

# Bland Shire Council Operational Plan 2024/2025



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## Contents

Foreword .....	3
From the Mayor and General Manager .....	3
An introduction to Integrated Planning & Reporting .....	4
What is Integrated Planning & Reporting? .....	4
Key purpose of an Operational Plan.....	6
How to read the Operational Plan 2024/2025 .....	7
About Bland Shire Council .....	8
Our Councillors .....	8
Our Organisation .....	9
Our Shire .....	10
Operational Plan Actions, outcomes and measures.....	11
Changes to Actions listed in 2023/24 Operational Plan .....	37

# Foreword

## From the Mayor and General Manager

We are pleased to present the Bland Shire Council's Operational Plan for 2024/2025, supporting the Community Strategic Plan "Your Vision, Our Future 2017-2027." In recent years, service provision has evolved, extending beyond traditional roles to promote the social, economic, environmental, and cultural well-being of our communities.

Expectations of local government have risen as other levels of government have transferred various functions to councils. This has led to councils offering a wider range of services and facilities while striving to maintain higher standards with limited revenue growth.

These challenges have been compounded by financial pressures and rising costs, outpacing revenue growth. The Resourcing Strategy aims to help Council achieve its goals outlined in the Community Strategic Plan, Delivery Program, and Operational Plan.

The Delivery Program, updated every four years, is a commitment to the community, directly linked to the Community Strategic Plan's objectives. It serves as a reference point, ensuring all plans, projects, and funding align with its goals.

The Operational Plan, updated annually, supports the Delivery Program and Community Strategic Plan, detailing projects and activities for the year. It also includes measures to assess the effectiveness of programs and services.

Bland Shire Council takes pride in maintaining high service standards, enhancing traditional objectives, and achieving significant financial savings while meeting stringent requirements. Our capital investments have improved parks, gardens, sporting, and community facilities, reflecting community pride and satisfaction.

Council aims for maximum efficiency, implementing valuable initiatives and embracing new technology and ideas for organizational and community betterment. Staff are committed to continuous improvement, making Bland Shire an outstanding performer in this regard.

Council's activities are guided by dedicated Councillors and staff passionate about Bland Shire's future. This dedication drives Council's performance in delivering highly valued services.

Through prudent financial planning and community commitment, Council has met its Fit for the Future goals. It continues to streamline processes and address challenges to ensure financial sustainability for a vibrant and prosperous future.

Cr Brian Monaghan  
**Mayor**

Grant Baker  
**General Manager**

# An introduction to Integrated Planning & Reporting

## What is Integrated Planning & Reporting?

Integrated Planning and Reporting (IP&R) in New South Wales (NSW) is a framework mandated by the NSW Government to ensure that councils effectively plan for the future and transparently report on their activities and performance to their communities. The purpose of IP&R is to:

- **Promote Sustainable Development:** By requiring councils to develop long-term Community Strategic Plans, IP&R encourages councils to consider the social, environmental, economic, and cultural needs of their communities in a holistic manner, promoting sustainable development.
- **Improve Service Delivery:** IP&R helps councils align their resources with community priorities, leading to more effective and efficient service delivery.
- **Enhance Accountability and Transparency:** By requiring councils to develop clear, measurable objectives and report on their progress, IP&R enhances accountability and transparency in local government.
- **Engage with the Community:** IP&R requires councils to engage with their communities in the planning process, ensuring that community priorities and feedback are considered in decision-making.

Overall, the purpose of Integrated Planning and Reporting in NSW is to strengthen the governance and performance of local councils, ultimately leading to better outcomes for communities.

Plans across the IP&R suite are developed with consideration to existing documentations at a local, state and federal level to focus on addressing the needs of the local community. The main components of the framework are summarised below:

### **Community Strategic Plan**

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

### **Resourcing Strategy**

Shows how Council will resource its strategic priorities, identified through IP&R. The Resourcing Strategy includes three inter-related elements:

- Long-Term Financial Planning
- Workforce Management Planning
- Asset Management Planning.

### **Delivery Program**

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

### **Operational Plan**

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

### **Annual Report**

Is a report back to the community on the work undertaken by Council in a given year to deliver on the commitments of the Delivery Program via that year's Operational Plan. Council also reports on its financial and asset performance against the annual budget and longer-term plans.

### **State of the Shire Report**

The State of our Shire Report should be presented to the second meeting of a newly elected council for noting. The report will cover the 4-year term of the previous council and will objectively track council's progress against the Community Strategic Plan (CSP). The report will provide information that sets the scene for the new council and may include achievements to date and highlight future work to be undertaken.

When Bland Shire Council developed the ten-year Community Strategic Plan in 2017, the themes identified were:



#### **Our People:**

**A strong, healthy, connected and inclusive community**



#### **Our Places:**

**Maintain & improve the shire's assets & infrastructure**



#### **Our Leadership**

**A well-run Council acting as the voice of the community**



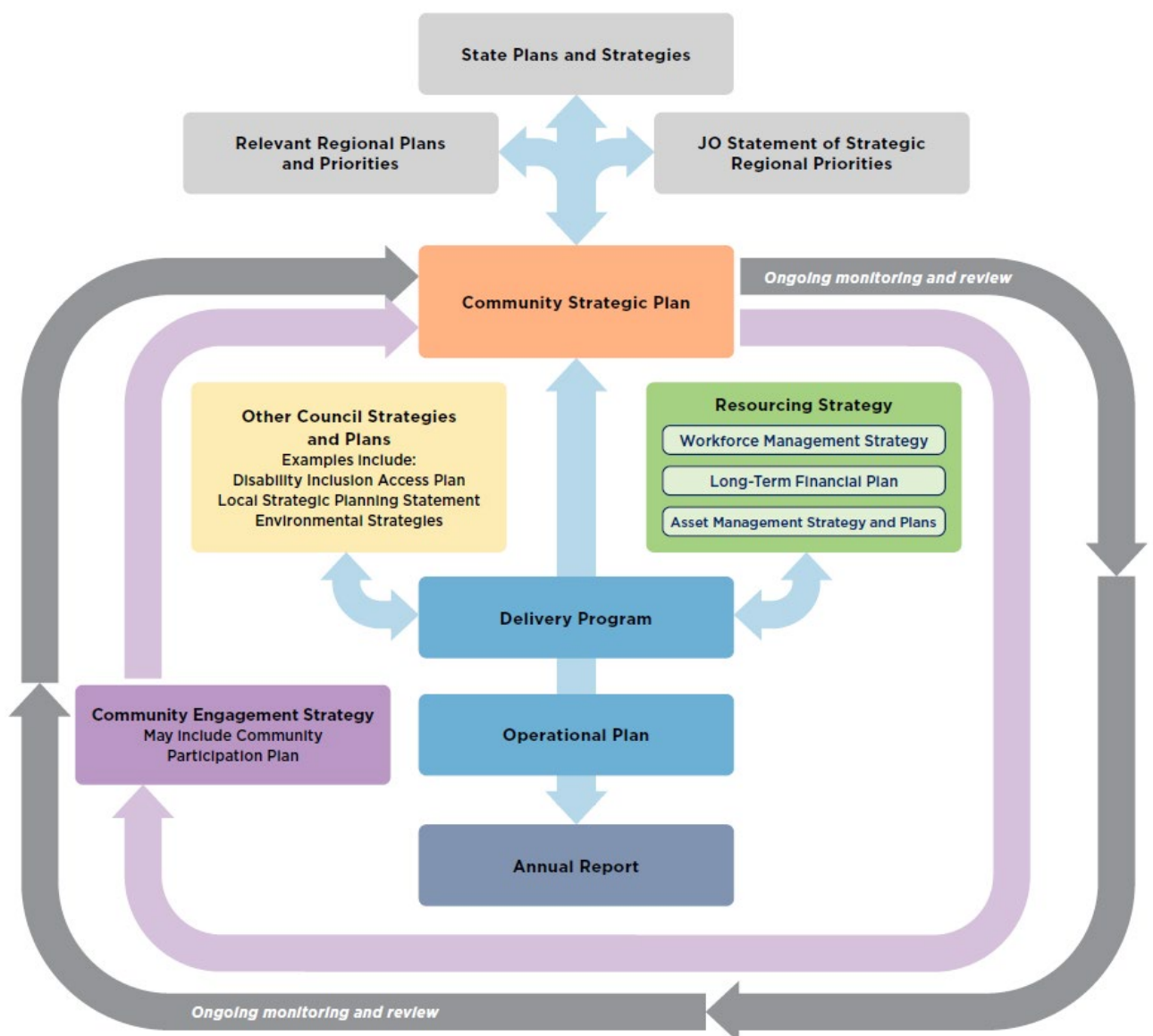
#### **Our Prosperity:**

**Growing our population and jobs.**

## Key purpose of an Operational Plan

In the context of Integrated Planning and Reporting (IP&R) in New South Wales (NSW), an Operational Plan is a key document that outlines how a council will implement the strategies and actions set out in its Delivery Program for a specific financial year. The Operational Plan provides detailed information on the projects, programs, and activities that the council will undertake to achieve its strategic objectives.

The Operational Plan shows the individual projects and activities that Bland Shire will undertake during the 2024/2025 financial year and forms part of the IP&R process as shown in the following diagram.




## How to read the Operational Plan 2024/2025

The DRAFT OP24/25 has been developed through consultation with staff and with reference to the existing Delivery Program. Staff assessed the actions which were identified and allocated to them for the 2023/2024 Operation Plan and provided feedback which was used to generate the Draft for the coming year. The document shows how each Operational Plan Action relates back to the DP and CSP but has been developed as a stand-alone document in accordance with the new IP&R process. There has been a reduction in the numbers of actions as, upon review, it was identified that the previous documents contained similar or duplicate actions.

Attached to the Draft OP24/25 is a list of actions which were removed from previous years and an explanation for their removal. As this is the final year of the existing Delivery Program, there are several actions which have been removed or amalgamated with others.

Each of the CSP themes are represented by a differing colour and the Draft was developed to incorporate these various areas of focus. To assist in reading the document, as shown below, the first column includes the CSP theme while the second lists the CSP Outcome from that theme. The third column is the DP Action which is designed to delivery on the CSP Outcome. The remaining columns are for the Operational Plan Action and the code that relates to that action. The Operation Plan Action column also includes the responsible officer and the measure for each of the actions.

Community-Strategic-Plan-theme	CSP-Outcome	Delivery-Program-Action (To-deliver-CSP-Outcome)	Code	Operational-Plan-Action	
<b>Objective 4: Our Prosperity</b> 	14: Visitors and tourists are welcomed.	14.1: Work with the tourism industry to identify and develop products and services that appeal to visitors of the Shire.	14.1.1	Maintain relationships with NSW and Australian tourism agencies and other regional stakeholders to progress tourism initiatives within the Bland Shire. Responsibility—Tourism & Administration Officer Measure—Number and nature of meetings attended (one meeting quarterly per community group), Key outcomes of meetings.	
			14.1.2	Promote tourism and visitation to Bland Shire through quality and accessible Visitor Information Services. Responsibility—Tourism & Administration Officer Measure—Number and nature of online promotional activities (at least one per week), Number and nature of printed publications (at least one per annum), report all other promotion ventures undertaken.	
		14.2: Attract a diverse range of Visitors to the Shire.	14.2.1	Investigate technology and/or tourism initiatives/attractions to improve the visitor experience within Bland Shire. Responsibility—Tourism & Administration Officer Measure—Quarterly monitoring and investigating of existing and new technology.	
	15: Bland Shire is promoted as a	15.1: Encourage and actively seek out businesses and industry to relocate within the Shire.	15.1.1		Support business and/or industry operators to establish within Bland Shire through programs such as the Business Development Assistance Fund. Responsibility—General Manager

CSP Theme	Operational Plan Action, Responsible Officer and Measure
CSP Outcome	Operational Plan Action, Responsible Officer and Measure
Delivery Program Action	Operational Plan Action, Responsible Officer and Measure
Operational Plan Coding	Operational Plan Action, Responsible Officer and Measure
Operational Plan Action, Responsible Officer and Measure	Operational Plan Action, Responsible Officer and Measure

# About Bland Shire Council

## Our Councillors



**Cr Brian Monaghan**  
(Mayor)

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**Cr Roger Moore**

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## Our Organisation

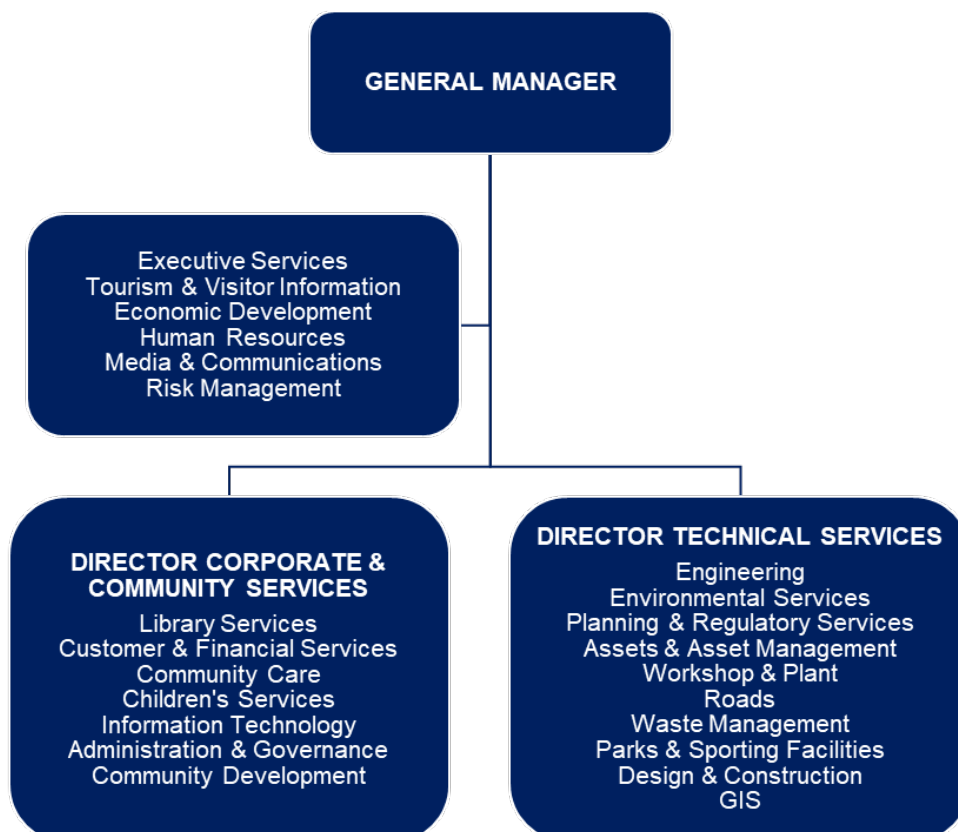
Bland Shire Council is composed of nine councillors elected proportionally to represent the whole Local Government Area. Sadly, in early 2024, one of the elected councillors – Cr Bruce Baker – passed away. The position held by Cr Baker was not recontested due to the impending Local Government election scheduled for September 2024.

The Mayor is elected from within the group of elected Councillors and serves for a period of two years.

The Mayor presides at meetings of Council, carries out the civic and ceremonial functions of the office, exercises in cases of necessity, the decision making functions of the body politic, between its meetings and performs any other functions that the Council determines.

The General Manager is responsible for the efficient operation of the Council’s organisation and for ensuring the implementation of Council decisions. The General Manager is also responsible for the day to day management of the Council, the exercise of any functions delegated by the Council, the appointment, direction and where necessary, the dismissal of staff, as well as the implementation of Council’s Equal Employment Opportunity Management Plan.

To assist the General Manager in the exercise of these functions, there are two (2) directors overseeing the following functional areas – Corporate and Community Services and Technical Services.



## Our Shire

Located on the northern fringes of the Riverina in New South Wales. The twin townships of West Wyalong and Wyalong serve the role of the major service centre for the Shire. West Wyalong is located on the junction of the Newell and Mid-Western Highways and within a 160 kilometre radius of Wagga Wagga, Griffith, Forbes, Parkes and Cowra and within 300 kilometres of Canberra.

Other communities located within the Shire include Barmedman, Tallimba, Ungarie, Weethalle, Kikoira, Mirrool and Naradhan.

From its early mining origins, West Wyalong was built along a crooked main street taking its unusual shape from the bullock track that curved around tree stumps and gold diggings.

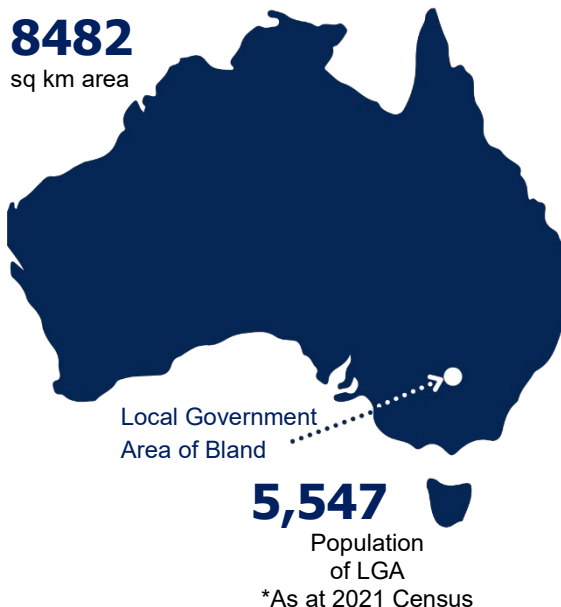
Today the Shire has a blossoming rural economy built around sheep, cattle, wheat and other crop varieties. In recent times, West Wyalong has also experienced significant developments away from agriculture.

Evolution Mining purchased the Cowal Gold Project in 2015. The operation is an open cut mine with approvals to process 9.8 million tonnes of ore per annum. In 2021, Evolution received regulatory approval to develop a \$380 million underground mining project which will extend the permitted mine life to 2040.


Pace Farm was established near West Wyalong in 2007. The egg production farm is the largest hen-housing facility in the southern hemisphere. The complex incorporates laying, collection and grading of eggs for grocery markets throughout Australia.

The Shire is also home to Eucalyptus oil production, which commenced in 1907 and has resulted in the West Wyalong region becoming one of the major world exporters of Eucalyptus oil in Australia.

The community is proud of the facilities and services across the shire, but its greatest asset is its people where new residents are embraced and valued.



## Operational Plan Actions, outcomes and measures.

CSP Theme	CSP Objective	Delivery Program Action	Code	Operational Plan Action
 <p><b>Objective 1 -:</b> <b>Our People.</b></p>	<p>1: Health and support services address community needs.</p>	<p>1.1: Maintain active communication with health and allied health providers.</p>	1.1.1	<p>Advocate for the provision of health services, relevant allied health providers and medical practices within the Shire.</p> <p><b>Responsibility</b> –Director Corporate and Community Services</p> <p><b>Measure</b> – No and type of meetings attended, no and type of information promoted via Council media channels.</p>
			1.1.2	<p>Partner with local health services to implement workshops and provide resources to the community.</p> <p><b>Responsibility</b> –Community Development Officer</p> <p><b>Measure</b> – No and type of workshops attended, no and type of information promoted via Council media channels.</p>
		<p>1.2: Provide services to the frail, aged, disabled and their carers.</p>	1.2.1	<p>Review and update the Disability Inclusion Action Plan.</p> <p><b>Responsibility</b> – Community Development Officer</p> <p><b>Measure</b> – Plan updated and published to Council’s website.</p>
			1.2.2	<p>Review existing services in line with service model and government requirements.</p> <p><b>Responsibility</b> – Coordinator Community Care</p> <p><b>Measure</b> – Number and nature of related programs or activities (Number of programs or activities as well as attendees).</p>
			1.2.3	<p>Develop and implement programs to meet required need.</p> <p><b>Responsibility</b> – Coordinator Community Care</p>



CSP Theme	CSP Objective	Delivery Program Action	Code	Operational Plan Action
				<b>Measure</b> – Number and nature of related programs or activities (Number of programs or activities as well as attendees).
			1.2.4	Network with service providers to strengthen relationships within community. <b>Responsibility</b> – Coordinator Community Care <b>Measure</b> – No and type of meetings attended
			1.2.5	Provide services to towns and villages in the Shire. <b>Responsibility</b> – Coordinator Community Care <b>Measure</b> – Number and nature of services.
			1.2.6	Undertake regular surveys across all services including seeking and recording client feedback. <b>Responsibility</b> – Coordinator Community Care <b>Measure</b> – At least two surveys per annum on varied service areas.
			1.2.7	Continue to support and provide information to members of the community seeking assistance in accessing services available. <b>Responsibility</b> – Coordinator Community Care <b>Measure</b> – Type of information provided and number of recipients/methods of provision.
	2: Partnerships strengthen community health and safety.	2.1: Develop and support community partnerships to increase a sense of safety and wellbeing within the community.	2.1.9	Support and promote young driver educational programs. <b>Responsibility</b> – Youth Officer <b>Measure</b> – At least three programs provided per annum, subject to grant funding.
			2.1.8	Promote Health Awareness and options for training and self-education programs. <b>Responsibility</b> – Community Development Officer

CSP Theme	CSP Objective	Delivery Program Action	Code	Operational Plan Action
				<b>Measure</b> – Number and nature of related programs or activities (Number of programs or activities as well as attendees).
			2.1.7	Provide opportunity, training and governance support to Council's Section 355 Committees. <b>Responsibility</b> –Risk and Insurance Officer <b>Measure</b> – Number and nature of training opportunities provided as well as number of attendees.
			2.1.3	Undertake inspections in accordance with Food Act 2003 and Public Health Act 2010 inc: food, skin penetration and mortuary premises. <b>Responsibility</b> –Building and Environmental Health Surveyor <b>Measure</b> – Number of inspections undertaken and commentary on issues identified.
			2.1.4	Implement Council's on-site waste management systems inspection program. <b>Responsibility</b> – Building and Environmental Health Surveyor <b>Measure</b> – Number of inspections undertaken and commentary on issues identified.
			2.1.5	Promote the continued use of online training program for Food Safety. <b>Responsibility</b> –Manager Development and Regulatory Services <b>Measure</b> – Number and type of promotions undertaken. Target – at least three per year.
			2.1.6	Provide appropriate support for emergency service operations.

CSP Theme	CSP Objective	Delivery Program Action	Code	Operational Plan Action
				<p><b>Responsibility</b> –Foreman Environmental Services  <b>Measure</b> – LEMC meetings held, BFMC meetings attended.</p>
			2.1.1	<p>Work in partnership with TfNSW on Road Safety Campaigns to implement programs.  <b>Responsibility</b> –Director Technical Services  <b>Measure</b> – Report on number of campaigns implemented.</p>
			2.1.2	<p>Provide up-to-date road safety information for display on Council's website and social media platforms  <b>Responsibility</b> – Director Technical Services  <b>Measure</b> – Report on number of campaigns implemented.</p>
	3: Community and culture are nurtured and enriched.	3.1: Develop and support a strong sense of community, providing advice and support to community groups.	3.1.4	<p>Manage and administer Council's community related grant applications inc: Strengthening Community's Program  <b>Responsibility</b> –Director Corporate and Community Services  <b>Measure</b> – Number of applications received and amount of funds distributed.</p>
			3.1.2	<p>Recognise and celebrate volunteers for National Volunteer Week.  <b>Responsibility</b> –Community Development Officer  <b>Measure</b> – Report on event and number of in attendance.</p>
			3.1.3	<p>Facilitate and support groups that build skills and social inclusion including workshops/presentations.  <b>Responsibility</b> – Community Development Officer  <b>Measure</b> – Number and type of activities held.</p>
			3.1.1	<p>Identify funding opportunities to achieve community goals and assist community groups with external grant opportunities.  <b>Responsibility</b> –Director Corporate and Community Services</p>



CSP Theme	CSP Objective	Delivery Program Action	Code	Operational Plan Action
				<b>Measure</b> – Number of applications received, and amount of funds distributed.
	3.2: Provide cultural activities and community programs that foster social development and community wellbeing.		3.2.1	Continue membership and participation with Eastern Riverina Arts Inc. <b>Responsibility</b> – Director Corporate and Community Services <b>Measure</b> – Number and type of activities held within Bland Shire.
			3.2.2	Facilitate visiting artist/exhibition/performance <b>Responsibility</b> – Community Development Officer <b>Measure</b> – Number and type of activities held within Bland Shire.
	3.3: Support and strengthen our indigenous culture and history.		3.3.1	Contribute to the positive working relationship with the Local Aboriginal Lands Council. <b>Responsibility</b> – General Manager <b>Measure</b> – No. and nature of meetings attended and any resultant projects/activities. (min. 2 per annum).
	3.4: Foster a community learning culture optimising our physical and virtual spaces.		3.4.1	Continue to promote the library as a community hub by fostering lifelong learning for all ages through the provision of relevant community programs. <b>Responsibility</b> – Coordinator Library Services <b>Measure</b> – Number of activities, number of attendees and registered members by age grouping.
			3.4.2	Library content and services are available to the community in various platforms as per Riverina Regional Library service agreement. <b>Responsibility</b> – Coordinator Library Services


CSP Theme	CSP Objective	Delivery Program Action	Code	Operational Plan Action
				<b>Measure</b> – List of items by category including number of items available by category and report on numbers in comparison to previous years.
			3.4.3	Actively investigate Grant opportunities for the inclusion of an outdoor space for the library. <b>Responsibility</b> – Coordinator Library Services <b>Measure</b> – Number of opportunities identified and applications lodged.
	4: Services are accessible for all residents.	4.1: Facilitate Council events to build social capital and a sense of belonging within the community.	4.1.4	Facilitate Bland Shire Interagency meetings and networks. <b>Responsibility</b> – Community Development Officer <b>Measure</b> – Number of attendees and agencies represented at quarterly meetings. Report also on joint activities undertaken.
			4.1.5	Conduct library school holiday activities. <b>Responsibility</b> – Coordinator Library Services <b>Measure</b> – Details on activities undertaken (four per annum) and number of participants (20 per event).
			4.1.2	Coordinate Youth Week Activities. <b>Responsibility</b> – Youth Development Officer <b>Measure</b> – Report on types of activities held, number of participants, funding received.
			4.1.3	Conduct school holiday activities. <b>Responsibility</b> – Youth Development Officer <b>Measure</b> – Report on types of activities held, number of participants, funding received.
			4.1.1	Coordinate Council's Civic functions inc: Citizenship Ceremonies and Australia Day. <b>Responsibility</b> – Executive Assistance

CSP Theme	CSP Objective	Delivery Program Action	Code	Operational Plan Action
				<b>Measure</b> – Report on types of activities held, number of participants.
	4.2: Provide quality and affordable education and care services within the Bland Shire that meets the NSW Department of Education's National Quality Standards to provide social networking opportunities and resource access to the wider community through our ITAV and Toy Library Services.		4.2.1	Implement and participate with the NSW Department of Education, Assessment and Rating regulations and guidelines. <b>Responsibility</b> – Coordinator Children Services <b>Measure</b> – Report on types of activities held and outcomes achieved.
			4.2.2	Conduct an annual survey, allowing community members an opportunity to voice their visions and goals for all Children's Services. <b>Responsibility</b> – Coordinator Children Services <b>Measure</b> – Report on service areas surveyed and results of feedback received.
			4.2.3	Review, maintain and update all service policies and procedures as required or as per regulation changes/amendments. <b>Responsibility</b> – Coordinator Children Services <b>Measure</b> – 25% of general policies reviewed annually except where dictated by statute.
			4.2.4	Involve all educators in the process to implement and maintain self-assessment tools for all services. <b>Responsibility</b> – Coordinator Children Services <b>Measure</b> – No of activities held, number of participants.
			4.2.5	Encourage members from the community and actively engage current members to participate in the Toy Library service allowing access to quality and educational resources. <b>Responsibility</b> – Coordinator Children Services



CSP Theme	CSP Objective	Delivery Program Action	Code	Operational Plan Action
				<b>Measure</b> – Number of items borrowed, number of members, frequency of use.
		4.3: Actively engage with the community and promote open communication.	4.3.3	Engage and communicate with Shire residents to promote social inclusion and foster lifelong learning in the library. <b>Responsibility</b> – Coordinator Library Services <b>Measure</b> – Promote e-newsletter quarterly and update BSC Library Facebook account regularly.
			4.3.1	Council's website is engaging, up to date and Council programs are promoted. <b>Responsibility</b> –Media and Communications Officer <b>Measure</b> – Number of page views per quarter (report on number in comparison to previous years), Number of pages updated (at least two per quarter), Time since information was updated (less than 12 months).
			4.3.2	Council's activities are promoted through various media outlets. <b>Responsibility</b> – Media and Communications Officer <b>Measure</b> – Number and nature of media releases (report on actual number for the quarter), take up of media information (number of interviews, media types).
		4.4: Actively engage with youth to build social capital and a sense of belonging.	4.4.1	Partner with youth and youth service providers (including schools) to deliver programs/initiatives that improve wellbeing and build the capacity of local youth. <b>Responsibility</b> –Youth Development Officer <b>Measure</b> – Number of Council-run youth events and activities (At least one activity at every school per annum), Total number of participants (At least 20 per activity).

CSP Theme	CSP Objective	Delivery Program Action	Code	Operational Plan Action
			4.4.2	Attend regional youth focused meetings. <b>Responsibility</b> –Youth Development Officer <b>Measure</b> – Number of meetings attended (minimum two per annum), Summary of key matters and outcomes.
			4.4.3	Engage young people through local schools to jointly identify areas of need/improvement and the most effective methods for engaging with youth in the community. <b>Responsibility</b> – Youth Development Officer <b>Measure</b> – Number of initiatives to engage young people (At least one per quarter), total number of participants (At least 20 per event).

Community Strategic Plan theme	CSP Outcome	Delivery Program Action (To deliver CSP Outcome)	Code	Operational Plan Action
<p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 2em; font-weight: bold;">Objective 2 -: Our Places.</p> 	<p>5: Partner with stakeholders to provide access to infrastructure, services and facilities.</p>	<p>5.1: Facilitate the delivery of accessible services and infrastructure.</p>	<p>5.1.1</p>	<p>Promote Access Mobility Map. <b>Responsibility</b> –Community Development Officer <b>Measure</b> – Number and type of promotions undertaken (Map updated biannually).</p>
		<p>5.1.2</p>	<p>5.1.2</p>	<p>Manage and administer Council's Access Incentive Scheme to improve accessibility to local buildings and business premises across the Shire. <b>Responsibility</b> –Manager Development and Regulatory Services <b>Measure</b> – Number and means of promotion of Access Incentive Scheme (two promotions held annually), number of persons taking up scheme (report on number in comparison to previous years).</p>
		<p>5.1.3</p>	<p>5.1.3</p>	<p>Develop Council Facility Accessibility Audit Plan <b>Responsibility</b> – Manager Development and Regulatory Services <b>Measure</b> – Completion of Audit Plan by June 2025.</p>
		<p>5.2: Work with the heavy transport industry and road related organisations to cooperatively improve access to road infrastructure.</p>	<p>5.2.1</p>	<p>Process heavy vehicle road usage applications. <b>Responsibility</b> – Asset &amp; Engineering Projects Officer <b>Measure</b> – Number of Heavy Vehicle road usage applications processed (Report on number/quarter received, approved, refused).</p>
		<p>5.2.2</p>	<p>5.2.2</p>	<p>Engage with government agencies and other networks which impact road infrastructure and services within the Bland Shire. <b>Responsibility</b> –Director Technical Services</p>

Community Strategic Plan theme	CSP Outcome	Delivery Program Action (To deliver CSP Outcome)	Code	Operational Plan Action
	6: Waste and recycling are managed through improved efficiencies.	6.1: Consult with the community and relevant stakeholders regarding waste management options throughout the Shire.	6.1.1	<p><b>Measure</b> – Number of meetings attended (at least per annum), Summary of key matters discussed and outcomes of actions undertaken (No specific measure but a summary of what occurred).</p> <p>Investigate, review and monitor viable recycling options in liaison with recycle organisations and other appropriate organisations</p> <p><b>Responsibility</b> – Director Technical Services</p> <p><b>Measure</b> – Number of meetings attended (at least per annum), Summary of key matters discussed and outcomes of actions undertaken (No specific measure but a summary of what occurred)</p>
		6.2: Reduce reliance on landfill by increasing resource recovery, waste minimisation and community education.	6.2.1	<p>Provide waste management operations.</p> <p><b>Responsibility</b> – Manager Operations</p> <p><b>Measure</b> – Volume of waste collected and compared with previous relevant period.</p>
			6.2.2	<p>Work in partnership with neighbouring Councils and REROC to implement and improve waste programs.</p> <p><b>Responsibility</b> – Manager Operations</p> <p><b>Measure</b> – No. of forums attended, key discussions and future projects.</p>
			6.2.3	<p>Increase awareness of recycling and waste reduction options within the Shire through regular information programs.</p> <p><b>Responsibility</b> – Manager Operations</p> <p><b>Measure</b> – Awareness campaign developed and promoted, No and types of promotion undertaken.</p>


Community Strategic Plan theme	CSP Outcome	Delivery Program Action (To deliver CSP Outcome)	Code	Operational Plan Action
			6.2.4	Comply with EPA requirements during operation of the landfill. <b>Responsibility</b> – Manager Operations <b>Measure</b> – Target is zero EPA non-compliance notifications.
			6.2.5	Monitor littering and illegal dumping. <b>Responsibility</b> –Ranger <b>Measure</b> – Number and nature of illegal dumping incidents reported or observed. (Report on number in comparison to previous years and actions taken).
			6.2.6	Utilising new technology and increasing community participation, provide a container deposit scheme in West Wyalong to increase recycling. <b>Responsibility</b> – Manager Operations <b>Measure</b> – Volume of waste collected and compared with previous relevant period.
	7: Manage water and sewerage resources.	7.1: Provide adequate water storage and management for future use within Council's community facilities.	7.1.1	Wastewater system maintained and operated. <b>Responsibility</b> –Coordinator Assets <b>Measure</b> – Daily inspection of plant and pump stations, identification and recording of issues, completion of maintenance programs. Urgent repairs completed immediately in discussion with management.
		7.2: Effectively manage and maintain existing stormwater and sewerage infrastructure.	7.2.1	Undertake Sewerage System Inspections. <b>Responsibility</b> – Coordinator Assets <b>Measure</b> – Annual inspection of sewer mains in line with budget allocation. Twice yearly inspection by DPI on Treatment System.



Community Strategic Plan theme	CSP Outcome	Delivery Program Action (To deliver CSP Outcome)	Code	Operational Plan Action
	8: Public places and facilities are accessible and well maintained.	8.1: Users of Council's facilities comply with agreements.	8.1.1	Maintain regular Contact with User Groups. <b>Responsibility</b> – Director Technical Services <b>Measure</b> – Number of signed user agreements, completion of any actions required.
		8.2: In collaboration with users provide facilities that are accessible to acceptable standards.	8.2.1	Work with community and contractors to develop Sport and Recreation masterplan. <b>Responsibility</b> – Director Technical Services <b>Measure</b> – Completion of Sport and recreation masterplan by June 2025.
		8.3: Collaborate with transport providers to facilitate access within the shire and regional centres.	8.3.1	Lobby Government for increased funding for road maintenance. <b>Responsibility</b> – Director Technical Services <b>Measure</b> – Number of approaches and methods used. Number of opportunities utilised.
		8.4: Use planning and heritage policies and controls to protect and improve the unique built environment.	8.4.1	Review Heritage items currently listed in the Bland Local Environmental Plan and to investigate the inclusion of new heritage items. <b>Responsibility</b> – Manager Development and Regulatory Services <b>Measure</b> – Review undertaken and reported to Council. (No specific measure, report on progress).
			8.4.2	Manage and administer the Heritage Advisory Program. <b>Responsibility</b> – Manager Development and Regulatory Services <b>Measure</b> – Number and methods of promotion undertaken (at least two per annum). Report on number of heritage

Community Strategic Plan theme	CSP Outcome	Delivery Program Action (To deliver CSP Outcome)	Code	Operational Plan Action
	9: Council's assets and infrastructure are effectively and efficiently managed.	9.1: Responsibly manage asset renewal and maintenance for current and future generations.		activities such as grants, work, etc undertaken (report on number in comparison to previous years).
			9.1.1	Monitor and implement the Annual Capital Works Program. <b>Responsibility</b> – Director Technical Services <b>Measure</b> – Report on nature and value of works undertaken (per annum, % of projects completed, number of individual projects undertaken).
			9.1.2	Develop and implement Asset Management Plans for Council assets, eg local sealed road network, stormwater drainage, footpaths etc. <b>Responsibility</b> – Director Technical Services <b>Measure</b> – Asset Management Plan developed and adopted by June 2025.
			9.1.3	Review Technical Services Policies and Strategies. <b>Responsibility</b> – Director Technical Services <b>Measure</b> – Percentage of policies reviewed.
			9.1.4	Administer Council's plant and fleet by conducting effective light and heavy plant replacement programs. <b>Responsibility</b> – Workshop and Plant Coordinator <b>Measure</b> – Maintain 10 year fleet replacement program.
9.1.5	Council's plant is repaired, maintained and serviced in accordance with maintenance schedule and manufacturer's requirements. <b>Responsibility</b> – Workshop and Plant Coordinator <b>Measure</b> – All repairs logged into the fleet management program.			

Community Strategic Plan theme	CSP Outcome	Delivery Program Action (To deliver CSP Outcome)	Code	Operational Plan Action
		9.2: To manage and enhance the pool facilities within the Shire.	9.2.1	Undertake maintenance and repairs to pool facilities within approved budget in consultation with Contractor and in accordance with the contract. <b>Responsibility</b> –Foreman - Urban <b>Measure</b> – Work undertaken by contractor. (No specific target, report on occurrences).
		9.3: Maintain street trees.	9.3.1	Maintain the health of street trees by planting in appropriate locations and removing/replacing unhealthy trees, trees that are damaging infrastructure and trees planted in inappropriate locations. <b>Responsibility</b> – Foreman - Urban <b>Measure</b> – Report on number of trees removed and number of trees replanted.
		9.4: Maintain parks, ovals and recreational facilities to approved standards.	9.4.1	Inspect and maintain Council's open spaces and facilities. <b>Responsibility</b> – Foreman - Urban <b>Measure</b> – Number and location of inspections undertaken (Report on reasons for inspection outside normal maintenance schedule) List locations addressed included in anomaly report.
		9.5: Identify and plan for new infrastructure.	9.5.1	Develop main Street Revitalisation Plan <b>Responsibility</b> – General Manager <b>Measure</b> – Report progress on Main Street Revitalisation Plan. Plan to be completed by June 2025.

Community Strategic Plan theme	CSP Outcome	Delivery Program Action (To deliver CSP Outcome)	Code	Operational Plan Action
<p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 2em; font-weight: bold;">Objective 3 : Our Leadership.</p> 	<p>10: Council's leadership, governance and management facilitate strong partnerships.</p>	<p>10.1: Councillors are provided with appropriate support and resources to carry out their civic duty.</p>	<p>10.1.1</p>	<p>Undertake induction process for Councillors  <b>Responsibility</b> –Director Corporate and Community Services  <b>Measure</b> – Report on number of sessions made available and Councillor attendance. Induction program to be finalised by March 2025.</p>
		<p>10.1.2</p>	<p>Provide Councillors with professional development and resources to carry out their roles.  <b>Responsibility</b> –Director Corporate and Community Services  <b>Measure</b> – Report on number of sessions made available and Councillor attendance (At least two opportunities per annum, list Councillors who attended).</p>	
		<p>10.2: Councillors are encouraged to take ownership and a strong leadership role.</p>	<p>10.2.1</p>	<p>Prepare the Annual Report.  <b>Responsibility</b> —Director Corporate and Community Services  <b>Measure</b> – Report prepared and presented to October meeting of Council (Report due second quarter)</p>
		<p>10.3: The General Manager takes on a high-level role in implementing the Community Strategic Plan and other Council documents.</p>	<p>10.3.1</p>	<p>Develop timelines and action plans for the ongoing review of the documents.  <b>Responsibility</b> —Director Corporate and Community Services  <b>Measure</b> – Report on progress of preparation, including activities undertaken, number and locations of participants.</p>
		<p>10.3.2</p>	<p>Report to the community and Council on Integrated Planning and Reporting Progress.  <b>Responsibility</b> —Director Corporate and Community Services</p>	

<p>10.4: The long-term financial sustainability of Council is supported through effective and prudent financial management</p>		<p><b>Measure</b> – Reports prepared and presented to Council on a six-monthly basis in accordance with the IP&amp;R Guidelines.</p>
	<p>10.4.6</p>	<p>Conduct budget briefing sessions for Councillors.  <b>Responsibility</b> —Director Corporate and Community Services  <b>Measure</b> – Briefing session to be held prior to 31 March, 2025.</p>
	<p>10.4.5</p>	<p>Significant Capital Projects are assessed and reviewed prior to lodgement of funding requests.  <b>Responsibility</b> –Director Corporate and Community Services  <b>Measure</b> – Business case prepared and endorsed prior to securing funding.</p>
	<p>10.4.1</p>	<p>Prepare Quarterly Budget Review Statements for analysis by Directors within two weeks of end of quarter.  <b>Responsibility</b> – Manager Customer and Financial Services  <b>Measure</b> – Quarterly budget reviews are presented at the November, February &amp; May Council meetings</p>
	<p>10.4.2</p>	<p>Effectively manage Council's financial procedures, eg investments, payments, processing and debt recovery.  <b>Responsibility</b> – Manager Customer and Financial Services  <b>Measure</b> – Weekly payment runs, weekly reviews undertaken to ensure all surplus funds have been invested, monthly reconciliations of debtor accounts.</p>
	<p>10.4.3</p>	<p>Complete financial statements and lodge in accordance with statutory requirements.  <b>Responsibility</b> – Manager Customer and Financial Services  <b>Measure</b> – Audited Financial Statements lodged by OLG deadline.</p>



		10.4.4	Review Council's financial performance against the Long-Term Financial Plan and report against Office of Local Government Financial Performance Ratios. <b>Responsibility</b> – Manager Customer and Financial Services <b>Measure</b> – Long Term Financial Plan completed and reviewed.
	10.5: Council's workforce is provided with appropriate equipment and resources to meet the needs of Council and the community.	10.5.1	Maintain and renew network infrastructure hardware and software for effective service delivery. <b>Responsibility</b> –Director Corporate and Community Services <b>Measure</b> – Proportion of scheduled ICT Strategy actions completed (80%), Number and nature of operational improvements achieved (No target, report by activity only).
	10.6: Regular consultation with key industry, business and stakeholders is undertaken.	10.6.1	Engage and advocate with NSW and Australian Government, Regional Organisations, business and industry stakeholders and communities of interest. <b>Responsibility</b> – General Manager <b>Measure</b> – No. and nature of meetings attended. (No specific target, report on occurrences)
11: Stakeholders contribute to Council's decision making.	11.1: Encourage village residents to participate in community forums.	11.1.1	Engage with communities on local priorities through community forums and other opportunities and report back on forum outcomes. <b>Responsibility</b> – Assets & Engineering Services Projects Officer <b>Measure</b> – Number of events and nature of items provided, list of forums undertaken and number of attendees.
	11.2: Provide innovative and accessible communication strategies to Shire residents to encourage active participation in Council's future.	11.2.1	Deliver Council's Community Engagement Strategy. <b>Responsibility</b> – Media and Communications Officer <b>Measure</b> – Number and nature of related programs or activities (Number of programs or activities as well as attendees).


12: Lead the community.	11.3: Council communication branded signs and banners are provided to funding recipients.	11.3.1	Provide Council branded signs and/or banners to funding recipients to display and promote Council's support. <b>Responsibility</b> – Media and Communications Officer <b>Measure</b> – Number and nature of related programs or activities.
	12.1: Monitor Council services to the community and customers to confirm they are provided in a professional, timely and friendly manner and are responsive to community needs.	12.1.1	Manage and support responsible companion animal ownership. <b>Responsibility</b> – Manager Development and Regulatory Services <b>Measure</b> – Complete Companion Animals Audit by June 2025 and Conduct two education and awareness days in regard to Companion animals.
	12.2: Provide sustainable, productive, highly skilled and committed workforce which supports current and future service delivery needs.	12.2.1	Assist in the management of workforce relations and provision of timely advice on workplace relations matters. <b>Responsibility</b> – Coordinator Human Resources <b>Measure</b> – Report on monthly meetings.
		12.2.2	Implement the Workforce Management Plan. <b>Responsibility</b> – Coordinator Human Resources <b>Measure</b> – Report on implementation (No specific measure, detail of activities). Include summary of activities undertaken during the quarter.
		12.2.3	Develop, implement and monitor Learning and Development Plans. <b>Responsibility</b> – Coordinator Human Resources <b>Measure</b> – Report on progress of planning and implementation (No specific measure, detail of activities). Include summary of activities undertaken during the quarter.
12.2.4		Promote the Employee Assistance Program (EAP). <b>Responsibility</b> – Coordinator Human Resources <b>Measure</b> – Number and nature of promotions undertaken (At least four per annum)	

	12.2.6	Maintain register of delegations and issue authorities to relevant employees. <b>Responsibility</b> –Director Corporate and Community Services <b>Measure</b> – Delegations register report and presented to March meeting of Council annually. System monitored/actioned at least quarterly. Report on any action undertaken.
	12.2.7	Maintain and promote the staff service and achievement awards program. <b>Responsibility</b> – Executive Assistant <b>Measure</b> – Report on number and nature of awards (no specific target, report by instance only).
12.3: Develop, implement and monitor HR programs to solidify Council's reputation as an employer of choice.	12.3.1	Support the implementation and monitoring of the EEO Management Plan. <b>Responsibility</b> – Coordinator Human Resources <b>Measure</b> – Report on the progress of tasks in the EEO Management Plan
	12.3.2	Implement workforce programs ensuring Council remains an employer of choice. <b>Responsibility</b> – Coordinator Human Resources <b>Measure</b> – Report on workforce programs implemented (wellness, flexible working hours, professional development, educational assistance).
	12.3.3	Review the Performance and Development Review process. <b>Responsibility</b> – Coordinator Human Resources <b>Measure</b> – System and processes reviewed in consultation with senior management and staff. (Once per annum).
	12.4.2	Manage Council's Insurance Policies and claims. <b>Responsibility</b> –Risk and Insurance Officer

	12.4: Review and implement Council policies and comply with WH&S and Risk Management requirements.		<p><b>Measure</b> – Report on progress. (No specific measure, detail of activities). include summary of activities undertaken during the quarter.</p>
		12.4.3	<p>Deliver Council's Enterprise Risk Management (ERM) Program.</p> <p><b>Responsibility</b> – Risk and Insurance Officer</p> <p><b>Measure</b> – Report on percentage of departmental ERM reports completed in full and on time, number and value of claims accepted by insurer (StateWide).</p>
		12.4.1	<p>Deliver Bland Shire Council's Work Health and Safety program.</p> <p><b>Responsibility</b> –Work Health and Safety Officer</p> <p><b>Measure</b> – Report on WHS issues, number and value of claims accepted by insurer.</p>
13: Plans and policies provide open and transparent information.	13.1: Promote and advocate improved management of, and access to, information across Council	13.1.1	<p>Provide information required in compliance with the Government Information (Public Access) Act and appropriately display on Council's website.</p> <p><b>Responsibility</b> –Director Corporate and Community Services</p> <p><b>Measure</b> – Report on number and nature of GIPA requests (formal/informal) received. (No target, report by activity only).</p>
	13.2: Develop, implement and promote best practice governance policies and procedures.	13.2.1	<p>Facilitate the Audit, Risk and Improvement Committee and Internal Audit function within the organisation as per legislation.</p> <p><b>Responsibility</b> – Director Corporate and Community Services</p> <p><b>Measure</b> – Report on audits undertaken (At least four per annum), report on number and type of recommendations, provide information on action against recommendations.</p>
		13.2.2	<p>Coordinate the review of Council's policies and procedures.</p> <p><b>Responsibility</b> – Director Corporate and Community Services</p>

	<b>Measure</b> – Report on policies due for renewal and updated (Policies reviewed and adopted by due date).
13.2.3	Establish a service review program in accordance with the requirements of the OLG. <b>Responsibility</b> – General Manager <b>Measure</b> – One to two service reviews per annum, subject to service being reviewed.



Community Strategic Plan theme	CSP Outcome	Delivery Program Action (To deliver CSP Outcome)	Code	Operational Plan Action
<p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 2em; font-weight: bold;">Objective 4 -: Our Prosperity</p> 	<p>14: Visitors and tourists are welcomed.</p>	<p>14.1: Work with the tourism industry to identify and develop products and services that appeal to visitors of the Shire.</p>	<p>14.1.1</p>	<p>Maintain relationships with NSW and Australian tourism agencies and other regional stakeholders to progress tourism initiatives within the Bland Shire. <b>Responsibility</b> – Tourism &amp; Administration Officer <b>Measure</b> – Number and nature of meetings attended (one meeting quarterly per community group), Key outcomes of meetings.</p>
			<p>14.1.2</p>	<p>Promote tourism and visitation to Bland Shire through quality and accessible Visitor Information Services. <b>Responsibility</b> – Tourism &amp; Administration Officer <b>Measure</b> – Number and nature of online promotional activities (at least one per week), Number and nature of printed publications (at least one per annum), report all other promotion ventures undertaken.</p>
		<p>14.2: Attract a diverse range of Visitors to the Shire.</p>	<p>14.2.1</p>	<p>Investigate technology and or tourism initiatives/attractions to improve the visitor experience within Bland Shire. <b>Responsibility</b> – Tourism &amp; Administration Officer <b>Measure</b> – Quarterly monitoring and investigating of existing and new technology.</p>
	<p>15: Bland Shire is promoted as a place to do business.</p>	<p>15.1: Encourage and actively seek out businesses and industry to relocate within the Shire.</p>	<p>15.1.1</p>	<p>Support business and/or industry operators to establish within Bland Shire through programs such as the Business Development Assistance Fund. <b>Responsibility</b> –General Manager <b>Measure</b> – No. and type of assistance provided.(No specific target, report on occurrences).</p>

Community Strategic Plan theme	CSP Outcome	Delivery Program Action (To deliver CSP Outcome)	Code	Operational Plan Action
		15.2: Continue ongoing engagement and communication with the Shire's existing industry including support for diversification and alternate industry or business.	15.2.1	Work with existing businesses and industry groups to improve economic activity within the shire. <b>Responsibility</b> – General Manager <b>Measure</b> – No. and nature of programs, initiatives and services undertaken. (No specific target, report on occurrences)
		15.3: Lobby for and work with industry, government and education providers to safeguard access to competitive telecommunication services for Bland Shire residents and businesses.	15.3.1	Advocate for improved telecommunications access in Bland Shire. <b>Responsibility</b> –General Manager <b>Measure</b> – No. and nature of meetings attended or submissions made. (No specific target, report on occurrences)
16: Resources are used in a sustainable way for the future of Bland Shire.	16.1: Support a sustainable environment for current and future generations through effective management and planning for the long term future by ensuring appropriate land is zoned and available to support business and industry growth.		16.1.1	Update Development Control Plan. <b>Responsibility</b> – Manager Development and Regulatory Services <b>Measure</b> – Plan reviewed and updated by June 2025.
			16.1.2	Review Local Environmental Plan. <b>Responsibility</b> – Manager Development and Regulatory Services <b>Measure</b> – Plan reviewed and updated by June 2025.
			16.1.3	Continue to assess all development applications against environmental impact and legislative requirements. <b>Responsibility</b> – Manager Development and Regulatory Services <b>Measure</b> – All new developments are assessed against impact on environment and increase in community satisfaction.

Community Strategic Plan theme	CSP Outcome	Delivery Program Action (To deliver CSP Outcome)	Code	Operational Plan Action
			16.1.4	Update a Biosecurity Control and Management Program in conjunction with the Riverina Weeds Action Plan. <b>Responsibility</b> – Foreman – Environmental Services <b>Measure</b> – Program updated and aligns with Riverina Strategic Management Plan.
			16.1.5	Develop and deliver a community education and awareness program in relation to weeds management. <b>Responsibility</b> – Foreman – Environmental Services <b>Measure</b> – Report on program/s delivered and number of attendees.
		16.2: Through partnerships with stakeholders foster our education, learning and training industry and increase employment opportunities within the Shire.	16.2.1	Work with Registered Training Organisations, business and employment agencies to support and provide apprenticeship/traineeship and work experience opportunities at Council. <b>Responsibility</b> –Coordinator Human Resources <b>Measure</b> – Number of apprenticeships/traineeships and work experience students placed in Bland Shire Council.
		16.3: Promote agricultural practices which are leading edge and efficient.	16.3.1	Provide a workshop/program targeting the agricultural industry. <b>Responsibility</b> – Foreman – Environmental Services <b>Measure</b> – Number and nature of agricultural industry programs delivered (At least one per annum), Number of community members participating (No set target, report actual attendances). Report on other information sessions/activities when they occur (eg seasonal advertising).

Community Strategic Plan theme	CSP Outcome	Delivery Program Action (To deliver CSP Outcome)	Code	Operational Plan Action
			16.3.2	Educate the community on benefits of protecting our environment by engaging in annual environmental activities. <b>Responsibility</b> – Foreman – Environmental Services <b>Measure</b> – Report on activities delivered and number of attendees.
			16.3.3	Develop and deliver a community education and awareness program in relation to Environmental management and sustainability. <b>Responsibility</b> – Foreman – Environmental Services <b>Measure</b> – Report on activities delivered and number of attendees.
		16.4: Liaise with utility providers to guarantee a quality sustainable service to the community.	16.4.1	Engage and advocate on behalf of the Bland community with relevant stakeholders for reliable and efficient utilities and services. <b>Responsibility</b> – General Manager <b>Measure</b> – Number and nature of meetings attended and resultant projects/activities.(No specific target, report on occurrences)
		16.5: The availability of commercial and industrial land, coupled with our geographic location, will be maximised and marketed to boost economic growth.	16.5.1	Identify and act on avenues for improving and promoting the Shire's (commercial) industrial land. <b>Responsibility</b> – General Manager <b>Measure</b> – Report progress on Council land development. (No specific target, report on activity)

## Changes to Actions listed in 2023/24 Operational Plan

<b>Community Strategic Plan theme</b>	<b>CSP Outcome</b>	<b>Delivery Program Action</b>	<b>Code</b>	<b>Operational Plan Action</b>	<b>Status</b>
Objective 1 -: Our People.	1: Health and support services address community needs.	1.2: Provide services to the frail, aged, disabled and their carers.	1.2.7	Investigate grant opportunities to upgrade infrastructure and equipment required for service provision.	No longer required as centre upgrade has been finalised.
Objective 1 -: Our People.	2: Partnerships strengthen community health and safety.	2.1: Develop and support community partnerships to increase a sense of safety and wellbeing within the community.	2.1.3	Remove offensive graffiti from Council infrastructure as soon as practical dependent on location and degree of offensiveness.	Reporting not required.
Objective 1 -: Our People.	3: Community and culture are nurtured and enriched.	3.1: Develop and support a strong sense of community, providing advice and support to community groups.	3.1.5	Report on progress of Bland Shire Council's externally funded programs and projects	Reporting not required through IP&R. Updates to Council through workshop information sessions.
Objective 2 -: Our Places.	8: Public places and facilities are accessible and well maintained.	8.2: In collaboration with users provide facilities that are accessible to acceptable standards.	8.2.3	Work with the Risk and Insurance Officer on the implementation of "Signs as Remote Supervision".	Reporting not required through IP&R. Updates to Council through quarterly risk reports.
Objective 2 -: Our Places.	8: Public places and facilities are accessible	8.2: In collaboration with users provide facilities that are	8.2.1	Undertake work health and safety audits including external sites and facilities with relevant staff.	Reporting not required through IP&R. Updates to



<b>Community Strategic Plan theme</b>	<b>CSP Outcome</b>	<b>Delivery Program Action</b>	<b>Code</b>	<b>Operational Plan Action</b>	<b>Status</b>
	and well maintained.	accessible to acceptable standards.			Council through quarterly risk reports.
Objective 2 -: Our Places.	9: Council's assets and infrastructure are effectively and efficiently managed.	9.1: Responsibly manage asset renewal and maintenance for current and future generations.	9.1.7	Review and monitor risks/incidents in relation to safe footpaths.	Capture in 9.1.2
Objective 2 -: Our Places.	9: Council's assets and infrastructure are effectively and efficiently managed.	9.1: Responsibly manage asset renewal and maintenance for current and future generations.	9.1.8	Work with the Risk and Insurance Officer to provide safe footpaths through the implementation of a footpath maintenance program.	Capture in 9.1.2
Objective 2 -: Our Places.	9: Council's assets and infrastructure are effectively and efficiently managed.	9.1: Responsibly manage asset renewal and maintenance for current and future generations.	9.1.3	Review and implement the funded planning, development and delivery of priority transport infrastructure projects.	Capture in 9.1.2
Objective 2 -: Our Places.	9: Council's assets and infrastructure are effectively and efficiently managed.	9.4: Maintain parks, ovals and recreational facilities to approved standards.	9.4.2	Conduct playground inspections for all playgrounds within the Shire.	captured in 9.4.1

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Objective 2 -: Our Places.	9: Council's assets and infrastructure are effectively and efficiently managed.	9.4: Maintain parks, ovals and recreational facilities to approved standards.	9.4.3	Coordinate maintenance with regard to season use of sporting fields.	captured in 9.4.1
Objective 2 -: Our Places.	9: Council's assets and infrastructure are effectively and efficiently managed.	9.4: Maintain parks, ovals and recreational facilities to approved standards.	9.4.4	Inspect and maintain Council public cemeteries.	captured in 9.4.1
Objective 2 -: Our Places.	9: Council's assets and infrastructure are effectively and efficiently managed.	9.4: Maintain parks, ovals and recreational facilities to approved standards.	9.4.5	Develop Sport and Recreation Master Plan.	Included in 8.2.1
Objective 3 - : Our Leadership.	10: Council's leadership, governance and management facilitate strong partnerships.	10.1: Councillors are provided with appropriate support and resources to carry out their civic duty.	10.1.2	Provide Councillors with information and resources to facilitate their roles as elected representatives.	rewritten to combine with previous
Objective 3 - : Our Leadership.	10: Council's leadership, governance and	10.4: The long-term financial sustainability of Council is	10.4.6	Timely and accurate processing of payments completed.	Duplication of 10.4.2

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	management facilitate strong partnerships.	supported through effective and prudent financial management			
Objective 3 - : Our Leadership.	10: Council's leadership, governance and management facilitate strong partnerships.	10.4: The long-term financial sustainability of Council is supported through effective and prudent financial management	10.4.6	Streamline processes to assist in accuracy of annual stocktake.	Encapsulated in 10.4.2
Objective 3 - : Our Leadership.	11: Stakeholders contribute to Council's decision making.	11.1: Encourage village residents to participate in community forums.	11.1.2	Provide avenues for the community to be engaged in Council activities and give feedback including opportunities to plan and develop future infrastructure and service needs.	See below action 11.2.1 - Deliver Council's Community Engagement Strategy
Objective 3 - : Our Leadership.	11: Stakeholders contribute to Council's decision making.	11.3: Council communication branded signs and banners are provided to funding recipients.	11.3.2	Display Council logo in all advertising and promotion of Council events/programs/workshops.	Incorporated into 11.3.1
Objective 3 - : Our Leadership.	12: Lead the community.	12.1: Monitor Council services to the community and customers to confirm they are provided in a professional, timely and friendly manner and are responsive to community needs.	12.1.1	Review and monitor frontline customer service practices and procedures.	Reporting Not Required

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Objective 3 - : Our Leadership.	12: Lead the community.	12.3: Develop, implement and monitor HR programs to solidify Council's reputation as an employer of choice.	12.3.5	Maintain relationships with LGNSW HR Network.	Reporting Not Required
Objective 3 - : Our Leadership.	12: Lead the community.	12.4: Review and implement Council policies and comply with WH&S and Risk Management requirements.	12.4.3	Monitor and update Council's Risk Register.	Quarterly reports included in Council agenda.
Objective 3 - : Our Leadership.	12: Lead the community.	12.4: Review and implement Council policies and comply with WH&S and Risk Management requirements.	12.4.4	Maintain the Contractor Database.	Reporting Not Required
Objective 3 - : Our Leadership.	12: Lead the community.	12.3: Develop, implement and monitor HR programs to solidify Council's reputation as an employer of choice.	12.3.4	Monitor and delivery strategies and actions contained within the Disability Inclusion Action Plan.	Incorporated with Workforce Management Plan
Objective 3 - : Our Leadership.	12: Lead the community.	12.2: Provide sustainable, productive, highly skilled and committed workforce which supports current and future service delivery needs.	12.2.5	Identify and organise training needs and mandatory training to maintain and improve skill levels.	Incorporated into Implement the Workforce Management Plan
Objective 3 - : Our Leadership.	12: Lead the community.	12.3: Develop, implement and monitor HR programs to solidify Council's reputation as an employer of choice.	12.3.3	Review the Performance and Development Review process.	CHANGED FROM Monitor the effectiveness of the LGNSW Capability Framework in the Performance and

<b>Community Strategic Plan theme</b>	<b>CSP Outcome</b>	<b>Delivery Program Action</b>	<b>Code</b>	<b>Operational Plan Action</b>	<b>Status</b>
					Development Review process.
Objective 4 -: Our Prosperity.	14: Visitors and tourists are welcomed.	14.1: Work with the tourism industry to identify and develop products and services that appeal to visitors of the Shire.	14.1.3	Plan and deliver Shire and Town entry signage.	Action completed
Objective 4 -: Our Prosperity.	14: Visitors and tourists are welcomed.	14.1: Work with the tourism industry to identify and develop products and services that appeal to visitors of the Shire.	14.1.4	Provide and maintain a quality Visitors Information Centre which engages and supports tourism in the Bland Shire.	Reporting Not required
Objective 4 -: Our Prosperity.	15: Bland Shire is promoted as a place to do business.	15.3: Lobby for and work with industry, government and education providers to safeguard access to competitive telecommunication services for Bland Shire residents and businesses.	15.3.2	Advocate for improved telecommunications access in regional areas of Bland Shire.	Reporting Not required
Objective 4 -: Our Prosperity.	15: Bland Shire is promoted as a place to do business.	15.3: Lobby for and work with industry, government and education providers to safeguard access to competitive telecommunication services for Bland Shire residents and businesses.	15.3.3	Investigate suitable locations for improved telecommunications access.	Reporting Not required
Objective 4 -: Our Prosperity.	16: Resources are used in a sustainable	16.2: Through partnerships with stakeholders foster our education, learning and training industry and	16.2.2	Work with Registered Training Organisations, business and employment agencies to support	Amended and incorporated into 16.2.1

Community Strategic Plan theme	CSP Outcome	Delivery Program Action	Code	Operational Plan Action	Status
	way for the future of Bland Shire.	increase employment opportunities within the Shire.		and provide apprenticeship/traineeship and work experience opportunities at Council.	
Objective 4 -: Our Prosperity.	16: Resources are used in a sustainable way for the future of Bland Shire.	16.2: Through partnerships with stakeholders foster our education, learning and training industry and increase employment opportunities within the Shire.	16.2.1	Work with Registered Training Organisations, business and employment agencies to support and provide apprenticeship/traineeship and work experience opportunities at Council.	CHANGED from Foster partnerships with education sector.