

MURRUMBIGEE COUNCIL DELIVERY PROGRAM

1. OUR COMMUNITY

1.1 Building and Supporting a Diverse Community:

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

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| | | Action 1.1.2.2: Identify suitable land for residential development by other stakeholders | MPE | 33% complete. Darlington Point Structure Plan in place. Ongoing | further developments to date. Land Use Strategic Planning has commenced with a survey being made available in various mediums to encourage community feedback. This references affordable housing and aims to help identify the planning issues and priorities important to the community. |
| Strategy 1.1.3 | Foster and provide community opportunity through the performing and visual arts | Action 1.1.3.1 Identify a program or program of events in partnership with arts and community groups within Murrumbidgee <ul style="list-style-type: none"> Work with stakeholders including Western Riverina Arts to identify and cost the potential for a program to be developed – 30 June 2019 | CCSM | "Murrumbidgee Arts Kinship Enterprise" MAKE group formed under the Respite Program to foster community arts. | Western Riverina Arts membership continued with input into regional programs. All funding opportunities explored. |
| Strategy 1.1.4 | Build a culture of respect for diversity and differences | Action 1.1.4.1 Support programs that celebrate and strengthen multiculturalism in the community <ul style="list-style-type: none"> Work with key stakeholders to identify ways and programs that Council can celebrate and strengthen community diversity and multiculturalism – 30 June 2019 Action 1.1.4.2 Conduct Australian Citizenship ceremonies in accordance | CCSM/MCO EA/CCSM | Ongoing Citizenship ceremonies conducted in Darlington Point | Events and achievements promoted on social media and the community newsletter. Citizenship ceremonies promoted by media release, |

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| | | with guidelines set by the Department of Immigration. <ul style="list-style-type: none"> • Deliver citizenship ceremonies at all three towns annually – 30 June 2019 | | and Jerilderie only. 3 ceremonies in past 6 months, with 10 conferees. | 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 |
|--------------------|--|--|---------------------|---------------------------------|--|
| Strategy 1.2.1 | Provide opportunities for our community to showcase their heritage and diversity | Action 1.2.1.1 Work with key stakeholders to promote and celebrate Murrumbidgee's heritage and diversity <ul style="list-style-type: none"> • Promote Harmony Day – 21 March 2019 • Partner with key stakeholders to promote targeted events and promotions – 30 June 2019 • Promote NAIDOC week – July 2019 | CCSM | Promotion of events undertaken. | Events and achievements promoted on social media, Community newsletter and Community e-newsletter. |
| Strategy 1.2.2 | Value-add to our historic places and spaces | Action 1.2.2.1 Create/include Murrumbidgee's heritage assets into Councils asset and risk registers – June 2019 | AM | Ongoing | Combining and updating current Asset Registers on an ongoing basis. |

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| Strategy 1.2.3 | Unique historic stories from across the Council area are celebrated and protected | <p>Action 1.2.3.1 Partner with key stakeholders to collect and collate Murrumbidgee's unique stories</p> <ul style="list-style-type: none"> • Create/identify/incorporate Murrumbidgee's significant indigenous sites and history into Councils Tourism and Heritage documents and planning – 30 June 2020 | EDM | Commenced | <p>Information and images being collated for Australian Tourism Data Warehouse/ Council website and Murrumbidgee Trails Visitor Guide.</p> <p>Working with Waddi Housing to deliver the Waddi Heritage and Culture Centre.</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 | |
|--------------------|--|--|--------------------------------|---------|---|
| Strategy 1.3.1 | Foster current sporting, social, recreational and cultural events and activities increasing participation and inclusion. | 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 | EDM | Ongoing | Calendar of events on Council website/ Thrive Riverina website, social media, newsletter and Visit NSW website. |
| | | Action 1.3.1.2 Proactively manage Council's social media forums and plans to promote participation, events and activities - 30 June 2019 | Media & Communications Officer | Ongoing | Promoted community events, opportunities and activities on social media. |
| | | Action 1.3.1.3 Support planned cultural and wellbeing activities and | EDM/MCO | Ongoing | Drought Support Officer ran wellbeing events as part of |

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| | | <p>events in the Murrumbidgee Local Government Area -30 June 2019</p> <p>Action 1.3.1.4 Consider developing a "Welcome to Murrumbidgee" pack for new residents - 31 December 2018</p> <p>Action 1.3.1.5 Develop a database of all community services and identify service groups -30 June 2019</p> <p>Action 1.3.1.6 Create a brochure of all community services groups across the Murrumbidgee Local Government Area -30 June 2019</p> <p>Action 1.3.1.7 Promote and celebrate national events</p> <ul style="list-style-type: none"> • Deliver 1 IWD event annually • Deliver 3 Youth events – 1 per town annually <p>Action 1.3.1.8 Plan activities for Murrumbidgee's ageing population</p> <ul style="list-style-type: none"> • Deliver Seniors Week annually – 4 – 15 April 2019 • Maintain respite, meals on wheels, home modifications and community transport services- 30 June 2019 | <p>EDM</p> <p>CCSM</p> <p>CCSM</p> <p>CCSM</p> <p>MCO</p> <p>EA/CCSM MCO</p> <p>CCSM</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>International Women's Day Event held in Jerilderie in March. Youth Week activities cancelled due to COVID.</p> <p>Seniors Week events cancelled due to COVID.</p> <p>Ongoing</p> | <p>Drought Communities Program funding. Community events promoted on Council's communication channels. Information being collated across entire Council area.</p> <p>Current databases being updated.</p> <p>Brochures being combined and updated.</p> <p>Funding provided by Australian Drought Communities Program.</p> <p>Community Services maintained – additional funding being sought.</p> |

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| | | <p>Action 1.3.1.9 Support existing service providers to present activities and social initiatives for senior residents</p> <ul style="list-style-type: none"> • Initiate 4 meetings with target service providers annually – January 2019 • Initiate 4 meetings with community transport service providers – January 2019 <p>Action 1.3.1.10 Promote a published calendar of events specifically for senior residents – 31 January 2019</p> | CCSM | Completed for Respite Groups under Murrumbidgee Council Multi Service Outlet | <p>Liaising with Berrigan Jerilderie Community Network Interagency for services provided in southern end of Council.</p> <p>All activities for seniors advertised via Council's communication channels.</p> |
| Strategy 1.3.2 | 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. | <p>1.3.2.1 Develop new events to attract those with interests in special areas</p> <ul style="list-style-type: none"> • Continue to meet with stakeholders to source 'special interest' opportunities, events -30 June 2019 | EDM | Impracticable – no budget allocated to develop and deliver a new event. Action should read – support attraction of new events. | Support for community groups with event planning, including Waddi Housing with planning for Bunyip Festival. |
| Strategy 1.3.3 | Provide opportunities for the towns to interact more to ensure a greater sense of connectedness including fostering, supporting and | <p>Action 1.3.3.1 Promote recognition of volunteers and diversity in the community</p> <ul style="list-style-type: none"> • Promote volunteer organisations and the benefits of volunteering on | Media and Communications Officer | Ongoing | Shared posts of community organisations, promoted achievements of community |

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| | recognizing volunteers and their organizations within the community | Councils social media platforms-30 June 2019 | EA/CCSM | Completed | organisations, promoted Volunteer grants |
| | | <p>Action 1.3.3.2 Strengthen an awards program for volunteers in Councils current events schedule</p> <ul style="list-style-type: none"> Partner with the community to deliver the following awards in all towns: Australia Day – 26 January 2019 | | | Ceremonies held in all 3 towns. |
| | | <p>Action 1.3.3.3 Host an annual volunteer information session in partnership with community and sporting groups</p> <ul style="list-style-type: none"> Partner with local sporting and volunteer groups and run three volunteer sessions – one per town-30 June 2019 | | | Volunteer sessions held with Community Services volunteers only. |
| | | <ul style="list-style-type: none"> Insert 2 articles on volunteering in community newsletter – 30 June 2019 | | | Ongoing |
| | | <p>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</p> | CCSM | Balmeringa Senior Citizens Units recipient of Stronger | Information to be included as received. |

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| | | | | Communities Fund Grant. Four (4) blocks transferred to Independent Living Units in Jerilderie to aid development and discussions held with Cypress View Lodge, Coleambally | |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
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| Strategy 1.3.4 | Provide a range of community entertainment activities including activities for youth, seniors and people with disabilities | <p>Action 1.3.4.1 Establish, manage and promote membership of a Youth Council(s)</p> <ul style="list-style-type: none"> Investigate the establishment of youth councils in Murrumbidgee – 30 June 2019 | CCSM | No action as at 31 June, 2020 | Fusion Group in Coleambally supported with use of Council Facilities |
| | | <p>Action 1.3.4.2 Partner with other organisations to deliver more events in Youth and Senior Weeks – April 2019</p> | CCSM | Activities held on stand-alone basis | Neighbouring Councils contacted regarding partnering in Youth Week activities – no interest received |
| | | <p>Action 1.3.4.3 Provide support for employment opportunities for people with disabilities through partnerships with relevant organisations</p> <ul style="list-style-type: none"> Initiate meetings with relevant stakeholders to see how Council might work with them – 30 June 2019 | CCSM | Ongoing | Meetings held with relevant organisations. |
| | | <p>Action 1.3.4.3 Review Council's Disability Inclusion Action Plan</p> <p>1. Review and amend Disability Inclusion Action Plan with KPIs – 30 June 2019</p> | CCSM | Not completed | Current plan not due to be reviewed until 2021. |

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| Strategy 1.3.5 | 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 | Action 1.3.5.1 Conduct/host workshops assisting community organisations in fund raising, grant writing, governance and other support activities <ul style="list-style-type: none"> • Deliver 3 fund or grant writing workshops for community groups annually- 30 June 2019 • Develop Community Grants policy and guidelines – 31 December 2018 | EDM | Commenced | Promotion of grant writing workshops. |
| | | | CCSM | Policy available | Current policy to be reviewed and updated. |
| Strategy 1.3.6 | Ensure Murrumbidgee libraries are a cultural, recreational and learning centres of the communities of Murrumbidgee | Action 1.3.6.1 Partner with Western Riverina Libraries to provide and enhance library services <ul style="list-style-type: none"> • Undertake a library user profile review to inform service development and delivery – 31 December 2018 • Implement quarterly customer service review for Murrumbidgee Library users – 30 June 2019 • Partner with Western Riverina Libraries to develop and promote education opportunities in all Murrumbidgee towns using shared resource | CCSM | No action | Events promoted on social media and website Undertaken by Western Riverina Libraries |
| | | | CCSM | No action | Undertaken by Western Riverina Libraries |
| | | | CCSM | | Author visits being arranged by Jerilderie Library and Western Riverina Libraries |
| | | | CCSM | Ongoing | In conjunction with WRL |
| | | Action 1.3.6.2 Identify and pursue grant opportunities - 30 June 2019 | CCSM | | |

1.4 Enhancing Health and Wellbeing:

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

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
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| Strategy 1.4.4 | Maintain public health inspection and licensing programs and compliance | Action 1.4.4.1 Undertake compliance activities in accordance with current public health regulations – 30 June 2019 | MPE | Completed annually | Part of annual reporting and compliance requirements |
| Strategy 1.4.5 | Diversify engagement to increase awareness and participation in education including investigating opportunities for developing partnerships with TAFE and regional universities | 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 | CCSM/EDM | Ongoing | |
| Strategy 1.4.6 | Support the continuity of health services from public and private sector across Murrumbidgee | Action 1.4.6.1 Ensure we retain our local GP <ul style="list-style-type: none"> Assist GP with Accreditation by providing furniture and fitting upgrades on Council premises and maintaining surgeries and dwellings in all towns – 30 June 2019 | GM/AM | Currently identifying ongoing requirements. | Surgeries and dwellings available in Jerilderie and Coleambally and surgery in Darlington Point to support retention of GPs. |
| Strategy 1.4.7 | Support a community health facility where allied and specialist health service providers can operate an MPS service model | Action 1.4.7.1 Engage with community service providers and facilitate meetings at least annually - 30 June 2019 | GM | Discussions held with Cypress View Lodge | |

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| Strategy 1.4.8 | Support our community services programs and encourage collaboration and communication linkages between service providers across the region | Action 1.4.8.1 Proactively engage and promote programs through Council's social media platforms <ul style="list-style-type: none"> • Work with other councils and regional providers to identify and support regional community and communication initiatives – 30 June 2021, with annual review. | Media and Communications Officer | Ongoing | Promoted on social media, website, e-newsletter. Represented Council at community events. |
| Strategy 1.4.9 | Provide support to community funded cultural and wellbeing activities and events across Murrumbidgee | Action 1.4.9.1 Create a list of community events to publish and promote through Council – 30 June 2019 <ul style="list-style-type: none"> • Support the Taste of Coly Festival and Committee – October 2018 | EDM | Completed | Events listed on Council website. |

1.5 Creating a Safe Community:

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|---|-------------------------------|---|---|
| Strategy 1.5.1 | 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 | Action 1.5.1.1 Develop an approved Road Safety Action Plan aligned with Council's Community Strategic Plan – 30 June 2019 | OM | Commenced | Investigate collaboration with neighbouring Council's Road Safety Officers for support. |
| | | Action 1.5.1.2 Implement the initiatives identified in the Road Safety Action Plan - 30 June 2020 | OM | No action to date | |
| Strategy 1.5.2 | Liaise with local police and State government to increase police presence and visibility in our area | <p>Action 1.5.2.1 Engage with Murray and Murrumbidgee Local Area Command Police through regular meetings</p> <ul style="list-style-type: none"> Attend regular LAN meetings annually – 30 June 2021, with annual reviews. <p>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</p> <p>Action 1.5.2.3 Lobby to maintain timely responses to incidents through regular reporting</p> <ul style="list-style-type: none"> Initiate dialogue with Police and other service providers regarding statistical reporting across the region – 30 June 2020, with annual review | <p>GM</p> <p>OM</p> <p>AM</p> | <p>Meetings attended</p> <p>Ongoing</p> | <p>Regular traffic committee meetings held with Council staff, Councillors, Police and TfNSW.</p> <p>Developing reporting systems</p> |

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

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
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| | | Action 1.5.5.2 Work with local Police Area Command to investigate entertainment and safety initiatives for schools and young people <ul style="list-style-type: none"> Partner with local police to deliver 'Stranger Danger' and 'Traffic Safety' sessions to schools across Murrumbidgee – 30 June 2019 | CCSM | No action as at 30 June, 2020 due to COVID restrictions. | Working with schools to identify needs. |

ENVIRONMENT

2.1 Protecting Existing Natural Environments for Future Generations:

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|---|-------------------------------|---|--|
| Strategy 2.1.1 | Ensure the conservation of the Council's natural beauty and ecology for future generations and visitor attractions | <p>Action 2.1.1 Develop a waterway tourism plan incorporating education, aquatic recreation and walking opportunities – 30 June 2020</p> <p>Action 2.1.1 Create and support management plans for lakes, rivers across Murrumbidgee -30 June 2021</p> <p>Action 2.1.1 Support the creation of the concept and implementation of the lake at Coleambally – 30 June 2021, with annual review</p> | EDM OM EDM/ MPE | <p>Part of the new Economic Development Strategy.</p> <p>No action as at 30 June, 2020.</p> <p>Onsite inspection and face to face meeting held.</p> | To be separately contracted as part of new LEP studies. |
| Strategy 2.1.2 | Expand our network bush land walking trails to encourage active experiences of our river side location and protect the surrounding bush | Action 2.1.2.1 Incorporate biodiversity and other walking trails into Councils tourism strategy and promotions Investigate grant opportunities for developing walking trails and biodiversity programs-30 June 2019 | EDM | Ongoing | Darlington Point walking trails have been resurfaced. |
| Strategy 2.1.3 | Foster learning about and celebrate the Council's natural resources | <p>Action 2.1.3.1 Partner in environment education programs provided by organisations such as Local Land Services and Landcare</p> <ul style="list-style-type: none"> Attend required Landcare and Local Land Service meetings and investigate identified programs – 30 June 2019 | MPE | Ongoing | Biodiversity officers attend when possible and relevant. |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
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| | | 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 | MPE | Ongoing | Support provided to interested community member |
| Strategy 2.1.4 | Manage environmental opportunities and challenges – exploring native fish stocking and carp elimination opportunities | <p>Action 2.1.4.1 Collaborate with local community groups to support environmental projects</p> <ul style="list-style-type: none"> Support local volunteers and organisations addressing these challenges through various support including community and other grant applications (where appropriate) – 30 June 2019 <p>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</p> <p>Action 2.1.4.2 Support the development and implementation of environmental management programs and plans – 30 June 2022, with annual review</p> | MPE/EDM | Ongoing | Local Grants from Council and DPI Grant funding provided to Riverina Classic Fishing Competition for restocking of Murray Cod. |
| | | | MPE | Ongoing | Opportunities taken through day to day work activities. |
| | | | MPE | | Engagement through the LEP process is planned including biodiversity conservation. |

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

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

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
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| Strategy 2.2.3 | Rationalise waste management and recycling priorities in accordance with relevant legislation | Action 2.2.3.1 Maximise diversion of waste through Councils kerb collection programs -30 June 2022, with annual review | MPE, OM | Ongoing | Kerbside recycling pickup available and continuing in Darlington Point and Coleambally. Bulky goods collection conducted once per year. |
| | | Action 2.2.3.2 Identify/Provide opportunities for the diversion of waste from landfill – 30 June 2020 | MPE | Current | Waste audit being investigated. |
| | | Action 2.2.3.3 Investigate landfill management options across the Local Government Area <ul style="list-style-type: none"> Maintain ongoing management of tips across all three towns in Murrumbidgee -30 June 2022, with annual review | MPE | Current – as time permits. | LEMP (and AMP) currently being undertaken to understand future direction of Council waste management facilities |
| | | Action 2.2.3.4 Undertake upgrade works at Coleambally and Darlington Point landfills – 30 June 2019 | MPE | | Subject to Funding and LEMP finalisation. |
| | | Action 2.2.3.5 Implement expansion plan for Darlington Point Landfill site - -30 June 2020 | MPE | No action | Subject to waste/ landfill review. |
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| | | Action 2.2.3.6 Create a rural landfill plan for the Murrumbidgee local government area - 30 June 2021 | MPE | | To be considered as part of AMP |
| Strategy 2.2.4 | Conduct principal certifying authority functions in the local government area | 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 | MPE | Ongoing | |

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

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|---|-------------------------------------|---|---|
| Strategy 2.3.1 | Stimulate the conservation of important heritage assets of Murrumbidgee Council | <p>Action 2.3.1.1 Identify/incorporate heritage assets into Councils asset management planning and reporting -30 June 2020</p> <p>Action 2.3.1.2 Create/maintain a heritage advisory service – 30 June 2021</p> <p>Action 2.3.1.3 Provide a local heritage assistance fund to support the conservation of local heritage items - 30 June 2021</p> | <p>AM</p> <p>MPE</p> <p>CCSM</p> | <p>Ongoing</p> <p>Heritage Darlington Point successful in obtaining grant for re-stumping of former Police Residence.</p> | <p>On a development specific basis only.</p> <p>Further grant opportunities being explored.</p> |
| Strategy 2.3.2 | Encourage and support sustainable land use, planning and development | <p>Action 2.3.2.1 undertake periodic review of Council's planning policies and delegations – 30 June 2020</p> <p>Action 2.3.2.2 Utilise and update Council's Section 94A Plan</p> <ul style="list-style-type: none"> Plan Complete and Schedule 1 to be reviewed annually with budget – 30 June 2019 <p>Action 2.3.2.3 Review the Murrumbidgee Development Control Plan and Merge Jerilderie LEP 2012 and Murrumbidgee LEP 2013 – 30 June 2020</p> | <p>GM/MPE</p> <p>MPE</p> <p>MPE</p> | <p>Policies being revised to accommodate merged Council.</p> <p>Ongoing</p> <p>Commenced</p> | <p>See 2.3.2.4 and 2.3.2.5.</p> |

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| | | 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 | MPE | 40% complete. | Draft Land Use Strategy. |
| | | Action 2.3.2.5 Provide a development application pre-lodgement service – 30 June 2019 | MPE | | |
| Strategy 2.3.3 | Consider plans for the improvement, beautification and revitalisation of Murrumbidgee towns including town entries | Action 2.3.3.1 Create master plans for each of Murrumbidgee's towns and/or critical areas within the towns - 30 June 2020 | OM | Master Plan created for Broilga Place, Coleambally. | Development Control Plans being prepared as part of the Local Environmental Plan. Beautification, revitalisation and town entries were being considered through grant opportunities. |
| | | Action 2.3.3.2 Consider developing working groups to support Council's focus and programs -30 June 2022 with annual review | OM | Working group formed for Broilga Place Beautification. | |
| Strategy 2.3.4 | Ensure best practice public and environmental health controls | Action 2.3.4.1 Review/ Implement a food safety program in accordance with the NSW food Authority – 30 June 2019 | MPE | Ongoing | Food Safety Program established. |
| | | Action 2.3.4.2 Act on complaints received in relation to pollution and public health - 30 June 2022 with annual review | MPE | Ongoing | |
| | | Action 2.3.4.3 Record and process statistics for management reporting to Council and for compliance – 30 June 2019 | MPE | To be determined. | Once a Compliance Officer is appointed. |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|--|---|---|--|
| | | Action 2.3.4.4 Conduct investigations as requested and required - 2022 with annual review and reports | MANAGEMENT | Ongoing | |
| Strategy 2.3.4 | Maintain a responsible animal management program and service ensuring stray and illegally-kept animals are not allowed to become a nuisance to community | <p>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</p> <p>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</p> <p>Action 2.3.4.3 Maintain and operate a compliant facility for keeping companion animals and straying stock - 30 June 2022 with annual review and reporting</p> <p>Action 2.3.4.4 Regularly record and report on the number of companion animals accommodated at the Pound as per Animal Act Requirements - - 30 June 2022 with annual review and reporting</p> | <p>OM</p> <p>OM</p> <p>OM</p> <p>OM</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> | <p>Working with several agencies to rehome animals.</p> <p>Legislative requirement</p> |

2.5 Protecting and Managing Waterways and Catchments:

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|--|---------------------|----------------|---|
| Strategy 2.5.1 | Promote responsible water usage particularly in town areas | 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 | MPE/AM | 70% completed. | <p>Comments provided to consultants on format and content of Floodplain Risk Management Study and Floodplain Risk Management Plan.</p> <p>Candidate sites for rezoning options being determined for flood analysis.</p> |

2.6 Valuing and Conserving Native Flora and Fauna:

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

INFRASTRUCTURE:

3.1 Responsible, Sustainable Asset Management:

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|--|---------------------|---------|---|
| Strategy 3.1.1 | Maintain a comprehensive asset management capability framework | Action 3.1.1.1 Review Councils asset management framework, policy and plan – 30 June 2019 | AM/OM | Ongoing | Work on moving to Consolidated Asset Registers is being undertaken to prepare for roll out. |
| | | 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 | AM | Ongoing | |
| | | <ul style="list-style-type: none"> 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 Identify critical assets in each of these asset classes and incorporate them into the registry – 30 June 2022 with annual review and reporting | AM | Ongoing | |
| | | 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 | AM/FM | Ongoing | |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|--|------------------------------|-------------------------------|---------|
| | | <p>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</p> <p>Action 3.1.1.5 Incorporate/develop asset management reporting and monitoring regime – 30 June 2019</p> | <p>AM/FM/OM</p> <p>AM/OM</p> | <p>Ongoing</p> <p>Ongoing</p> | |
| Strategy 3.1.2 | Continue to engage with the community and stakeholders in relation to acceptable service levels for all public assets | <p>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</p> <ul style="list-style-type: none"> Identify measurable KPIs for inclusion in the customer service survey, community strategic plan and other IP&R documents – 30 June 2019 | GM/CCSM/AM | Ongoing | |

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

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

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|--|---------------------|------------------------|--|
| Strategy 3.2.2 | Efficiently manage and maintain Council's building and specific purpose facilities | Action 3.2.2.1 Develop/implement a programmed maintenance schedules for Councils operational buildings within budget - 30 June 2021 with annual review and reporting <ul style="list-style-type: none"> • Implement maintenance, renewal and management plans for all and each of Councils sites and buildings • Undertake maintenance as per annual plan • Complete capital improvements to within business requirements and budget • Deliver Councils street cleaning program in all towns • Develop maintenance plans and works for sale yards, caravan parks • Operate and maintain swimming pools across all three towns as part of Councils maintenance and renewal program and budget | OM/AM/FM | Ongoing | Maintenance schedules and levels of services to be updated in Asset Management Plans Maintenance plans constantly being updated. Contractor services utilised for street cleaning. |
| Strategy 3.2.3 | Efficiently manage and maintain Council's plant and equipment | Action 3.2.3.1 Optimize the procurement, usage and disposal of Council's plant and equipment within budget <ul style="list-style-type: none"> • Review current processes, reporting and monitoring and forms for Councils plant and equipment procurement, maintenance and management at all sites - 30 June 2022 with annual review and reporting • Deliver Council's street cleaning service across all Murrumbidgee towns - 30 June 2022 with annual review and reporting | OM OM | Ongoing Ongoing | Contractor services utilised for street cleaning. |

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

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

3.3 Providing the Community With Open Space to be Active:

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|---|---------------------|---|--|
| Strategy 3.3.1 | Develop riverside locations for the enjoyment of all and to promote tourism | Action 3.3.1.1 Develop an aquatic recreation plan as part of Councils Tourism strategy - 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 |
| | | Action 3.3.1.3 Ensure adequate signage and representation of Councils aquatic locations and facilities - 30 June 2019 <ul style="list-style-type: none"> Develop/Review Councils town sign strategy – 30 June 2019 | EDM/OM/AM | Ongoing | Signage updated as part of merger implementation. |
| | | Action 3.3.1.4 Increase the number of walking tracks in all towns and their surrounds <ul style="list-style-type: none"> Subject to funding implement the Goanna Walking Trail in Darlington Point – 30 June 2022 with annual review and reporting Work in partnership to identify other walking tracks for grants and development opportunities – 30 June 2022 with annual review and reporting. | 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 |
|--------------------|---|---|---------------------------------|---------------------------------------|--|
| Strategy 3.3.2 | Enhance and expand sporting opportunities | Action 3.3.2.1 Review/Develop masterplans for sporting, showgrounds and recreational facilities and precincts in all towns – 30 June 2020 | OM/AM/MPE | Ongoing | Monash Park completed. Darlington Point Sportsground upgrade underway. Coleambally No 2 oval changerooms completed and No 1 oval facilities to be commenced. |
| | | Action 3.3.2.2 Develop business cases (where appropriate) and funding options for new or multipurpose sports and recreation facilities – 30 June 2021 | | Ongoing | Funding received for upgrades to sporting facilities. |
| Strategy 3.3.3 | Provide and maintain a range of community recreation facilities | Action 3.3.3.1 Develop a Recreational facilities management plan and align it to the LTFP <ul style="list-style-type: none"> • Undertake a costed lifecycle review of all council recreational facilities including maintenance and rental costs for incorporation into the LTFP – 30 June 2019 • Develop rolling maintenance schedules for each facility and site – 30 June 2019 • 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 | 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 |
|--------------------|--|--|---------------------|---|--|
| Strategy 3.3.4 | Ensure public places are clean and well maintained | Action 3.3.4.1 Consider developing an Open Spaces Strategy in conjunction with Councils Open Space Asset Management Plan – 30 June 2019 | AM/MPE | Elliot Park Plan of Management still awaiting response from Crown Lands. Others being drafted. Open Space Strategy to be undertaken on completion of new LEP. | Funding received for Crown Land Plans of Management |
| | | 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 | 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, Darlington Point. |
| | | Action 3.3.4.3 Review/develop Councils parks and gardens asset management plans and budgets – 30 June 2019 | AM/FM | Ongoing | |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|--|---------------------|--------------|---|
| Strategy 3.3.5 | Maintain our Crown Land resources responsibly | Action 3.3.5.1 Develop/review Councils Crown Land Strategy – 30 June 2020 Action 3.3.5.2 Develop a management plan for Crown Lands under Council control aligned with the LTFP – 30 June 2021 | MPE MPE | 75% complete | Draft designations provided to Crown Lands. |

3.4 Maintaining and Improving Transport Infrastructure:

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|---|---------------------|------------------------|--|
| Strategy 3.4.1 | Maintain roads to agreed standards and ensure that school bus routes are our highest priority | 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 <ul style="list-style-type: none"> 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 | AM/OM AM/OM | Ongoing Ongoing | Asset Manager has developed hierarchy inspection program and defect model for all road assets. |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|---|---------------------|---------|---|
| Strategy 3.4.2 | Provide and maintain footpaths, cycle ways, kerb and guttering | Action 3.4.2.1 Carry out routine and programmed maintenance for footpaths, cycle ways, kerb and gutter | 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. |
| | | <ul style="list-style-type: none"> Replace 150m of kerb gutter annually – 30 June 2022 with annual review and reporting | AM/OM | Ongoing | |
| | | <ul style="list-style-type: none"> Identify and program works for high priority footpath renewal – 30 June 2022 with annual review and reporting | AM/OM | Ongoing | |
| Strategy 3.4.3 | Maintain partnerships to ensure the Newell and Sturt Highways and the Kidman Way remains open at all times | 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 <ul style="list-style-type: none"> Attend taskforce meetings annually–30 June 2019 Create meetings with relevant stakeholders and Government representatives annually – 30 June 2019 | OM/AM | Ongoing | Meetings with these relevant parties are held regularly. |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|--|---------------------|---------|---|
| Strategy 3.4.4 | Maintain local, regional and state roads and bridges in accordance with Councils' asset management plan | 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 <ul style="list-style-type: none"> • Gravel re-sheeting • Resealing • Heavy patching | OM/AM/FM | Ongoing | Maintenance schedules and work plans being updated continuously. |
| | | 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. | OM/AM | Ongoing | Being developed and budgets monitored. |
| | | 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 | AM | Ongoing | Waiting for RMS to propose new Road Maintenance Council Contract July 2020. Working towards RMS approval for R2 Accreditation. Submitted Chain of Responsibility. Completed RMAP for 2019/20. |
| Strategy 3.4.5 | Improve street and building accessibility for the disability and mobility impaired | Action 3.4.5.1 Review/Deliver a staged program of accessibility improvements to the Murrumbidgee Council's town road network <ul style="list-style-type: none"> • 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 • Develop/implement an accessibility road works program – 30 June 2019 | OM/AM | Ongoing | Accessibility options are constantly being identified. |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|---|---------------------|---------|---------|
| | | <ul style="list-style-type: none"> • Link works to Council's Disability Plan – 30 June 2019 <p>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</p> <ul style="list-style-type: none"> • 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 • Develop/implement an accessibility parking works program – 30 June 2019 • Link works to Council's Disability Plan – 30 June 2019 | AM/OM | Ongoing | |

3.5 Local Utilities and Communications Infrastructure and Connectivity:

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|--|---------------------|---------|---------|
| Strategy 3.5.1 | Manage water assets in line with best practice standards and agreed priorities | <p>Action 3.5.1.1 Review Council's water treatment works operational plan and budget - - 30 June 2022 with monthly review and reporting</p> <ul style="list-style-type: none"> • Complete monthly review of operational water monitoring • Complete annual review of drinking water | OM/FM | | |
| | | | OM | Ongoing | |
| | | | OM/MPE | Ongoing | |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|--|---|--|---|
| | | <p>quality</p> <ul style="list-style-type: none"> Implement drinking water system improvement plan <p>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 - 30 June 2022 with monthly review and reporting</p> <ul style="list-style-type: none"> Conduct regular testing of water supply to achieve 100% compliance with health requirements of Water NSW Maintain Monitoring of system and routine maintenance and repairs to ensure water is available. <p>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 - 30 June 2022 with monthly review and reporting Incorporate relevant costings into Councils parks and gardens plans and budget – 30 June 2019</p> <p>Action 3.5.1.4 Complete the annual capital works program on water assets 30 June 2022 with annual review and reporting</p> | <p>OM</p> <p>OM/MPE</p> <p>OM/MPE</p> <p>OM</p> <p>OM/FM</p> <p>AM/OM</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Routine maintenance and repairs completed</p> <p>Ongoing</p> <p>Ongoing</p> | <p>Legislative requirement</p> <p>Legislative requirement</p> <p>Legislative requirement</p> <p>Locations have been identified for automated sprinkler systems to be installed.</p> |

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

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|---|---------------------|---|---|
| Strategy 3.5.4 | Advocate and improve mobile information and communications technology and infrastructure across the Murrumbidgee Local Government Area | <p>Action 3.5.4.1 Initiate engagement with telecoms service providers to support Councils new tower infrastructure</p> <ul style="list-style-type: none"> Apply for funding to improve capacity of Bundure tower – 30 June 2021 <p>Action 3.5.4.2 Engage with relevant stakeholders and Government to lobby for new communication networks</p> <ul style="list-style-type: none"> Continue to lobby stakeholders for improved communications connectivity and infrastructure funding. – 30 June 2022 with annual review and reporting | GM GM | Funding received - feasibility study being undertaken by Telstra Ongoing | Murrumbidgee Council convenor of the Digital Connectivity Subcommittee of RAMJO |

ECONOMY:

1.5 Promoting Businesses and Industries Growth, Diversity and Productivity:

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

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|--|---------------------|--|--|
| | | <p>Action 4.1.2.2 Implement the goals of Council's Economic Development Strategy</p> <ul style="list-style-type: none"> 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 | EDM | Commenced | |
| | | <p>Action 4.1.2.3 Engage with the Murrumbidgee Council business communities</p> <ul style="list-style-type: none"> Create chamber of commerce or similar committee in Darlington Point – 30 June 2019 | EDM | Ongoing | METAG Meetings held. Planning meetings underway to create Chamber of Commerce in both Jerilderie and Darlington Point. |
| | | <p>Action 4.1.2.4 Council representatives to actively participate in Murrumbidgee's Business Committees and Chambers – 30 June 2022 with annual review and reporting</p> | EDM | Ongoing | |
| | | <p>Action 4.1.2.5 Encourage the development of affordable housing so it is available for employees of new developments</p> <ul style="list-style-type: none"> Continue progressing the Young Street sub division project in Darlington Point – 30 June 2022 with annual review and reporting | GM | Young Street Subdivisions alternatives presented to Council – plan selected. | Investigations continuing. |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|---|--------------------------------------|--------------------------------|--|
| | | <ul style="list-style-type: none"> Proactively sell remaining Wunnamurra sub division blocks – 30 June 2022 with annual review and reporting | GM | Ongoing | Ten (10) blocks sold and further four (4) transferred to Independent Living Units. |
| Strategy 4.1.3 | Progress the sale and development of blocks of industrial land in Murrumbidgee's industrial areas | <p>Action 4.1.3.1 Develop and implement a business attraction program for Murrumbidgee industrial areas - 30 June 2020</p> <p>Action 4.1.3.2 Implement a promotional program for local industrial estates – particularly Darlington Point – 30 June 2020</p> <p>Action 4.1.3.3 Implement a sales strategy for Murrumbidgee's industrial areas – 30 June 2020</p> <p>Action 4.1.3.4 Create a promotional program for land available at industrial sites or areas 30 June 2020</p> | EDM EDM EDM EDM | No Action as at 30 June, 2020. | Same as Action 4.1.1.3 |

4.2 Promoting a Regional Economy and Growth:

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

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

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|--|---------------------|-----------------------------|--|
| Strategy 4.2.4 | 4.2.4 Ensure there is adequate supply of residential and industrial land to stimulate business and population growth | Action 4.2.4.1 Plan for future housing and business needs in the Murrumbidgee towns <ul style="list-style-type: none"> Review/develop/implement Town Plans for three towns identifying and incorporating residential and industrial land needs and opportunities – 30 June 2019 Develop promotion strategy for housing and industrial land developments across Murrumbidgee – 30 June 2019 | MPE MPE | Commenced 2019/20 | Funding received |
| Strategy 4.2.5 | Support local business with access to available training, workforce skills and technology | Action 4.2.5.1 Review and implement Council policies of the support of new and existing employment in the Local Government Area <ul style="list-style-type: none"> Undertake/develop/review industry investment and incentive policy – 30 June 2019 | 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 |
| Strategy 4.2.6 | Build data and analysis of business and industry in the Murrumbidgee Local Government Area | Action 4.2.6.1 Maintain economic and statistical databases and share with local business and service providers <ul style="list-style-type: none"> 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 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 | EDM MPE | Ongoing Ongoing | Economic and Community data available on Council website Will be part of Land use strategy for the Council area |

4.3 Promoting Tourism Strategies and Opportunities:

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

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

| Strategic Activity | Action | Accountable Officer | Status | Comment |
|--------------------|--|---------------------|--------------------------------|---------|
| | Action 4.3.5.3 Investigate the viability of a business case suppling aquatic recreation activities (river tours, paddleboards) and infrastructure in the Local Government Area. 30 June 2022 & annual review and reporting | EDM | No action as at 30 June, 2020. | |

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

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|--|---------------------|-----------------------------------|--|
| Strategy 4.4.1 | Raise community awareness of TAFE, university and other regional education providers | 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 <ul style="list-style-type: none"> • 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 | EDM | Meeting held with TAFE providers. | Community awareness raised by sharing course details on facebook and Council's website. |
| | | Action 4.4.1.2 Initiate regular engagement with TAFE, regional colleges and university to partner them on promotion, programs relevant to the region <ul style="list-style-type: none"> • 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 | EDM | Ongoing | |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|---|-----------------------|--|---|
| | | <p>Action 4.4.1.2 Initiate regular engagement with business including new businesses to promote potential apprenticeship or trainee or other employment opportunities</p> <ul style="list-style-type: none"> • Initiate 2 meetings or contacts with existing and new Murrumbidgee businesses around apprenticeship trainee and other employment opportunities – 30 June 2019 • Hold annual business lunches in three towns to seek feedback on opportunities’, risk and challenges for business support and development – 30 June 2019 | <p>EDM</p> <p>EDM</p> | <p>No Action as at 31 December, 2019.</p> <p>Commenced</p> | |
| Strategy 4.4.2 | Identify opportunities to enhance community and business’s access to internet, broadband and mobile services through the Local Government Area | <p>Action 4.4.2.1 Work with service providers to identify opportunities to improve community connectivity</p> <ul style="list-style-type: none"> • Proactively identify and develop business cases for grant funding for infrastructure and community infrastructure projects improving connectivity across Murrumbidgee – 30 June 2022 with annual review and reporting | GM | Ongoing | Continued representation to Telecommunications Authorities to enhance Black Spots |

4.5: Fostering a Resilient, Vibrant Agricultural Sector:

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|---|---------------------|---|-----------------------------|
| Strategy 4.5.1 | Actively support development which is congruent with our lifestyle | Action 4.5.1.1 Encourage private development of retirement villages and aged care facilities <ul style="list-style-type: none"> Investigate other rural locations who have successfully attracted investment or providers to their towns - 30 June 2022 with annual review and reporting | MPE/EDM | No action as at 30 June, 2020. | Only one enquiry received. |
| Strategy 4.5.2 | Enhance and maintain key economic drivers to the agricultural supply chain including our road networks | Action 4.5.2.1 Work with stakeholders to identify targeted agribusiness promotion opportunities - 30 June 2022 with annual review and reporting | EDM | Ongoing. | |
| Strategy 4.5.3 | 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 | Action 4.5.3.1 Develop an investment strategy/policy supporting new agribusiness in Murrumbidgee – 30 June 2019 | EDM | Ongoing development. | |
| Strategy 4.5.4 | Influence the protection and enhancement of Murrumbidgee's agricultural supply chain's economic output, investment and employment | Action 4.5.4.1 Undertake industry profiling and gap analysis of local agriculture sector - 30 June 2019 Action 4.5.4.2 Engagement with other stakeholders to identify and increase supply chain protections – 30 June 2022 with annual review and reporting | EDM EDM | Commenced No action as at 30 June, 2020. | .id economic profile report |

LEADERSHIP:

[5.1 Transparent Leadership, Sustainability, Accountability and Community Representation:](#)

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|---|---------------------|---|---------------------------------|
| Strategy 5.1.1 | Provide leadership through ethical accountable and legislative decision making processes | Action 5.1.1.1 Ensure elected members are adequately resourced to enable effective representation: | GM | | |
| | | <ul style="list-style-type: none"> Complete Council Budget Briefing – 30 June 2022 with annual review and reporting | FM | Budget Briefing and Workshops held May 2020 | |
| | | <ul style="list-style-type: none"> Deliver Council’s annual budget process – audited financial statements, community consultation & management of internal processes – 30 June 2022 with annual review and reporting | FM | Ongoing | Financial Statements Presented. |
| | | Action 5.1.1.2 Continuously improve governance in decision making | | | |
| | | <ul style="list-style-type: none"> Implement regular monthly financial reporting across Council departments, Manex and Council reports (where applicable) – 30 June 2022 with annual review and reporting Create and support an Internal Audit and Risk Committee – 30 June 2019 Create and support an internal audit program – 30 June 2019 | FM | Ongoing | Meetings held |
| | | | FM | AIR Committee formed | |
| | | | FM | Program created and first internal audit undertaken | |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|---|---------------------|--|--|
| | | <p>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</p> <ul style="list-style-type: none"> 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 <p>Action 5.1.1.4 Ensure Council's Committees, focus groups and advisory bodies are relevant and provide appropriate community involvement</p> <ul style="list-style-type: none"> 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 <p>Action 5.1.1.5 Ensure a coordinated and multi-faceted approach to all Council communications with the community</p> <ul style="list-style-type: none"> Provide timely and accurate updates and maintain Council's official website and Facebook page – 30 June 2022 with annual review and reporting | GM/MCO | Information regularly updated on website and Council's Facebook page. | Position of Media and Communications Officer filled July 2019 – regular newsletters re-instated. |
| | | | GM | Ongoing | |
| | | | GM | Ongoing | |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|---|---------------------|---|--|
| | | <ul style="list-style-type: none"> Provide Council and management with relevant regular reports and performance assessments - 30 June 2022 with annual review and reporting <p>Action 5.1.1.6 Ensure Councils policies and processes meet the current Legislation, Statutory and regulatory requirements</p> <ul style="list-style-type: none"> Create integrated policy register and schedule and present prioritized policies for Council's review and endorsement – 30 June 2019 Update delegations as advised – 30 June 2022 with annual review and reporting | GM | Ongoing | |
| | | | GM | Ongoing | |
| | | | GM | Ongoing | |
| Strategy 5.1.2 | Optimize council's revenue streams and assets in Council's Long Term Strategic Plan (LTSP) | <p>Action 5.1.2.1 Ensure the most equitable allocation of rates across categories – 30 June 2019</p> <p>Action 5.1.2.2 Annually review all fees and charges to maximize revenue or provide cost recovery for Council Services - 30 June 2019</p> <p>Action 5.1.2.3 Maximize the long-term tenancy of Council owned residential and commercial premises – 30 June 2019</p> | FM | Four (4) year requirement to continue current rate stream | Additional year has been advised to continue current stream. |
| | | | FM | Ongoing – reviewed for 2020/21 budget | |
| | | | GM/CCSM | Ongoing | |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|---|---------------------|---------|--|
| Strategy 5.1.3 | Community participation in the Community Strategic plan is reflected in Council's budget | Action 5.1.3.1 Incorporate feedback from Councils community participation and engagement forums into the LTFP, Annual Budget, IP&R deliverables – 30 June 2019 | CCSM | Ongoing | |
| | | Action 5.1.3.2 Support Councils financial statements audit process and the external auditor – 30 June 2019 | FM | Ongoing | |
| Strategy 5.1.4 | Fully integrate Councils asset management strategy, system and programs with Council's Long Term Financial Plan | Action 5.1.4.1 Review Councils 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 <ul style="list-style-type: none"> • Complete all asset management audit recommendations – 30 June 2019 • Develop and align asset class registers into one long term asset management plan – 30 June 2020 • Incorporate Long term asset and maintenance plans and costings into Council's Long Term Financial Plan – 30 June 2019 • Incorporate ICT assets into Council's asset and risk registers – 30 June 2019 • Review road and transport asset management plans to align with Council's Community Strategic Plan, LTFP, Delivery Program and Operational Plan – 30 June 2020 | 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"> Review water, sewerage and storm water asset management plans to align with Council's Community Strategic Plan, LTFFP, Delivery Program and Operational Plan – 30 June 2020 Review building and facilities asset management plans to align with Council's Community Strategic Plan, LTFFP, Delivery Program and Operational Plan – 30 June 2020 Review open spaces asset management plans to align with Council's Community Strategic Plan, LTFFP, Delivery Program and Operational Plan – 30 June 2020 | | | |
| Strategy 5.1.5 | Review and implement appropriate procurement, risk and project management frameworks and cultures | <p>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</p> <p>Action 5.1.5.2 Develop an enterprise risk management policy, framework and risk registers. – 30 June 2019</p> <p>Action 5.1.5.3 Review Councils Business Continuity Plan – 30 June 2019</p> | <p>OM/AM/GM</p> <p>AM</p> <p>FM</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Not completed as at 30 June, 2020.</p> | <p>Working with Statecover to update BCP procedures</p> |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|--|---------------------|--|---|
| | | <p>Action 5.1.5.4 Implement an approved procurement framework- 30 June 2022 with annual review and reporting</p> <ul style="list-style-type: none"> • Develop and implement a procurement framework including contractor management – 30 June 2019 • Continue working with RAMROC programs to enhance Council's efficiency and effectiveness – 30 June 2022 • Align strategic planning and processes to Council's Long Term Financial Plan – 30 June 2020 • Complete testing and migration of all Authority modules into a live operating environment – 31 December 2019 | FM | <p>Commenced</p> <p>Completed</p> | <p>Major financial programs tested and migrated</p> |
| Strategy 5.1.6 | Actively source external grants and funds for identifies projects and initiatives | <p>Action 5.1.6.1 Identify and promote grant opportunities supporting councils strategic and operational priorities</p> <ul style="list-style-type: none"> • Incorporate grants report in Councils monthly financial report – 30 June 2019 • Meeting all grant reporting requirements and reconciliations – 30 June 2019 | MANAGEMENT | Ongoing. Grants reporting presented to Council. | |

5.2. Engaging with Future Leaders:

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|---|---------------------|-------------------|---------|
| Strategy 5.2.1 | Promote leadership opportunities and programs for our community groups | Action 5.2.1.1. Support key stakeholders and community organisations to promote leadership development | MANAGEMENT | No action to date | |
| Strategy 5.2.2 | Link and promote programs for young people to develop their leadership skills | Action 5.2.2.1 Work with key stakeholders to identify appropriate leadership programs and opportunities | MANAGEMENT | No action to date | |

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

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

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

5.4 Council is 'Employer of Choice':

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|---|--|---------------------|---|---|
| Strategy 5.4.1 | Maintain a positive safety and risk culture supported by quality assurance, audit and training programs | <p>Action 5.4.1.1 Implement full WHS management system including reporting and monitoring</p> <p>Action 5.4.1.2 Implement risk management and risk registers across Council – 30 June 2019</p> | AM/WHs Risk | <p>WHS Management System "SafePlan" purchased and implemented. Adaptation for individual reflection of Council's specific requirements where necessary.</p> <p>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.</p> | <p>"SafePlan" is the WHS Management System developed to meet the AS/NZ Standard 45001:2018</p> <p>Training undertaken for management staff in September 2019 and further training available through StateWide Mutual offering for 2019/2020 to complement managers' current understanding of risk management. All staff have been provided with risk assessment training.</p> |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--------------------|---|---------------------|---|--|
| | | <p>Action 5.4.1.3 Implement all recommendations from the 2017 WHS Audit – 30 June 2019</p> <p>Action 5.4.1.4 Implement safe workplace requirements – 30 June 2019</p> <p>Action 5.4.1.5 Implement a quality assurance system – 30 June 2019</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>Outstanding articles to be addressed have been forwarded to Managers – awaiting responses to meet commitment of recommendations.</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> |
| Strategy 5.4.2 | Develop our people | <p>Action 5.4.2.1 Define Councils talent</p> <ul style="list-style-type: none"> Undertake capability skills audit and training needs analysis (TNA) bi-annually to identify current strengths and develop areas across the business – 30 June 2019 <p><u>Measures:</u></p> <ol style="list-style-type: none"> 100 of staff complete TNA 90% compliance with required tickets and licenses within expiry period | HR | <p>Approximately 25% of TNAs completed by 30 June, 2020.</p> | <p>To be completed by 30/9/2020 in conjunction with Performance and Training Appraisals for 2020.</p> <p>Annual performance reviews will identify skills and training requirements to be included in individual training plans.</p> |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|---|---------------------|--|--|
| | | <p>Action 5.4.2.2 Promote generation and gender diversity</p> <ul style="list-style-type: none"> Investigate awareness and training options for Council consideration – 30 June 2020 Work with TAFES to identify trainee, scholarship and other staff development opportunities – 30 June 2022 with annual review and reporting | HR | <p>Training opportunities monitored regularly. One mature aged apprentice commenced in November 2019. A second apprentice commenced in January 2020, transitioning from secondary school. Outcomes for apprentices will be Cert III under AQF.</p> | <p>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 will be sourcing a training proposal from TAFE NSW to assist deliver organisational training plan.</p> |
| | | <p>Action 5.4.2.3 Measure and monitoring Council's talent</p> <ul style="list-style-type: none"> Actively manage workforce productivity – 30 June 2022 with annual review and reporting Introduce ratios into management reports – turnover, gender, number of appraisals completed – 31 December 2018 Consolidate introduction of pilot performance appraisal system and KPIs – 30 June 2019 <p><u>Measures:</u></p> <ol style="list-style-type: none"> 100% 6-month performance appraisals completed 100% 12-month performance review process completed | HR | <p>Annual Performance and Training reviews support this. KPIs not introduced into Performance Appraisal process.</p> | <p>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.</p> |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|---|---------------------|--|---|
| | | <ul style="list-style-type: none"> Undertake Workforce Management Planning – 30 June 2022 with annual review and reporting <p><u>Measures:</u></p> <ul style="list-style-type: none"> a) Annual outcomes from Workforce Management Plan delivered on time and to standard b) 100% of requirements approvals aligned with Plan c) 10 key roles identified across Council as 'critical roles' | | Organisational structure review project initiated. | Should be conducted as part of annual budget and operational plan development, with ongoing monitoring. New organisation structure will be introduced across three financial years. The first change will be recruitment to Director Infrastructure, due to commence in October, 2020. The next phase of structural review and workforce planning will follow this. c) not completed |
| | | <p>Action 5.4.2.4 Realise Councils talent</p> <ul style="list-style-type: none"> Undertake succession planning and talent identification – 30 June 2019 <p><u>Measures:</u></p> <ul style="list-style-type: none"> a) Draft Succession plan 2018-28 developed b) Identify 'high talent' staff – 10-15% of workforce <ul style="list-style-type: none"> Undertake Employee Engagement Survey – 30 June 2018 | HR | <p>Succession Plan for identified positions in progress.</p> <p>Completed in February, 2020.</p> | Leadership to be considered. Project continuing and being considered in parallel with organisational restructure. Partly dependant on willingness of staff. |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|---|----------------------------|---|--|
| | | <u>Measures:</u> a) Survey delivered and accessible to 100% of staff b) Achieve completion rate of 50% minimum | | | Staff Engagement Survey conducted in February 2020. After analysis and follow-up questionnaire two key items identified. These are Communication and Organisational Structure. Both are being addressed, with Communication Improvement requiring leadership commitment. |
| Strategy 5.4.3 | Leverage new technology to monitor and innovate our people and service development | Action 5.4.3.1 Consolidate existing people data and identify data gaps <ul style="list-style-type: none"> • Test and migrate payroll data into authority – 30 June 2019 • Complete staff culture survey – 30 June 2019 <u>Measures:</u> <ul style="list-style-type: none"> • Complete personnel files and filing system into TRIM • Deliver survey report results and recommendations | FM HR HR | Completed Completed February, 2020. Not completed as at 30 June, 2020. Survey results communicated to all staff during May 2020. | Refer to 5.4.2.4 for comments. Resources required to initiate and finalise. Actions on improving communications and organisation structure review progressing. |

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|--|---------------------|---|---------|
| | | <p>Action 5.4.3.2 Utilise Data to benchmark with external LGAs - 30 June 2022 with annual review and reporting</p> | HR | Results benchmarked against rural local government authorities. Three key indicators are: <ul style="list-style-type: none"> • Engagement • Wellbeing • Progress | |
| | | <p>Action 5.4.3.3 Monitor and report on internal and external HR trends</p> <ul style="list-style-type: none"> • Automate performance appraisal system – 30 June 2020 | HR | Not completed as at 30 June, 2020. | |
| | | <p>Action 5.4.3.4 Implement online learning management and training system</p> <ul style="list-style-type: none"> • Develop and implement integrated training calendar - 30 June 2019 | HR | Not completed as at 30 June, 2020. | |

[5.5 Investigating Funding, Services and Programs Supporting and Strengthening Communities in the Region:](#)

| Strategic Activity | | Action | Accountable Officer | Status | Comment |
|--------------------|--|---|---|---|-----------|
| Strategy 5.5.1 | Build strong, effective and productive alliance and partnerships with community organisations, state and federal governments | Action 5.5.1.1 Council representatives participate in regular engagement through meetings, events and activities – 30 June 2019 | GM | Ongoing | |
| Strategy 5.5.2 | Identify opportunities and advocacy for advancing Murrumbidgee | <p>Action 5.5.2.1 Maintain and participate in RAMROC and other regional forums - 30 June 2022 with annual review and reporting</p> <p>Action 5.5.2.2 Actively participate in Newell Highway Task Force, Policy Area Networks – 30 June 2022 with annual review and reporting</p> <p>Action 5.5.2.3 Participate in the regional and state level discussion about the future of water supplies and security for the region - 30 June 2022 with annual review and reporting</p> <p>Action 5.5.2.4 Keep state and federal members and agencies updated on Murrumbidgee's issues, challenges and achievements - 30 June 2022 with annual review and reporting</p> | <p>GM</p> <p>GM</p> <p>GM</p> <p>GM</p> | <p>Ongoing</p> <p>Ongoing – meetings attended</p> <p>Ongoing – meetings attended</p> <p>Ongoing</p> | Now RAMJO |