

ANNUAL REPORT 2018-19



Murrumbidgee
COUNCIL



ACKNOWLEDGEMENT OF COUNTRY

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

Pictured is the incredible mural which graces the walls of the Council Chambers at Jerilderie. The mural is titled 'Coming Together', and was created for the 2000 Olympic Games, where it was hung in Parliament House to provide a visual welcome to visitors and wish them peace and safe travel.

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

The mural was created by four Barundji/Barkindji artists: Elise Black, Gertrude Gittins, Eileen Ballangarry and Sos Hawkins. These women can trace their family back at least 700 years as direct matriarchal descendants of the tribe.

It measures 8 metres by 4 metres and is available for viewing.

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Darlington Point Office: 21 Carrington Street Darlington Point NSW 2706

Jerilderie Office: 35 Jerilderie Street Jerilderie NSW 2716

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WELCOME

Welcome to Murrumbidgee Council's Annual Report 2018-19. This report provides a summary of our performance over the 2018-19 financial year against the actions in the Delivery Program and the Community Strategic Plan.

The Annual Report is prepared in accordance with the Local Government Act 1993 and Local Government (General) Regulation 2005, and includes a copy of the Council's audited financial reports.

How to read this document

This annual report comprises six main sections:

1. An overview of our area and Council. It includes messages from the Mayor and General Manager, a snapshot of our community, details on our Councillors and Council's organisational structure (pages 1-9).
2. The highlights and work of our Council teams throughout the year (pages 10-24).
3. Information on how Council has performed in regard to the meeting goals within the Operational Plan (pages 26-44).
4. A glossary of acronyms used in this document (page 45).
5. Attachment A: Audited Financial Statements for 2018-19
6. Attachment B: Additional Local Government Requirements.

How to obtain a copy of this document

- ❖ Council's website:
www.murrumbidgee.nsw.gov.au
- ❖ Any Murrumbidgee Council branch office (see address details on the inside front cover).
- ❖ Telephone Murrumbidgee Council at 1300 676 243 and request a copy to be mailed to you.



MESSAGE FROM THE MAYOR



It's a pleasure to present the 2018-19 Annual Report for Murrumbidgee Council.

As you will see from this report, councils have an extremely varied and complex role in the local community.

The 2018-19 year was the third year in Murrumbidgee Council's evolution as a merged council. It is no exaggeration to say that our initial years have been challenging for us all. However, I'm proud to say our staff, our councillors, and our entire community, have approached the transition with positivity and determination.

There is still some way to go as we build a local government body that not only provides the many essential services that fall within the realms of today's local government bodies. It must also guide our strategic planning processes to ensure we continue to grow and prosper as a community with an enviable rural lifestyle.

Whilst speaking of challenges, the drought cannot go unmentioned. Another year of drought has severely impacted our economy and our well-being. The Federal and State Governments have recognised the severity of the crisis and have responded with financial initiatives and other support. I urge you to take advantage of this support and never be afraid to seek help if things are too tough.

I can assure you, that as a Council we recognise the hardship our community is facing, and we will continue to impress on our Federal and State politicians the need to implement programs for regional Australia that will assist and support us in this changing and difficult environment.

The year ahead is positive and will see the completion of many capital works projects. These have been made possible with government funding, as well as careful fiscal management. We will continue to plan and manage a diverse rural area and we will also provide as many opportunities as we can for community comment and engagement.

Finally, I would like to thank our dedicated staff, under the leadership of John Scarce, as well as our community volunteers, for their commitment and dedication. I would also like to thank my fellow Murrumbidgee councillors who so willingly give their time and knowledge to Council.

A handwritten signature in black ink that reads "R. K. McRae". The signature is written in a cursive, flowing style.

Ruth McRae
Mayor

MESSAGE FROM THE GENERAL MANAGER



In my first year with Murrumbidgee Council I have found the community and Council to be incredibly positive and welcoming.

We undoubtedly live in a great part of the world with an enviable lifestyle and are fortunate that our people have such a great tenacity, resilience and spirit. This year was just the beginning of an exciting phase in our area's development.

Several capital works projects were completed, with many more on the horizon in the coming years that will see an unprecedented level of construction activity and improvements. Much of this has been made possible through government grants and we will continue to proactively pursue these funding opportunities.

Existing assets have been well-maintained throughout the year, with asset management and planning instruments in place to ensure our assets are kept in excellent condition and renewed and upgraded when necessary. We have worked hard this year to ensure our budget is sustainable and can support these plans.

Fiscal responsibility is of the utmost importance to our Council. We have focussed on continuing to provide a high standard of core local government services to our community, as well as the broad range of other services and activities that the modern local council is involved in.

Key milestones throughout the year have been the planning and design phases for a number of significant capital works; the staging of or support for a number of community events, including three citizenship ceremonies and the highly successful Monash Dinner; the establishment of the Murrumbidgee Economic and Tourism Group; and the completion of the Darlington Point Flood Study. I look forward to reporting on many more projects in the 2019/20 Annual Report.

The coming year will see an extensive amount of consultation with our community as we review the goals within our strategic planning documents to ensure they are meeting expectations.

On a personal note, I would like to thank my team of staff for their commitment and dedication to providing excellent services and support for our community. I would also like to thank our Councillors who play such an integral role in determining Council's focus and priorities.

A handwritten signature in black ink, which appears to read "John Scarce". The signature is written in a cursive, flowing style.

John Scarce
General Manager



OUR COMMUNITY

Our Purpose

We aim to deliver quality services to create a friendly and welcoming community.

Our Community Vision

We strive for a community built by innovative and reliable services.

Our Values

Creativity, quality, tradition and energy.



The following graphics provide a snapshot of our community, taken from the Australian Bureau of Statistics 2016 Census and the National Institute of Economic and Industry Research 2018 data.

POPULATION



OUR FIRST PEOPLE PEOPLE IDENTIFYING AS ABORIGINAL OR TORRES STRAIT ISLANDERS



7.4% of our population

MEDIAN AGE



41 years

BORN IN AUSTRALIA



94% of our population

MEDIAN WEEKLY INCOME



\$1,180

ENGLISH WAS STATED AS THE ONLY LANGUAGE SPOKEN AT HOME BY



97% of our population



SCHOOLING

THOSE WHO HAVE COMPLETED YEAR 12



30% of our population

HOUSING

THOSE WHO ARE RENTING - 31%



with a mortgage 64%

INTERNET ACCESS



65.1% of households

MEDIAN WEEKLY LOAN REPAYMENTS



\$199 (NSW: \$456)

EMPLOYMENT RATE



3.5% (NSW: 4.8%)

MEDIAN WEEKLY RENT



\$153 (NSW: \$384)



THE THREE LARGEST INDUSTRIES BY EMPLOYMENT IN 2017-18 WERE:

AGRICULTURE: 48% OF THE WORKFORCE

MANUFACTURING: 8.1% OF THE WORKFORCE

EDUCATION AND TRAINING: 6.2% OF THE WORKFORCE





OUR COUNCILLORS

The Murrumbidgee Local Government area (LGA) is divided into three wards, with three councillors elected to represent each ward. The Mayor and Deputy Mayor are elected by the Councillors. Our Mayor throughout 2018-19 was Cr Ruth McRae, and Deputy Mayor was Cr Robert Black.

The Councillors make decisions about what happens across our LGA and ensure decisions adopted are implemented.

During 2018-19, there were eleven Ordinary Council meetings and three Extraordinary Council meetings.

Ordinary Council meetings are generally held the fourth Tuesday of each month, alternately in Darlington Point and Jerilderie. The community are welcome to attend.

The meeting schedule, agendas and minutes are available on Council's website or at any Council office.

JERILDERIE WARD



RUTH McRAE, Mayor

0428 861 767
ruthm@murrumbidgee.nsw.gov.au

As Mayor, Cr McRae represents the entire Murrumbidgee LGA.



GAILA SMITH

0428 861 513
gailas@murrumbidgee.nsw.gov.au



FAITH BRYCE

0438 108 803
faithb@murrumbidgee.nsw.gov.au

MURRUMBIDGEE EAST WARD



ROBERT BLACK, Deputy Mayor

0428 696 102
robertb@murrumbidgee.nsw.gov.au



PAT BROWN

0427 546 151
patb@murrumbidgee.nsw.gov.au



CHRISTINE CHIRGWIN

0467 544 724
christinec@murrumbidgee.nsw.gov.au

MURRUMBIDGEE WARD



ROBERT CURPHEY

0448 629 502
robertc@murrumbidgee.nsw.gov.au



PHILLIP WELLS

0408 445 339
phillipw@murrumbidgee.nsw.gov.au

In September 2018, Cr Wells received an Emeritus Mayor award from Local Government NSW. The award recognised his enormous contribution to the community, including 10 years as Mayor.

Cr Wells also received a Certificate of Appreciation for his service to the Council and the community.



GAVIN GILBERT

0439 255 448
gaving@murrumbidgee.nsw.gov.au



OUR FOOTPRINT



Our community includes:

- ❖ A population of 3,836 people
- ❖ 3 townships of Coleambally, Darlington Point and Jerilderie, and surrounding rural localities (or part) of Argoon, Bundure, Carrathool, Coree, Four Corners, Gala Vale, Logie Brae, Mabins Well, Mairjimmy, Nyora, Oaklands, Steam Plains, Waddi and Yamma, encompassing an area of 6,880 km².
- ❖ 3 branch offices, 3 depots
- ❖ 122 machines and vehicles
- ❖ 1,721 kms of roads
- ❖ 1 library, one mobile library
- ❖ 3 waste depots and 950 bins per week
- ❖ 10 halls and facilities
- ❖ 9 public toilets
- ❖ 2 skate parks
- ❖ 3 sporting ovals
- ❖ 2 sporting complexes
- ❖ 3 swimming pools
- ❖ 1 river, 1 lake, 1 billabong
- ❖ Nature trails and walks
- ❖ 3 cemeteries

ORGANISATIONAL STRUCTURE

Murrumbidgee Council has offices in Coleambally, Darlington Point and Jerilderie. The Council is a major employer in the area, with a total of 92 staff.

Mr John Scarce commenced as General Manager with Council in October 2018. He replaced Mr Craig Moffitt, who retired after a 48 year career in local government.

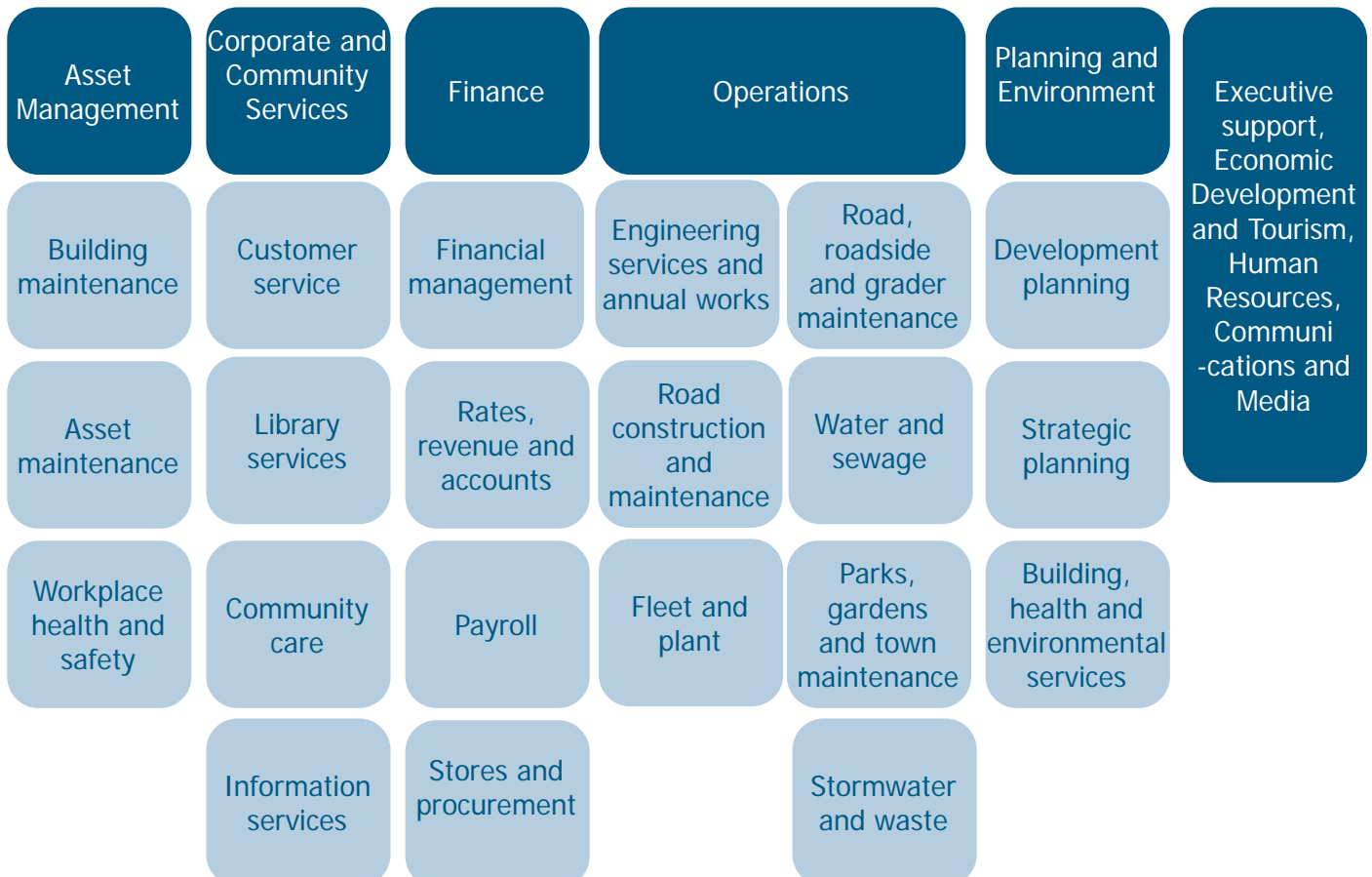
A Senior Manager oversees each Council department, with the exception of Operations, which has two senior managers. The team of senior managers meet on a fortnightly basis to oversee

strategy, policy development and the overall management of Council.

The senior management team also attends all Council meetings and provides information and advice to the Councillors to enable them to make informed decisions on strategic and policy issues.

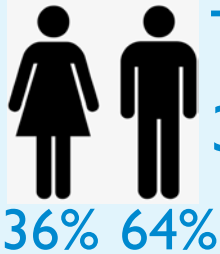
During the year, Council recognised the service of two long serving staff members. Office Manager, Lisa Bryce and former Director of Technical Services, David Tamlyn, were honoured at the May Council meeting and wished every happiness for the future.

General Manager

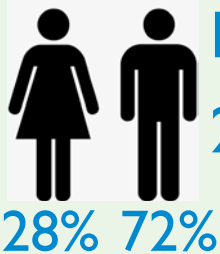


ORGANISATIONAL STRUCTURE

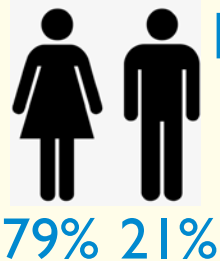
Our workforce is comprised of a total of 92 employees.



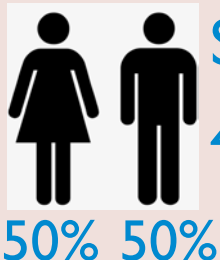
Total employees:
33 females and 59 males



Full time employees:
22 females and 56 males



Part time and casual employees:
11 females and 3 males



Senior management:
4 females and 4 males



ASSET MANAGEMENT

Road Maintenance Council Contract

The Asset Management team is responsible for the Road Maintenance Council Contract (RMCC). This contract was in place from 2008-2012, and has been extended until a new contract is prepared, which should be made available to Council in 2020. The contract continues to be an important part of Council's workforce budget and works program.

Bush Fire Services

Council is currently part of two Bushfire Zones and Management Committees, the Mid Murray and the MIA. A decision is yet to be made by the Rural Fire Service which zone the council will be a part of.

While Council is waiting for a decision to be made it will support to two zones and carry out its obligations in regards to hazard reduction, maintenance and other support which may be necessary.

Asset Management Policy, Plans and Strategy

As part of the Integrated Planning and Reporting requirements, Council prepares an Asset Management Policy, Strategy and Plans to support its Community Strategic Plan and Delivery Programme and Operational Plan.

Council has these policies, strategies and plans in place for the major asset groups of Buildings, Land Improvements, Water Supply, Sewer Services, Stormwater & Drainage and Transport Infrastructure. These plans are updated annually.

The Asset Management Strategy identifies assets that are critical to the operations of Council and

provides risk management strategies for each. It also contains specific actions to be undertaken to improve the asset management capability and probable resource requirements within certain time frames.

Condition of Council Infrastructure

The building maintenance program for the 2018-19 period was valued at over \$220,000.

Gradual and progressive implementation of budget recommendations has continued within Council's Delivery Plan and Budget. This has ensured the maintenance of existing Council infrastructure. Routine maintenance, storm water repairs, painting, pest control and fire equipment servicing at various locations was undertaken as necessary.

Significant work and improvements have been undertaken in public buildings throughout the Local Government area. Council staff have continued to work closely with the Committees on areas of visual improvement, security, disabled accessibility, safety and convenience.

Geographical Information System (GIS)

IntraMaps has been implemented, which integrates all data across the Council footprint.





COUNCIL HIGHLIGHTS

CORPORATE AND COMMUNITY SERVICES

Corporate and Community Services covers a broad range of functions, including:

- ❖ Integrated Planning and Reporting
- ❖ Customer service
- ❖ Records management
- ❖ Information technology
- ❖ Library services
- ❖ Community services
- ❖ Bendigo Bank agencies, located at the Darlington Point and Jerilderie offices

During 2018-19 Council merged to an integrated financial system and electronic document management system.

Community Services

Community Services within the Murrumbidgee LGA are provided by:

- ❖ Direct CHSP-funded service provision on the northern side of the LGA, and
- ❖ Berrigan and District Home and Community Support Services (BDH&CSS) on the southern side of the LGA.

Services offered include:

- ❖ Community transport
- ❖ Meals on wheels
- ❖ Home modifications and maintenance
- ❖ Social support

The home modifications service provides minor to major home modifications, and has assisted many of our ageing residents to stay living in their homes for longer.

Community Transport is a critical service for our community. The service provides transport for various appointments and outings.

Seniors Week Activities

Seniors Week Luncheons were held in Darlington Point and Jerilderie.



▲ Residents enjoying the Seniors Week Luncheon in Darlington Point.

About 100 guests at the Darlington Point event were treated to an informative presentation by Andrea Kurta, the Riverina Murray Regional

Development Officer for Ageing. Entertainment was provided by Peter Smith, with catering by the Darlington Point Catholic Ladies Guild.



◀ Thank you to the captains and vice captains from Darlington Point Public School for helping on the day.



COUNCIL HIGHLIGHTS

CORPORATE AND COMMUNITY SERVICES

The theme for this year's celebration at Jerilderie was "Class of 2019". Entertainment was provided by Ray McCartney and catering by St Joseph's Parents and Friends Association.



▲ *Jerilderie Seniors' Lunch 2019*

2018 Sir John Monash Dinner

The 11th annual Sir John Monash Dinner and Lecture was held on Monday 8 October 2018, in celebration of Monash, the man and the military commander.

Council was privileged to welcome the Hon David Elliott MP, Minister for Counter Terrorism, Minister for Corrections, and Minister for Veterans Affairs to deliver the oration.

Minister Elliott is a passionate advocate of Sir John, and a supporter of the proposition to have promote Monash to the rank of Australian Field Marshal.

He joins a very impressive list of past guest speakers, including Hon Tim Fischer, AC, former Deputy Prime Minister of Australia, Hon Marie Bashir, AD, CVO, former Governor of NSW, and Air Chief Marshal Angus Houston, AC, AFC (Ret'd), past Chief of Defence.

The 2018 Monash Education Bursary valued at \$2,000 was presented to Zac Barlow.

Community Assistance

During 2018/19, Council also delivered and supported a number of key community activities and projects, including:

- ❖ Australia Day events across our three communities
- ❖ Darlington Point Riverina Classic Catch & Release Competition
- ❖ Portsea Camp
- ❖ Jerilderie Show N Shine
- ❖ League of Silent Flight
- ❖ Jerilderie Gold Cup Race Meeting

Education Support

Council provided support for students residing within the Murrumbidgee LGA through the following Scholarships:

- ❖ Monash Bursary
- ❖ CSU Foundation Scholarship
- ❖ Community Scholarships





CORPORATE AND COMMUNITY SERVICES

Jerilderie Library

Regular programs held at the library are:

- ❖ Storytime – Wednesday
- ❖ Knitting – Thursday
- ❖ Monthly movie – third Wednesday
- ❖ School holiday movies
- ❖ Simultaneous masterplans

Highlights for the year at the Library

- ❖ Implementation of a very popular **school holiday and after school program**, where children have access to board games, Xbox and colouring pages.
- ❖ Increased use of the public computers as people require more access to the internet.
- ❖ Completion of the installation of the **Radio Frequency Identification (RFID)**. This system for borrowing will give long-term benefits to our library service, allowing staff to focus on client services. Stock losses will also improve with the security gates. Clients are happily using the self-loan kiosk.
- ❖ Four spinners have been purchased to add to our DVD display.
- ❖ The **children's area** has been revamped with the purchase of three multi-coloured book displays.
- ❖ Good use of the **Monash and Banksi Rooms** by the community for meetings and the monthly movie screening.
- ❖ **Peter Allen**, National Co-ordinator Centenary of Anzac Jewish Program, visited the library and donated Jewish Anzacs by Mark Dapin on the

occasion of the centenary of General Sir John Monash's knighthood on 12 August 1918. He also donated a DVD and children's book Digger's Code by Marion and Steve Isham.

- ❖ Author **Lisa Shanahan** visited Jerilderie and Coleambally and gave an entertaining talk to students from our three towns.
- ❖ The annual Biggest Morning Tea event was a resounding success, with \$2242.10 raised through morning tea deliveries to 26 business houses (120 serves) and 45 people attending the afternoon tea. Over 100 continuous raffle prizes were handed out, along with a lucky door prize, blanket prize and painting that a local artist kindly donated. *See photo below.*



- ❖ Jerilderie MPS continues to bring residents to the library so they borrow items.
- ❖ Members of the community continue to meet at the library to knit and crochet rugs for distribution throughout the community.
- ❖ A local historian has continued to research using the microfilm reader for the Jerilderie Public School 150 years of education.

COUNCIL HIGHLIGHTS

ECONOMIC DEVELOPMENT AND TOURISM

Key achievements throughout 2018/19 in the Economic Development area were:

- ❖ Establishing and co-ordinating the Murrumbidgee Economic and Tourism Advisory Group (METAG). The group Economic Development Consultative Group that assists Council to deliver strategies and actions for economic and tourism development. Its role includes:
 - ◆ Informing the development and review of Council's strategic priorities for sustainable economic and tourism growth.
 - ◆ Representing the small to medium enterprise sector and the local tourism industry in industry engagement and consultation processes as convened or approved by Council.
 - ◆ Making recommendations to Council on matters relating to business and tourism development that assist the growth of a stronger, more diverse local economy.
 - ◆ Promoting the direct and in-direct value and benefits of economic and tourism development within the local area.
 - ◆ Being a positive advocate for business development within the Murrumbidgee Council area, Western Riverina sub-region; and on a regional, state and national basis.
- ❖ Implementing the NSW Government 'Easy to do Business' initiative.
- ❖ Providing public access to economic and community data via Profile.id on the Murrumbidgee Council website.
- ❖ One-on-one consultations to inform and refer the investment decisions of micro, small

and medium enterprises.

- ❖ Consultations and community engagement for the Economic Development Strategy.

Key achievements in the Tourism area were:

- ❖ Continued membership in Thrive Riverina, Newell Highway Promotions Committee, Kidman Way Committee and the New Kelly Touring Route.
- ❖ Participating in Destination Riverina Murray's 'Go with the Flow' marketing campaign to increase awareness of the Riverina.
- ❖ Achieving Jerilderie's status as a RV Friendly town.
- ❖ Promoting the Murrumbidgee area through the travel show Postcards in March and The Wanderer magazine in May.



▲ Located at Darlington Point, the Altina Wildlife Park is a major tourist attraction in the region.







OPERATIONS

Roads

Main Roads and State and National Highway

Council maintains 86.94 km of Main Road 321 (Kidman Way) and 4.71 km of State Highway 17 (Newell Highway) under the Road Maintenance Council Contract (RMCC) for Roads & Maritime Services (RMS).

Regional Roads (RR)

Council's Regional Roads network comprises 119.25 km and is made up of the following roads:

- ❖ Oaklands Road – Regional Road 323 – 31.90 km
- ❖ Conargo Road – Regional Road 552 – 19.30 km
- ❖ Morundah Road/Main Canal Road/Yamma Road – Regional Road 596 – 28.80 km
- ❖ Berrigan/Oaklands Road – Regional Road 356 – 6.35km
- ❖ Berrigan Road – Regional Road 564 – 15.05 km
- ❖ Urana Road – Regional Road 59 – 16.05 km
- ❖ Whitton Road 183 – 1.80 km

Maintenance works (resealing, shoulder widening and traffic facilities) have been carried out on all of the above regional roads located within Murrumbidgee Council area. This year the Regional Road Repair Program funding was spent on rehabilitation on RR356 (Berrigan - Oaklands Road) and RR596 (Morundah Road).

Council Roads

Maintenance works have been performed on all Council roads. This includes heavy patching, sign maintenance, guidepost maintenance, shoulder grading, maintaining fire breaks, maintenance grading and resealing of various roads.

Minor heavy patching works were completed on various roads during the year. Road base and road gravel material was carted to various locations to restore the road network, as per normal maintenance. Council's graders, construction crews and road maintenance crews continued to patrol the road network. Maintenance grading was undertaken as required, with particular notice taken of school bus routes.

Under the Fixing Country Roads Program, reconstruction works were carried out on Eulo Road (\$1,267,075) and McDonald Road (\$882,274).



▲ *Maintaining the unsealed road network is an important responsibility of Council.*

Roads to Recovery Program (R2R)

The Roads to Recovery Program has assisted Council to provide a better foundation for Council's road network. This enables Council to add a higher standard of road making material to our existing prior stream gravels and provides the opportunity to upgrade the road network and town infrastructure.

Road base materials help to strengthen and reduce the maintenance of our network, and also provide





OPERATIONS

better safety in all weather conditions for school buses, residents and visitors to our Council area.

R2R funding was utilised as follows:

- ❖ O'Neill Street, Jerilderie - 116 m
- ❖ Mahonga Street, Jerilderie - 420 m
- ❖ Donald Ross Drive, Coleambally - 2.3 km
- ❖ Coreen Street, Jerilderie - 2 x 210 m
- ❖ Bolton Street, Jerilderie - 116 m
- ❖ Innes Bridge Road, Jerilderie - 5.4 km
- ❖ Harvey Wells Road, Coleambally - 3.6 km
- ❖ Bonnars Lane, Coleambally - 2.7 km
- ❖ Citrus Drive, Coleambally - 1.2 km
- ❖ Bull Road, Coleambally - 3.6 km
- ❖ Fernbank Road, Jerilderie - 3.5 km
- ❖ Channel 9 Road, Coleambally - 2.15 km
- ❖ Main Canal Road, Coleambally - 2.2 km
- ❖ Nyora Road, Jerilderie - 4.28 km
- ❖ Green Swamp Road, Jerilderie - 3.8 km
- ❖ Four Corners Road, Coleambally - 4.3 km
- ❖ Greens Lane, Jerilderie - 1.85 km
- ❖ McDonald Road, Coleambally - 8 km
- ❖ Eulo Road, Coleambally - 5.25 km
- ❖ Wilson Road, Jerilderie - 3 km

Council's Unsealed Road Program

Council's gravel re-sheeting program has covered various roads including Main Canal Road, Fraser Road, Ercildoune Road, Culley Road, Harvey Wells Road, Green Swamp Road, Wilson Road, Kelmscott

Lane, Leary Lane and Moonbria Lane.

Grader maintenance of local roads over the Council road network this year has been consistent with previous years. Currently, the infrastructure within our Council is in good condition, however an increase in funding is required to help maintain Council's resealing program of the sealed road network.

At present, Council's resealing cycle has slightly increased, with 46.70% of the network now on a 12 years resealing cycle, 26.00% on a 15 year resealing cycle and 27.30% slightly above 15 years.

Town maintenance

The town maintenance programs include maintenance of town streets and amenities, such as tree lopping and new tree plantings, bitumen road maintenance, kerb and gutter maintenance and cleaning, replacement of kerb and gutter, cleaning of storm water drainage lines, signs maintenance, and also slashing within the town areas and entrances, all to maintain and beautify our towns. The toilet block at Coleambally Lions Park was completed. The facility contains five cubicles and has disabled access (*see below*).





OPERATIONS

Water supplies

Coleambally's town water is supplied from two bores, the water is filtered and chlorinated. Minor repairs have been carried out to the water mains over the past 12 months. One of the bores has been refurbished.

Darlington Point's town water is supplied from two bores. The water system has recently been upgraded, including the installation of a gas chlorinator. Minor repairs have been carried out, including the flushing of the water mains, refurbishment of the water supply bore and cleaning the bores.

Jerilderie's town water comes from the Billabong Creek. Council's water supply system provides residents with treated water for internal use and raw water for external use.

Minor raw and filtered water repairs to mains and services were undertaken. Jerilderie's older raw water mains will continue to be upgraded with PVC pipe.

The filtered water mains were flushed approximately every three weeks, with regular water quality testing carried out. Raw water mains are flushed approximately four times per year.

Sewerage systems

The sewerage systems in each town have been maintained to a high standard. Existing settling ponds and sludge ponds have been maintained. Council is licensed to provide waste water from the Jerilderie sewerage treatment plant to the adjacent Racecourse to help maintain its turf track.

No major repairs were undertaken during the past year.

The North Jerilderie sewerage extension works were completed during this year, connecting properties in McDougall Street and Showground Road to Council's sewerage system.

Parks and gardens

Our parks and gardens staff continue to maintain the extensive network of parks and gardens to a high standard.

The parks, gardens and sports ground areas are a major asset to our communities and our visitors.

A program is in place to upgrade and maintain watering systems in parks and gardens as a means of reducing water consumption, and to assist with grounds maintenance.



Companion animals

Staff members in each Council office continue to complete the registrations of dogs and cats under the Companion Animals Act. A dog pound is operated in each of our towns and ensures that any animals impounded can be dealt with and returned to their owners quickly.





OPERATIONS

Stock control

Various incidents of straying stock were dealt with during the year, on Council roads, Main Roads and State Highways.

Fleet Management

The Works Depots continued to maintain Council's plant, equipment and infrastructure in excellent condition.

Plant and vehicle replacement purchased during the 2018-19 financial year included the following equipment:

Vehicles

- ❖ 2019 Isuzu Dmax 4x2 Crew Cab Chassis Utility
- ❖ 2019 Ford Ranger Space Cab XL 3.2D 4x4
- ❖ 2019 Isuzu Dmax 4x2 Space Cab Utility SX
- ❖ 2019 ZB Holden Calais V Hatch 3.6 V6 AWD
- ❖ 2019 Ford Ranger Crew Cab XL 3.2L 4x4
- ❖ 2019 Ford Ranger Crew Cab XL 3.2L 4x4
- ❖ 2019 Ford Ranger Crew Cab XL 3.2L 4x4
- ❖ 2019 Ford Ranger Crew Cab XL 3.2L 4x4
- ❖ 2019 Holden Colorado LS Space Cab 4x4 2.8TD

Plant

- ❖ New Holland B110B Backhoe
- ❖ Ammann AS150DT3 Smooth Drum Roller
- ❖ John Deere 6155M Tractor
- ❖ Mack Trident 6x4 Rigid 535 MP8 Tipping Truck

The stores and amenities are kept in excellent order, providing facilities for Council's stock items, training area and staff facilities.

Waste minimisation and management

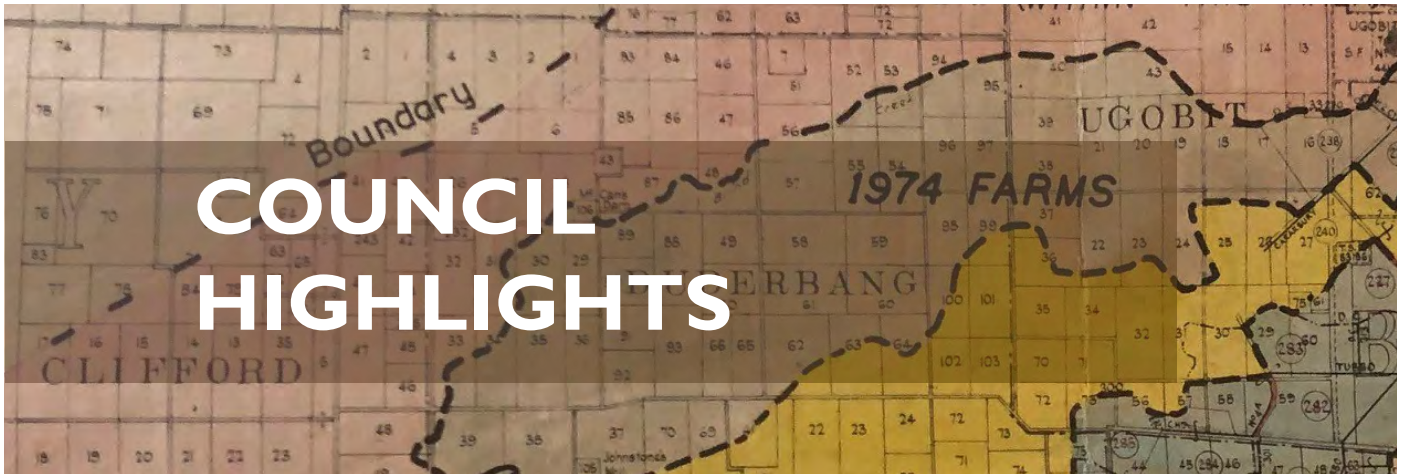
Waste initiatives include:

- ❖ A weekly garbage collection service to the three towns.
- ❖ A fortnightly recycling collection service in Darlington Point and Coleambally.
- ❖ Participation in the RAMJO Waste Management Group to develop regional waste strategies.
- ❖ Mobile phone muster and toner cartridge recycling program at each Council office, with Jerilderie also accepting fluorescent globes, smoke detectors and household batteries.
- ❖ Waste depots in each of the three towns.

Private Works

Private works carried out with Council's plant and equipment, including road maintenance, has remained steady during the past year and Council will continue to source these works in the future.





COUNCIL HIGHLIGHTS

PLANNING AND ENVIRONMENT

The responsibilities of the Environmental Services team include:

- ❖ Environmental Planning
- ❖ Development
- ❖ Health
- ❖ Heritage
- ❖ Environmental protection
- ❖ Sports Centre
- ❖ Swimming Pools
- ❖ Public halls and Council venues

Highlights for the year

- ❖ The Planning and Environment Department undertook various operational duties throughout the year such as inspection of food premises,

swimming pools, on-site sewage management, and development and building projects.

- ❖ The Liquid Trade Waste process was continued and expanded into the Coleambally and Darlington Point area.
- ❖ Several projects within the Stronger Community Fund Grants, Community Infrastructure Grants and Stronger Country Community Grants were managed by Council's Development Officer.
- ❖ An amendment to the Murrumbidgee LEP was successfully finalised with Toganmain Woolshed Precinct being listed as a heritage item in Schedule 5 of the LEP.
- ❖ Work commenced on preparing comprehensive strategic planning documents for the Council.
- ❖ Following extensive consultation, the Murrumbidgee River at Darlington Point and Environs Flood Study was also completed and adopted by Council. The second phase of this project also commenced.



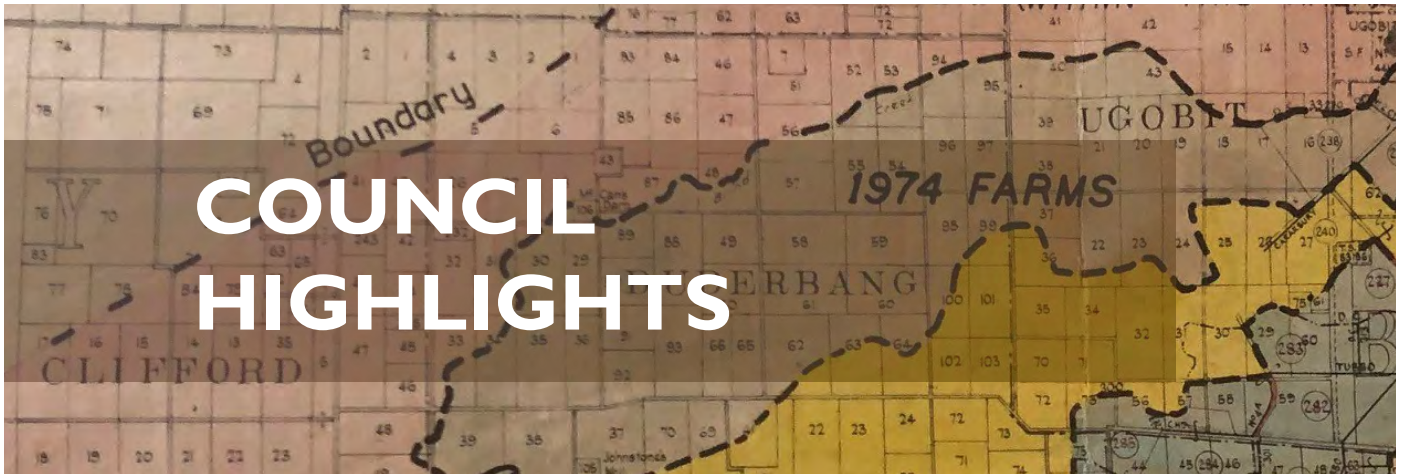
▲ Council staff Ben Nash and Susie Leeds conducting a sewage inspection.

Biosecurity

Destruction and eradication of noxious weeds within our Council area is extremely important. Changes to funding for weed control remains a concern and Council has continued to pursue funding opportunities. The annual eradication program is an important part of Council's budget.

Changes have taken place with the new Biosecurity Act covering environmental weeds. The Biosecurity Officers have been attending workshops and training to ensure they remain current with the requirements of the Act.

Council's Biosecurity Officers have promoted environmental weed control and provided support



PLANNING AND ENVIRONMENT

at field days and by distributing leaflets to property and land owners. The eradication of Spiny Burr Grass, Boxthorn and St John's Wort is vigorously supported by Council and the community.

Council continues to slash and spray road shoulders to help with weeds, as well as fire hazard reduction.

Jerilderie Saleyards

During the year two sales were held at the Jerilderie Saleyard, with 20,083 sheep sold. Regular maintenance at the yards has been performed during the year.

The truck wash at Jerilderie continues to benefit Council, with the Avdata system providing an income stream to help cover maintenance costs and equipment replacement. The truck wash is available to the travelling transport industry.

Jerilderie Sports Stadium

The Sports Centre is open to the public for unsupervised use, provided users signed a waiver. Usage has increased during the year due to upgraded equipment provided by the Stronger Community Fund and input from the Jerilderie Community Gym Committee.

Public Swimming Pools

The Coleambally and Darlington Point Swimming Pools were both managed by operators for the 2018-19 season, with reasonable patronage. The Jerilderie Swim Centre was once again operated using a waiver system (unsupervised). The year saw patronage remain steady.



COUNCIL HIGHLIGHTS

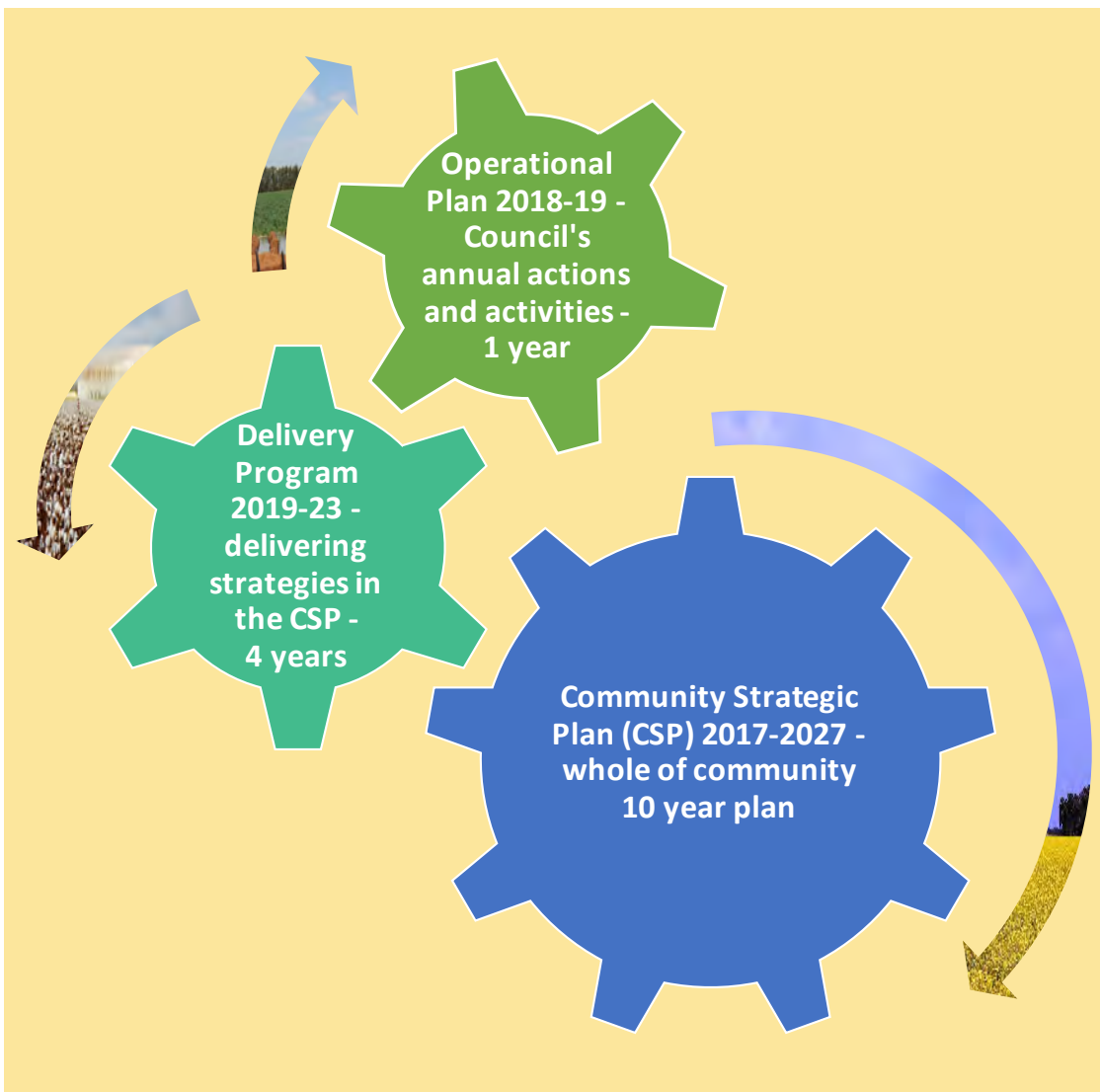
PLANNING AND ENVIRONMENT

Development and Building Control

Applications received by Murrumbidgee Council from 1 July 2018 to 30 June 2019 inclusive are shown in the table below. Development increased slightly compared to 2017-18, with six more developments.

Type of Construction	Number of Applications	Total Value
Commercial		
Shops/offices	0	
Additions/Alterations	3	\$45,000
Other (including accommodation)	2	\$700,100
Dwellings	12	\$4,009,130
Dwelling Additions/Alterations (includes attached carports and garages, verandahs and pergolas)	12	\$362,600
Detached shed/garage/carports	9	\$214,407
Flats/Units	1	\$1,600,00
Dwellings Demolished	4	\$40,250
Factories/workshops/warehouses	1	\$120,000
Additions/alterations	0	\$120,000
Other		
Includes fences, rural buildings, farm dams and irrigation works, signs, swimming pools, etc.	12	\$9,369,970
On site sewage management systems	14	N/A
TOTAL	73	
Subdivisions	Number of lots created	Number of lots formally registered
Subdivision applications: 5 applications	11	0

INTEGRATED PLANNING AND REPORTING FRAMEWORK



The Integrated Planning and Reporting (IP&R) Framework legislation is embedded in the Local Government Act 1993. It requires all NSW Councils to prepare and implement a Community Strategic Plan (CSP).

The CSP sets out the long term aspirations of the community of the Murrumbidgee Council area for the next 10 years. It is the key reference to guide Council's decision-making during this period. It is developed through community consultation and includes the community's vision, goals, objectives and strategies for the future.

The Community Strategic Plan must be reported upon by the outgoing Council and the incoming Council must undertake a review of the Plan.

Council's Delivery Program is a three year program that outlines how these strategies will be translated into actions. It has detailed operational deliverables for each year. The Councillors review the progress of the Delivery Program every three months.

The Council also has an annual Operational Plan that sets out the annual actions and activities.

As part of the Integrated Planning and Reporting (IP&R) requirements, Council is also required to

prepare an Annual Report, as well as an Asset Management Policy, Asset Management Strategy and Asset Management Plan to support its Community Strategic Plan, Delivery Program and Operational Plan.

We are also required to report regularly on our progress towards implementing the objectives and actions with our Delivery Program and Operational Plan.



OPERATIONAL PERFORMANCE

Council's strategic planning documents align to the five key themes which are outlined in the diagram below.

These themes and Council's performance in achieving specified actions relating to them are addressed on pages 27-44.



GOAL 1: OUR COMMUNITY - WHO WE ARE

Our vision

To support all members of our community. We strive to ensure they feel safe and are actively and passionately involved in establishing and promoting a connected, respected Council area by facilitating equitable access to community infrastructure and services - healthcare, education and transport. The diversity of our three towns serves to create a stronger, ever-evolving Murrumbidgee community, which values its rural lifestyle as the place to work and live sustainably into the future.

Below is a snapshot of Council's performance in implementing the Goal 1's actions in the Delivery Program.

Strategic activity and action/s	Comments
1.1 Building and supporting a diverse community	
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 - liaison with transport providers and needs analysis.	Ongoing
1.1.2 Engage and encourage the disadvantaged members of Murrumbidgee communities by supporting the work of regional government agencies and NGOs - Develop affordable housing strategy and identify suitable land.	Ongoing
1.1.3 Foster and provide community opportunity through the performing and visual arts - work with stakeholders to map out suitable programs.	MAKE group formed. Ongoing
1.1.4 Build a culture of respect for diversity and differences - support programs that celebrate multiculturalism, conduct Australian citizenship ceremonies.	Three citizenship ceremonies held.
1.2 Protecting and Embracing Cultural Identity and Heritage	
1.2.1 Provide opportunities for our community to showcase their heritage and diversity - engage with stakeholders to promote events.	Completed
1.2.2 Value-add to our historic places and spaces - create heritage asset register.	Ongoing
1.2.3 Protect and celebrate unique historic stories from across the Council area - incorporate indigenous sites and history into Council's tourism and heritage documents.	Ongoing

GOAL I: OUR COMMUNITY WHO WE ARE

Strategic activity and action/s	Comments
1.3 Creating Community Opportunities and equitable access to Council and community services and programs	
1.3.1 Foster current sporting, social, recreational and cultural events and activities increasing participation and inclusion - including publishing a calendar of events, promoting and supporting community events, developing new residents' welcome pack, developing database of community and service groups, creating a brochure of community organisations, promoting and celebrating national events, supporting and celebrating our seniors.	Events held for Youth Week, Seniors Week. Regular respite activities held. Promotion through website, social media, posters and word of mouth. Other actions ongoing.
1.3.2 Encourage the development of a range of sporting options, particularly for young people, and enhance the capacity of community organisations and sporting groups to access external grants and funding opportunities - work with stakeholders to develop new events.	Grant opportunities promoted to community.
1.3.3 Provide opportunities for the towns to interact more to ensure a greater sense of connectedness including fostering, supporting and recognising volunteers and their organisations within the community - including publicly recognising volunteers and diversity, hosting an annual volunteer information session in partnership with the community, encourage and support aged care facilities across the community.	Volunteers recognised at Australia Day celebrations. Volunteer sessions held. Liaison with Aged Care facilities.
1.3.4 Provide a range of community entertainment activities including activities for youth, seniors and people with disabilities - establish and manage a youth group, assisting in delivering more events for youth and seniors weeks, supporting employment opportunities for people with disabilities.	Discussions ongoing with relevant organisations.
1.3.5 Strengthen community pride through honours and awards nominations and ensure Council grants and in-kind support is efficiently and equitably distributed to support community and sporting groups' efforts and activities - conduct/support workshops in fundraising and grant writing, governance, review Community Grants Policy.	Grants workshop promoted. Policy to be reviewed.
1.3.6 Ensure Murrumbidgee libraries are cultural, recreational and learning centres of the communities of Murrumbidgee by working closely with Western Riverina Libraries (WRL).	Discussions with WRL ongoing. Author visits being arranged.
1.4 Enhancing health and well-being	
1.4.1 Manage and maintain the amenity of parks, garden and the environs of all Council communities.	Regular maintenance.

GOAL I: OUR COMMUNITY WHO WE ARE

Strategic activity and action/s	Comments
1.4.2 Ensure we have access to a broad range of mental health services - liaise with health providers, lobby for increased mental health services, initiate or attend interagency health initiatives and programs.	Mental health services promoted. Other activities ongoing.
1.4.3 Promote and support health services - identify key stakeholders in providing and promoting health services across the Murrumbidgee LGA.	Surgeries and doctors' housing provided for doctors. Other activities ongoing.
1.4.4 Maintain public health inspection and licensing programs and compliance.	Completed annually.
1.4.5. Increase awareness and participation in education, including investigating opportunities for developing partnerships with TAFE and regional universities	Council provides CSU scholarship and Monash Education Bursary.
1.4.6 Support the continuity of health services from public and private sector across Murrumbidgee LGA.	Surgeries and doctors' housing provided and maintained.
1.4.7 Support a community health facility where allied and specialist health service providers can operate an MPS service model.	Discussions ongoing with local providers.
1.4.8 Support community services programs and encourage collaboration and communication linkages between service providers across the region.	Promoted through Council channels.
1.4.9 Support community funded cultural and well-being activities and events across Murrumbidgee LGA.	Promoted through Council channels.
1.5 Creating a safe community	
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 - develop and implement Road Safety Action Plan.	Investigating collaboration with neighbouring councils.
1.5.2 Liaise with local police and State Government to increase police presence and visibility in our area - engage with Murray and Murrumbidgee Local Area Command Police through regular meetings, partner with local police to raise awareness of public and traffic safety, lobby to maintain timely responses to incidents through regular reporting.	Council staff and Councillors attend regular meetings with Police and RMS. Currently developing reporting systems.
1.5.3 Provide adequate street and security lighting in our towns - street lighting program and maintenance schedule.	Essential Energy responsibility.

GOAL I: OUR COMMUNITY WHO WE ARE

Strategic activity and action/s	Comments
1.5.4 Support, and where appropriate, seeks funding for community safety programs and initiatives - support Neighbourhood Watch and other initiatives and consider CCTV network.	Council is monitoring this situation.
1.5.5 Provide adequate activities for young people and facilities they can use to keep them entertained in a safe environment.	Upgrades to netball courts in Jerilderie and Coleambally. Infrastructure additions to Luke Park Jerilderie completed. Proposals included for further upgrades in SCCF application.



GOAL 2: OUR ENVIRONMENT - WHERE WE LIVE

Our vision:

We live in a unique natural environment that we value highly. We undertake a guardianship role to ensure and enhance its long term sustainability through appropriate practices and management.

Below is a snapshot of Council's performance in implementing the Goal 2's actions in the Delivery Program.

Strategic activity and action/s	Comments
2.1 Protecting existing natural environments for future generations	
2.1.1 Ensure the conservation of the area's natural beauty and ecology for future generations - develop a waterway tourism plan and management plans for lakes and rivers, and support the implementation of the Coleambally lake concept.	Nature trails developed, signposting and brochure being developed. Other activities ongoing.
2.1.2 Expand our walking trails network to encourage active experiences of our riverside location and protect the surrounding bush - incorporate biodiversity and other walking trails into Council's tourism strategies and promotions.	Walking trails have been resurfaced. Investigating funding for other activities.
2.1.3 Foster learning about and celebrate the area's natural resources - partner in environment education programs and collaborate with stakeholders to adopt areas of bushland that need restoration and regeneration.	Activities ongoing.
2.1.4 Manage environmental opportunities and challenges – exploring native fish stocking and carp elimination opportunities - collaborate with local community groups to support environmental projects, improve knowledge and understanding of environmental issues facing our LGA, support the development of environmental management programs and plans.	Grants provided to Riverina Fishing Competition for restocking of Murray cod from Council and DPI.
2.2 Exploring and promoting alternate, sustainable energy sources and practices	
2.2.1 Engage with RAMJO and support sustainable energy initiatives (including funding opportunities), including green waste, biowaste and sustainable street lighting - actively participate in new waste and other activities.	RAMJO currently investigating options.

GOAL 2: OUR ENVIRONMENT - WHERE WE LIVE

Strategic activity and action/s	Comments
2.2.2 Continue to encourage investment into solar power and other sustainable energies - source potential funding for energy audits and other sustainable projects, partner with relevant organisations to develop education programs, develop a Council energy consumption reduction plan or concept	Regional activities in using renewable energy to supply towns being explored. Other actions ongoing.
2.2.3 Rationalise waste management and recycling priorities in accordance with relevant legislation - maximise diversion of waste from landfill, maintain landfill and upgrade as necessary, create a Rural Landfill Plan.	Kerbside collection continuing in all three towns. Council continuing to work with EPA for relocation of Community Recycling Centre. Operational Plans to be developed.
2.2.4 Conduct principal certifying authority functions in the local government area	Ongoing.
2.3 Maintaining a balance between growth, development and environmental protection	
2.3.1 Stimulate the conservation of important heritage assets of Murrumbidgee Council - include heritage assets in Council's asset management planning and reporting, create/maintain a heritage advisory service and provide assistance to support the conservation of local heritage items.	Asset register completed. In-kind assistance provided to support heritage projects. Heritage near Me funding available 2021.
2.3.2 Encourage and support sustainable land use, planning and development - undertake review of Council's planning policies and delegations, utilise and update Council's Section 94A Plan, review Council planning documents and provide development application pre-lodgement service.	Policies and documents being redeveloped for merged Council. Section 94A Plan is complete.
2.3.3 Consider plans for the improvement, beautification and revitalisation of Murrumbidgee towns including town entries - create masterplans for each town/specific areas and consider developing working groups to support Council's focus.	Master Plan developed for Brolga Place and working group formed.
2.3.4 Ensure best practice public and environmental health controls -review/ implement food safety program, act on complaints received regarding public health, record and process statistics, conduct investigations as required.	Food safety program has been implemented. Other activities ongoing.

GOAL 2: OUR ENVIRONMENT - WHERE WE LIVE

Strategic activity and action/s	Comments
2.3.5 Maintain a responsible animal management program and service ensuring stray and illegally-kept animals are not allowed to become a nuisance to the community - undertake regular patrols, education campaign for responsible pet ownership, improve partnerships to rehome impounded animals, ensure pound is well maintained and compliant, keep records as required.	These activities are ongoing.
2.4 Protecting and maintaining waterways and catchments	
2.4.1 Promote responsible water usage particularly in town areas.	Commenced
2.5 Valuing and conserving native flora and fauna	
2.5.1 Continue to promote flora and fauna conservation through Council's road network maintenance program - develop partnerships with State and Federal Government around wild animal control.	Not a core function of Council.
2.5.2 Educate and inform the community on weed management - promote biosecurity and weed management reduction, advise and monitor for weed control.	These activities are legislative requirements and are ongoing.



GOAL 3: OUR INFRASTRUCTURE - WHAT WE HAVE BUILT

Our vision:

Our community is well serviced and connected to well-planned built, social and community infrastructure that is developed and maintained according to community and public safety needs, priorities and partnerships.

Below is a snapshot of Council's performance in implementing the Goal 3's actions in the Delivery Program.

Strategic activity and action/s	Comments
3.1 Responsible, sustainable asset management	
3.3.1 Maintain a comprehensive asset management capability framework - Council's Asset Management Framework, policy and plan, integrated registers for each asset class, incorporate financial impacts, budgeting and reporting regimes.	These activities are in progress and ongoing.
3.1.2 Continue to engage with the community and stakeholders in relation to acceptable service levels for all public assets	Ongoing
3.2 Ensure Council infrastructure meets community and public safety needs	
3.2.1 Manage and maintain community and sporting building facilities for the benefit of the community - maintenance plans and schedules, energy audits.	Plans and schedules included in Asset Management Plans. Maintenance continual. Energy audit ongoing.
3.2.2 Efficiently manage and maintain Council's building and specific purpose facilities.	Ongoing
3.2.3 Efficiently manage and maintain Council's plant and equipment - optimise procurement, usage and disposal of Council's plant and equipment within budget.	Ongoing
3.2.4 Manage public (safety) liability and risks associated with public infrastructure - Council's risk register, bushfire and emergency protection, procedures for investigating and reporting incidents and hazards.	These activities are in progress and ongoing.
3.2.5 Manage and maintain Murrumbidgee Council's cemeteries.	Master Plans presented to Council.

GOAL 3: OUR INFRASTRUCTURE - WHAT WE HAVE BUILT

Strategic activity and action/s	Comments
3.3 Providing the community with open space to be active.	
3.3.1 Develop riverside locations for the enjoyment of all and to promote tourism - install signage, walking and cycling tracks.	Signage complete. Other activities ongoing.
3.3.2 Enhance and expand sporting opportunities - review/develop masterplans for sporting and recreational facilities, develop business cases and funding options for new or multipurpose facilities (where appropriate).	Monash Park completed. Coleambally and Darlington Point sportsgrounds to be commenced.
3.3.3 Provide and maintain a range of community recreation facilities - develop a Recreational Facilities Management Plan.	Maintenance schedules and levels of services to be updated in Asset Management Maintenance Plans constantly being updated.
3.3.4 Ensure public places are clean and well maintained - consider developing an Open Spaces Strategy in conjunction with Council's Open Space Asset Management Plan, operate and maintain a forward works plan for constructing or upgrading public toilet facilities annually, investigate cost effective street cleaning options, review/develop Council's parks and gardens asset management plans and budgets.	Funding received for Crown Land Plans of Management, contractor services utilised for cleaning, other activities ongoing.
3.3.5 Maintain our Crown Land resources responsibly - develop/review Council's Crown Land Strategy, develop a management plan for Crown Lands under Council control aligned with the Long Term Financial Plan.	Currently preparing brief for consultant to undertake strategy. Funding received and guidelines released for management plan. Other activities ongoing.

GOAL 3: OUR INFRASTRUCTURE - WHAT WE HAVE BUILT

Strategic activity and action/s	Comments
3.4 Maintaining and improving transport infrastructure	
3.4.1 Maintain roads to agreed standards and ensure that school bus routes are of our highest priority - review/deliver a staged program of accessibility and maintenance improvement to Murrumbidgee's rural and town road network and road hierarchy, identify and develop improvement plans for all three towns to be rolled out and incorporate these into Council's maintenance and renewal schedules.	Hierarchy inspection program and defect model for all road assets both developed. Other activities ongoing.
3.4.2 Provide and maintain footpaths, cycle ways, kerb and guttering - carry out routine and programmed maintenance for footpaths, cycle ways, kerb and gutter; replace 150m of kerb gutter annually; identify and program works for high priority footpath renewal.	Ongoing.
3.4.3 Maintain partnerships to ensure the Newell and Sturt Highways and the Kidman Way remains open at all times - continue to strengthen relationships with the RMS, Newell Highway Taskforce and relevant parties to address flood impact and access issues through meeting attendance.	Meetings regularly held.
3.4.4 Maintain local, regional and state roads and bridges in accordance with Councils' Asset Management Plan - review and implement an annual work program and budget for routine and programmed maintenance for local and regional roads and bridges, deliver service levels identified for roads and bridges in Council's Asset Management Plan, deliver the annual RMS contract works to a standard that consistently meets the contract requirements.	Maintenance schedules and work plans updated continuously. Service levels being developed. Other activities ongoing.
3.4.5. Improve street and building accessibility for the disability and mobility impaired - review/deliver a staged program of accessibility improvements to Murrumbidgee Council's urban road network.	Ongoing.
3.5 Local utilities and communications infrastructure and connectivity	
3.5.1 Manage water assets in line with best practice standards and agreed priorities - review Council's water treatment works operational plan and budget, maintain town water supply. Plan for 100% compliance of ADWG requirements with chemical and micro biological monitoring, maintain water supply for Murrumbidgee's parks and gardens and review ongoing system monitoring and routine maintenance and repairs to ensure water is available, complete annual capital works program on water assets.	All activities ongoing. Routine maintenance and repairs to water supply completed to water supply plant. Locations identified for automated sprinkler systems in parks and gardens.

GOAL 3: OUR INFRASTRUCTURE - WHAT WE HAVE BUILT

Strategic activity and action/s	Comments
3.5.2 Manage sewer assets in line with best practice standards and agreed priorities - review Council's Sewer Treatment Works Operational Plan to ensure 100% compliance with EPA requirements, maintain systems to efficiently operate Murrumbidgee's town sewers, complete annual capital works program on sewer assets.	All activities ongoing. Capital works program for 2018/19 completed.
3.5.3 Manage stormwater in line with the agreed priorities - complete the annual capital works program on stormwater assets in line with agreed priorities, upgrade stormwater facilities and system in line with agreed priorities.	Ongoing.
3.5.4 Advocate and improve mobile information and communications technology and infrastructure across the Murrumbidgee LGA - initiate engagement with telecoms service providers to support Council's new tower infrastructure, engage with relevant stakeholders and Government to lobby for new communication networks.	Funding received for feasibility study - being undertaken by Telstra. Murrumbidgee Council convener of the Digital Connectivity Subcommittee of RAMJO.



GOAL 4: OUR ECONOMY - CREATING OUR OWN OPPORTUNITIES

Our vision:

We are proactive in working with new and existing businesses and industries to provide regional economic opportunities, which creates stability and future growth.

Below is a snapshot of Council's performance in implementing the Goal 4's actions in the Delivery Program.

Strategic activity and action/s	Comments
4.1 Welcoming and supporting our business and industries growth, diversity and productivity.	
4.1.1 Partner with local businesses to create market opportunity for local product through high technology, improved freight and logistics pathways and cooperation with other local government areas - lobby government for improved freight corridor, support opportunities for freight and distribution and warehousing to Eastern seaboard airports or centres, develop and implement a business attraction program for Murrumbidgee for industrial, logistics and manufacturing areas.	Member of Newell Highway Taskforce Committee. No action.
4.1.2 Promote Murrumbidgee and its towns and potential light manufacturing wholesale and retail business opportunities to diversify industry and stimulate employment growth - engage with the Office of Small Business Commissioner to create programs for locating new businesses, implement the goals of Council's Economic Development Strategy, engage with the business community, actively participate in Murrumbidgee's Business Committees and Chambers, encourage the development of affordable housing.	Economic Development Strategy commenced. Ongoing engagement with business community and participation in business committees. No action on affordable housing.
4.1.3 Progress the sale and development of blocks of industrial land - develop and implement a business attraction program for industrial areas, implement a promotional program for local industrial estates, implement a sales strategy for Murrumbidgee's industrial areas, create a promotional program for land available at industrial sites or areas.	No action.

GOAL 4: OUR ECONOMY - CREATING OUR OWN OPPORTUNITIES

Strategic activity and action/s	Comments
4.2 Promoting a regional economy and growth	
4.2.1 Work with other levels of government and private industry to build the Murrumbidgee Council's profile and maximise co-operative opportunities - champion a "transport hub" at the intersection of the Sturt Highway and the Kidman Way, maintain membership of regional government and non-government organisations and participate in meetings, encourage strong partnerships between businesses, education and government agencies.	These activities are ongoing.
4.2.2 Work collaboratively with regional stakeholders to build Murrumbidgee Council area's profile - support and value-add to regional strengths to create a 'destination experience', contribute the Murrumbidgee perspectives to regional meetings and forums.	Ongoing.
4.2.3 Contribute to regional tourism initiatives and major events in the region - participate in regional tourism initiatives and major events.	Ongoing. Member of five regional tourism organisations.
4.2.4 Ensure there is an adequate supply of residential and industrial land to stimulate business and population growth - plan for future housing and business needs in the Murrumbidgee towns.	Funding received. Commencing 2019/20.
4.2.5 Support local business with access to available training, workforce skills and technology - review and implement Council policies to support of new and existing employment in the LGA.	No action. Support offered through third parties.
4.2.6 Build data and analysis of business and industry in the Murrumbidgee LGA - maintain economic and statistical databases and share with local business and service providers.	Ongoing. Economic and community data on website.
4.3 Promoting tourism strategies and opportunities	
4.3.1 Provide professional information services promoting tourism, visitor ventures and activities in our towns - develop and implement a Visitor Information operational plan in consultation with relevant stakeholders, develop targeted promotion campaigns to enable and educate visitors and business, provide emergency services information for the benefit of residents and visitors.	Will be included in Economic Development Strategy. Council is part of Destination NSW to promote the Riverina. Emergency information available.
4.3.2 Provide promotion and resources for tourism service providers - engage with and support accommodation providers in the Murrumbidgee LGA, support tourism service providers with relevant guides, website promotions and publications, -consider developing a visitor guide aligned to Council's branding strategy.	Visitor Guide commenced. Other activities ongoing.

GOAL 4: OUR ECONOMY - CREATING OUR OWN OPPORTUNITIES

Strategic activity and action/s	Comments
4.3.3 Provide promotion and support for major events within our Destination Management Plan - create a prioritised active program of, promotion and participation in major events, incorporate focus as a regional destination in Council economic development and tourism documents, measure event success, analysis and report results.	No action.
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 - implement a branding strategy for Murrumbidgee, implement an advertising and editorial program for key tourism attractions.	No action on branding strategy. Advertising and editorial program commenced.
4.3.5 Encourage opportunities for further recreation activities on or around the rivers and lakes - engage new providers and start-up operations, apply or assist organisations for grants supplying or supporting aquatic recreational activities as requested and required, investigate the viability of a business case supplying aquatic recreation activities (river tours, paddle boards) and infrastructure in the Local Government Area.	Ongoing.
4.4 Supporting access to education, training and further opportunities	
4.4.1 Raise community awareness of TAFE, university and other regional education providers - develop and implement a Council communication plan assisting in raising community awareness of education providers and programs, initiate regular engagement with TAFE, regional colleges and university to partner with them on promotion, programs relevant to the region, initiate regular engagement with business including new businesses to promote potential apprenticeship or trainee or other employment opportunities.	Opportunities promoted on social media and website. Other activities ongoing.
4.4.2 Identify opportunities to enhance community and business's access to internet, broadband and mobile services through the LGA - work with service providers to identify opportunities to improve community connectivity.	Ongoing. Continued representation to Telecommunications Authorities to improve black spots.
4.5 Fostering a resilient, vibrant agricultural sector	
4.5.1 Actively support development which is congruent with our lifestyle - encourage private development of retirement villages and aged care facilities.	No action. Only one enquiry received.
4.5.2 Enhance and maintain key economic drivers to the agricultural supply chain including our road networks - work with stakeholders to identify targeted agribusiness promotion opportunities.	No action.

GOAL 4: OUR ECONOMY - CREATING OUR OWN OPPORTUNITIES

Strategic activity and action/s	Comments
5.5.3 Link Council's Economic Development Plan within the Regional Plan to develop regional initiatives stimulating interest in Murrumbidgee as an agribusiness hub for the Riverina and/or upper Murray regions - develop an investment strategy/policy supporting new agribusiness in Murrumbidgee .	No action.
5.5.4 Influence the protection and enhancement of Murrumbidgee's agricultural supply chain's economic output, investment and employment - undertake industry profiling and gap analysis of local agriculture sector, engage with other stakeholders to identify and increase supply chain protections.	Commenced.



GOAL 5: OUR LEADERSHIP - LOOKING TO OUR FUTURE

Our vision:

Council's leadership role encompasses sound, future-focused outcomes for the whole of Murrumbidgee Council. The leadership challenge is in developing a holistic approach that operates ethically, and also implements good governance to develop and maintain a positive future for our community.

Below is a snapshot of Council's performance in implementing the Goal 5's actions in the Delivery Program.

Strategic activity and action/s	Comments
5.1.1 Provide leadership through ethical accountable and legislative decision making processes - ensure elected members are adequately resourced to enable effective representation, continuously improve governance in decision making, maintain resources to continually improve communication between community members and Council so the Community is kept informed and has options to contribute, ensure Council's Committees, focus groups and advisory bodies are relevant and provide appropriate community involvement, ensure a co-ordinated and multi-faceted approach to all Council communications with the community, ensure Council's policies and processes meet the current legislative, statutory and regulatory requirements.	Budget briefing completed. Financial statements presented. Improvements in decision making in progress. Other activities ongoing.
5.1.2 Optimise council's revenue streams and assets in Council's Long Term Strategic Plan (LTSP) - ensure the most equitable allocation of rates across categories, review all fees and charges to maximize revenue or provide cost recovery for Council Services annually, maximize the long-term tenancy of Council owned premises.	Four year requirement to continue current rate stream. Other activities ongoing.
5.1.3 Reflect community participation in the Community Strategic plan in Council's budget - incorporate feedback from Council's community participation and engagement forums into the Long Term Financial Plan, Annual Budget, IP&R deliverables, support Council's financial statements audit process and the external auditor.	Ongoing.
5.1.4 Fully integrate Council's asset management strategy, system and programs with Council's Long Term Financial Plan - review Council's Asset Management Plans and Policy to align with the Community Strategic Plan, Long Term Financial Plan, Delivery Program and Operational Plan.	Ongoing.

GOAL 5: OUR LEADERSHIP - LOOKING TO OUR FUTURE

Strategic activity and action/s	Comments
5.1.5 Review and implement appropriate procurement, risk and project management frameworks and cultures - 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, develop an enterprise risk management policy, framework and risk registers, review Council's Business Continuity Plan, implement an approved procurement framework.	These activities are all ongoing. Substantial progress has been made with major financial programs tested and migrated.
5.1.6 Actively source external grants and funds for identified projects and initiatives.	Ongoing. Grants reporting presented to Council.
5.2 Engaging with future leaders	
5.2.1 Promote leadership opportunities and programs for our community groups.	No action.
5.2.2 Link and promote programs for young people to develop their leadership skills.	No action.
5.3 Investigating funding, services and programs that strengthen and support communities	
5.3.1 Continue to engage equally with residents of smaller communities within the Murrumbidgee LGA - revisit Council's engagement strategy to ensure it reflects and meets the spread and location of Council's populations.	Ongoing.
5.3.2 Partner with providers of emergency services to ensure appropriate response levels to community emergencies - implement a specific community and stakeholder engagement plan for emergency situations, maintain ongoing support for the Local Emergency Management Centre.	Ongoing as part of the Emergency Management Plan.
5.3.3 Ensure a coordinated and multi-faceted approach to all of Council communications with the community - review Council's communication plan around external communications' management, provide timely and accurate updates and maintenance of Council's website, Facebook page and intranet, improve internal customers' services support, external customer service and program provision and access through improved ICT performance and governance, provide effective efficient and courteous customer service in accordance with Council Values, mission and IP&R framework	All activities ongoing. Council's Media and Communications Officer commenced in July 2019.

GOAL 5: OUR LEADERSHIP - LOOKING TO OUR FUTURE

Strategic activity and action/s	Comments
5.4 Council is an 'Employer of Choice'	
5.4.1 Maintain a positive safety and risk culture supported by quality assurance, audit and training programs - implement full WHS management system including reporting and monitoring, implement risk management and risk registers across Council, implement all recommendations from the 2017 WHS Audit, implement safe workplace requirements, implement a quality assurance system.	All activities ongoing. Council's Work Health and Safety Officer commenced in July 2019. Risk Register in progress. Staff training undertaken.
5.4.2 Develop our people - define Council's talent, promote generation and gender diversity, measure and monitor Council's talent, realise Council's talent.	Ongoing. Current qualifications matrix has been developed. Staff training includes inclusive training and leadership training.
5.4.3 Leverage new technology to monitor and innovate our people and service development - consolidate existing people data and identify data gaps, utilise data to benchmark with other LGAs, monitor and report on internal and external human resources trends, implement online learning management and training system.	All activities ongoing.
5.5 Investigating funding, services and programs that support and strengthen communities in the region	
5.5.1 Build strong, effective and productive alliances and partnerships with community organisations, and State and Federal Governments - Council representative participate in regular meetings, events and activities.	Regular attendance of meetings and events.
5.5.2 Identify opportunities and advocacy for advancing Murrumbidgee Council LGA - maintain and participate in RAMJO and other regional forums, Newell Highway Taskforce, policy area networks, regional and state level discussion about the future of water supplies and water security. Keep State and Federal Members updated.	Regular meeting attendance and liaison.



GLOSSARY OF ACRONYMS

ADWG - Australian Drinking Water Guidelines

EPA - Environmental Protection Authority

ICT - Information and Communication Technologies

LEP - Local Environmental Plan

LGA - Local Government Area

LTFP - Long Term Financial Plan

LTSP - Long Term Strategic Plan

RAMJO - Riverina and Murray Joint Organisation

SCCF - Stronger Country Communities Fund

TAFE - Technical and Further Education

WHS - Work Health and Safety

WRL - Western Riverina Libraries