



Murrumbidgee
COUNCIL

Report on the Delivery Program

July 2021- June 2022



MURRUMBIDGEE COUNCIL DELIVERY PROGRAM

1. OUR COMMUNITY

1.1 Building and Supporting a Diverse Community:

Strategic Activity		Action	Accountable Officer	Status	Comment
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	Action: 1.1.1.1: Actively liaise and coordinate with public transport providers to ensure improved public transport services <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	Meetings held with Transport for NSW representative to discuss needs.	Data collated across region to identify needs - working with TfNSW.
		Action 1.1.1.2: Undertake analysis of public and/or community transport needs to assist in planning service provision <ul style="list-style-type: none"> Incorporate a community transport analysis into the Community Services Plan to be developed – 30 June 2019 	CCSM	Ongoing	Council transitioned out of Community Services provision as at 30 June, 2022. Will work with new provider to ensure continuity of community transport service provision.
Strategy 1.1.2	Engage and encourage the disadvantaged members of Murrumbidgee communities by supporting the work of regional government agencies and NGOs	Action 1.1.2.1: Partner with organisations to develop a strategy supporting the supply of affordable accessible and adaptable housing <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	Council exploring affordable housing opportunities.

		Action 1.1.2.2: Identify suitable land for residential development by other stakeholders	MPE	Darlington Point Structure Plan in place. Draft Land Use Strategy identifies suitable sites for rezoning – Paced on public exhibition 13 December – 18 March 2022. Submissions reviewed and amendments made.	To be adopted by Council following review. Land Use Strategy will inform Council's new Local Environmental Plan.
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. Wiradjuri Walk Project and Jerilderie Mural Project undertaken.	Western Riverina Arts membership continued with input into regional programs. All funding opportunities explored. Three exhibitions were held throughout the year in partnership with Western Riverina Arts.
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 	CCSM/MCO	Ongoing	Events and achievements promoted through all of Council's digital and non-digital channels.

		<p>Action 1.1.4.2 Conduct Australian Citizenship ceremonies in accordance with guidelines set by the Department of Immigration.</p> <ul style="list-style-type: none"> • Deliver citizenship ceremonies at all three towns annually – 30 June 2019 	EA/CCSM	<p>Citizenship ceremonies conducted in Darlington Point and Jerilderie only during 2021/22. Two ceremonies in past 12 months, with seven conferees.</p>	<p>Citizenship ceremonies promoted through Council's digital and non-digital channels.</p>
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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. A number of planned events were cancelled due to COVID restrictions.	Events and achievements recognised and promoted through Council's digital and non-digital channels.
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.
Strategy 1.2.3	Unique historic stories from across the Council area are celebrated and protected	Action 1.2.3.1 Partner with key stakeholders to collect and collate Murrumbidgee's unique stories <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	New website developed for Kidman Way Promotional Committee – including new branding. Received \$30,000 to upgrade Bolt (Ned Kelly) exhibition in Jerilderie.	Information and images collated for Australian Tourism Data Warehouse/ Council website and Murrumbidgee Trails Visitor Guide. Working with Waddi Housing to deliver the Waddi Heritage and Culture Centre.

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

Strategic Activity		Action	Accountable Officer	Status	Comment
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 events in the Murrumbidgee Local Government Area -30 June 2019	EDM/MCO	Ongoing A number of planned events were cancelled due to COVID restrictions.	Community events promoted on Council’s communication digital and non-digital channels.
		Action 1.3.1.4 Consider developing a “Welcome to Murrumbidgee” pack for new residents - 31 December 2018	EDM	New Residents guide completed ready for dispersal. Individual tourism booklets for three towns developed.	

Strategic Activity	Action	Accountable Officer	Status	Comment
	<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>CCSM</p> <p>CCSM</p> <p>CCSM/MCO</p> <p>EA/CCSM</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Women’s Day Event held in Coleambally 17 March. Youth Week activities held in each town.</p> <p>Seniors Week activities did not go ahead in 2021/22 due to COVID restrictions.</p>	<p>Current databases being updated continuously.</p> <p>Brochures being combined and updated annually. Contact information for community groups available on Council website. Community events promoted on Council’s communication channels.</p> <p>Additional Youth Week funding applied for and received allowing for addition activities to be held.</p> <p>Murrumbidgee Council transitioned out of Community Services at 30 June, 2022. Valmar now provide services in north end of Council area.</p> <p>Liaising with Berrigan Jerilderie Community Network Interagency for services provided in southern end of Council.</p>

Strategic Activity		Action	Accountable Officer	Status	Comment
		<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 up until 30 June, 2022.	All activities for seniors advertised via Council's communication channels.
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	Support provided to community groups with event planning, risk management and accessing external funding.	
Strategy 1.3.3	Provide opportunities for the towns to interact more to ensure a greater sense of connectedness including fostering, supporting and recognizing volunteers and their organizations within the community	<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 Council's social media platforms-30 June 2019 	Media and Communications Officer	Ongoing	Actively promoted the events and activities of volunteer groups and also any opportunities to get involved with them.

Strategic Activity	Action	Accountable Officer	Status	Comment
	<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 <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 Insert 2 articles on volunteering in community newsletter – 30 June 2019 <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>	<p>EA/CCSM</p> <p>CCSM</p> <p>MCO</p> <p>CCSM</p>	<p>Completed</p> <p>Volunteer sessions held with Community Services volunteers only.</p> <p>Ongoing</p> <p>Balmeringa Senior Citizens Units, Jerilderie Independent Living Units and Cypress View Lodge, Coleambally supported as required.</p>	<p>No ceremonies were held on Australia Day 2022 due to COVID restrictions – awards were announced and Ambassador presentation made by video recording.</p> <p>Section 355 Committees being reviewed and volunteer information sessions to be included as part of review.</p> <p>Information included as received.</p>

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 1.3.4	Provide a range of community entertainment activities including activities for youth, seniors and people with disabilities	Action 1.3.4.1 Establish, manage and promote membership of a Youth Council(s) <ul style="list-style-type: none"> Investigate the establishment of youth councils in Murrumbidgee – 30 June 2019 	CCSM	Youth Council not established as at 30 June, 2022	Youth groups supported with use of Council Facilities. Meetings held with relevant organisations as required.
		Action 1.3.4.2 Partner with other organisations to deliver more events in Youth and Senior Weeks – April 2019	CCSM	Youth Week activities held on stand-alone basis in 2021/22	
		Action 1.3.4.3 Provide support for employment opportunities for people with disabilities through partnerships with relevant organisations <ul style="list-style-type: none"> Initiate meetings with relevant stakeholders to see how Council might work with them – 30 June 2019 	CCSM	Ongoing – use of Council facilities by Personnel Group for employment appointments/information.	
		Action 1.3.4.3 Review Council's Disability Inclusion Action Plan <ol style="list-style-type: none"> Review and amend Disability Inclusion Action Plan with KPIs – 30 June 2019 	CCSM	Review of DIAP underway as at 30 June, 2022.	

Strategic Activity		Action	Accountable Officer	Status	Comment
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	Individual assistance has been provided to community organisations in grant writing, as requested.	Promotion of grant writing workshops when available.
			CCSM	Policy available	
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	Reviews undertaken by Western Riverina Libraries	
			CCSM		
			CCSM	Author visits and education opportunities arranged by Western Riverina Libraries Events promoted on social media and website	
		Action 1.3.6.2 Identify and pursue grant opportunities - 30 June 2019	CCSM	Ongoing	In conjunction with WRL

1.4 Enhancing Health and Wellbeing:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 1.4.1	Manage and maintain the amenity of parks, gardens 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	Ongoing – Council has expressed an interest to be represented on local committee being formed in Electorate	Mental health services provided in conjunction with local GP's and Community Health in Council area.
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/or housing provided for doctors in all three towns.

Strategic Activity		Action	Accountable Officer	Status	Comment
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 Public Health Inspections carried out: Food–61 Septic–10 Trade Waste–25 Skin Penetration-0 UPSS-7 Swimming Pool-15 Contaminated Land-0	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 organisations 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. Upgrade and maintenance of facilities undertaken.	Surgeries and dwellings available in Jerilderie and Coleambally and surgery in Darlington Point to support retention of GPs.

Strategic Activity		Action	Accountable Officer	Status	Comment
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	
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 Council's digital and non-digital channels. 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's website and promoted through other Council communication channels.

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	Ongoing	
Strategy 1.5.2	Liaise with local police and State government to increase police presence and visibility in our area	Action 1.5.2.1 Engage with Murray and Murrumbidgee Local Area Command Police through regular meetings	GM	Meetings attended	Regular traffic committee meetings held with Council staff, Councillors, Police and TfNSW. Developing reporting systems
		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	OM	Ongoing	
		Action 1.5.2.3 Lobby to maintain timely responses to incidents through regular reporting	AM	Regular LEMO meetings and contact with NSW Police presence as required during incidents.	
		<ul style="list-style-type: none"> Attend regular LAN meetings annually – 30 June 2021, with annual reviews. 			
		<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 			

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 1.5.2.4 Seek Police presence at key public events - 30 June 2019	OM		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, 2022. Street Safe Cameras CCTV Policy developed.	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, outdoor gym equipment, Monash Park lighting upgrade, new swimming pool and skatepark/pump track completed in Jerilderie. Sporting facilities upgrade in Coleambally including new changerooms, stadium refurbishment and community gym	Stronger Communities and other grant funding has been used to upgrade sporting facilities. All grant opportunities explored.

Strategic Activity		Action	Accountable Officer	Status	Comment
		<p>Action 1.5.5.2 Work with local Police Area Command to investigate entertainment and safety initiatives for schools and young people</p> <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	<p>completed. Skatepark speed bowl completed, sportsground upgrade and splash park in Darlington Point partially completed as at 30 June, 2022.</p> <p>No action as at 30 June, 2022 due to COVID restrictions.</p>	<p>Attending Local Area Command meetings to identify and discuss issues.</p>

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	Part of the new Economic Development Strategy. Biodiversity and Aboriginal Heritage surveys and assessment conducted.	
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	<p>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</p>	EDM	Ongoing	Darlington Point walking trails have been resurfaced. High rivers have impacted some tracks. Ned Kelly and Horgan Walk tracks in Jerilderie upgraded. Coleambally walking tracks have been measured and lit up by solar lighting.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 2.1.3	Foster learning about and celebrate the Council's natural resources	Action 2.1.3.1 Partner in environment education programs provided by organisations such as Local Land Services and Landcare <ul style="list-style-type: none"> Attend required Landcare and Local Land Service meetings and investigate identified programs – 30 June 2019 	MPE	Ongoing	Submission made to LLS Strategic Plan.
		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 members – Landcare group initiated in Darlington Point and community grant funding made available.
Strategy 2.1.4	Manage environmental opportunities and challenges – exploring native fish stocking and carp elimination opportunities	Action 2.1.4.1 Collaborate with local community groups to support environmental projects <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 	MPE/EDM	Ongoing	Community Gardens established in Darlington Point and Coleambally. Grant funding provided to Riverina Classic Fishing Competition for restocking of Murray Cod.
		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	MPE	Ongoing	Environmental constraints mapping conducted as part of Land Use Strategy.
		Action 2.1.4.2 Support the development and implementation of environmental management programs and plans – 30 June 2022, with annual review	MPE	Ongoing	Notification to agencies and community engagement through the LEP process.

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

Strategic Activity		Action	Accountable Officer	Status	Comment
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	OM	Ongoing	RAMJO currently investigating contractual or in-house service provision. Waste Strategy planning being undertaken. Three stream kerbside collection to commence in all three towns on 1 July, 2023.
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>MPE</p> <p>MPE</p>	<p>Ongoing</p> <p>No action to date.</p>	Opportunities taken as they come to hand.

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 2.2.2.3 Develop a Council energy consumption reduction plan or concept – 30 June 2020	OM/MPE	Planning commenced.	
Strategy 2.2.3	Rationalise waste management and recycling priorities in accordance with relevant legislation	<p>Action 2.2.3.1 Maximise diversion of waste through Council’s kerb collection programs -30 June 2022, with annual review</p> <p>Action 2.2.3.2 Identify/Provide opportunities for the diversion of waste from landfill – 30 June 2020</p> <p>Action 2.2.3.3 Investigate landfill management options across the Local Government Area</p> <ul style="list-style-type: none"> Maintain ongoing management of tips across all three towns in Murrumbidgee -30 June 2022, with annual review 	<p>OM</p> <p>OM</p> <p>OM</p>	<p>Ongoing</p> <p>Current</p> <p>Planning underway</p>	<p>Kerbside recycling pickup available and continuing in Darlington Point and Coleambally. Bulky goods collection conducted once per year. Three stream kerbside collection to commence in all three towns on 1 July, 2023.</p> <p>Waste audit being investigated.</p> <p>LEMP (and AMP) currently being undertaken to understand future direction of Council waste management facilities</p>

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 2.2.3.4 Undertake upgrade works at Coleambally and Darlington Point landfills – 30 June 2019 Action 2.2.3.5 Implement expansion plan for Darlington Point Landfill site - -30 June 2020 Action 2.2.3.6 Create a rural landfill plan for the Murrumbidgee local government area - 30 June 2021	OM OM OM	 No action Planning underway	Subject to Funding and LEMP finalisation. Subject to waste/ landfill review. 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 Development applications – 51 Subdivision application - 3	

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	Action 2.3.1.1 Identify/incorporate heritage assets into Councils asset management planning and reporting -30 June 2020	AM	Ongoing	
		Action 2.3.1.2 Create/maintain a heritage advisory service – 30 June 2021	MPE	On a development specific basis only.	Desktop Heritage assessment completed for three villages.
		Action 2.3.1.3 Provide a local heritage assistance fund to support the conservation of local heritage items - 30 June 2021	CCSM	Heritage Darlington Point successful in obtaining grants for re-stumping of former Police Residence and re-roofing of Police Residence and Court House.	Further grant opportunities being explored to continue works.
Strategy 2.3.2	Encourage and support sustainable land use, planning and development	Action 2.3.2.1 undertake periodic review of Council’s planning policies and delegations – 30 June 2020	GM/MPE	Policies being revised and reviewed.	

Strategic Activity		Action	Accountable Officer	Status	Comment
		<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 	MPE	Ongoing	
		<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>	MPE	Commenced	See 2.3.2.4 and 2.3.2.5.
		<p>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</p>	MPE	80% complete.	Draft Land Use Strategy to be adopted by Council and comprehensive LEP & DCP to commence.
		<p>Action 2.3.2.5 Provide a development application pre-lodgement service – 30 June 2019</p>	MPE	Completed. Service available.	
Strategy 2.3.3	Consider plans for the improvement, beautification and revitalisation of Murrumbidgee towns including town entries	<p>Action 2.3.3.1 Create master plans for each of Murrumbidgee's towns and/or critical areas within the towns - 30 June 2020</p>	OM	Master Plan created for Brolga Place, Coleambally.	Development Control Plans being prepared as part of the Local Environmental Plan.
		<p>Action 2.3.3.2 Consider developing working groups to support Council's focus and programs -30 June 2022 with annual review</p>	OM	Working group formed for Brolga Place redevelopment. Beautification and revitalisation	

Strategic Activity		Action	Accountable Officer	Status	Comment
				works carried out in all three towns under Streets as Shared Spaces and Drought Extension Program funding.	
Strategy 2.3.4	Ensure best practice public and environmental health controls	<p>Action 2.3.4.1 Review/ Implement a food safety program in accordance with the NSW food Authority – 30 June 2019</p> <p>Action 2.3.4.2 Act on complaints received in relation to pollution and public health - 30 June 2022 with annual review</p> <p>Action 2.3.4.3 Record and process statistics for management reporting to Council and for compliance – 30 June 2019</p> <p>Action 2.3.4.4 Conduct investigations as requested and required - 2022 with annual review and reports</p>	<p>MPE</p> <p>MPE</p> <p>MPE</p> <p>MANAGEMENT</p>	<p>Food Safety Program established.</p> <p>Public Health Inspections carried out: Food-61 Septic-10 Trade Waste-25 Skin Penetration-0 UPSS-7 Swimming Pool-15 Contaminated Land-0</p>	
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</p>	<p>OM</p> <p>OM</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Working with several agencies to rehome animals.</p>

Strategic Activity		Action	Accountable Officer	Status	Comment
		<p>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>Ongoing. Pounds maintained.</p> <p>Ongoing</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	Risk management plan completed.	

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	As required.
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 WAP agreement (Weed Action Plan)	
		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	Completion of flood mapping for incorporation into Council's LEP.

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	Council has purchased CONQUEST Asset Management Systems and reviewing and updating data for system. Consolidated Asset Registers in place – to be reviewed and updated into electronic system.
		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	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>	AM/FM	Ongoing	Reviewed during budget deliberations.
		<p>Action 3.1.1.5 Incorporate/develop asset management reporting and monitoring regime – 30 June 2019</p>	AM/OM	Ongoing	
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	Community surveys undertaken.

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 Maintenance plans constantly being updated.
		Action 3.2.2.2 Identify/ upgrade/ develop a proactive maintenance plan for all facilities in a staged approach	OM/AM	Ongoing	
		Action 3.2.2.3 Consider undertaking energy audits of all council buildings and facilities	AM	Ongoing	100% Renewables was engaged by the NSW Department of Environment: Sustainable Councils and Communities to work with Council to develop an Energy Strategy.
		<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	Ongoing	

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.2.2	Efficiently manage and maintain Council's building and specific purpose facilities	<p>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</p> <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	<p>Maintenance schedules and levels of services to be updated in Asset Management Plans</p> <p>Maintenance plans constantly being updated.</p> <p>Council purchased street sweeper in November 2021 to undertake works in-house.</p>
Strategy 3.2.3	Efficiently manage and maintain Council's plant and equipment	<p>Action 3.2.3.1 Optimise the procurement, usage and disposal of Council's plant and equipment within budget</p> <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	Ongoing	Internal audit on Procurement undertaken.
			OM	Ongoing	Council purchased street sweeper in November 2021 to undertake works in-house.

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	Ongoing	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	Master Plans presented to Council. New lawn section developed in Darlington Point.

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 Council's 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.

Strategic Activity		Action	Accountable Officer	Status	Comment
		<p>Action 3.3.1.4 Increase the number of walking tracks in all towns and their surrounds</p> <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.
Strategy 3.3.2	Enhance and expand sporting opportunities	<p>Action 3.3.2.1 Review/Develop masterplans for sporting, showgrounds and recreational facilities and precincts in all towns – 30 June 2020</p> <p>Action 3.3.2.2 Develop business cases (where appropriate) and funding options for new or multipurpose sports and recreation facilities – 30 June 2021</p>	OM/AM	Ongoing	Monash Park masterplan completed. Darlington Point Sportsground upgrade underway. Coleambally No 2 oval changerooms completed and No 1 oval facilities completed.
Strategy 3.3.3	Provide and maintain a range of community recreation facilities	<p>Action 3.3.3.1 Develop a Recreational facilities management plan and align it to the LTFP</p> <ul style="list-style-type: none"> • Undertake a costed lifecycle review of all council recreational facilities including 	AM/FM	Ongoing	Maintenance schedules and levels of services being updated in Asset Management Plans

Strategic Activity		Action	Accountable Officer	Status	Comment
		maintenance and rental costs for incorporation into the LTFP – 30 June 2019 <ul style="list-style-type: none"> • 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/OM AM/OM	Ongoing Ongoing	Maintenance plans constantly being updated.
Strategy 3.3.4	Ensure public places are clean and well maintained	<p>Action 3.3.4.1 Consider developing an Open Spaces Strategy in conjunction with Council's Open Space Asset Management Plan – 30 June 2019</p> <p>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</p> <p>Action 3.3.4.3 Review/develop Councils parks and gardens asset management plans and budgets – 30 June 2019</p>	AM/MPE AM AM/FM	Completed draft Plans of Management. Open space recommendations in Land Use Strategy. Ongoing Ongoing	Crown Land Plans of Management submitted to Department for approval. New toilet block at Lions Park, Coleambally, upgrade to toilets at John McInnes Square, Coleambally and new toilet block/display constructed at Lions Park, Darlington Point. Long term plan to include Lift and Change facilities in all towns.

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 3.3.5	Maintain our Crown Land resources responsibly	<p>Action 3.3.5.1 Develop/review Councils Crown Land Strategy – 30 June 2020</p> <p>Action 3.3.5.2 Develop a management plan for Crown Lands under Council control aligned with the LTFP – 30 June 2021</p>	<p>MPE</p> <p>MPE</p>	95% complete	Submission to Crown Lands for approval.

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	<p>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</p> <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 	<p>AM/OM</p> <p>AM/OM</p>	<p>Ongoing</p> <p>Ongoing</p>	Asset Manager has updated hierarchy inspection program and defect model for all road assets in line with CONQUEST and Tonkin systems.

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 <ul style="list-style-type: none"> • Replace 150m of kerb gutter annually – 30 June 2022 with annual review and reporting • Identify and program works for high priority footpath renewal – 30 June 2022 with annual review and reporting 	AM/OM	Ongoing	Kerb and gutter and footpath renewals are being developed based on condition assessment. Footpath renewals carried out in all three towns under Australian Drought Communities program.
			AM/OM	Ongoing	
			AM/OM	Ongoing	
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.
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	OM/AM	

Strategic Activity		Action	Accountable Officer	Status	Comment
		<p>service levels identified for roads and bridges in Council Asset Management Plan within budget - 30 June 2022 with annual review and reporting.</p> <p>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</p>	AM	Ongoing	<p>Being developed and budgets monitored.</p> <p>Signed new Transport agreement. Received R2 and G registration accreditation from TfNSW. Continually improving in Contractor Performance Reports.</p>
Strategy 3.4.5	Improve street and building accessibility for the disability and mobility impaired	<p>Action 3.4.5.1 Review/Deliver a staged program of accessibility improvements to the Murrumbidgee Council's town road network</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 road works program – 30 June 2019 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</p>	OM/AM	Ongoing	<p>Accessibility options are constantly being identified.</p>
		<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</p>	AM/OM	Ongoing	All new developments including Brolga

Strategic Activity		Action	Accountable Officer	Status	Comment
		environments <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 		Disability Inclusion Action Plan currently being reviewed	Place re-development is to include accessibility improvements.

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	Action 3.5.1.1 Review Council’s water treatment works operational plan and budget - - 30 June 2022 with monthly review and reporting <ul style="list-style-type: none"> Complete monthly review of operational water monitoring Complete annual review of drinking water quality Implement drinking water system improvement plan 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 <ul style="list-style-type: none"> Conduct regular testing of water supply to 	OM/FM OM OM/MPE OM OM/MPE OM/MPE	Integrated Water Cycle Management (IWCM) Plan developed. Ongoing Ongoing Legislative requirement Ongoing Legislative requirement Ongoing	DPIE will now provide the Council with an option report on all 3 townships and the requirement for design and construct.

Strategic Activity		Action	Accountable Officer	Status	Comment
		achieve 100% compliance with health requirements of Water NSW <ul style="list-style-type: none"> 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>	OM OM/FM AM/OM	Legislative requirement Routine maintenance and repairs completed Ongoing Ongoing	 Locations have been identified for automated sprinkler systems to be installed.
Strategy 3.5.2	Manage sewer assets in line with best practice standards and agreed priorities	<p>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</p> <p>Action 3.5.2.2 Maintain systems to efficiently operate Murrumbidgee's town sewers. - 30 June 2022 with annual review and reporting</p>	OM OM OM/AM	Ongoing Ongoing Ongoing	Legislative and EPA licence requirement

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 3.5.2.3 Complete annual capital works program on sewer assets - 30 June 2022 with annual review and reporting			
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	
Strategy 3.5.4	Advocate and improve mobile information and communications technology and infrastructure across the Murrumbidgee Local Government Area	Action 3.5.4.1 Initiate engagement with telecoms service providers to support Councils new tower infrastructure <ul style="list-style-type: none"> Apply for funding to improve capacity of Bundure tower – 30 June 2021 	GM	Project completed in March 2021	
		Action 3.5.4.2 Engage with relevant stakeholders and Government to lobby for new communication networks <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	Received funding the Federal Government's Regional Connectivity Program (RCP), to add new 'true broadband' technology on three	Murrumbidgee Council convenor of the Digital Connectivity Subcommittee of RAMJO

Strategic Activity		Action	Accountable Officer	Status	Comment
				existing towers and build two new 45m telco towers along the Newell Highway and Kidman Way. Murrumbidgee LGA Project partners – \$1,242,800 total project cost Federal Government, Field Solutions Group, Murrumbidgee Council, Nokia (technology partner), Altina Wildlife Park, Cavaso Farming, Cotton Australia & Coleambally Irrigation.	

ECONOMY:

1.5 Promoting Businesses and Industries Growth, Diversity and Productivity:

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	Ongoing	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, 2022.	
		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, 2022.	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 <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 <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> <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 	<p>EDM</p> <p>EDM</p> <p>EDM</p> <p>GM</p>	<p>Ongoing – reviewed annually, Monthly reports aligned to Economic Development Strategy.</p> <p>Business Connect Darlington Point and Jerilderie Chamber of Commerce established.</p> <p>Ongoing</p> <p>Ongoing Young Street Subdivisions alternatives presented to Council. Costings being sought.</p>	<p>METAG Meetings also held.</p>

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	
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>	<p>EDM</p> <p>EDM</p> <p>EDM</p> <p>EDM</p>	Ongoing – details provided for all Industrial land available to be developed.	Same as Action 4.1.1.3

4.2 Promoting a Regional Economy and Growth:

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 4.2.1	Work with other levels of government and private industry to build the Murrumbidgee Council profile and maximize cooperative opportunities	Action 4.2.1.1 Champion a “transport hub” at the intersection of the Sturt Highway and the Kidman Way <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	Identified in regional plan by Department of Planning	Now RAMJO – General Manager is Council representative
		Action 4.2.1.2 Maintain membership of regional government and non-government organisations and participate in meetings <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	
		Action 4.2.1.3 Encourage strong partnerships between businesses, education and government agencies <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	Most 2021/22 meetings attended via Zoom due to COVID restrictions.	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 membership maintained.

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	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 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	Ongoing	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	Murrumbidgee Trails Visitor Guide in conjunction with Lockhart, Leeton and Narrandera.
		Action 4.3.2.3 Consider developing a visitor guide aligned to Councils branding strategy - 30 June 2019	EDM	Commenced visitor guides for all three towns in LGA	

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)			
		<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	
			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	Information sheets to business owners by direct email and newsletters.	

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

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 4.4.1	Raise community awareness of TAFE, university and other regional education providers	<p>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</p> <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 <p>Action 4.4.1.2 Initiate regular engagement with TAFE, regional colleges and university to partner them on promotion, programs</p>	EDM	Meeting held with TAFE providers.	Community awareness raised by sharing course details on Facebook and Council's website.

Strategic Activity		Action	Accountable Officer	Status	Comment
		<p>relevant to the region</p> <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 <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 	EDM	Ongoing	
			EDM	Information sheets to business owners by direct email and newsletters.	
			EDM	Commenced	

Strategic Activity		Action	Accountable Officer	Status	Comment
Strategy 4.4.2	Identify opportunities to enhance community and business's access to internet, broadband and mobile services through the Local Government Area	Action 4.4.2.1 Work with service providers to identify opportunities to improve community connectivity <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, 2022.	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	Action 4.5.3.1 Develop an investment strategy/policy supporting new agribusiness in Murrumbidgee – 30	EDM	Ongoing development.	

Strategic Activity		Action	Accountable Officer	Status	Comment
	regional initiatives stimulating interest in Murrumbidgee as an agribusiness hub for the Riverina and/or upper Murray regions	June 2019			
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, 2022.	.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	<p>Action 5.1.1.1 Ensure elected members are adequately resourced to enable effective representation:</p> <ul style="list-style-type: none"> Complete Council Budget Briefing – 30 June 2022 with annual review and reporting Deliver Council’s annual budget process – audited financial statements, community consultation & management of internal processes – 30 June 2022 with annual review and reporting <p>Action 5.1.1.2 Continuously improve governance in decision making</p> <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 	GM		
			FM	Budget Briefings and Workshops held.	
			FM	Ongoing	Audited Financial Statements delivered to Council
			FM	Ongoing	Meetings held
			FM	ARIC Committee formed	Meetings held
			FM	Program created and audits 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	Achieved	<p>Quarterly community newsletters, monthly e-newsletters (500 subscribers), media releases (average of 4 per month), social media, direct mail-outs/letter drops, posters, Council's website, forums and word of mouth. Social media presence continued to grow - Facebook reach growing by 20.3% over the previous year and our Instagram reach growing by 64.2%. Meeting Minutes distributed.</p>
		GM	Ongoing	
		MCO	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 Council's 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 GM GM	Ongoing Ongoing	Website and social media pages updated regularly. All policies currently being reviewed.
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>	FM FM	Council rates harmonisation completed following four (4) year requirement to continue current rate stream following amalgamation. Ongoing – reviewed for 2021/22 budget	

Strategic Activity		Action	Accountable Officer	Status	Comment
		Action 5.1.2.3 Maximize the long-term tenancy of Council owned residential and commercial premises – 30 June 2019	GM/CCSM	Ongoing	
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 Council's Asset Management Plans and Policy to align with the Community Strategic Plan, Long Term Financial Plan (LTFP), Delivery Program and Operational Plan - 30 June 2022 with annual review and reporting <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 Council's Business Continuity Plan – 30 June 2019</p> <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 	<p>OM/AM/GM</p> <p>AM</p> <p>FM</p> <p>FM</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Commenced</p> <p>Commenced</p>	<p>ICT Strategy and IT Disaster Plan finalised – working on other areas of BCP.</p> <p>Working with Statecover to update BCP procedures</p> <p>Internal audit of procurement framework commenced.</p>

Strategic Activity		Action	Accountable Officer	Status	Comment
		<ul style="list-style-type: none"> 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 		Completed	Major financial programs migrated
Strategy 5.1.6	Actively source external grants and funds for identifies projects and initiatives	Action 5.1.6.1 Identify and promote grant opportunities supporting councils strategic and operational priorities <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	Ongoing	Leadership development courses advertised on Council's social media pages and community e-news.
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	Ongoing	Leadership development opportunities advertised on

					Council's digital and non-digital channels.
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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	<p>Action 5.3.1.2 Implement a specific community and stakeholder engagement plan for emergency situations – 30 June 2022 with annual review and reporting</p> <p>Maintain ongoing support for the Local Emergency Management Centre - 30 June 2022 with annual review and reporting</p>	<p>LEMO</p> <p>GM</p>	<p>Ongoing</p> <p>Ongoing</p>	Part of Emergency Management Plan
Strategy 5.3.3	Ensure a coordinated and multi-faceted approach to all of Council communications with the community	<p>Action 5.3.3.1 Review Councils communication plan around external communications management</p> <ul style="list-style-type: none"> Develop communication project plan – 30 June 2019 <p>Action 5.3.3.2 Provide timely and accurate updates and maintenance of Councils website and face book page</p>	MCO	Ongoing	Website is regularly updated and improved. Visitation levels are monitored. Social media pages are

Strategic Activity	Action	Accountable Officer	Status	Comment
	<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 <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 	<p>MCO</p> <p>MCO</p> <p>CCSM</p> <p>CCSM</p>	<p>Ongoing</p> <p>Ongoing</p> <p>ICT performance monitoring ICT Strategy developed with external contractor.</p> <p>Customer Service Charter developed. To be constantly reviewed.</p> <p>Training received by staff on Customer Service.</p>	<p>proactively managed and monitored.</p>

Strategic Activity		Action	Accountable Officer	Status	Comment
		reporting procedures <ul style="list-style-type: none"> Develop and formalize customer compliant handling form and procedure 			

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.</p>	<p>"SafePlan" is the WHS Management System developed to meet the AS/NZ Standard 45001:2018</p> <p>Training undertaken for management staff and further training available through StateWide Mutual. 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/WH Risk	<p>Recommendations from 2017 WHS Audit taken into consideration with 2019 WHS Audit by StateCover and Internal Audits</p> <p>Workplace safety requirements have been updated to work actively towards meeting WHS Legislative and regulatory requirements.</p> <p>Ongoing</p>	<p>Training and record-keeping especially has been implemented to ensure compliance.</p> <p>Implementation of system is being actively developed to ensure that compliance is met.</p>
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"> a. 100 of staff complete TNA b. 90% compliance with required tickets and licenses within expiry period <p>Action 5.4.2.2 Promote generation and gender diversity</p> <ul style="list-style-type: none"> • Investigate awareness and training 	HR	<p>Training Needs Analysis completed.</p>	<p>Completed in conjunction with Performance and Training Appraisals. Annual performance reviews identify skills and training requirements to be included in individual training plans. Live training spreadsheet set-up.</p>
			HR	<p>Training opportunities monitored</p>	<p>Inclusive training is being undertaken with a focus on the</p>

Strategic Activity	Action	Accountable Officer	Status	Comment
	<p>options for Council consideration – 30 June 2020</p> <ul style="list-style-type: none"> Work with TAFES to identify trainee, scholarship and other staff development opportunities – 30 June 2022 with annual review and reporting <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> <ul style="list-style-type: none"> a) 100% 6-month performance appraisals completed b) 100% 12-month performance review process completed <ul style="list-style-type: none"> Undertake Workforce Management Planning – 30 June 2022 with annual review and reporting <p><u>Measures:</u></p>	HR	<p>regularly. Outcomes for apprentices will be Cert III under AQF.</p> <p>Annual Performance and Training reviews support this.</p> <p>Organisational structure review completed.</p>	<p>role of women in leadership positions within Council. Council will be raising opportunities for potential selection of veterans returning to civilian life. Council has sourced a training proposal from TAFE NSW to assist delivery of the organisational training plan.</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. Completed by 30 June, 2022.</p>

Strategic Activity		Action	Accountable Officer	Status	Comment
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 Measures: <ul style="list-style-type: none"> • Complete personnel files and filing system into Content Manager • Deliver survey report results and recommendations 	FM	Completed	Refer to 5.4.2.4 for comments.
			HR	Completed	
			HR	Ongoing - commenced	
	HR	Survey results communicated to all staff.			
		Action 5.4.3.2 Utilise Data to benchmark with external LGAs - 30 June 2022 with annual review and reporting	HR	Results benchmarked against rural local government authorities. Three key indicators are: <ul style="list-style-type: none"> • Engagement • Wellbeing • Progress 	
		Action 5.4.3.3 Monitor and report on internal and external HR trends	HR	Not completed as at 30 June, 2022.	
		Action 5.4.3.4 Implement online	HR	Commenced.	People and

Strategic Activity		Action	Accountable Officer	Status	Comment
		learning management and training system <ul style="list-style-type: none"> Develop and implement integrated training calendar - 30 June 2019 			Culture Officer sourcing companies.

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	Council representatives attend meetings, events and activities.
Strategy 5.5.2	Identify opportunities and advocacy for advancing Murrumbidgee	Action 5.5.2.1 Maintain and participate in RAMROC and other regional forums - 30 June 2022 with annual review and reporting	GM	Ongoing	Now RAMJO

Strategic Activity		Action	Accountable Officer	Status	Comment
		<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>Ongoing – meetings attended</p> <p>Ongoing – meetings attended</p> <p>Ongoing</p>	<p>Submissions made on various issues.</p>