	Water Reticulation - Chlorine Dosing	●	Works have commenced on the investigation to the Chlorination device to be used. Works are expected to commence in March 2021. 20% of project completed. Approved budget is \$30,000. 0% of budget used.
8.1.41.2	Icely Road WTP Land Acquisition/Noise	●	Deferred until 2021/22. Approved budget is \$100,000.

Delivery Program 8.1.41: Water Treatment Capital Works			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.41.3	Icely Road Site Security	●	<p>Installation of cameras, purchased last financial year, is under way.</p> <p>Second quarter budget variation has been requested to reduce to \$27k as new security fencing will now follow land purchase.</p> <p>10% of project completed. Approved budget is \$50,000. 5% of budget used.</p>
8.1.41.4	Back-up Power Investigation	●	<p>An electrical upgrade strategy has been developed for Icely Road Water Treatment Plant and Suma Pump Station resulting in a range of actions to be implemented over the next few years. This year's budget will be used to prepare for: a specialised asset condition assessment at Suma Pump Station; a back-up generator assessment; and preparation for large scale solar at the Water Treatment Plant.</p> <p>10% of project completed. Approved budget is \$100,000. 3% of budget used.</p>
8.1.41.5	Reservoir Tank Mixers	●	<p>Council has identified two water Reservoir for tank mixers to be installed. Quotations are currently being prepared for the supply of these tank mixers.</p> <p>15% of project completed.</p>
8.1.41.6	Lake Canobolas Water Reticulation	●	<p>Planning works are continuing and the project alignment has been finalised with minor design works to continue over the next two months. The REF is nearing finalisation to the current alignment.</p> <p>15% of project completed.</p>
8.1.41.7	North Orange Water Supply Strategy	●	<p>The strategy has identified major infrastructure that will be required to service potential future growth in North Orange. The next steps will be further refine the contribution plan and determine growth rates.</p> <p>30% of project completed. Approved budget is \$200,000. 72% of budget used.</p>

Delivery Program 8.1.42: Water Storage Dams

Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.42.1	Gosling Creek Dam Upgrade	●	<p>Council have engaged Dams Consultant to undertake the following:</p> <ul style="list-style-type: none"> • Review of Dam break Study • Consequence Category Assessment Update; and • Dam investigation Consultancy Scope (including Geotechnical Investigations and a scope for an options study) <p>Budget variation requested at second quarterly budget review (\$344,375). 10% of project completed. 15% of budget used.</p>

Delivery Program 8.1.43: Emergency Water Projects

Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.43.1	Spring Creek Dam to Icely Road Pipeline (Critical Drought Initiative)	●	<p>The project is nearing completion with the pipeline now fully operational. The minor tasks that remain are not essential to the operation of the pipeline such as improving site security.</p> <p>95% of projected completed. Approved budget of \$5 million. 94% of budget used.</p>
8.1.43.2	Blackmans Swamp Creek Stormwater Harvesting Stage 2 (Critical Drought Initiative)	●	<p>The planning phase of the stormwater harvesting project was progressed through purchase of the land, plus significant progress on the environmental assessment which has included consideration of social aspects through engagement of the local community. Concept plans have been developed and a water modelling review has also progressed.</p> <p>3% of project completed. Approved budget is \$5.636 million. 1% of budget used.</p>
8.1.43.3	Cowra to Central Tablelands Water (CTW) Pipeline (Critical Drought Initiative)	●	<p>Restart NSW Funded Project with joint proponents Orange City Council, Central Tablelands Water and Cowra Shire Council. Due for completion in August 2021.</p> <p>30% of project completed. Approved budget is \$5,500,000. 10% of budget used.</p>

Delivery Program 8.1.44: Sewer Administration/Management

Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.44.1	Sewer Temporary Flow Survey	●	<p>Temporary monitors installed before Christmas. 12 week monitoring period.</p> <p>75% of project completed. Approved budget is \$200,000. 80% of budget used.</p>

Delivery Program 8.1.44: Sewer Administration/Management			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.44.2	Sewer Model Update	●	Draft model built. Awaiting flow survey for model calibration - April 2021 and finalised by June 2021. 50% of project completed. Approved budget is \$140,000. 41% of budget used.
8.1.44.3	CCTV (CNSWJO) - 900mm C6 Trunk Main	●	Compiling schedule for procurement under CENTROC contract to undertake in Q3 Q4 2021. 5% of project completed. Approved budget is \$200,000. 0% of budget used.
8.1.44.4	CCTV (CNSWJO) - Sample of Sewer Mains for Reval	●	Sample selected, compiling schedule for procurement under CENTROC contract to undertake in Q3 Q4 2021. 5% of project completed. Approved budget is \$100,000. 0% of budget used.

Delivery Program 8.1.45: Sewer Treatment Capital Works			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.45.1	Carbon Dosing	●	The carbon dosing project for the Orange Sewage Treatment Plant has been defined and the delivery method secured through agreement to participate in a University of Sydney industry placement program. A chemical engineering student will work at Council from January through June 2021 to deliver the project. 5% of project completed. Approved budget is \$75,000. 53% of budget used.
8.1.45.2	Secondary Clarifier Upgrade	●	The secondary clarifier upgrade postponed last financial year due to COVID-19 has been finished. The necessary parts to complete this year's scheduled upgrade have arrived on site in preparation for delivery by the end of June 2021. 40% of project completed. Approved budget is \$100,000. 51% of budget used.
8.1.45.3	Sewage Treatment Plant Inlet Works Upgrade	●	The Concept Design Report for the new Inlet Works at the Orange Sewage Treatment Plant was completed in August. Delays have been experienced with progression into the Detailed Design phase due to consultant variation claims. Communication between the consultant and Council staff shall continue into the third quarter. 60% of project (with respect to the design phase) completed. \$1.6M currently budgeted is subject to be reduced to \$700k at the Dec quarter budget review. 8% of the budget used with respect to \$1.6M budget, which is subject to review

Delivery Program 8.1.45: Sewer Treatment Capital Works			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.45.4	Aeration Upgrade	●	The aeration upgrade has been deferred to 2021/22 through 2023/2024 as the project needs to be completed after the Sewage Treatment Plant Inlet Works project which is experiencing delays.
8.1.45.5	Sewage Treatment Plant (STP) Process Water Upgrade	●	This project is aligned with the new inlet works at the Orange Sewage Treatment Plant, with plans to deliver the construction phase re-scheduled for 2021/2022. Preparations are underway for the purchase of equipment for the water upgrade during quarters three and four of 2020/21. 2% of project completed. Approved budget is \$470,000. 0% of budget used.

Delivery Program 8.1.46: Sewer Pump Station Capital Works			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.46.1	Lake Canobolas Sewer Upgrade	●	Planning works are continuing and the project alignment has been finalised with minor design works to continue over the next two months. The REF is nearing finalisation to the current alignment. 15% of project completed.
8.1.46.2	Burrondong Way Rural Residential	●	Project deleted and now included in "Orange Development Section 64 Plan Projects" in future years. Budget variation request in second quarterly budget review. Currently approved budget is \$50,000.
8.1.46.3	Leeds Parade Rural Residential	●	Project deleted and now included in "Orange Development Section 64 Plan Projects" in future years. Budget variation request in second quarterly budget review. Current approved budget is \$50,000.
8.1.46.4	Bloomfield Servicing Strategy	●	Commenced through consultant. Current approved budget is \$50,000.

Delivery Program 8.1.47: Sewer Reticulation Capital Works			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.1.47.1	Sewer Reconstructions	●	Works are continuing on the renewal of sewer connection through the Sewer reconstruction program. Three Sewer reconstruction have been completed in the last quarter with the total amount of sewer connection renewed to 8 for the year. 30% of project completed. Approved budget is \$75,283. 25% of budget used.
8.1.47.2	Vent Conversions CVR 11599	●	Council has completed the Sewer Vent Conversion Program for 2020/21 with 10 sewer vents removed. 100% of project completed. Approved budget \$42,000. 73% of budget used.
8.1.47.3	Sewer CCTV - Unit 969	●	Quotation are currently being assessed for the Replacement of Unit 969 - Sewer CCTV Van. 20% of project completed. Approved budget \$150,00. 0% of budget used.
8.1.47.4	Flow Gauges/Modelling	●	Permanent monitors installed December and monitors now online. 50% of project completed. Approved budget is \$255,000. 45% of budget used.
8.1.47.5	Manholes	●	An Audit of the Sewer Manhole System is planned for the third and fourth quarter of 2020/21 to identify problems throughout the sewer manhole network for a maintenance and rehabilitation program in 2021/22. 15% of project completed. Approved budget is \$100,000. 0% of budget used.
8.1.47.6	Sewer Main Relining Program	●	Works are nearing completion for the 2020/21 sewer relining program with 18 junction seals remaining. This year's sewer relining program has seen approximately 4,200m of sewer main renewed across the City. 95% of project completed. Approved budget is \$700,000. 78% of budget used.
8.1.47.7	North Orange Sewer Strategy	●	The strategy has identified major infrastructure that will be required to service potential future growth in North Orange. The next steps will be further refine the contribution plan and determine growth rates. 30% of project completed. Approved budget is \$200,000. 0% of budget used.
8.1.47.8	Spring Hill/Lucknow Sewerage Strategy	●	Program 8.1.47.8 has been rescheduled for future years.

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

Delivery Program 8.2.1: Review and report on the five key areas of our environment (water, air, biodiversity, soil, salinity) through preparation of the State of Environment report

Ref	Operational Plan Project/Service	Status	Update/Performance
8.2.1.1	Collate required information for the state of environment section in the annual report by November	●	State of the Environment Report Completed and submitted in November 2020 (as part of the Annual Report).

Delivery Program 8.2.2: Develop a landfill gas management plan for Euchareena Road Resource Recovery Centre

Ref	Operational Plan Project/Service	Status	Update/Performance
8.2.2.1	Installation of the landfill gas-management system programmed for 2020/21 and beyond	●	<p>Installation of the landfill gas management system is an ongoing operational requirement of the ERRRC landfilling process subject to completion of landfill cell areas on site. Work programmed for completion in 2020/21 & beyond for each cell with Cell 1 not finished to a finalised capacity at this point.</p> <p>Landfill completion is monitored quarterly to determine when appropriate installation of the landfill gas system is to be scheduled. Cell 1 gas system more likely to be installed in 2021/2022 year.</p> <p>Capital Works Program aligned with financial year waste model and programmed and reviewed quarterly</p> <p>Cell 1 continues to receive waste and is not ready for gas management system installation until 2021/2022</p> <p>Landfill completion is monitored quarterly to determine when appropriate installation of the landfill gas system is to be scheduled. Cell 1 installation most likely to be scheduled in 2021/2022 financial year.</p>

Delivery Program 8.2.3: Engage the community in the Parks Alive program and environmental activities			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.2.3.1	Deliver four school programs, four educational programs and four community events per annum	●	Eleven community events were held in the first reporting period. These events included planting activities, woody weed control and educational events. COVID-19 restrictions did impact upon the number of schools who participated in the program.

Delivery Program 8.2.4: Participate in the NSW Tidy Towns sustainable program			
Ref	Operational Plan Project/Service	Status	Update/Performance
8.2.4.1	Participate in Clean Up Australia activities	●	Clean Up Australia is scheduled for the 7 March 2021. At this stage, no local sites have been nominated. Sites will be nominated in the second reporting period and events held depending on COVID-19 restrictions
8.2.4.2	Raise awareness of the NSW Tidy Towns Program through four local media events and engaging with local schools	●	Schools were notified of the Tidy Towns assessor visit to Orange and were invited to clean up their local school grounds to be part of the event. The CWD included an article on the Tidy Towns assessment when the assessor visited the FoodCare program.
8.2.4.3	Compile annual NSW Tidy Towns Sustainable Community Award submissions	●	<p>The following projects were submitted for the 2020 Tidy Towns and Sustainable Communities Award and judged by a Tidy Towns Assessor in August:</p> <ul style="list-style-type: none"> • Sustainable Projects Award Lighting Orange i.e. the installation of 4,900 LED street lights throughout Orange which will save Orange City Council hundreds of thousands of dollars annually. • Environmental Communication Award Orange Sustainable Living Expo run by the Rotary Club of Orange. This event gets bigger and bigger each year and last year had some amazing guest speakers. • Community Spirit & Inclusion Award FoodCare Orange. Providing low cost groceries to local people who are struggling • Schools Environment Achievement Award Oranges Nature Kids program run by Kate Willoughby. <p>The Awards weekend to announce winners was to be held at in November 2020 but due to COVID-19 has been postponed until March 2021.</p>

Delivery Program 8.2.5: Monitor and implement awareness events and campaigns for priority weeds

Ref	Operational Plan Project/Service	Status	Update/Performance
8.2.5.1	Undertake 400 annual private property inspections to ensure priority weeds are managed in accordance with legislative requirements	●	The first six months of 2020/2021 realised 271 inspections being undertaken with 163 of those on private property, 95 on Council managed lands and 13 on State Government managed lands. Unfortunately awareness raising events did not take place due to COVID-19 restrictions.

Delivery Program 8.2.6: Manage abandoned articles within the City

Ref	Operational Plan Project/Service	Status	Update/Performance
8.2.6.1	Report abandoned shopping trolleys to stores	●	The rangers have been using the Trolley Tracker App to report abandon Trolleys and stacking trolleys where community safety is considered a risk. Rangers have had continuing communications with the local store managers.

Delivery Program 8.2.7: Enforce environmental legislation

Ref	Operational Plan Project/Service	Status	Update/Performance
8.2.7.1	All pollution complaints investigated within 2 working days for non-urgent events and within 4 hours for urgent events and action taken if required	●	Officers are meeting targets regarding response times: <ul style="list-style-type: none"> • 2 days - Investigation of non-urgent pollution events • 2-4 hours - Investigation of urgent pollution events

CSP Strategy 8.3: Promote the range of recycling services**Delivery Program 8.3.1: Deliver waste and recycling services**

Ref	Operational Plan Project/Service	Status	Update/Performance
8.3.1.1	Promote and offer a free annual household hazardous waste collection service at the Ophir Road Resource Recovery Centre	●	Netwaste was required by EPA to obtain further quotes from contractors to perform this service and as a result of this process, the annual service has been moved from October 2020 to May 2021. Appropriate promotion of this event will occur in the lead up to this date.
8.3.1.2	Deliver education materials or services to Orange residents relating to the waste, recycling and organics contract provisions	●	Ongoing education program coordinated with contractor Envirocom to roll out various educational initiatives in accordance with the annually adopted plan and monthly reporting of actual performance measures received by Council and discussed with the contractor and other Netwaste Councils at quarterly meetings.

CSP Objective 9: Infrastructure for our growing community**CSP Strategy 9.1: Construct and maintain a road network that meets the community's transport and infrastructure needs****Delivery Program 9.1.1: Promote the construction of the Southern Feeder Road**

Ref	Operational Plan Project/Service	Status	Update/Performance
9.1.1.1	Seek grant funding opportunities for further staged construction	●	Funding of \$721,000 applied for Stage 4 under Local Roads and Community Infrastructure Program was approved.

Delivery Program 9.1.2: Deliver Works program for road rehabilitation and re-seals as identified in the Transport Asset Management Plan

Ref	Operational Plan Project/Service	Status	Update/Performance
9.1.2.1	Annual road rehabilitation program completed within allocated budget	●	<p>Works completed to date include:</p> <ul style="list-style-type: none"> • Forest Road Heavy Patch - Buttle Road • Icely Road - Filtration Plant road to NDR • Icely Road - Park to Paling • Dalton Street - Thomas to Anson (East Bound) • Dalton Street - Anson to Peisley (West Bound) • Scott Place - 90° bend to first cul-de-sac • Leewood Drive - Elsham+170m to Hawthorne • Hill Street - Botanic Way to Botanic Way north plus 50m • Prince Street - Anson to Sale (DPI) • Prince Street - Lords to Anson • Ploughmans Lane - Cargo to Escort Way <p>58% of the project completed (11 out of 19 road rehabilitation projects). Approved budget \$1,449,000. 89% of budget used (larger-value projects completed in first half of program)</p>
9.1.2.2	Annual reseal program completed within allocated budget	●	<p>Programmed for Jan to Mar 2021 quarter.</p> <p>Approved budget is \$275,000.</p>
9.1.2.3	Modify the intersection of Beasley Road at Blunt Road to address safety issues	●	<p>Programmed for Mar to Jun 2021 quarter.</p>

Delivery Program 9.1.2: Deliver Works program for road rehabilitation and re-seals as identified in the Transport Asset Management Plan			
Ref	Operational Plan Project/Service	Status	Update/Performance
			5% of project completed (design and consultation). Approved budget is \$569,000. 0% of budget used.
9.1.2.4	Reconstruct Clergate Road Stage 2 from Quartz Street to Ralston Drive - subject to grant funding	●	Council applied for funding under the Heavy Vehicle Safety and Productivity Program but was unsuccessful. Further grant funding opportunities will be explored and the project rescheduled.
9.1.2.5	Whiley Road/Forest Road upgrading - subject to grant funding	●	Grant funding from TfNSW REPAIR program awarded. Designs progressed to construction stage. Project due to commence in Feb 2021 on stage from Evergreen Lane towards Ginns Rd. 5% of project completed (design and some procurement aspects). Approved budget is \$800,000. 0% of budget used.
9.1.2.6	Complete construction of a new roundabout at the intersection of the NDR/Hill Street and William Maker Drive	●	Roundabout open and functioning. 90% of project completed. Approved budget \$3,507,000 (in 2020/2021). 65% of budget used (awaiting invoicing).

CSP Strategy 9.2: Ensure that adequate car-parking spaces are available to support growth

Delivery Program 9.2.1: Provide and manage public car parking in the Orange Central Business District			
Ref	Operational Plan Project/Service	Status	Update/Performance
9.2.1.1	Implement parking study deliverables	●	Council staff are in the process of carrying out an internal review of the parking zones in and around the CBD post-COVID-19 to determine how best to ensure the equitable sharing of parking spaces in the City can continue into the future.
9.2.1.2	Parking patrols carried out in accordance with patrol schedule and Council's adopted parking rules	●	Due to Covid-19 the Ophir Car Park has become a free parking area (subject to review in the future). With patrols the key focus is on safety, with more lenience being given to Level 1 parking offences. The patrol contract for the Orange City Centre has recommenced following a temporary suspension due to COVID-19.

CSP Strategy 9.3: Ensure that an appropriate level of pedestrian amenity is provided throughout the community**Delivery Program 9.3.1: Deliver program of footpath upgrading works as identified in the Transport Asset Management Plan**

Ref	Operational Plan Project/Service	Status	Update/Performance
9.3.1.1	Annual footpath new construction program completed within allocated budget	●	<p>Projects delivered include:</p> <ul style="list-style-type: none"> • Autumn Street - From Dalton to March (Eastern side) • Dalton Street - Clinton to Burrendong (Northern Side) • Spring Street- Bletchington to Dalton (Western Side) • Turquoise Street - from Diamond Dr - 28 Turquoise St • Jasper Street - from Turquoise St - Moonstone St • Opal Street - from Diamond Dr - Emerald St • Garnet Street - from Sapphire St - Topaz St • Ruby Street - from Garnet St - Moonstone St • Catania Street - Platinum to Palermo <p>41% of project completed (based on number of project completed, regardless of length). Approved budget is \$712,000. 23% of budget used.</p>
9.3.1.2	Annual footpath rehabilitation program completed within allocated budget	●	<p>Footpath rehabilitation works completed on:</p> <ul style="list-style-type: none"> • March Street - Anson to Sale (Southern Side) • Hill Street - Prince to March (Western Side) • McLachlan Street - Little Warrendine to Caroline (Eastern Side) • Autumn Street - Dalton to March (Western Side) • Peisley Street - Franklin to Gardiner (Western Side) • Anson Street - Prince to March (Western Side) • Nile Street - March to Byng (Eastern Side) Southbound from school • Nile Street - Summer to Byng (Eastern Side) • Prince Street - Clinton to Sampson (Northern Side) <p>88% of project completed (8 of 9 projects completed). Approved budget is \$350,000. 84% of budget used.</p>

CSP Strategy 9.4: Develop a vibrant civic and commercial precinct as a centre for the community**Delivery Program 9.4.1: Undertake an assessment to upgrade the CBD to position Orange as a premier regional city supporting existing and new commercial opportunities**

Ref	Operational Plan Project/Service	Status	Update/Performance
9.4.1.1	Finalise master plan and seek Council approval	●	FutureCity masterplan adopted and the rollout is now underway.

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 for our heritage****Delivery Program 10.1.1: Provide a heritage advisory service to the community to protect and enhance heritage assets and to promote quality urban design**

Ref	Operational Plan Project/Service	Status	Update/Performance
10.1.1.1	Heritage and urban design advisory services provided	●	Council's Heritage Advisor continues to provide regular heritage advice to assist with the assessment and determination of development applications, protect and enhance heritage assets, and promote quality urban design. 22 services were provided.

CSP Strategy 10.2: Preserve our diverse social and cultural heritage**Delivery Program 10.2.1: Maintain local heritage assistance program**

Ref	Operational Plan Project/Service	Status	Update/Performance
10.2.1.1	Ensure the local community is engaged for heritage support funding annually	●	The Local Heritage Assistance Fund implemented annually as part of the Heritage Branch NSW funding agreement. 10 application were received in the 2020/2021 program.

Delivery Program 10.2.2: Develop heritage strategy

Ref	Operational Plan Project/Service	Status	Update/Performance
10.2.2.1	Implement actions contained in the Heritage Strategy and review annually	●	In line with Heritage New South Wales - Summary of Recommendations and Outcomes, actions implemented. Heritage Adviser appointed, Council manages local heritage in a positive manner; Heritage Study Review currently being implemented.

CSP Strategy 10.3: Preserve the unique way of life of our surrounding villages**Delivery Program 10.3.1: Support the Spring Hill and Lucknow Community Committees**

Ref	Operational Plan Project/Service	Status	Update/Performance
10.3.1.1	Engage with the community and update the priorities of the Villages	●	Council conducts quarterly meeting with village community groups to identify priorities and to implement works within annual budget allocations. Master planning to be conducted with Clifton Grove.

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****Delivery Program 11.1.1: Deliver visitor information services**

Ref	Operational Plan Project/Service	Status	Update/Performance
11.1.1.1	Operate the Orange Visitor Centre within budget	●	Orange Visitor Information Centre is open and operating in line with NSW Health Orders. NSW Government QR code upon entry is in place, plus COVID-19 Safe Plan. Level of visitation to Orange continues to increase with over 96,000 people visiting the Centre. The Centre is operating within budget.

Delivery Program 11.1.2: Implement the Orange Region Tourism Strategy

Ref	Operational Plan Project/Service	Status	Update/Performance
11.1.2.1	Actions from the Orange Region Tourism Strategy by Orange360, delivered in accordance with the strategy items adopted by Council	●	Orange360 have reviewed actions in the Orange Region Tourism Strategy. Events, actions and promotions have been adapted to meet with current NSW Health Orders. Visitation to the region continues to increase. Orange360 Annual Report submitted to Council through the EDCC. Strong compliance across the tourism industry to have COVID-19 safe plans and QR codes. Cool Summer promotional campaign prepared.

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

Delivery Program 11.2.1: Provide a range of quality accommodation and services and maintenance of all infrastructure at the Colour City Caravan Park

Ref	Operational Plan Project/Service	Status	Update/Performance
11.2.1.1	Maintain a three-star rating	●	A three star rating has been maintained. The park has maintained a three star rating.
11.2.1.2	Maintain occupancy rate at an annual average of at least 50%	●	The occupancy rate was 50.1% for the period 1 July to 31 December 2020. An occupancy rate greater than 50% is a considerable achievement due to COVID-19 restrictions and the effect it has on peoples travel plans. The powered sites are forced to operate at a reduced capacity to comply with NSW Health Orders regarding COVID-19 and the number of toilets and showers that can be available for use at any time. Powered sites were 43.9% occupancy and cabins operated at 72.3% occupancy.
11.2.1.3	Undertake asset improvements in accordance with the buildings asset management plan and budgets	●	Council has been successful in securing a \$250,000 grant to install new acoustic fencing and upgrade some of the facilities. Caravan park staff are working closely with building services staff to improve the facility and assets. A new gate has been installed, ceilings repaired and repainted in the cottage, Cabin 6 repaired, painting carried out on main ablutions block, office changes carried out, new phone set up to allow staff to answer calls remote from the office.

Delivery Program 11.2.2: Support and work with sporting organisations to secure events for the Orange region

Ref	Operational Plan Project/Service	Status	Update/Performance
11.2.2.1	Support at least five major events annually sourced by agency	●	Despite the cancellation of 2 events due to COVID-19 restrictions, Orange still managed to successfully host 1 major sporting event during the reporting period. Unfortunately due to uncertainty surrounding COVID-19 restrictions, the Australian Winter Swimming National Championships and the U/13 & U/15 NSW Indoor Hockey Championships scheduled to take place in Orange during the reporting period had to be cancelled for 2020. Orange did however host the NSW Senior Amateur Golf Championships which attracted 170 golfers to Orange for 4 days of competition.

CSP Objective 12: A smart, innovative and resilient industry sector**CSP Strategy 12.1: Attract and grow strategic investment****Delivery Program 12.1.1: Develop, maintain and provide information resources appropriate for business development, expansion and/or relocation - including web-based and mobile application platforms**

Ref	Operational Plan Project/Service	Status	Update/Performance
12.1.1.1	Provide a range of up-to-date information that is appropriate to business and potential new residents	●	The thinkorangeregion.com.au website contains current information to assist new residents, businesses and investment. Staff have been working with businesses needing tailored information and data.

Delivery Program 12.1.2: Undertake refurbishment of the Central Business District

Ref	Operational Plan Project/Service	Status	Update/Performance
12.1.2.1	Project planning completed and delivery to budget and time frames	●	Whiteway Lighting completed together with festoon lights prior to December. Fairy Lights under construction and upgrade project designs for McNamara Street, Lords and Byng well underway. Concept for Anson Street Mall taken to the community and back on the drawing board for a solution that does not involve removal of trees. Tranche 1 deliverables on target with the exception of Anson Street that will be reprogrammed into next Tranche. 25% of project completed (Tranche 1 – 2020/2021). Approved budget is \$5,000,000.

Delivery Program 12.1.3: Upgrade under-awning lighting in the Central Business District

Ref	Operational Plan Project/Service	Status	Update/Performance
12.1.3.1	Pole top lighting from Sale Street to McNamara Lane	●	Works complete. 100% of project completed. Approved budget \$1.8M. 100% of budget used.
12.1.3.2	Continue planning for under-awning replacement	●	Submitting grants

Delivery Program 12.1.4: Develop and manage Council's residential relocation program			
Ref	Operational Plan Project/Service	Status	Update/Performance
12.1.4.1	Enquiries answered about relocating to Orange	●	Interest to relocate to Orange has been strong, with anecdotal evidence from real estate agents is that there is strong purchasing from Sydney based people looking to relocate. Online and instant information is available through the thinkorangeregion.com.au website. Individual enquiries are addressed by staff. 35 enquiries.
12.1.4.2	Relocatees attending the annual functions for new residents	●	Council staff continue to register people to invite to the next Welcome to Orange Luncheon. A luncheon in 2021 is proposed that will comply with NSW Health Orders.

Delivery Program 12.1.5: Manage the issues arising from telecommunications opportunities			
Ref	Operational Plan Project/Service	Status	Update/Performance
12.1.5.1	Support Regional Development Australia (RDA) Central West to advocate to address telecommunication issues and community information campaigns	●	Council continues to support the role of RDA Central West in lobbying for better telecommunications connections.

CSP Strategy 12.2: Support innovative industry sectors

Delivery Program 12.2.1: Facilitate industry engagement			
Ref	Operational Plan Project/Service	Status	Update/Performance
12.2.1.1	Measure number of meetings/events hosted and attended with members of the Orange business sector	●	Small Business Month held in October 2020 with workshops provided by Council. In addition Council sponsored the Backing Business Forum hosted by RDA Central West in November. Staff continue to meet with businesses to address all inquiries, predominantly online. 12 meetings/events.
12.2.1.2	Work with the local retail sector on a shop local campaign each year	●	Retail Recovery Program held. Shop Orange Program continues. A youth focus retail program was held at Christmas, Elf In The Shelf.

Delivery Program 12.2.2: Operate the Orange Airport

Ref	Operational Plan Project/Service	Status	Update/Performance
12.2.2.1	Ensure the airport meets requirements of the Civil Aviation Safety Authority and the Office of Transport Security	●	Airport is meeting its requirements to the Civil Aviation Safety Authority and Office of Transport Security. The Annual Airport Technical Inspection and the OLS Inspections have been completed. An audit by the Office of Transport Security has also been completed.
12.2.2.2	Ensure annual technical inspection completed	●	Annual Technical Inspection completed.
12.2.2.3	Ensure obstacle-limitation survey completed	●	Obstacle- Limitation Survey completed.
12.2.2.4	Annual emergency-training exercise completed	●	Desk Top Emergency Exercise still to be completed.


Delivery Program 12.2.3: Undertake upgrades of Airport precinct

Ref	Operational Plan Project/Service	Status	Update/Performance
12.2.3.1	Car park extension (State-funded car park)	●	Car park 75% completed

CSP Strategy 12.3: Support educational and training opportunities that retain young people, attract new workers and provide local employment**Delivery Program 12.3.1: Work with industry, business and training organisations to identify current or developing skills shortages and implement strategies to address them**

Ref	Operational Plan Project/Service	Status	Update/Performance
12.3.1.1	Monitor and report project labour market demand	●	Staff continue to be involved in identifying and assisting with skills and labour shortages in various industries. Assistance offered to industry includes specialised recruitment information, connection to training providers and identifying/addressing pinch points in labour supply, such as accommodation.

CSP Strategy 12.4: Partner with key stakeholders to enhance opportunities for local business to grow and prosper**Delivery Program 12.4.1: Explore avenues to assist business development in the City in conjunction with the Orange Business Chamber or other peak industry organisation**

Ref	Operational Plan Project/Service	Status	Update/Performance
12.4.1.1	Meet with peak industry organisations		Council has met with the new board and established frequent communication with Orange Business Chamber. Also working in partnership with Central NSW Biz HQ, RDA Central West and state/ federal government departments. 5 meetings.

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

Delivery Program 13.1.1: Lobby relevant government authorities for improved transport linkages

Ref	Operational Plan Project/Service	Status	Update/Performance
13.1.1.1	Report on meetings and interactions for improved transport linkages	●	During the reporting period Council resolved to endorse the Orange Rail Action Group Plan and concepts for improve passenger rail services. This was ahead of meeting between the Orange Rail Action Group and Bathurst Regional Council in December 2020.

CSP Strategy 13.2: Support initiatives for improved connectivity between Orange and capital cities and regional towns

Delivery Program 13.2.1: Investigate opportunities for private sector and public transport improvements

Ref	Operational Plan Project/Service	Status	Update/Performance
13.2.1.1	Report on private sector and public transport improvements opportunities	●	COVID 19 created significant disruptions to transport connections. This was particularly the case with air transport. COVID 19 did delay the finalisation of an agreement between QANTAS and Council, but it was finalised during the reporting period. Passenger numbers are still well below pre COVID 19 levels.

CSP Objective 14: An informed community**CSP Strategy 14.1: Deliver communication that is open, accessible, meaningful and regular across a range of media****Delivery Program 14.1.1: Promote Council's activities through a range of mediums and media**

Ref	Operational Plan Project/Service	Status	Update/Performance
14.1.1.1	Provide media briefings	●	The communications team responded to requests from traditional media outlets on a range of topics throughout the period and provided a number of briefings each week. Key Council activities prompting queries included plans for the FutureCity CBD upgrade, water and major road projects (including the new bypass William Maker roundabout and the Stage 3 of the southern feeder road)
14.1.1.2	Issue media releases	●	The communications team issued 48 media releases during the quarter, covering a range of council activities. These releases were both in response to community interest in Council work and to prompt coverage of Council achievements and progress in key areas. Highlights of coverage included milestones on projects such as the gallery extension, the conservatorium-planetarium project and the latest stages of the southern feeder road.
14.1.1.3	Issue bulletins through e-news	●	A monthly e-news bulletin was produced throughout the quarter, distributing news of council activities to a growing list of subscribers. By the end of the quarter the list of subscribers had grown to 1,289. During the period an additional e-newsletter commenced to make regular contact with residents interested in progress on Future City project.

Delivery Program 14.1.2: Ensure Council maintains an internet and social media presence

Ref	Operational Plan Project/Service	Status	Update/Performance
14.1.2.1	Social media engagement	●	During the quarter Council's social media footprint increased significantly. Council's main social media page, its Facebook account, has more than 10,000 followers. It averaged a weekly reach of about 12,000 people, this is the number of people who saw a post. The core demographic of people who engage with Council's social media are women aged between 35 and 44. Its other social media accounts remain largely unchanged in terms of followers.
14.1.2.2	Council website updates	●	The Council website was routinely updated with fresh information and up-to-date news coverage throughout the quarter. Along with updates, a new section of the website was created for the Orange Regional Gallery.

CSP Strategy 14.2: Promote organisational culture that delivers excellent customer service and continuous improvement**Delivery Program 14.2.1: Provide a highly-responsive customer service function**

Ref	Operational Plan Project/Service	Status	Update/Performance
14.2.1.1	Issues reported allocated to relevant staff members and responded to within operational time frames	●	Progressing well. 5,150 CRMs entered 1,234 outstanding CRMs
14.2.1.2	All calls received by Council answered within a Grade of Service in line with Council's policy	●	Great level of service provided. 16,097 calls 73% Grade of Service 1.33 minute average talk time
14.2.1.3	Continue to provide after-hours, call-answering service	●	Alarm Australia is still proving to be a useful service. 194 CRMs entered from after-hours service. 189 voicemails received.

CSP Strategy 14.3: Provide opportunities for widespread and quality engagement and, where appropriate, shared decision-making**Delivery Program 14.3.1: Establish and support Council meetings, policy committees and Council's community committee network**

Ref	Operational Plan Project/Service	Status	Update/Performance
14.3.1.1	Prepare and distribute agendas and reports for ordinary Council and Policy Committee meetings within three business days of the meetings	●	Business papers are distributed to Councillors within three days of meetings.
14.3.1.2	Review Council's Community Committees	●	Next review of Council's Community Committees will take place with the next elected Council in September 2021.

CSP Objective 15: Leaders in our community**CSP Strategy 15.1: Encourage and support residents to pursue leadership roles at Council****Delivery Program 15.1.1: Establish and support Council meetings, policy committees and Council's community committee network**

Ref	Operational Plan Project/Service	Status	Update/Performance
15.1.1.1	Facilitate expressions of interest for Council's Community Committees	●	Expressions of Interest will go out to the public towards the end of 2021. To occur after new Council is elected in 2021.

CSP Strategy 15.2: Support community organisations and groups to deliver services and programs**Delivery Program 15.2.1: Apply Council's adopted donations and grants policy to support the community**

Ref	Operational Plan Project/Service	Status	Update/Performance
15.2.1.1	Quarterly reports on Council's Small Donations Program to Council for determination of applications received under this Program	●	Reports on the first three rounds of the Small Donations Program were considered by Council at its meetings on 7 July 2020 (Round 1), 6 October 2020 (Round 2) and 3 November 2020 and 15 December 2020 (Round 3). Fewer applications have been received so far in this financial year because of COVID-19. This provided an opportunity for Council to support more financial assistance to two organisations working with the vulnerable. 92.86% of applications determined in compliance with policy. 8 applications in Round 1; 14 applications in Round 2; 6 applications in Round 3.

CSP Strategy 15.3: Engage and train young people to develop our future leaders**Delivery Program 15.3.1: Support the Youth Advisory Committee (YAC)**

Ref	Operational Plan Project/Service	Status	Update/Performance
15.3.1.1	Increase engagement with the City's youth	●	Youth Hub Project Leader recruited, Youth Hub operational, YAC continued through COVID-19 lockdown through Zoom and Youth Health Challenge won State Award. Youth Development Officer Katrina Hausia won NSW Youth Worker of the year. 3 YAC meetings; 30 members.

Delivery Program 15.3.2: Implement recruitment strategies to attract and retain local young people as well as equal-employment opportunity target groups

Refer Delivery Program 15.4.1 for updates.

Delivery Program 15.3.3: Human Resources and Skillset to provide ongoing support to apprentices/trainees and their supervisors across Council

Refer Delivery Program 15.4.1 for updates.

Delivery Program 15.3.4: Support work experience and community and school careers events

Refer Delivery Program 15.4.1 for updates.

CSP Strategy 15.4: Develop and encourage staff to pursue leadership within Council**Delivery Program 15.4.1: Implement the Workforce Management Plan**

Ref	Operational Plan Project/Service	Status	Update/Performance
15.4.1.1	Actions relating to attraction and retention of staff	●	<p>Actions in the period included:</p> <ul style="list-style-type: none"> 11 permanent full time and 10 permanent part time employees resigned indicating an annual permanent separation rate of 8.5% 14 work experience students were placed The Leave Policy, Corporate Values, Code of Conduct-Council Staff and Performance Review policies were reviewed <p>Currently, 421 full-time equivalent staff.</p>
15.4.1.2	Actions relating to staff leadership and development	●	<p>Actions in the period included:</p> <ul style="list-style-type: none"> Significant training undertaken including 330 corporate compliance sessions, 187 induction modules, 25 sessions on leadership and professional development and 154 sessions on skills and capabilities. Council had a team participate in the Rural and Regional Management Challenge Training on Managing Performance and Productivity was held for relevant staff A Young Professionals Group commenced <p>The Internal Communications Working Party met in September and December, CEO weekly updates provided by email and text to all staff, regular staff newsletter produced, Supervisors and Managers Forum met, Staff Service recognition and Staff Excellence Awards held in December, employee of the month awards awarded, training plan for 2020/2021 implemented and new performance review process implemented including capability framework.</p> <p>697 staff attending learning and development programs</p>
15.4.1.3	Maintain staff health and well-being	●	<p>Actions in the period included:</p> <ul style="list-style-type: none"> Emergency Management Plan, Smoke Free Workplace Policy and Safety Committee Charter were reviewed 14 COVID-19 Safe Plans were reviewed across Council's operations 31 inspections, 5 internal audits and 1 project certification audit were completed 19 loss time injuries occurred in the period <p>0 safe work improvement notices 273 staff attending WHS courses 3 policies reviewed</p>

Delivery Program 15.4.1: Implement the Workforce Management Plan			
Ref	Operational Plan Project/Service	Status	Update/Performance
15.4.1.4	Actions relating to workplace culture	●	<p>Actions in the period included:</p> <ul style="list-style-type: none">• Staff attending Women in Public Sector Summit, Gender Equity Committee met 3 times and the Gender Equity Strategy was approved.• Workforce Strategy Culture meeting/training held in December <p>Online training on Aboriginal Cultural Awareness was undertaken by a large number of staff and identified Aboriginal role being recruited</p>

CSP Objective 16: Strong relationships**CSP Strategy 16.1: Work in partnership with other councils, regional organisations and State and Federal governments****Delivery Program 16.1.1: Support the Local Emergency Management Committee**

Ref	Operational Plan Project/Service	Status	Update/Performance
16.1.1.1	Support local emergency planning in conjunction with key agencies	●	Supporting Local Emergency Management Committee

Delivery Program 16.1.2: Support the Rural Fire Service

Ref	Operational Plan Project/Service	Status	Update/Performance
16.1.2.1	Provide ongoing support and advice to quarterly Bush Fire Management Committee meetings and Bush Fire Liaison Committee meetings	●	Continuing to Support the Rural Fire Service

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

Ref	Operational Plan Project/Service	Status	Update/Performance
16.1.3.1	Report activities of the Council showing advocacy on emerging strategic matters important to the City and region	●	<p>The Mayor, CEO and/or staff attended meetings or events pertaining to the following important to the Council:</p> <ul style="list-style-type: none"> 20 July - Inaugural Qantas flight arrival into Orange Airport 20 July Meeting with Director General of Department of Education and Communities and Director General Juvenile Justice and OLALC re: education program at Orange Scout Camp 22 July Regional Prosperity Sub-Committee presentation on the implementation of the NSW Food & Beverage and Advanced Manufacturing Strategy 23 July The Hon John Barilaro (Deputy Premier) and The Hon Melinda Pavey Spring Creek Dam Pipeline 17 August The Hon Michael McCormack (Deputy Prime Minister) and Federal Member for Calare The Hon Andrew Gee MP SFR and regional funding, Department of Regional Infrastructure opening

Delivery Program 16.1.3: Engage with State and Federal Governments on funding and policy matters			
Ref	Operational Plan Project/Service	Status	Update/Performance
			<ul style="list-style-type: none"> • 20 August The Hon Keith Pitt (Minister for Resources and Water) and Federal Member for Orange The Hon Andrew Gee MP mining, water and resources • 26 August The Hon John Barilaro (Deputy Premier) new pilot program on regional connectivity and agricultural advancements • 22 September Meeting with The Western Link personnel to discuss improving regional connectivity • 24 September Meeting with Federal Member for Orange The Hon Andrew Gee MP Dixons Long Point • 25 September Ambassador of Ireland to Australia • 28 September Meeting with CEO Regional Investment Corporation, Secretary and Chief of Staff Department of Agriculture, Water and Environment, Deputy Director-General NSW DPI • 1 October Sam Faraway MLC Nationals Member of the NSW Legislative Council funding for sporting precinct • 15 October Meeting with Mr Scott Hansen, Director General NSW DPI planning for opening of DPI building • 02 November Meeting with The Hon Adam Marshall (Minister for Agriculture and Western NSW) and Secretary General Gary Barnes, Mr Scott Hanson, Director General NSW DPI opening of DPI building • 23 November Andrew Gee Wade Park Seating federal funding • 27 November Sam Faraway MLC, Member for Orange Phil Donato, Cricket NSW and Cricket Australia opening of the Wade Park Cricket Centre • 27 November The Hon Paul Toole Minister for Regional Transport and Roads, The Hon Andrew Gee MP, State Member for Orange Phil Donato, Sam Faraway MLC Southern Feeder Road Stage 3 Sod Turning

CSP Strategy 16.2: Advocate for the community to attract external funding to deliver services, facilities and programs**Delivery Program 16.2.1: Maintain membership of key lobby groups to advance regional priorities**

Ref	Operational Plan Project/Service	Status	Update/Performance
16.2.1.1	<p>Report on meetings and interactions with key lobby groups - including, but not limited to:</p> <ul style="list-style-type: none"> • Central NSW Joint Organisation • Regional Development Australia • Inland Forum • Regional Cities NSW • Orange 360 • NetWaste • Central West Libraries • Bathurst Orange and Dubbo Alliance • Association of Mining-related Councils • Local Land Services • Government Ministers and Department Officers • LGNSW 	●	<p>Meetings with the following organisations/bodies were held during the period:</p> <ul style="list-style-type: none"> • 9 July 2020 Regional Development Australia • 16 July Local Government NSW Water Forum • 23 July Central NSW Joint Organisation General Managers Committee Meeting • 6 August Regional Cities NSW • 7 August - NetWaste Joint Recycling Contract Management Committee Meeting • 7 August NetWaste Steering Committee Meeting • 11 August Central NSW Joint Organisation • 17 August Department of Infrastructure Transport Regional Development & Communications • 20 August Blayney Cabonne Orange Alliance • 27 August Central NSW Joint Organisation Board Meeting • 28 August NetWaste Forum Meeting • 31 August Orange Local Aboriginal Lands Council • 3 September Orange Ratepayers Association • 21 October Orange Ratepayers Association • 29 October Regional Development Australia AGM • 28 October Blayney Cabonne Orange Alliance CEO Meeting • 4 November Orange Local Aboriginal Lands Council • 5 November Orange Regional Conservatorium • 6 November Country Mayors Association Meeting • 6 November NetWaste Joint Recycling Contract Management Committee Meeting • 6 November NetWaste Steering Committee Meeting • 18 November Water Alliance Association Meeting • 19 November Regional Cities NSW • 23 November LGNSW Annual Conference • 25 November Blayney Cabonne Orange Alliance CEO Meeting • 25 November Blayney Cabonne Orange Alliance Board Meeting • 27 November Mining and Energy Related Councils Meeting • 27 November Orange Ratepayers Association • 27 November NetWaste Forum Meeting • 4 December Central NSW Joint Organisation Board Meeting

Delivery Program 16.2.2: Maintain sister-cities relationships with: Timaru, New Zealand; Ushiku, Japan; Orange, California; and Mt Hagen, Papua New Guinea			
Ref	Operational Plan Project/Service	Status	Update/Performance
16.2.2.1	Support opportunities for cultural exchange	●	Due to COVID there were no meetings during the period of the Sister Cities committee. Contact was made independently with a number of cities. Communications with Timaru is looking to resume plans for a staff exchange once circumstances permit. Correspondence with Ushiku confirmed that the new mayor wants to go ahead with a visit to Orange, but no dates have been set.

CSP Objective 17: Responsible governance**CSP Strategy 17.1: Provide representative, responsible and accountable community governance****Delivery Program 17.1.1: Maintain the delegations and sub-delegations register**

Ref	Operational Plan Project/Service	Status	Update/Performance
17.1.1.1	Review delegations to the Chief Executive Officer in November annually	●	The Delegations to the CEO were last adopted in March 2020. A review of the Delegations has commenced with a report to Council due in March/April 2021.
17.1.1.2	Update and distribute sub-delegations to staff in December annually	●	The Sub-Delegations to staff were last approved in May 2019. However individual changes have been made on a case by case basis. A review of the Sub-Delegations has commenced with a report to the CEO scheduled for March/April 2021.

Delivery Program 17.1.2: Provide information to Councillors on training and development opportunities

Ref	Operational Plan Project/Service	Status	Update/Performance
17.1.2.1	Coordinate with the Mayor and Councillors on Councillors' training and development plans, as per requirements in the Local Government Act	●	Councillors were informed regularly of any conferences/training opportunities that were relevant during this period.
17.1.2.2	Report on complaints under Council's Code of Conduct to Council by December annually	●	Report submitted to the Office of Local Government 1 December 2020. (D20/73406)

Delivery Program 17.1.3: Manage Council's records system

Ref	Operational Plan Project/Service	Status	Update/Performance
17.1.3.1	All incoming letters and e-mails entered into Council's electronic records management system daily and allocated to appropriate staff member	●	Incoming correspondence continues to be registered by the Records team and staff alike. During the period 7,028 Incoming Correspondence items were registered. In addition staff created 19,052 documents in the records management system.

Delivery Program 17.1.4: Develop and implement the suite of integrated planning and reporting documents			
Ref	Operational Plan Project/Service	Status	Update/Performance
17.1.4.1	Operational Plan 2021/2022 for the Delivery Program 2018/2019 to 2021/2022 (which was been extended for an extra year as the next Local Government Election will now be in 2021)	●	Projects/services in the Operational Plan 2021/2022 - Year 4 (the last year) of Delivery Program 2018/2019 to 2021/2022 - will be completed in February/March 2021 and will be in line with Budget 2021/2022. This completion date aligns with the timetable for delivering all areas of Integrated Planning and Reporting (IP&R) in draft to Council in April 2021.
17.1.4.2	Annual Budget 2021/2022	●	Budget bids from Managers have been received. Initial meetings will be held in first quarter of 2021 to discuss draft position.
17.1.4.3	Fees and Charges 2021/2022	●	The timetable for delivering the next Operational Plan 2021/2022 has been completed. Part of this timetable is for the creation of the fees and charges for the next financial year (2021/2022). In line with this timetable, the review by Managers of fees and charges is due in January 2021. The 2021/2022 Fees and Charges are on target for completion in draft in April 2021.
17.1.4.4	IP&R Resource Strategy - Long-Term Financial Plan - updated for 2021/2022	●	Budget bids received and meetings on draft position will be held in the first quarter of 2021.
17.1.4.5	IP&R Resource Strategy - Workforce Management Plan - continually monitor for impacts requiring inter-term update	●	No update required until July 2021
17.1.4.6	IP&R Resourcing Strategy - Asset Management Plan - continually monitor for impacts requiring inter-term update	●	Asset management Plans will be developed in time for the upcoming 2021/22 budget
17.1.4.7	Six-monthly progress reports on the current Operational Plan as Year 1, Year 2, Year 3 or Year 4 of the current Delivery Program	●	The first six-monthly progress report on projects/services in the Operational Plan 2020/2021 - Year 3 of Delivery Program 2018/2019 to 2021/2022 - will be presented to Council at a meeting in February 2021.
17.1.4.8	Preparation of annual report by November annually	●	Due to COVID-19, the NSW Government re-scheduled the deadline to 31 December 2020. The report was completed, posted on the Council website and printed for distribution.

Delivery Program 17.1.5: Maintain a framework of relevant policies and procedures			
Ref	Operational Plan Project/Service	Status	Update/Performance
17.1.5.1	Facilitate review of all policies in this financial year to meet a deadline in the next financial year of August 2021 for adoption by new Council in September/October 2021	●	<p>Policies are constantly being reviewed and updated. All strategic policies are now due for Review by September 2021 for adoption by the new Council. Operational Policies are being reviewed and updated and in line with Council policy are reviewed bi-annually.</p> <p>In additional the internal auditor is conducting a review of the policy framework.</p> <p>10 Strategic Policies were reviewed, exhibited and adopted during the period. 2 Operational Policies were reviewed and approved during the period.</p>
17.1.5.2	Facilitate the review of operational policies biannually	●	<p>Operational Policies are being reviewed and updated and in line with Council policy are reviewed bi-annually. These policies are reviewed regularly, and are managed through Pulse.</p> <p>In additional the internal auditor is conducting a review of the policy framework.</p> <p>While no formal report has been provided to the CEO - the CEO approved 2 operational policies during the period. Noting that there is currently a review of the policy processes and procedures as well as the framework for policies being undertaken in conjunction with the internal auditor.</p>

Delivery Program 17.1.6: Ensure Councillors are made aware of key policy requirements			
Ref	Operational Plan Project/Service	Status	Update/Performance
17.1.6.1	Provide advice on key policy and legislative changes via weekly e-mails to Councillors and through Councillor Communication	●	<p>The CEO and Directors have ensured that Councillor Communications have been kept up to date on a regular basis and communications have been circulated as they are received, required or requested. Any other information has been circulated to Councillors when needed.</p> <p>Weekly Emails to Councillors are sent by the CEO to provide updated to Councillors including meetings and events. Circulars and other required or requested information is provided by staff, directors and the CEO.</p>

CSP Strategy 17.2: Ensure financial stability and support efficient ongoing operation**Delivery Program 17.2.1: Achieve maximum return on the investment of Council's funds whilst adhering to all applicable legislative requirements and Council's policy**

Ref	Operational Plan Project/Service	Status	Update/Performance
17.2.1.1	Monthly reports to Council on the performance of the investment portfolio	●	All monthly investment report to 31 December 2020 have been completed and reported to Council. Note the December report has been completed and will be presented to Council in February 2021 as there is no meeting in January 2021.

Delivery Program 17.2.2: Review and implement operational efficiency opportunities

Ref	Operational Plan Project/Service	Status	Update/Performance
17.2.2.1	Undertake reviews of Council practices against recommendations from the NSW Auditor General's yearly report on local government and individual subject reports on local government activities and update the Audit and Risk Management Committee on these reviews and recommended changes	●	Staff comment on recommendations in the NSW Auditor General's yearly and subject reports on local government activities. The Update/Performance are considered by the Audit, Risk and Improvement Committee (ARIC). Proposed improvements in the initial Update/Performance by staff on the NSW Auditor General's recommendations are brought back annually to the ARIC. This allows the ARIC to regularly review the status of the improvements recommended, the stage of implementation of the improvements and/or the ongoing use of the improvements.

Delivery Program 17.2.3: Undertake testing of Council's business continuity plan

Ref	Operational Plan Project/Service	Status	Update/Performance
17.2.3.1	Business continuity plan tested and reviewed	●	COVID-19 created a real-life business continuity (BC) test. While the pandemic tested many BC capabilities other elements need to be reviewed and updated.

Delivery Program 17.2.4: Maintain the enterprise risk management system

Ref	Operational Plan Project/Service	Status	Update/Performance
17.2.4.1	Annual review of the corporate risk register and report to Council via the Audit and Risk Management Committee	●	Following the completion of a review of Council's Risk Framework and Risk Register by an external consultant in mid-2021 and approval of the recommendations from the consultant by Council's Executive Leadership Team, Council's new operational and strategic risks have now been uploaded in Pulse (the software system used for Council's risk management). Strategic Policy ST056 Enterprise Risk Management will be forwarded to Council at a meeting in February 2021. Following approval of the strategic policy, a quarterly review of Council's operational and strategic risks will be reported to the Audit, Risk and Improvement Committee (ARIC).
17.2.4.2	Compliance reporting monthly to Executive Leadership Team	●	Compliance reporting is monthly reported to the Executive Leadership Team. A summary report on compliance is considered by the Audit, Risk and Improvement Committee (ARIC). Compliance reporting was originally based on the NSW Office of Local Government's annual Calendar of Compliance and Reporting. Compliance reporting is currently being expanded to include compliance requirements in Council's strategic policies and operational policies, in the Local Government Act and its Regulations and in the many other Acts and Regulations that affect NSW Local Government and in Guidelines, Codes and Practice Notes from the NSW Office of Local Government.
17.2.4.3	Deliver an internal audit program based on corporate-risk issues, with reports on progress against the program made to Council on a quarterly basis	●	Tasks on approved internal audit plan progressed as scheduled. Reports submitted to the quarterly meetings of the Audit, Risk and Improvement Committee.
17.2.4.4	Annual report from the Audit, Risk and Improvement Committee (ARIC) in April annually	●	Current financial year report not yet due. It is expected that the report will be prepared and finalised as necessary to meet deadline.

Delivery Program 17.2.5: Provide financial reporting with reference to the long-term financial plan and the delivery program and operational plan requirements

Ref	Operational Plan Project/Service	Status	Update/Performance
17.2.5.1	Quarterly Budget Review (QBR) presented to Council within two months of the end of each quarter	●	September quarterly review presented and approved in November 2020. December quarterly review will go to Council in February 2021.
17.2.5.2	Annual financial statements finalised by November	●	Annual financial statements finalised and lodged with OLG by the extended due date of 30 November 2020.

Delivery Program 17.2.6: Implement information technology strategy initiatives			
Ref	Operational Plan Project/Service	Status	Update/Performance
17.2.6.1	Prepare a new Information and Communications Technology (ICT) strategy for adoption	●	IT Roadmap has been developed and approved covering the operational work that underpins the next 4 years of strategy.
17.2.6.2	Prepare Spatial Strategy for adoption	●	Strategy creation then adoption will be dependent on resourcing and budgeting considerations currently under review.
17.2.6.3	Upgrade and/or enhance business systems as per the ICT Roadmap and Gap Analysis	●	<p>Progressing well with work under way on:</p> <ul style="list-style-type: none"> NSW Department of Planning ePlanning Portal rollout (Feb 2021) and then integration to Authority from May 2021 Authority to CM9 integration work begun with training in January 2021 and project completion Feb/March 2021 Authority 7.1 upgrade scheduled for kickoff in March 2021 with project plan being developed by Civica/OCC staff Gallery donations portal developed using Commbank financial portal upgrade of Enlighten mapping system completed October 2020 many Authority data projects and asset projects
17.2.6.4	Upgrade and enhance core infrastructure systems as per the ICT Roadmap	●	<p>Progressing well with works including:</p> <ul style="list-style-type: none"> rollout of M365 email completed November 2020 configuration and establishment of baseline M365 security and access standards to support Intune and multi factor authentication in Feb/Mar 2021 completed November 2020 Mobile phone management in Intune from Feb/March 2021 new firewall RFQ completed with rollout Feb/March 2021 new security for branch sites via SDWAN designed and rolling out in parallel to the firewall project upgrades in access platforms for key high risk sites in the form of new and redundant data services substantial upgrades to Disaster Recovery processes and system completed in the form of new internet services at production and DR sites and new firewalls upgrade of existing patching platforms for PC and servers planning started for upgrades to Wi-Fi network and related Wi-Fi security negotiation and renewal of Microsoft licensing platforms to accommodate new mobile and WFH futures
17.2.6.5	Continue the ongoing review of OCC security against the cyber security initiatives in the Australia Cyber Security Centres Essential B Framework	●	<p>Excellent progress made on Cyber Security initiatives. Activities and projects completed or underway include:</p> <ul style="list-style-type: none"> in Cyber training for staff with social engineering testing across Council to evaluate cyber maturity

Delivery Program 17.2.6: Implement information technology strategy initiatives			
Ref	Operational Plan Project/Service	Status	Update/Performance
			<ul style="list-style-type: none">• RFQ for new best practice firewall completed (implementation by Feb/March 2021)• SDWAN (VPN) and branch site security systems designed with implementation paralleled with the firewall implementation for 5 core test sites Feb/March 2021• Multi-factor authentication scheduled for Feb/March 2021 with base-line M365 work completed November 2020• Amalgamation and redesign of WAN (wide area network) ongoing• Revised and upgraded PC and server patching platforms• ASCS Essential 8 basic requirements to be met this financial year