DELIVERY PROGRAM 2022-2026

ACKNOWLEDGEMENT OF COUNTRY

We would like to show respect and acknowledge the traditional custodians of the land, Elders past and present, and extend that respect to other Aboriginal and Torres Strait Islander people.

Pictured is local boy Bobby admiring the incredible mural which graces the walls of the Council Chambers at Jerilderie.

The mural is titled 'Yo-thun-ing-yuna-ngarratya', meaning 'Coming Together'. Created for the 2000 Olympic Games, it was hung in Parliament House to provide a visual welcome to visitors and wish them peace and safe travel.

The painting depicts various Aboriginal design elements, including the Eaglehawk, which is the Barundji/Barkindji totem. It also depicts a white feather to symbolise safe travel.

The mural was created by four Barundji/Barkindji artists: Elsie Black, Gertrude Gittins, Eileen Ballangarry and Sos Hawkins. These women can trace their family back at least 700 years as direct matriarchal descendants of the tribe. We sincerely thank these talented artists for this masterpiece and for allowing us to share it for all to see and appreciate.

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WE WELCOME FEEDBACK ON THIS PLAN.

1 JOINT MESSAGE FROM THE MAYOR

AND GENERAL MANAGER

It is a pleasure to hand down the combined Delivery Program and Operational Plan, detailing how our community visions and aspirations will be realised over the next four years and into the future.

These combined plans build on the revised Community Strategic Plan, which is visionary document, produced after the community so enthusiastically put forward ideas and aspirations to shape the future in the Murrumbidgee. They also focus on achieving our core vision: 'Smart growth. Empowered communities. Creating opportunities.'

In essence, the Community Strategic Plan sets out our long term goals, while the Delivery Program and Operational Plan drill down further and identify exactly how this will be achieved. These are further supported by the Resourcing Strategy, which outlines the resources that will be required to carry out goals and corresponding actions.

Of course, it's not just us at Council that brings the collaborative visions and aspirations to life. As a suite of community plans, involvement by many different partners is an essential ingredient. This includes community groups and individuals, business and government. Government may be involved through funding programs, but also can be involved by making policy or operational changes, initiated through our advocacy.

Sometimes we also have to adopt an innovative approach to realising the community's aspirations. This is necessary to overcome the constraints we face as a small, rural area. Needless, to say, the positive aspects of living in our area most definitely outweigh the constraints as the 'people, community and lifestyle' was a highly popular choice as the best part of living in the Murrumbidgee.

In closing, thank you to all Councillors and staff for supporting and implementing Council's strategic planning. Thank you, also, to all partners and stakeholders who will be involved in delivering our actions.

Most importantly, thank you to the community and businesses who so generously guided the directions of this plan and will play such an integral role in bringing it to life. We encourage you to stay involved and continue to provide your valuable feedback and ideas as, by working together, we will continue to build a sustainable and vibrant future for our magnificent area.

Smart growth. Empowered communities. Creating opportunities.

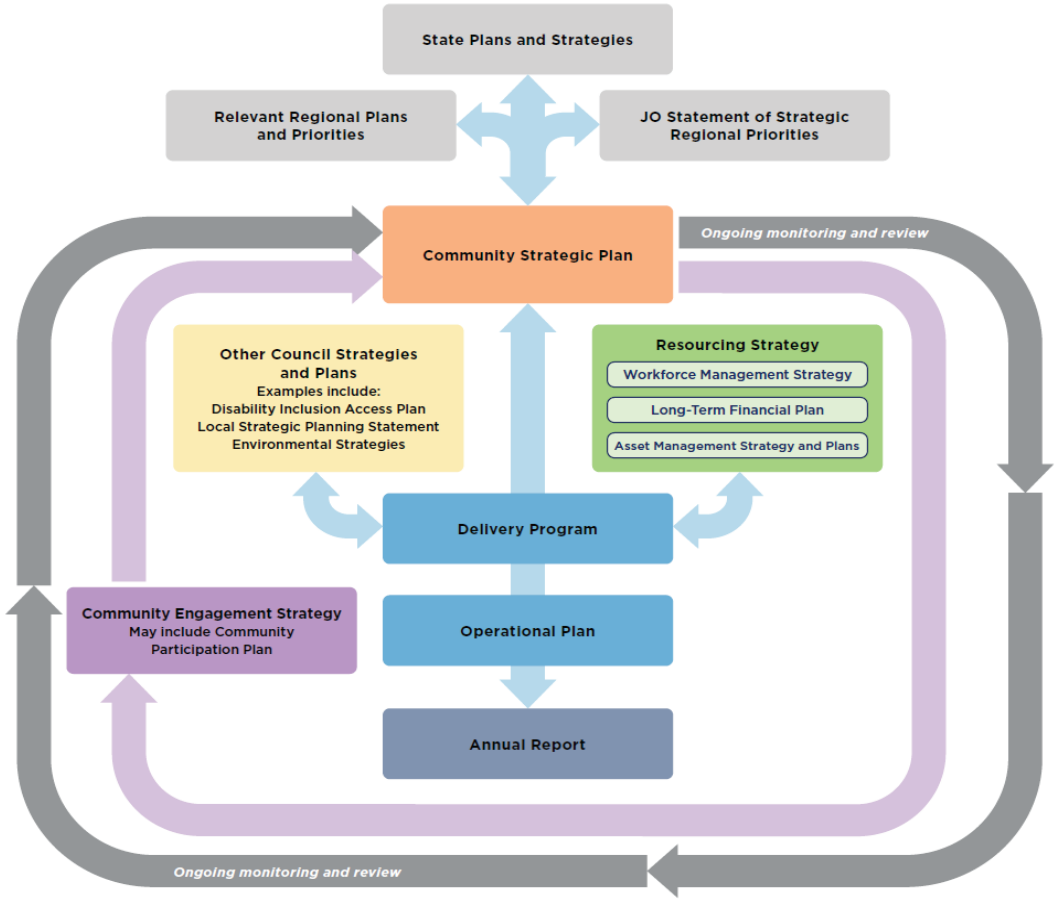
Ruth McRae
Mayor

John Scarce
General Manager

2 WHY THIS DOCUMENT IS IMPORTANT

At Council, we have a suite of strategic documents that clearly identify community aspirations and visions for the long term and how these will be achieved. These documents are required by legislation, but they are also an integral part of our holistic approach to being an important part of the community and making sure everything we do is strategic and well-planned.

A fundamental principle in this approach is reaching out to the community so the plans are guided by community feedback, firstly incorporated into the Community Strategic Plan, which directly correlates with the Delivery Program and Operational Plan. The diagram shows the other plans and strategies.



3 HOW WE LET YOU KNOW OUR PROGRESS

We let you know the progress in the actions within this document in the following ways:

Half yearly Operational Plan review – each action within the Delivery Program has a measure to keep track of progress. Every 6 months we report on this.

Annual Report - prepared at the end of the financial year, this outlines results and achievements for the year against the Operational Plan and Delivery Program

End of Term Report – prepared at the end of each Council term to summarise projects and achievements throughout the term.

Community Strategic Plan Review - every four years, the Community Strategic Plan is reported on by the outgoing Council, and reviewed by the incoming Council. At this time, the plan is rolled forward four years to maintain a minimum long-term 10-year strategic focus.

4 A SNAPSHOT OF THE MURRUMBIDGEE

Murrumbidgee Local Government Area is located in the Riverina region of south-western New South Wales. The area comprises the three townships of Coleambally, Darlington Point and Jerilderie. It also includes surrounding rural localities of Argoon, Bundure, Carrathool (part), Coree (part), Four Corners (part), Gala Vale, Logie Brae (part), Mabins Well (part), Mairjimmy, Nyora, Oaklands (part), Steam Plains (part), Waddi and Yamma. Together, these all form one vibrant rural community.

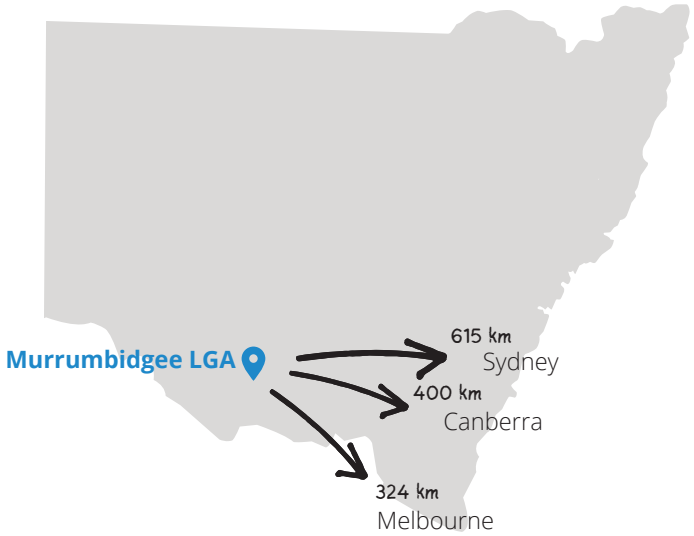
Population: 3,916 (ABS ERP 2020)

Land area: 6,885 square kms

Population density: 0.57 persons per square km

Location to cities:

- Sydney: 615 km
- Melbourne: 324 km
- Canberra: 400 km



GRP: $0.31 billion NIEIR 2021

Local Jobs: 1,978 NIEIR 2021, Local businesses: 656 ABS 2021

Largest industry (by employment): Agriculture, Forestry and Fishing, generating 1,244 FTE jobs in 2020/21- NIEIR 2021

Employed residents: 1,985 = 59% of the population NIEIR 2021

At 4.5% (ABS Census 2016), the general unemployment rate is significantly lower than the regional NSW rate of 6.6%

Our economy grew by 16% from 2020 to 2021

5 VISION AND VALUES

OUR VISION

Smart growth. Empowered communities. Creating opportunities.

OUR VALUES FOR THE FUTURE

The following values reflect the five key themes that form the basis of the Community Strategic Plan, which carry through to the Delivery Program and Operational Plan. They reflect who we are, what we value and what we aspire to in the future.

1. Our identity - people and place

We all live happily in a thriving, safe and vibrant community.

2. Our natural environment - sustainable living

We live in a wonderful natural environment that we value highly.

3. Our built environment - liveable places

We all enjoy access to well-planned social and community infrastructure and spaces, which are developed and maintained to a high standard.

4. Our economy - creating our own opportunities

Our thriving economy enjoys business and investment growth, with new and existing businesses and industries proactively achieving development and business success.

5. Leading by example

We are a highly respected local council who is recognised as a proactive civic leader that embraces opportunities for the area and community.

6 WHAT YOU TOLD US

The community was an invaluable source of information to guide our planning and future directions. This is what we learned from our engagement activities:

COMMUNITY VALUES

66.2% of respondents believe the 'people, community and lifestyle' are the best parts of living and working in our area.

COMMUNITY PRIORITY

43.31% of respondents believe the most important Council service is road maintenance and construction.

SATISFACTION LEVELS

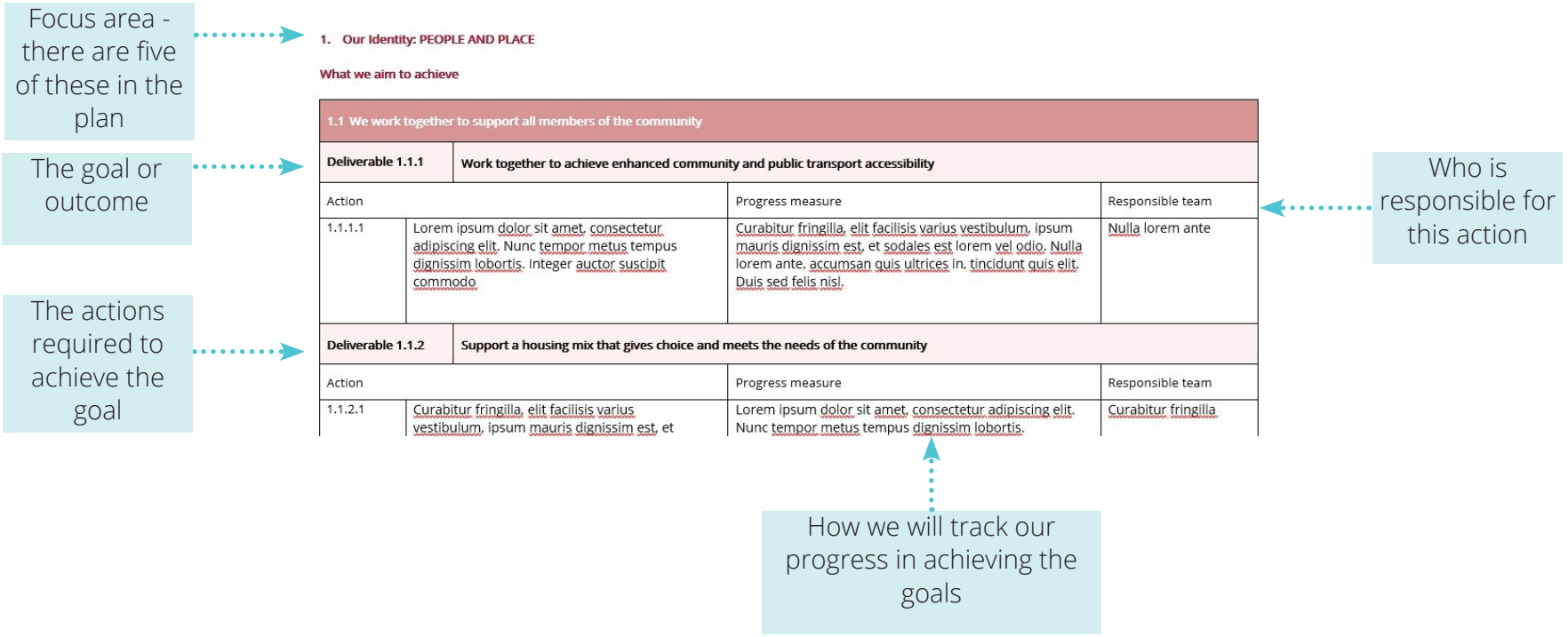
Respondents are most satisfied with public amenities and least satisfied with aged, disabled and health services.

KEY DIRECTIONS

There was strong support for these initiatives: community safety, managing waste and recycling, assisting new and existing business and industry, and maintaining and improving roads.

7 HOW TO READ THIS DOCUMENT

The next part of this document focuses on the actions over the next four years to achieve the goals outlined in the Community Strategic Plan. It is a 4 year rolling plan, referred to as the 'Delivery Program'. It is supported by the 'Operational Plan', which is the comprehensive budget and financial information for the next 12 months.



8 DELIVERY PROGRAM

STRATEGIC ACTIVITIES

1. Our Identity: PEOPLE AND PLACE

What we aim to achieve

1.1 We work together to support all members of the community			
Deliverable 1.1.1	**Work together to achieve enhanced community and public transport accessibility**		
Action		Progress measure	Responsible team
1.1.1.1	Proactively liaise with community transport provider/s and public transport providers to ensure community needs are being met	Initiate 3 meetings with community transport providers annually to better monitor community transport needs and issues	Planning, Community & Development
Deliverable 1.1.2	**Support a housing mix that gives choice and meets the needs of the community**		
Action		Progress measure	Responsible team
1.1.2.1	Plan for future housing needs in the Murrumbidgee towns and encourage a range of residential developments	Complete the Murrumbidgee Land Use Plan and the new Murrumbidgee Local Environmental Plan.	Planning, Community & Development
1.1.2.2	Implement Council-managed housing subdivisions	Complete the Young Street residential development in Darlington Point.	Infrastructure

		Undertake design of the Coleambally residential subdivision Complete the sale of the Wunnamurra subdivision in Jerilderie	
Deliverable 1.1.3	**Advocate for cheaper utility costs, particularly electricity costs**		
Action		Progress measure	Responsible team
1.1.3.1	Negotiate with new sustainable energy providers (solar farms or wind farm developments) for supply of cheaper electricity for the Murrumbidgee Council community.	Raise and discuss concept with proponents of renewable energy developments during pre- lodgement meetings and report to Council.	Planning, Community & Development
Deliverable 1.1.4	**Advocate and work for greater access to health and medical services**		
Action		Progress measure	Responsible team
1.1.4.1	Liaise with health service providers to secure enhanced services for the community	Annually liaise with health service providers	Planning, Community & Development
1.1.4.2	Lobby for increased mental health services in Murrumbidgee Local Government Area	Continue to lobby for increased mental health services	Planning, Community & Development
1.1.4.3	Initiate or attend relevant interagency committees on mental health initiatives and programs	Attend relevant meetings as required	Planning, Community & Development
1.1.4.4	Lobby for grant funding to construct a Doctors surgery in Jerilderie	Seek possible funding sources (grant funding, developer contributions) for the construction of a new Doctors surgery in Jerilderie.	Planning, Community & Development
1.1.4.5	Support the retention of local Doctors in each town.	Assist local Doctors to retain accreditation. Identify issues to provide options to Council for assistance when required.	General Manager
1.1.4.6	Maintain existing medical centres in all three towns within the Local Government Area.	Maintain all Medical Centres	Infrastructure

		to an acceptable level and undertake routine maintenance in a timely manner.	
Deliverable 1.1.5	**Embrace and empower all groups within the community, particularly: First nations people, Youth, Seniors, People with mixed abilities, Socially and economically disadvantaged members of the community, People from multicultural and linguistically diverse backgrounds**		
Action		Progress measure	Responsible team
1.1.5.1	Support programs that celebrate and strengthen multiculturalism in the community	Meet annually with local groups to establish support deliverables and report to Council on events and programs as they become available.	Planning, Community & Development
1.1.5.2	Conduct Australian Citizenship ceremonies in accordance with guidelines set by the Department of Immigration.	Deliver citizenship ceremonies at all three towns annually as required.	General Manager
1.1.5.3	Provide Education Scholarships	Advertise and award:- CSU Scholarship; Monash Education Scholarship; Student Scholarships	Planning, Community & Development
1.1.5.4	Provide Grants as part of Grant Program	Advertise and award:- Community Grants Advertise and recommend and distribute grants on behalf of Coleambally Solar Farm Fund as per Memorandum of Understanding	Planning, Community & Development

1.2 We celebrate, embrace and preserve our cultural identities, our heritage and diversity			
Deliverable 1.2.1	**Provide opportunities for our community to showcase their heritage and diversity**		
Action		Progress measure	Responsible team
1.2.1.1	Work with key stakeholders to promote and celebrate Murrumbidgee's heritage and diversity	Partner with key stakeholders to promote targeted events and promotions	Planning, Community & Development
Deliverable 1.2.2	**Implement and encourage projects that achieve social cohesion, and celebrate diversity and inclusiveness**		
Action		Progress measure	Responsible team
1.2.2.1	Partner with key stakeholders to collect and collate Murrumbidgee's unique stories	Create/identify / incorporate Murrumbidgee's significant diversity and history into council's documents Meet annually with local groups to establish and support deliverables and report to council on events and programs	Planning, Community & Development
1.2.1.2	Maintain museums within the Local Government Area	Maintenance program carried out in conjunction with Section 355 committee. Grant opportunities explored in line with Plans of Management.	Planning, Community & Development
Deliverable 1.2.3	**Work with each town to retain and celebrate their unique identities, while working towards a shared vision for our area**		
Action		Progress measure	Responsible team

1.2.3.1	Enhance each towns identity and character through appropriate community driven development control plans	Develop and adopt a Murrumbidgee Council Development Control Plan.	Planning, Community & Development

1.3 We create opportunities for a more connected and cohesive community			
Deliverable 1.3.1	**Promote and support sporting, social, recreational and cultural opportunities and activities to increase participation and inclusion**		
Action		Progress measure	Responsible team
1.3.1.1	Promote community events using the various Council communication channels	Produce a calendar of events and incorporate into Council's communication	Planning, Community & Development
1.3.1.2	Encourage participation in service / community groups	Update contact details for service and community groups annually and promote these on Council communication channels	Planning, Community & Development
1.3.1.3	Promote and celebrate national events	Deliver 1 International Women's day event annually Deliver 3 Youth events – 1 per town annually	Planning, Community & Development
1.3.1.4	Plan activities for Murrumbidgee's ageing population	Deliver Seniors Week annually	Planning, Community & Development
Deliverable 1.3.2	**Work with the community to provide a diverse mix of community entertainment and wellbeing activities**		
Action		Progress measure	Responsible team

1.3.2.1	Support planned cultural and wellbeing activities and events in the Murrumbidgee Local Government Area	Support cultural and well-being activities as required.	Planning, Community & Development
1.3.2.2	Provide library services within the Murrumbidgee Local Government Area	Maintain and staff library building in Jerilderie. Continue membership of Western Riverina Libraries. Partner with Western Riverina Libraries to provide a bookmobile service in Coleambally and Darlington Point.	Planning, Community & Development
1.3.2.3	Maintain Public Halls throughout the Murrumbidgee Local Government Are	Maintain all Public Halls to an acceptable level and undertake routine maintenance in a timely manner.	Planning, Community & Development
Deliverable 1.3.3	**Empower our community to embrace technology and innovation**		
Action		Progress measure	Responsible team
1.3.3.1	Engage with relevant stakeholders and identify applicable technology and innovation considered suitable for Murrumbidgee Council Community	Seek grant funding to educate and build capacity in local communities and businesses on the availability and use of suitable technologies	Planning, Community & Development
Deliverable 1.3.4	**Advocate for improved telecommunications and utilities**		
Action		Progress measure	Responsible team
1.3.4.1	Engage with relevant stakeholders and Government to lobby for new communication networks	Continue to lobby stakeholders for improved communications connectivity and infrastructure funding - with annual review and reporting	General Manager
Deliverable 1.3.5	**Encourage and expand volunteering opportunities**		

Action		Progress measure	Responsible team
1.3.5.1	Promote recognition of volunteers and diversity in the community	Promote volunteer organisations and the benefits of volunteering on Council's communication channels Insert 2 articles on volunteering in the community newsletter	Planning, Community & Development
Deliverable 1.3.6	**Enhance education opportunities in the area**		
Action		Progress measure	Responsible team
1.3.6.1	Work with education and training organisations to support skills-focused groups and training opportunities in the Murrumbidgee Local Government Area	Identify skill shortages within local industry groups and lobby for local training opportunities.	Planning, Community & Development
1.3.6.2	Ensure that each town has appropriate child care services such as a Preschool, Long Day Care, After School Care and or a Family Day Care Provider	Construct a Preschool and Long Day Care facility at Darlington Point. Assist the provision of a Family Day Care Provider in Coleambally.	Planning, Community & Development

1.4 We encourage healthy, active and safe communities			
Deliverable 1.4.1	**Plan for and provide excellent parks, gardens and neighbourhoods**		
Action		Progress measure	Responsible team
1.4.1.1	Provide and maintain Council's current parks and gardens assets	Maintenance of parks and gardens assets	Infrastructure

		Develop and implement a parks and gardens maintenance and budget schedule – 12 months	
Deliverable 1.4.2	**Encourage an active lifestyle with outstanding recreational facilities and spaces**		
Action		Progress measure	Responsible team
1.4.2.1	Promote and support use of councils recreation facilities and spaces	Report of number of events held	Planning, Community & Development
1.4.2.2	Provide and maintain sporting and recreational facilities	Maintain all sporting and recreational facilities to an acceptable level and undertake routine maintenance in a timely manner.	Infrastructure
1.4.2.3	Provide and maintain swimming pools	Maintain all swimming pools and facilities to an acceptable level and undertake routine maintenance in a timely manner.	Infrastructure
Deliverable 1.4.3	**Work together to enhance community safety**		
Action		Progress measure	Responsible team
1.4.3.1	Meet with Local Police to raise community awareness about public and traffic safety and other issue's impacting Murrumbidgee's populations	Attend regular LAN meetings	General Manager
1.4.3.2	Lobby to maintain timely responses to incidents and provision of emergency services	Maintain dialogue with Police and other service providers on community safety issues and report to council on activities/initiatives	Infrastructure
1.4.3.3	Seek presence of appropriate emergency services at key public events	Notify appropriate emergency services prior to key public events	Planning, Community & Development

Deliverable 1.4.4	Work together to enhance a safe road network		
Action		Progress measure	Responsible team
1.4.4.1	Develop an approved Road Safety Action Plan aligned with Council's Community Strategic Plan	Complete an approved Road Safety Action Plan	Infrastructure
1.4.4.2	Implement the initiatives identified in the Road Safety Action Plan	Implement identified initiatives in the Road Safety Action Plan once developed.	Infrastructure

Deliverable 1.4.5	Build community understanding to meet public health standards		
Action		Progress measure	Responsible team
1.4.5.1	Maintain a food safety and food handler education program in accordance with the NSW Food Authority	Undertake an annual food education program	Planning, Community & Development
1.4.5.2	Undertake required public health related education programs	Undertake an annual education program	Planning, Community & Development
1.4.5.3	Maintain a building and structures assessment and inspection service.	Ensure the construction of buildings and structures and ancillary work complies with the National Construction Codes.	Planning, Community & Development
1.4.5.4	Determine and notify street and rural addressing numbers as required	Identify and provide street and rural addressing number information to property owners and the Geographic Names Board in a timely manner.	Planning, Community & Development
Deliverable 1.4.6	**Partner with providers of emergency services to ensure appropriate response levels to community emergencies**		
Action		Progress measure	Responsible team
1.4.6.1	Implement a specific community and stakeholder engagement plan for emergency situations	Review current engagement strategy	Infrastructure
1.4.6.2	Maintain ongoing support for the Local Emergency Management Centre	Attend and report on Local Emergency Management Meetings	Infrastructure
1.4.6.3	Support and contribute to NSWRFS, NSWFB & SES	Contributions made annually	Infrastructure

Deliverable 1.4.7	Work with the community to ensure responsible animal management and compliance with relevant legislation		
Action		Progress measure	Responsible team
1.4.7.1	Maintain an appropriate ranger service to respond to companion animal issues.	Report on number of animals impounded, released, dog attacks	Planning, Community & Development
1.4.7.2	Maintain relationships with a minimum of 2 approved companion animal rehoming organisations in order to rehome as many companion animals as possible.	Report on numbers of companion animals rehomed	Planning, Community & Development
1.4.7.3	Regularly record and report on the number of companion animals accommodated at the Pound as per Companion Animal Act Requirements	Comply with the requirements of the office for Local Government Companion Animals annual reporting	Planning, Community & Development
1.4.7.4	Undertake community education and awareness programs on the responsibility of companion animal ownership	Under a minimum of 2 companion animal ownership public education programs a year	Planning, Community & Development

2. Our Natural Environment: SUSTAINABLE LIVING

What we aim to achieve

2.1 We protect our natural environment for future generations			
Deliverable 2.1.1	**Work together to protect, manage and promote the health of our natural environment, including our landscapes, waterways and biodiversity**		
Action		Progress measure	Responsible team
2.1.1.1	Ensure areas of high biodiversity values are mapped and protected under the Murrumbidgee Local Environmental Plan	Complete the Draft Murrumbidgee Land Use Strategy and Murrumbidgee Local Environmental Plan	Planning, Community & Development
2.1.1.2	Develop and maintain partnerships with local land managers	Maintain membership of Landcare.	Planning, Community & Development
Deliverable 2.1.2	**Promote awareness of environmental issues and climate challenges**		
Action		Progress measure	Responsible team
2.1.2.1	Partner with relevant organisations to develop education programs assisting the community in reducing energy consumption and alternative energy practices	Undertake an annual community education program on possible energy reduction initiatives.	Planning, Community & Development
Deliverable 2.1.3	**Work together to manage pest plants and animals**		
Action		Progress measure	Responsible team
2.1.3.1	Develop an annual Weed Action Plan in cooperation	Deliver the annual weed action plan	Planning,

	with NSW primary industries.		Community & Development
2.1.3.2	Promote biosecurity and weed management reduction through Councils weed management program	Report on biosecurity and weed management activities	Planning, Community & Development

2.2 We carefully manage our resources			
Deliverable 2.2.1	**Support sustainable energy initiatives and manage Council's energy consumption wisely**		
Action		Progress measure	Responsible team
2.2.1.1	Complete and promote actions identified in the Murrumbidgee Council Energy Audit.	Adopt the Draft Murrumbidgee Council Energy Strategy Complete strategies identified in the Draft Murrumbidgee Council Energy Strategy as grant funding opportunities arise.	Planning, Community & Development
Deliverable 2.2.2	**Support waste minimisation by encouraging reusing, renewing and recycling, with sustainable waste disposal and management**		
Action		Progress measure	Responsible team
2.2.2.1	Actively participate in New waste or other initiatives	Maintain active membership with the RAMJO Riverina Waste Group and report on sustainable initiatives.	Planning, Community & Development
2.2.2.2	Maximise diversion of waste through Council's kerb collection programs	Investigate introduction of a recycling service at Jerilderie and a Food Organics & Garden Organics service for Jerilderie, Coleambally & Darlington Point.	Planning, Community & Development

		FOGO (Food and organic waste) collection service at Jerilderie, Coleambally and Darlington Point.	
2.2.2.3	Identify/provide opportunities for the diversion of waste from landfill	Improve waste diversion (steel, glass, paper etc.) facilities at each of Council's landfills.	Planning, Community & Development
2.2.2.4	Investigate landfill management options across the Local Government Area	Investigate a centralised landfill for Murrumbidgee Council and the introduction of transfer stations.	Planning, Community & Development
Deliverable 2.2.3	**Encourage the conservation of water resources and sustainable water reuse**		
Action		Progress measure	Responsible team
2.2.3.1	Complete and adopt Murrumbidgee Council Integrated Water Cycle Management Strategy.	Murrumbidgee Council Integrated Water Cycle Management Strategy adopted	Infrastructure

2.3 We achieve a balance between growth, development and environmental protection			
Deliverable 2.3.1	**Preserve local character and stimulate the conservation of important heritage assets**		
Action		Progress measure	Responsible team
2.3.1.1	Create/maintain a heritage advisory service and provide a local heritage assistance fund to support the conservation of local heritage items	Provide funding to participate in an annual heritage advisory service in conjunction with Heritage NSW and report on heritage assistance provided.	Planning, Community & Development
Deliverable 2.3.2	Facilitate sustainable land use planning and ensure developments are well planned, sustainable, have minimal environmental impacts and meet legislative requirements		
Action		Progress measure	Responsible team

2.3.2.1	Maintain a development assessment and approval service.	Assess and determine development applications in accordance with the legislative requirements of the Environmental Planning & Assessment Act and associated legislation.	Planning, Community & Development
2.3.2.2	Complete the introduction of a new Murrumbidgee Local Environmental Plan.	Introduction of a new Murrumbidgee LEP	Planning, Community & Development
2.3.2.3	Review, utilise and update Council's Section 7.12 Developer Contribution Plan	Introduce revised Section 7.12 Developer Contribution Plan	Planning, Community & Development
2.3.2.4	Review the Murrumbidgee Development Control Plan	Introduce revised Murrumbidgee Development Control Plan	Planning, Community & Development
2.3.2.5	Provide a development application pre-lodgement service	Report on number of DA's lodged	Planning, Community & Development
2.3.2.6	Maintain Council controlled quarries and pits within the Local Government Area.	Maintain all Council controlled quarries and pits to an acceptable level and undertake routine maintenance in a timely manner, including restoration works	Infrastructure
Deliverable 2.3.3	Encourage local development, while protecting public interest		
Action		Progress measure	Responsible team
2.3.3.1	Review the Murrumbidgee Town Development Plans for residential and industrial development in Coleambally and Jerilderie	Completion of Murrumbidgee Land Use Plan and Murrumbidgee Local Environmental Plan.	Planning, Community & Development

Deliverable 2.3.4		Promote best practice public and environmental health activities	
Action		Progress measure	Responsible team
2.3.4.1	Maintain a food safety and food handler program in accordance with the NSW food Authority	Undertake a bi-annual food inspection program & report on number of food shop inspections, and education programs	Planning, Community & Development
2.3.4.2	Undertake required public health related inspections, compliance activities programs	Undertake and complete annual public health inspections including the following: Skin Penetration OSSMS (Septic Tanks) Swimming Pools UPSS (Underground petroleum storage systems)	Planning, Community & Development
2.3.4.3	Act on complaints received in relation to pollution and public health	Notify relevant authorities as necessary	Planning, Community & Development

3. Our Built Environment: LIVEABLE PLACES

What we aim to achieve

3.1 We achieve a balance between growth, development and environmental protection			
Deliverable 3.1.1	**Efficiently manage, maintain and enhance Council's assets**		
Action		Progress measure	Responsible team
3.1.1.1	Review Council's asset management framework, policy and plan	Complete an asset management plan (framework and policy)	Infrastructure
3.1.1.2	Develop integrated registers for each asset class incorporating the 2017 asset management review	Consolidate all data for assets classes into a consolidated asset	Infrastructure
3.1.1.3	Incorporate the financial impacts from the 2017 asset management review into Council's LTFP to reflect current and future community needs and priorities	Identify critical assets in each of these asset classes and incorporate them into the registry – 30 June 2023 with annual review and reporting Continue to incorporate the financial impacts from the 2017 asset management review into Council's LTFP to reflect current and future community needs and priorities	Infrastructure
3.1.1.4	Develop a ten-year maintenance and renewal budget and program (separate to capital works) aligned to the LTFP	Complete a ten-year maintenance and renewal budget and program (separate to capital works) aligned to the LTFP	Infrastructure
Deliverable 3.1.2	**Efficiently manage Crown Land resources**		
Action		Progress measure	Responsible team
3.1.2.1	Develop a management plan for Crown Lands under Council control aligned with the LTFP	Implementing the approved Crown Land Management Plan in line with the LTFP.	Planning, Community & Development

Deliverable 3.1.3	Improve street and building accessibility for those with mixed abilities		
Action		Progress measure	Responsible team
3.1.3.1	Review/Deliver a staged program of accessibility improvements to the road network and environments of Murrumbidgee Council	Develop programs for all three towns to be rolled out in stages and incorporated into Councils maintenance and renewals programs with annual review and reporting Develop/implement an accessibility road works program Link works to Council's Disability Plan	Infrastructure

3.2 We cherish our open spaces where the community can be active			
Deliverable 3.2.1	**Activate spaces and places to complement activity around waterways, urban areas and green spaces for families, the community and visitors**		
Action		Progress measure	Responsible team
3.2.1.1	Identify funding opportunities to improve existing open spaces	Apply for suitable grant funding and report to Council	Infrastructure
3.2.1.2	Increase the number of walking tracks in all towns and their surrounds	Continue to work in partnership to identify other walking tracks for grants and development opportunities	Infrastructure
Deliverable 3.2.2	**Enhance sporting, recreation and leisure facilities and opportunities**		
Action		Progress measure	Responsible team
3.2.2.1	Develop masterplans for sporting, showgrounds and recreational facilities and precincts in all towns	Adopt proposed Master plan	Infrastructure
3.2.2.2	Develop business cases (where appropriate) and funding options for new or multipurpose sports and recreation facilities	Engage with local community groups to identify opportunities	Infrastructure

3.3 Our road network (reserve) is well maintained, functional and continually improved			
Deliverable 3.3.1	**Work together to maintain and develop a highly functioning road network (reserve), including roads, footpaths, bridges cycleways, kerb and guttering, and drainage system**		
Action		Progress measure	Responsible team
3.3.1.1	Review/Deliver a staged program of accessibility and maintenance improvement to Murrumbidgee's rural and town road network and road hierarchy	Complete road hierarchy classification and adopt Conquest Road management software	Infrastructure
3.3.1.2	Carry out routine and programmed maintenance for footpaths, cycle ways, kerb and gutter	Replace 150m of kerb gutter annually –with annual review and reporting Identify and program works for high priority footpath renewal with annual review and reporting	Infrastructure
3.3.1.3	Continue to strengthen relationships with the RMS, Newell Highway Taskforce and relevant parties to address flood impact and access issue's through meeting attendance	Attend and report on taskforce meetings as required Create meetings with relevant stakeholders and Government representatives annually	Infrastructure
3.3.1.4	Review and implement an annual work program and budget for routine and programmed maintenance for local and regional roads and bridges	Develop an annual works program and budget for routine and programmed maintenance for local and regional roads and bridges and present to Council during annual budget process	Infrastructure / Finance
3.3.1.5	Deliver the agreed service levels identified in the annual budget for roads and bridges	Report on Road and Bridge works undertaken annually	Infrastructure
3.3.1.6	Deliver the annual RMS contract works to a standard that consistently meets the contract requirements	Report to council on works completed	Infrastructure

3.4 We operate our local utilities according to best practice standards			
Deliverable 3.4.1	**Manage Council's utility assets in line with best practice standards and priorities**		
Action		Progress measure	Responsible team
3.4.1.1	Review Council's water treatment works operational plan and budget	Operate the Council Water Treatment plants in accordance with current NSW Public Health Guidelines Undertake required routine bacteriological and chemical water sampling	Infrastructure
3.4.1.2	Maintain water supply to Murrumbidgee's towns.	Completion of the Integrated Water Cycle Management Strategy	Infrastructure
3.4.1.3	Maintain water supply for Murrumbidgee's parks and gardens and review ongoing system monitoring and routine maintenance and repairs to ensure water is available	Maintain Parks and Gardens to an acceptable standard and undertake routine maintenance in a timely manner	Infrastructure
3.4.1.4	Complete the annual capital works program on water assets	Annual Water Asset Capital works program to be submitted to Council, during budget preparations	Infrastructure
3.4.1.5	Operate all Sewerage Treatment Plants to ensure compliance with EPA requirements	Submit Annual report to EPA for approval	Infrastructure
3.4.1.6	Maintain systems to efficiently operate Murrumbidgee's town sewers	Undertake appropriate routine monitoring of Sewer mains, man holes and pump stations	Infrastructure
3.4.1.7	Complete annual capital works program on sewer assets	Annual Sewer Asset works program to be submitted to Council, during budget preparations	Infrastructure
3.4.1.8	Complete the annual capital works program on stormwater assets in line with agree priorities	Annual Storm Water Capital works program to be submitted to Council, during budget preparations	Infrastructure

3.4.1.9	Upgrade stormwater facilities and system in line with agreed priorities.	Report on stormwater capital works in line with approved budget	Infrastructure

4. Our Economy: CREATING OUR OWN OPPORTUNITIES

What we aim to achieve

4.1 Living, working and investing in area is very enticing			
Deliverable 4.1.1	**Provide an environment to grow and strengthen local businesses and attract new businesses**		
Action		Progress measure	Responsible team
4.1.1.1	Lobby government for improved freight corridors	Maintain relationships with relevant transport corridor organisations	General Manager
4.1.1.2	Support opportunities for freight and distribution and warehousing to Eastern seaboard airports or centres	Identify opportunities applying to freight distribution and warehousing	Planning, Community and Development
4.1.1.3	Develop and deliver capacity and skill building workshops for local businesses	Number of workshops, number of participants and participant feedback	Planning, Community and Development
4.1.1.4	Develop and implement a business attraction program for Murrumbidgee Council Area	Develop a business attraction program to leverage new industrial areas created by the new Murrumbidgee council Local Environmental Plan Report to council on the number of new businesses	Planning, Community and Development
Deliverable 4.1.2	**Promote our area as a great place to do business and invest**		
Action		Progress measure	Responsible team

4.1.2.1	Champion a "transport hub" at the intersection of the Sturt Highway and the Kidman Way	Continue to investigate meetings with relevant agencies to progress development of a transport hub	General Manager
4.1.2.2	Maintain membership of regional government and non-government organisations	Work with surrounding councils and RAMJO Report to council on the number of meetings	Planning, Community & Development / General Manager
4.1.2.3	Encourage strong partnerships between businesses, education and government agencies	Meet with businesses, education, government agencies and other stakeholders which are focused on contributing to regional growth –with annual review and reporting	Planning, Community & Development
Deliverable 4.1.3	**Advocate and identify opportunities for increased workforce participation**		
Action		Progress measure	Responsible team
4.1.3.1	Engage with stakeholders to identify labour shortages and improve workforce participation	Work with and Report on the number of meetings held with groups	Planning, Community & Development
Deliverable 4.1.4	**Address and advocate for measures to overcome barriers to business and industry expansion**		
Action		Progress measure	Responsible team
4.1.4.1	Work with stakeholders to identify opportunities and weaknesses that Council can lobby for.	● Implement annual business survey Report to council on number of meeting with stakeholders and feedback from participants	Planning, Community & Development
4.1.4.2	Plan for future business and industrial land needs in the Murrumbidgee towns	Complete the Murrumbidgee Lands Use Plan and Adopt new Murrumbidgee LEP	Planning, Community & Development

Deliverable 4.1.5	Develop and implement economic plans and strategies geared towards sustainable economic growth		
Action		Progress measure	Responsible team
4.1.5.1	Implement the actions of Council's Economic Development Strategy	Report to council on the number of actions started and implemented and the Percentage of Strategy implemented	Planning, Community & Development
4.1.5.2	Council representatives to actively participate in Murrumbidgee's Business Committees and Chambers	Report to council on the number of meetings attended and feedback from participants	Planning, Community & Development
4.1.5.3	Utilise Council's Master Plans to undertake improvements and developments recognised by Council to improve and activate Murrumbidgee Council.	Identify suitable projects and source internal & external funding.	Planning, Community & Development
4.1.5.4	Create local economic development enhancement by establishing a buy local register and local preferred supplier arrangement.	Investigate and submit to Council for consideration a buy local register and local preferred supplier arrangement.	Planning, Community & Development

4.2 Our area is a vibrant social, recreational and cultural hub and a great place to visit			
Deliverable 4.2.1	**Develop and promote our area as an attractive visitor destination**		
Action		Progress measure	Responsible team
4.2.1.1	Develop and Support opportunities to create 'destination experiences'	Identify destination experience opportunities and strengths	Planning, Community & Development
4.2.1.2	Participate in regional tourism initiatives	Maintain membership of regional tourism organisations Report to Council on the number of meetings attended and promotion of the Murrumbidgee Council Area	Planning, Community & Development
4.2.1.3	Measure event success, analysis and report results	Report to Council following local events having Council involvement.	Planning, Community & Development
Deliverable 4.2.2	Support and encourage events and activities for locals and visitors		
Action		Progress measure	Responsible team
4.2.2.1	Identify and attract new events to the Murrumbidgee Council area	Identify appropriate grant funding to support and encourage events Report to council on the number of new events	Planning, Community & Development
Deliverable 4.2.3	**Encourage opportunities for further recreation activities on or around rivers and waterways**		
Action		Progress measure	Responsible team

4.2.3.1	Develop and deliver first class aquatic recreation experiences	Deliver aquatic recreation actions as part of Council's Economic Development Strategy	Planning, Community & Development
4.2.3.2	Ensure adequate signage and representation of Councils aquatic locations and facilities	Undertake Audit of signage and identify inadequacies	Infrastructure
4.2.3.3	Increase the number of walking tracks in all towns and their surrounds	Continue to work in partnership to identify other walking tracks for grants and development opportunities	Infrastructure

4.3 We have a resilient, vibrant agricultural sector			
Deliverable 4.3.1	**Work together to address impediments and identify initiatives to ensure the sustainability of the agricultural sector**		
Action		Progress measure	Responsible team
4.3.1.1	Monitor agricultural trends in the Murrumbidgee Council Area	Report on the number of meeting with Agricultural Industry representatives and report as required on findings Advocate for and support the agricultural industry as required	Planning, Community & Development

5. Leading by Example

What we aim to achieve

5. 1 We have strong partnerships with our community, government and other stakeholders and are seen as a trusted and reliable organisation			
Deliverable 5.1.1	Build strong, effective, and productive alliances and partnerships with all stakeholders		
Action		Progress measure	Responsible team
5.1.1.1	Ensure elected members are adequately resourced to enable effective representation	Complete Council Budget Briefing – with annual review and reporting	General Manager
Deliverable 5.1.2	Focus on an excellent customer experience, that provides value for money, quality services, is convenient and simple.		
Action		Progress measure	Responsible team
5.1.2.1	Review Council's Customer Service Charter to ensure delivery standards are high	Report to council via the bi-annual operational plan on the number of complaints Aim for 50% reduction in annual customer complaints	Planning, Community & Development
5.1.2.2	Work to improve the digital capabilities of Council to enhance the digital customer experience	Investigate options to increase Council's digital capability and report this to council	Planning, Community & Development
Deliverable 5.1.3	Maintain sound legislative decision-making that is ethical, accountable and transparent		
Action		Progress measure	Responsible team
5.1.3.1	Continuously improve governance in decision making	Implement regular monthly financial reporting across Council departments, Executive team and Council reports (where applicable) – with annual review and reporting	General Manager

Deliverable 5.1.4	Provide best practice financial, corporate and operational management and reporting that meets legislative requirements		
Action		Progress measure	Responsible team
5.1.4.1	Ensure Council's policies and processes meet the current Legislation, Statutory and regulatory requirements	Maintain integrated policy register and schedule and present prioritised policies for Council's review and endorsement	General Manager
5.1.4.2	Support Council's audit process and Audit Risk and Improvement Committee (ARIC) meeting outcomes to Council.	Meet all reporting deadlines during the audit process	General Manager
Deliverable 5.1.5	Provide best practice procurement activities, as well as risk and project management		
Action		Progress measure	Responsible team
5.1.5.1	Develop a project management framework to apply to Council Projects	Ensure all council projects comply with the adopted Project Management Framework	Infrastructure
5.1.5.2	Comply with Council's adopted enterprise risk management policy, framework and risk register	Report annually to council	General Manager
5.1.5.3	Complete Council's Business Continuity Plan	Adopt the current Business Continuity Plan	Finance
Deliverable 5.1.6	Pursue innovative methods to source income as a local government body		
Action		Progress measure	Responsible team
5.1.6.1	Identify and promote grant opportunities supporting councils strategic and operational priorities	Incorporate grants report in Council's monthly financial report Meeting all grant reporting requirements and reconciliations	Management

5.2 We build a collaborative culture by effective and meaningful engagement with the community			
Deliverable 5.2.1	Provide genuine, simple and accurate information that is accessible and inclusive		
Action		Progress measure	Responsible team
5.2.1.1	Maintain Councils Community Engagement Plan	Implement the Community Engagement Plan as part of the CSP	General Manager
5.2.1.2	Promote transparency and accountability and ensure the public can access Council information	Council meets 100% of the requirements of the Government Information Public Access Act (GIPA)	General Manager
5.2.1.3	Deliver Council's Integrated Planning & reporting (IP&R) requirements, including the Delivery Program, Operational Plan & Annual Report	Council meets 100% of required IP&R documents delivers by the required deadlines	Planning, Community & Development
Deliverable 5.2.2	Empower the community to become engaged in and understand Council projects and initiatives		
Action		Progress measure	Responsible team
5.2.2.1	Incorporate feedback from Councils community participation and engagement forums into the LTFP, Annual Budget, IP&R deliverables	Prepare and complete a Community Strategic Plan following each Council election	Planning, Community & Development
5.2.2.2	Support Councils financial statements audit process and the external auditor	Provide support in a timely manner	Finance
5.2.2.3	Provide clear, accessible and relevant information to the community to support, inform and engage the community on Council's activities and directions	• 100% of major projects and initiatives are communicated to targeted audiences • Community Satisfaction Surveys • Feedback derived from social media commentary	General Manager
5.2.2.4	Provide opportunities for the community to participate in planning decisions (guided by the Community Participation Plan)	100% of private development projects communicated to the community	General Manager

5.3 We are a strong and sustainable organisation that is seen as an employer of choice			
Deliverable 5.3.1	Develop and grow a skilled, motivated and engaged workforce		
Action		Progress measure	Responsible team
5.3.1.1	Define Council's talent by undertaking capability skills audit and training needs analysis (TNA) bi-annually to identify current strengths and develop areas across the business	100% of staff complete TNA 90% compliance with required tickets and licenses within expiry period	General Manager
5.3.1.2	Promote generation and gender diversity by investigating awareness and training options for Council's consideration	Work with TAFEs to identify trainee, scholarship and other staff development opportunities with annual review and reporting Maintain Equal Opportunity Employment	General Manager
5.3.1.3	Actively manage workforce productivity with annual review and reporting and by introducing ratios into management reports – turnover, gender, number of annual staff appraisals completed	100% 12-month performance review process completed	General Manager
5.3.1.4	Undertake Workforce Management Planning with annual review and reporting	Annual outcomes from Workforce Management Plan delivered on time and to standard 100% of requirements approvals aligned with Plan 10 key roles identified across Council as 'critical roles'	General Manager
5.3.1.5	~~Realise Councils talent~~ Undertake succession planning and talent identification in the workplace	Draft Succession plan 2018-28 developed Identify 'high talent' staff – 10-15% of workforce	General Manager
5.3.1.6	Undertake Employee Engagement Survey	Survey delivered and accessible to 100% of staff Achieve completion rate of 50% minimum	General Manager
Deliverable 5.3.2	Maintain a positive safety and risk culture supported by quality assurance, audit and training programs		

Action		Progress measure	Responsible team
5.3.2.1	Implement full WHS management system including reporting and monitoring	Report to monthly management meeting	General Manager
5.3.2.2	Implement risk management and risk registers across Council	Maintain operational risk management registers in compliance with WHS Act 2011	General Manager
5.3.2.3	Conduct annual WHS Audits	Review recommendation following WHS audits annually and complete all actions required. Annual report to Council on actions undertaken.	General Manager
5.3.2.4	Implement safe workplace requirements	Maintain a safe workplace in accordance WHS Act.	General Manager
Deliverable 5.3.3	Engender a respectful culture that celebrates achievements, accountability, transparency and exceptional work standards		
Action		Progress measure	Responsible team
5.3.3.1	Implement staff recognition policy	Hold staff recognition award presentation as required	General Manager
Deliverable 5.3.4	Leverage new technology to monitor and innovate our people and service development		
Action		Progress measure	Responsible team
5.3.4.1	Monitor and report on internal and external HR trends	Implement automatic performance appraisal system	General Manager
5.3.4.2	Implement online learning management and training system	Complete and implement integrated training calendar	General Manager

5.4 We empower our community through our civic leadership role			
Deliverable 5.4.1	Promote opportunities for leadership development for the community		
Action		Progress measure	Responsible team
5.4.1.1	Support key stakeholders and community organisations to promote leadership development	Leadership development courses advertised on Council's social media pages and community e-news.	General Manager
5.4.1.2	Revisit Councils engagement strategy to ensure it reflects and meets the spread and location of Councils LGA populations	Review current engagement strategy	General Manager
Deliverable 5.4.2	Promote funding, services and initiatives to strengthen communities		
Action		Progress measure	Responsible team
5.4.2.1	Promote grant funding and educational /development opportunities	Notify community groups of relevant opportunities through Social media and e-Community newsletter	General Manager
5.4.2.2	Increase opportunities to create own source income for Murrumbidgee Council.	Explore and identify potential entrepeneurial opportunities for Council to generate own source income.	General Manager
5.4.2.3	Position Murrumbidgee Council as a local leader in the consideration and adoption of smart technology and innovation to better deliver a range of services to our Community in a more efficient way.	Monitor the availability and utilisation of smart technology and innovations to better provide services to the Murrumbidgee Communities.	General Manager