

# MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

## 1. OUR COMMUNITY

### 1.1 Building and Supporting a Diverse Community:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 1.1.1</b>	Improve and increase community and public transport access and availability options throughout the Council area including services outside our Local Government Area	<b>Action: 1.1.1.1: Actively liaise and coordinate with public transport providers to ensure improved public transport services</b> <ul style="list-style-type: none"> <li>Initiate 3 meetings with public transport providers annually to better understand community transport needs and issues – 30 June 2019</li> </ul>	CCSM	Meeting held with Transport for NSW representative to discuss needs.	Data being collated across region to identify needs – awaiting information from TfNSW.
		<b>Action 1.1.1.2: Undertake analysis of public and/or community transport needs to assist in planning service provision</b> <ul style="list-style-type: none"> <li>Incorporate a community transport analysis into the Community Services Plan to be developed – 30 June 2019</li> </ul>	CCSM	Ongoing	Community transport needs identified and further funding being sought. Application for 50:50 funding for Community Transport Bus submitted.
<b>Strategy 1.1.2</b>	Engage and encourage the disadvantaged members of Murrumbidgee communities by supporting the work of regional government agencies and NGOs	<b>Action 1.1.2.1: Partner with organizations to develop a strategy supporting the supply of affordable accessible and adaptable housing</b> <ul style="list-style-type: none"> <li>Initiate discussions with key stakeholders including Waddi Housing Inc. to identify the role Council can play in regards to developing such a strategy – 30 June 2019</li> </ul>	CCSM	Ongoing	Discussions previously held with potential private developer in Darlington Point. No further developments to date.

		<b>Action 1.1.2.2: Identify suitable land for residential development by other stakeholders</b>	MPE	<p>Darlington Point Structure Plan in place.</p> <p>Draft Land Use Strategy identifies suitable sites for rezoning.</p> <p>Exhibition arranged.</p> <p>Ongoing</p>	Land Use Strategy (LUS) has commenced exhibition. This will inform Council's new Local Environmental Plan.
<b>Strategy 1.1.3</b>	Foster and provide community opportunity through the performing and visual arts	<b>Action 1.1.3.1 Identify a program or program of events in partnership with arts and community groups within Murrumbidgee</b> <ul style="list-style-type: none"> <li>Work with stakeholders including Western Riverina Arts to identify and cost the potential for a program to be developed – 30 June 2019</li> </ul>	CCSM	<p>"Murrumbidgee Arts Kinship Enterprise" MAKE group formed under the Respite Program to foster community arts.</p> <p>Wiradjuri Walk Project and Jerilderie Mural Project undertaken.</p>	Western Riverina Arts membership continued with input into regional programs. All funding opportunities explored.
<b>Strategy 1.1.4</b>	Build a culture of respect for diversity and differences	<b>Action 1.1.4.1 Support programs that celebrate and strengthen multiculturalism in the community</b> <ul style="list-style-type: none"> <li>Work with key stakeholders to identify ways and programs that Council can celebrate and strengthen community diversity and multiculturalism – 30 June 2019</li> </ul>	CCSM/MCO	Ongoing	Events and achievements promoted on social media and the community newsletter.

		<b>Action 1.1.4.2 Conduct Australian Citizenship ceremonies in accordance with guidelines set by the Department of Immigration.</b> <ul style="list-style-type: none"> <li>• Deliver citizenship ceremonies at all three towns annually – 30 June 2019</li> </ul>	EA/CCSM	Citizenship ceremonies conducted in Jerilderie only during 2020/21. Two ceremonies in past 12 months, with five conferees.	Citizenship ceremonies promoted by media release, social media, website and e-newsletter.
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## 1.2 Protecting and Embracing Cultural Identity and Heritage:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 1.2.1</b>	Provide opportunities for our community to showcase their heritage and diversity	<b>Action 1.2.1.1 Work with key stakeholders to promote and celebrate Murrumbidgee's heritage and diversity</b> <ul style="list-style-type: none"> <li>Promote Harmony Day – 21 March 2019</li> <li>Partner with key stakeholders to promote targeted events and promotions – 30 June 2019</li> <li>Promote NAIDOC week – July 2019</li> </ul>	CCSM	Promotion of events undertaken.  A number of planned events were cancelled due to COVID restrictions.	Events and achievements promoted on social media, Community newsletter and Community e-newsletter.
<b>Strategy 1.2.2</b>	Value-add to our historic places and spaces	<b>Action 1.2.2.1 Create/include Murrumbidgee's heritage assets into Councils asset and risk registers – June 2019</b>	AM	Ongoing	Combining and updating current Asset Registers on an ongoing basis.
<b>Strategy 1.2.3</b>	Unique historic stories from across the Council area are celebrated and protected	<b>Action 1.2.3.1 Partner with key stakeholders to collect and collate Murrumbidgee's unique stories</b> <ul style="list-style-type: none"> <li>Create/identify/incorporate Murrumbidgee's significant indigenous sites and history into Councils Tourism and Heritage documents and planning – 30 June 2020</li> </ul>	EDM	New website developed for Kidman Way Promotional Committee – including new branding.  Received \$30,000 to upgrade Bolt (Ned Kelly) exhibition in Jerilderie.	Information and images collated for Australian Tourism Data Warehouse/ Council website and Murrumbidgee Trails Visitor Guide.  Working with Waddi Housing to deliver the Waddi Heritage and Culture Centre.

				<p>Ned Kelly Touring Route website being renewed to more factual content through an Expression of Interest.</p> <p>New images for Murrumbidgee Council tourism information were taken early 2020/21.</p> <p>Event guidelines developed.</p>	
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### 1.3 Creating Community Opportunities and Equitable Access to Council and Community Services and Programs:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 1.3.1</b>	Foster current sporting, social, recreational and cultural events and activities increasing participation and inclusion.	<b>Action 1.3.1.1 Develop/publish/distribute a yearly calendar of community events using the results of the community services analysis and plan – 31 January 2019</b>	EDM	Ongoing	Calendar of events on Council website, Thrive Riverina website, social media, newsletter and Visit NSW website.
		<b>Action 1.3.1.2 Proactively manage Council's social media forums and plans to promote participation, events and activities - 30 June 2019</b>	Media & Communications Officer	Ongoing	Promoted community events, opportunities and activities on social media.
		<b>Action 1.3.1.3 Support planned cultural and wellbeing activities and events in the Murrumbidgee Local Government Area -30 June 2019</b>	EDM/MCO	Ongoing A number of planned events were cancelled due to COVID restrictions.	Community events promoted on Council's communication channels.
		<b>Action 1.3.1.4 Consider developing a "Welcome to Murrumbidgee" pack for new residents - 31 December 2018</b>	EDM	New Residents guide completed ready for dispersal.  Individual tourism booklets for three towns developed.	
		<b>Action 1.3.1.5 Develop a database of all community services and identify service groups -30 June 2019</b>	CCSM	Ongoing	Current databases being updated continuously.

Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 1.3.1.6 Create a brochure of all community services groups across the Murrumbidgee Local Government Area</b> -30 June 2019	CCSM	Ongoing	Brochures being combined and updated annually.
		<b>Action 1.3.1.7 Promote and celebrate national events</b> <ul style="list-style-type: none"> <li>Deliver 1 IWD event annually</li> <li>Deliver 3 Youth events – 1 per town annually</li> </ul>	CCSM/MCO	International Women's Day Event held in conjunction with Business Chambers. Youth Week activities held in Jerilderie and Darlington Point.	Community events promoted on Council's communication channels.  Additional Youth Week funding applied for and received allowing for additional activities to be held.
		<b>Action 1.3.1.8 Plan activities for Murrumbidgee's ageing population</b> <ul style="list-style-type: none"> <li>Deliver Seniors Week annually – 4 – 15 April 2019</li> <li>Maintain respite, meals on wheels, home modifications and community transport services- 30 June 2019</li> </ul>	EA/CCSM	Seniors Week activities did not go ahead in 2020/21 due to COVID restrictions. Ongoing	Community Services maintained – additional funding being sought. Liaising with Berrigan Jerilderie Community Network Interagency for services provided in southern end of Council.
		<b>Action 1.3.1.9 Support existing service providers to present activities and social initiatives for senior residents</b> <ul style="list-style-type: none"> <li>Initiate 4 meetings with target service providers annually – January 2019</li> <li>Initiate 4 meetings with community transport service providers – January 2019</li> </ul>	CCSM	Completed for Respite Groups under Murrumbidgee Council Multi Service Outlet	All activities for seniors advertised via Council's communication channels.

Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 1.3.1.10 Promote a published calendar of events specifically for senior residents</b> – 31 January 2019	CCSM	Completed for Respite Groups under Murrumbidgee Council MSO	
<b>Strategy 1.3.2</b>	Encourage the development of a range of sporting options, particularly for young people, and enhance the capacity of community organizations and sporting groups to access external grants and funding opportunities.	<b>1.3.2.1 Develop new events to attract those with interests in special areas</b> <ul style="list-style-type: none"> <li>Continue to meet with stakeholders to source 'special interest' opportunities, events -30 June 2019</li> </ul>	EDM	Support provided to community groups with event planning, risk management and accessing external funding.	
<b>Strategy 1.3.3</b>	Provide opportunities for the towns to interact more to ensure a greater sense of connectedness including fostering, supporting and recognizing volunteers and their organizations within the community	<b>Action 1.3.3.1 Promote recognition of volunteers and diversity in the community</b> <ul style="list-style-type: none"> <li>Promote volunteer organisations and the benefits of volunteering on Councils social media platforms-30 June 2019</li> </ul> <b>Action 1.3.3.2 Strengthen an awards program for volunteers in Councils current events schedule</b> <ul style="list-style-type: none"> <li>Partner with the community to deliver the following awards in all towns: Australia Day – 26 January 2019</li> </ul>	Media and Communications Officer          EA/CCSM	Ongoing          Completed	Shared posts of community organisations, promoted achievements of community organisations, promoted Volunteer grants.          Successful ceremonies held in all 3 towns.



Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 1.3.3.3 Host an annual volunteer information session in partnership with community and sporting groups</b> <ul style="list-style-type: none"> <li>Partner with local sporting and volunteer groups and run three volunteer sessions – one per town-30 June 2019</li> <li>Insert 2 articles on volunteering in community newsletter – 30 June 2019</li> </ul>	CCSM	Volunteer sessions held with Community Services volunteers only.	Information included as received.
		<b>Action 1.3.3.4 Encourage and support aged care facilities across Murrumbidgee and/or encourage private enterprise development of a retirement facility -30 June 2019</b>	MCO	Ongoing	
			CCSM	Balmeringa Senior Citizens Units, Jerilderie Independent Living Units and Cypress View Lodge, Coleambally supported as required.	

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 1.3.4</b>	Provide a range of community entertainment activities including activities for youth, seniors and people with disabilities	<b>Action 1.3.4.1 Establish, manage and promote membership of a Youth Council(s)</b> <ul style="list-style-type: none"> <li>Investigate the establishment of youth councils in Murrumbidgee – 30 June 2019</li> </ul>	CCSM	Youth Council not established as at 30 June, 2021	Youth groups supported with use of Council Facilities.
		<b>Action 1.3.4.2 Partner with other organisations to deliver more events in Youth and Senior Weeks – April 2019</b>	CCSM	Activities held on stand-alone basis in 2020/21	
		<b>Action 1.3.4.3 Provide support for employment opportunities for people with disabilities through partnerships with relevant organisations</b> <ul style="list-style-type: none"> <li>Initiate meetings with relevant stakeholders to see how Council might work with them – 30 June 2019</li> </ul>	CCSM	Ongoing – use of Council facilities by Personnel Group for employment appointments/information.	Meetings held with relevant organisations.
		<b>Action 1.3.4.3 Review Council's Disability Inclusion Action Plan</b> <ol style="list-style-type: none"> <li>Review and amend Disability Inclusion Action Plan with KPIs – 30 June 2019</li> </ol>	CCSM	Review of DIAP commenced.	

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 1.3.5</b>	Strengthen community pride through honours and awards nominations and ensure Council-provided grants and in kind support is efficiently and equitably distributed to support community and sporting groups efforts and activities	<b>Action 1.3.5.1 Conduct/host workshops assisting community organisations in fund raising, grant writing, governance and other support activities</b> <ul style="list-style-type: none"> <li>• Deliver 3 fund or grant writing workshops for community groups annually- 30 June 2019</li> <li>• Develop Community Grants policy and guidelines – 31 December 2018</li> </ul>	EDM	Individual assistance has been provided to community organisations in grant writing, as requested.	Promotion of grant writing workshops when available.
			CCSM	Policy available	
<b>Strategy 1.3.6</b>	Ensure Murrumbidgee libraries are a cultural, recreational and learning centres of the communities of Murrumbidgee	<b>Action 1.3.6.1 Partner with Western Riverina Libraries to provide and enhance library services</b> <ul style="list-style-type: none"> <li>• Undertake a library user profile review to inform service development and delivery – 31 December 2018</li> <li>• Implement quarterly customer service review for Murrumbidgee Library users – 30 June 2019</li> <li>• Partner with Western Riverina Libraries to develop and promote education opportunities in all Murrumbidgee towns using shared resource</li> </ul>	CCSM	Reviews undertaken by Western Riverina Libraries	
			CCSM		
			CCSM	Author visits and education opportunities arranged by Western Riverina Libraries Events promoted on social media and website	
		<b>Action 1.3.6.2 Identify and pursue grant opportunities</b> <ul style="list-style-type: none"> <li>- 30 June 2019</li> </ul>	CCSM	Ongoing	In conjunction with WRL

#### **1.4 Enhancing Health and Wellbeing:**

<b>Strategic Activity</b>		<b>Action</b>	<b>Accountable Officer</b>	<b>Status</b>	<b>Comment</b>
<b>Strategy 1.4.1</b>	Manage and maintain the amenity of parks, gardens and the environs of all Council communities	<b>Action 1.4.1.1 Review/Develop a parks and gardens Plan including proactive maintenance schedules and budgets</b> - 30 June 2019	OM	Ongoing	Maintenance schedules and levels of services to be updated in Asset Management Plans.
<b>Strategy 1.4.2</b>	Ensure that we have access to a broad range of mental health services	<b>Action 1.4.2.1 Liaise with health service providers at least annually - 30 June 2019</b>  <b>Action 1.4.2.2 Lobby for increased mental health services in Murrumbidgee Local Government Area – 30 June 2019</b>  <b>Action 1.4.2.3 Initiate or attend relevant interagency committees on mental health initiatives and programs – 30 June 2019</b>	GM   GM   GM	Ongoing – Council has expressed an interest to be represented on local committee being formed in Electorate	Mental health services provided in conjunction with local GP's and Community Health in Council area.
<b>Strategy 1.4.3</b>	Promote and support health services	<b>Action 1.4.3.1 Identify key stakeholders and partners involved in supporting and promoting health services across Murrumbidgee – 30 June 2019</b>	GM	Ongoing	Surgeries and housing provided for doctors in all three towns.

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 1.4.4</b>	Maintain public health inspection and licensing programs and compliance	<b>Action 1.4.4.1 Undertake compliance activities in accordance with current public health regulations – 30 June 2019</b>	MPE	Completed annually  Public Health Inspections carried out: Food–58 Septic–11 Trade Waste–12 Skin Penetration-1 UPSS-7 Swimming Pool-20 Contaminated Land-1	Part of annual reporting and compliance requirements
<b>Strategy 1.4.5</b>	Diversify engagement to increase awareness and participation in education including investigating opportunities for developing partnerships with TAFE and regional universities	<b>Action 1.4.5.1 Council works with education and training organizations to support skills focused groups and training opportunities in the Murrumbidgee Local Government Area – 30 June 2019</b>	CCSM/EDM	Ongoing	
<b>Strategy 1.4.6</b>	Support the continuity of health services from public and private sector across Murrumbidgee	<b>Action 1.4.6.1 Ensure we retain our local GP</b> <ul style="list-style-type: none"> <li>Assist GP with Accreditation by providing furniture and fitting upgrades on Council premises and maintaining surgeries and dwellings in all towns – 30 June 2019</li> </ul>	GM/AM	Currently identifying ongoing requirements.  Upgrade and maintenance of facilities undertaken.	Surgeries and dwellings available in Jerilderie and Coleambally and surgery in Darlington Point to support retention of GPs.

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 1.4.7</b>	Support a community health facility where allied and specialist health service providers can operate an MPS service model	<b>Action 1.4.7.1 Engage with community service providers and facilitate meetings at least annually - 30 June 2019</b>	GM	Discussions held with Cypress View Lodge	
<b>Strategy 1.4.8</b>	Support our community services programs and encourage collaboration and communication linkages between service providers across the region	<b>Action 1.4.8.1 Proactively engage and promote programs through Council's social media platforms</b> <ul style="list-style-type: none"> <li>Work with other councils and regional providers to identify and support regional community and communication initiatives – 30 June 2021, with annual review.</li> </ul>	Media and Communications Officer	Ongoing	Promoted on social media, website, e-newsletter. Represented Council at community events.
<b>Strategy 1.4.9</b>	Provide support to community funded cultural and wellbeing activities and events across Murrumbidgee	<b>Action 1.4.9.1 Create a list of community events to publish and promote through Council – 30 June 2019</b> <ul style="list-style-type: none"> <li>Support the Taste of Coly Festival and Committee – October 2018</li> </ul>	EDM	Completed	Events listed on Council website.

### 1.5 Creating a Safe Community:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 1.5.1</b>	Working with relevant agencies (including police and schools), to maintain and develop existing road safety initiatives within the Council area to keep our children safe	<b>Action 1.5.1.1 Develop an approved Road Safety Action Plan aligned with Council's Community Strategic Plan – 30 June 2019</b>	OM	Commenced	Investigate collaboration with neighbouring Council's Road Safety Officers for support.
		<b>Action 1.5.1.2 Implement the initiatives identified in the Road Safety Action Plan - 30 June 2020</b>	OM	Ongoing	
<b>Strategy 1.5.2</b>	Liaise with local police and State government to increase police presence and visibility in our area	<b>Action 1.5.2.1 Engage with Murray and Murrumbidgee Local Area Command Police through regular meetings</b> <ul style="list-style-type: none"> <li>Attend regular LAN meetings annually – 30 June 2021, with annual reviews.</li> </ul>	GM	Meetings attended	Regular traffic committee meetings held with Council staff, Councillors, Police and TfNSW.  Developing reporting systems
		<b>Action 1.5.2.2 Partner with Local Police to raise community awareness about public and traffic safety and other issues impacting on Murrumbidgee's populations – 30 June 2019</b>	OM	Ongoing	
		<b>Action 1.5.2.3 Lobby to maintain timely responses to incidents through regular reporting</b> <ul style="list-style-type: none"> <li>Initiate dialogue with Police and other service providers regarding statistical reporting across the region – 30 June 2020, with annual review</li> </ul>	AM	Regular LEMO meetings and contact with NSW	

Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 1.5.2.4 Seek Police presence at key public events - 30 June 2019</b>	OM	Police presence as required during incidents.	Police advised when events are held.
<b>Strategy 1.5.3</b>	Provide adequate street and security lighting in our towns	<b>Action 1.5.3.1 Review/Develop a town street lighting program and maintenance schedule aligned to the LTFP - 30 June 2020</b>	OM	No action	Essential Energy responsible for maintenance program
<b>Strategy 1.5.4</b>	Council supports, and where appropriate, seeks funding for community safety programs and initiatives	<b>Action 1.5.4.1 Support the initiatives of Neighbourhood Watch and similar organisations and committees – 30 June 2021 with annual review</b>	CCSM	No action as at 30 June, 2021.	Not required at present time.
		<b>Action 1.5.4.2 Consider/review CCTV network in the CBD including applying for grants – 30 June 2021 with annual review</b>	OM	No action	
<b>Strategy 1.5.5</b>	Provide adequate activities for young people and facilities they can use to keep them entertained in a safe environment	<b>Action 1.5.5.1 Work with relevant organisations to develop activities for young people in the Murrumbidgee Local Government Area</b> <ul style="list-style-type: none"> <li>Investigate capital projects supporting activities in Murrumbidgee towns for young people e.g. aquatic playgrounds – 30 June 2019</li> </ul>	CCSM	Upgrades to netball courts, outdoor gym equipment in Luke Park Jerilderie, Monash Park lighting upgrade, Jerilderie Swimming Pool completed. Sporting facilities in Coleambally and Darlington partially completed.	Stronger Communities and other grant funding has been used to upgrade sporting facilities.



Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 1.5.5.2 Work with local Police Area Command to investigate entertainment and safety initiatives for schools and young people</b> <ul style="list-style-type: none"> <li>Partner with local police to deliver 'Stranger Danger' and 'Traffic Safety' sessions to schools across Murrumbidgee – 30 June 2019</li> </ul>	CCSM	No action as at 30 June, 2021 due to COVID restrictions.	Attending Local Area Command meetings to identify and discuss issues.

## ENVIRONMENT

### 2.1 Protecting Existing Natural Environments for Future Generations:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 2.1.1</b>	Ensure the conservation of the Council's natural beauty and ecology for future generations and visitor attractions	<b>Action 2.1.1 Develop a waterway tourism plan incorporating education, aquatic recreation and walking opportunities – 30 June 2020</b>	EDM	Part of the new Economic Development Strategy.	Result – offset costs have made proposal unviable. Project investigation concluded.
		<b>Action 2.1.1 Create and support management plans for lakes, rivers across Murrumbidgee -30 June 2021</b>	OM		
		<b>Action 2.1.1 Support the creation of the concept and implementation of the lake at Coleambally – 30 June 2021, with annual review</b>	EDM/ MPE		
<b>Strategy 2.1.2</b>	Expand our network bush land walking trails to encourage active experiences of our river side location and protect the surrounding bush	<b>Action 2.1.2.1 Incorporate biodiversity and other walking trails into Councils tourism strategy and promotions</b> Investigate grant opportunities for developing walking trails and biodiversity programs-30 June 2019	EDM	Ongoing	Darlington Point walking trails have been resurfaced. Ned Kelly and Horgan Walk tracks in Jerilderie upgraded. Coleambally walking tracks have been measured and lit up by solar lighting.

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 2.1.3</b>	Foster learning about and celebrate the Council's natural resources	<b>Action 2.1.3.1 Partner in environment education programs provided by organisations such as Local Land Services and Landcare</b> <ul style="list-style-type: none"> <li>Attend required Landcare and Local Land Service meetings and investigate identified programs – 30 June 2019</li> </ul>	MPE	Ongoing	Submission made to LLS Strategic Plan.
		<b>Action 2.1.3.2 Collaborate with LLS and community groups to "adopt" areas of bush land that need restoration and regeneration – 30 June 2019</b>	MPE	Ongoing	Support provided to interested community members – Landcare group initiated in Darlington Point
<b>Strategy 2.1.4</b>	Manage environmental opportunities and challenges – exploring native fish stocking and carp elimination opportunities	<b>Action 2.1.4.1 Collaborate with local community groups to support environmental projects</b> <ul style="list-style-type: none"> <li>Support local volunteers and organisations addressing these challenges through various support including community and other grant applications (where appropriate) – 30 June 2019</li> </ul>	MPE/EDM	Ongoing	Local Grants from Council and DPI Grant funding provided to Riverina Classic Fishing Competition for restocking of Murray Cod.
		<b>Action 2.1.4.1 Improve knowledge and understanding of the environmental issues facing the Murrumbidgee Local Government Area – 30 June 2022, with annual review</b>	MPE	Ongoing	Environmental constraints mapping conducted as part of Land Use Strategy.
		<b>Action 2.1.4.2 Support the development and implementation of environmental management programs and plans – 30 June 2022, with annual review</b>	MPE	Ongoing	Notification to agencies and community engagement through the LEP process.

## 2.2 Exploring and Promoting Alternate, Sustainable Energy Sources and Practices:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 2.2.1</b>	Engage with RAMROC and support sustainable energy initiatives (including funding opportunities), including green waste, bio waste and sustainable street lighting	<b>Action 2.2.1.1 Actively participate in New waste or other initiatives – 30 June 2022 with annual review</b>	OM	Ongoing	RAMJO currently investigating contractual or in-house service provision.  Waste Strategy planning being undertaken.
<b>Strategy 2.2.2</b>	Continue to encourage investment into solar power and other sustainable energies	<b>Action 2.2.2.1 Source potential grant funding for energy audits and other sustainable energy projects -30 June 2022, with annual review</b>  <b>Action 2.2.2.2 Partner with relevant organisations to develop education programs assisting the community in reducing energy consumption and alternative energy practices -30 June 2021, with annual review</b>  <b>Action 2.2.2.3 Develop a Council energy consumption reduction plan or concept – 30 June 2020</b>	MPE   MPE   OM/MPE	Ongoing   No action to date.   Planning commenced.	Opportunities taken as they come to hand.   

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 2.2.3</b>	Rationalise waste management and recycling priorities in accordance with relevant legislation	<b>Action 2.2.3.1 Maximise diversion of waste through Councils kerb collection programs</b> -30 June 2022, with annual review	OM	Ongoing	Kerbside recycling pickup available and continuing in Darlington Point and Coleambally. Bulky goods collection conducted once per year.
		<b>Action 2.2.3.2 Identify/Provide opportunities for the diversion of waste from landfill</b> – 30 June 2020	OM	Current	Waste audit being investigated.
		<b>Action 2.2.3.3 Investigate landfill management options across the Local Government Area</b> <ul style="list-style-type: none"> <li>Maintain ongoing management of tips across all three towns in Murrumbidgee -30 June 2022, with annual review</li> </ul>	OM	Planning underway	LEMP (and AMP) currently being undertaken to understand future direction of Council waste management facilities
		<b>Action 2.2.3.4 Undertake upgrade works at Coleambally and Darlington Point landfills</b> – 30 June 2019	OM		Subject to Funding and LEMP finalisation.
		<b>Action 2.2.3.5 Implement expansion plan for Darlington Point Landfill site</b> - -30 June 2020	OM	No action	Subject to waste/ landfill review.

Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 2.2.3.6 Create a rural landfill plan for the Murrumbidgee local government area - 30 June 2021</b>	OM	Planning underway	To be considered as part of AMP
<b>Strategy 2.2.4</b>	Conduct principal certifying authority functions in the local government area	<b>Action 2.2.4.1 Undertake mandatory inspections as required by legislation and issue construction certificates, complying development certificates, occupation certificate and subdivision certificates -30 June 2022, with annual review</b>	MPE	Ongoing  Development applications – 55  Subdivision application - 1	

### 2.3 Maintaining a Balance between Growth, Development and Environmental Protection:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 2.3.1</b>	Stimulate the conservation of important heritage assets of Murrumbidgee Council	<b>Action 2.3.1.1 Identify/incorporate heritage assets into Councils asset management planning and reporting</b> -30 June 2020	AM	Ongoing	
		<b>Action 2.3.1.2 Create/maintain a heritage advisory service – 30 June 2021</b>	MPE	On a development specific basis only.	Desktop Heritage assessment completed for three villages.
		<b>Action 2.3.1.3 Provide a local heritage assistance fund to support the conservation of local heritage items - 30 June 2021</b>	CCSM	Heritage Darlington Point successful in obtaining grant for re-stumping of former Police Residence.	Further grant opportunities being explored.
<b>Strategy 2.3.2</b>	Encourage and support sustainable land use, planning and development	<b>Action 2.3.2.1 undertake periodic review of Council's planning policies and delegations – 30 June 2020</b>	GM/MPE	Policies being revised and reviewed.	
		<b>Action 2.3.2.2 Utilise and update Council's Section 94A Plan</b> <ul style="list-style-type: none"> <li>Plan Complete and Schedule 1 to be reviewed annually with budget – 30 June 2019</li> </ul>	MPE	Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 2.3.2.3 Review the Murrumbidgee Development Control Plan and Merge Jerilderie LEP 2012 and Murrumbidgee LEP 2013 – 30 June 2020</b> <b>Action 2.3.2.4 Review the Murrumbidgee Town Development Plans for residential and industrial development in Coleambally (2019) and Jerilderie (TBC) – 30 June 2020</b> <b>Action 2.3.2.5 Provide a development application pre-lodgement service – 30 June 2019</b>	MPE  MPE  MPE	Commenced  40% complete.  Completed. Service available.	See 2.3.2.4 and 2.3.2.5.  Draft Land Use Strategy.
<b>Strategy 2.3.3</b>	Consider plans for the improvement, beautification and revitalisation of Murrumbidgee towns including town entries	<b>Action 2.3.3.1 Create master plans for each of Murrumbidgee's towns and/or critical areas within the towns - 30 June 2020</b> <b>Action 2.3.3.2 Consider developing working groups to support Council's focus and programs -30 June 2022 with annual review</b>	OM  OM	Master Plan created for Brolga Place, Coleambally.  Working group formed for Brolga Place redevelopment.  Beautification and, revitalisation works carried out in all three towns under Streets as Shared Spaces and Drought Extension Program funding.	Development Control Plans being prepared as part of the Local Environmental Plan.



Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 2.3.4</b>	Ensure best practice public and environmental health controls	<b>Action 2.3.4.1 Review/ Implement a food safety program in accordance with the NSW food Authority – 30 June 2019</b>	MPE	Food Safety Program established.	
		<b>Action 2.3.4.2 Act on complaints received in relation to pollution and public health - 30 June 2022 with annual review</b>	MPE	Public Health Inspections carried out:	
		<b>Action 2.3.4.3 Record and process statistics for management reporting to Council and for compliance – 30 June 2019</b>	MPE	Food-58 Septic-11 Trade Waste-12 Skin Penetration-1 UPSS-7	
		<b>Action 2.3.4.4 Conduct investigations as requested and required - 2022 with annual review and reports</b>	MANAGEMENT	Swimming Pool-20 Contaminated Land-1	
<b>Strategy 2.3.4</b>	Maintain a responsible animal management program and service ensuring stray and illegally-kept animals are not allowed to become a nuisance to community	<b>Action 2.3.4.1 Undertake regular patrols to encourage a reduction in the numbers of stray or lost animals - 30 June 2022 with annual review and reporting</b>	OM	Ongoing	Working with several agencies to rehome animals.
		<b>Action 2.3.4.2 Develop, implement and continuously improve partnerships and program to rehome impounded animals – 30 June 2022 with annual review and reporting</b>	OM	Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 2.3.4.3 Maintain and operate a compliant facility for keeping companion animals and straying stock</b> - 30 June 2022 with annual review and reporting	OM	Ongoing. Pounds maintained.	
		<b>Action 2.3.4.4 Regularly record and report on the number of companion animals accommodated at the Pound as per Animal Act Requirements</b> - - 30 June 2022 with annual review and reporting	OM	Ongoing	Legislative requirement

## 2.5 Protecting and Managing Waterways and Catchments:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 2.5.1</b>	Promote responsible water usage particularly in town areas	<b>Action 2.5.1.1 Finalise draft floodplain risk management study and plans for all Murrumbidgee's towns and/or implement the recommendations - 30 June 2020</b>	MPE/AM	Risk management plan completed.	

## 2.6 Valuing and Conserving Native Flora and Fauna:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 2.6.1</b>	Continue to promote flora and fauna conservation through Councils road network maintenance program	<b>Action 2.6.1.1 Develop partnerships with State and Federal Authorities around wild animal control</b> - 30 June 2022 with annual review	MPE	Ongoing	As required.
<b>Strategy 2.6.2</b>	Educate and inform the community on weed management	<b>Action 2.6.2.1 Promote biosecurity and weed management reduction through Councils weed management program</b> - 30 June 2022 with annual review	AM	Ongoing	Legislative requirement
		<b>Action 2.6.2.1 Undertake inspections of rural properties to identify the existence of noxious weeds, advise and monitor for weed control</b> - 30 June 2022 with annual review	AM	Ongoing	Legislative requirement
		<b>Action 2.6.2.3 Undertake weekly infestations inspections on Council and State controlled land (including roads) and implement eradication measures</b> - 30 June 2022 with annual review	AM	Ongoing WAP agreement (Weed Action Plan)	
		<b>Action 2.6.2.4 Effectively manage flood and water management for Murrumbidgee Local Government Area over the longer term</b> - 30 June 2022 with annual review	OM/MPE/AM	Ongoing	Completion of flood mapping for incorporation into Council's LEP.

## INFRASTRUCTURE:

### 3.1 Responsible, Sustainable Asset Management:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 3.1.1</b>	Maintain a comprehensive asset management capability framework	<b>Action 3.1.1.1 Review Councils asset management framework, policy and plan – 30 June 2019</b>	AM/OM	Ongoing	Council considering new options for improvement in Asset Management Systems
		<b>Action 3.1.1.2 Develop integrated registers for each asset class incorporating the 2017 asset management review - 30 June 2021 – ongoing annual review with contractor's quotations being sought</b> <ul style="list-style-type: none"> <li>Consolidate all data for the following assets classes into a consolidated asset management register as part of a staged roll out – 30 June 2022 with annual review and reporting</li> <li>Identify critical assets in each of these asset classes and incorporate them into the registry – 30 June 2022 with annual review and reporting</li> </ul>	AM	Ongoing	Consolidated Asset Registers in place – to be reviewed and updated into electronic system.
		<b>Action 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 – 30 June 2021</b>	AM	Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 3.1.1.4 Develop a ten-year maintenance and renewal budget and program (separate to capital works) aligned to the LTFP - 30 June 2022 – with annual review and reporting</b>	AM/FM	Ongoing	Reviewed during budget deliberations.
		<b>Action 3.1.1.5 Incorporate/develop asset management reporting and monitoring regime – 30 June 2019</b>	AM/OM	Ongoing	
<b>Strategy 3.1.2</b>	Continue to engage with the community and stakeholders in relation to acceptable service levels for all public assets	<b>Action 3.1.2.1 Integrate community survey and other annual feedback opportunities to improve and review Councils Asset management plan and performance – 30 June 2019</b> <ul style="list-style-type: none"> <li>Identify measurable KPIs for inclusion in the customer service survey, community strategic plan and other IP&amp;R documents – 30 June 2019</li> </ul>	GM/CCSM/AM	Ongoing	Community surveys undertaken.

### 3.2 Infrastructure (Council Building & Facilities) which meets community and public safety needs:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 3.2.1</b>	Manage and maintain community and sporting building facilities for the benefit of the community	<b>Action 3.2.1.1 Implement or review facilities maintenance schedules and incorporate into the LTFP - 30 June 2019</b>	OM/AM	Ongoing	Maintenance schedules and levels of services to be updated in Asset Management Plans
		<b>Action 3.2.2.2 Identify/ upgrade/ develop a proactive maintenance plan for all facilities in a staged approach</b> <ul style="list-style-type: none"><li>Develop a proactive maintenance plan for all facilities in 3 towns including costings and incorporate into the LTFP – 30 June 2019</li></ul>	OM/AM	Ongoing	Maintenance plans constantly being updated.
		<b>Action 3.2.2.3 Consider undertaking energy audits of all council buildings and facilities</b> <ul style="list-style-type: none"><li>Develop a four-year audit plan encompassing energy audits of all council buildings and facilities - 30 June 2022 with annual review and reports</li></ul>	AM	Ongoing	Energy audit commenced.
		<ul style="list-style-type: none"><li>Identify and research alternative, cost effective energy options for council buildings and facilities e.g. solar power - 30 June 2022 with annual review and reports</li></ul>	AM	Ongoing	





Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 3.2.4</b>	Manage public (safety) liability and risks associated with public infrastructure	<b>Action 3.2.4.1 Review and include all assets in Councils risk register including the identification of critical assets</b> <ul style="list-style-type: none"> <li>Ensure all assets and asset-related risks are reviewed and included in Councils risk register – 30 June 2019</li> <li>Identify and incorporate priority or critical risks into Councils risk register – 30 June 2019</li> <li>Review develop and implement Council-wide risk reporting and monitoring procedure and format – 30 June 2019</li> </ul>	AM	Ongoing	Working with Statewide to identify shortfalls and develop Continuous Improvement Program.
		<b>Action 3.2.4.2 Continue to provide bushfire and emergency protection in partnership with the community and State Government</b> <ul style="list-style-type: none"> <li>Develop transparent reporting and monitoring of budgets, works and other support provided in partnership with emergency management agencies – RFS, SES – 30 June 2022 with annual review and reporting</li> </ul>	FM/OM/LEMO	Ongoing	Organisation and Operational Risk Registers developed and implemented.
		<b>Action 3.2.4.3 Review, develop and implement incident and hazard reporting and investigations procedures</b> <ul style="list-style-type: none"> <li>Review develop and implement Council-wide incident reporting and investigation procedures - 30 June 2019</li> </ul>	AM	Completed	Template provided to all staff in book form. Investigation procedures documented with StateCover support

Strategic Activity			Action	Accountable Officer	Status	Comment
<b>Strategy 3.2.5</b>	Manage and maintain Murrumbidgee Council's cemeteries		<b>Action 3.2.5 Implement a Murrumbidgee cemetery plan and budget and ensure works undertaken are within budget</b> <ul style="list-style-type: none"> <li>Implement Cemetery plans and works programs and budgets for all towns in Murrumbidgee including ongoing maintenance and renewals and capital works – 30 June 2019</li> </ul>	OM	Ongoing	Master Plans presented to Council.

### 3.3 Providing the Community With Open Space to be Active:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 3.3.1</b>	Develop riverside locations for the enjoyment of all and to promote tourism	<b>Action 3.3.1.1 Develop an aquatic recreation plan as part of Councils Tourism strategy</b> - 30 June 2022 with annual review and reporting	EDM	No Action	Action 3.3.1.1 is same as Action 2.1.1 Develop a waterway tourism plan incorporating education, aquatic recreation and walking opportunities
		<b>Action 3.3.1.3 Ensure adequate signage and representation of Councils aquatic locations and facilities</b> - 30 June 2019 <ul style="list-style-type: none"> <li>Develop/Review Councils town sign strategy – 30 June 2019</li> </ul>	EDM/OM/AM	Ongoing	Signage updated as part of merger implementation.
		<b>Action 3.3.1.4 Increase the number of walking tracks in all towns and their surrounds</b> <ul style="list-style-type: none"> <li>Subject to funding implement the Goanna Walking Trail in Darlington Point – 30 June 2022 with annual review and reporting</li> <li>Work in partnership to identify other walking tracks for grants and development opportunities – 30 June 2022 with annual review and reporting.</li> </ul>	Management	Ongoing. Funding received and Goanna Walking Trail upgraded and signage provided.	Cycleway plans to be updated to include walking tracks. Upgrade of tracks carried out following flooding.

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 3.3.2</b>	Enhance and expand sporting opportunities	<b>Action 3.3.2.1 Review/Develop masterplans for sporting, showgrounds and recreational facilities and precincts in all towns – 30 June 2020</b>	OM/AM	Ongoing	Monash Park masterplan completed. Darlington Point Sportsground upgrade underway. Coleambally No 2 oval changerooms completed and No 1 oval facilities partially completed.
		<b>Action 3.3.2.2 Develop business cases (where appropriate) and funding options for new or multipurpose sports and recreation facilities – 30 June 2021</b>		Ongoing	Funding received for upgrades to sporting facilities.
<b>Strategy 3.3.3</b>	Provide and maintain a range of community recreation facilities	<b>Action 3.3.3.1 Develop a Recreational facilities management plan and align it to the LTFP</b> <ul style="list-style-type: none"> <li>• Undertake a costed lifecycle review of all council recreational facilities including maintenance and rental costs for incorporation into the LTFP – 30 June 2019</li> <li>• Develop rolling maintenance schedules for each facility and site – 30 June 2019</li> <li>• Maintain and operate halls, museums, and other cultural, arts and sporting facilities as part of Councils maintenance, renewals and capital works programs and budgets - 30 June 2021 with annual review and reporting</li> </ul>	AM/FM  AM/OM  AM/OM	Ongoing  Ongoing  Ongoing	Maintenance schedules and levels of services being updated in Asset Management Plans   Maintenance plans constantly being updated.

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 3.3.4</b>	Ensure public places are clean and well maintained	<b>Action 3.3.4.1 Consider developing an Open Spaces Strategy in conjunction with Councils Open Space Asset Management Plan – 30 June 2019</b>	AM/MPE	Completed draft Plans of Management. Open space recommendations in Land Use Strategy.	Crown Land Plans of Management submitted to Department for approval.
		<b>Action 3.3.4.2 Operate and maintain a forward works plan for constructing or upgrading public toilet facilities annually – 30 June 2022 with annual review and reporting</b>	AM	Ongoing	New toilet block at Lions Park, Coleambally, upgrade to toilets at John McInnes Square, Coleambally and new toilet block/display under construction at Lions Park.
		<b>Action 3.3.4.3 Review/develop Councils parks and gardens asset management plans and budgets – 30 June 2019</b>	AM/FM	Ongoing	
<b>Strategy 3.3.5</b>	Maintain our Crown Land resources responsibly	<b>Action 3.3.5.1 Develop/review Councils Crown Land Strategy – 30 June 2020</b>	MPE	95% complete	Submission to Crown Lands for approval.
		<b>Action 3.3.5.2 Develop a management plan for Crown Lands under Council control aligned with the LTFP – 30 June 2021</b>	MPE		

### 3.4 Maintaining and Improving Transport Infrastructure:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 3.4.1</b>	Maintain roads to agreed standards and ensure that school bus routes are our highest priority	<b>Action 3.4.1.1 Review/Deliver a staged program of accessibility and maintenance improvement to Murrumbidgee's rural and town road network and road hierarchy</b> <ul style="list-style-type: none"> <li>Identify and develop improvement plans for all three towns to be rolled out and incorporate these into Councils maintenance and renewal schedules – 30 June 2022 with annual review and reporting</li> </ul>	AM/OM	Ongoing	Asset Manager has developed hierarchy inspection program and defect model for all road assets.
			AM/OM	Ongoing	
<b>Strategy 3.4.2</b>	Provide and maintain footpaths, cycle ways, kerb and guttering	<b>Action 3.4.2.1 Carry out routine and programmed maintenance for footpaths, cycle ways, kerb and gutter</b> <ul style="list-style-type: none"> <li>Replace 150m of kerb gutter annually – 30 June 2022 with annual review and reporting</li> <li>Identify and program works for high priority footpath renewal – 30 June 2022 with annual review and reporting</li> </ul>	AM/OM	Ongoing	Kerb and gutter and footpath renewals are being developed based on condition assessment. Footpath renewals carried out in all three towns under Australian Drought Communities program.
			AM/OM	Ongoing	
			AM/OM	Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 3.4.3</b>	Maintain partnerships to ensure the Newell and Sturt Highways and the Kidman Way remains open at all times	<b>Action 3.4.3.1 Continue to strengthen relationships with the RMS, Newell Highway Taskforce and relevant parties to address flood impact and access issues through meeting attendance</b> <ul style="list-style-type: none"> <li>Attend taskforce meetings annually–30 June 2019</li> <li>Create meetings with relevant stakeholders and Government representatives annually – 30 June 2019</li> </ul>	OM/AM	Ongoing	Meetings with these relevant parties are held regularly.
<b>Strategy 3.4.4</b>	Maintain local, regional and state roads and bridges in accordance with Councils' asset management plan	<b>Action 3.4.4.1 Review and implement an annual work program and budget for routine and programmed maintenance for local and regional roads and bridges</b> <ul style="list-style-type: none"> <li>Gravel re-sheeting</li> <li>Resealing</li> <li>Heavy patching</li> </ul> <b>Action 3.4.4.2 Deliver the minimum service levels identified for roads and bridges in Council Asset Management Plan within budget - 30 June 2022 with annual review and reporting.</b> <b>Action 3.4.4.3 Deliver the annual RMS contract works to a standard that consistently meets the contract requirements - 30 June 2022 with annual review and reporting</b>	OM/AM/FM  OM/AM  AM	Ongoing  Ongoing  Ongoing	Maintenance schedules and work plans being updated continuously.  Being developed and budgets monitored.  Signed new Transport agreement. Submitted to TfNSW application for R2 Accreditation. Continually improving in Contractor Performance Reports.

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 3.4.5</b>	Improve street and building accessibility for the disability and mobility impaired	<b>Action 3.4.5.1 Review/Deliver a staged program of accessibility improvements to the Murrumbidgee Council's town road network</b> <ul style="list-style-type: none"> <li>Develop programs for all three towns to be rolled out in stages and incorporated into Councils maintenance and renewals programs – 30 June 2022 with annual review and reporting</li> <li>Develop/implement an accessibility road works program – 30 June 2019</li> <li>Link works to Council's Disability Plan – 30 June 2019</li> </ul>	OM/AM	Ongoing  Disability Inclusion Action Plan being reviewed	Accessibility options are constantly being identified.
		<b>Action 3.4.5.2 Review/develop a staged program of accessibility improvement to the parking bays, areas and access in Murrumbidgee Council's towns and environments</b> <ul style="list-style-type: none"> <li>Develop programs for all three towns to be rolled out in stages and incorporated into Councils maintenance and renewals programs – 30 June 2022 with annual review and reporting</li> <li>Develop/implement an accessibility parking works program – 30 June 2019</li> <li>Link works to Council's Disability Plan – 30 June 2019</li> </ul>	AM/OM	Ongoing  Disability Inclusion Action Plan being reviewed	All new developments including Brolga Place re-development is to include accessibility improvements.



### 3.5 Local Utilities and Communications Infrastructure and Connectivity:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 3.5.1</b>	Manage water assets in line with best practice standards and agreed priorities	<b>Action 3.5.1.1 Review Council's water treatment works operational plan and budget</b> - - 30 June 2022 with monthly review and reporting	OM/FM	Integrated Water Cycle Management Plan being prepared. Ongoing	
		• Complete monthly review of operational water monitoring	OM		
		• Complete annual review of drinking water quality	OM/MPE	Ongoing	Legislative requirement
		• Implement drinking water system improvement plan	OM		
		<b>Action 3.5.1.2 Maintain water supply to Murrumbidgee's towns. Plan for 100% compliance of ADWQ requirements with chemical and micro biological monitoring</b> - 30 June 2022 with monthly review and reporting	OM/MPE	Ongoing	Legislative requirement
		• Conduct regular testing of water supply to achieve 100% compliance with health requirements of Water NSW	OM/MPE	Ongoing	Legislative requirement
		• Maintain Monitoring of system and routine maintenance and repairs to ensure water is available.	OM	Routine maintenance and repairs completed	
		<b>Action 3.5.1.3 Maintain water supply for Murrumbidgee's parks and gardens and review ongoing system monitoring and routine maintenance and repairs to ensure water is available</b> - 30 June 2022 with monthly review and reporting	OM/FM	Ongoing	Locations have been identified for automated sprinkler systems to be installed.
		Incorporate relevant costings into Councils parks and gardens plans and budget – 30 June 2019			

Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 3.5.1.4 Complete the annual capital works program on water assets</b> 30 June 2022 with annual review and reporting	AM/OM	Ongoing	
<b>Strategy 3.5.2</b>	Manage sewer assets in line with best practice standards and agreed priorities	<b>Action 3.5.2.1 Review Council's Sewer Treatment Works Operational Plan to ensure 100% compliance with EPA requirements</b> - 30 June 2022 with annual review and reporting	OM	Ongoing	Legislative and EPA licence requirement
		<b>Action 3.5.2.2 Maintain systems to efficiently operate Murrumbidgee's town sewers.</b> - 30 June 2022 with annual review and reporting	OM	Ongoing	
		<b>Action 3.5.2.3 Complete annual capital works program on sewer assets</b> - 30 June 2022 with annual review and reporting	OM/AM	Ongoing	
<b>Strategy 3.5.3</b>	Manage Stormwater in line with the agreed priorities	<b>Action 3.5.3.1 Complete the annual capital works program on stormwater assets in line with agreed priorities.</b> - 30 June 2022 with annual review and reporting	OM/AM	Ongoing	
		<b>Action 3.5.3.2 Upgrade stormwater facilities and system in line with agreed priorities.</b> - 30 June 2022 with annual review and reporting	OM/AM	Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 3.5.4</b>	Advocate and improve mobile information and communications technology and infrastructure across the Murrumbidgee Local Government Area	<b>Action 3.5.4.1 Initiate engagement with telecoms service providers to support Councils new tower infrastructure</b> <ul style="list-style-type: none"> <li>Apply for funding to improve capacity of Bundure tower – 30 June 2021</li> </ul>	GM	Project completed in March 2021	Murrumbidgee Council convenor of the Digital Connectivity Subcommittee of RAMJO
		<b>Action 3.5.4.2 Engage with relevant stakeholders and Government to lobby for new communication networks</b> <ul style="list-style-type: none"> <li>Continue to lobby stakeholders for improved communications connectivity and infrastructure funding. – 30 June 2022 with annual review and reporting</li> </ul>	GM	Received funding the Federal Government's Regional Connectivity Program (RCP), to add new 'true broadband' technology on three existing towers and build two new 45m telco towers along the Newell Highway and Kidman Way. <b>Murrumbidgee LGA Project partners – \$1,242,800 total project cost</b> Federal Government, <b>Field Solutions Group</b> , Murrumbidgee Council, Nokia (technology partner), Altina Wildlife Park, Cavaso Farming, Cotton Australia & Coleambally Irrigation.	

## **ECONOMY:**

### **1.5 Promoting Businesses and Industries Growth, Diversity and Productivity:**

<b>Strategic Activity</b>		<b>Action</b>	<b>Accountable Officer</b>	<b>Status</b>	<b>Comment</b>
<b>Strategy 4.1.1</b>	Partner with local business to create market opportunity for local product through high technology, improved freight and logistics pathways and cooperation with other local government areas	<b>Action 4.1.1.1 Lobby government for improved freight corridor</b> 30 June 2022 with annual review and reporting	EDM/GM	Ongoing	Member of Newell Highway Taskforce Committee
		<b>Action 4.1.1.2 Support opportunities for freight and distribution and warehousing to Eastern seaboard airports or centres</b> – 30 June 2022 with annual review and reporting	EDM	No action as at 30 June, 2021.	
		<b>Action 4.1.1.3 Develop and implement a business attraction program for Murrumbidgee for industrial, logistics and manufacturing areas</b> – 30 June 2020	EDM	No action as at 30 June, 2021.	Same as Action 4.1.3.1
<b>Strategy 4.1.2</b>	Promote Murrumbidgee and its towns and potential light manufacturing wholesale and retail business opportunities to diversify industry and stimulate employment growth	<b>Action 4.1.2.1 Engage with the Office of Small Business Commissioner to create programs for locating new businesses in Murrumbidgee</b> <ul style="list-style-type: none"> <li>Fully implement the 'Easy to Do Business Initiative' – 30 June 2019</li> </ul>	EDM	Completed	

Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 4.1.2.2 Implement the goals of Council's Economic Development Strategy</b> <ul style="list-style-type: none"> <li>Ensure the goals and KPIs of Councils Economic Development Strategy are aligned and incorporated into the CSP, Delivery Program, Operational Plan and LTFP – 30 June 2022 with annual review and reporting</li> </ul>	EDM	Ongoing – reviewed annually, Monthly reports aligned to Economic Development Strategy.	METAG Meetings also held.
		<b>Action 4.1.2.3 Engage with the Murrumbidgee Council business communities</b> <ul style="list-style-type: none"> <li>Create chamber of commerce or similar committee in Darlington Point – 30 June 2019</li> </ul>	EDM	Business Connect Darlington Point and Jerilderie Chamber of Commerce established.	
		<b>Action 4.1.2.4 Council representatives to actively participate in Murrumbidgee's Business Committees and Chambers</b> – 30 June 2022 with annual review and reporting	EDM	Ongoing	
		<b>Action 4.1.2.5 Encourage the development of affordable housing so it is available for employees of new developments</b> <ul style="list-style-type: none"> <li>Continue progressing the Young Street sub division project in Darlington Point – 30 June 2022 with annual review and reporting</li> </ul>	GM	Ongoing Young Street Subdivisions alternatives presented to Council. Costings being sought.	

Strategic Activity		Action	Accountable Officer	Status	Comment
		<ul style="list-style-type: none"> <li>Proactively sell remaining Wunnamurra sub division blocks – 30 June 2022 with annual review and reporting</li> </ul>	GM	Ongoing	
<b>Strategy 4.1.3</b>	Progress the sale and development of blocks of industrial land in Murrumbidgee's industrial areas	<p><b>Action 4.1.3.1 Develop and implement a business attraction program for Murrumbidgee industrial areas - 30 June 2020</b></p> <p><b>Action 4.1.3.2 Implement a promotional program for local industrial estates – particularly Darlington Point – 30 June 2020</b></p> <p><b>Action 4.1.3.3 Implement a sales strategy for Murrumbidgee's industrial areas – 30 June 2020</b></p> <p><b>Action 4.1.3.4 Create a promotional program for land available at industrial sites or areas 30 June 2020</b></p>	<p>EDM</p> <p>EDM</p> <p>EDM</p> <p>EDM</p>	Ongoing – details provided for all Industrial land available to be developed.	Same as Action 4.1.1.3

#### 4.2 Promoting a Regional Economy and Growth:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 4.2.1</b>	Work with other levels of government and private industry to build the Murrumbidgee Council profile and maximize cooperative opportunities	<b>Action 4.2.1.1 Champion a “transport hub” at the intersection of the Sturt Highway and the Kidman Way</b> <ul style="list-style-type: none"> <li>Initiate 3 meetings with relevant stakeholders annually including advocating in Canberra and to local members and business groups. – 30 June 2019</li> </ul>	GM	Id in regional plan by Department of Planning	Now RAMJO – General Manager is Council representative
		<b>Action 4.2.1.2 Maintain membership of regional government and non-government organisations and participate in meetings</b> <ul style="list-style-type: none"> <li>Work with surrounding councils and RAMROC to deliver outcomes of the Riverina regional plan focused on contributing to regional growth – 30 June 2022 with annual review and reporting</li> </ul>	EDM/GM	Ongoing	
		<b>Action 4.2.1.3 Encourage strong partnerships between businesses, education and government agencies</b> <ul style="list-style-type: none"> <li>Initiate at least four contacts with businesses, education, government agencies and other stakeholders which are focused on contributing to regional growth – 30 June 2022 with annual review and reporting</li> </ul>	EDM	Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 4.2.2</b>	Work collaboratively with regional stakeholders to build Murrumbidgee Council profile	<b>Action 4.2.2.1 Support and value-add to regional strengths to create a 'destination experience'</b> - 30 June 2019	EDM	All 2020/21 meetings attended via Zoom due to COVID restrictions.	Also attended Kidman Way Promotional Committee meetings
		<b>Action 4.2.2.2 Contribute the Murrumbidgee perspectives to regional meetings and forums</b> -30 June 2019	EDM		
		<ul style="list-style-type: none"> <li>Attend Thrive Riverina Meetings – 30 June 2019</li> <li>Attend Destination Riverina Murray meetings – 30 June 2019</li> </ul>	EDM		
<b>Strategy 4.2.3</b>	Contribute to regional tourism initiatives and major events in the region	<b>Action 4.2.3.1 Participate in regional tourism initiatives and major events</b> <ul style="list-style-type: none"> <li>Maintain membership and attend quarterly meetings of key organizations and stakeholder groups – 30 June 2022 with annual review and reporting</li> </ul>	EDM	Ongoing	Thrive Riverina, Destination Riverina Murray, Kidman Way Promotional Committee, Newell Highway Promotions Committee, Ned Kelly Touring Route membership maintained.



Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 4.2.4</b>	4.2.4 Ensure there is adequate supply of residential and industrial land to stimulate business and population growth	<b>Action 4.2.4.1 Plan for future housing and business needs in the Murrumbidgee towns</b> <ul style="list-style-type: none"> <li>Review/develop/implement Town Plans for three towns identifying and incorporating residential and industrial land needs and opportunities – 30 June 2019</li> <li>Develop promotion strategy for housing and industrial land developments across Murrumbidgee – 30 June 2019</li> </ul>	MPE	Commenced 2019/20	Funding received
			MPE		
<b>Strategy 4.2.5</b>	Support local business with access to available training, workforce skills and technology	<b>Action 4.2.5.1 Review and implement Council policies of the support of new and existing employment in the Local Government Area</b> <ul style="list-style-type: none"> <li>Undertake/develop/review industry investment and incentive policy – 30 June 2019</li> </ul>	EDM	No Action on Action 4.2.5.1	Promotion of business support offered by third parties eg RDA, Business.gov.au, BEC, Business Connect
<b>Strategy 4.2.6</b>	Build data and analysis of business and industry in the Murrumbidgee Local Government Area	<b>Action 4.2.6.1 Maintain economic and statistical databases and share with local business and service providers</b> <ul style="list-style-type: none"> <li>Proactively use .id and other economic data in Council publications and social media and other documents supporting business cases for funding, grants – 30 June 2022 with annual review and reporting</li> <li>Use economic data with other stakeholders to identify suitable locations of vacant land suitable for housing and industrial developments in all of Murrumbidgee's towns. – 30 June 2022 with annual review and reporting</li> </ul>	EDM	Ongoing	Economic and Community data available on Council website
			MPE	Ongoing	Part of Land use Strategy for the Council area

#### 4.3 Promoting Tourism Strategies and Opportunities:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 4.3.1</b>	Provide professional information services promoting tourism, visitor ventures and activities in our towns	<b>Action 4.3.1.1 Develop and implement a Visitor Information operational plan in consultation with relevant stakeholders – including face to face and online options – 30 June 2019</b>	EDM	Complete	Part of Economic Development Strategy
		<b>Action 4.3.1.2 Develop targeted promotion campaigns to enable and educate visitors and business - 30 June 2022 with annual review and reporting</b>	EDM	Ongoing	Part of a targeted campaign to promote Riverina through Destination NSW
		<b>Action 4.3.1.3 Provision of emergency services information for the benefit of residents and visitors – SMS messaging - 30 June 2019</b>	DEMO/LEMO	Available currently	
<b>Strategy 4.3.2</b>	Provide promotion and resources for tourism service providers	<b>Action 4.3.2.1 Engage with and support accommodation providers in the Murrumbidgee Local Government Area – 30 June 2019</b>	EDM	Ongoing	
		<b>Action 4.3.2.2 Support tourism service providers with relevant guides, website promotions and publications - 30 June 2022 with annual review and reporting</b>	EDM	Ongoing	Murrumbidgee Trails Visitor Guide in conjunction with Lockhart, Leeton and Narrandera.
		<b>Action 4.3.2.3 Consider developing a visitor guide aligned to Councils branding strategy - 30 June 2019</b>	EDM	Commenced visitor guides for all three towns in LGA	

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 4.3.2</b>	Provide promotion and support for major events within our Destination Management Plan	<b>Action 4.3.2.1 Create a prioritised active program of, promotion and participation in major events – 30 June 2019</b>	EDM	Ongoing	Part of Economic Development Strategy
		<b>Action 4.3.2.2 Incorporate focus as a regional destination in Council economic development and tourism documents - 30 June 2022 with annual review and reporting</b>	EDM	Complete	
		<b>Action 4.3.2.3 Measure event success, analysis and report results -30 June 2022 with annual review and reporting</b>	EDM	Ongoing	
<b>Strategy 4.3.4</b>	Develop and implement a Murrumbidgee tourism strategic plan aligned with regional, state and federal priorities including outcomes of relevant evaluation reports and reviews	<b>Action 4.3.4.1 Implement a branding strategy for Murrumbidgee - 30 June 2019</b>	EDM	Commenced.	
		<b>Action 4.3.4.2 Implement an advertising and editorial program for key tourism attractions (public art)</b>			
		<ul style="list-style-type: none"> <li>• Initiate 2 marketing/editorial/advertising features annually – 30 June 2019</li> <li>• Contribute 1 article to RV Australian publications to promote RV friendly tourism – 30 June 2019</li> </ul>	EDM EDM	Ongoing Ongoing	
<b>Strategy 4.3.5</b>	Encourage opportunities for further recreation activities on or around the rivers and lakes	<b>Action 4.3.5.1 Engage new providers and start-up operations - 30 June 2022 with annual review and reporting</b>	EDM	Ongoing	
		<b>Action 4.3.5.2 Apply or assist organisations for grants supplying or supporting aquatic recreational activities as requested and required. 30 June 2020</b>	EDM	Ongoing	
		<b>Action 4.3.5.3 Investigate the viability of a</b>	EDM		

Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>business case suppling aquatic recreation activities (river tours, paddleboards) and infrastructure in the Local Government Area.</b> 30 June 2022 & annual review and reporting		Information sheets to business owners by direct email and newsletters.	

#### 4.4: Supporting Access to Education and Training and Future Opportunities:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 4.4.1</b>	Raise community awareness of TAFE, university and other regional education providers	<b>Action 4.4.1.1 Develop and implement a Council communication plan assisting in raising community awareness of TAFE, university and other regional education providers and programs</b> <ul style="list-style-type: none"> <li>2 meetings annually with TAFE and other regional education service providers to fully understand the interrelationship with Murrumbidgee Council and use this data to create a communication plan aligned to Councils CSP, Delivery Program and operational Plan – 30 June 2019</li> </ul>	EDM	Meeting held with TAFE providers.	Community awareness raised by sharing course details on Facebook and Council's website.
		<b>Action 4.4.1.2 Initiate regular engagement with TAFE, regional colleges and university to partner them on promotion, programs relevant to the region</b> <ul style="list-style-type: none"> <li>Initiate at least two contacts with TAFE hierarchy, state and federal government departments, local member and other stakeholders to support existing regional TAFEs and TAFE programs – 30 June 2019</li> </ul>	EDM	Ongoing	



#### 4.5: Fostering a Resilient, Vibrant Agricultural Sector:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 4.5.1</b>	Actively support development which is congruent with our lifestyle	<b>Action 4.5.1.1 Encourage private development of retirement villages and aged care facilities</b> <ul style="list-style-type: none"> <li>Investigate other rural locations who have successfully attracted investment or providers to their towns - 30 June 2022 with annual review and reporting</li> </ul>	MPE/EDM	No action as at 30 June, 2021.	Only one enquiry received.
<b>Strategy 4.5.2</b>	Enhance and maintain key economic drivers to the agricultural supply chain including our road networks	<b>Action 4.5.2.1 Work with stakeholders to identify targeted agribusiness promotion opportunities</b> - 30 June 2022 with annual review and reporting	EDM	Ongoing.	
<b>Strategy 4.5.3</b>	Link Council's Economic Development Plan within the Regional Plan to develop regional initiatives stimulating interest in Murrumbidgee as an agribusiness hub for the Riverina and/or upper Murray regions	<b>Action 4.5.3.1 Develop an investment strategy/policy supporting new agribusiness in Murrumbidgee</b> – 30 June 2019	EDM	Ongoing development.	
<b>Strategy 4.5.4</b>	Influence the protection and enhancement of Murrumbidgee's agricultural supply chain's economic output, investment and employment	<b>Action 4.5.4.1 Undertake industry profiling and gap analysis of local agriculture sector</b> - 30 June 2019  <b>Action 4.5.4.2 Engagement with other stakeholders to identify and increase supply chain protections</b> – 30 June 2022 with annual review and reporting	EDM  EDM	Commenced  No action as at 30 June, 2021.	.id economic profile report

## LEADERSHIP:

### 5.1 Transparent Leadership, Sustainability, Accountability and Community Representation:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 5.1.1</b>	Provide leadership through ethical accountable and legislative decision making processes	<b>Action 5.1.1.1 Ensure elected members are adequately resourced to enable effective representation:</b>	GM		
		<ul style="list-style-type: none"> <li>Complete Council Budget Briefing – 30 June 2022 with annual review and reporting</li> </ul>	FM	Budget Briefing and Workshops	
		<ul style="list-style-type: none"> <li>Deliver Council's annual budget process – audited financial statements, community consultation &amp; management of internal processes – 30 June 2022 with annual review and reporting</li> </ul>	FM	Ongoing	Audited Financial Statements delivered to Council
		<b>Action 5.1.1.2 Continuously improve governance in decision making</b>			
		<ul style="list-style-type: none"> <li>Implement regular monthly financial reporting across Council departments, Manex and Council reports (where applicable) – 30 June 2022 with annual review and reporting</li> </ul>	FM	Ongoing	Meetings held
		<ul style="list-style-type: none"> <li>Create and support an Internal Audit and Risk Committee – 30 June 2019</li> </ul>	FM	ARIC Committee formed	Meetings held
		<ul style="list-style-type: none"> <li>Create and support an internal audit program – 30 June 2019</li> </ul>	FM	Program created and audits undertaken.	



Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 5.1.1.3 Maintain resources to continually improve communication between community members and Council so the Community is kept informed and has options to contribute</b> <ul style="list-style-type: none"> <li>Deliver monthly (12) community newsletters and a regular social media presence across the LGA utilizing social media -30 June 2022 with annual review and reporting</li> </ul>	GM/MCO	Achieved	Quarterly community newsletters, monthly e-newsletters (500 subscribers), media releases (average of 4 per month), social media, direct mail-outs/letter drops, posters, Council's website, forums and word of mouth. Social media presence continued to grow - Facebook reach growing by 20.3% over the previous year and our Instagram reach growing by 64.2%. Meeting Minutes distributed.
		<b>Action 5.1.1.4 Ensure Council's Committees, focus groups and advisory bodies are relevant and provide appropriate community involvement</b> <ul style="list-style-type: none"> <li>Feedback received from each meeting is minuted and included in Council business papers (where appropriate) and/or relevant forums - 30 June 2022 with annual review and reporting</li> </ul>	GM	Ongoing	
		<b>Action 5.1.1.5 Ensure a coordinated and multi-faceted approach to all Council communications with the community</b> <ul style="list-style-type: none"> <li>Provide timely and accurate updates and maintain Council's official website and Facebook page – 30 June 2022 with annual review and reporting</li> </ul>	MCO	Achieved	

Strategic Activity		Action	Accountable Officer	Status	Comment
		<ul style="list-style-type: none"> <li>Provide Council and management with relevant regular reports and performance assessments - 30 June 2022 with annual review and reporting</li> </ul>	GM	Ongoing	
		<p><b>Action 5.1.1.6 Ensure Councils policies and processes meet the current Legislation, Statutory and regulatory requirements</b></p> <ul style="list-style-type: none"> <li>Create integrated policy register and schedule and present prioritized policies for Council's review and endorsement – 30 June 2019</li> <li>Update delegations as advised – 30 June 2022 with annual review and reporting</li> </ul>	GM	Ongoing	Policies currently being reviewed.
			GM		
<b>Strategy 5.1.2</b>	Optimize council's revenue streams and assets in Council's Long Term Strategic Plan (LTSP)	<p><b>Action 5.1.2.1 Ensure the most equitable allocation of rates across categories – 30 June 2019</b></p>	FM	Council rates harmonisation completed following four (4) year requirement to continue current rate stream following amalgamation.	
		<p><b>Action 5.1.2.2 Annually review all fees and charges to maximize revenue or provide cost recovery for Council Services - 30 June 2019</b></p>	FM	Ongoing – reviewed for 2021/22 budget	

Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 5.1.2.3 Maximize the long-term tenancy of Council owned residential and commercial premises – 30 June 2019</b>	GM/CCSM	Ongoing	
<b>Strategy 5.1.3</b>	Community participation in the Community Strategic plan is reflected in Council's budget	<b>Action 5.1.3.1 Incorporate feedback from Councils community participation and engagement forums into the LTFP, Annual Budget, IP&amp;R deliverables – 30 June 2019</b>	CCSM	Ongoing	
		<b>Action 5.1.3.2 Support Councils financial statements audit process and the external auditor – 30 June 2019</b>	FM	Ongoing	
<b>Strategy 5.1.4</b>	Fully integrate Councils asset management strategy, system and programs with Council's Long Term Financial Plan	<b>Action 5.1.4.1 Review Council's Asset Management Plans and Policy to align with the Community Strategic Plan, Long Term Financial Plan (LTFP), Delivery Program and Operational Plan - 30 June 2022 with annual review and reporting</b> <ul style="list-style-type: none"> <li>• Complete all asset management audit recommendations – 30 June 2019</li> <li>• Develop and align asset class registers into one long term asset management plan – 30 June 2020</li> <li>• Incorporate Long term asset and maintenance plans and costings into Council's Long Term Financial Plan – 30 June 2019</li> <li>• Incorporate ICT assets into Council's asset and risk registers – 30 June 2019</li> <li>• Review road and transport asset management plans to align with Council's Community Strategic Plan, LTFP, Delivery Program and Operational Plan – 30 June 2020</li> </ul>	MANAGEMENT	Ongoing	Maintenance schedules and levels of services to be updated in Asset Management Plans to align with Council's Community Strategic Plan, LTFP, Delivery Program and Operational Plan  Maintenance plans constantly being updated.

Strategic Activity		Action	Accountable Officer	Status	Comment
		<ul style="list-style-type: none"> <li>Review water, sewerage and storm water asset management plans to align with Council's Community Strategic Plan, LTFP, Delivery Program and Operational Plan – 30 June 2020</li> <li>Review building and facilities asset management plans to align with Council's Community Strategic Plan, LTFP, Delivery Program and Operational Plan – 30 June 2020</li> <li>Review open spaces asset management plans to align with Council's Community Strategic Plan, LTFP, Delivery Program and Operational Plan – 30 June 2020</li> </ul>			
<b>Strategy 5.1.5</b>	Review and implement appropriate procurement, risk and project management frameworks and cultures	<b>Action 5.1.5.1 Review, develop and implement framework for detailed project plans, costings and designs as part of the project approval process for all major or complex activity – 30 June 2019</b>	OM/AM/GM	Ongoing	ICT Strategy and IT Disaster Plan finalised – working on other areas of BCP.
		<b>Action 5.1.5.2 Develop an enterprise risk management policy, framework and risk registers. – 30 June 2019</b>	AM	Ongoing	Working with Statecover to update BCP procedures
		<b>Action 5.1.5.3 Review Council's Business Continuity Plan – 30 June 2019</b>	FM	Commenced	
		<b>Action 5.1.5.4 Implement an approved procurement framework- 30 June 2022 with annual review and reporting</b> <ul style="list-style-type: none"> <li>Develop and implement a procurement framework including contractor management – 30 June 2019</li> </ul>	FM	Commenced	Internal audit of procurement framework commenced.

Strategic Activity		Action	Accountable Officer	Status	Comment
		<ul style="list-style-type: none"> <li>Continue working with RAMROC programs to enhance Council's efficiency and effectiveness – 30 June 2022</li> <li>Align strategic planning and processes to Council's Long Term Financial Plan – 30 June 2020</li> <li>Complete testing and migration of all Authority modules into a live operating environment – 31 December 2019</li> </ul>		Completed	Major financial programs migrated
<b>Strategy 5.1.6</b>	Actively source external grants and funds for identifies projects and initiatives	<b>Action 5.1.6.1 Identify and promote grant opportunities supporting councils strategic and operational priorities</b> <ul style="list-style-type: none"> <li>Incorporate grants report in Councils monthly financial report – 30 June 2019</li> <li>Meeting all grant reporting requirements and reconciliations – 30 June 2019</li> </ul>	MANAGEMENT	Ongoing. Grants reporting presented to Council.	

## 5.2. Engaging with Future Leaders:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 5.2.1</b>	Promote leadership opportunities and programs for our community groups	<b>Action 5.2.1.1. Support key stakeholders and community organisations to promote leadership development</b>	MANAGEMENT	Ongoing	Leadership development courses advertised on Council's social media pages and community e-news.
<b>Strategy 5.2.2</b>	Link and promote programs for young people to develop their leadership skills	<b>Action 5.2.2.1 Work with key stakeholders to identify appropriate leadership programs and opportunities</b>	MANAGEMENT	Ongoing	Leadership development courses advertised on Council's social media pages and community e-news.

### 5.3 Investigating Funding, Services and Programs Supporting and Strengthening Communities in the Region:

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 5.3.1</b>	Continue to engage equally with residents of smaller communities within the Murrumbidgee LGA	<b>Action 5.3.1.1 Revisit Councils engagement strategy to ensure it reflects and meets the spread and location of Councils LGA populations</b> – 30 June 2022 with annual review and reporting	CCSM	Ongoing	
<b>Strategy 5.3.2</b>	Partner with providers of emergency services to ensure appropriate response levels to community emergencies	<b>Action 5.3.1.2 Implement a specific community and stakeholder engagement plan for emergency situations</b> – 30 June 2022 with annual review and reporting  <b>Maintain ongoing support for the Local Emergency Management Centre</b> - 30 June 2022 with annual review and reporting	LEMO  GM	Ongoing  Ongoing	Part of Emergency Management Plan
<b>Strategy 5.3.3</b>	Ensure a coordinated and multi-faceted approach to all of Council communications with the community	<b>Action 5.3.3.1 Review Councils communication plan around external communications management</b> <ul style="list-style-type: none"> <li>Develop communication project plan – 30 June 2019</li> </ul> <b>Action 5.3.3.2 Provide timely and accurate updates and maintenance of Councils website and face book page</b> <ul style="list-style-type: none"> <li>Monitor and report (monthly) on Website visitations to Council (where appropriate) – 30 June 2022 with annual review and reporting</li> </ul>	MCO  MCO	Ongoing  Ongoing	Website is regularly updated and improved. Visitation levels are monitored. Social media pages are proactively managed and monitored.

Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 5.3.3.3 Provide timely and accurate updates on Councils' intranet (where appropriate)</b> <ul style="list-style-type: none"> <li>100% staff access and usage - 30 June 2022 with annual review and reporting</li> </ul>	MCO	Ongoing	
		<b>Action 5.3.3.4 Improve internal customers' services support, external customer service and program provision and access through improved ICT performance and governance – 30 June 2019</b> <ul style="list-style-type: none"> <li>Develop ICT strategy</li> <li>Improve ICT governance through ICT group and ICT project committee</li> </ul>	CCSM	ICT performance monitoring ICT Strategy developed with external contractor.	
		<b>Action 5.3.3.5 Provide effective efficient and courteous customer service in accordance with Council Values, mission and IP&amp;R framework – 30 June 2019</b> <ul style="list-style-type: none"> <li>Review and analyse Councils Customers service interfaces</li> <li>Develop Customer Service Charter and KPIs</li> <li>Develop appropriate customer service feedback mechanism and reporting procedures</li> <li>Develop and formalize customer compliant handling form and procedure</li> </ul>	CCSM	Customer Service Charter developed. To be constantly reviewed.  Training received by staff on Customer Service.	



#### 5.4 Council is 'Employer of Choice':

Strategic Activity		Action	Accountable Officer	Status	Comment
<b>Strategy 5.4.1</b>	Maintain a positive safety and risk culture supported by quality assurance, audit and training programs	<b>Action 5.4.1.1 Implement full WHS management system including reporting and monitoring</b>	AM/WHIS Risk	WHS Management System "SafePlan" purchased and implemented. Adaptation for individual reflection of Council's specific requirements where necessary.	"SafePlan" is the WHS Management System developed to meet the AS/NZ Standard 45001:2018
		<b>Action 5.4.1.2 Implement risk management and risk registers across Council – 30 June 2019</b>		Organisation Risk Register along with Council operations risk registers developed to meet WHS Act 2011. Organisational Risk Register being refined with support of Council Insurance providers StateWide Mutual.	Training undertaken for management staff and further training available through StateWide Mutual. All staff have been provided with risk assessment training.

Strategic Activity		Action	Accountable Officer	Status	Comment
		<p><b>Action 5.4.1.3 Implement all recommendations from the 2017 WHS Audit – 30 June 2019</b></p> <p><b>Action 5.4.1.4 Implement safe workplace requirements – 30 June 2019</b></p> <p><b>Action 5.4.1.5 Implement a quality assurance system – 30 June 2019</b></p>	AM/WHs Risk	<p>Recommendations from 2017 WHS Audit taken into consideration with 2019 WHS Audit by StateCover and Internal Audits</p> <p>Workplace safety requirements have been updated to work actively towards meeting WHS Legislative and regulatory requirements.</p> <p>Ongoing</p>	<p>Training and record-keeping especially has been implemented to ensure compliance.</p> <p>Implementation of system is being actively developed to ensure that compliance is met.</p>
<b>Strategy 5.4.2</b>	Develop our people	<p><b>Action 5.4.2.1 Define Councils talent</b></p> <ul style="list-style-type: none"> <li>Undertake capability skills audit and training needs analysis (TNA) bi-annually to identify current strengths and develop areas across the business – 30 June 2019</li> </ul> <p><u>Measures:</u></p> <ol style="list-style-type: none"> <li>100 of staff complete TNA</li> <li>90% compliance with required tickets and licenses within expiry period</li> </ol>	HR	Training Needs Analysis completed.	<p>Completed in conjunction with Performance and Training Appraisals. Annual performance reviews will identify skills and training requirements to be included in individual training plans.</p>

Strategic Activity		Action	Accountable Officer	Status	Comment
		<b>Action 5.4.2.2 Promote generation and gender diversity</b> <ul style="list-style-type: none"> <li>Investigate awareness and training options for Council consideration – 30 June 2020</li> <li>Work with TAFES to identify trainee, scholarship and other staff development opportunities – 30 June 2022 with annual review and reporting</li> </ul>	HR	Training opportunities monitored regularly. Outcomes for apprentices will be Cert III under AQF.	Inclusive training is being undertaken with a focus on the role of women in leadership positions within Council. Council will be raising opportunities for potential selection of veterans returning to civilian life. Council has sourced a training proposal from TAFE NSW to assist delivery of the organisational training plan.
		<b>Action 5.4.2.3 Measure and monitoring Council's talent</b> <ul style="list-style-type: none"> <li>Actively manage workforce productivity – 30 June 2022 with annual review and reporting</li> <li>Introduce ratios into management reports – turnover, gender, number of appraisals completed – 31 December 2018</li> <li>Consolidate introduction of pilot performance appraisal system and KPIs – 30 June 2019</li> </ul> <u>Measures:</u> <ol style="list-style-type: none"> <li>100% 6-month performance appraisals completed</li> <li>100% 12-month performance review process completed</li> </ol>	HR	Annual Performance and Training reviews support this.	Preliminary discussions on a limited range of meaningful reports that can be extracted from the payroll system, and sustained. Performance and Training appraisals completed annually, targeted by 30 June each year.

Strategic Activity		Action	Accountable Officer	Status	Comment
		<ul style="list-style-type: none"> <li>Undertake Workforce Management Planning – 30 June 2022 with annual review and reporting</li> </ul> <u>Measures:</u> <ul style="list-style-type: none"> <li>a) Annual outcomes from Workforce Management Plan delivered on time and to standard</li> <li>b) 100% of requirements approvals aligned with Plan</li> <li>c) 10 key roles identified across Council as 'critical roles'</li> </ul> <p><b>Action 5.4.2.4 Realise Councils talent</b></p> <ul style="list-style-type: none"> <li>Undertake succession planning and talent identification – 30 June 2019</li> </ul> <u>Measures:</u> <ul style="list-style-type: none"> <li>a) Draft Succession plan 2018-28 developed</li> <li>b) Identify 'high talent' staff – 10-15% of workforce</li> </ul> <ul style="list-style-type: none"> <li>Undertake Employee Engagement Survey – 30 June 2018</li> </ul> <u>Measures:</u> <ul style="list-style-type: none"> <li>a) Survey delivered and accessible to 100% of staff</li> <li>b) Achieve completion rate of 50% minimum</li> </ul>	HR	<p>Organisational structure review underway.</p> <p>Succession Plan for identified positions in progress.</p> <p>Completed</p>	<p>New organisation structure will be introduced across three financial years.</p> <p>Leadership to be considered. Project continuing and being considered in parallel with organisational restructure. Partly dependant on willingness of staff.</p> <p>Staff Engagement Survey conducted. After analysis and follow-up questionnaire two key items identified. These are Communication and Organisational Structure. Both are being addressed.</p>
<b>Strategy 5.4.3</b>	Leverage new technology to monitor and innovate our people and service development	<p><b>Action 5.4.3.1 Consolidate existing people data and identify data gaps</b></p> <ul style="list-style-type: none"> <li>Test and migrate payroll data into authority – 30 June 2019</li> <li>Complete staff culture survey – 30 June 2019</li> </ul>	<p>FM</p> <p>HR</p>	<p>Completed</p> <p>Completed</p>	<p>Refer to 5.4.2.4 for comments.</p>

Strategic Activity		Action	Accountable Officer	Status	Comment
		<u>Measures:</u> <ul style="list-style-type: none"> <li>Complete personnel files and filing system into TRIM</li> <li>Deliver survey report results and recommendations</li> </ul>		Ongoing commenced -	
		<b>Action 5.4.3.2 Utilise Data to benchmark with external LGAs</b> - 30 June 2022 with annual review and reporting	HR	Survey results communicated to all staff.	
		<b>Action 5.4.3.3 Monitor and report on internal and external HR trends</b> <ul style="list-style-type: none"> <li>Automate performance appraisal system – 30 June 2020</li> </ul>	HR	Results benchmarked against rural local government authorities. Three key indicators are: <ul style="list-style-type: none"> <li>Engagement</li> <li>Wellbeing</li> <li>Progress</li> </ul> Not completed as at 30 June, 2021.	
		<b>Action 5.4.3.4 Implement online learning management and training system</b> <ul style="list-style-type: none"> <li>Develop and implement integrated training calendar - 30 June 2019</li> </ul>	HR	Commenced.	

## Progress Report of Delivery Program as at November 2021