

**FIT FOR THE FUTURE ROADMAP
ACTION PLAN 2015/2016 and 2016/2017**



ITEM	ACTION	RESPONSIBLE OFFICER	COMMITTEE	ACTION DATE	PROJECT IMPLEMENTATION DATE	PROJECT FUNDING SOURCE	OUTCOME	COMMENTS
FEES AND CHARGES	1. Review Fees and Charges to identify opportunities for further increases in own source revenue (Note: last review conducted February, 2015)	MFS	Economic and Sustainability Committee	February, 2016 and February, 2017	1 July, 2016 and 1 July, 2017	N/A	Minimum 2.5% increase in Own Source Revenue from Fees and Charges to at least match movement in Local Government Cost Index	
	2. Investigate new Fees and Charges which may be implemented	MFS	Economic and Sustainability Committee	February, 2016 and February, 2017	1 July, 2016 and 1 July, 2017	N/A	1% increase in own source revenue over period to 2020	
SOLAR ENERGY SYSTEMS	1. Investigate Solar Energy System for Inverell Emergency Operations Centre	EMCCS	Economic and Sustainability Committee	March, 2016	May, 2016 - July, 2016	Building Upgrade Internally Restricted Asset	50% reduction (\$6K p.a.) in Electricity Costs at the Centre	Current annual energy cost at the Centre is \$13K. 15KW System Cost at Works Depot \$19,794, Visitors Centre \$22,723. Have similar power requirements. Estimated Maximum Payback Period 3.5 years.
	2. Investigate Solar Energy System for Inverell Swimming Pool Complex	EMCCS	Economic and Sustainability Committee	April, 2016	May, 2016 - July, 2016	Inverell Pool Internally Restricted Asset	50% reduction in Electricity Costs at the Centre	Current annual energy cost at the Centre is \$60K. System to be installed on buildings not impacted by Redevelopment Project. Estimated Maximum Payback Period is 3.5 years. Council's current systems have payback periods ranging from 2.6 to 4.1 years.
GPS TRACKING DEVICES	1. Install GPS Tracking Devices in the remainder of Council's Plant Fleet	MIS	Economic and Sustainability Committee	July,	October, 2015 to October, 2016	Plant Fleet Internally Restricted Asset. Funding will become available in 2015/2016 and 2016/2017	\$50K reduction in Plant Fleet Costs and improved operational efficiencies. Improved Plant Utilisation.	Installation of GPS devices commenced in 2015 with 22 devices installed in a range of Plant Items at a cost of \$50K including software and training. 2015/2016 Budget provides for the installation of 50 devices. Remainder to be rolled out in 2016/2017. Installations to be completed so as to not impact Council's Major Works Programs.
SPECIAL RATE VARIATION	1. Review Breakup of Rate Categories and % of income received from each Rate Category	DCS	Economic and Sustainability Committee	October, 2015	October, 2015 to December, 2015	N/A	Rate Categories Reviewed and Breakup of % of income received from each Rate Category completed	The distribution of the Rate Burden has remained relatively constant over the last 30 years. The OLG Comparative Data Publication shows the distribution of the rate burden varies from other Group 11 Council's. With the proposed Special Rate Variation needed to meet the FFF Benchmarks now is the ideal time to review the distribution of the Rate Burden.
	2. Prepare Special Rate Variation Application for 2017/2018, undertaking Community Consultation.	DCS	Economic and Sustainability Committee	July, 2016	July, 2016 to July, 2017	N/A	Special Rate Variation Application submitted and IPART approves a 14.25% Variation above the Rate peg to be delivered over 3 years commencing in 2017/2018	A major strategy in Council's FFF Roadmap is a 14.25% Special Rate Variation to be delivered over 3 years commencing in 2017/2018. This is the minimum amount needed to enable Council to meet the FFF Sustainability and Infrastructure and Service Management Benchmarks. Being the minimum amount possible and noting that Council has not previously applied for a Special Variation, this increase does not negatively impact the FFF Efficiency Benchmark.
SPECIAL ROAD INFRASTRUCTURE BACKLOG PROGRAM	1. Implement Council's \$6M Special Road Infrastructure Program	DCS/DCES	Economic and Sustainability Committee and Audit and Risk Committee	July, 2015	July, 2015 to June 2017	Internally Restricted Assets \$4.29M, Roads to Recovery Supplementary Program \$0.91M, Fixing Country Roads Program \$0.80M	\$6M reduction in Road Asset Infrastructure Backlog.	The program allocates \$1.0M to Timber Bridge Replacement being for the Tintot Bridge, \$1.37M to Gravel Resheeting, \$0.1M to Culverts and Causeways and \$3.53M to Bitumen Reseals and Bitumen Road Renewals. At the completion of this program the remaining Infrastructure Backlog being \$5.61M will be confined to the Bitumen Sealed Road Asset Class - Regional Roads. This matter will then be addressed over the ensuing period from funds generated by the Special Rate Variation
INVERELL SWIMMING POOL ASSET RENEWAL PROJECT	1. Plan for and deliver a redeveloped operational and energy efficient heated swimming pool facility	MDS	Pool redevelopment Committee to be established for this project including Community Representation	August, 2016 to May, 2017	August 2017 to March, 2018	Inverell Pool Internally Restricted Asset and new Loans	Redeveloped Operationally and Energy Efficient Facility which meets the communities needs and expectations, delivered	This project has been aided by the major insurance claim works recently completed, removing the need to refurbish the heated pool enclosure and heating equipment.
REVIEW OF LONG TERM INFRASTRUCTURE NEEDS	1. Complete a review of the Shires long term infrastructure needs in the General Fund	GM,DCS,DCES	Economic and Sustainability Committee, and Civil and Environment Committee	November, 2015 and then reviewed by new Council in December, 2016	February, 2017 outcomes carried to LTFP and forward budgets	Future Budgets. Capacity will exist for 2020 following the Special Rate Variation to deliver significant new infrastructure	Long Term (10 year) Infrastructure needs identified and included in LTFP for funding	See Council's February, 2015 Delivery Plan review Summary attached. This will be the starting point for the review.
ANNUAL REVIEW OF OPERATIONAL EFFICIENCY/EFFECTIVENESS PROGRAM CONDUCTED	1. Undertake and annual review of Council's ongoing Operational Efficiency and Effectiveness Program, including the consideration of new technologies, which may aid organisational outcomes.	DCS	Audit and Risk Committee	May, 2016 and May 2017 (This program and its actions are ongoing)	July, 2016 to July, 2017	N/A	Real Operating Cost per capita decrease maintained on a continuing basis	Council has already made substantial gains through this program. The continuation of this program is estimated to deliver a total saving of 26.7% over the 10 year period to 2019/2020. The annual gains from this program as can be expected are reducing over time.

**4 Year Delivery Plan - Mid Term Review
Economic and Community Sustainability Committee Meeting 11 February, 2015**

STRATEGIC PLANNING WORKSHOP - 5 DECEMBER, 2012 Priorities for the next 4 Years	Year Funded/Action	Priority
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FUTURE BUDGET CONSIDERATIONS

Play Equipment and Shade Shelters	Gilgai - Shade Shelter Lake Inverell - Shade Shelter Waratah Park - Shade Shelter Equestrian Centre - Equipment and Shade Shelter over possible future project subject to usage - See Cameron Park Project Equestrian Centre Fencing - Northern Boundary to be fenced with Cameron Park Project Victoria Park - Additions to Shade Shelter - Completed with Liberty Swing Project OSP = Open Space Plan which will be completed in 2014/2015	2015/2016 2014/2015 OSP Equipment to be provided at the adjacent Cameron Park 2014/2015 Completed	3 2 Trees 5 4 1
Victoria Park	Toilet Block - Plans being prepared Large Shelter	120,000 20,000	1 6
Vivian Street Footpath	To service new Connections Disability Services Building - PAMP Program	Completed	
Campbell Park	Refurbish Ladies Toilets (Drainage issues - replace and relife floor)	2014/2015	
Anzac Park Delungra	Additional Playground Equipment - Completed	Completed	
Varley Oval	Tiered Seating - Completed as part of current Redevelopment Project	Completed	
Equestrin Centre	Cover over Sand Arena - Possible Future Project subject to Grants and needs assessment/Business Case - 1 private facility has been established on Eddy Park Lane (Sand Arena is 66 metres wide by 102 metres long = 6,732 square metres)	To be determined	
Toilet Facilities Otho Street		To be determined	
1,215,000			

STRATEGIC PLANNING WORKSHOP - 5 DECEMBER, 2012 Priorities for the next 4 Years

2013 FEDERAL ELECTION AND SUBSEQUENT EVENT WISH LIST

Transport Museum Heritage Trades Training Centre - (EOI was unsuccessful in 2013) New Museum complete		Ongoing Action	
Ashford Medical Centre	Funding Secured of \$280K and project under construction	Completed	
Mobile Phone Coverage	Copeton Dam (Fig Tree) Inspect held with Local Member and Parliamentary Secretary Assisting the Minister Feb 2014	Ongoing Action	
	White Rock Mountain Gagin Mountain These and 4 other sites to be submitted to current Mobile Coverage Blackspot Review programs Council has resolved to provide Cash and Works to the value of \$20K per site	Ongoing Action Ongoing Action Ongoing Action	
Traffic Management Facilities Heavy Vehicle Bypass Heavy Vehicle Interchange	Heavy Vehicle Parking Area/Interchange in Brisset Street	Ongoing Action Ongoing Action Ongoing Action	
Business Plan for a Community Airline	Submission made to Rex Airlines - Jan 2014 Service was awarded to Armidale further discussions with REX since have been unsuccessful to date	Ongoing Action	
CBD Redevelopment	Town Centre Renewal Plan minor works commenced	In Progress	
Open Space Plan Implementation	Strategy being completed 2014/2015	Awaiting Plan Completion	
Alternate/Green Energy Installations	Administration Centre and Linking Together Centre Visitors Information Centre and Works Depot. Solar Lighting Campbell Park Walkway to Suspension Bridge	Completed Completed 2015/2016	
16,460,000			

STRATEGIC PLANNING WORKSHOP - 5 DECEMBER, 2012 Priorities for the next 4 Years

Strategies:			
Town Centre Renewal	Prepare Plan including: Darft Town Centre Renewal Plan completed The opportunity exists in 2015/2016 to transfer the Victoria Park toilet to Otho Street	2014/2015 Commenced Stage 1 2015/2016	
Open Space Strategy	Prepare an Open Space Strategy for the Shire (including New/Upgraded Cricket Fields)	Ongoing Cameron Park Commenced	
Inverell Swimming Pool Complex	Prepare Asset Renewal Plan for the Inverell Pool Complex	Plan for 2016/2017	
Vegetation Management Plan	Formalise Urban Vegetation Management Iconic Avenues of Trees (eg Brae Street)	Ongoing	
Water and Sewerage Asset Planning	Finalise Long Term Asset Management Plans for Water and Sewer	Ongoing	
Inverell Airservices/Airport	Examine Business opportunities at the Airport	Ongoing	
Development Controls	Review Council's Development Controls including Advertising Signage in residential areas	Completed Completed Ongoing	
Emergency Management	Review CBD Emergency Notification System SES Facilities Ashford out of Flood Zone Review/Upgrade the Floodplain Management Plan	Ongoing	
Cultural Diversity	Explore opportunities for greater social inclusion/cultural events Review Council's involvement in Cultural Events	Ongoing	
Street Lighting	Undertake a Street Lighting Audit Prepare a Street Lighting Upgrade/Expansion Plan	2014/2015	

Waste Management	Implementation of the Shire Wide Waste Management Strategy	In progress	Ongoing
Copeton Waters State Park	Examine the development of Sporting and Accommodation Facilities	Facility now State Govt. controlled and funded	Project Deleted
Pedestrian Access Planning	Prepare Pedestrian Access Mobility Plans for Inverell and the Villages	Plan adopted, Grant Funding being sought Funding received for Footpath on Glen Innes Road	Ongoing Completed
Long Term Transport Planning	Airservice Review Public Transport Options Overtaking Lanes on Eastern and Western Town Approaches Heavy Vehicle Bypass Undertake Traffic Modelling for Inverell Review CBD Parking Review Speed Zones Examine options to improve safety in School Zones Upgrade intersections/new roundabouts at:	See Above Included on New England Electorate Wish List for funding from "Poles and Wires" lease proceeds Expressions of Interest to be called for removal of 2 Houses in Oliver Street Current RMS 50km/h review and works are noted Recently completed works at Holy Trinity are noted Otlio and Evans Street Intersection Mansfield Street/Gwydir Highway Bundarra Road/Gwydir Highway Rosslyn Street/Gwydir Highway	Ongoing Ongoing Ongoing Ongoing 2014/2015 Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing
Communications/Social Media	Review Council's presence on the Web and Social Media	Reviewed, Council has a presence on Web/Facebook/Twitter/You Tube	

STRATEGIC PLAN → DELIVERY PLAN → OPERATIONAL PLAN → BUDGET = DELIVERY

OTHER MATTERS BROUGHT FORWARD 12 MARCH, 2014:

Recycling of Treated Effluent (Lake Inverell)	Consider in review of Sewerage Strategic Plan	Ongoing
Copeton Supply Line duplication	Has been considered by Steering Committee. Additional Storage is the preferred solution for Supply Security	Ongoing
Kitchen Facility /Amenities at Recycling Centre	Prepare Plans and Specifications/Costings 2015/16 Undertake Works	2015/2016 2016/2017
Walking Path Seating	Recycle old CBD Seating into these areas	Ongoing
Land Development Residential Industrial	Develop Plans and Specifications Develop Plans and Specifications	As demand requires As demand requires
Cameron Park Upgrade	Shade Shelters/Seating, Irrigation, Resurface, Cricket Net Upgrade, New Pitch, Play Equipment/Shade, Fencing and Amenities Upgrade	Funding obtained \$510K Works in progress
Council Land Use for Inverell	Mapping showing Council Land Bank and Identifying Residential, Industrial, Recreational, Open Space and Other Uses Residential development of Vernon Street reviewed options for the development of this land to be considered Lake Inverell Drive Land also discussed by Council Rifle Range Road Industrial Subdivision plan is available Land Bank Register placed on Website Open Space Strategy being prepared for Recreational and Open Space Land which will include Mapping	2014/2015 2014/2015 2014/2015

OTHER MATTERS BROUGHT FORWARD - MID TERM REVIEW 11 February, 2015:

No new issues/projects raised for inclusion in 4 Year Delivery Plan. Council focus to end of term on the delivery of previously identified Projects.